

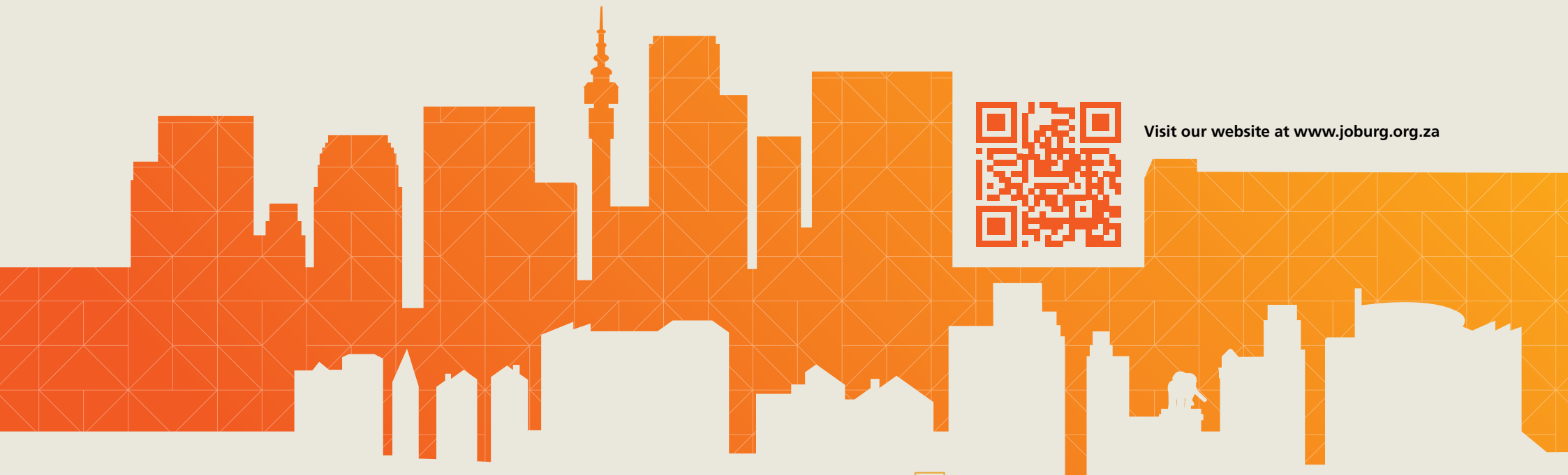


Building our city Building our future



a world class African city

End of Term Report 2011 – 2016



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Building our city. Building our future:
End of Term Report 2011 – 2016
City of Johannesburg Metropolitan Municipality

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Contents

Foreword by the Executive Mayor
Executive Summary

2
4

3

Towards 2040

40

4

Local and Global Footprint

120

1

Introduction

18

2011 Local Government mandate

20

The context

21

The City's strategic direction

23

Developing the Joburg 2040 Strategy

23

Overview of the Strategy and its outcomes

25

Translating the Strategy into actions

28

Structure of the Report

29

2

Governance in the city

30

The CoJ separation of powers model

31

The 2011/12 Institutional Review

36

The Governance Framework

39

Basic Service Delivery

41

Accelerated Basic Service Delivery

42

Jozi@Work

43

Improved quality of life and development-driven resilience for all

44

Agriculture and Food Security

45

Safer City

50

Conclusion

53

Resilient, liveable, sustainable urban environment – underpinned by infrastructure supportive of a low-carbon economy

54

Resource Sustainability

55

Sustainable Human Settlements

62

Conclusion

71

An inclusive, job-intensive, resilient and competitive economy that harnesses the potential of citizens

72

SMME and Entrepreneurial Support

73

Investment Attraction, Retention and Expansion

79

The Green and Blue Economy

83

Conclusion

89

A high-performing metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region

90

Engaged and Active Citizenry

91

Financial Sustainability and Resilience

106

Smart City

115

Conclusion

119

International leadership platforms

121

Major conferences and events

124

City awards

128

Conclusion

135

5

Organisational Development

136

The City's employees

137

Skills development

140

Employee Wellness

140

Key successes and challenges outstanding

141

6

Looking forward to 2021

142

Acronyms

145



a world class African city



Executive Mayor, Councillor Parks Tau

Executive Mayor's Foreword

In 2011, when the current administration took to the helm, we were ready to continue building on a solid foundation that had been set by our predecessors. Our mandate was clear: to accelerate implementation of our spatial and socio-economic transformation agenda for the benefit of all who live in the City of Johannesburg.

This implementation began with the redesign of the apartheid spatial legacy of segregation that the City inherited in 1994. We understood then that only through building integrated and sustainable communities for residents, as well as developing and growing local economies, could we ensure ours was an innovative and efficient local government. This has remained the primary focus of all of our work in the current term of office.

We have made commitments to residents to improve their lives through accelerated delivery of services and implementation of developmental programmes in which they can directly participate, and so benefit. This ensures that we live up to our aspired status of being a world class African city. The Joburg 2040 Growth and Development Strategy's (GDS) vision is a reflection of the intense focus on accelerated service delivery, together with the extensive outreach and consultation process that took place to

review and finalise it. The 2040 vision allows us to address both short-term challenges, as well as plan for delivery in the longer term. We are building a society of inclusion – one where no one feels marginalised, and where there are economic and social opportunities for all who live in Johannesburg. This is not a vision that will be realised overnight, but through the developmental programmes and service delivery innovations and initiatives that we have put in place, we know that we are well on our way to delivering on our commitments to Johannesburg residents.

The challenges that we faced in 2011, and in some cases continue to face, were numerous. We are a vibrant and diverse city, with a population of 4.7 million people. Our city is made up of world class infrastructure and facilities, as well as growing levels of middle and upper class residents – amidst rapid urbanisation, which has become a global concern. Many households remain in poverty, with food security and inequality an ongoing challenge. The ten priorities we have focused on for this term of office, which were identified through the Joburg 2040 GDS process, are designed to address these contrasts. Their approach ensures that all residents are welcomed and included in the development of a better quality of life and access to opportunities.

Internally, in 2011, we faced challenges around financial sustainability and resilience. This was one of the first commitments made as we began our term of office. The challenge was to turn around the City's billing system, and focus on fiscal responsibility and high standards of prudent financial management.

Today we are a City that has received an unqualified audit opinion for the last three financial years. We have built our cash reserves significantly, and we are driving the highest capital investment programme in the country. Through this programme, we have committed to spending over R100 billion on infrastructure development over a ten-year period.

In 2011, we also implemented an outcome-based approach to our work. This involved ensuring that not only do we deliver projects and programmes for our communities, but that we also measure and monitor their impact. This kept our focus firm on building a liveable, resilient, sustainable city.

Furthermore, in this term of office, we have continued to build integrated communities through our spatial redesign drive. We have built flagship infrastructure through programmes such as the Corridors of Freedom, which includes the Rea Vaya Bus Rapid Transit system. We have established solid and ongoing partnerships with communities and the private sector, including academic institutions, through our Jozi@Work, Vulindlele'eJozi youth programme and the Jozi My Beginning Community Innovation Fund flagship programmes. Our youth development strategy – in the form of Vulindlele'eJozi – together with Jozi@Work, have gone on to be recognised as being amongst the best in the world.

The City of Johannesburg has built a good reputation, both locally and globally, and we continue to be a destination of choice for business tourism, as well as for international conferences and events. As a growing smart city, we have developed technology, using digital tools for better connectivity and improved service delivery. We have built our institution – from stabilising and improving our financial management systems, to strengthening our governance systems and supporting our 28 000-plus employees.

We have incorporated innovation into all of our work. The flagship Green Bond initiative continues to receive international and national recognition as a revolutionary approach to financing and mitigation of climate change. Innovation has also enabled us to start producing electricity from sludge at one of our treatment plants, while also exploring hydropower as another alternative that could significantly mitigate load shedding in Johannesburg.

As the 2011/16 term of office draws to a close, we are sure that the path towards realising our long-term Joburg 2040 vision remains sound. Challenges remain, particularly around the socio-economic issues that we confront on a daily basis. Ensuring access to economic and social opportunities, to improve the quality of life for all residents, remains critical.

Johannesburg has been voted one of the most inspiring cities in the world, and named the 'capital of cool'. Together with the current leadership of the City, I am confident that the programmes initiated in this term will continue to inspire the people of Johannesburg as they are being implemented. Our overall objective remains the transformation of our communities, as we strive to achieve our 2040 vision of a vibrant, equitable African city that is strengthened through its diversity. We are indeed a city that is hard at work to provide a real quality of life; a city that is looking to provide sustainability for all of its citizens in our bid to become a resilient and adaptive society.



Councillor Mpho Parks Tau
Executive Mayor



New Council chamber at Metro Centre, Braamfontein

Executive Summary

The 2011/16 End of Term Report forms a report-back to residents of the city, reflecting on the term of office, and its successes and challenges, in preparation for the incoming administration. The report documents the City's strategic direction and progress against that, commitments made and achievements realised in the term of office, and continued areas of focus for the City as it strives to achieve its 2040 vision.

In 2011, a solid foundation for delivery had been set by the previous administration, led by Executive Mayor, Councillor Amos Masondo. Major projects were initiated such as the Rea Vaya Bus Rapid Transit system and service delivery had been increased across the city. A focus on development in Soweto had seen its transformation and the regeneration of the Inner City was underway. However, even as significant progress was made, and continues to be made, developmental challenges remain. The city continues to be one of contrasts: recognised globally as a world leader in many areas, but facing challenges around increased levels of poverty and inequality. The City has set new standards for levels of infrastructure spend and delivery, but also grapples with reversing the effects of apartheid's spatial legacy.

Johannesburg is home to 4.7 million people, and is the economic and financial hub of South Africa. However, unemployment levels in 2014 were 24.5%¹ which, although showing decreasing levels since 2001, when unemployment levels were over 37%, are still a major concern. Youth unemployment is 31.5% which is a challenge for the City². Historically, the economy has grown at approximately 50% more than national growth rates. However, in recent years, this growth rate has slowed to be closer to national and provincial levels.

Poverty remains one of the City's biggest challenges. Key factors include spatial inequality and jobless growth, reinforced by low skills levels.

In this term of office, the City has continued to build on the solid foundation set by previous administrations, with notable successes including improved quality of governance supported by good audit opinions; excellent financial management; better access to basic services; a massive increase in infrastructure spending including improving the quality of basic services; improved access to health services and better quality of health infrastructure; improved public transport service; and increased creation of job opportunities through job creation initiatives. The City has also made good progress on building a smart city which will promote economic development and increased job creation, providing a great place to live and work, using digital technologies for better connectivity and improved service delivery.

The 2011 mandate stated that local government would focus on building better communities, through:

- Building local economies to create more employment, decent work and sustainable livelihoods;
- Improving local public services and broadening access to them;
- Building more united, non-racial, integrated and safer communities;
- Promoting more active community participation in local government; and

- Ensuring more effective, accountable and clean local government that works together with national and provincial government.

This has formed the core component of the City's programmes and projects, which have been implemented to achieve the commitments set out in the mandate. The Executive Mayor was clear in the commitments made at the start of the term:

- Review of the City's long-term strategy to ensure that it still meets the needs of a dynamic urban environment;
- Fiscal responsibility and high standards of prudent financial management;
- Turnaround of the City's billing system;
- Refurbish and replace the infrastructure network;
- Ensure that all residents have access to quality water, reliable electricity and decent sanitation;
- Address the quality of roads, fix the potholes, repair broken traffic lights and clean out culverts and storm water drains;
- Extend the Bus Rapid Transit system to ensure that communities have access to safe, affordable and reliable public transport;
- Improve the quality of interactions with residents and clients;
- Change the spatial structure of a divided city of the past;
- Introduce measures and programmes to address issues of social exclusion and underdevelopment and widen the net of the City's Expanded Social Package; and
- Expand demand side management measures.

Vision

In 2011, the City completed an extensive review of its long-term strategy, through the review of the Joburg 2040 GDS, which sets out the City's developmental trajectory to 2040 and its ultimate 2040 vision:

“Johannesburg – a World Class African City of the Future – a vibrant, equitable African city, strengthened through its diversity; a city that

provides real quality of life; a city that provides sustainability for all its citizens; a resilient and adaptive society.”

In the 2011/16 term of office, this strategic certainty has helped the City in shaping and delivering on programmes intended to realise the outcomes identified in the long-term strategy. The Joburg 2040 GDS is also recognised as a leading strategic plan for metropolitan cities. This is an aspirational strategy that defines the type of society the City seeks to achieve by 2040. Supporting the long-term vision are four key outcomes:

- **Outcome 1:** Improved quality of life and development-driven resilience for all.
- **Outcome 2:** Provide a resilient, liveable and sustainable urban environment – underpinned by infrastructure supportive of a low-carbon economy.
- **Outcome 3:** An inclusive, job-intensive, resilient and competitive economy that harnesses the potential of citizens.
- **Outcome 4:** A high-performing metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region.

The Joburg 2040 GDS shaped the medium-term 2011/16 Integrated Development Plan of the City, and its annual budget and performance reviews. Ten priorities were identified for the first decade of the GDS roadmap and the first Integrated Development Plan, including:

- Financial Sustainability and Resilience;
- Agriculture and Food Security;
- Sustainable Human Settlements;
- Safer City;
- Smart City;
- Investment Attraction, Retention and Expansion;
- SMME and Entrepreneurial Support;
- Engaged and Active Citizenry;
- Resource Sustainability; and
- The Green and Blue Economy.



Installing water meter at Meadowlands Zone 9

Governance and organisational development

In terms of political governance, in the 2006/11 term of office, the City pioneered the separation of powers governance model to improve accountability and oversight; splitting the Council into two arms – a legislative arm including the Speaker, Chief Whip, non-executive councillors, oversight committees; and an executive arm including the Executive Mayor, Mayoral Committee and administrative departments.

This governance model put in place mechanisms for clean and accountable governance that were maintained in the current term and have produced positive governance results.

Administratively, with the approval of the 2040 Joburg GDS, it was necessary to revisit the existing institutional arrangements, to ensure that the structure and organisation of the City responds to the development imperatives outlined in the GDS. To this end, the City instituted an institutional review process to create an organisational structure that could deliver on the objectives of its mandate. The City reconfigured its institutional arrangements creating Group Functions and four clusters to enable better coordination and implementation of City programmes. These clusters are Human and Social Development, Sustainable Services, Good Governance and Economic Growth, each deriving its mandate from a related GDS Outcome.

The Group Functions emphasise strategic leadership and ownership of group policy, ensuring standardised implementation of functions, across core departments and municipal entities.

Towards Joburg 2040

Immediately upon taking office in 2011, Executive Mayor, Councillor Parks Tau initiated an Accelerated Basic Service Delivery (ASD) programme, to respond to the issues raised by the city's residents during the election period.

This 90-day service delivery programme formed a comprehensive and integrated approach to dealing with service delivery issues. Specifically, the ASD focused on servicing of informal settlements; reducing the recurrence of service failures; repairing and replacing water pipes; repairing potholes; removing illegal and unsightly posters; ensuring a constant power supply; and reducing traffic signal malfunction, amongst other focus areas.

Access to basic services in Johannesburg has improved substantially over the term. Access to an improved drinking water source had increased to 95.8% by 2014. Access to sanitation improved by almost 4% between 2000 and 2013, while access to a weekly refuse removal service improved by 2.2%. Ongoing initiatives around improving access to basic services are critical, and the core mandate of local government. Services have been expanded in marginalised areas, with Johannesburg Water spending R340 million on the upgrading of existing infrastructure, and installation of new infrastructure, in areas including Greater Soweto, Greater Ivory Park, Greater Orange Farm, Diepsloot and Alexandra. A total of R3.7 billion has been spent on networks and capacity, with the focus on maintenance seeing a corresponding water saving of over 3.1 billion litres and a 10.6% reduction in pipe bursts.

In support of accelerated service delivery, the City introduced a developmental service delivery model, Jozi@Work, which encourages communities to take charge of their own development. This is done in partnership with the City, to provide basic services. In this model, there is provision for the City to pay cooperatives and community based companies for work packages that improve local service delivery.

Work packages identified to date include pipe renewal, retrofitting, operations and maintenance, rainwater harvesting, customer info/data audit, security of facilities, electrical infrastructure, purchase of food from farmers for food parcel distribution, transport and processing of food, capital works/park establishment, road surfacing, street

surfacing, facilities management, alien plant clearance, bus cleaning, kerb laying, and the relocation and installation of services which are ring-fenced by departmental city-wide procurement spend.

The Jozi@Work programme creates employment and livelihood generating opportunities for members of cooperatives, partners in micro-companies, or workers employed by the cooperatives and companies carrying out the work.

Outcome 1: Improved quality of life and development-driven resilience for all

The first long-term GDS outcome focuses on **improved quality of life and development-driven resilience for all**. Specific outputs for this outcome include a focus on reduced poverty and dependency and improved and safeguarded food security. In addition, increased literacy, skills and lifelong learning amongst all citizens is a key element of the priority, as is a substantial reduction in HIV prevalence and non-communicable diseases. The priority also emphasises safety and security, and notes a key output as being a city characterised by social inclusivity and enhanced social cohesion.

In 2011, the City identified two key priorities to drive the attainment of this outcome. These include agriculture and food security, and a safer city.

Agriculture and Food Security

Through this outcome, the City seeks to address poverty and income inequality by focusing on poor and vulnerable groups in society. In 2011, the City's research indicated that as many as 42% of the city's urban poor go to bed hungry, at least two or three days a month. The City therefore focused on food security as one of its key priorities in order to ensure that in Johannesburg, none go hungry.

In this term of office, the City invested in food security programmes including prioritising the distribution of food parcels as an immediate and short-term solution

to food insecurity. Secondly, as a more medium and long-term solution, the City helped communities to establish food gardens, as a sustainable programme to address household food insecurity challenges. As a result of these interventions, the City has reduced the percentage of poor citizens who go to bed hungry, to 24.5%. There has been a substantial reduction in food insecurity in the targeted sample based on deprivation maps developed by the City. Over 93 000 total households have participated in the City's food security initiatives. Critically, the programme has reached all of the City's most deprived wards.

Another aspect of the agriculture and food security priority is the establishment of a system of food empowerment zones where households benefiting from food gardens are converted into sustainable and viable emerging farmers. Three empowerment zones have been established across the city namely Eikenhoff Farm, Northern Farm and Nancefield Hostel. Seven Agri-resource centres, and seven satellite centres, have been established across the city, to serve as community based support systems for agricultural activity at an individual/household and communal level.

These initiatives have transformed the lives of those working in the farming cooperatives. A total of 221 emerging farmers are involved in diversified farming activities, supported through functional hubs, and the establishment of local markets and empowerment zones. In Orange Farm, ex-offenders can attest to the life-changing impact of the food security efforts of the City. Farms have been set up and ex-offenders are able to farm and sell produce, thus creating employment opportunities. The City has enabled the establishment of food gardens in households and communal areas, encouraging communities to meet their own food subsistence needs.

Healthcare, and a focus on the quadruple burden of disease, is another key element of this priority. In the 2011/16 term of office, the City built the first Level 3 and Level 4 clinics in the municipality. The Slovoville clinic, the City's flagship Level 4 clinic, was built in one of the city's most deprived

areas. MMC for Health and Social Development, Councillor Molwele notes that "the City focused on giving dignity to its citizens in its approach to healthcare. It identified the areas of most need, and started building and opening state-of-the-art clinics in those areas".

As part of improving the quality of life, the City is contributing to national efforts to increase the life expectancy of residents through increased access to treatment and care for HIV/AIDS patients, with all of the City's facilities now offering comprehensive treatment and care. As a result, less than 1% of HIV exposed babies born in the City's clinics were born HIV positive in the 2014/15 financial year. The rate of transmission among babies born HIV negative from HIV positive mothers improved from 2.9% in 2011/12 to 0.9% in 2014/15. The City has also achieved 100% immunisation coverage for children under one year old.

By 2014, the City had also widened the net of its Expanded Social Package (ESP) by over 101 000 new registrations. Over 490 000 beneficiaries have been connected through the ESP to social services in the term of office to date. Finally, the Healthy Lifestyle Programme targets all residents of the city through programmes such as GoJozi and the Healthy Lifestyle Schools Programme.

Safer City

The intention of the City is to create a safe and secure city that builds and empowers communities. This is linked to improved quality of life and resilience for all, including those more vulnerable to safety concerns. A number of elements make up this priority. These include traffic safety, the mitigation of hazards such as fire and weather-related or environmental hazards, countering conditions of deprivation, and fostering more supportive family systems and community networks. Through this priority, the City aims to achieve a city where all of its citizens are safe from crime, feel safe while travelling and in public spaces, are safe from fires and other emergencies,

and behave in a way that limits harm to themselves and others.

Over the term of office, the City has focused on reducing levels of crime in the city, through joint operations with various law enforcement agencies. This has seen a 15% reduction in priority crime. Initiatives such as the Joburg 10Plus programme aim to bring metro policing closer to communities through ward-based deployment. Investment in the CCTV system has also seen a decrease in serious crime (e.g. bank robberies, ATM/cash heists). As a result, business confidence has increased. As MMC for Public Safety, Councillor Lemaio notes, “Public trust and confidence in policing is directly associated with police conduct, attitude and actions. Similarly, police visibility and stakeholder management are of paramount importance”.

Safe urban design and management is also a priority, with a multi-level project in place to develop a park safety framework and guidelines to enhance management and maintenance of parks in the city.

Finally the City has implemented programmes focused on addressing issues of illegal drugs, firearms, theft of vehicles and alcohol-related crimes. Rapid response to calls has seen a decrease in mortality rates due to emergencies, by 11%.

Outcome 2: Provide a resilient, liveable, sustainable urban environment – underpinned by infrastructure supportive of a low-carbon economy.

The second outcome focuses on **providing a resilient, liveable, sustainable urban environment – underpinned by infrastructure supportive of a low-carbon economy.** Related outputs include the sustainable and integrated delivery of basic services, and a focus on sustainable human settlements. In addition, outputs around ecomobility and climate change resilience are included in this outcome.

Two priorities were identified, focused on the provision of sustainable human settlements and resource sustainability. As noted by the MMC for Economic Development, Councillor

Mathang, “Challenges around the spatial configuration of the city remain. These challenges have a huge economic impact on the people of Johannesburg”.

Sustainable Human Settlements

The key objective of the development of sustainable human settlements is to address spatial inequality and create the material conditions for economic growth. This priority focuses on ensuring sustainable, resilient and liveable communities that support social cohesion, improved integration and enhance access for all of the City’s residents.

At the beginning of the term, the City sought to define the new city, which would undo the apartheid urban spatial planning. This requires the reorganisation of space within the city, with an emphasis on locating housing, economic and social opportunities in closer proximity to each other.

One of the City’s major flagship programmes is contained under this priority: the Corridors of Freedom programme intended to focus development along major corridors in the city and major transport routes.

The Corridors of Freedom are taking shape on the back of significant capital investment along key Rea Vaya Bus Rapid Transit (BRT) routes. Spatial Area Frameworks for the Empire-Perth, Louis Botha Avenue and Turffontein corridors were completed in the term and infrastructure work started. Deprived spaces continue to be transformed by creating efficient, liveable and safe neighbourhoods, e.g. through public environment upgrades in various areas, including the Inner City, Soweto, Orange Farm and Diepsloot.

During the term, the City spent 92% of its capital budget on city-wide infrastructure primarily in the Transit Oriented Development and Corridors of Freedom initiatives. In 2014/15, the major drivers of capital expenditure were the large construction works on the Rea Vaya trunk route 1C along Louis Botha Avenue. Installation of pedestrian and cycle paths (non-motorised transport [NMT] infrastructure) along the Corridors of Freedom have been developed, that

connect commuters with the Rea Vaya BRT system and commuter rail services.

In the focus on public transport, and with the support of National Government grants, the City continued to restore the dignity of public transport users in the 2011/16 political term. This was done through expansion of the BRT system beyond Phase 1A (Thokoza Park in Soweto to Ellis Park in the Johannesburg CBD), adding Phase 1B (Soweto to CBD past Noordgesig, New Canada, Horseshoe, Bosmont, Coronationville, Westbury, Newclare, Westdene, Auckland Park and Parktown). Phase 1A and 1B have 43 km of trunk routes and 58 stations used by a fleet of 143 Phase 1A buses and 134 Phase 1B buses. In building the buses, the City focused on ensuring as much local production as possible.

The City continues to expand the BRT system with a third phase (1C) along the Louis Botha Corridor of Freedom. This includes 16 km of trunk routes and 15 stations, complemented by non-motorised infrastructure that has been completed. Various aspects of Phase 1C are due for completion between December 2016 and July 2018.

As a result of this investment, on average over 50 000 passengers per day have made use of the BRT systems in the current term. The Louis Botha Corridor of Freedom will transform the mode of public transport in Alexandra and surrounding areas. The BRT system has provided residents of the city with a reliable, safe, affordable and dignified public transport system.

The City’s municipal bus service, Metrobus, is also a key player in the public transport industry, operating 230 main routes with approximately 59 000 passengers a day. A turnaround strategy implemented by the municipal entity in 2013 saw a substantial improvement in, amongst others, passenger safety, a more efficient business model and a decrease in carbon emissions.

Non-motorised transport and ecomobility are key initiatives for the City. MMC for Transport, Councillor Walters notes

that the recent Ecomobility festival held in 2015 was “very successful, energising people, and bringing about intense dialogue with communities”.

In order to improve traffic mobility across the city, traffic signals have been upgraded to include remote monitoring and increased safety and security initiatives. The City has installed 1 258 Remote Monitoring Units at prioritised traffic signal intersections, upgraded 930 traffic signal controllers, upgraded 811 traffic signal intersections to SARTSM requirements, re-cabled 297 traffic signal intersections and installed 192 uninterrupted power supplies at prioritised traffic signal intersections.

With regard to non-motorised transport, the City has focused on improving the safety of pedestrians and cyclists through continued development of walk and cycle lanes across the city, particularly in Alexandra, Soweto, the Inner City and the university precincts.

Considerable attention has been placed on the state of City’s road infrastructure, including bridges and storm water drainage systems. Some key achievements include over 107 km of gravel road upgrades; commencement of the rehabilitation and upgrade of three bridges in Soweto, and the inspection of 950 bridges across the City; building of new bridges such as Naledi Bridge; major repairs to the M1 have commenced; and almost 1 900 km of roads have been resurfaced. The City has focused particularly on road upgrades in deprived areas and others, including Orange Farm; Ivory Park; Diepsloot; Doornkop; Braamfischerville; Thulani; Drieziek; Slovoville; Kaalfontein and Mayibuye.

There are areas in the city that are regularly vulnerable to flooding. The City has responded to these safety risks through the conversion of open drains in identified high risk areas, and the provision of pedestrian bridges, including Ivory Park, Diepsloot, Braamfischerville, Orange Farm and Alexandra. In addition, the rehabilitation (erosion protection) of Jukskei, Braamfonteinspruit, Boosens and Bez Valley draining systems and the Robinson canal have been completed. The City has implemented storm water

drainage upgrades in line with storm water master plans developed for Soweto, Slovoville, Tshepisoong, Orange Farm, Poortjie, Lawley, Kanana, Poortview, Glen Austin, Ivory Park, Kaalfontein, Rabie Ridge, Mayibuye, Olivedale and Northriding.

In this term of office, the Sustainable Human Settlements Urbanisation Plan (SHSUP) was completed. MMC for Housing, Councillor Bovu notes that in developing this plan, “we had to look at how to allow the sustainability of those living in backyards and informal settlements”. MMC for Development Planning, Councillor Greeff expands on this, stating that “SHSUP defined 10 key interventions – some of the notable ones relate to how we respond to informality and an emphasis on densification, especially the recognition of backyard rooms as part of the housing supply solution”.

Social housing has been built on well located land that supports the transit oriented development focus of the City. This includes areas such as Randburg, Nancefield, Jabulani, Orlando East and Inner City (Park Station). Over 16 000 housing opportunities having been created to ensure continued provision of decent housing in the city. A further 28 000 informal settlement households were upgraded.

An additional element of the Sustainable Human Settlements priority is the transformation of deprived spaces by creating efficient liveable and safe neighbourhoods through public environment upgrades in various areas such as the Inner City, Soweto, Orange Farm and Diepsloot. This includes the development of sports and recreational facilities.

Linked to sustainable human settlements is the issue of infrastructure. MMC for Environment and Infrastructure Services, Councillor Mfikoe notes that “The City has embarked on an integrated approach to develop a consolidated infrastructure plan, which aims to address planning for engineering services in the City, and ensure that appropriate maintenance is in place”.



Executive Mayor, Councillor Parks Tau using cycle lanes in the City during Jozi ride



Minister of Small Enterprise, Lindiwe Zulu
and the winner of Green Startup Challenge

In contributing to safe environments, a total of 23 486 public lights have been commissioned in the term, enabling community members to have visibility when they drive and walk at night.

Resource Sustainability

Economic growth is inter-related with the demand for water, electricity, liquid fuel and mining. Managing limited natural resources as well as the consequences of using these natural resources is critical. In examining the City's strategic approach to resource sustainability, it is important to note that a number of challenges exist. The city is highly dependent on coal-based energy sources, experiences poor river health and the threat of water security, faces a loss of biodiversity and associated ecological goods and services, and has fragmented and degraded open space networks. In addition, urban sprawl and the consequent availability of land is a challenge, together with increased waste generation and a lack of landfill space.

The City's strategic approach towards this priority is focused on building a greener city, reducing carbon emissions, minimising waste impacts and protecting the natural environment (and related ecosystem goods and services), with consequent benefits to the residents of Johannesburg.

During the term, the City undertook ten environmental studies to inform rehabilitation work at its water management units. One of the City's major environmental sustainability projects is the renewal of Bruma Lake, which had become badly polluted and was a source of frustration for many residents and small business owners in the area. A R65 million project to renew the lake was implemented in 2014, fully restoring the river's flow with plants along the vegetated banks contributing to natural processes of aeration and water filtration. The second phase of the project will focus on turning sections of the lake into a recreational park.

In addition, the City continues to focus on the impact of climate change, and tracks its contribution to reduction in greenhouse gas (GHG) emissions on an ongoing basis.

Moving towards low carbon infrastructure, minimal resource reliance and increased preservation of our natural resources, the City focused on installing energy saving lights at the beginning of the term as well as the installation of 74 930 solar water heaters in a number of areas including Devland, Lawley, Vlakfontein, Lenasia, Alexandra and Lehae. To support demand side management measures, the City rolled out an infrastructure maintenance and replacement programme and has installed approximately 210 000 smart electricity meters. This investment has assisted the City in the process of load limiting and reducing load shedding.

The City has also increased its waste management strategy and made steady progress on diverting waste from landfill sites throughout the term. The City aims to have just 7% of waste disposed of in landfill sites by 2040, compared to the previous figure of 93% of waste disposed of in landfills.

Outcome 3: An inclusive, job-intensive, resilient and competitive economy that harnesses the potential of citizens

The third outcome looks at an **inclusive, job-intensive, resilient and competitive economy that harnesses the potential of citizens**. Four related outputs are detailed, focused on job intensive economic growth, promotion and support to small businesses and increased competitiveness of the economy. In addition, the priority aims to achieve a 'smart' city, delivering quality services to its residents.

Three priorities for this term of office include SMME and entrepreneurial support; investment attraction, retention and expansion; and the Green and Blue Economy.

SMME and Entrepreneurial Support

The challenge of unemployment in Johannesburg is significant. This priority targets the provision of support to Small, Medium and Microenterprises (SMMEs) and entrepreneurs – recognising the importance of these role-players in absorbing labour, and in developing, growing and improving the health of the urban economy. The City has implemented a number of interventions, i.e. the Expanded Public Works Programme (EPWP), Jozi@Work, Vulindlel'eJozi (VeJ) and ICT programmes, amongst others. In addition, this priority targets the establishment of the necessary conditions and support for SMMEs and entrepreneurs to flourish.

With regard to EPWP, the City has created over 220 000 Expanded Public Works jobs in the current political term contributing significantly to giving residents an opportunity at decent employment. The City's entities continue to be a major contributor towards this effort.

The Jozi@Work programme has been implemented; an innovative job creation initiative where community based companies compete via a transparent process to partner with the City in carrying out work packages in their neighbourhood. This is done under the supervision of Capability Support Agents. The Community Innovation Fund (Jozi My Beginning) allows communities to propose their own projects to be executed as Jozi@Work work packages. This is executed in partnership with the University of Johannesburg. Municipal entities also contribute to the Jozi@Work programme, for example Metrobus has given back significantly to the programme, both financially and through creating jobs such as the washing of buses at depots.

The City has supported over 24 000 SMMEs and cooperatives in a range of areas over the political term. This has boosted the City's job creation capacity as well as its capacity to support entrepreneurial development in the city.

The Vulindlel'eJozi Programme channels youth into five kinds of opportunity: formal employment, micro-enterprise/micro-franchise, formal training towards an employment channel, work experience placements and baseline literacy/numeracy upgrade. This is with Harambee Youth Accelerator, and has a total budget allocation of R150 million funding.

The Massive Open Online Varsity (MOOV) in selected public libraries provide the core training platform for the various Vulindlel'eJozi channels. MOOVs are established worldwide in response to the needs of young people who want to continue their post-school studies, but do not have the financial means to attend universities or colleges. In Johannesburg, the concept was introduced by Executive Mayor, Councillor Parks Tau in his 2015 State of the City Address. Since then it has been rolled out at 13 libraries in the City and a fully equipped MOOV Centre has been developed in Orange Farm. Through computers located at participating libraries these students now have free access to the global world of knowledge and education. A total of 1 400 candidates are currently registered. MMC for Community Development, Councillor Vondo notes that through the rolling out of MOOV, "in Orange Farm, one youth has already qualified for a U.S. webmaster certificate – the MOOV programme has changed her life, and serves as inspiration for many others".

The Digital Ambassadors programme combines the community sourcing of Jozi@Work with the candidate channelling of Vulindlel'eJozi. Digi-preneurs are currently being trained and some of them have already been deployed to educate communities on the use of digital platforms and tools.

SMME hubs have been implemented in Riversands, the Soweto Empowerment Zone, Alexandra, Marshalltown and Poortjie, offering business development services and funding facilitation services. The initiatives implemented by the City have seen international recognition by the World

Bank Doing Business Study, with Johannesburg being ranked the most small business friendly city in South Africa.

Investment Attraction, Retention and Expansion

This priority is geared towards developing Johannesburg as an attractive destination for investors. Key areas of focus include the identification and packaging of city-wide investment projects, facilitation of investment activities (e.g. through the establishment of investment engagement opportunities), provision of aftercare services, investment policy advocacy, and fostering positive partnerships with stakeholders involved in the promotion and facilitation of investments. Over the political term the City has facilitated over R8 billion investment in the city through various developments showing that Johannesburg remains an investment choice for the private sector. The City has supported this investment through its own significant investment in world class infrastructure to support business. The City's investment in strategic infrastructure such as roads and the rehabilitation of public spaces have proven to be catalysts for private sector investments. In Soweto, this has contributed to the almost fourfold increase in retail space from less than 60 000 square metres to over 220 000 square metres over the past 20 years.

Partnerships with the private sector have seen initiatives such as the Tsogo Sun Competitive Supplier-Buyer matchmaking session, the Massmart Supplier Development Day and matchmaking roundtable, the Saitex Trade Exhibition, and the Sri Lanka Youth in Export Business Seminar. These allow local entrepreneurs and small business the opportunity to engage with major corporations and industries and improve business development and support.

The City regularly holds a Buy Sell Invest and Visit (BSIV) conference aimed at attracting new domestic and foreign direct investment to Johannesburg. A Research Chair in Economic Development has been appointed, to support the City through a five-year research agenda to analyse opportunities and monitor performance.

The Green and Blue Economy

The Green and Blue Economy priority aims to support the growth of a greener city bolstered by a cleaner, more inclusive economy – with programmes focusing on the reduction of carbon emissions, minimisation of waste impacts, protection of the natural environment and the sustainable use of resources in economic activities. A green infrastructure and manufacturing framework has been developed.

The Blue Economy focuses on building capacity to generate multiple benefits for building capacity in the local economy. In the short, by transforming technological breakthroughs into innovative and competitive business models that include those who belong to the lowest economic level of society.

Various projects are being implemented by the City in this regard. The biogas-to-energy project has been implemented at two of the City's waste water treatment works, and is being rolled out to the remaining works. Thirty Metrobus buses have been converted to dual fuel systems, and an additional 150 dual fuel buses have been acquired, with the City targeting a combination of 70% gas and 30% diesel. Biogas production using organic waste from the Joburg Market is also under investigation, with the potential to fuel 600 buses.

A range of initiatives have been implemented to promote a more environmentally sustainable future and address environmental issues and climate change. The City has initiated separation at source projects to recycle waste, with an increase in participation in targeted areas. Solar water heaters and smart meters have been installed to manage electricity usage. The fleet greening project is underway with the expectation that the conversion of the City's fleet will result in a decrease of 18 tonnes of CO₂ per annum by 2017/18.

The Blue Economy programme is a different approach for building capacity. In the short to medium term, local communities in Johannesburg will become beneficiaries of the Blue Economy projects that are currently moving beyond concepts and research proposals. A number of ground-breaking innovative Blue Economy projects are being implemented, designed to improve job creation and entrepreneurship in the city. Some of these interventions include healthy bread making, innovative waste management processes and cost effective and environmentally healthy asphalt making interventions.

Outcome 4: A high performing metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region

The fourth outcome intends to realise a **high performing metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region**. Its outputs include a focus on active citizens and an effective Gauteng City Region, with meaningful citizen participation and empowerment. It also focuses on a responsive and productive government, that is financially and administratively sustainable and resilient, with guaranteed customer and citizen care and service.

Three critical priorities were identified for focus in this term of office. These include engaged and active citizenry, financial sustainability and resilience; and a smart city.

Engaged and Active Citizenry

Effective and ongoing community participation, and the establishment of sufficient capacity and resources, is critical in enabling citizen participation. To support citizen engagement, the City has adopted a Community Based Planning approach. This model provides a platform for the City to establish an improved understanding of residents' needs and issues.

The City's satisfaction index is a key indicator in this priority, with a target for a 70% rating in household satisfaction by the end of the term. The City regularly measures customer satisfaction, and participates in quality of life surveys. In 2013, residents felt that the quality of life in the city was generally high with 69% indicating they were satisfied with their lives as a whole. The City's quality of life score was 6.3, which is the second highest in the province. With regard to customer satisfaction levels, the City received good satisfaction levels³:

- 89% residents satisfied with water services;
- 80% satisfied with sanitation;
- 83% satisfied with waste removal; and
- 84% satisfied with energy.

Communication also forms a key element, focusing on media partnerships, city events, and implementation of the marketing and communication strategy. Capacitation of the City's ward committees is critical, and various community integration initiatives have taken place. These focus specifically on dialogues and education sessions in high risk areas, and include social cohesion workshops, an annual lecture, festivals, ward games, fun runs, cycle rides and other events.

Community development, in the form of access to facilities, sports and recreation programmes, and a focus on arts, culture and heritage is also key. Through the City's interventions, over 8.5 million people have accessed facilities in this term of office. Eleven Mass Participation programmes have been implemented, and major international sporting events have been hosted. In 2012, the Soweto Theatre was launched providing the people of Soweto with an institution to unlock creativity.

Social inclusivity is targeted through initiatives including the renaming of streets, public art and heritage installations, monuments and commemorative events including Africa Month, Youth Month, Women Month, Heritage Month and Sunday Remembrance.

The City also supports its more vulnerable groups in many ways. The focus on youth is evident in the fact that youth programmes and projects are now driven directly from the Mayor's office. The City emphasises the importance of early childhood development, placing considerable resources in addressing this. Programmes are in place to address the needs of women, the elderly and people with disabilities. Given the high levels of migration to Johannesburg, the City has initiated a range of measures to address xenophobia and the needs of migrants, displaced people and the homeless. Together these measures ensure that all residents of Johannesburg can have a voice in the City's future and become active members of society.

Financial Sustainability and Resilience

The intention of the City's commitment to financial sustainability is to ensure that finances are at all times sustained so that the City has the resilience to recover easily and immediately from unexpected, unfavourable occurrences.

Between 2011 and 2013, the phrases "billing crisis", "inability to collect revenue effectively", "collapse in meter reading systems", "financial crisis", "liquidity crisis" were synonymous with the City of Johannesburg. However, since 2013/14, the City has demonstrated massive improvement in its financial management strategies. At the start of the term, the City implemented a 15-point Financial Development Plan (FDP) as a key strategy to turn around its finances. This is the cornerstone for financial sustainability in the City, and the FDP has delivered positive results.

The City's budget has grown steadily, despite a slight decrease between 2014/15 and 2015/16, and in the current financial year is almost three times the size of the 2011/12 budget. Particularly noteworthy is the massive increase in the City's capital expenditure, as part of its commitment to spend R100 billion on capital projects over the next ten years. The capital budget increased from R3.7 billion in 2011/12, to R10.8 billion in 2014/15. This investment is a key tool for improving service delivery, making

the urban spatial environment socially inclusive and contributing to local economic development. The strategy for capital investment includes a specific focus on the economy, with 35% of expenditure allocated towards new economic infrastructure. There is substantial investment in transportation, linking corridors, as well as an increase in smart metering and pre-paid meters.

In terms of audit results, the City has moved from a qualified audit opinion in 2011, to receiving unqualified audit opinions for the last three financial years. The City has maintained financial responsibility and high standards of prudent financial management in its operations.

Other key financial successes include:

- Grants performance improvement through the Grants Implementation Framework with unspent conditional grants declining from R318 million to R52 million in 2014;
- A four notch upgrade by Moody's Investors Service in its national scale rating of the City of Johannesburg from 'A2.za' to 'Aa1.za', in May 2016⁴;
- The successful issuance and 150% over subscription of the first ever Green Bond in South Africa and within C40 cities;
- Liquidity improvement of 41.5% between the 2011/12 and 2013/14 financial years from R2.2 billion to R5.2 billion respectively;
- There has been a growth in Opex budget from R29 billion to R43 billion and a growth in Capex from R3.7 billion to R10.8 billion, coupled with high expenditure levels of above 90%;
- There has been successful attainment of 100% Refund and Clearances as per the Customer Charter with a growth in billing from R26 billion to R33 billion;
- There has been an improvement in billing distribution through the use of SMS and MMS and an improvement in query resolution average of 90% within 30 days through regionalisation; and



City leadership during the launch of the Green Bond on the JSE, June 2014

4. http://www.joburg.org.za/index.php?option=com_content&view=article&id=10536:joburg-moves-four-steps-up-the-ladder-in-moodys-ratings&catid=88:news-update&Itemid=266

- In the beginning of the term the City concentrated on building up cash reserves through stringent cash management. Total assets in the City increased by 17% to R78 billion driven largely by annual capital expenditure and there are significant cash and cash equivalents at year-end.

Smart City

The City identified the bridging of the digital divide among the residents of Johannesburg as a key strategic focus area. A 'smart city' provides services that are easy to access and use, and that are delivered in an efficient, responsive and transparent way. A 'smarter' City will be better positioned to support improved social development (e.g. through the provision of internet access in places of learning), better decision-making (e.g. through the integration and ongoing analysis of real-time data), improved economic activity (e.g. through improving technology that supports SMME growth), active citizen participation and the creation of a sustainable and liveable environment.

At the beginning of the term the City focused on rolling out a broadband fibre optic cable to support the information technology infrastructure of the City. To this end, over 800 km of cable has been laid. The City rolled out the Public Access to Internet at Libraries (PAIL) programme to enable internet connectivity and improve access to the internet in the public libraries.

The City has also implemented a Smart City ICT Enablement Programme which supports the development of an Intelligence Operations Centre (IOC) that will enable improved decision-making and resource deployment through the collection and analysis of intelligence. The IOC will complement the already existing but expanding CCTV platform currently operational in the City. This centre is currently in the second phase of development. The first phase included finalising the blueprint and setting up the platform technology upon which public safety modules are

now operating. The City is now able to use its cameras more intelligently, to track suspicious behaviour in a proactive approach to crime management, and to track criminals in the event that a crime takes place. The second phase of the project, currently underway, focuses on including other City departments and municipal entities onto the system to widen coverage. For example, the BRT cameras and security operations, and JRA's road cameras will be included. In this phase, mobile technology and citizen collaboration modules will also be included, allowing police and City officials to make use of mobile devices in their vehicles.

MMC for Corporate and Shared Services, Councillor Mokoena notes that the City has done a lot in terms of partnerships. Business processes through the use of Smart Technology are a key focus area for this priority. This includes mobile applications such as the Find and Fix mobile application set up by the Johannesburg Roads Agency as well as the automation of key City internal processes. The City also rolled out free Wi-Fi in various locations towards its target of 1 000 free Wi-Fi hotspots in the city. These initiatives have transformed the way the city's residents interact with their City and have contributed to an improved quality of life for its residents. The youthful Braamfontein community has derived sufficient benefit from the free Wi-Fi environment.

Local and Global footprint

In this term of office, the City has made major strides in claiming its place among leading cities of the world. It has strategically repositioned its international relations to create a global network, inclusive of liaison with cities on the African continent and in BRICS countries. MMC for Finance, Councillor Makhubo notes that "We are a City that has established an international profile through hosting world class international events such as the FIFA World Cup, C40 Conference and the Metropolis Conference".

The City's new international relations strategy was approved in 2012, drawing inspiration from South Africa's Foreign Policy, the Joburg 2040 GDS, the NDP Vision 2030, as well as relevant international trends and perspectives. The strategy was developed around four key pillars as a foundation for strategic actions, and to execute the relationship responsibilities of Johannesburg as a leading local government in the provincial and national contexts. These pillars include:

- Strategic city-to-city Relations;
- International local government networks and associations;
- Intergovernmental relations; and
- Knowledge management and learning.

This supports the National Development Plan, noting that integration should occur in three fronts: regionally, in sub-Saharan Africa; continentally, in the context of Africa's progression towards political and/or economic union; and globally, strengthening relations with BRICS and ensuring that Africa remains an important part of the global production and value chain.

The knowledge management component of the strategy ensures that key developments and activities are captured and shared in an accessible manner, and are cascaded to the City's core departments for the benefits to be shared collectively. The City's strategic international relations practice has moved away from the traditional travelling and signing of ceremonial memoranda of understanding, which did not yield any tangible benefits. The new approach is vigorous, productive and prioritises cities working together on particular aspects, identified for the purpose of mutually beneficial relations.

A range of city-to-city learning platforms are in place, including twinning arrangements, communities of practice between mayors, work shadowing, sharing municipal resources (e.g. developing and writing City Development Strategies) and experiential learning.

Key leadership platforms where City leaders are actively involved include:

- The Executive Mayor was elected as a co-President of Metropolis for the period 2015 to 2017, focusing on access to services and social inclusion;
- The MMC for Finance is the co-President of the Global Fund for Cities Development (FMDV), and is participating in various discussions on innovative financing models and how to leverage new sources of finance for local government;
- The MMC for Health was elected one of three vice-presidents of the Network for Locally Elected Women of Africa (REFELA), part of UCLGA, and will oversee the Southern Africa Development Community (SADC) chapter with eight other members from Zimbabwe, Swaziland and South Africa;
- The Executive Mayor is a member of the United Cities and Local Government (UCLG) World Council and Executive Committee as part of the Metropolis Block in UCLG, and co-President of UCLG Africa;
- The Executive Mayor is the Deputy Chairperson on the UN Habitat Special Advisory Committee on Safer Cities;
- At C40, the City holds positions on both the Board of Directors as well as on the Steering Committee. In addition, the City is also driving several work-streams such as one on waste and one on mobility;
- The Executive Mayor was elected as a member of the International Council for Local Environment Initiatives (ICLEI) Africa Steering Committee; and
- The City has a working relationship with UN Habitat on the Corridors of Freedom project to deepen and enhance capacity and credibility of this urban agenda.

Strategic city-to-city relationships, as indicated in the 2012 International Relations Strategy, need to be mutually beneficial with an action plan in place to guide activities. During the period under review, the focus of International city-to-city relationships was to activate and operationalise

Memorandums of Understanding (MOU). The following progress was made with the city's strategic city partners:

- **Rio de Janeiro, Brazil:** Following the signing of an MOU between the cities in February 2014, the focus shifted to the development of an Action Plan between the two cities. Four areas of collaboration were agreed, namely a political collaborative work-stream, a knowledge exchange process between the Rio Operations Centre and the group in Johannesburg responsible for the development of the Johannesburg Operations Centre, a Youth Exchange Programme (people-to-people exchange) and lastly an Art Exchange programme (cultural exchange). Political collaboration is focusing on C40 activities, and all information relevant to the Johannesburg Operations Centre was received from the Rio Operations Centre. The Youth and Arts Exchange Programmes are now gaining traction and it is expected that the impact and benefits will become visible in the next term of office.
- **Ramallah, Palestine:** During a political mission to Palestine in November 2014, an MOU was signed between the two cities. A multi-year action plan was agreed, with key areas of collaboration including political collaboration, citizen-to-citizen programmes, smart practices and initiatives supporting sustainable development. Johannesburg also announced the donation of a Nelson Mandela statue to Ramallah Municipality and the people of Palestine as a symbol of solidarity, hope and freedom. This statue was unveiled on 26 April 2016 and received substantial international media coverage.
- **Shanghai, China:** An agreed MOU and draft action plan are in place to be signed for implementation. In addition, MOUs between the Shanghai and Johannesburg business chambers are also ready to be signed for implementation. It is expected that all MOUs will be signed before the end of 2016 and that implementation will commence in 2016/17.

- **New York, USA:** Two areas of collaboration were identified, namely economic development (including tourism) and safety. In addition to these areas, a collaboration agreement was signed with the City of New York Public Library to share e-book content which will amplify the power of the Massive Open Online Varsities system, allowing the City of Johannesburg to boost the use of digital technology at its libraries.
- **Addis Ababa, Ethiopia:** There was a technical visit to the City of Addis Ababa in July 2015 for an introductory discussion on the Action Plan. In February 2016 the City hosted a delegation from Addis Ababa and signed the Johannesburg/Addis Ababa Action Plan. The focus in this term of office will be on institutional support with the restructuring process.
- **Montreal, Canada:** Following the signing of an MOU between Johannesburg and Montreal in June 2015, components of an interim action plan were agreed in March 2016. The two items for the remainder of this year (2016) will focus on political collaboration (UCLG/Metropolis) and setting up of a Johannesburg Board for an International Observatory of Mayors.

Over the term of office, the City hosted a number of major international conferences and events. These include Metropolis, the One Young World Summit, the C40 Cities Mayor Summit and Africities.

Metropolis

Metropolis is a global association of major metropolises that brings together 139 cities and metropolitan regions from all over the world. Executive Mayor, Councillor Parks Tau is currently Co-President of the organisation which promotes collaborative projects and learning programmes between the major cities of the world.

In July 2013, representatives from the world's major metropolitan areas participated in the Metropolis Board of Directors and Annual Conference, held under the theme of 'Caring Cities'. Caring Cities are cities that strive to offer



Councillor Mfikoe planting a tree during the C40 Cities Mayor Summit in Soweto

a high quality of life, showing a sense of humanity and exchange, providing comfort and dignity for all citizens and delivering solutions that meet the needs of their citizens. The conference was a resounding success. It was the first time it has been held in Africa, and attracted 425 delegates from 99 cities and 40 countries to discuss critical urban issues. A total of 34 plenary sessions, workshops and technical tours were held. The core concept of 'caring cities' served as the central anchor for the conference, drawing together discussions that addressed all aspects of city life – from safety, housing, the provision of basic services and the challenges of funding, to the use of alternative approaches for urban development, governance and delivery.

Following the conference, Metropolis agreed to fund a two-year programme to develop an international position on Caring Cities together with a barometer and mobile application to assess the level of care in various cities. The Caring Cities project has evolved through a series of meetings, consultations and reviews. Metropolis assembled a team of young professionals from seven cities across the world (Johannesburg, Berlin, Mashhad, Mexico City, Ramallah, Buenos Aires, Sao Paulo) to drive this process. The first contact session was held in Johannesburg from 31 January to 1 February 2015 and the second contact session was held in Buenos Aires on 17 May 2015 as per the agreed 'Collaboration Agreement' with Metropolis. It is envisaged that the process be concluded early in 2017.

One Young World Summit

One Young World is a charity based in the United Kingdom that gathers together the brightest young leaders from around the world, empowering them to make lasting connections to create positive change.

This has strong links to the City's focus on youth development. Over half the population of Johannesburg is

less than 34 years old, and about 42% younger than 24. Johannesburg has therefore committed itself to youth development, with community based youth advisory centres across the City. As noted by the Executive Mayor, "this has the potential to create a very dynamic and vibrant society with a strong emphasis on innovation, enterprise and creativity".

In October 2013, the One Young World Summit took place in Africa for the first time, hosted by the City of Johannesburg. A group of 20 young leaders was selected from 350 applicants to represent the City at the summit. They joined approximately 1 200 other youth leaders aged 18 to 30, representing 170 countries. Delegates at the summit were welcomed by the Executive Mayor, Councillor Parks Tau.

Plenary sessions included education, global business, human rights, leadership and governance, sustainable development and youth unemployment. For the first time, special sessions were held to allow for more direct and focused interaction between delegates and Councillors. These addressed a wide range of topics, each hosted by well-known people.

C40 Cities Mayors Summit

The C40 Climate Leadership Group (C40) is a group of cities across the world who work together to address climate change. Taking place every year, it brings together mayors from across the world for three days to advance urban solutions to climate concerns.

Johannesburg was chosen from 61 cities to host the fifth biennial C40 Cities Mayor Summit in February 2014. The Summit enables city officials from around the world to collaborate and share information on urban design to address climate change. A total of 44 City officials were able to meet with leading experts in environmentally responsible urban planning to share the strategies they have implemented in their home cities.

The theme of the 2014 Summit was ‘towards resilient and liveable megacities – demonstrating action, impact and opportunity’. This theme highlights the fact that cities need to develop strategies for coping with future shocks and stresses to urban infrastructure systems associated with climate change, increasing energy scarcity, and population growth.

Africities

The seventh edition of the Africities Summit was hosted by the City from 29 November to 3 December 2015 at the Sandton Convention Centre. It was convened by the UCLGA and hosted by the City of Johannesburg, the South African Local Government Association (SALGA) and the South African Department of Cooperative Governance and Traditional Affairs. The City was responsible for the logistical, marketing and communications activities.

The theme of Africities 2015 was ‘Shaping the future of Africa with the people: Africa’s local government contribution to the African Union’s Agenda 2063’. The Agenda 2063, which was adopted in 2014, is subtitled ‘The Africa we Want’ and provides a strategy to optimise the use of Africa’s resources for the benefit of all Africans. The conference brought together ministers in charge of local governments; ministers in charge of housing, urban development and public service; local authorities and locally elected officials; officials of local and central administrations; civil society organisations; associations and trade unions; economic operators of the public and private sectors as well as of the social/solidarity economy; traditional rulers; researchers and academics; and international cooperation agencies.

Over the political term, the City has received the following awards:

- In December 2015, the City was one of ten winners of the prestigious C40 Cities Award for its leadership in

tackling climate change through its successful Green Bond initiative;

- The City received the 2015 Arbor City Award;
- The Health Information System (HIS) digitisation pilot project in partnership with Anglo-American which was launched in September 2014. This is part of a R300 million investment in new health technology;
- The City won South Africa’s Greenest Metropolitan Municipality Award;
- The City was ranked the second-most inspiring city in the world in a September 2014 Good City Index study;
- In 2014, the MasterCard Global Destination Cities Index announced the City of Johannesburg as the most popular destination city in Africa for a second consecutive year;
- The 2015 edition of the Global Financial Centers Index (GFCI) ranked Johannesburg as the 33rd most economically powerful city in the world, and the number one city in Africa;
- Johannesburg was named the “most popular African city” overall for young people aged 15 – 29 in the 2015 Youthful Cities Index; and
- In May 2016, City Power was awarded ‘Power Utility of the Year’ at the Africa Utility awards, for its extensive innovations aimed at reducing consumption.

Organisational Development

In the 2011/16 term of office the City focused on administrative stability by ensuring that all top management positions for the City were successfully filled, refocusing the City on improving service delivery and achieving its strategic plans. At the end of the last financial year, the City had 28 248 employees (including all fixed term, permanent and part-time employees) with 2 156 (7%) vacancies. In general, the City’s core administration

turnover rate is 4.57% per annum, with the acquisition of scarce and critical skills typically not a problem.

Performance management has now been extended to all levels of employees. Scorecards are aligned to the Integrated Development Plan and Service Delivery and Budget Implementation Plan, ensuring that at every level, employees are geared towards delivering on the Joburg 2040 GDS and its outcomes.

With regards to skills development of employees, the City has introduced a skills development programme and workplace skills plan. One percent of the City’s payroll is budgeted for training, with over R70 million spent on training in 2014/15 alone. Employee wellness is also critical. The City has implemented HIV and AIDS programmes, executive wellness programmes and initiatives such as the annual employee games, to foster improved wellness and health amongst the City’s employees.

Conclusion

As the City works towards the new term, a number of challenges, especially around the socioeconomic situation in Johannesburg remain. These include high levels of youth unemployment, inequality and poverty levels, as well as skills scarcity. An oversupply of unskilled or semi-skilled workers and the continued pressure on Johannesburg consumers due to the challenging macro-economic environment are also some key concerns. However, despite these challenges, the implementation of major long-term programmes in this term of office will continue to realise successes in the next term. The development of the long-term Joburg 2040 GDS, as well as changes in national and provincial policy, ensure that Johannesburg, together with the country and province, are focused on achieving the same goals of sustainable development. The City’s long-term vision is clear, and the path to achieving it has been set in place.



Joburg – the vision and strategic direction

The End of Term Report outlines the City's performance against its long term vision and goals. It provides an overview of the context within which the City operates, and details progress against the commitments made at the start of the term.

Population of over **4.7 million** people.

The city is South Africa's wealthiest and the financial and corporate hub of the country.

Poverty and inequality remain a challenge.

Long-term vision is to be liveable, resilient and sustainable.

R100 billion committed to capital expenditure over the next ten years.

1 Introduction

As the 2011/16 term of office draws to a close, the City is focused on reflecting on the term and its successes and challenges, as well as preparing for the next term of office. In doing so, it has produced this End of Term Report, documenting the City's strategic direction and progress against that, commitments made and achievements realised, and continued areas of focus for the City as it strives to achieve its 2040 vision.

In 2011, a solid foundation for delivery had been set by the previous administration, led by Executive Mayor, Councillor Amos Masondo. This included initiation of projects such as the Rea Vaya Bus Rapid Transit system, the hosting of the 2010 FIFA World Cup, a focus on accelerating service delivery especially in suburban and township areas, addressing issues of migration and urbanisation, the transformation of Soweto and the successful partnerships put in place to regenerate the Inner City.

Addressing issues of poverty and inequality were key focus areas, as they have continued to be in this term. The redesign of the City's Expanded Social Package is one example of the initiatives set in place in the previous term of office. Infrastructure such as libraries, clinics, community centres and sports facilities had been rolled out across the city, and events aimed at increasing the cultural life of the city were set up.

However, the previous administration was also clear about the challenges that remained: issues of poverty, the need to increase levels of service delivery, especially around healthcare and education, and critically, an improvement in the City's billing and revenue systems.

It identified three impediments to the attainment of the City's vision: unemployment, inequality and poverty. Approximately 20% of the city's population lived in poverty and food security was a major city-wide challenge.

The unemployment rate was 25%, and Johannesburg was ranked as the highest greenhouse gas emitting city in the country. It was estimated that the city would face severe water shortages by 2019, and landfill space was increasingly a concern. Johannesburg's spatial patterns reinforced apartheid development, with poor people located on the periphery of the city, far from economic and social opportunities. In the run up to the 2011/16 term of office, the 2008/09 global financial crisis saw over 90 000 jobs lost, affecting particularly people living in Region A, D and G.

New challenges were also identified in 2011, including issues of inclusion and the critical need to focus on the youth of the city. Youth make up the large majority of the city's population, with 39% of the population between the ages of 15 and 34¹. Initiatives to ensure improved access to opportunities and skills development programmes are therefore vital. The quadruple burden of disease (issues of chronic disease as well as those associated with poverty and underdevelopment, together with injuries and HIV/AIDS) was also identified as a key impediment to ensuring a prosperous, healthy, productive citizenry. Finally, the City recognised the potential impact of climate change as a major challenge, with increasing changes in weather patterns having potentially disastrous effects for the city and its residents.

These challenges, together with the commitments detailed on the following page, formed the basis for the City's strategic direction for the 2011/16 term of office, and the vision for both the decade and longer term.



2011 Local Government mandate

The 2011 mandate stated that:

Local government would focus on building better communities, through:

- Building local economies to create more employment, decent work and sustainable livelihoods;
- Improving local public services and broadening access to them;
- Building more united, non-racial, integrated and safer communities;
- Promoting more active community participation in local government; and
- Ensuring more effective, accountable and clean local government that works together with national and provincial government.

The Executive Mayor reinforced these in his acceptance speech, committing to the following in his term of office:

- Review of the City's long-term strategy to ensure that it still meets the needs of a dynamic urban environment;
- Fiscal responsibility and high standards of prudent financial management;
- Turnaround of the City's billing system;
- Refurbish and replace the City's infrastructure network;
- Ensure that all residents have access to quality water, reliable electricity and decent sanitation;
- Address the quality of the City's roads, fix the potholes, repair broken traffic lights and clean out culverts and storm water drains;
- Extend the Bus Rapid Transit system to ensure that communities have access to safe, affordable and reliable public transport;
- Improve the quality of interaction with residents and clients;
- Change the spatial structure of a divided city of the past;
- Introduce measures and programmes to address issues of social exclusion and underdevelopment, and to widen the net of our expanded social package; and
- Expand the City's demand side management measures.

The context

The City of Johannesburg is a city of contrasts. It is the economic hub of South Africa, and recognised internationally for its successes and achievements. However, it is also a city of poverty and inequality, with growing levels of informal settlements, and increased challenges around food security and job creation.

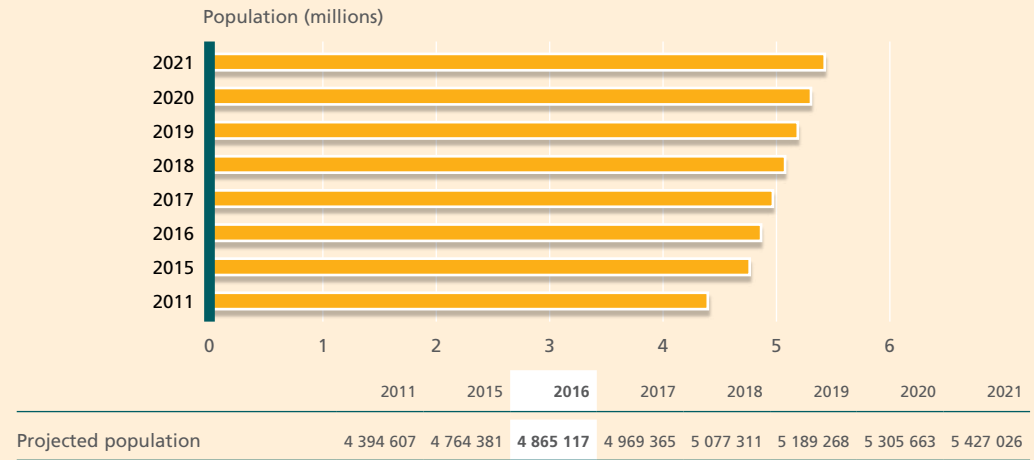
In reflecting on the 2011/16 term of office, it is important to provide a context within which the City operates. The city's population numbers over 4.7 million², over one third of the population of the province, and 8% of the national population. This is projected to increase to approximately 5.43 million by the end of the next term of office. Increased migration levels are a factor in driving this population growth.

While population size forms a key component for planning in the city, household growth is also critical. Household size decreased between 2001 and 2011, and is projected to continue decreasing, to an average of less than three people per household, by 2021.

Unemployment levels in 2014 were 24.5%³ which, although showing decreasing levels since 2001, when unemployment levels were over 37%, are still a major concern. A major portion of the city's population is made up of those aged between 15 and 34 (39% in 2011)⁴, and youth unemployment is high at 31.5%. This is a significant challenge for the City, although it shows massive improvement since 2001, when youth unemployment was measured as 45%⁵. As a result of the large percentage youth in the city, and limited opportunities linked to low education levels and slow formal sector growth, the City has implemented a number of programmes targeting youth and the provision of skills, including, amongst others, Jozi@Work, VulindleleJozi (VeJ) and the Massive Open Online Varsities System (MOOV).

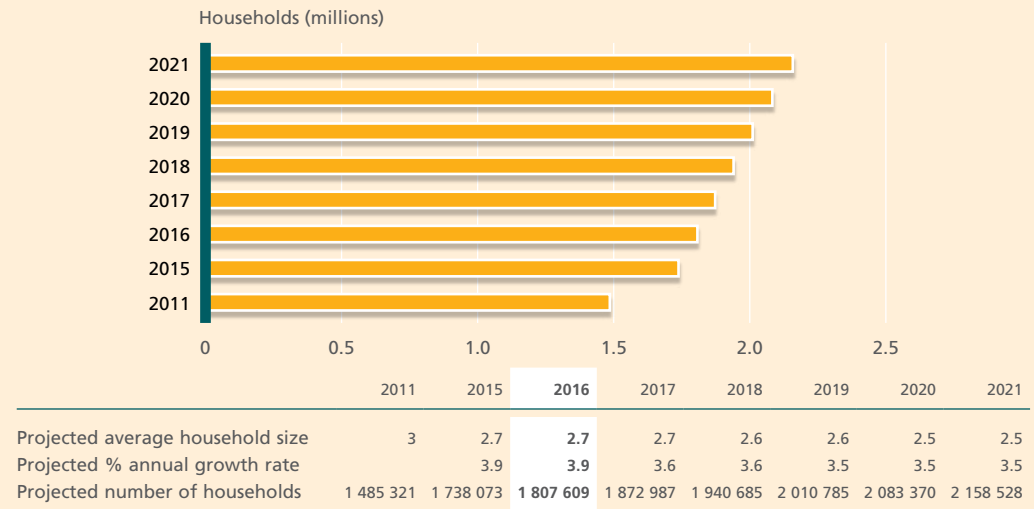
Projected population growth rates⁶ in the City of Johannesburg

Figure 1



Projected household size and growth rates⁷ in the City of Johannesburg

Figure 2



In terms of economic growth in Johannesburg, GDP per capita is R121 937, approximately 50% above the national average⁸. The city is South Africa’s wealthiest, and the finance and corporate hub of the country. Historically, the economy has grown at approximately 50% more than national growth rates. However, in recent years, and particularly following the 2008/09 global financial crisis, this growth rate has slowed to be closer to national and provincial levels, evidence of the local effect of a struggling global economy. Between 2010 and 2014, average economic growth in the city declined, and equalled that of national growth. However, the projected average economic growth to 2019 again reaches levels higher than national growth. This is linked to the City’s massive increase in infrastructure spending, evidence that the benefits of increased capital expenditure will have a significant effect in the future.

Johannesburg historic and forecast economic growth⁹

Figure 3



As discussed, poverty remains one of the city’s biggest challenges. Key factors include spatial inequality and jobless growth, reinforced by low skills levels. While the City has implemented major programmes to address this, including Jozi@Work, a developmental service delivery and public works programme, and Corridors of Freedom, intended to bring people closer to economic opportunities, inequality levels remain high.

The city is made up of seven regions, as detailed in the figure. In assessing poverty levels, the highest number of people living in poverty can be found in Region G, followed by Regions D and A. However, the city also has a number of wealthy residents, and a growing middle class, again reinforcing the contrasts found within the municipal space. These contrasts mean that the City needs to provide a variety of services, addressing the needs of all of its residents.

Linked to poverty is the challenge of food security. At the start of this term of office approximately 42% of poor households were affected by food insecurity, and almost 16% of residents lived below the food poverty line. As will be discussed later in this report, this has formed a key component of the City’s strategic direction and focus in this term of office.

The quadruple burden of disease was a major challenge facing the City at the start of the term of office. This refers to chronic forms of disease, such as diabetes, obesity and cardiac disease, diseases associated with poverty and underdevelopment, high levels of injuries associated with trauma and violence, and the advent of HIV/AIDS. The spread of disease in deprived areas is a significant factor in the reduction of life expectancy, and as a result the City’s focus on health proactive planning evolved to include prevention and testing, as well as the management of risks in the home.

Climate change remains a major challenge globally, with cities and their populations being disproportionately

affected. While, in 2008, Johannesburg was ranked the fourth best placed city out of 21 major cities, in terms of exposure to climate change-related risks, changes to weather patterns have seen significant shifts in rainfall patterns in the city, leading to increased risks of flooding¹⁰.

Acknowledging the potential impacts of climate change is also linked to the issue of providing sustainable human settlements for the city's population. Urban sprawl, inefficient spatial patterns and increased levels of congestion are ongoing challenges faced by the City. The provincial road network has seen an annual traffic increase rate of 7%, with average travel time to work also increasing¹¹. Public transport interventions such as the Gautrain and Rea Vaya Bus Rapid Transit system intend to mitigate some of these challenges.




In terms of the provision of access to services, there has been good progress with combined access to all four main services (water, electricity, refuse collection and sanitation) standing at 95%¹². However, the ongoing challenge of providing liveable communities, including effective restructuring of the current urban form, has continued to see significant focus in this term of office.

The City's strategic direction

Noting these existing and emerging challenges, the Executive Mayor initiated a review of the City's long-term Growth and Development Strategy (GDS), at the start of the new term of office. This took the form of an extensive consultation and outreach process with a number of stakeholders. This review built on existing plans and strategies, refining them in line with new challenges, opportunities and priorities that had emerged at a provincial, national and global scale.

Developing the Joburg 2040 Strategy

The review of the long-term strategy took consultation to a local level, in a revolutionary, integrated approach that set a new precedent for developing city strategies. On 2 August 2011, the Executive Mayor launched the GDS outreach process. This intended to produce a strategy for local government that would be based on an understanding of the experiences of those within the city, and would address the needs and opinions of the entire city's population. The process included a number of different platforms through which the City solicited input, ideas and suggestions¹³:

 Thematic weeks	 Ward-level participation	 A GDS Conference
Including round table discussions and conversations with stakeholders, around themes such as Liveable Cities, Resource Sustainability, Health and Poverty, Governance, Transportation, Community Safety, Environment, Economic Growth and Smart City.	Incorporating the voices of local communities.	In which leading global, regional and local experts participated in discussing critical issues, and mechanisms through which they could best be addressed.

The City's seven regions

Figure 4





Executive Mayor, Councillor Parks Tau and the City Manager, Mr Trevor Fowler at the launch of the GDS outreach process, August 2011

The GDS outreach used a wide variety of platforms to ensure maximum participation from a range of stakeholders. This included social media, where a Facebook citizens' page was created, alongside a City page on Twitter, and a YouTube video. Picasa photo album sites were also set up. A micro-site was set up through the City's main website, to provide a central repository for all relevant information pertaining to and emanating from the GDS outreach process. Printed media and radio content was also mainstreamed through the key platforms, throughout the thematic weeks. The media interviewed key Members of the Mayoral Committee (MMCs) and some senior officials, providing coverage through written platforms and radio.

The GDS outreach process was a comprehensive public participation programme, intended to draw out a strong cross-section of perspectives and inputs. Through the GDS outreach process, the City was able to compile a strategy that can be collectively owned, by all of its residents.

Overview of the Strategy and its outcomes

The Joburg 2040 Growth and Development Strategy (GDS) is an aspirational strategy defining the type of society that the city would like to achieve by 2040. It is the most critical document in the City, framing all of the City's plans and programmes.

The long-term vision of the city is captured as follows:

"Johannesburg – a World Class African City of the Future – a vibrant, equitable African city, strengthened through its diversity; a city that provides real quality of life; a city that provides sustainability for all its citizens; a resilient and adaptive society."

Importantly, this long-term vision is underpinned by key outcomes and outputs. One of the critical elements of the Executive Mayor's term of office is the revised focus on outcome based delivery, i.e. ensuring that all programmes and projects are delivered in line with the City's long-term desired outcomes. Therefore, the City's activities inform its required outputs and outcomes, which in turn will achieve the desired impact.

Four cross-cutting outcomes were defined in the Joburg 2040 GDS:

- **Outcome 1:** Improved quality of life and development driven resilience for all.
- **Outcome 2:** Provide a resilient, liveable, sustainable urban environment – underpinned by infrastructure supportive of a low-carbon economy.
- **Outcome 3:** An inclusive, job-intensive, resilient and competitive economy.
- **Outcome 4:** A leading metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region (GCR).

These outcomes are made up of a number of related outputs, and indicators to measure the desired impact. In addition, the City recognised the need to identify key elements of the long-term vision that could be achieved in the medium term. In doing this, it divided its goals into decade-long timeframes, noting that the first decade (2011 to 2020) would be focused on scaling up service delivery, initiating smart practices, preparing for new growth, accommodating urbanisation and safeguarding Johannesburg and its people.



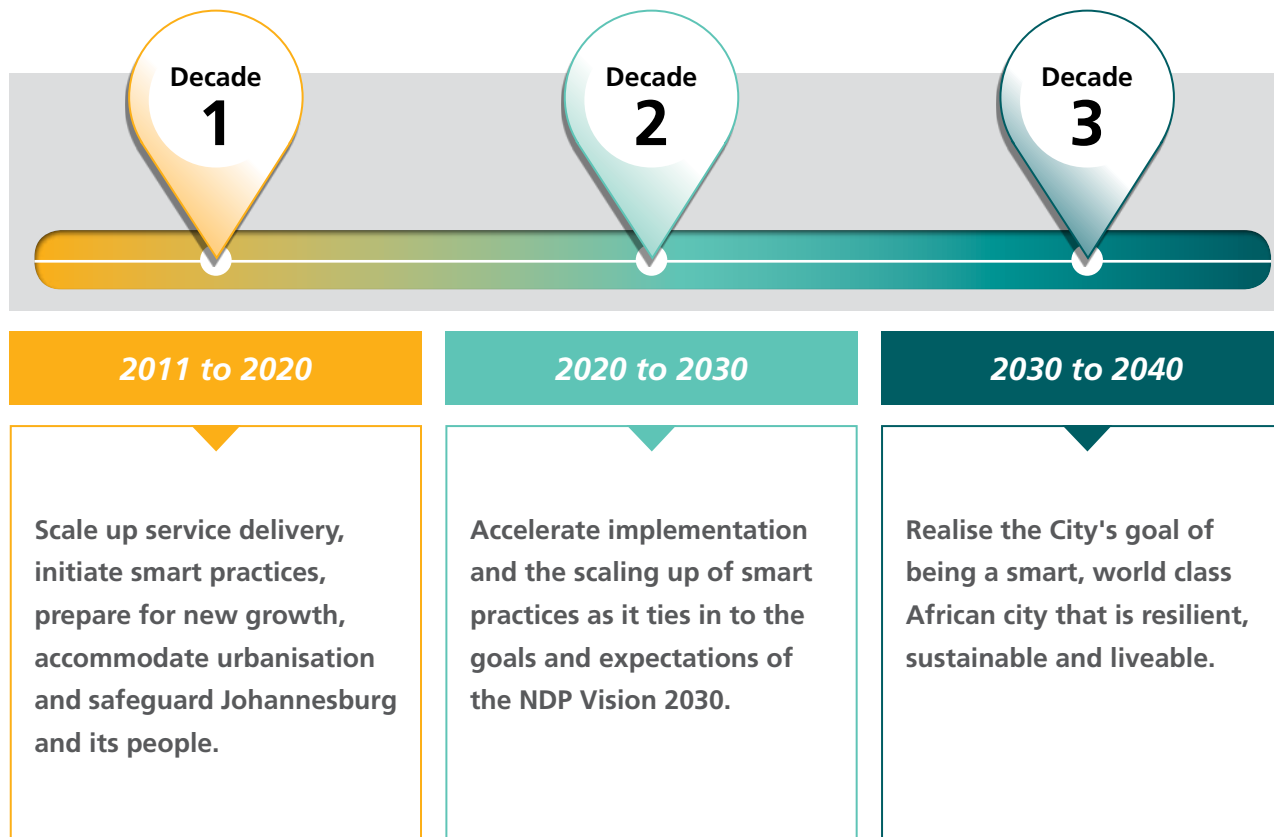
**Executive Mayor,
Councillor Parks Tau**

In 2011, in recognising the need to measure the outcomes of our work, we reoriented the City to an outcomes based approach. This framed the development of the City's ten priorities for the first decade, and the five-year Integrated Development Plan.

A detailed overview of the outcomes based approach that was implemented in this term of office is contained in the figure below. This identifies the outcomes and outputs stated in the Joburg 2040 GDS, as well as their related indicators, and then defines the planning timelines to achieve these desired outcomes.

GDS Outcomes	Outcome 1	Outcome 2	Outcome 3	Outcome 4
Related Outputs	<ul style="list-style-type: none"> ➤ Reduced poverty and dependency ➤ Food security that is both improved and safe-guarded ➤ Increased literacy, skills and lifelong learning amongst all our citizens ➤ Substantially reduced HIV prevalence and non-communicable diseases – a society characterised by healthy living for all ➤ A safe and secure city ➤ A city characterised by social inclusivity and enhanced social cohesion 	<ul style="list-style-type: none"> ➤ Sustainable and integrated delivery of water, sanitation, energy and waste ➤ Eco-mobility ➤ Sustainable human settlements ➤ Climate change resilience and environmental protection 	<ul style="list-style-type: none"> ➤ Job-intensive economic growth ➤ Promotion and support to small businesses ➤ Increased competitiveness of the economy ➤ A 'smart' City of Johannesburg, that is able to deliver quality services to citizens in an efficient and reliable manner 	<ul style="list-style-type: none"> ➤ An active and effective citizen-focused GCR ➤ A responsive, accountable, efficient and productive metropolitan government ➤ Financially and administratively sustainable and resilient city ➤ Meaningful citizen participation and empowerment ➤ Guaranteed customer and citizen care and service
Related indicators	<ul style="list-style-type: none"> ➤ Human Development Index ➤ Poverty Rate ➤ HIV prevalence ➤ Food Security Index ➤ Public Safety Index 	<ul style="list-style-type: none"> ➤ Ecological Footprint ➤ % Share of energy utilised in the city (gas, solar, coal) ➤ % Unaccounted for water ➤ % Water reclaimed ➤ % Waste to landfill as a proportion of waste generated ➤ % Energy share utilised from waste ➤ Revenue from waste generated ➤ Sustainable Human Settlements Index ➤ Eco-mobility 	<ul style="list-style-type: none"> ➤ GVA growth rates ➤ Unemployment ➤ Ratio GDP to jobs ➤ Gini co-efficient ➤ City Competitiveness Rankings ➤ Entrepreneurship (informal and formal economy) growth 	<ul style="list-style-type: none"> ➤ Participation Index ➤ Customer satisfaction ➤ Quality of Life ➤ Transparency Index

Planning timelines



Decade 1, therefore, is focused on scaling up service delivery, the initiation of smart practices, preparing for new growth and so accommodating urbanisation, and the safeguarding of the city and its residents.



Children playing in the new park at Sophiatown



Translating the Strategy into actions

The City's long-term strategy defined the strategic orientation of the organisation, identifying key outcomes and priorities for the five-year Integrated Development Plan (IDP).

In 2012/13, the City therefore revised its medium-term IDP, to give effect to the long-term vision articulated in the Joburg 2040 GDS. The City identified ten priorities as critical for the first decade, in the three decades leading to 2040. These include:

- | | | | | | |
|---|----------------------------------|---|----|--|---|
| 1 | Agriculture and Food Security |  | 6 | Investment Attraction, Retention and Expansion |  |
| 2 | Safer City |  | 7 | Blue and Green Economy |  |
| 3 | Resource Sustainability |  | 8 | Engaged and Active Citizenry |  |
| 4 | Sustainable Human Settlements |  | 9 | Financial Sustainability and Resilience |  |
| 5 | SMME and Entrepreneurial Support |  | 10 | Smart City |  |

The City committed over R100 billion toward infrastructure development in the ten-year period, with targeted flagship programmes intended to address some of its short- and medium-term challenges. A review of expenditure over the term shows that the City has supported its strategic vision through allocation of substantial operating and capital budget on its key priority areas. Spending has been aggressively increased to almost R200 billion over the term, and by the end of the 2015/16 financial year, over R30 billion will have been spent on capital projects.

Budget allocations over the term were highest for City Power and Joburg Water, while R3.5 billion has been spent on Rea Vaya infrastructure. The Sustainable Services cluster receives the largest proportion of both operating and capital expenditure. This is to be expected given the major infrastructural projects implemented by the cluster: waste management, energy diversification initiatives, upgrading of informal settlements, investment in new bulk infrastructure and development of social housing.

Over one-fifth of capital expenditure over the term has been allocated to the electrical grid, for the provision of new infrastructure, and refurbishment and maintenance of existing infrastructure. Capital expenditure on roads was allocated almost R4 billion over the term, while projects related to the rollout of Wi-Fi and development of an Intelligence Operations Centre received a budget allocation of R4.5 billion Capex over the term. In addition, significant allocations have been provided for health and community development (R455 million and R275 million respectively), while City Parks and the Zoo have been allocated a capital budget of almost half a billion rand over the term. These substantial financial allocations to City priorities indicate its commitment to ensuring that the strategic vision of the City can be realised.

Structure of the report

The strategic direction of the City, and the focus of the five-year term, emanated from a number of key documents and commitments. The programmes and implementation against that strategic direction will be further examined in this End of Term Report, which is structured around key areas of focus in the 2011/16 term of office.

Following the introduction, a chapter on governance outlines some of the City's critical governance processes, including the need in 2011 to implement a system of leadership that would give effect to the long-term vision. Chapter 3 starts by reviewing the City's basic service delivery programme, its core mandate, and then reviews each of the City's ten priorities, under their relevant long-term outcome. This chapter examines major programmes and projects implemented for each of the priorities, as well as their achievements and challenges to date.

The next section of the report looks at the City's achievements in a global and national space, major events that have taken place in Johannesburg in the current term of office, as well as key leadership platforms on which the City's leadership serves. This is followed by a chapter reviewing the City's organisational development and focus on employees as the key drivers for implementation of the City's programmes. The report then concludes by looking at the path to 2021, and some of the key challenges still faced by the city.



Joburg – the governance model

The City of Johannesburg's governance processes are key for achieving its vision of a world class African city. These processes have been developed and refined over the years.

A separation of powers between the Legislative and Executive is in effect.

The City has **nine** departments, **eight** Group functions and **12** municipal entities.

The CoJ Governance Framework was approved in 2014/15.

2

Governance in the City

Governance processes in any organisation are key to achieving its vision. In the City, a separation of powers model is in effect, piloted in the previous term of office and continuing to be refined and developed in the current term. In addition, the adoption of a revised long-term strategy, with a clear 2040 vision, necessitated a review of the institutional structure and arrangements in the City. This institutional review intended to bring about a more effective and efficient administration, oriented towards the same goal of a liveable, resilient and sustainable city.

The need for clean, accountable and productive governance processes informed the decision to develop and adopt a new Governance Framework in this term of office, defining the City's relationships with its municipal entities. Each of these key areas of focus is further discussed in this chapter.

The CoJ separation of powers model

In the previous term of office, a new governance model was implemented, wherein Council approved the establishment of a separate legislative arm of Council, from the Executive arm. The former includes the Speaker, Chief Whip, various political parties, non-executive councillors and Section 79 committees, while the latter includes the Executive Mayor, Mayoral Committee and administrative departments. There is therefore a clear separation of policy-making, regulation and implementation, with enhanced oversight and public participation.

In addition to the separation of the legislative and executive arms of Council, in 2015 the Office of the Ombudsman was opened. Headed by Advocate Siduduzo Gumede, the Office was set up to improve and enhance the City's accountability. It will ensure that all complaints relating to the City are resolved through investigation, and reports to Council on a quarterly basis. In welcoming the new Ombudsman, Executive Mayor, Councillor Parks Tau stated that, "We are looking forward to working with the Ombudsman and to ensure that all departments respond to queries raised by (his office)."¹ This, he noted, will improve and enhance

the City's accountability to its residents, and is a further step in the City's focus on ensuring clean and accountable governance.

The Legislature

The legislative arm of the Council comprises the political parties, the Office of the Speaker and the Office of the Chief Whip. The Council convenes monthly and is headed by the Speaker of Council, Councillor Constance Bapela, who is responsible for coordinating and managing the functioning and development of Section 79 committees and Councillor Affairs; as well as managing community participation in local government, particularly by ensuring that the ward committees function effectively. The Speaker ensures public consultation, involvement and participation in the affairs of the City. The Chief Whip of Council, Councillor Prema Naidoo, is responsible for ensuring proportional distribution of Councillors to various Committees of Council, and attending to disputes between political parties.

In the 2011/16 term of office, the City has 260 Councillors split equally between ward Councillors and proportional representation Councillors. A total of 99 councillors are female and 160 are male.



Executive Mayor, Councillor Parks Tau with his wife, Mrs Pilisiwe Twala-Tau and City Manager, Mr Trevor Fowler at the State of the City Address 2012

1. http://www.joburg.org.za/index.php?option=com_content&id=9828:ombudsman-ready-to-serve&Itemid=266

Introducing the Office of the Ombudsman

The City of Johannesburg opened the Office of the Ombudsman in July 2015 as an independent arbiter of disputes between the city's residents and its administration. This forms a key part of the City's customer care approach that puts people first and ensures that the City's administration is held accountable to its stakeholders. The appointment of the Ombudsman included a public participation process where citizens were consulted about key aspects such as establishing the Office, adopting the by-law which governs the Office and its functioning, appointing the first Ombudsman, Advocate Gumede, and several other benchmarking exercises.

The Office's primary function is to be a neutral facilitator who provides confidential and impartial assistance in resolving grievances and disputes. The Ombudsman will investigate complaints from members of the public who feel that they have been treated unfairly by the City, its departments, municipal entities or employees, and will resolve some of the outstanding complaints against the municipality. However, this Office serves as a last resort – residents are encouraged to take any grievances through established City structures before approaching the Ombudsman. He does not deal with complaints around legislative or executive decisions by the Council, legal or arbitration proceedings, labour disputes, internal or external audit of the Council's financial affairs, or alleged irregular conduct of a councillor.

The Office of the Ombudsman aims to ensure that the City provides efficient and courteous service to the public and treats people with dignity, honesty and integrity at all times. The Ombudsman has the power to demand that any employee appears before him and produce any record, or document in any form. He has the power to enter any premises owned, controlled or managed by the municipality or its entities to examine or remove any records necessary for investigation.

The Office is also tasked with developing awareness of human rights among residents, engaging in studies on human rights and making recommendations to the City Manager and Executive Mayor to enhance the promotion of human rights in the city.

Once an investigation has been completed, the Ombudsman will write a report on the findings and recommendations, and will approach the City Manager or municipal employee delegated by the City Manager to settle the matter through negotiation, mediation or recommendation to seek redress.

Since the opening of the Office, it has embarked on an outreach programme that includes visiting all seven of the City's regions. In the first six months of its existence, the Office received over 1 500 enquiries. Approximately 600 of these matured into cases opened and of those, 96 have been resolved. Most of the cases opened related to billing queries (433), 36 to property valuations, 12 to development planning, nine to water and sanitation, and the balance to other services.

The Office of the Speaker implemented a number of programmes in the 2011/16 term of office. These focused on:

- Education;
- Women Empowerment; and
- Recognition of the contribution of senior citizens of Johannesburg.

Education projects focused on the distribution of school uniforms to disadvantaged schools around the city, as well as the painting of schools and distribution of library books. The 'Can Grow' project was implemented in some primary schools, to promote food security. This entailed the distribution of tins and tomato plants to learners, in partnership with Nedbank who provided monetary incentives to learners who grew their own plants.

A Women's Sectoral Council was established to provide a vehicle for women's voices to be heard. Finally, the focus on elderly citizens saw a Senior Citizen's Sectoral Council set up, and various dialogues, interactions and celebrations took place.

In July 2011, Council established Committees of Council in terms of Section 79 of the Municipal Structures Act, chaired by non-executive councillors from the majority party. These committees assist Council in executing its responsibilities by performing an oversight role monitoring the delivery and outputs of the Executive. Clear guidelines on how these committees address oversight responsibilities are outlined in the Oversight and Scrutiny Framework. Councillors physically visit sites where projects are implemented, use questions to hold the Executive to account, as well as motions to ensure debate on Council issues.

In order to promote oversight and accountability, the committees determine priority areas for oversight in

respect of each portfolio, which are guided by the priorities of the City. Oversight reports are submitted to Council on a quarterly basis. These committees do not have any delegated decision-making powers, and their functions include:

- Reviewing, monitoring and evaluating departmental policies;
- Reviewing and monitoring City plans and budgets;
- Considering quarterly and annual departmental reports;
- Examining the link between the strategy, plans and budgets of the City; and
- Holding the political Executive accountable for performance against policies and City priorities.

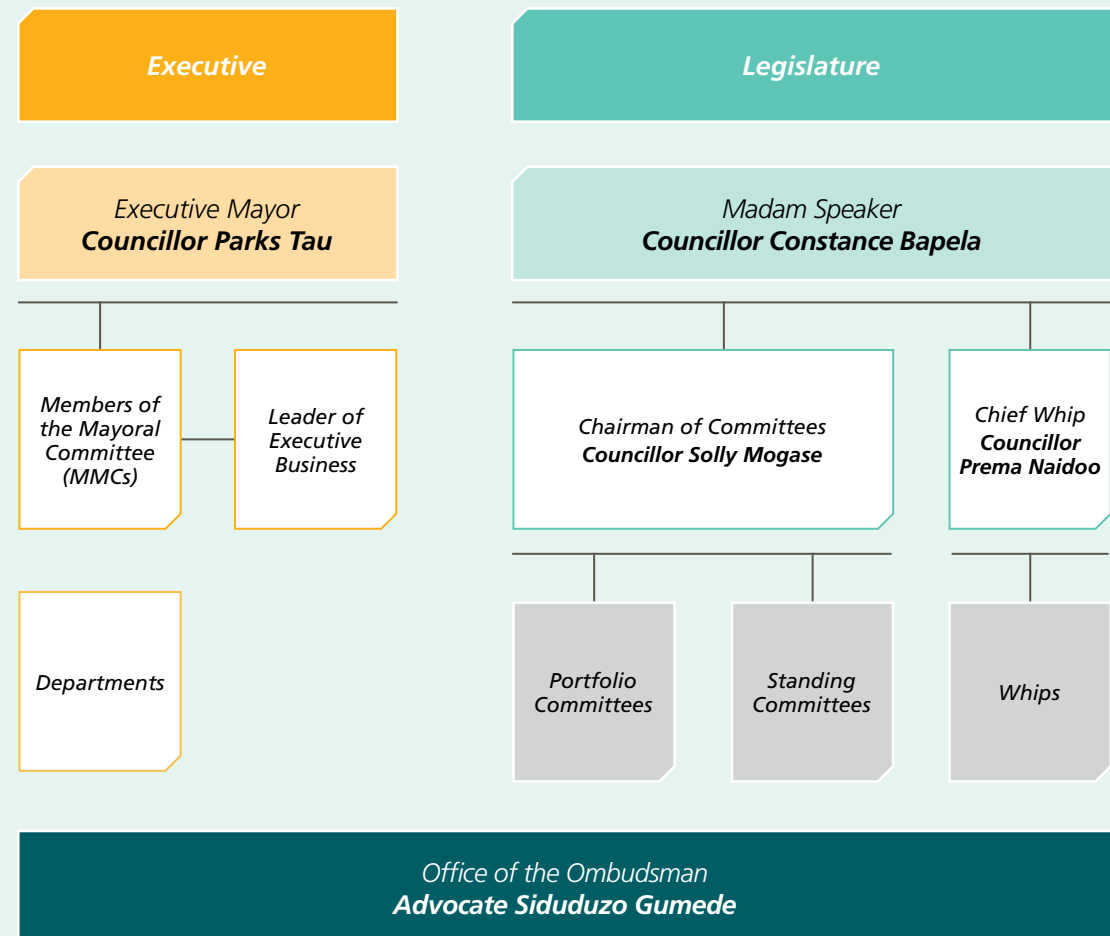
Portfolio committees include Finance; Health; Economic Development; Housing; Community Development; Transportation; Infrastructure and Services; Public Safety; Planning and Urban Management; and Corporate and Shared Services. Standing committees include Rules; Petitions and Public Participation; Ethics/Disciplinary; Standing Committee on Public Accounts; Programming; and Governance Oversight Committee¹.

The Office of the Chair of Chairs, under Councillor Mogase, is mandated to provide strategic leadership and to ensure harmonisation of Section 79 committees, through the Chairperson's Committee. In this mayoral term, the Bua Le Sechaba programme was rolled out as a tool to monitor, enhance service delivery and get feedback from communities. This includes the assessment of implementation against budget, and the effectiveness of the City's departments in ensuring service delivery. Region A, C and G have been visited to date, with post oversight visits also being undertaken.

Ward committees have been set up in the City. These are made up of ten representatives drawn from a spectrum of civil society organisations elected through a democratic

Institutional structure

Figure 5



process. The relevant ward councillor is the chairperson of the ward committee. In this mayoral term, ward committees improved the City’s governance processes by reporting on issues affecting the particular ward to the ward councillor, or through the ward councillor to Council. They also improved the participation of residents in Council affairs; representation of residents in the ward; involvement in processes such as the annual IDP and Budget, municipal performance management and other council projects; identification and initiation of local projects; and community awareness campaigns.

Elections for ward committees were held in April 2012, with training held in 2012 and 2013. Ward committee sectors have been aligned to Section 79 committees and MMC portfolios in order to improve the tracking of decisions and communication of outcomes to communities.

Freedom of the City

The City’s highest category award, conferment of the Freedom of the City, is the highest honour that can be bestowed on an individual or group. In 2012, the City awarded the Freedom of the City to Mr Ahmed Mohamed Kathrada. The following year, this award was bestowed on Ms Sophia Theresa Williams de Bruin, and posthumously on Mesdames, Ms Lillian Masediba Ngoyi, Ms Helen Joseph and Ms Rahima Moosa for building a South Africa free of discrimination. Finally, in 2016 the Speaker conferred the Freedom of the City to Mr Andrew Mlangeni and Advocate George Bizos.

The Executive

The executive arm of Council is coordinated by the Executive Mayor, who is elected by Council to provide strategic direction for the City. The Mayor is assisted by the Mayoral Committee, made up of ten councillors who are responsible for individual portfolios and report directly to the Executive Mayor. In this term, the Committee is made up of:

Executive Mayor	<i>Councillor Parks Tau</i>
MMC Finance	<i>Councillor Geoffrey Makhubo</i>
MMC Health	<i>Councillor Nonceba Molwele</i>
MMC Environment and Infrastructure Services	<i>Councillor Matshidiso Mfikoe</i>
MMC Public Safety	<i>Councillor Sello Lemao</i>
MMC Corporate and Shared Services	<i>Councillor Mally Mokoena</i>
MMC Development Planning	<i>Councillor Roslynn Greeff</i>
MMC Economic Development	<i>Councillor Ruby Mathang</i>
MMC Transportation	<i>Councillor Christine Walters</i>
MMC Community Development	<i>Councillor Chris Vondo</i>
MMC Housing	<i>Councillor Dan Bovu</i>

A municipal administration, headed by the City Manager and supported by an executive management team, ensures that the vision and mission of Council becomes a reality. The City Manager, Mr Trevor Fowler, is the Accounting Officer and the Administrative Head of the City, with responsibilities including financial management and service delivery in the city. Given the responsibilities as the municipal Accounting Officer, to manage and deliver on the City’s strategic agenda, the Executive Mayor in 2011 noted that Mr Fowler’s experience in a range of public and private sectors would be beneficial to the city. This experience includes leadership positions in finance, engineering, urban planning and environmental sectors, as well as extensive experience in the public sector and administration.

The City Manager is assisted by the Chief Operations Officer and the various Group Executive Directors; Group Heads and Cluster Convenors as well as the Heads of the core City departments. Major focus has been placed on ensuring that all senior managers and leadership in the City have the necessary experience and knowledge to drive the City’s strategic agenda, in order to ensure that the priorities and programmes identified as critical to building a liveable, resilient city, are delivered.

Members of the Mayoral Committee (MMCs) and Political leadership of the CoJ Legislature



**Economic Development
(MMC)**

*Councillor
Ruby Mathang*



**Development Planning
(MMC)**

*Councillor
Roslynn Greeff*



**Environment and
Infrastructure Services
(MMC)**

*Councillor
Matshidiso Mfikoe*



**Housing
(MMC)**

*Councillor
Dan Bovu*



**Public Safety
(MMC)**

*Councillor
Sello Lemao*



Madam Speaker

*Councillor
Constance Bapela*



**Community Development
(MMC)**

*Councillor
Chris Vondo*



**Transport
(MMC)**

*Councillor
Christine Walters*



**Health and Social
Development
(MMC)**

*Councillor
Nonceba Molwele*



**Corporate and Shared
Services
(MMC)**

*Councillor
Mally Mokoena*



**Finance
(MMC)**

*Councillor
Geoffrey Makhubo*



Chief Whip

*Councillor
Prema Naidoo*



Mr Trevor Fowler
City Manager

In 2011, we changed the way we managed the City. We thought of the City as having two parts: the core City and its municipal entities. Group Functions were therefore set up to manage group level issues and we created a cluster system to bring about integration.

The 2011/12 Institutional Review

The identification of a clear 2040 vision, and four key long-term outcomes, necessitated the review of the City's organisational arrangements. In the 2006/11 term of office, the City consisted of 14 departments and 15 municipal entities. Often this resulted in a 'silo approach' to service delivery, which was inefficient and needed review. A new institutional model linked to the principles of the Joburg 2040 GDS was required.

Initially, a formal assessment of the existing institutional model was undertaken, which served as the base for review of the institution. This review highlighted a number of challenges, including:

- Complex arrangements with a large span of control and possible fragmented approach in implementation of some programmes;
- Dual roles, responsibilities and accountability resulting in tensions between departments and entities;
- The need for greater co-operation between the City and its entities to prevent fragmentation;
- The need to operate as a group of companies to ensure economies of scale and to optimise systems and value chains; and
- The need for more refinement and clarity regarding the role of regions.

A phased approach to the institutional review was implemented. In the first phase, focus was placed on the City's high level design in order to ensure alignment of the City's structure to the City's long-term Joburg 2040 GDS. This phase looked at the arrangements of departments and municipal entities, their interface and mandates. This intended to strengthen accountability, oversight, corporate governance and leadership visibility, as well as enhance service delivery and strategy alignment.

In the second phase, two objectives were identified. The first was to operationalise the high level institutional design, and the second was to restructure municipal entities so that all legal and compliance requirements were fully complied with.

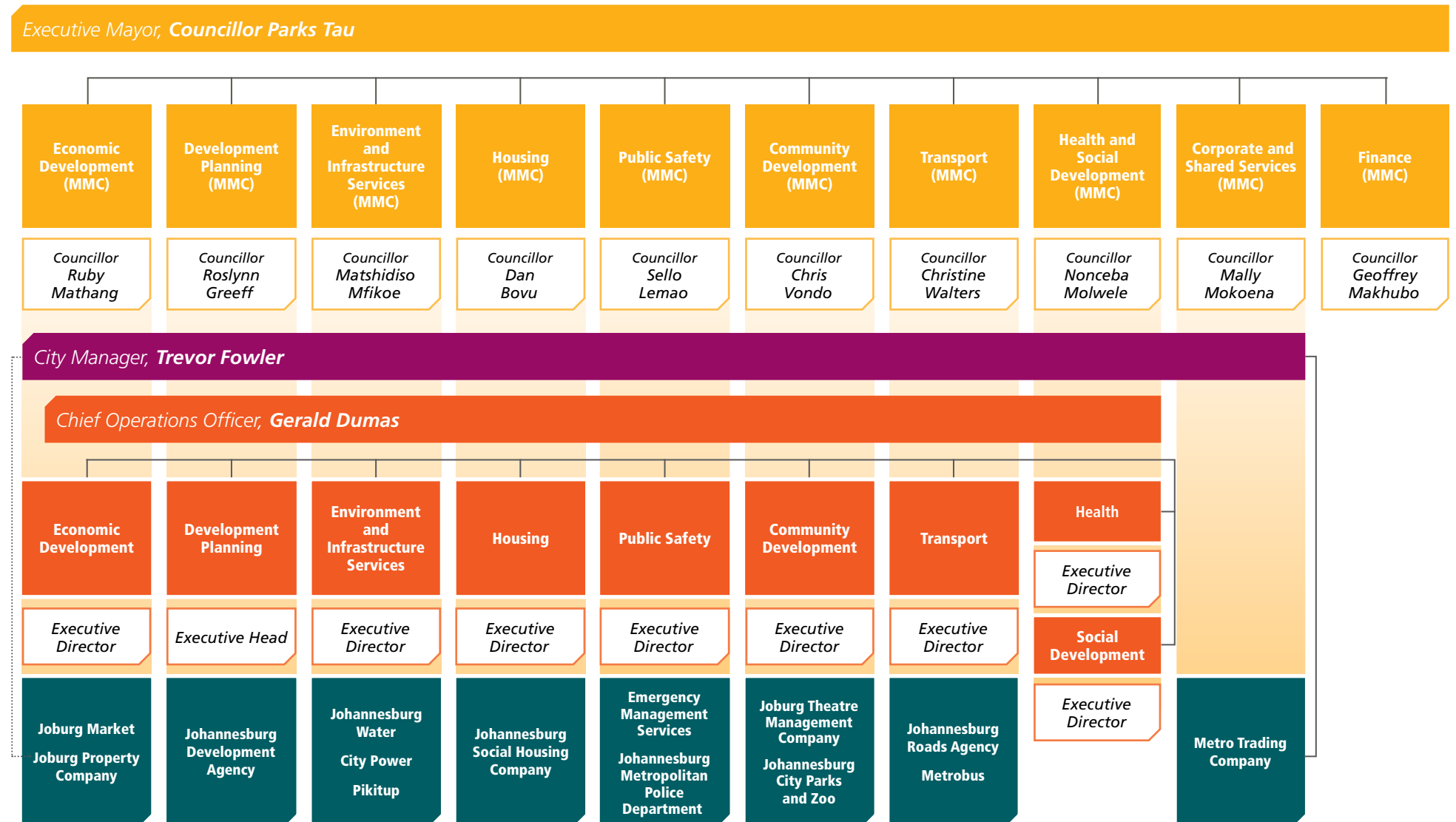
Group Functions were identified and operationalised, including:

- Risk and Assurance Services;
- Communications and Tourism;
- Legal and Contracts;
- Urban Management and Citizen Relationship Management;
- Governance;
- Strategy Policy Coordination and Relations;
- Corporate and Shared Services; and
- Finance.

These Group Functions emphasise strategic leadership and ownership of group policy, ensuring standardised implementation of functions, whilst still allowing flexibility where required. The revised institutional model is outlined in the figure on page 37. Nine departments were set up, excluding the Group Functions identified previously. This saw the merger of some departments whose mandates are interrelated e.g. Environment and Infrastructure Services. In addition, efficiencies in the number of municipal entities were realised, with 12 municipal entities currently in place.

Institutional model

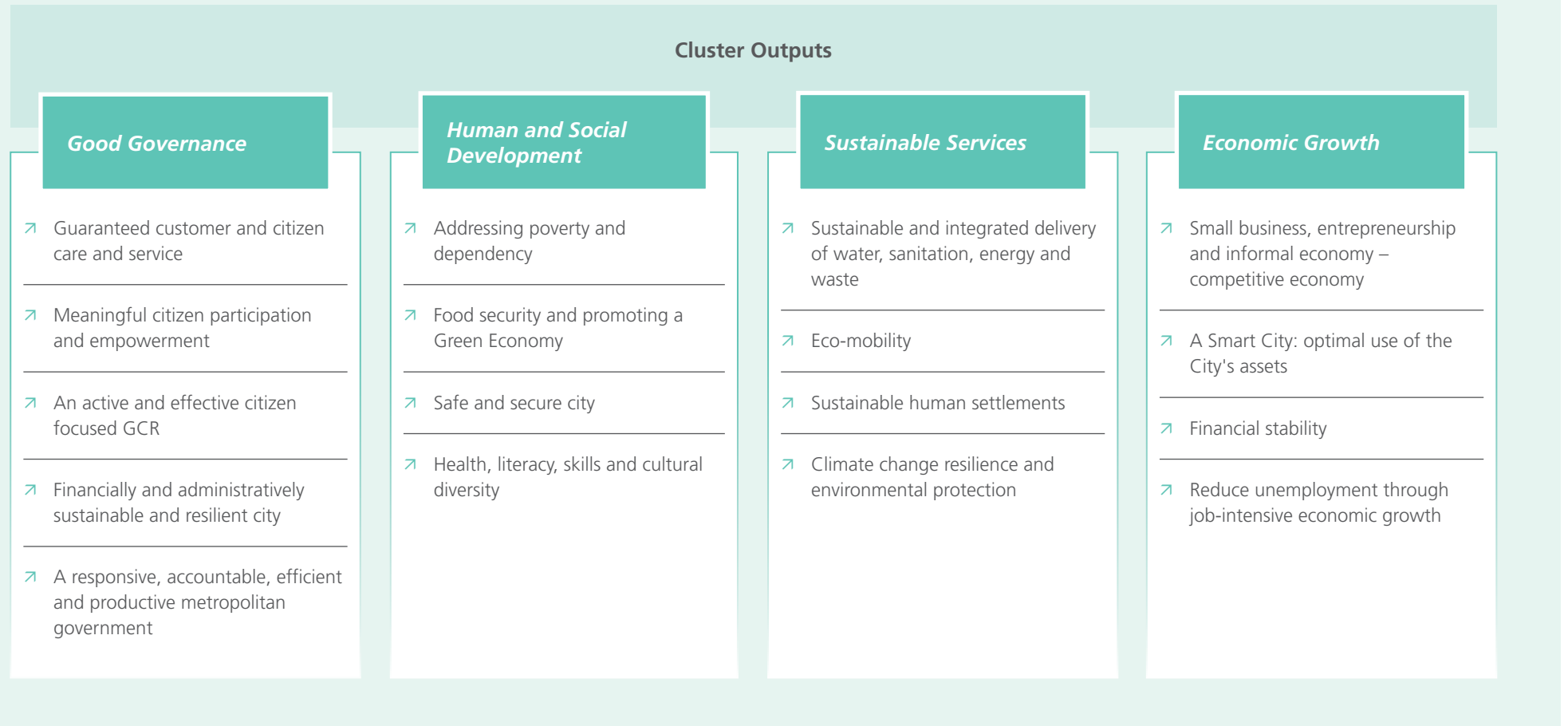
Figure 6



The institutionalisation of the new model saw the strengthening of executive responsibility within the City’s management structures, and improved collective accountability. In addition, a cluster approach was implemented to better coordinate operations by departments. These clusters are linked directly to the Joburg 2040 GDS outcomes, and include:

- Good Governance;
- Human and Social Development;
- Sustainable Services; and
- Economic Growth.

Cluster composition and outputs
 Figure 7



The Governance Framework

In order to improve corporate governance in the City, the City of Johannesburg Governance Framework was approved in 2014/15. This Framework is intended to provide a corporate governance structure for the City, following its earlier institutional review.

The key principle of the Framework is that it does not change the current organisational structure and delivery model adopted by the City, and instead, assists the City as a group to better understand the governance structure and principles required to ensure effectiveness and accountability. This includes the clarification of roles and responsibilities of different stakeholders.

The City reinforced the concept of the City as a 'Holding (Group) Company' with 'Subsidiaries' and the alignment and consistency of the City Group policies is achieved through setting of consistent performance standards. It clearly articulates the division of roles and responsibilities between the Executive, Legislative and Administrative arms of the City as a holding company and the Board of Directors of the municipal entities (MEs) and the Chief Executive Officers or Managing Directors, to ensure an appropriate balance of power, authority and delegated roles and responsibilities.

The Governance Framework contains guidelines that enable effective communication between the City and all its stakeholders. It aims to ensure that there are proper governance structures that enable effective communication between the City and its entities. It also aims to improve the capacity and capability of the Board of Directors of the MEs to effectively manage the entities and efficiently account to the City as a shareholder. A number of independent structures have been set up to provide oversight and unbiased advice for Council. These include:

- Group Audit Committee – provides oversight with respect to the financial control environment of the City

- Group Performance Audit Committee – assesses and oversees the organisational performance management system and service delivery performance of the City including the municipal entities

- Group Risk Governance Committee – provides oversight advisory services to the City on matters relating to Risk Governance and Compliance as well as overseeing Enterprise Risk Management System

- Municipal Entity Board of Directors

- Municipal Entity Audit and Risk Committee

- Municipal Entity Social and Ethics Committee

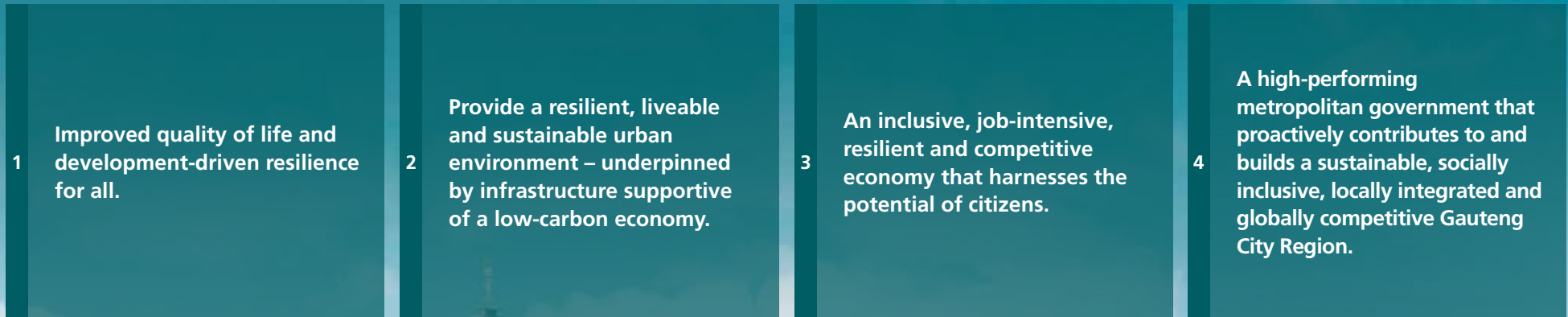
- Municipal Entity Human Resources and Remuneration Committee

To date, the City's Governance Framework has ensured that its commitment to improving corporate governance is effected, with clear principles and guidelines for accountability and transparency. This includes the setting up of systems and structures for effective communication and oversight of performance in the City. Regular monitoring and reporting by independent structures ensures that clean and accountable governance processes remain in place.



Launch of Ombudsman, Houghton

Outcomes



Priorities



Agriculture and Food Security

Safer City

Sustainable Human Settlements

Resource Sustainability

SMME and Entrepreneurial Support

Investment Attraction, Retention and Expansion

The Green and Blue Economy

Engaged and Active Citizenry

Financial Sustainability and Resilience

Smart City

3

Towards 2040

In striving to achieve its long-term 2040 vision, the City identified four outcomes focused on the broad areas of improving quality of life, developing sustainable human settlements, economic development and good governance. As indicated, the City also identified ten key priorities for the first decade, in order to scale up delivery and prepare for new growth.

The City's primary mandate is the provision of services to its residents. This chapter therefore starts by detailing the City's provision of basic services over the term of office, including the developmental service delivery programme: Jozi@Work. It then examines progress against each of the four long-term outcomes, and their relevant priorities. Specific focus is placed on interventions, achievements and challenges faced in implementing key programmes, projects and policies over the political term.

Basic Service Delivery

Basic service delivery is the core mandate of local government in South Africa. This relates specifically to issues of water and sanitation, electricity provision and refuse removal. In 2011, the StatsSA Census determined that 64.7% of households in Johannesburg had access to piped water inside their dwelling, while a further 26.9% had access inside their yard and 5.1% of households had access on a community stand less than 200m from their dwelling. There was therefore a cumulative access to water level of 96.7% in Johannesburg, either inside the dwelling, or within very close proximity. This is despite growing population levels in the city. Access to sanitation in the city had also increased to 94.6% of households, while 90.8% of households had access to electricity in 2011. Finally, 95.3% of the city's households had their refuse removed at least once a week.

While access levels show an increase in all services, between 2001 and 2011, the City remains committed to ensuring that these are increased even further, so that all households in Johannesburg have access to basic services. During the term of office, the City has therefore placed specific emphasis on

scaling up service delivery provision across Johannesburg. For example, with regard to water, the provision of basic services for water have reached levels of 99.4% by the end of the term. The City provides water and sanitation to approximately 1.4 million households, with an average of 1.6 billion litres of water distributed on a daily basis¹. Water samples are tested daily, to ensure high quality and acceptable drinking standards.

In 2011/16, the City focused on improving its capacity to deliver services. Approximately R3.7 billion has been spent on upgrading, renewing and new infrastructure in particular focused on the following infrastructure categories: water networks, sewer networks, storage capacity and treatment capacity. The focus on maintenance has seen a corresponding water saving of over 3.1 billion litres and a 10.6% reduction in pipe burst incidents. Marginalised areas such as Greater Soweto, Greater Ivory Park, Greater Orange Farm, Diepsloot and Alexandra saw an investment of R340 million during the term, on upgrading existing, and installing new, infrastructure. This is linked to the City's commitment to roll out services to previously disadvantaged areas, in order to ensure equal access to services across the city. Over 470 km of water network was laid during this term, and approximately 950 km of sewerage network.

In order to improve power supply, both conventional and prepaid electricity options are provided by the City, with approximately 38% of users being conventional users, and 62% being prepaid. Electrification of households reached over 14 000 households in the five-year term, exceeding the target set. Approximately R7 billion was invested in the refurbishment and upgrade of electrical infrastructure, in order to improve the supply of electricity.



Mr Trevor Fowler
City Manager

Our residents are worried about the quality of our service delivery, crime, education, jobs and mobility, and that is where we have shifted our focus.



Upgrading of road in Ivory Park

With regard to waste collection, a service is provided to over 831 000 households on a weekly basis². In addition, the City has focused on the delivery of 240-litre bins to areas including Kraaifontein, Cosmo City and Alexandra.

Providing services to informal settlements is a critical aspect of the City's service delivery focus. In this regard, by the end of the 2014/15 financial year, over 90% of informal settlements had access to a basic level of water supply, and 44.6% have access to basic levels of sanitation. Waste collection is provided to 164 informal settlements across the city, consisting of 183 895 structures. In the next three years, informal settlements will be electrified using micro grids.

Accelerated Basic Service Delivery

Immediately upon taking office in 2011, the Executive Mayor initiated an Accelerated Basic Service Delivery (ASD) programme, to respond to the issues raised by the city's residents during the election period, and to lay the basis for scaling up of service delivery during the term. This 90-day service delivery programme formed a comprehensive and integrated approach to dealing with service delivery issues. Specifically, the ASD focused on servicing of informal settlements; reducing recurrence of service failures; repairing and replacing water pipes, potholes, illegal and unsightly posters; ensuring a constant power supply; and reducing traffic signal malfunction, amongst other focus areas.

The implementation of the Accelerated Service Delivery programme was effective in addressing the basic service delivery concerns identified by the City's residents. The short timeframes meant that there was a sense of urgency in delivery, and consequently, most targets were met and exceeded. These included defined outcomes, e.g. maintenance and improved quality of roads infrastructure, public lighting to improve safety and security, rodent control and reduced health hazards, promotion of civic

pride through a clean and beautiful city, and regional by-law enforcement. In addition, the programme assisted in proactive communication between the City and its residents. Positive media coverage improved from 73% in June 2011 to 83% by the end of September 2011. Over 11 000 media statements were issued.

In response to the identified challenges, the Accelerated Service Delivery programme delivered, amongst others:

- Upgrading of more than 9 km of water and sewer networks in Fourways, Orange Farm and Alexandra – focusing specifically on areas prone to flooding;
- Repairing over 6 000 water meters;
- Maintaining 96% of public lighting;
- Patching approximately 18 000 potholes;
- Cleaning over 100 km of storm water pipes; and
- Cleaning and repairs at Dube, Diepkloof and Meadowlands hostels.

In addition, joint blitz operations were conducted in specific areas, and there was a focus on improving compliance with by-laws through intensified by-law enforcement and policing. Collaborative efforts to conduct blitz operations in hotspot areas across all regions were initiated. Approximately 1 200 blitz operations were conducted, and as a result, over 3 800 graffiti and illegal advertising posters, including old political posters were removed; spot fines were issued for illegal dumping in Diepkloof, Noordgesig and Orlando; displaced persons were cleared from hotspot areas in Regions A, D, F and G; over 500 bad buildings and 140 panel beaters and spray painters were inspected for compliance with fire by-laws; and nearly 8 000 ha of grass cutting was done in non-designated green spaces and undeveloped open spaces.

The joint blitz operations demonstrated a collaborative effort across the City with a comprehensive and integrated approach to dealing with service delivery issues and challenges. In addition, the urgent and immediate focus on addressing communities' needs directed the City's

departments and municipal entities to ensuring effective delivery on basic service delivery and urban management issues. This focus has continued throughout the term of office.

A more recent example of initiatives regarding the acceleration of delivery of basic services, and addressing issues raised by residents, is the setting up of a Nerve Centre in 2015. Through the interventions of this centre, outstanding queries have been reduced by 77%, on average. The City remains committed to further scaling up service delivery, and bringing customer services closer to its residents.

Jozi@Work

In support of accelerated service delivery, the City has introduced a transformative developmental service delivery model, Jozi@Work, which encourages communities to take charge of their own development. This is in response to a number of challenges in the city, including high levels of unemployment and poverty. In addition, legislation and governance guidelines prevented residents from accessing City resources to address small service delivery issues themselves. As a result, innovative mechanisms were found, using the City's procurement and supplier development programmes, to provide basic services and skills development. The Jozi@Work model allows residents to engage with others who can do such work, through a regional forum. Gaps in service delivery are therefore used as opportunities for small entrepreneurs to assist the City.

This model is realising the following:

- Service responses are localised, resulting in more efficiency and shorter turnaround times, ultimately benefiting both prosperous and deprived areas;
- A range of new, small ventures are able to make an immediate and deepening dent in local unemployment rates; and
- More money in the hands of local businesses provides opportunities for the establishment of local retail and service providers, to sell to local consumers.

Through Jozi@Work, departments and municipal entities issue work packages, with the actual work being coordinated through a Capability Support Agent (CSA). This CSA also capacitates cooperatives and micro-enterprises, including assisting them with funding and other business resources. The City therefore pays cooperatives and community based companies for work packages that improve local service delivery. In the 2011/16 term of office, R1 billion was earmarked for Jozi@Work projects³.

At the start of each financial year, every department and municipal entity is required to make individual commitments to the Jozi@Work targets. Work packages identified to date include pipe renewal, retrofitting, operations and maintenance, rainwater harvesting, customer info/data audit, security of facilities, electrical infrastructure, purchase of food from farmers for food parcel distribution, transport and processing of food, capital works/park establishment, road and street surfacing, facilities management, alien plant clearance, bus cleaning, kerb laying, and the relocation and installation of services which are ring-fenced by departmental city-wide procurement spend.

Departments such as Group Corporate and Shared Services also use the Jozi@Work model in the management of the City's fleet, with car wash facilities, vehicle maintenance and tyre servicing.

The Jozi@Work programme creates employment and livelihood generating opportunities for members of cooperatives, partners in micro-companies, or workers employed by the cooperatives and companies carrying out the work. The City's focus on innovative approaches to service delivery allows communities to partner with the City in delivering their own municipal services. This forms a key component of the City's emphasis on socio-economic transformation, and the reduction of poverty, inequality and unemployment.



Outcome

1

Improved quality of life and development-driven resilience for all.



Priorities



Agriculture and
Food Security



Safer City

The first GDS outcome focuses on improving quality of life for all residents of the city. In this regard, ‘the City envisages a future that presents significantly improved human and social development realities, through targeted focus on poverty reduction, food security, development initiatives that enable self-sustainability, improved health and life expectancy, and real social inclusivity. By 2040, the City aims to achieve substantially enhanced quality of life for all, with this outcome supported by the establishment of development-driven resilience’⁴.

The City has focused attention on reducing poverty and dependency, improving food security, increasing literacy and skills, reducing HIV prevalence, and ensuring safety and security in a city that is socially inclusive.

In 2011, the City identified two key priorities for this outcome, in the first decade towards 2040. These include Agriculture and Food Security, and a Safer City.



Agriculture and Food Security

Overview of priority

Johannesburg faces a number of challenges with regard to hunger and under-nutrition among the urban poor.

Research for the development of the Joburg 2040 GDS found that in 2011, food insecurity among the urban poor in Johannesburg was 42%, in the most deprived areas. Diseases of lifestyle were also found to be a major issue, while poverty and inequality remain a challenge.

The Joburg 2040 GDS also notes the impact of climate change, and the increasing costs of food supplies, for the residents of the city, identifying key areas of focus as the need to ensure that future sources of food supply are secured. These include the development of a viable urban agriculture sector that supports localised food production. In 2012, the City therefore identified the priority of Agriculture and Food Security as a critical intervention that could break the inter-generational cycle of poverty. A multi-pronged approach was developed, through the Food Resilience Framework, in order to achieve this. These identified three levels of interventions:

- Individual hunger to be addressed on a day-by-day basis. This includes food vouchers, food parcels, backyard gardens and programmes connecting citizens to income generating activities;
- Support to the informal food supply sector, with local resource coordination to assist growers with access to basic supplies, finance and farming advice; and
- Support to urban agriculture at the area level, through the packaging of land, and the establishment of hub-and-spoke infrastructure to connect networks of local producers to cold-chains, packing houses and wider distribution networks.



Key outcomes for the priority, identified in 2012, include the following:

- Create an enabling environment for high value food commodities, e.g. vegetables, fruit and animal products to be sold locally linking small farmers in their own areas;
- Agribusiness Ventures and Farm Enterprises providing fresh, locally grown food for growing the urban population and viable food procurement and distribution systems;
- Work with large food retailers, distributors and manufacturers to create localised systems through which to ensure food security; and
- Sustained visible multimedia and programmatic interventions in collaboration with multi stakeholders working towards a prosperous, healthy, productive citizenry.



Councillor Molwele
MMC for Health and Social
Development

By mobilising the efforts of a wide range of stakeholders – from small entrepreneurial farmers to the large supermarket chains; and from farming cooperatives to individual households – our aim is to eliminate the scourge of hunger among our people and ensure healthy, stable and liveable communities.

2011/16 Delivery

In the 2011/16 term of office, a number of major achievements were realised through this priority. Interventions intended to reduce food insecurity by 50% by 2016, and provide support for people interested in farming through small scale agricultural activities. In addition, the focus was extended to the ability of the agricultural value chain to stimulate local economic development in deprived areas. A key objective of these interventions was the facilitation of entry into formal markets, for small farmers, through infrastructure development and capacity building. This included the consolidation of partnerships with retailers, and the creation of an enabling environment that promotes healthy lifestyles.

Number of households reached through the Access to Food Programme

Figure 8



	2011/12	2012/13	2013/14	2014/15	2015/16	Cumulative
KPI 2 – Food Bank	4 757	7 223	14 101	21 732	14 300	62 113
KPI 1 – Food Gardens		322	908	17 839	12 550	31 297
Total Households	4 757	7 545	15 009	39 571	26 850	93 732

A targeted approach to this priority established that 39 of the City's wards were most deprived (ranking highest on the City's poverty index). A number of programmes were implemented. These include the Access to Food Programme, which aims to promote access to safe and affordable food at household level. Specific projects include the Food Bank, Food for Waste and home-based food gardens. The Urban Agriculture Support Programme is focused on empowering communities and stimulating economic development. This is done through initiatives such as Agri-Resource centres, hub and spoke activities and food empowerment zones. The Promotion of Healthy Eating Programme intends to address the challenge of increasing numbers of non-communicable diseases, and the lack of nutritious food. The programme targets all residents, and identifies partnerships as critical to the success of the intervention. Community programmes are implemented, as well as educational and awareness campaigns.

Access to Food Programme

The Access to Food Programme aimed to see an increase of 60% in the number of food insecure households serviced. Its primary aim is to promote access to safe and affordable food at a household level. This is done through a number of initiatives such as Food Banks, Food for Waste and home-based food gardens. By the end of the term, over 93 000 households had been beneficiaries of the various food security initiatives.

The focus on the most deprived wards has been set since the rollout of the programme. Targeted beneficiaries were categorised both as households and as individuals across these wards. Through the consistent distribution of food parcels for the Food Bank and the increase in the number of households benefiting from the food gardens, the department has improved the beneficiaries' immediate need for healthy food. Over 34 000 households have benefited from the Food Bank programme, and over 34 000 food parcels have been distributed to the most deprived wards. In Orange Farm, ex-offenders can attest to the life-changing impact of the food security efforts of the City. Farms have been set up and ex-offenders are able to farm

and sell produce, thus creating employment opportunities. The City has enabled the establishment of food gardens in households and communal areas, encouraging communities to meet their own food subsistence needs.

The focus on more permanent solutions to food insecurity has seen the creation of over 31 000 food gardens since 2013. An overview of the number of households reached through the various aspects of the City's Access to Food Programme is detailed in the figure on page 46.

The interventions made as part of this programme have led to a significant reduction in food insecurity in 20% of the most deprived areas in Johannesburg. The City's commitment to reducing food insecurity continues to be evident through the programmes and projects implemented. This rollout will continue in the next term of office, in order to ensure the realisation of the long-term vision of a city where none go hungry.

Urban Farmer Support Programme

Support to urban farmers aims to provide a sustainable model for empowering communities to grow their own food, stimulating local economic development and facilitating access to the markets. These include initiatives such as Agri-resource centres set up in all regions of the City, and serving as community based support systems for agricultural activity at an individual/household and communal level. Small scale initiatives targeting specific areas (hub and spoke) is linked to the City supporting initiatives in small-scale crop farming and small-scale intensive animal farming through cooperatives and small enterprises.

Large scale initiatives – Food Empowerment Zones – are also implemented. These are focused on available large pieces of land and involve farms ranging from one hectare to over 100 hectares, that can harvest food to sell to retailers. Specific activities include support to emerging farmers, where land is divided into various pieces for a cluster of SMMEs or cooperatives. This cluster may be made of up

to 50 farmers involved in diverse farming activities with common slaughter houses, cold chains and distribution points and systems. A second aspect is private sector investment where a large portion of land is leased out to a private sector partner on condition that they commit to a mentorship programme for the emerging farmers to reach industry standards. Capacity building efforts are included in the focus on transforming food into manufactured food. Finally, market access has been identified as being critical, with the City intending to bring markets closer to communities.

In the 2011/16 term of office, seven Agri-resource centres have been established, as well as seven satellite centres. Seven initiatives were facilitated through Agri-resource centres, covering topics such as information and advisory services; tractor services; cooperative registration; inter-sectoral collaboration forums; agriculture inputs; access to land; and training workshops.

Three empowerment zones have been established across the City, namely Eikenhoff Farm (where there are over 30 very active cooperatives), Northern Farm and Nancefield Hostel. These food empowerment zones convert households benefiting from food gardens into sustainable and viable emerging farmers. Food resilience teams work with farmers in every region, and the City has set up partnerships with the Gauteng Department of Agriculture and Rural Development around training and financial support.

Finally, the programme has seen the linking of 221 emerging farmers to markets, and the creation of a minimum of one hub serving small farms within the city. This hub serves as a central point, allowing small farms to operate as if they were one large farm. Support services are provided, as well as common facilities such as refrigerated storage of vegetables. The programme has seen farmers in the city supplying major retail shops as well as smaller vendors with produce, and having open days on weekends where communities can purchase goods.



Urban Farmer Support Programme at Eikenhoff farm



Opening of Mpumelelo Clinic in Ivory Park

Healthy Lifestyle Programme

Johannesburg, like many other major cities, is facing an increase in non-communicable diseases predominantly brought on by how people lead their lives and treat their bodies through what they eat. The quadruple burden of disease was a key challenge identified at the start of the term of office. In addition, there is also a lack of nutritious food (under-nutrition) especially for the poor. The Healthy Lifestyle Programme therefore targets all residents of the city, and is delivered through partnerships with the civil society, private sector and other spheres of government.

Specific aspects of the intervention include community programmes primarily facilitated by the City in partnership with various stakeholders that would enable communities to actively participate in activities at local level (e.g. Streets Alive, outdoor gyms, senior citizens club activities, school programmes and fun walks). There is also a corporate focus, where the City, in partnership with the private sector, set up an Excellence Award for Best Practice in promoting a healthy lifestyle within companies. Finally, the programme looks at educational and awareness campaigns via multimedia platforms that are undertaken on a continual basis to raise the knowledge levels of residents to assist them in making the necessary decisions to promote healthy living.

The Healthy Lifestyle Programme has seen the activation and launch of the GoJozi Programme across all City regions. These regional street fairs attract on average 1 000 people at each event, and include 5 km fun walks, screening of chronic diseases, and the publicising of services offered by the City. The Healthy Restaurant Programme was also launched to extend the 'healthy' eating agenda to the private sector. Through this, 19 restaurants signed the Executive Mayor's Pledge to promote healthy food options on menus.

A Healthy Lifestyle Schools Programme has been implemented that targets young people in order to embed a healthy lifestyle from a young age. In this regard,

160 schools have been registered, and the programme is facilitated in partnership with the Provincial Department of Education, the University of Johannesburg and Discovery Vitality. It is making progress in delivering a more preventative approach by targeting young people and influencing their lifestyle choices from an early age.

Through these various initiatives, the City continues to direct its efforts to improving the quality of life of its residents.

Health and Fighting HIV/AIDS Pandemic

While health and the HIV/AIDS pandemic has remained a priority for the City, the 2011/16 term of office saw a gearing up in the City's focus on a comprehensive campaign including screening for cervical cancer, tuberculosis, hypertension and diabetes mellitus. Approximately 95% of clinics are providing comprehensive care, management and treatment of HIV and AIDS including the provision of antiretrovirals. As a result of these concentrated efforts, less than 1% of HIV exposed babies born in City clinics were born HIV positive in 2014/15. The rate of transmission among babies born HIV negative from HIV positive mothers moved from 2.9% in 2011/12 to 0.9% in 2014/15.

The City has also achieved 100% coverage for children under one-year-old for immunisation and PCV coverage.

One of the City's major achievements in the delivery of health services in the 2011/16 term of office, saw the building of the first Level 3 and Level 4 clinics in the municipality. This focus on building improved clinics is part of the City's commitment to giving dignity to all of its residents. At the start of the term of office, the City made a decision that instead of building a number of small clinics, it would instead build bigger and better equipped clinics, although these may be fewer in number. These clinics would be built in areas where communities previously only had use of mobile or container clinics.

The first clinic built under this new approach was the Freedom Park clinic where the community had been using

a mobile clinic. The City replaced this with Johannesburg's first Level 3 clinic. Following the success of this development, and the reception from the city's residents, the Slovoville clinic was developed. This flagship Level 4 clinic was built in one of the City's most deprived areas. MMC for Health and Social Development, Councillor Molwele notes that "the City focused on giving dignity to its citizens in its approach to healthcare. It identified the areas of most need, and started building and opening state of the art clinics in those areas."

Social Safety net

At the beginning of the term, the City set out to expand the safety net for indigent individuals and families. The City's Social Safety net is supported by the Expanded Social Package (ESP) which intends to improve the lives of indigents and improve access to free basic services (free basic water, free basic sanitation, free basic energy/electricity and free basic refuse removal).

By 2014, the City had widened the net of its expanded social package by over 101 000 new registrations. Over 490 000 beneficiaries have been connected through the ESP to social services in the term of office to date.

Benefits from the expanded social package include rebates on city services, food support, and social burial support.



Outdoor aerobics in Soweto as part of the Healthy Lifestyle Programme



Safer City

Overview of priority

Johannesburg faces a number of challenges with regard to widespread insecurity and vulnerability.

This is found across socio-economic groups with historical geographical, social and economic inequities; together with current stresses and poor economic opportunities. This impacts on the city's high levels of crime and violence.

The Safer City priority therefore aims to contribute to the creation of a safe, secure and resilient city that protects and serves, builds, empowers and supports communities. In order to impact on safety, this priority requires a range of multi-disciplinary approaches and collaborative interventions in order to address the challenges associated with crime, violence, human security, vulnerability and resilience.

In order to improve urban safety, the City adopted a Safer City approach, interpreting this to include investment in public safety through community development, urban design and management, the protection of vulnerable groups, infrastructure upgrades, improvements to bylaw compliance and enforcement, and responding to emergency and disaster situations. A Safer City approach encompasses much more than the management and control of crime and violence. Policing and law enforcement address the issues of crime and violence while emergency services address issues of emergencies, disaster planning and response.



Key outcomes for the priority, identified in 2012, include the following:

- Safe communities and neighbourhoods;

- Reduction of crime in the city;

- Substantial improvement in the public's experience of, and relationship with, metro policing service delivery and integrity (a decrease in perceptions of police corruption); and

- Replicable integrated model for area based urban safety (tested and impact assessed in demonstration sites) including guidelines for:
 - Safe Design and Management;
 - Mobilisation of partnerships for sustainability of interventions;
 - Building effective referral networks for integrated service delivery to underpin safety approaches/programmes/interventions; and
 - Public Private Partnerships to enhance Public Safety and Disaster Readiness.



Councillor Lemao
MMC for Public Safety

We have a really great city, with many opportunities. But with every growing city, comes many of the urban safety challenges we see. We are systematically addressing the problems so that we achieve safe and secure communities.

2011/16 Delivery

In the 2011/16 term of office, a number of programmes were implemented under this priority. The Joburg 10Plus programme serves as the primary mechanism for implementation of the Safer City priority. Interventions have focused on 'winning back the streets', i.e. reducing levels of crime in the city; as well as interventions focused on addressing the underlying drivers of local crime. Bylaw enforcement is a priority, as is improving the quality of policing.

Joburg 10Plus (Ward-based policing)

The Joburg 10Plus programme was launched in 2012 as an initiative to bring metro policing closer to communities through ward-based deployment. This approach aims to strengthen the engagement with communities on policing issues and solutions through existing partnerships and structures such as Community Policing Forums (CPF), as well as forge new partnerships directed at achieving the maximum impact on safety and security in the city.

During this term of office, the Johannesburg Metro Police Department (JMPD) has deployed metro police officers to each ward. These officers have been assigned primary responsibility for the day-to-day policing of a ward and attendance and participation at community police forums, ward councillor forums and regional service delivery joint operations committees. Ongoing refresher training sessions on crime prevention, traffic enforcement and bylaw enforcement have been implemented. The programme has also seen a substantial increase in fleet available for police officers (from 104 in 2011, to 792 in 2016), in order to ensure that response times and proactive policing are effective.

JMPD police officers have implemented enforcement measures around the prevention of crime, road traffic policing and bylaw enforcement. Typical measures include roadblocks and roadside checks. In 2011/16, the JMPD implemented over 3 000 roadblocks,

16 000 roadside checkpoints, and almost 1 800 joint/multi-disciplinary operations.

The focus on increasing compliance to bylaws, specifically around informal trading, waste management, electricity and advertising, has seen an achievement of 39% improvement over the term of office.

Crime prevention and reduction

A number of measures have been implemented with regard to the crime prevention aspects of the priority. The first of these includes the implementation of CCTV cameras across particularly the Inner City. These focus on specific hotspots, allowing JMPD managers to deploy resources when necessary. The footprint of CCTV cameras has been expanded significantly in the term, from 231 in 2011/12 to 410 in 2015/16.

The integrated Intelligence Operating Centre (IOC) is also under development. This centre is an intelligent operating centre that uses available data to predict trends in the City. The first phase of the project has allowed the City to use its cameras intelligently to, amongst other things, track suspicious behaviour of individuals and groups and prevent crime from happening. Alarms are raised when people are detected in areas where they should not be, for example, possible smash and grab criminals along islands on road intersections. When a crime has been committed, the technology allows the police to track criminals even as they attempt to disguise themselves in crowds or through change of clothes and other forms of disguise. Through the IOC, the police are now able to deploy their resources intelligently in areas where they are needed most. The results of this programme are evident in areas such as the Inner City, where there has been a significant reduction in crime levels.

The second phase of the IOC, which is currently underway, focuses on including other departments and entities onto the system to widen the coverage and data capability.



Councillor Lemaio raising awareness during the Road Safety campaign



JMPD officer handing out pamphlets during a safety campaign in the Inner City

This will therefore focus on service delivery related issues and allow for better coordination in incident management. For example, the BRT cameras and security operations will be linked into the IOC, improving coordination between departments. This phase will also allow the City to improve traffic flow management, and City officials will be able to use mobile devices in their vehicles to access the system.

Over the term of office, the City has focused on reducing levels of crime in the City, through joint operations with various law enforcement agencies. This has seen a 15% reduction in priority crime. The City has also focused on dealing with illegal drugs, firearms, theft of vehicles and alcohol related crimes.

The City has also undertaken a number of strategic interventions, some of which are multi-year interventions. The City is collaborating with the Violence Injury and Peace Research Unit and Medical Research Council in the development of a Safe City Index (SCI) and the implementation of a Public Safety Measure (PSM) project. The PSM will serve towards designing, monitoring, and evaluating primary prevention, injury control and safety promotion practices and policies in Johannesburg. This measure will enable the City to understand safety and security issues in a holistic way, taking cognisance of social development, crime prevention, and emergency responses. This is in line with the City's Joburg 2040 GDS and the objectives of the IOC.

The PSM will develop a cross reference information repository for the City which will serve as one of the portals in the IOC. Activities currently underway include a traffic and fire report to illustrate data flow; gaps and opportunities; the further identification of data sources; and the building of indicators.

With respect to the focus on safe design and management, the City has partnered with the GIZ Violence Prevention Programme on a multi-level project to develop a park safety framework and guidelines to enhance the management and maintenance of parks in the city. Following extensive stakeholder engagement, which included stakeholder mapping, a MINDCRAFT exercise, workshops, perception surveys and safety audits, a framework for formulating a park safety strategy was completed.

In terms of the City's engagement on the local and global front on issues of urban safety, the City is a member of the South African Urban Safety Reference Group, convened by the South African Cities Network in partnership with GIZ, which serves as a platform for peer-to-peer learning and knowledge sharing amongst practitioners on urban safety. On the international front, the Executive Mayor is the Vice Chair of the Global Network for Safer Cities: a platform for Mayors to engage on advancing the urban safety agenda. These forums provide an important platform for the City to benchmark itself against other cities, as well as share some of the good practices implemented in the city.

Emergency response

The objective of the City's emergency response programme is to minimise injuries and loss of life, by providing efficient and effective response to emergency incidents through the use of the latest technology in order to improve response times. In the term of office, rapid response to calls has seen a decrease in mortality rates by 11%. In addition, community awareness programmes have seen a reduction of disasters with relation to floods.

During this term, the reservist policy was revised and a number of medical doctors were recruited to the reservist programme. They will assist the City when required, especially during major incidents and disasters.

Conclusion

In focusing on improving its residents' quality of life, the City has looked at two specific priorities: that of addressing food security and poverty issues, and ensuring a safer city.

Initiatives around agriculture and food security have seen a substantial impact at both a local, household level, and a more commercial, urban farming level. Thousands of households have been supported with food parcels, and in the setup of their own household food gardens, as a form of subsistence gardening. Larger scale agricultural projects have focused on the set up of cooperatives for training and skills development, in order to provide farmers with access to markets, more efficient business processes and improved income opportunities.

The Safer City priority reviewed the City's approach to crime and security, noting that a safer cities approach is about more than just managing crime and violence, but is also focused on improving public safety through other initiatives such as a focus on bylaw enforcement. The City's rollout of its ward-based policing project has seen police officers assigned to every ward in the city. Improved emergency response has resulted in a decrease in mortality rates, and increased initiatives around crime prevention have led to a 15% reduction in priority crimes.



Community food garden at Orange Farm

Outcome

2

A resilient, liveable and sustainable urban environment – underpinned by infrastructure supportive of a low-carbon economy.



Priorities



Resource
Sustainability



Sustainable
Human
Settlements

The second GDS outcome focuses on a sustainable urban environment that is resilient and liveable. In this regard, 'The City plans to lead in the establishment of sustainable and eco-efficient infrastructure solutions (e.g. housing, eco-mobility, energy, water, waste, sanitation and information and communications technology), to create a landscape that is liveable, environmentally resilient, sustainable, and supportive of low-carbon economy initiatives'⁵.

The City has focused attention on sustainable and integrated delivery of services, eco-mobility, sustainable human settlements, and climate change resilience and environmental protection.

In 2011, the City identified two key priorities for this outcome, in the first decade towards 2040. These include Resource Sustainability, and Sustainable Human Settlements.



Resource Sustainability

Overview of priority

Johannesburg is South Africa's largest and most prosperous City, endowed with world class infrastructure and relatively high levels of human capital, but facing enormous development pressures.

To deal with these, the City needs to grow the economy and be effective in service delivery, at the same time ensuring ecological sustainability and the responsible use of natural resources.

The City recognises that economic growth is strongly connected with the demand for natural resources, i.e. water, electricity generated from coal, liquid fuel and minerals, and the subsequent generation of waste which impacts on the environment. The management of natural resources either as pristine resources or as valuable economic commodities is a key objective of the City, with a focus on the potential consequences of utilising these natural resources for human activity.



Key outcomes for the priority, identified in 2012, include the following:

- Improved and protected water courses;

- Water Conservation and Demand Reduction;

- Ecologically functional open space system and equitable provision of recreational open spaces;

- Acceptable levels of clean air;

- Reduce impact on climate change and supply of an energy mix (diversification);

- Reduce waste to landfill sites by increasing recycling initiatives; and

- Behavioural change around demand side management (DSM) and environmental sustainability.



Councillor Mfikoe
MMC for Environment and
Infrastructure Services

We have worked towards a vision of a healthy Johannesburg bursting with greenery and bustling with people in our parks. While so much has been done – there is so much more yet to be done.



New Bruma Lake park

The restoration of Bruma Lake

Historically, Bruma Lake was a major landmark in the city. However, several years ago, it had become a highly polluted eyesore. To address this, the City embarked on a comprehensive programme to restore the lake to its former status.

In 2012, the City launched three SolarBee circulators to deal with water quality issues and improve oxygenation and circulation. Eco-tabs were also used to improve water clarity and reduce odours. Following this, in mid-2014 a R65 million programme was initiated, to renew the lake and upgrade the surrounding environment. The first step was to drain the lake and to allow the silt bed to dry out completely. The Jukskei River was diverted from the centre of the lake to allow for the construction of a new channel.

By the end of 2014, the surroundings were restored to their natural order, the channel was completed, and the Jukskei River, Johannesburg's premier river system, again flowed unimpeded through the newly completed waterway. The river's flow has now been fully restored and plants along its banks once again contribute to the natural processes of aeration and water filtration.

The next phase of the programme involves further landscaping, conversion of some sections into a recreational park, and the restoration of the pedestrian bridge. It is expected that this new state-of-the-art park will attract leisure visitors to the area, and contribute to the economic regeneration of the precinct which includes the popular Chinese mall and is close to Eastgate shopping centre.

2011/16 Delivery

Like many other leading cities, the City is concerned with climate change and is tracking its contribution to a reduction in greenhouse gas emissions. The City's strategic approach towards building a greener city focuses on reducing carbon emissions, minimising waste impacts and protecting the natural environment (and related ecosystem goods and services), with consequent benefits to the residents of Johannesburg.

This encompasses a range of environmental challenges such as the threat of water security, poor river health, a high dependency on coal-based energy sources, the loss of biodiversity and associated ecological goods and services, fragmentation and degradation of open space networks and associated ecological infrastructure, and increasing waste generation and lack of landfill space.

Urban water management

During this term the City has adopted a new approach to managing its two water catchments, the Jukskei and Klipspruit River catchments. The City has established 18 Water Management Units (WMUs) in both catchments. A WMU is an area with defined boundaries consisting of various types of water courses, with the objective of effectively managing and improving the state of water courses within these boundaries. Management of these WMUs involves monitoring water quality, river health assessment, preparing water quality management plans, controlling effluent discharges, taking action to combat or minimise the effects of pollution and rehabilitation of water courses. During this term, 10 environmental studies were undertaken to inform rehabilitation at these WMUs.

One of these, and a major environmental sustainability project, is the renewal of Bruma Lake which had become badly polluted and was a source of frustration for many residents and small business owners in the area. A R65 million project to renew the lake was implemented in 2014, fully restoring the river's flow with plants along

the vegetated banks contributing to natural processes of aeration and water filtration. A new pedestrian bridge is also under construction, to replace the pedestrian bridge built in 1987. This bridge allows for improved access to and from the Bruma business district. The second phase of the project will focus on turning sections of the lake into a recreational park.

Six more rehabilitation projects are underway. These include the rehabilitation of Bosmontspruit, Princess Dump, Diepsloot and Alexandra, the Mshenguville Rehabilitation Project and Kaalspruit rehabilitation.

The City is also starting to identify ways through its Jozi@Work programme to establish cooperatives for the cleaning of water courses.

Water conservation and demand management

The city's water demand is continuously increasing in line with population and economic growth. This cannot be sustained out of the Vaal Dam without any augmentation of the water supply into the Upper Vaal Catchment. The augmentation is planned for 2021 with the commissioning of Lesotho Highlands Water Scheme (LHWS) Phase 2. It is therefore important to change course by accelerating the implementation of Water Conservation and Water Demand Management (WCWDM) initiatives to prevent water shortages. Johannesburg Water has implemented a WCWDM plan which consists of water pipe replacement, Soweto infrastructure rehabilitation, refurbishment and uninstallation of Pressure Reducing Valves, and the education and awareness of the public in conserving water. All projects are showing positive savings in that a reduction in physical losses is visible through the number of bursts reported and the system input volume. Over the term of office, a saving of 31 294 MI has been realised, equivalent to the amount that 87 000 households can consume in one year.



Rehabilitation process underway in Diepsloot



Petros Molefe Eco Park

In order to reduce water usage, Johannesburg Water is installing in-pipe turbines which entails the reduction of minimum night-flow (leakage rate at night) and harnessing renewable energy from the water flowing through the pipe system. It is also replacing 91 toilet cisterns with 4.5l cisterns. Ten thousand such cisterns are expected to be replaced by mid-2016.

Biodiversity conservation

The Joburg 2040 GDS recognises the deep interconnectivity between biodiversity conservation, poverty alleviation and sustainable development, and that it is critical for the City to ensure long-term persistence of biodiversity and ecosystem services, especially in the context of climate change. The City of Johannesburg is densely populated, with the natural landscape cover continuing to experience significant transformation. Increased urbanisation also poses a major threat.

The City has over 20 000 ha of public open space, and approximately 3.2 million trees. During the 2011/16 term of office, 43 new parks were developed, and almost 88 000 trees planted.

Four municipal nature reserves were proclaimed over the term, namely Little Falls Ridge, Ruimsig, Melville Koppies, and Little Falls, representing 0.252% of the total metropolitan area. The proclamation process for Northcliff and Linksfield Ridges has been initiated. This contributes to the conservation and protection of biodiversity areas and landscapes. In 2013/14 and 2014/15, a total of 3 804 ha across the city was cleared of alien vegetation, well above the target of 2 804 ha⁶.

Through EPWP funding, the City has employed 100 youth (out-of-school learners) as eco-guides to run education campaigns in identified schools. Eco-guides are provided with training in organising and planning workshops; how to conduct environmental awareness programmes; and basic training on environmental management.

To date, the City has established 34 green schools, providing recycling bins, solar geysers, food gardens, retrofitting with energy efficient bulbs, and rainwater harvesting tanks. In addition, the City has established outdoor classrooms including landscaping of the area using recyclable material and providing space to be used for outdoor environmental education activities.

Integrated Waste Management

The increasing volume of waste generated in the city is a major challenge, with the consequent diminishing landfill space for disposal of this waste. The City operates four landfill sites of which three are almost reaching capacity and have less than 10 years of disposal air space. The City therefore has an obligation to ensure minimal disposal of waste to landfill sites as well as optimisation of landfill space. As a result, the City has continued to encourage waste minimisation as well as improving the regulatory performance of waste management activities. The focus is on Integrated Waste Management to provide alternative and sustainable methods of waste disposal to prevent serious health and ecological degradation in Johannesburg. This is undertaken with the long-term objective of reduction of waste to landfill sites through recycling initiatives. By 2015/16, the City had achieved a cumulative 11% reduction of waste to landfill over the term of office. With regard to the percentage landfill compliance to regulations and permit conditions, as issued by the Department of Environmental Affairs and the Department of Water and Sanitation, the City achieved 80.2% in 2013/14 and 90.5% in 2014/15⁷.

Recycling initiatives are beneficial to poorer communities in the city as they generate income through sale of the collected materials, which in turn reduces the poverty levels in Johannesburg. The City also continues to encourage the rollout of new recycling initiatives based on citizens' participation, communication and collaboration with the industry and academia. People participating in these initiatives are formally referred to as Waste Reclaimers.

They play a very important role in diversion of waste from landfill and often work with no resources and under conditions that pose a high health risk. The City empowers these reclaimers through registration on the City's waste database, training on waste management, and issuing of Personal Protective Equipment. Waste reclaimers are also encouraged and assisted in the formation of cooperatives, for participation in the Jozi@Work initiative. A total of 88 waste reclaimers have been registered during the term.

The Separation at Source programme is being rolled out in Waterval, Zondi, Diepsloot, Orange Farm, Central Camp, Marlboro and Southdale, targeting a total of 470 000 households. The City's garden sites are being upgraded to accept recyclables. In the final stages of the programme, a total of 950 000 households will be included⁸. By 2014/15, a 21% participation rate was achieved in targeted areas where separation at source is implemented. In 2014/15, 20 808 tonnes of dry waste was diverted through the Separation at Source programme, i.e. paper, plastic, glass, cans. The amount of green waste diverted annually through composting almost doubled in 2014/15, to 35 148 tonnes⁹.

The various initiatives implemented, in both reducing waste to landfill, as well as optimising of landfill space, have seen a number of successes over the term of office. These often have a knock-on effect to other city programmes and priorities, for example linked to income generating projects, or the formation of cooperatives for skills development and job creation.

Climate Change and Energy Diversification

Climate change mitigation and adaptation is a key area of focus. A number of opportunities exist for the City, in the acceleration of emission reduction, as well as adaptation activities in sectors such as transportation; buildings; waste management; urban water management; energy supply; spatial planning and urban land use; food and urban agriculture; information and communication technology; finance; and economic development.



Clean-up campaign as part of Jozi@Work programme



Bus Rapid Transit Network

The City is an active participant in national and international organisations, around issues of climate change. These include participation in the C40 Cities network, with the City hosting the 2014 C40 Mayors Summit. Through its collaborative efforts with other C40 cities, it is directly involved in various networks to deliver on its shared and transformative aspirations to mitigate and adapt to the impacts of climate change. In response to Climate Change Adaptation, the City is currently active in the Risk Assessment Network led by Rio, and has participated in building a work programme for this network. The City is also active in the Cooler Cities Network aimed at finding solutions to heat related problems in urban spaces. It is actively participating in the Global Standards Network of which the first step was to measure key indicators in order to establish where to start taking action. Based on data reported to CDP, the City employed a wide variety of methodologies in calculating greenhouse gas emissions.

Through the Global Standards Network the City seeks to achieve certain outcomes such as the rollout of the Global Protocol for Community Scale from pilot to a standard; standards and best practices related to third-party verification of annual reporting; and establishing a Scope III standard. The City participates in the Green Growth Network, a hub of economic growth and innovation in Africa. By measuring broader environmental, health and social impacts of climate action, it can establish the economic rationale to undertake green policies, drive growth and make a significant impact in reducing global greenhouse gas emissions and climate risks. This network focuses on the socioeconomic impacts of sustainable city policies and solutions.

The City also participates in the Bus Rapid Transit (BRT) Network. The City's BRT system potentially accounts for the highest greenhouse gas emissions in the transport sector. The C40 BRT Network is providing support to the City through sharing best practices and technical expertise through calls, webinars as well as in-person workshops.

A key indicator in the climate change programme, is the level of greenhouse gas (GHG) emissions in the city. The City has therefore scaled up attempts to collect GHG emissions data during the term. At Johannesburg Water, the GHG emissions offset was 2 309.13 tonnes of CO₂ gas, against a target of 2 659 tonnes of CO₂, at the biogas-to-energy plant at the Northern Wastewater Treatment Works.

With regard to energy diversification, electricity consumption in the city has fallen by approximately 5.65% over the last seven years (approximately 0.8% per annum). Most emissions can be attributed to consumption of electricity, and the reduction of 5.65% is therefore likely to be influential.

A number of initiatives have been implemented by the City, focused on energy diversification and the reduction in electricity consumption. By the end of 2015, 74 930 solar water heaters had been installed across the city, with 99% of low income households supplied by City Power having solar water heaters in place. In addition, approximately 210 000 smart meters have been installed to reduce and manage electricity usage.

A final aspect of the City's delivery around energy diversification and climate change mitigation, is the innovations implemented with regard to load shedding and load limiting. The City developed a multi-pronged approach towards the issue of load shedding, in order to ensure speed of recovery and a more sustainable solution to the issue. Load shedding schedules were implemented, with a traffic flow committee put in place to avoid traffic gridlock as a result of load shedding. Innovative load limiting plans were set up, where City Power is able to remotely disconnect households that use electricity excessively when the grid is under pressure. Other initiatives include the development of a free load limiting mobile application for residents, and ripple control measures which disconnect geysers during periods of constrained supply.



Gas to energy project at Robinson landfill site



Sustainable Human Settlements

Overview of priority

The Joburg 2040 GDS notes that the City's long-term focus is on providing sustainable, liveable settlements in a city that has a greater capacity to absorb new entrants into a functioning housing system. Specific aspects of this goal include a focus on informal settlements, ensuring access to social amenities, and targeted spatial investment to reverse its apartheid city landscape.

2011/16 Delivery

Johannesburg's current urban form is a major challenge. The City suffers from spatially entrenched segregation as a result of apartheid, with poorer households being located on the periphery, far away from social and economic opportunities. In addition, the City's population density is relatively low, with small pockets of higher density.

The interventions identified through this priority intend to address this, in order to achieve spatial integration. A focus on Transit Oriented Development has been implemented, through the City's flagship programme: Corridors of Freedom. Along these corridors, the City will locate mixed income housing, schools, offices, community facilities, cultural centres, parks, public squares, clinics and libraries.

A second aspect of this priority is the provision of sustainable housing options. The City's Sustainable Human Settlement Urbanisation Plan (SHSUP) is the City's response to urbanisation, and aims to address the current lack of affordable rental accommodation in the City.



In 2012, the City identified the provision of sustainable human settlements as a key priority for the first decade towards 2040. Outcomes for the priority include the following:

- Improved accessibility of people and goods, reduced commute times and costs, safe, affordable and reliable public transport;
- Integrated living spaces through the realisation of live, work, play ideals with sufficient open and recreational spaces;
- Economic opportunities that respond to, enhance and enable both formal and informal economic activities;
- Range of accommodation options focused on typologies, affordability levels, tenure options; and
- Social cohesion using the spatial form (and a public transportation system) to enable social cohesion.



Councillor Greeff
MMC for Development
Planning

The Corridors of Freedom programme is a game changer in re-arranging public and private spaces throughout the City of Johannesburg.

Corridors of Freedom

The flagship programme, Corridors of Freedom, represents the City's new spatial vision, using Transit Oriented Development as a catalyst for growth. These corridors will locate people close to educational, social and economic opportunities, allowing fast, safe and affordable mobility. They will be linked to mixed-use development nodes with high density accommodation, supported by office buildings, retail development and opportunities for leisure and recreation.

The primary objective is therefore to build a more compact and efficient City form through mixed use, high density developments along mass transit corridors that will result in bringing people closer to areas of economic activity and job markets where they can live, work and play together at reduced travel times and at a minimal cost.

Key elements of the Corridors of Freedom flagship programme include the following¹⁰:

- Safe neighbourhoods designed for cycling and walking with sufficient facilities and attractive street conditions;
- Safe complete streets with features to calm traffic, control vehicle traffic speeds and discourage the use of private transport;
- Mixed-use developments where residential areas, office parks, shops, schools and other public services are close together, stimulating economic activity and creating opportunities for emerging entrepreneurs;
- Rich and poor, black and white living side by side – housing options provided cover a range of types and prices including rental accommodation;
- Limited managed parking to reduce the amount of land devoted to parking and further discourage the use of private transport; and
- Convenient transit stops and stations.

In the 2011/16 term of office, three corridors were identified: The Empire-Perth; Louis Botha and Turffontein corridors. Strategic Area Frameworks for each of these have been completed, with extensive public participation processes with key and relevant stakeholders. The Frameworks define the role of the corridor, quantifying development potential and provide an implementation strategy and programme plan. In addition, recommendations and incentives are included. The framework for a fourth area, the West Mining Belt, is currently under development. This mining land offers extensive opportunity for urban development, made up of economic, residential, social and recreational land uses.



MMC Councillor Walters during EcoMobility world festival

10. Corridors of Freedom booklet, www.corridorsoffreedom.co.za

About the corridors:

The Empire-Perth corridor

This is a large movement corridor that has traditionally been the link between the densely populated residential settlements of Alexandra in the north and Soweto on the south-western periphery of Johannesburg. The corridor connects two of the most significant settlements affected by apartheid in Johannesburg, linking many people to jobs and educational and recreational facilities.

Due to its strategic location, the corridor is also an important metropolitan link between the wider western regions of Johannesburg and the CBD, with several important metropolitan routes and rail links crossing the corridor and the Rea Vaya trunk route along Empire Road.

The project area for the Empire-Perth development corridor includes a buffer zone around the existing trunk route Phase 1B of the Rea Vaya network, and extends from Empire Road in Parktown in the east to the intersection of Commando and Main Reef Road in Riverlea.

The area includes suburbs such as Parktown, Richmond, Auckland Park, Cottesloe, Melville, Rossmore, Westdene, Hursthill, Brixton, Crosby, Coronationville and Westbury.

The Louis Botha corridor

The Louis Botha corridor forms part of Phase 1C of the Rea Vaya BRT system. Louis Botha Avenue will function as the trunk route along which services will operate between the CBD and the Alexandra and Sandton nodes, connecting with the existing Phase 1A and 1B service.

The road that would become Louis Botha predates the formation of Johannesburg and formed part of the original dirt track that led to Pretoria. Over the years, suburban expansion in the area has been overshadowed by expansion along Oxford Road and Jan Smuts Avenue.

The area has lagged in new investment, purchase and sale of housing properties, investment in bulk and social infrastructure, and the general upgrade of services and facilities. There is a need to stimulate investment in the area through investment promotion initiatives. In addition to the transport node, it is envisaged that investment zones will be created for industrial development in Wynberg, Marlboro South and Kelvin/Kew. In addition, buildings will be converted and regenerated for affordable housing.

The Turffontein corridor

The area was identified due to its location and proximity to regional economic and industrial nodes such as the CBD, Selby, Booyens, and the City Deep and Kaserne freight terminals. It is also strategically located as the gateway to Johannesburg from South Gauteng.

Although the area is in a general state of decline, its strategic location makes it attractive to people seeking affordable accommodation. The proposed Rea Vaya routes do not intersect in the area, but there is an opportunity to introduce a new public transport route and unlock Turffontein's full development potential.

Inner City Regeneration

The City has engaged in vibrant regeneration projects in the Inner City, such as those in Maboneng and Braamfontein, both of which were based on joint public and private investments. This refers to comprehensive and integrated action that resolves urban problems and improves the economic, physical, social and environmental condition of an area.

Under the previous term's Inner City Charter, almost R2 billion was spent around the city on greening public spaces, upgrading derelict buildings, developing the Rea Vaya BRT system, upgrading housing and other infrastructure, and restoring the Troyeville Hotel and Chancellor House (which housed the law firm run by Nelson Mandela and Oliver Tambo in the 1950s). The 2013 Inner City Roadmap, championed by Executive Mayor, Councillor Parks Tau, followed on from where the Inner City Charter left off, and envisages an Inner City that is well governed, clean and safe, sustainable, productive and inclusive.

This Inner City Roadmap was developed following an extensive review of the progress, successes and shortcomings of the Inner City Charter and is aligned to the Joburg 2040 GDS. Under the Inner City Roadmap, the drive to restore the Inner City to its former glory has accelerated. This includes support by the Gauteng provincial government which, in 2015, indicated that it would mobilise R10 billion in public and private investments over the next five years to regenerate the Johannesburg Central Business District.

The City's approach to Inner City regeneration involves building partnerships and relationships with investors, property owners, businesses and residents to implement capital works projects. It aims to catalyse private investment in key areas in the Inner City by investing municipal funds in capital works projects. Notable outcomes of such partnerships include the Main Street Mall, the Joubert Street Market, the Ekhaya Neighbourhood Park and sanitary lanes in Hillbrow and Berea. Three co-funded public environment projects were undertaken in 2012/13: the upgrade of streets in the Maboneng Precinct, in partnership with Propertuity; the upgrade of streets in the Hotel Precinct, in partnership with Lionshare Properties; and an upgrade of the Braamfontein alleyways, in partnership with the Braamfontein Improvement District.

The main regeneration areas in the Inner City include:

- Braamfontein, where the City built on private investment by upgrading streets, greening the area and installing public art. Since this intervention, Braamfontein's land values have increased, vacancies have declined and private investment has increased, particularly in the office and residential markets.
- Newtown, where much of the land is owned by the City. This has enabled public-sector investment and renewal interventions. The precinct is largely mixed use, but caters predominantly for the cultural and entertainment industries. Many structures have heritage value and have been adapted for reuse. The City has focused on creating public spaces and educational and entertainment venues, such as Mary Fitzgerald Square; and upgrading existing structures, such as the Sci-Bono Discovery Centre and Museum Africa. Dance and music venues in heritage buildings have been developed, such as the Worker's Library, and in commercial developments, such as 1 Central Place. The area's regeneration has attracted substantial private investment and the City funds a City Improvement District in Newtown to ensure quality urban management.
- Greater Ellis Park, a precinct that includes Greater Ellis Park and overlaps into Bertrams, Doornfontein and New Doornfontein. The area has experienced significant urban decay, which is undermining the potential of the educational, sporting and cultural facilities. The precinct includes a manufacturing hub, an educational precinct, a 'sports mecca' precinct, a mixed-use precinct (mainly light industrial with some office and retail use), the Bertrams Heritage Cluster, Doornfontein and New Doornfontein. The precinct contains buildings with significant heritage value, and the aim is to consolidate and extend the sporting and educational role of the precinct, create an upgraded, managed and safe public space, create a new tourism destination, and promote the development of a range of housing options. The City is therefore upgrading infrastructure, introducing and upgrading public transport routes, stations and taxi ranks, establishing gateways, upgrading sports facilities, providing mixed-income and social housing, and increasing residential density.
- High Court precinct, which was characterised by vacant buildings and failing commercial and retail areas. The regeneration was conceptualised by the private sector, implementing urban management through a City Improvement District. The intervention has focused on upgrading the public environment, creating a square, expanding the public space available to users, calming traffic and improving the environment for pedestrians. The upgraded environment has attracted private investment.



Beautification of street in Braamfontein



Inner City Regeneration (continued)

- Westgate Station Precinct, which is a multi-modal public transport interchange in the south-west corner of the Inner City. It includes the Westgate train station, two Rea Vaya bus stations, a minibus taxi rank and holding facilities for Metrobus and privately owned national long-distance and cross-border buses. The City has paved sidewalks, resurfaced and marked roads, installed new street furniture, planted trees, and installed/upgraded street and pedestrian lighting. The Selby Depot of Pikitup has been considered for redevelopment as a residential node, with some convenience retail stores.
- Hillbrow and Hillbrow Tower Precinct, which was identified in the 2013 Inner City Roadmap as an area for regeneration. The Hillbrow Tower Precinct project will create a pedestrian-friendly, safe and walkable urban environment by establishing a network of public spaces for recreational, creative and entrepreneurial purposes. Consultation with stakeholders is ongoing. Upgrades to date include upgrading selected streets (paving and widened sidewalks), installing street and pedestrian lighting, installing new street furniture and planting trees. The City is also engaging with Telkom to reopen the tower, and to establish an enterprise hub at the base of the Hillbrow Tower. Hillbrow's alleyways have been upgraded into environmentally friendly zones with attractive murals, and recreational activities and public art in some lanes.

The City's Inner City regeneration efforts include promoting art in the Inner City. The Public Art Strategy notes that a successful public art programme improves the quality of an environment by making it a more attractive place to work or live. Public art also has the potential to generate a culture of creativity and to help promote the image of a city. Public art has been installed all over the city over the last 15 years, including colourful cows on Transport Square, whimsical pigeons on Market Street and a dignified eland in Braamfontein. The Hillbrow, Berea and Yeoville public art programme began in 2008 and includes the Angel of the North, across from Constitution Hill, mosaic concrete benches, carved wooden tree stumps, and murals and metal sculptures.

Regeneration projects have included greening Johannesburg's public spaces and enriching the neighbourhood in the immediate vicinity of every Inner City project with improved sidewalks, outdoor furniture, new lighting and signage, public artworks and, in most cases, new trees and landscaping. As part of this urban regeneration drive, five rooftop gardens have been built in the Johannesburg Inner City, which aim to reduce the carbon footprint and promote food security by providing space for growing vegetables. Planters are made of recycled car tyres and crop leaves were used as green manure, making this more cost efficient and environmentally friendly.

These regeneration projects will continue to inspire the residents and stakeholders of the area, as the City strives to restore the Inner City to its former glory, and ensure a liveable and sustainable urban environment.

A significant portion of the City's expenditure has been allocated for catalytic public investment in the corridors. There has already been a marked improvement in these areas, with continued rollout of public transport, walking and cycling infrastructure and improved social and engineering infrastructure.

The City also focused on the acquisition of properties along the corridors, so that it can drive development. In the Louis Botha corridor, 24 residential properties have been acquired and registered into the City's name, while a further 30 Offers to Purchase for residential properties were signed by both parties. The Turffontein corridor has seen six Offer to Purchase documents signed, and negotiations are underway for approximately 30 more properties. Finally, in the Empire-Perth corridor, 38 properties have been identified for purchase.

The City has spent 94% of its Capex budget on city-wide infrastructure primarily in the Transit Oriented Development (including BRT) and Corridors of Freedom initiatives. In 2014/15, the major drivers of capital expenditure were the large construction works on the Rea Vaya trunk route 1C along Louis Botha Avenue. Installation of pedestrian and cycle paths (non-motorised transport [NMT] infrastructure) along the Corridors of Freedom have been developed, that connect commuters with the Rea Vaya BRT system and commuter rail services.

Public transport

Linked to the Corridors of Freedom focus is the development of Rea Vaya BRT routes along the corridors. The BRT system aims to provide fast, safe, affordable and convenient public transport in a network of bus routes across Johannesburg. The project includes extensive efforts to integrate with walking and cycling, other forms of public transport and metered taxis. It also has the potential to contribute substantially towards the environmental sustainability of the City of Johannesburg. As Rea Vaya

offers a fast, convenient, safe and affordable alternative form of public transport, the City aims to persuade people to switch their mode of transport, alleviating congestion and pollution. In addition, the Rea Vaya buses are Euro IV and Euro V standard, and therefore have significantly reduced harmful emissions.

In the 2011/16 term of office, the BRT system was expanded beyond Phase 1A (Thokoza Park in Soweto to Ellis Park in the Johannesburg CBD), adding Phase 1B (Soweto to CBD past Noordgesig, New Canada, Horseshoe, Bosmont, Coronationville, Westbury, Newclare, Westdene, Auckland Park and Parktown).

Phase 1A and 1B have 43 km of trunk routes and 58 stations used by a fleet of 143 Phase 1A buses and 134 Phase 1B buses. Many of the buses have a major local component in their production.

In addition, the City continues to expand the BRT system with a third phase (1C) along the Louis Botha Corridor of Freedom. This includes 16 km of trunk routes and 15 stations, complemented by non-motorised infrastructure, including in Alexandra. Various other aspects of Phase 1C are due for completion between December 2016 and July 2018.

As a result of this investment into a better public transport system, an average of 50 000 passengers are ferried by BRT buses every day.

The City's municipal bus service, Metrobus, is also a key player in the public transport industry. In the 2011/16 term of office, Metrobus operated 230 main routes, with 400 buses and six special needs buses. Approximately 59 000 passengers a day were transported by Metrobus.

However, the entity faced a number of challenges at the start of the term of office. As a result, in 2013 a turnaround strategy was approved, which addressed three key areas: re-fleeting and the Green Economy, a revised operational platform, and an institutional review. This turnaround



Launch of BRT phase 1B



Metrobus gas refill station at Milpark depot

strategy was successfully implemented, and Metrobus has seen a substantial improvement in, amongst others, passenger safety, a more efficient business model and a decrease in carbon emissions. The entity aims to have a completely green fleet by 2020. In this term of office, 30 of the old fleet were converted to dual fuel buses, and 150 new dual fuel buses were procured. Contracts around the procurement of these buses included skills transfer agreements, as part of the Metrobus Centre of Excellence project. Metrobus aims to ferry an average of 90 000 passengers per day once the re-fleeting project is completed.

A central gas station has been launched at the Milpark depot, where Metrobus can refill its green fleet. This will minimise the cost of operating empty kilometres to the older gas station, located further from the city centre. Completion of the station is expected in the 2016/17 financial year. Finally, Metrobus has focused extensively on improving passenger safety through the installation of Intelligent Transport Management Systems and the rollout of a defensive driver training programme.

Roads and complete streets

At the beginning of the term of office, the concept of complete streets was introduced: streets that are designed and constructed for all road users. These streets enable safe access for all users, including pedestrians, cyclists, motorists and transit riders of all ages and abilities. They include public environment upgrades, with street lighting, traffic calming, wider sidewalks, street furniture, improved storm water and public art.

Throughout the term, complete streets have been developed in various areas. These include 10 km of complete streets in Ivory Park, 10 km in Orange Farm (Phase 2), and 2.5 km of complete streets in Alexandra. A Complete Street Policy has been approved, and the development of Complete Streets Standards is currently underway.

Non-motorised transport and ecomobility are key initiatives for the City. With regard to non-motorised transport, the City has focused on improving the safety of pedestrians and cyclists through continued development of walk and cycle lanes across the city, particularly in Alexandra, Soweto, the Inner City and the university precincts. Dedicated cycle lanes have been developed in Diepsloot, Orlando, Meadowlands, Lakeview and Dube, Westbury and Sophia Town, Langlaagte, Sandton to Alexandra and Auckland Park to Doornfontein. Bicycles have also been provided to disadvantaged learners in Orlando and Tshepisoong, and the City is investigating the provision of bikes to learners and informal traders in Alexandra.

Pedestrian connectivity through the building of bridges and walking paths is also underway. Two iconic bridges over the M1 include one dedicated for walking and cyclists, and a second bridge for public transport, walking and cycling. These intend to bridge the divide between Alexandra and Sandton.

In 2015, the City hosted the Eco-Mobility World Festival which saw over 15 000 people attending large scale events, including the Freedom Ride. The hashtag #joburgecomobility had approximately 26 million impressions, with over a quarter of these being positive, while an additional 57% were neutral. MMC for Transport, Councillor Walters notes that the festival was “very successful, energising people, and bringing about intense dialogue with communities.”

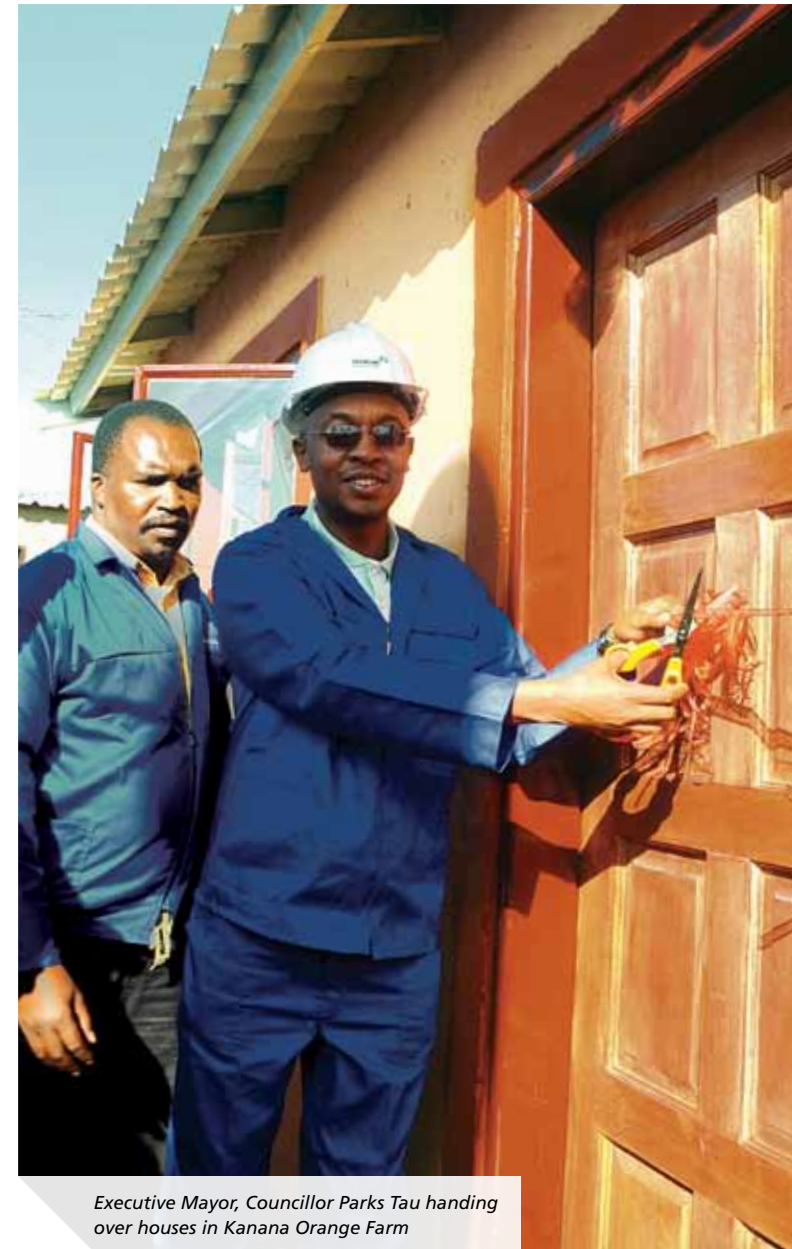
In order to improve traffic mobility across the City, traffic signals have been upgraded to include remote monitoring and increased safety and security initiatives. The City has installed 1 258 Remote Monitoring Units at prioritised traffic signal intersections, upgraded 930 traffic signal controllers, upgraded 811 traffic signal intersections to SARTSM requirements, re-cabled 297 traffic signal intersections and installed 192 uninterrupted power supplies at prioritised traffic signal intersections.

The City has also focused considerable attention on the state of its road infrastructure, including bridges and storm water drainage systems. There are almost 13 500 km of roads city-wide, with 1 223 km of these being gravel roads. Some key achievements include over 107 km of gravel road upgrades; commencement of the rehabilitation and upgrade of three bridges in Soweto, and the inspection of 950 bridges across the city, building of new bridges such as Naledi Bridge; major repairs to the M1 have commenced; and almost 1 900 km of roads have been resurfaced. The City has focused particularly on road upgrades in deprived areas and others, including Orange Farm, Ivory Park, Diepsloot, Doornkop, Braamfischerville, Thulani, Drieziek, Slovoville, Kaalfontein and Mayibuye.

There are areas in the city that are regularly vulnerable to flooding. The City has responded to these safety risks through the conversion of open drains and pedestrian bridges in identified high risk areas, including Ivory Park, Diepsloot, Braamfischerville, Orange Farm and Alexandra. In addition, the rehabilitation (erosion protection) of Jukskei, Braamfonteinspruit, Booyens and Bez Valley draining systems and Robinson canal have been completed. The City has implemented storm water drainage upgrades in line with storm water master plans developed for Soweto, Slovoville, Tshepisoong, Orange Farm, Poortjie, Lawley, Kanana, Poortview, Glen Austin, Ivory Park, Kaalfontein, Rabie Ridge, Mayibuye, Olivedale and Northriding.

Sustainable Human Settlements Urbanisation Plan (SHSUP)

The unprecedented scale of rapid urbanisation has a profound impact on resources and living conditions within human settlements. The City’s Sustainable Human Settlements Urbanisation Plan (SHSUP) has acknowledged that a response to rapid urbanisation needs to consider the provision of sustainable accommodation, including an increased emphasis on targets and approaches to meet accommodation needs and demands, both presently and in the future.



Executive Mayor, Councillor Parks Tau handing over houses in Kanana Orange Farm



Councillor Bovu
MMC for Housing



In 2014, we had to talk to the reality. Over 10 000 people come into the city on a monthly basis. The eradication of informal settlements may not be possible; the formalisation thereof needs to become our priority.

MMC for Housing, Councillor Bovu notes that in developing this plan, “we had to look at how to allow the sustainability of those living in backyards and informal settlements.” MMC for Development Planning, Councillor Greeff expands on this, stating that “SHSUP defined 10 key interventions – some of the notable ones relate to how we respond to informality and an emphasis on densification, especially the recognition of backyard rooms as part of the housing supply solution.”

The SHSUP advocates for a new way of planning and designing living environments for long-term sustainability. This includes putting the community at the centre of development and creating a sense of identity through a well-designed built form that promotes a mix of uses, walkability and cycling facilities.

It is estimated that by 2030, the City would need to accommodate more than one million households, based on current backlogs and future demographic projections.

By drawing on available resources and accommodation typologies (both formal and informal), the Plan has developed a framework that begins to address these accommodation needs and associated social facilities, bulk infrastructure requirements and institutional aspects.

In the 2011/16 term of office, over 16 000 housing opportunities were created. In addition, approximately 28 000 informal settlement households were upgraded, exceeding the target of 16 605 set at the start of the term.

Deprived spaces continue to be transformed by creating efficient liveable and safe neighbourhoods, for example, there have been public environment upgrades in various areas, including the Inner City, Soweto, Orange Farm and Diepsloot.

Conclusion

Over this term, the City, in its dual role as custodian of the spatial environment and provider of basic services derived from natural resources, has shown increasing commitment to implementing corrective and preventative programmes to protect the environment, and provide sustainable living environments for its residents. With regard to the former, the City has adopted a range of different measures across the city to protect and enhance the City's environmental assets and natural resources and promote sustainability and resilience.

These measures include rehabilitation of river catchments and maintaining the sustainability of rivers and surrounding ecosystems through the establishment of WMUs, proclamation of an increasing number of nature reserves designed to protect biodiversity areas and provide green spaces, with four such reserves proclaimed in this term and two more underway. Clearing land of alien vegetation has proceeded well, achieving rates well above target. Environmental awareness campaigns have been aimed at both adults and children, and a green approach has been implemented in 34 schools. Waste management reduction and recycling initiatives have been very successful in achieving reduction of waste to landfill. There has been a reduction in electricity usage in City Power areas, mainly attributed to the installation of smart meters. Solar water heaters are now provided to almost all low income households served by City Power.

The City has also played an active role in various strategic international forums which address climate change and environmental issues.

The focus on Sustainable Human Settlements has seen the implementation of the City's flagship programme: the Corridors of Freedom. This programme will see the transformation of the city's spatial structure, allowing people to live close to economic, social and educational opportunities, and have high levels of mobility with an efficient public transport system. Major initiatives around public transport, complete streets, and improving the state of road infrastructure have also been implemented.

Finally, the development of the Sustainable Human Settlements Urbanisation Plan was a key achievement in promoting a mix of housing uses, putting communities at the centre of development. Over 16 000 housing opportunities were created in the term of office, and approximately 28 000 informal settlement households were upgraded. Deprived spaces continue to be transformed by creating efficient, liveable and safe neighbourhoods, directly linked to the priority of achieving sustainable human settlements across the city.



Installation of solar power in Alexandria

Outcome

3 *An inclusive, job-intensive, resilient and competitive economy that harnesses the potential of citizens.*



Priorities



SMME and Entrepreneurial Support



Investment Attraction, Retention and Expansion



The Green and Blue Economy

The third GDS outcome focuses on economic development. In this regard, 'The City of Johannesburg will focus on supporting the creation of an even more competitive, 'smart' and resilient city economy, when measured in relation to national, continent and global performance. The City will promote economic growth and sustainability through the meaningful mobilisation of all who work and live here, and through collaborating with others to build job-intensive long-term growth and prosperity, from which all can benefit'¹¹.

In order to develop an inclusive, job-intensive, resilient and competitive economy, the City focuses on measures to promote job intensive economic growth, promote and support small businesses, and increase economic competitiveness. This translates into three key economic development priorities, namely Small, Medium and Micro-sized Enterprises (SMME) and Entrepreneurial Support; Investment Attraction, Retention and Expansion; and the Green and Blue Economy.



SMME and Entrepreneurial Support

Overview of priority

SMMEs and entrepreneurs play a critical role in absorbing labour and in developing, growing and improving the health of the urban economy.

This supports sustainable, inclusive growth, in order to address poverty, and facilitates interventions which optimise the development of the entrepreneurial and middle classes. This priority is focused on creating an enabling environment for entrepreneurial activities, improving the reach, coordination and effectiveness of SMME and entrepreneurial development activities throughout the city, and ensuring the necessary conditions and support for SMMEs and entrepreneurs to flourish. Closely aligned to this is the City's emphasis on the informal sector and its role in job creation and sustainable livelihoods, and the need to provide opportunities in this regard, for example through township economy initiatives, and through the City's various programmes and projects.

2011/16 Delivery

The City has implemented a number of interventions to support SMMEs and entrepreneurs, such as the Expanded Public Works Programme, Jozi@Work, Vulindlel'eJozi and ICT programmes, amongst others.

Expanded Public Works Programme, SMMEs and cooperatives

The Expanded Public Works Programme (EPWP) is an initiative by government that aims to reduce unemployment and alleviate poverty by creating jobs coupled with training. The State, organs of the State, provincial governments



Key outcomes for the priority, identified in 2012, include the following:

- Decrease in unemployment rate;
- Growth and sustainability of SMME sector in the City (through, amongst others, a focus on strategic procurement); and
- Local economic development.

and municipalities undertake projects for the creation and/or provision of public works services across three sectors: environment and culture, social, and infrastructure.

In Johannesburg, the EPWP alone has already created 222 601 jobs in the current mayoral term, contributing significantly to giving residents an opportunity at decent employment. These programmes partly contribute to the City's success in reducing youth unemployment by 13.5% over the last decade¹². Municipal entities continue to be a major contributor towards this effort.



Councillor Mathang
MMC for Economic
Development

Through the City's GDS, priorities and indicators, it is very clear: everyone speaks to the important issues of marginalisation and ensuring an inclusive economy. Every priority, and its related plan, responds directly to challenges in the city.



MMC Councillor Bovu during Jozi@Work Kliptown housing development

The City has also supported over 24 000 SMMEs and cooperatives in a range of areas over the political term. This has boosted the City's job creation capacity as well as its capacity to support entrepreneurial development in the city.

Job opportunities through EPWP and SMME support have seen a growth of 11% in the informal economy¹³. The initiatives implemented by the City have received international recognition by the World Bank Doing Business Study, with Johannesburg being ranked the most small business friendly city in South Africa.

Jozi@Work programme

As discussed earlier, the Jozi@Work programme is a developmental service delivery model which promotes community involvement in urban management. It draws on the skills and expertise of professionals, community members and residents to grow job opportunities and improve socio-economic outcomes. The operating model builds on cooperatives and street committees to identify gaps in service delivery, such as patching potholes and other basic services. The goal is to use these problems to create opportunities for small entrepreneurs to engage in assisting the City to fix the problems.

Jozi@Work work packages include pipe renewal, retrofitting, operations and maintenance, rainwater harvesting, customer information/data audit, security of facilities, electrical infrastructure, purchase of food from farmers for food parcel distribution, transport and processing of food, capital works and park establishment, road surfacing, facilities management, alien plant clearance, bus cleaning, and kerb laying.

Jozi@Work uses the opportunity presented by service delivery objectives and the associated city procurement as a vehicle to address unemployment, poverty and service delivery. City procurement and supplier development is therefore used to contribute to economic transformation

and serve as catalysts for a variety of community formations (including cooperatives), with local enterprises linking with start-ups and SMMEs enabled through the procurement process¹⁴.

Linked to this is another initiative: the Community Innovation Fund (Jozi My Beginning). This programme allows communities to propose their own projects to be executed as Jozi@Work work packages. This is done in partnership with the University of Johannesburg and R50 million in funds has been allocated to this initiative.

Massive Open Online Varsities

Massive Open Online Varsities (MOOVs) are established world-wide in response to the needs of young people who want to continue their post-school studies, but do not have the financial means to attend universities or colleges. In Johannesburg the concept was introduced by Executive Mayor, Councillor Parks Tau, in his 2015 State of the City Address. Since then it has been rolled out at 13 libraries in the City and a fully equipped MOOV Centre has been developed in Orange Farm. Through computers located at participating libraries, students now have free access to the global world of knowledge and education. They can download course material and listen to lecturers giving them the guidance, advice and feedback needed to get a recognised qualification in web design and IT-related fields. A total of 1 400 candidates are currently registered. Through the rolling out of MOOV, one young woman in Orange Farm has qualified for a U.S. webmaster certificate; the MOOV programme changed her life, and serves as inspiration for many others¹⁵.

The MOOV system provides the core training platform for the various VulindleleJozi channels (discussed below) through a blended learning approach and modularised learning linked to specific pathways. The University of Johannesburg has also expressed interest in partnering with the MOOV system focused on vocational pathways and led by specific corporate partners. Foundation skills and bridging (including matric rewrite) and sectoral/job-

specific curricula will be built using blended Massive Open Online Course (MOOC) content and opportunity matching via Vulindlele'eJozi.

Vulindlele'eJozi Programme

The Vulindlele'eJozi Programme (VeJ) aims to facilitate collaboration between the City, communities and the private sector to create pathways for youth. The key to the model's success is understanding what breaks down barriers to opportunities. The programme begins with screening, assessment and advisory services for all candidates, and extends into foundation literacy, numeracy and digital literacy. It identifies and creates opportunities for young people based on their aptitudes and capabilities, and facilitates the placement of appropriate candidates in training and education programmes. In this regard, the programme has moved from the more traditional approach of guiding candidates to the job market, to a dynamic movement of candidates through multiple types of experiences into the job market. It channels youth into five kinds of opportunity: formal employment, micro-enterprise/micro-franchise, formal training towards an employment channel, work experience placements, and baseline literacy/numeracy upgrade.

VeJ is the only municipal initiative nationally that is addressing youth unemployment from a partnership-centric point of view. The programme is executed in partnership with Harambee Youth Accelerator, a leading youth development social enterprise forged by the private sector. It has a total budget allocation of R150 million funding, and in the first quarter of the programme, over 49 000 job opportunities were catalysed and activated, with approximately 25 000 of these being converted into placements¹⁶.

Based on interactions with the US Ambassador, the Executive Mayor has recently secured an in-principle offer to profile VeJ to the wider US Chamber of Commerce corporate constituency, with the aim of inducing companies to source candidates from the programme as employees, contractors,



US Government delegation visits one of City's Massive Open Online Varsity Centre in Westbury



Launch of e-Learning at Sandton library

trainees and participants in enterprise development initiatives. Micro-level enterprise developments and micro franchise opportunity channels can be scaled up rapidly with capital investment.

United Way (UW) is a global non-profit network based in the USA which manages extensive international networks of donors, funders, investors and contributors, and channels these into specific targeted projects. The newly established South African chapter of United Way is very well positioned to act as a partner and convenor of possible partners for VeJ, and meetings in this regard are progressing. UW has agreed to sign an MOU with Harambee as a precursor to a more extensive relationship with the City and is organising direct engagements with network partners to initiate the first projects linked to VeJ.

Negotiations are underway with ABInbev and SABMiller in order to create opportunity channels under VeJ, such as the creation of a public health literacy campaign linked to alcohol abuse reduction and prevention, and the identification of enterprise development opportunities in their value chain.

The JoziDigital Skills Matrix is being developed. It will be the core digital and foundation skills channel for an estimated 50 000 young people moving through the VeJ programme. The digital opportunity matrix puts candidates through a four-part training programme, on the understanding that each phase builds their employability, and could result in formal employment and/or the opportunity to start their own business at any point. For those that graduate from foundation skills stage onwards, Harambee is putting together an entrepreneur "starter pack", meaning a finance/insurance deal at approximately R100 to R200 per month, which will finance a netbook, smartphone and wireless router. This allows people to run their own micro digital business from just about anywhere. The Joburg Centre for Software Engineering at Wits will

manage the quality assurance of the JoziDigital content and accredit the new programme content as a Wits short course, to complement the international MOOC electives. This accreditation adds further credibility and market value to the training itself.

Based on engagements at the Harambee Solutions Exchange Event, Hollard, Deloitte and various digital partners engaged with Harambee have committed to exploring the use of JoziDigital as a preparatory phase for a more advanced bridge historically designed for graduates. The key would be the possibility of using the MOOV system to take candidates to entry-level digital specialist jobs regardless of whether they have completed a degree. VeJ is also using graduate bridging and remedial coursework delivered via the MOOV system to open up the opportunity to those with high learning potential. VeJ will target some initial test placements in 2016, with a view to building a preparatory skills pipeline.

IBM has proposed establishing an application-testing and business process outsourcing academy, which will operate as a business providing employment for 3 000 young people initially. This will be done in partnership with the City, and currently negotiations for a site are underway.

The Google Reach programme, which deploys world class consultancy teams free of charge to develop and improve social programmes, has been working to run sub projects linked to the City. The first of these is the evolution of the digital entrepreneurship model with Harambee. An agreement has been signed with UJ to execute the programme, and programme rollout is underway. Training of mentors has been concluded, and the preliminary assessment of intake from Orlando identified 113 viable candidates for the first 100 places. Those not selected will be directed to other channels within VeJ. Future opportunity pathways for digital ambassadors

(beyond the programme) are being developed, including JoziDigital and additional ICT sectors through Jozi@Work, e.g. City Power meter installation confirmations.

The Vulindlel'eJozi Programme is an extensive programme focused on providing the City's youth with a variety of opportunities and experiences to facilitate entry into the job market. This forms a key component of the City's commitment to its youth, and improving the opportunities available for them.

Digital Ambassadors and Maru a Jozi

The Digital Ambassadors programme combines the community sourcing of Jozi@Work with the candidate channelling of Vulindlel'eJozi. Digi-enterprises, using the City's free Wi-Fi hotspots, activate basic digital literacy and online mobile literacy among the citizens of the city using the new Maru a Jozi platform. The programme has received R80 million funding, and 87 digital ambassadors are deployed and operating in Soweto. The next wave of 40 Jozi Digital Ambassadors targeting Lenasia and Diepkloof are currently going through training.

Maru a Jozi is a cloud portal to enable new users to navigate the web free of charge on the City's Wi-Fi, as long as users work through the portal. Version 1.0 was launched in September 2015. The Google project team assisted UJ in evolving and improving the digital literacy offering. This includes developing and refining a more detailed spec for Maru a Jozi v2.0. Microsoft has committed to supporting v1.0 while v2.0 is being procured. Linked to Maru a Jozi is the Ivory Park micro-area sensor network being developed in partnership with the National Department of Science and Technology (DST) and UJ. This will be a local sensor network in four high traffic areas of Ivory Park that will detect, categorise and notify the City about various public management challenges, as well as provide a citizen interaction space (with the Microsoft citizen interaction platform under development).

The City of Joburg has also partnered with the Systems Applications Products (SAP) Skills Development Programme. This initiative is aimed at skills development, job creation and the development of ICT skills in the quest to reduce youth unemployment. The programme targets university graduates residing in Johannesburg. To date, 30 graduates have completed and passed the SAP training. Half of those completed training in SAP Financials while the other 15 completed training in Human Capital Management. All graduates will be absorbed into the City's employ following the successful completion of the programme.

SMME hubs

The City's SMME strategy notes the need to roll out SMME support centres throughout the city, in order to broaden access to support for SMMEs. As a result, in the 2013/14 financial year, the City committed to implementing at least one hub in every region of the city. These hubs would move away from referrals, and would instead provide services on site. These include business development services with general business information and advice; business assessments, gap analysis and development; business management training seminars, including on financial literacy, marketing and sales and operations management; and tax and accounting advisory services. Funding Facilitation Services include funding product awareness; application assistance, compliance support and quality assurance; and application tracking and feedback. Additional services include co-working spaces, meeting rooms and internet Wi-Fi, and CoJ tendering advice and assistance.

SMME hubs have been implemented in Riversands (near Diepsloot, serving Diepsloot, Fourways, Zandspruit and Kyasands), at the Soweto Empowerment Zone, Alexandra, Marshalltown and Poortjie, offering business development services and funding facilitation services. Two more hubs are planned for 2016.



Joburg citizen using Wi-Fi at BRT station



Executive Mayor, Councillor Parks Tau interacting with the SMMEs during Open Market Day

In 2015 alone, almost 8 500 SMEs were supported at these hubs with 3 600 new businesses in poorer communities being assisted with registration. The hubs continually assess market demand and offer an increasing range of personalised and comprehensive business support services. The programme is linked to the City's goal to be the number one entrepreneurial hub on the continent.

In addition to the flagship SMME Hub programme, the City has been building a portfolio of enterprise development interventions that are targeted to specific sectors and segments.

Soweto Empowerment Zone

The Soweto Empowerment Zone (SEZ) was originally seen as an industrial park that would provide business and employment opportunities to the people of Soweto. It would accommodate business clusters which consisted of a well-established large business acting as the hub and leader of a supply chain comprising of a number of small businesses, preferably from Soweto. While many large businesses were keen to set up some of their operations at the SEZ, they reportedly viewed the cluster model as hindering their business operations when compared to other industrial parks. However, there has been success with the small business programmes operating at the SEZ. The industrial units launched by the City in 2010 are fully occupied, with a number of small manufacturers operating from there, including a SEDA-funded manufacturing incubator.

The SEZ is split into two distinct projects. The bulk of the SEZ property comprises an industrial park, while the remaining area comprises the main entrance, the SMME Hub, the industrial units and the old Joburg Regional Market. This area is managed as an SMME Empowerment Park.

The Gauteng Growth and Development Agency (GGDA) has established an Ekasi Lab at the Jozi SME Hub, at the

Soweto Empowerment Zone. The Ekasi Lab offers an ICT incubator targeting the Soweto community and is the first ever extension of the Innovation Hub's incubation services outside their main campus in Tshwane. It brings high-end ICT infrastructure and support services to Soweto.

Supplier Development Partnerships and Other Projects

Beginning with Massmart and now including VW and Tsogo Sun, the City is working with the largest companies in Johannesburg to build cohorts of capable small businesses that can be integrated into the supply chain of large companies. At the heart of the model are buyers' days where small manufacturers have the opportunity to interact directly with key buyers from large companies at a whole day, exhibition style event. These interactions are not only marketing opportunities but also very important learning opportunities as the SMME suppliers get the opportunity to understand the expectations of buyers, and to discuss possible entry-points and development paths into supply chains.

The City has also recognised the need to encourage and support innovation and entrepreneurship excellence in a number of its communities. As a result, the Soweto Small Business Challenge was launched in 2015.

Localisation of procurement has been acknowledged nationally as one of the most far-reaching policies that can be employed to re-industrialise the City's economy and to create globally competitive suppliers and value chains. The City is working to introduce far-reaching amendments to the City's procurement policy that are expected to catalyse the re-industrialisation of Joburg. This is linked to other flagship programmes in the City, such as Jozi@Work, which is focused on using the City's procurement to promote economic growth and development.



Investment Attraction, Retention and Expansion

Overview of priority

The Investment Attraction, Retention and Expansion priority is geared towards developing Johannesburg as an attractive destination for investors.

The aim is to recruit investment into the city and promote Johannesburg as a world class business destination of choice. Key areas of focus include the identification and packaging of city-wide investment projects, facilitation of investment activities (e.g. through establishing investment engagement opportunities), provision of aftercare services, investment policy advocacy and fostering positive partnerships with stakeholders involved in the promotion and facilitation of investments.



Key outcomes for the priority, identified in 2012, include the following:

- To ensure successful implementation of the trade and investment conference and exhibition;

- To develop a brochure of fully costed and bankable projects to be sold at the conference;

- To have a business-to-business matchmaking;

- To generate the rand value of trade and investment business transactions;

- To expose SMMEs and BEEs;

- To showcase value added goods and services with elasticity of demand; and

- Branding and image building of the City of Johannesburg.



Braamfontein precinct Neighbourgoods Market



Sandton construction

2011/16 Delivery

Johannesburg remains an investment choice for the private sector, largely due to the quality of the City's infrastructure, good financial management and communications facilities. The City has encouraged this through its significant investment in world class infrastructure that supports business. Over the political term the City has facilitated over R8 billion that was invested in the city through various developments. In 2014/15 alone, the City facilitated a staggering R3.2 billion of investment, against the annual target of R2.5 billion¹⁷. The City's investment team arranges investment seminars, undertakes due diligence exercises on the projects to confirm their potential impacts, and works with key investors to fast-track their investments in specific areas (mainly processing City decisions necessary for the investor to confirm the investment).

Partnerships with the private sector have seen initiatives such as the Tsogo Sun Competitive Supplier-Buyer matchmaking session, the Massmart Supplier Development Day and matchmaking roundtable, the Saitex Trade Exhibition, and the Sri Lanka Youth in Export Business Seminar. These allow local entrepreneurs and small business the opportunity to engage with major corporations and industries and improve business development and support.

Supplier development

The City of Johannesburg partnered with Tsogo Sun's Supplier Development Programme which is a customised programme for operators and housekeeping service providers. The programme focuses on corporate governance, labour compliance and standardised systems implementation, providing qualifying entrepreneurs with various business development support and benefits. Johannesburg suppliers were given an opportunity to showcase their market-ready products and services at the Tsogo Sun Competitive Supplier-Buyer matchmaking session held as part of the Tsogo Sun Supplier Development Day in 2015. A total of 122 exhibitors and entrepreneurs attended the event. The aim is to create potential

market opportunities for entrepreneurs to become Tsogo Sun's suppliers.

A second supplier development partnership saw the City, together with Walmart-owned South African retailer Massmart, holding a Massmart Supplier Development Programme for two years in succession. This allows Johannesburg-based SMME manufacturers to showcase their products to the retail giant. This partnership assists in developing the economy of the City by allowing small exporters and entrepreneurs to access and penetrate the market. The first exhibition was attended by 60 exhibitors and the second by 120 exhibitors. Massmart identified and selected seven companies to list their products on the Massmart shelves.

Investment attraction

In 2013, the City held a Buy Sell Invest and Visit (BSIV) conference aimed at attracting new domestic and foreign direct investment to Johannesburg. The conference addressed strategic issues that enhances service delivery in terms of socio-economic infrastructure; recruits investment into the city; promotes Johannesburg as a world class business destination of choice; promotes the City's value-added goods and services; and ultimately promotes strategies for commercial and economic infrastructure funding models.

The trade promotion component of BSIV was positioned at SAITEX. There were 7 000 visitors to SAITEX, largely with an international profile including business delegations from Brazil, China and a large delegation from Sri Lanka. Thirty-two Johannesburg based businesses were specifically accommodated at SAITEX, each of which secured significant orders. A total of R656 million in new businesses was noted which includes a very large order from Walmart for a small business located in the Johannesburg Special Economic Zone. Twenty exhibitors generated R798 million value of business transactions, while business tourist spend totalled R79 million.

By 2015, the conference had grown to a three-day event hosting over 1 000 exhibitors from 44 countries, and displaying over 3 500 products and services¹⁸. The City hosted a pavilion showcasing products and services from entrepreneurs and SMMEs in the region. An inward buying and investment seminar was hosted at SAITEX, aiming to create jobs, attract skills and encourage technology transfer. The City also hosted a Youth in Technology seminar. A convenient online business matchmaking facility, available on the web and via a new mobile application, enabled visitors and exhibitors to pre-arrange meetings online, thereby having more time to do business on each day of the show.

Economic development support

Public sector-led investments have proven to be catalysts for private sector investments such as Maponya Mall, Orlando eKhaya and the Jabulani and Bolani Developments. The City's investment in strategic infrastructure such as roads, the rehabilitation of public spaces, like the Orlando West Park, Bara transport interchange, Rea Vaya BRT and Orlando Stadium have changed the face of Soweto. This has contributed to Soweto's almost fourfold increase in retail space from less than 60 000 square metres to over 220 000 square metres over the past 20 years, and its booming residential property market¹⁹.

As part of its approach to enabling investment, the City aims to leverage City-owned assets, which includes transforming the Inner City through the Inner City Property Scheme (ICPS), and transferring properties in the Greater Soweto area, Greater Orange Farm, Ivory Park and Alexandra as well as mixed development projects²⁰.

The City's investment promotion programme for the Inner City is aimed at boosting the rejuvenation of the area. In 2015, the City introduced a new strategy, the Inner City Roadmap, following on from the Inner City Charter of the previous term. This is a long-term strategy committing the City to reversing the degeneration of the Inner City. Almost

R2 billion has already been spent through the Roadmap, on greening public spaces, upgrading derelict buildings, developing the Rea Vaya BRT system, upgrading housing and other infrastructure, and making the Inner City eco friendly.

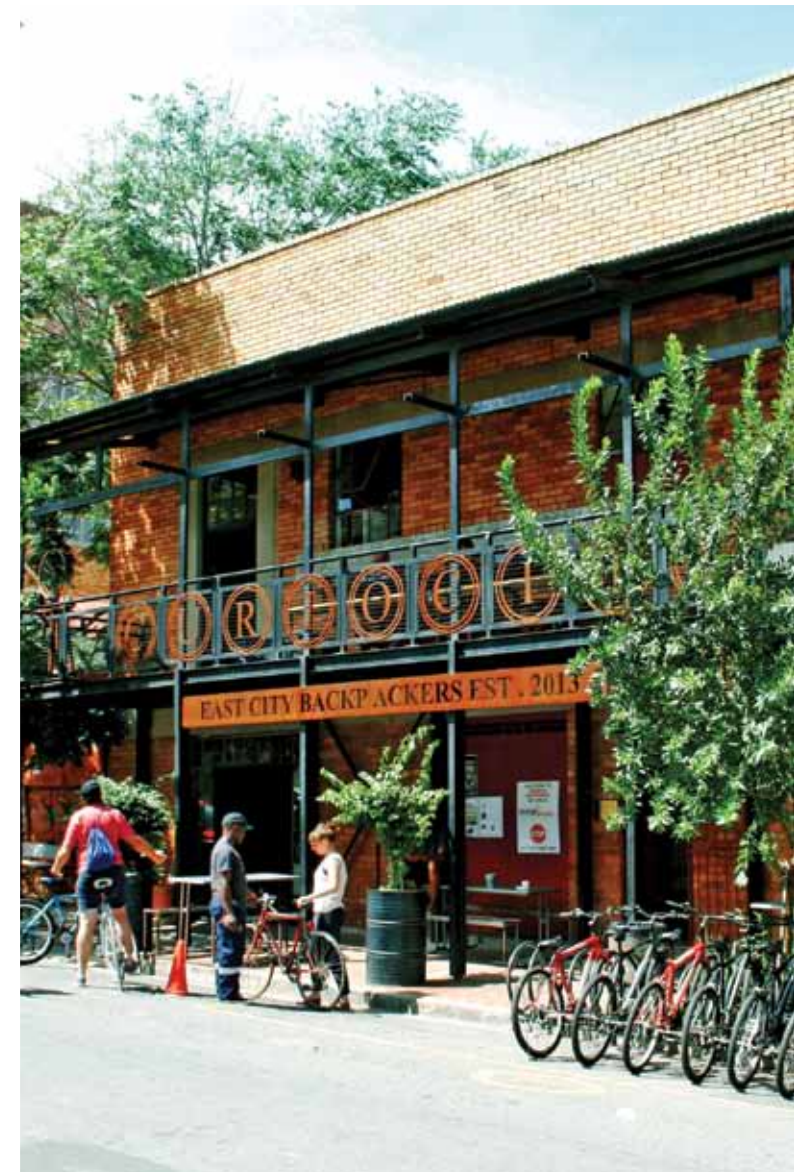
The City also manages the Urban Development Zone tax incentive, which offers tax breaks to companies and individuals that refurbish or construct Inner City properties. In the last financial year, R1.6 billion of investment was attracted into the Inner City. Refurbishments for residential and business purposes in areas such as Hillbrow, the city centre, Newtown and Braamfontein have taken place.

The City's Economic Development strategy was approved in September 2015. It highlights a number of breakthrough interventions, the most critical being the need for the City to improve the competitiveness of a package of services important to attracting and retaining business investment (e.g. the turnaround time to connect businesses to electricity). The project is being rolled out in collaboration with various City departments, entities and business chambers.

The City has also created a Research Chair in Economic Development, based at the University of the Witwatersrand, and has appointed one of the world's leading investment experts in this position. This will support the City through a five-year research agenda to analyse opportunities and monitor performance.

Other investments

By the end of 2015, over R8.7 billion had been attracted into the city through Bruma Centre and other projects. The UTI Pharma project invested R580 million, employed 600 truck drivers, created 550 temporary and 100 permanent new jobs, and saved over 2 000 jobs. A total of R390 million is being invested in Stretford Town Square Mall development. The City has been involved in managing bulk services and the transfer of servitude rights to facilitate the development.



Maboneng precinct

18. http://www.joburg.org.za/index.php?option=com_content&view=article&id=9791:17062015-city-of-joburg-supports-saitex-africas-biggest-business-opportunities-event&catid=217:press-releases-2013&Itemid=114#ixzz48AdwCtip

19. SOCA 2014 20. 2014/15 CoJ Annual Report



Newtown Junction mall

The Protea Shopping Mall was built at a cost of R380 million and has generated 1 000 permanent jobs and 800 jobs during construction. Alexander Forbes invested R840 million in a new building in Sandton in 2012 and City Lodge has invested R100 million in Newtown.

JÖST is a family-owned German enterprise which manufactures machines and drives associated with vibration technology. The company invested R50 million in 2013 in a factory in Linbro Park creating 150 permanent jobs.

The City continues to focus efforts on attracting new businesses and investments into the city, as part of its efforts to increase economic growth and development. This will ultimately ensure that the city's residents have access to better economic opportunities, and improved quality of life.



The Green and Blue Economy

Overview of priority

Key to the City's economic growth and resilience is the sustainable use of natural resources and the protection of the environment.

The 'Green Economy' aims to move the city's economy towards one that grows and creates jobs as a result of economic opportunities created by an economic shift towards cleaner industries and sectors with low environmental impact, i.e. more sustainable and 'green' production/manufacturing. Programmes under this priority focus on the reduction of carbon emissions, minimisation of waste impacts, protection of the natural environment and the sustainable use of resources in economic activities. These include the production of bioethanol, manufacturing of solar geysers, introduction of smart meters for electricity, the provision of public transport, resource stability and testing alternative energy methods such as reducing greenhouse gas emissions from the Council-owned fleet²¹.

The shift to a low-carbon economy aims to build resilience to climate change; to enable economic growth; more efficient and effective utilisation of energy and reduction of usage; and a shift to diversification of energy sources to provide additional and alternative revenue streams. All of these work together to provide greater service delivery and reduce carbon emissions in the city²².

The 'Blue Economy', on the other hand, focuses on building capacity to generate multiple benefits for the local economy by transforming technological breakthroughs into innovative and competitive business models that include those who belong to the lowest economic level of society. Many of these initiatives have both a business and a social component²³.

Thus the Green and Blue Economy priority aims to support the growth of a greener city bolstered by a cleaner, more inclusive economy, with programmes focusing on the reduction of carbon emissions, minimisation of waste impacts, protection of the natural environment and the sustainable use of resources in economic activities.



Key outcomes for the priority, identified in 2012, include the following:

- Job creation and income generation as a result of energy diversification;
- Green re-fleeting for private and public transport vehicles as well as City fleets;
- Job creation and income generation through energy generation, emission and pollution management, natural resources management, recycling, and renewable energies; and
- The City becoming a leader in innovation in respect of the Green and Blue Economy.



Executive Mayor, Councillor Parks Tau and Councillor Mfikoe during the launch of solar heater geysers in Lehae



Community groups involved in the Jozi Bread programme

The City's healthy Jozi Bread

In May 2016, the first Jozi Bread was available. This is one of the City's flagship Blue Economy projects, and uses flour processed from mangos rather than traditional wheat flour, to produce tasty, healthy and economical loaves of bread. The project addresses the multiple challenges of unemployment, high food prices, poor accessibility to nutritious foods, high levels of food insecurity among the urban poor, and increasing obesity levels.

The programme supports bakery start-ups to create local jobs, ensuring that disposable income first circulates in the local community by producing healthy bread using a bread oven, reducing packaging, preservation and logistics costs, and maximising price competitiveness. Key elements of the programme include the establishment of bakeries in overlooked markets, that provide high-quality, healthy and affordable bread. This increases access and convenience in decentralised locations, and requires less specialised training. Local micro entrepreneurs are used, and raw materials are procured at cost effective prices, producing bread that is cheaper than retail outlets, has minimum specifications for production, and provides a sustainable income for the bakers.

There are several innovative aspects of the Jozi Bread programme. The fruit bread uses ground fruit seeds and peels to fortify bread without losing the taste and mineral requirements. It is baked using direct current ovens powered by hybrid solar panels. The oven compartment used to bake the bread is heated through a built-in water container.

Over 70 bakers have already been trained on using mango flour to bake, with ten sites identified to start commercialising the project, including sites in Orange Farm, Orlando, Bertrams, Tshepisoong, Diepsloot, Lord Khanyile, Poortjie, Yeoville, Orange Grove and Yetta Nathan in Mzimhlophe. Over 70% of these will be pop-up sites, which are stand-alone bakeries, located within a community. These sites have been identified based on the City's geo market survey, and will be housed in converted steel containers, fitted with smaller equipment.

The City is encouraging community groups to invest in these bakeries, and expects investors to be able to pay back loans over a ten-year period with no interest. By the end of this term, 30 bakeries will be commercialised, selling affordable and healthy bread to residents, schools, feeding schemes and spaza shops. Plans are in place to expand this number to 50 bakeries by the end of the first year of the project, with each bakery producing 250 loaves per day. The annual production target at the end of the fifth year is 450 million loaves.

The project boosts local economies by increasing the income and buying power in communities as well as creating the basis for four industries (oven manufacturing, solar hybrid manufacturing, fruit mix production and bakeries), the creation of a separate supply chain for bread ingredients, and the establishment of a new DC-power grid directly linked to delivery of basic needs (food and power).

Overall, the City expects to establish and support 5 000 bakery start-ups over the five-year period, creating 27 692 direct jobs, and 68 000 indirect jobs. This project therefore impacts on a number of the City's priorities through providing food security and healthier living, jobs and skills development, support for entrepreneurs, and a focus on the Blue Economy.

2011/16 Delivery

During this term the City developed a Green Infrastructure Strategic Framework and Implementation Plan, and a Green Manufacturing Strategic Framework and Implementation Plan, which set the framework for maximisation of the Green Economy. The City has moved towards green strategic projects by upgrading and retrofitting community facilities, such as the greening of pools through solar geysers and facilities²⁴.

The Blue Economy programme is a different approach for building capacity, by transforming technological breakthroughs into innovative and competitive business models. A number of ground-breaking innovative Blue Economy projects are being implemented, designed to improve job creation and entrepreneurship in the City. Some of these interventions include healthy bread making (using fruit trimmings as a flour replacement), micro mushroom farms, innovative waste management processes and cost effective and environmentally healthy asphalt-making interventions.

In February 2014, Johannesburg hosted the C40 Cities Climate Leadership Group (C40), a network of the world's megacities taking action to reduce greenhouse gas emissions. This demonstrates the commitment of the City towards a global initiative focused on the effective management of environmental resources. The City recognises that for real long-term sustainability to be achieved, development must be socially, economically and environmentally sustainable, in order to ensure the responsible use of environmental resources and the promotion of environmental best practices²⁵.

The City's Spatial Development Framework is being reviewed. This will address resource efficiency guidelines and identify critical mitigation measures such as enhancing drainage systems, increasing the resilience of the water supply, and protecting the city's natural bio-diversity.



Executive Mayor, Councillor Parks Tau at the announcement of JoziMyBeginning Community Innovation Fund beneficiaries



One of the Green City Start-Up Challenge Winners presented with his prize

The Bio-Regional Diversity Plan explores spatial possibilities and constraints within the city and reinforces the City's Urban Development Boundary. Planning guidelines will provide a more proactive perspective on land management and environmental protection²⁶.

Social facility clusters are planned. These will provide a range of social amenities together in an integrated environment. They are seen as being spaces to implement innovative solutions on green buildings and the use of public places²⁷.

Challenge funds

The City is promoting innovation in sectors that are core to its future growth. Two sectors that have spawned new programmes are green technology and the digital economy. While there was discussion of the Fourth Industrial Revolution at the World Economic Forum (January 2016), the City had already initiated cutting edge programmes in mid-2014 on these same areas.

The highly successful Green Startup Challenge and Jozi Hackathon were established as challenge funds for the Johannesburg Green Economy and Software Development sectors respectively. Under respective partnerships with the University of Johannesburg and the University of the Witwatersrand, innovation in these strategic and high-growth sectors is encouraged and rewarded.

Green technology is promoted through the City challenge fund, called the Green City Start-up. This has brought city residents and start-ups into a programme with the administration to find the most innovative, commercially viable ideas. The first year was a success and the second has started with a higher response. The digital economy has been promoted through a similar programme called hack.jozi, again with positive outcomes.

The City has also initiated a Green Economy Research Chair based at the University of Johannesburg. An eminent professor is leading the programme, and postgraduate students are undertaking city-related research.

Waste

The diversion of waste away from landfills remains a key priority for the City of Johannesburg. Some of the waste streams identified include the diversion of green waste, builders' rubble, food waste and residual waste. Separation at Source projects are currently being rolled out in Waterval, Zondi, Diepsloot, Orange Farm, Central Camp, Marlboro and Southdale. A total of 470 000 households are targeted for participation in the programme. The City's garden sites are also being upgraded to accept recyclables. In the final stages of the programme, a total of 950 000 households will be included²⁸. As builders' rubble is also a huge contributor to illegal dumping, mobile crush plants and static crushing plants are available at various landfill sites to address this challenge.

The City recognises the role of the various stakeholders in reducing waste to landfills. Partnerships with private operators have been concluded, leading to an increase in green waste being diverted²⁹. In just two years, over 40 new cooperatives were established to collect and sell recyclables and do waste management³⁰. A further 59 are expected to be established in the 2015/16 financial year. By 2014/15, a 21% participation rate was achieved in targeted areas where separation at source is implemented. The amount of green waste diverted annually through composting almost doubled in 2014/15, to 35 148 tonnes. In addition, 20 808 tonnes of dry waste was diverted through the Separation at Source project, i.e. paper, plastic, glass, cans. In the last two years, 600 new jobs have been created by cooperatives in separation at source initiatives³¹.

Biogas

The City is working on a biogas value chain which can see significant jobs and entrepreneurial activity being created in the agricultural and waste sectors. Further jobs can be created through innovations in the local manufacture of biodigesters which produce biogas³².

In order to avoid the negative impact of rising electricity prices, the City implemented a project to promote low consumption, using biogas to generate energy as a fuel source. The biogas-to-energy project has been implemented at two of the City's waste water treatment works, and is being rolled out to the remaining works.

Biogas production processes, using organic waste from the Joburg Market, are also nearing implementation. This will produce biofuel to power the City's fleet and has the potential to fuel 600 buses. A study is also underway for production of biogas from the City's marginalised land parcels, with Bushkoppies-Oilifantsvlei being the most preferred land parcel.

Energy

In the last three years, almost 75 000 solar water heaters have been installed in areas which include Alexandra, Devland, Lehae, Pimville, Pennyville, Tshepisoong, Vlakfontein, Lawley, and Lenasia³³. Prepaid and smart meters have been introduced to monitor and manage electricity usage more efficiently. Over 200 000 smart meters have been installed³⁴. The City can reduce power from the grid by 25% with this and other innovations such as electricity generated by users, through solar panels and other technology, plus ripple control which allows the City to manage power usage in specific areas³⁵.

The City is also working on harnessing energy from the water flowing through its pipe system city-wide using in-pipe turbines³⁶.

Fleet Greening Project

The City has converted 30 buses into 'green buses' with dual fuel capacity. During the C40 conference in June 2014, the Executive Mayor officially unveiled the hybrid vehicles as a symbolic launch of the Fleet Greening Project. These are powered by dual fuel, Compressed Natural Gas (CNG) and diesel. There are significant advantages to the City using dual fuel buses. Not only are they cleaner, with



Councillor Walters
MMC for Transport

In line with the City's focus on a Blue Economy, the asphalt plant used for resurfacing of roads was refurbished. Green buses have been built for Metrobus, through industries situated in Gauteng.



Green fuel Metro bus

the first two buses emitting 90% less carbon emissions than a diesel bus, but the fuel source, biogas, can be sourced from waste including grass from City Parks, bio-waste from the Fresh Produce Market and bio-crops especially grown for this purpose³⁷.

The two programmes relating to the greening of the City's fleet, which started in 2014/15, are expected to be complete by 2017/18. These involve the replacement of up to 360 or 10% of the existing fleet vehicles with hybrid vehicles, and the conversion of up to 660 or 20% of the existing fleet vehicles to use Compressed Natural Gas (CNG) as a dual fuel. The project should assist the City in reducing fuel consumption by 5% and emissions by 17%. According to reasonable estimates, the conversion of the City's fleet will result in a reduction of approximately 18 tonnes of CO₂ per annum by 2017/18. The figures should improve with the conversion of more vehicles.

Following the success of a pilot project at Johannesburg Water, more vehicles have been converted to use CNG. These vehicles are adorned with the trademark 'Gone Green' colourful branding and decals. There are now over 40 hybrid vehicles in the fleet.

The CNG conversion depends on collaboration with vehicle manufacturers and operational support from fleet user departments. The City is in negotiations with Toyota to address the need, and is working on ways to incentivise fleet users to adopt the introduction of hybrid vehicles by way of subsidy to alleviate budget constraints.

Although the projects require significant investment to enable the conversions to CNG and hybrid technology, the implementation costs must be balanced against the benefits of the City's long-term goal to become an environmentally sustainable city that is resilient and liveable, with a sustainable urban environment underpinned by infrastructure supportive of a low-carbon economy.

Conclusion

In order to promote an inclusive, job-intensive, resilient and competitive economy, the City has focused on small business and entrepreneurs, attracting and retaining investment, and developing the Green and Blue Economy.

Over the term, the City has surpassed its EPWP targets and supported over 24 000 SMMES and cooperatives, contributing to a growth in the informal economy of 11%. The Jozi@Work programme is using the City's procurement and supplier development to contribute to economic transformation and community development. Huge advances are being made related to the Massive Open Online Varsity system, and the Vulindlele'eJozi Programme is providing training and opportunities to young people. SMME hubs have been developed across the city, providing much-needed business development services and support. Supplier partnerships have been developed with major companies such as Massmart, VW, and Tsogo Sun.

The promotion and retention of investment has seen the City facilitating over R8 billion in investments through various developments. The City has successfully hosted the Buy Sell Invest and Visit conference for several years, attracting domestic and foreign investors, and has leveraged City-owned assets in areas such as the Inner City, to rejuvenate local economies.

This term of office has also seen the City implementing a range of initiatives to promote a more environmentally sustainable future and address environmental issues and climate change. The City has initiated separation at source projects to recycle waste, with an increase in participation in targeted areas. Jobs have been created through this process, with 40 cooperatives established in just two years, and a further 59 expected in 2015/16. Almost 75 000 solar water heaters and over 200 000 smart meters have been installed to manage electricity usage. The fleet greening project is underway with the expectation that the conversion of the City's fleet will result in a decrease of 18 tonnes of CO₂ per annum by 2017/18.

These efforts will continue to contribute to job creation, a reduction in carbon emissions, and an improved environment, providing opportunities that connect the residents of the city with new ways of earning a living and which improve basic living conditions and lower household costs in the process.



Launch of the City's new hybrid fleet vehicles

Outcome

4

A high-performing metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region.



Priorities



Engaged and Active Citizenry



Financial Sustainability and Resilience



Smart City

The final GDS outcome focuses on good governance. In this regard, 'The City envisages a future where it will focus on driving a caring, responsive, efficient and progressive service delivery and developmental approach within the Gauteng City Region and within its own metropolitan space, to enable both to reach their full potential as integrated and vibrant spaces'³⁸.

The City has placed attention on an active and effective citizen focused Gauteng City Region; a responsive, accountable, efficient and productive metropolitan government; a financially and administratively sustainable and resilient city; meaningful citizen participation and empowerment; and guaranteed customer and citizen care and service.

In 2011, the City identified three key priorities for this outcome, in the first decade towards 2040. These include Engaged and Active Citizenry, Financial Sustainability and Resilience, and a Smart City.



Engaged and Active Citizenry

Overview of priority

Effective and ongoing community consultation and participation, and the establishment of sufficient capacity and resources, is critical to promoting an inclusive and effective city.

To support stakeholder engagement, the City has adopted a Community Based Planning (CBP) approach. This provides a platform for the City to have a better understanding of residents' needs and issues, encouraging increased citizen action and participation in City issues, planning, decision-making and improvement³⁹.

This approach involves extensive communication, and means that the City's officials and politicians need to have the interests of its customers at heart when doing their work. Communication focuses on media partnerships, city events, and implementation of the marketing and communication strategy. A CBP approach seeks to enhance the customer experience, improve perceptions and build confidence and trust in the City by residents. While City structures such as ward-based committees promote community engagement, their full potential needs to be realised through adequate capacitation. This will enable them to perform their roles in relation to development advocacy, communication and reporting more effectively, and increases their ability to engage in critical activities such as public education, and the establishment of critical public engagement platforms. Community integration initiatives focus on dialogues and education sessions in high risk areas, and include social cohesion workshops, an annual lecture, festivals, ward games and other events.

This priority cuts across a range of activities including library and information services; art, culture and heritage; sport and recreation; youth development; women; the elderly; early childhood development; people with disabilities; and displaced people, migration and xenophobia.



Key outcomes for the priority, identified in 2012, include the following:

- Active citizenry showing inspirational leadership at all levels of society;
- Enlisting of community based structures to re-energise the city and develop the interest of shared responsibility and values for the development of the city and neighbourhoods;
- Creation of a social compact and effective urban governance;
- Enhancement of the vision of a caring municipality;
- Meaningful state-society engagement;
- Promote values of responsible citizenship and solidarity; and
- Mobilisation of communities to take charge of their future and assume responsibility for outcomes.



Citizen engagement during the IDP participation process



A new focus on Community Based Planning

A key aspect of planning in municipalities is the engagement of local communities and key stakeholders in developing plans for the future. This can be used to identify needs and issues for planning and budgeting purposes; for mobilisation; for training requirements; to assist with the implementation of programmes and projects; and when monitoring and evaluating service delivery.

The City is committed to ongoing consultation and engagements with communities and the development of partnerships with all stakeholders. Stakeholder consultation includes outreach processes such as mayoral road shows, regional and stakeholder summits, special forums like the Joburg AIDS Council, and other project-specific engagements.

In 2007, the City adopted Community Based Planning (CBP) as a basis for a bottom up planning process of participation in the budget and Integrated Development Plan (IDP) processes. This aimed to improve the quality of plans (IDP and budget); improve the quality of services; align community specific needs with the City's overall planning priorities; institutionalise the City's participatory frameworks at a ward and community level; mobilise community action and reduce dependency; and foster a social contract between the ward and the City.

Various outreach processes held at the start of this term of office, for the GDS, IDP and budget, allowed residents to indicate what is a critical need in their area. This shaped the refinement of the City's Community Based Planning approach for the 2011/16 term of office. In the 2012/13 financial year, the City therefore piloted a revised CBP approach to ensure qualitative consultation and engagement with communities.

Key principles of this revised approach include:

- Ensuring that all citizens are included in planning;
- Realistic and practical systems that are implementable and achievable;
- Linked to a legitimate structure, i.e. ward councillors and committees;
- CBP is citizen focused and empowering;
- The process builds on the strengths and opportunities of areas, and not only addresses problems;
- Plans are holistic and cover issues of service delivery, social and economic development, growth and innovation, capital development; and
- CBP promotes mutual accountability between communities and officials.

The City has the responsibility to respond to both city-wide challenges such as public transport and employment creation, as well as local community needs and issues. The City's outreach process highlighted a need for facilitation of both capital and social investment. Community Based Planning, therefore, is about both the City's investment in infrastructure and ongoing service delivery. It fosters institutionalisation of opportunities, dialogue, and partnerships which are key to the success of Community Based Planning in Johannesburg. The City uses Community Based Planning to drive social change.

A new focus on Community Based Planning (continued)

The 2012/16 CBP approach was finalised through three parallel processes: ward plans, community plans and strategic partnerships. Ward plans provide a more comprehensive overview of service delivery and maintenance schedules as well as current and planned expenditure in a specific ward. This assists in civic education for communities about what can be expected from the City, what processes to follow to report issues with service delivery and a comprehensive analysis of the situation of each ward. Community plans provide a broader overview of facilities and issues impacting communities as a whole, i.e. across ward boundaries and structures. There is an emphasis on facilitating strategic partnerships to achieve development and social change across communities.

Community conversations held in November 2012 focused on mobilising communities and key stakeholders around addressing areas of need as well as taking initiatives towards initiation of ward-based initiatives supported by the City. They also gave an opportunity for communities to engage in crafting their developmental future and to raise key priorities. Departments and entities then provided responses to the issues raised by communities, and these were communicated to communities in April 2013.

In 2013/14, the City allocated R50 million Opex and R50 million Capex to CBP, to ensure sufficient budget to initiate and support strategic partnerships, and to respond to immediate and urgent issues of service delivery. This approach was tested in Region E initially in order to identify challenges or opportunities prior to rollout to the rest of the regions.

The CBP rollout to date has captured both an opportunity to respond to residents' immediate needs and concerns, as well as allow communities to be part of identifying areas for strategic partnerships, linked to the City's long-term strategy. The key principles for engagement upon which the GDS participation process was premised, continue to inform the work done through CBP. These include:

- Inspire – capture the imagination, build cohesion and commitment;
- Activist – show clear intent to transforming the Apartheid City of Johannesburg – unambiguous commitment to the poor;
- Bold – no fear in dealing with tough challenges and hard choices we need to make;
- Realistic – achievable and actionable; and
- Accessible – general public buy in, together with a number of important stakeholders – build ownership.



Citizen engagement during the IDP participation process



Citizen engagement during the IDP participation process

2011/16 Delivery

Community participation and engagement mechanisms

One of the guiding principles framing the City's approach to participatory planning and budgeting is the acknowledgement that dealing with the developmental challenges facing the City requires a collective effort from all stakeholders and communities. Through participatory planning, it is possible to strike a balance between short-term needs of the society versus the long-term development of the city. Consultation with local communities through appropriate and credible mechanisms, processes and procedures has formed the greater part of the developmental agenda, not only in compliance with legislative requirements, but as a matter of principle.

The City's local stakeholders include residents, NGOs, academic institutions, tertiary institutions, and business, among others. The City has used several mechanisms to ensure meaningful participation with its stakeholders, including mayoral road shows, regional and stakeholder summits, cluster engagements (i.e. human and social development; economic growth; good governance and sustainable services), special forums such as the Joburg AIDS Council and other project specific engagements.

In August 2011, the GDS outreach process was launched. This used online social media platforms such as Twitter and Facebook to allow citizens to actively participate in the strategy-making process of a South African municipality. Thematic weeks were held which included round-table discussions and conversations with stakeholders around the nine themes identified in the Joburg 2040 GDS; ward-level participation; a GDS conference, in which leading global, regional and local experts were invited to participate; and a GDS launch, attended by the City's key stakeholders, serving as the culmination of the outreach process. During these processes, citizens shared their problems and developed collective solutions.

The City engages with communities through a ward-cluster approach. Ward cluster community conversations are held as a prelude to regional stakeholder summits, during which the City presents the draft IDP and Budget. For example, in the 2015/16 IDP process, 26 Regional ward cluster community conversations took place⁴⁰. This allowed residents at community level to engage and make valuable inputs in the City's planning processes. Following the targeted stakeholder engagement and regional ward cluster community conversations, the Stakeholder Summit was held, led by the Speaker of Council and the Executive Mayor. The summit provided the City with an opportunity to respond to specific issues raised by communities and communicate its plans for the remainder of the term of office.

Developmental partnerships with communities have also been promoted which allow people to participate in the joint analysis of community needs; the development of action plans and strengthening of local institutions; use of knowledge and local resources to strengthen the City's plans and development of communities; and create a culture of volunteerism and participation in local priorities for development. In 2015/16, the City set aside over R50 million for community-initiated projects.

Other measures which have been implemented to strengthen public participation and access to government information include Jozi@Work, discussed earlier, which uses a community based model for urban management. In addition, a mobile application is being developed to promote active citizen engagement. It is intended as a citizen platform for the City to expose citizens to the service delivery tools, eLearning on City services, educational campaigns, eServices, and information and promotion of City facilities. This is a one-stop WebApp, PhoneApp and DesktopApp for a range of basic digital interactions, as well as interaction with the City on the part of all citizens (with a particular focus on low digital-literacy populations). Phase one of the mobile application

has been successfully piloted in Region G, and work is now being finalised for its full rollout.

Satisfaction index

The City's satisfaction index is a key indicator in this priority, with a target for a 70% rating in household satisfaction by the end of the term. Overall, citizens are relatively satisfied with the services they received in the City. In terms of the latest Quality of Life survey (2013), 89% were satisfied with water services, 80% with sanitation, 84% with energy and 83% with waste removal. Satisfaction with municipal billing was higher than all other metros in Gauteng, although still a challenge at 50%, and only 48% of people were happy with the cost of municipal services⁴¹.

The composite satisfaction index (constructed using 14 services provided by government) showed a fairly high level of satisfaction (69%) in the City. This is a positive achievement given that it was the highest level across all Gauteng municipalities.

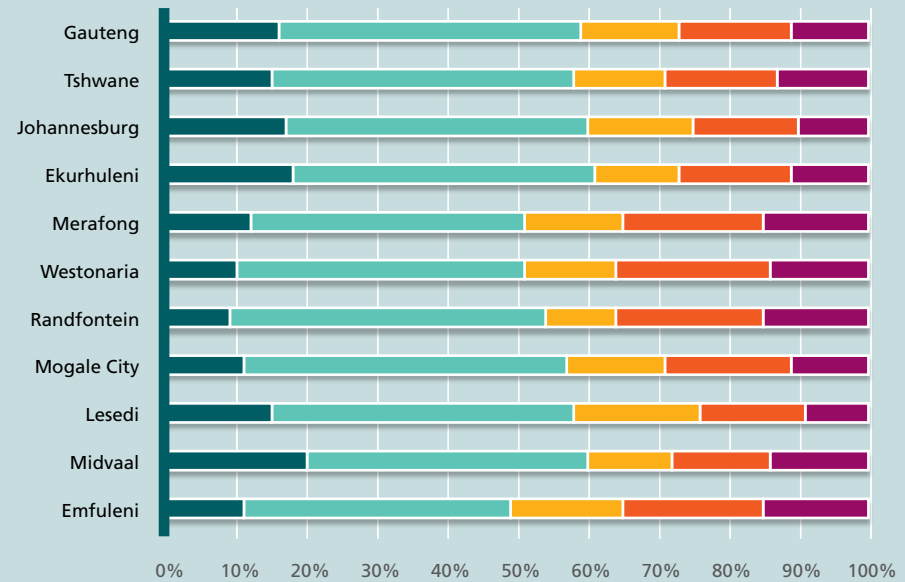
An index of 'democratic participation' was created to measure how citizens participated in the channels available to them. The city's residents showed relatively low levels of participation compared to some other municipalities in the province. Only 35% in the survey showed medium or high levels of participation. The City will work to understand better why citizens showed low levels of participation in the various forums available which allow for community input in shaping development.

Partnerships

In terms of partnerships with Higher Education Institutions (HEIs), the City signed Memorandums of Understanding (MOUs) with the University of the Witwatersrand (Wits) and University of Johannesburg (UJ) in 2012. This is linked to the City's shift to a new governance paradigm that encourages the creation of innovative partnerships between the public and private sectors, in order to harness the collective energies and strengths of all partners.

% Satisfied: index of 14 services

Figure 1



Very satisfied



Satisfied



Neither



Dissatisfied



Very dissatisfied

41. 2015/16 IDP review



Art in the City

The HEI MOU has opened the doors for greater partnership and collaboration. Over the years, academics, institutes and organisations have worked in close collaboration to serve the City. As the partners move forward, this dynamic urban landscape is becoming a space for future cooperation in creating and driving exciting new projects and initiatives that will grow the city.

There has also been an increase in the number of community based organisations collaborating with the City through a Pay per Service model. Initiatives include programmes for children, youth, women, the elderly and people living and working on the street. Support provided to non-governmental organisations in taking city services to communities is encouraging in that it allows the City to reach more people in need⁴².

Library and information services

The City facilitates the provision of books and other resources at 87 service points throughout the city. These include reading development support programmes; eLearning programmes (e.g. eWorld, remote access to Symphony, techno literacy skills); Wi-Fi access in libraries; and information services at the City's public libraries.

Over and above the usual library services, services offered include educational support to school learners, and developmental programmes such as the following:

- Reading development which promotes reading and the development of a reading culture amongst children, youth and families;
- Skills development which includes community literacy training, science and technology support, study support, reference and research support, career development support and business information literacy support;
- Techno literacy training for staff and community members;
- Support for vulnerable groups including children and people with disabilities; and
- An eLearning initiative aimed at providing access to online information resources and other global

information resources, so that ordinary people can participate in the knowledge economy.

Over five million people enjoy access to the City's library services annually, which has a book budget of around R9.1 million (grant funding of R7.3 million and City funding of R1.8 million) plus R3.5 million for big repairs and maintenance projects⁴³.

A total of 35 libraries were provided with public access to internet connection by 2014/15. Plans are in place to cover an additional 52 libraries before the end of the mayoral term.

Art, culture and heritage

Art, culture and heritage are important ways in which the City engages with its residents, and can serve to promote social cohesion and build cultural pride. The City supports emerging artists through artistic development programmes. Access to galleries, museums, tours and events is facilitated for communities, including orphans and vulnerable children. The City promotes heritage programmes by developing an adequate and well maintained built environment for social interaction and identity preservation through monuments, plaques and public art. It fosters cultural dialogues through exhibitions, workshops and tours. Commemorative events also promote common citizenship and social identity through National Remembrance Sunday, June 16, Youth Day and Africa Day, as do the naming and renaming of streets and places.

There are three City theatres serving different constituencies of the city. These present musicals, themed concerts, ballets and special events such as Africa Day celebrations, Democracy Week and the annual pantomime. Youth development programmes are held in partnership with Wits University and the Duma Ndlovu Academy. Youth groups from Orange Farm, Diepsloot, Kagiso and other parts of Johannesburg attend classes. The Soweto Theatre music tuition programme is also a critical programme, which trains youth in music to create the City's orchestra

for future years. Roodepoort Theatre is a venue for the City's youth development programmes, and for presenting in-house productions and festivals relevant to communities.

The City celebrated National Women's Day by hosting a Woman's Art Festival on the Mandela stage in Johannesburg Theatre, and successfully managed the Arts Alive International Festival in August 2015. In addition to being an international platform, this festival has a number of developmental programmes and fringe programmes that showcase diverse art forms. One of the major fringe programmes within the Festival is the Inner City Schools Festival. This programme fits well with ongoing programmes to humanise and make the Inner City liveable.

The Arts Alive festival included Jazz on the Lake, the Sly and Robbie with a local band and Nomfundo Xaluva concert at Newtown Bassline, the Urban Vibes/Youth Concert, the third African Women Writers' Symposium, the Moshito Concert in Newtown, the Tribute to the Manhattan Brothers at the Market Theatre, the Traditional Song and Dance Festival at Soweto Theatre in partnership with Jozi FM and the Eldos Jazz Concert and contributions to the Santu Mofokeng Photographic exhibition, a tribute to Santu Mofokeng, one of South Africa's' greatest photographers.

The third African Women Writers' Symposium was hosted by the City, in partnership with the Department of Arts and Culture (DAC). This women writers' symposium attracted award winning international and local writers.

The City is well known for its public art and is responsible for seven museums. Exhibits included the *'Rise and Fall of Apartheid: Photography and the Bureaucracy of Everyday Life'* in 2014 and 2015, and William Kentridge's *'The Refusal of Time'* at the Johannesburg Art Gallery.

The City has developed a partnership with the Standard Bank Joy of Jazz focusing primarily on leveraging the festival's development programme through workshops, clinics and seminars for aspirant musicians in the city.



Soweto Theatre



The eKhaya Neighbourhood Improvement Programme

New parks for a liveable city

In the 2011/16 term of office, the City developed a number of new parks aimed at improving the quality of life of people living and working in the city. These include three parks located in the Inner City, and one park situated in Orange Farm.

Construction on Metro Park, just south of the Mandela Bridge in Newtown, started in May 2013. The park was opened the following year, and is a welcome green space in the Inner City that gives urban residents space to breathe, play, relax and gather. The City spent R16 million to convert what was once a dumping spot into urban green space. About 200 indigenous trees were planted in the park.

Metro Park also features an outdoor gym, state-of-the-art children's play area, six-a-side soccer field, toilet facilities, amphitheatre, picnic tables and lawns. It won a Gold Award of Excellence at the 2014 South African Green Industries Council Convention for being an excellent example of construction design. The park forms part of a greater park system, linking across the rail yard to the north as well as east to west.

The Attwell Gardens Park was built from scratch at a cost of R4.5 million. It is situated on the corner of Plein and Rissik streets in downtown Johannesburg, and is furnished with new landscaping and irrigation, an AstroTurf soccer field, a multi-purpose court, outdoor furniture, lighting and ablution facilities.

Another new park, eKhaya Park, was developed on unsightly vacant land on Claim Street in the heart of Hillbrow in partnership with local residents and the eKhaya Neighbourhood Improvement Programme. Included in the construction were new paving, landscaping, lighting, fencing, a synthetic soccer field, a children's play area with safety surface, gaming tables and bins.

In Orange Farm, Ridge Walk is a pedestrian walkway connecting a densely populated neighbourhood in Orange Farm to Stretford Station. It was built at a cost of R7.4 million, and is flanked by lighting, balusters created from mountain rocks, resting spaces with seating, and artwork produced by local artists. At the crest of the ridge is a park with children's play equipment and a small amphitheatre for community events. The walkway has had a significant effect on the quality of life in Stretford, and improved the commuter experience for countless people who previously had to make their way along a dark, rocky and dangerous path up the hillside.

These are just a few examples of the new parks developed by the City in the current mayoral term. A total of 43 new parks have been developed, and over 88 000 trees planted. This is in continued recognition of the interconnectivity between biodiversity conservation, poverty alleviation and sustainable development.

An art monument honouring the Weinberg family and their commitment and dedication in the struggle against apartheid has been erected in a park in Savoy which has been named in their honour. In August 2015, a new monument, Democracy is Dialogue, was unveiled by the Executive Mayor on Beyers Naude Square, paying tribute to women as drivers of social and political change. The artwork speaks to the heritage of the site at Beyers Naude Square, which has been a popular venue for protest movements for over 100 years, a tradition which continues up to the present. Following the monument unveiling, a march was held to celebrate the renaming of a series of four streets in the CBD in recognition of the women leaders of the historic Freedom March on the Union Buildings. In 2013, the Freedom of the City was conferred on Lillian Ngoyi, Sophie de Bruyn, Rahima Moosa and Helen Joseph.

The Mooki Street Heritage Precinct has been introduced along Mooki Street in Orlando East, showcasing the rich heritage of the area. Near the entrance to Mooki Street, a gateway monument pays tribute to Orlando East as the founding suburb of Soweto. Going down the street, site markers with storyboards have been mounted at seven primary sites, including Orlando High School, Orlando Communal hall, YMCA/DOCC and the Orlando Police Station.

The City created the 'Joburg 125-year Experience Centre', a platform for visitors to interact, view, learn about and experience Johannesburg in the 1880s. This was built at Museum Africa and launched on 19 November 2011. It captures the rich history of Johannesburg, from the arts, fashion and music, to infrastructure, corporates and SMMEs operating within the City.

In July 2014 the City, in partnership with the organisers of Walk the Talk race, created a 20 km route to commemorate the 20 years of SA's democracy.



Supporters at the AFCON tournament



Lira performing at the opening of AFCON at FNB stadium

These examples of the City's commitment to ensuring arts and culture are preserved and celebrated by its residents, is a key aspect of the priority focused on engaged and active citizenry. Arts and culture programmes promote social cohesion and build pride for the city's residents, a critical component of ensuring a liveable and inclusive city.

Sport and recreation

Sports and recreational facilities also play a key role in fostering social inclusion and promoting social cohesion. The City promotes sport and recreation through recreation activities, competitive sports and mass participation at recreation facilities. It also promotes community access to facilities and major events such as the AFCON tournament, Mayoral Cup, Kiddies Olympics, and Gauteng Future Champions Challenge.

The City manages 57 swimming pools, 113 recreation centres, and over 300 sporting facilities⁴⁴. It has adopted some of the elements from the National Sports Plan to inform a turnaround strategy that will fulfil the City's vision of a world class African city. These include the four pillars of sport and recreation:

- Mass participation and recreation – Improve residents' health and well-being by offering active recreation opportunities.
- Competitive sport, elite sport – The City should attract hallmark, international sport and recreation events that will boost the image of the city, and its economy, through sport tourism, hospitality and job creation.
- Sport development and coordination – This involves the provision of sport facilities, the development of sporting skills and the enhancement of sporting opportunities: in particular, among disadvantaged South Africans.
- School sport – The promotion of sport and physical education at schools plays an important role in creating motivation for, and commitment to, lifelong participation. Sport and physical activity do benefit

education; however, this has not been fully capitalised upon. Sport presents the child at school with life skills, in a way unsurpassed by any other activity.

As part of the promotion of a healthy lifestyle, the GoJozi Programme was launched across all regions in the City, covering 55 wards⁴⁵. The City also implemented 11 mass participation programmes as part of promoting a healthy lifestyle including aerobics, cycling, walking, senior citizens club activities and employee games.

A Club Development Programme was launched in conjunction with the seven sports councils and local football associations, through ward games. Other key sporting achievements include the implementation of the Aquatics Development Programme, and a swimming lifesaving programme. The City made a decision to provide free access to its swimming pools to children under the age of 18, in order to promote and encourage use of facilities and awareness of swimming programmes.

A number of events have been initiated by the City. The Amos Masondo Cup (Ubuntu Cup) aims to encourage high level sporting opportunities and social cohesion amongst different cultures and countries. This tournament brings together players from various African countries and is staged for under-17 youth. The annual Mayoral Cup promotes soccer excellence and is supported by 11 local football associations. Similarly, the annual Future Champs tournament involves 12 teams that represent provincial schools and clubs, together with four invited international clubs. This tournament serves as a talent identification opportunity and annually the winning team is sent to the Manchester United club in the UK for development clinics. Finally, the Soweto marathon hosts approximately 25 000 runners every year.

Recreation programmes such as Kiddies Games, senior citizens' clubs, 50-hour sporting challenges, the learn-to-swim programme, dragon boat racing and open water

swimming, also promote sports and recreation in the city, and encourage residents to be more active and healthy.

Physical accessibility to facilities is a critical issue, and in this regard the City has installed infrastructure such as ramps, handrails, and the modification of restrooms, paving and parking areas, in order to ensure accessibility to sports, recreation and aquatics facilities for people with disabilities. Sports programmes for the disabled are also supported, such as the annual international wheelchair tennis championships.

Youth development

The youth focus in the City of Johannesburg is a deliverable that cuts across all City departments and municipal entities and is now managed directly from the Executive Mayor's office. The youth programme's key focus areas are on poverty and unemployment; crime, violence and substance abuse; and HIV/AIDS. Over the term, engagements have been held with over 12 000 people, while an additional 6 000 people have been trained, and 6 000 people have been registered on social benefits or placed in income generating, job placement and learnership opportunities⁴⁶.

While many of the youth programmes implemented by the City are discussed under their relevant priorities, it is useful to also highlight here a few programmes related to the Engaged and Active Citizenry priority. The City has partnered with the Museum of Science Computer Clubhouse Flagship in Boston, USA, since 2005. In the ten years since the Randburg Computer Clubhouse was launched, ten young people from the community have benefited by taking part in two bi-annual Teen Summit Conferences hosted by the Intel Computer Clubhouse Network in Boston. The coordinator continues to receive support from the Boston Museum of Science staff and the necessary software programmes for project development.

Learners from child headed households were placed in the City's Learnership Programmes which commenced in August 2011. A Youth Career Programme is in place.



Councillor Vondo
MMC for Community
Development

Community development unlocks the energy and potential of the city, and in this regard the accessibility of our facilities is critical.



Executive Mayor, Councillor Parks Tau and Councillor Vondo at the opening of a daycare centre in Cosmo City

Vulnerable groups

The City places key emphasis on vulnerable groups, and ensuring the inclusion of all of the city's residents in its programmes and projects. The City's women programme aims to increase the economic, spiritual, political, social, educational and gender strength of individuals and communities. Women empowerment should contribute towards improving women's quality of life and promoting their involvement in decision-making. The programme has delivered key services and interventions, namely the approval of the Women Empowerment Policy in 2014, the establishment of women empowerment sites in 2012, a Young Women's Programme, and the 365 Days Programme against violence on women and children.

Empowerment sites provide a wide range of programmes, services and opportunities to address the personal, social, and economic needs of women. Services provided at the empowerment sites assist women in better integrating into the larger society through developing the skills, self-esteem and confidence needed to become involved in their immediate community. Women empowerment sites are fully functional in Regions A, D, E, F and G. Almost 15 000 women and 3 000 men were assisted at the women empowerment sites over this term of office.

The City is also working towards establishing a Young Women's Programme with the first group of young women having been involved in a pilot programme in early 2015. Following the success of this programme, a further 399 young women were enrolled, with 298 completing the programme. Sixty percent of the graduates were placed in income generating positions.

Overall, the women's programme has reached 43 376 residents. Male forums were also established in the regions and currently there are 10 forums and 193 male ambassadors⁴⁷.

With regard to the City's focus on the elderly, the reality in most communities is that older persons continue to face

challenges, including deteriorating health, malnutrition, lack of shelter, fear, depression, senility, isolation, boredom, non-productivity, and financial incapacity. It is therefore imperative to provide supportive institutions and to work with NGOs that contribute to improved standards of care and life for the city's senior citizens.

Over this mayoral term, the senior citizens' programme aimed to improve the quality of life of senior citizens by, amongst others, creating a network structure in the community where senior citizens are able to access all services at one point, establishing a systematic approach in the provision of services to older persons at day care centres, promoting effective collaboration between stakeholders, and ensuring access to information through education and training of older persons.

Support programmes for older persons consisted of healthy lifestyle and empowerment programmes (including economic empowerment programmes), nutrition, social support, excursions, support programmes for old age homes/retirement villages, gogo/khulu support programmes and a day care centre programme. In addition, day care centres were established in all the regions.

The City has launched an extensive dementia campaign, in partnership with HASOA and DementiaSA. A total of 9 495 senior citizens were reached through the campaign. This is envisaged to have an assessment service at all day care centres in future. In 2011/16, almost 53 000 senior citizens benefited from the social support package.

Finally, the City's Policy for Persons with Disabilities was adopted in 2009. It serves as a framework through which services are rendered to all persons with disabilities. The City has collected data in all regions on the nature of disabilities, support systems, gender and actual locations. This data is plotted into the City's Geographical Information System (GIS) so that in the case of an emergency or disaster, response teams can identify appropriate resources to

ensure the safety of the affected person/s. This exercise is one of the lessons emerging from a field study undertaken by the MMC for Health and Social Development to Brazil in 2013⁴⁸.

Displaced people, migration and xenophobia

The City strives to be an inclusive city, one where all of its residents feel safe and have a sense of belonging. This is difficult given the high levels of migration into the city. Efforts are underway to promote greater social cohesion across all groups living and working in the city, to promote Johannesburg as a beacon of diversity that supports the integration of newcomers and migrants through providing effective support. This means celebrating the cosmopolitan and afropolitan nature of the city by sharing cultural experiences, promoting distinctive areas where communities can express themselves, creating public spaces for social cohesion, and implementing anti-xenophobia education and awareness initiatives. Diversity awareness and tolerance is also realised spatially through monuments, museums, heritage sites, place names and special days.

The following groups need support in order for the City to be inclusive and to promote resilience for all those groups deemed vulnerable and largely marginalised in society: migrant communities, people living on the streets, homeless and displaced people, children, ex-combatants and senior citizens.

The City, in its drive to become a world class African city that is inclusive, socially cohesive and liveable, approved a Policy on Integration of Migrants in 2011. This seeks to address the socio-economic realities that draw in internal and cross border migrants. The premise of the policy is that the process of integration should be understood as a two-way process that involves both the migrants and host communities, with roles and responsibilities for both groups. It aims to facilitate the integration of migrants to a level where immigrants have similar participation patterns to non-immigrants, in community structures, fulfilment

of civic duties and contribution to the economic, cultural, religious and social life system in Johannesburg.

There was an outbreak of xenophobic attacks in the Inner City and Alexandra in April 2015. The City intervened with an integrated team from various departments, coordinating a relief and psychosocial response to displaced persons who sought shelter at the Cleveland and Alexandra Police Stations. The Johannesburg Advisory Migration Council adopted a plan of action focusing on short-term interventions (law enforcement, mobilising society into action and political leadership) as well as a medium and long-term intervention (reintegration, sustained and targeted intervention). All of the people who were displaced in Johannesburg were successfully reintegrated back into their communities. The Executive Mayor led the City's engagement in various programmes that were organised to mobilise society to counter xenophobia. These engagements included, but were not limited to, visits to the hotspots in Jeppestown and Alexandra, prayer sessions in Soweto and Ellis Park Stadium, and a memorial service⁴⁹.

Over this term, two key structures were established to help address migrant and xenophobic-related matters at a higher organisational level. These are the Johannesburg Migration Advisory Panel (JMAP) and Johannesburg Migration Advisory Council (JMAC). The Anti-xenophobia and Common Citizenship Programme was launched and rolled out in all the City's seven regions. A Human Trafficking Strategy was developed in 2011/12 and five thematic regional forums were established to service the City regions. A total of 268 initiatives, such as dialogues, training, workshops, awareness campaigns and events, were implemented during this term. Nine dialogues and education sessions have been held in identified high risk areas.

The challenge of people living and working on the street has been one of the critical concerns for the City.



Mr Trevor Fowler
City Manager

In focusing on the challenge of urbanisation, we need to ensure that we harness the energy of those who move into our city. We are committed to using this energy and diversity to grow our city and its economy.



Children playing in the new park in Ivory Park

Thousands of people migrate to the city monthly, in search of better prospects and improved quality of life. Therefore, the City has been committed to providing a spectrum of services to respond to the immediate needs of the displaced, that will ensure that conditions leading to people living and working on the streets are improved. A key success in this regard is the implementation of an effective referral system that enables displaced people to be referred to and linked with social services, the Expanded Social Package, social work interventions, shelters, the Departments of Home Affairs and Social Development, health facilities, and rehabilitation facilities. In addition, the Job Readiness Programme, Skills Development and Job Placement programmes have been rolled out.

There has been an improvement in the number of people living and working on the street being serviced by the City. This is largely due to people being placed in appropriate shelters. A number of displaced persons placed in shelters have been assisted in accessing economic opportunities⁵⁰.

Children and early childhood development

As part of the City's commitment to improving the quality of life for all people it addresses the needs of children, particularly orphaned and vulnerable children, and those living in child-headed households. The quality of life of children needs to be enhanced on all levels of development, including physical, emotional, cognitive, health and social. The City offers a basket of services to directly impact these areas of development.

In total, over 36 000 children have been supported through all programmes. This includes 26 000 who have received material support (school uniforms, food parcels, vegetables parcels, communal gardens and toy distribution), 403 who have received emotional counselling, over 2 000 who have received cognitive support (career development, child protection week, internships, 'take a girl child to work', education and homework assistance, and workshops on

bullying), health support (immunisation, ARVs, donations of wheelchairs and health workshops) and over 7 500 children who have received some form of social development (for example through recreational programme, Dream Girls, children's birthdays, youth camps, Joburg Zoo trips, heritage programmes and Mandela Day).

The City aims to ensure that at least 2 000 orphans and vulnerable children are included in events, heritage tours and have access to museums and cultural activities each year⁵¹.

The City also contributes in the Lifelong Learning through two programmes, namely the Early Childhood Development (ECD) Programme and the Substance Abuse Programme. These aim to improve the school readiness levels of children in the City as well as curb substance abuse through implementing a fully-fledged multi-tier substance abuse programme.

For the Children's Unit, the creation of a safer city culminates in an Early Childhood Development Centre, whereby ECD practitioners are trained on an ongoing basis. Over the mayoral term, 7 684 ECD practitioners have been trained on a range of ECD skills programme. The training of practitioners gradually progressed from a total of 727 being trained in the first financial year (2011/12) to the current levels of over 2 300 practitioners trained in just the first two quarters of 2015/16. A partnership with the Hollard Foundation was signed in 2013 to assist in leveraging the resources of the municipality to improve ECD services. Through this partnership there is a full operational plan to improve overall compliance and standards of ECD facilities across City regions.

Areas of training for the ECD practitioners include health and safety, first aid and fire fighting, nutrition, developmental milestones, training on child abuse and matters related to the daily administration and excellent governance of the ECD centre.

Skills development

In response to the high unemployment rate particularly of youth, the City has developed a Skills Development Strategy, which, amongst other things, aims to improve access to post-matric training and qualifications and employment opportunities, improve the chances of youth entering the job market, improve soft skills and technical skills, increase household incomes and create own sustainable business ventures.

Skills development forms a key component of many of the City's programmes, with a focus on the most vulnerable members of society. Since the start of this term of office, the Skills Development Programme has engaged with thousands of people. In terms of actual skills training programmes aimed at enabling targeted groups, such as persons with disabilities, women, ex-combatants and youth, a total of 6 000 people have been reached by the programme.



Children playing outside the Ponte building



Financial Sustainability and Resilience

Overview of priority

The intention of the City's commitment to financial sustainability is to ensure that finances are at all times sustained so that the City has the resilience to recover easily and immediately from unexpected, unfavourable occurrences.

Johannesburg is committed to sound financial strategies and prudent financial management practices. The key objective of this priority is to ensure that the City's financial capability is secured in both the short- and long-term, as well as to ensure that the City is at all times able to afford the attainment of the Joburg 2040 GDS imperatives, while being able to withstand the unintended consequences resulting both from external and internal forces.



Key outcomes for the priority, identified in 2012, include the following:

- All billable services in all areas of the City are accurately billed and funds are being collected;
- Disciplined expenditure management;
- High levels of confidence in the City by private sector partners and citizens;
- Effective management oversight and monitoring of people and processes to deliver quality services;
- Value for money via smart and efficient supply chain management procurement;
- Retaining and improving the competitive edge of the City; and
- A financially stable City with healthy financial reserves.



Councillor Makhubo
MMC for Finance

The City's budget is grounded in the reality of a City that is growing ever more confident in its ability to meet the needs of its communities while progressively rolling back the economic and social legacy of its apartheid past.

The ground-breaking Green Bond

In June 2014, the City announced the launching of its Green Bond on the JSE Securities Exchange (JSE). This was the first of its kind in South Africa and in the C40 Cities Climate Leadership Group, and aimed to raise funds primarily to help respond comprehensively to climate change through mitigation and adaptation investments.

The City has a history of pioneering bonds in South Africa. The launch of the Green Bond followed on from the City's successful issuing of the first municipal bond in South Africa (COJ01 with a nominal amount of R1 billion) in 2004. It was also the first municipality to issue retail bonds in September 2007. Prior to the Green Bond, the City's last bond issuance was COJ07 with a nominal amount of R850 million and a 10-year maturity issued in March 2011. With seven long dated bonds issued to date, prior to COJG01, the City has been a consistent and responsible issuer in the debt capital markets, having issued a total of R8.5 billion in bonds and commercial paper totalling R6.1 billion.

The auction of the R1.46 billion Green Bond (COJG01) maturing in 2024, was a huge success and 150% oversubscribed, priced at 185 basis points above the R2023 government bond. This clearly demonstrates investor confidence in City, commitment to environmental stewardship and climate change, while receiving a market-related financial return. The Green Bond will assist the City with funding environmental solutions, green initiatives such as the biogas-to-energy project, the solar geyser initiative, separation at source, and implementation of waste to energy projects. Funds raised have also enabled electricity to be produced from sludge at one of the City's treatment plants.

As a result of this innovative action, the City was one of ten winners of the C40 Cities Award in December 2015 for its leadership in tackling climate change. The City continues to receive international acclaim for its flagship Green Bond initiative as a revolutionary approach to financing and mitigation of climate change.

2011/16 Delivery

At the beginning of the current term, as the economy was recovering from the global recession and the financial shocks resulting from the heavy investment in the 2010 World Cup infrastructure projects, the City faced a number of additional challenges around its financial management, including cash flow issues, billing challenges and a qualified audit opinion. As a result, the City prioritised the stabilisation of the City's finances as the foundation for sustainability and resilience.

Key to achieving financial stability was a strategic focus on disciplined expenditure management and improved revenue collection performance that were necessary for building up the much needed cash reserves to secure the

City's financial future, and to build up capital for the City's infrastructure spending. The strategy was effective as cash and cash equivalents improved during this term of office as evidenced by a growth in liquidity of 602%, from 2010/11 to 2014/15.

Financial Development Plan (FDP)

In order to achieve sustainability and resilience in the City's finances, at the start of the term of office the City adopted a Financial Development Plan (FDP) with key financial indicators. The FDP is a ten-year plan for financial management, focused on improving the City's ability to collect, financial ratios such as liquidity and solvency levels, and expenditure on items such as repairs and maintenance. The FDP also provided a torch for long-term financial



Executive Mayor, Councillor Parks Tau and MMC: Councillor Makhubu at the launch of the Green Bond at the JSE



Sandton precinct

planning against the City's commitment to a R100 billion capital expenditure rollout. The FDP therefore became "the way we managed the finances of the City" (City Manager, Mr Trevor Fowler). As a tool for monitoring the health and viability of the City's finances, it was made up of the following performance indicators: revenue collection rate, reduction of the debtors' book, percentage budget spending on capital infrastructure, key financial indicators (profitability and liquidity ratios), and unqualified audit opinions.

Over the mayoral term, the City has used its Financial Development Plan (FDP) as a key strategy to turn around its finances. This plan has proven a reliable tool to enable effective response to changes in the economic climate in future. The City has been successful in this regard and the FDP has delivered positive results.

Overall, the City's profitability and liquidity ratios have improved, and the financial performance falls within acceptable benchmarks. By 2014/15, the City had a 92% revenue collection rate, a debt to revenue ratio of 38%, a remuneration to expenditure ratio of 22%, a maintenance to expenditure ratio of 2%, an interest to expenditure ratio of 4% and cash coverage of 75 days.

Table 1: Financial performance indicators⁵²

Ratio	2011/12	2012/13	2013/14	2014/15	Target
Current ratio	0.92	1	1.08	1:1	1:1
Solvency ratio	1.92	2.03	2.13	2:1	2:2
Debt: Revenue	41%	39%	38%	38%	<45%
Remuneration: Expenditure	36%	37%	35%	22%	<35%
Repairs and Maintenance to Expenditure	1%	2%	2%	2%	5%
Interest Expense to Expenditure	5%	7%	6%	4%	5%
Cost coverage ratio	39.83 days	88.08 days	82.48 days	75 days	50 days

The City was also able to generate a net surplus of R3.9 billion in 2015, which is a 3% increase from the previous year's R3.8 billion. The increase is due to cost containment measures put in place as well as prudent spending of the approved budget whilst optimising revenues.

At the beginning of this term the City's liquidity was very poor owing to heavy investments in the infrastructure projects necessitated by the hosting of the 2010 FIFA World Cup, and this had an effect on the City's capacity to deploy resources for development. The City's FDP that was implemented from 2012/13 provided prudent measures that enabled the City to build up cash reserves and maintain healthier levels of liquidity. As illustrated in the graph on page 110; cash and cash equivalents rose from R695 million in 2011 (end of previous term) to approximately R9.7 billion by the third quarter of 2016.

The City has been able to redeem listed bonds and other liabilities as a direct result of improved liquidity.

Capital expenditure

Capital investment is a key tool for improving service delivery, making the urban spatial environment socially

inclusive and contributing to local economic development. The release of a South African Cities Network report in 2011 noted that the City would need to spend R100 billion to address backlogs across Johannesburg. As a result, a decision was taken to deliver on this R100 billion spend, across a ten-year period. Of this R100 billion, 35% was allocated to economic infrastructure, while the remainder was allocated to addressing backlogs, refurbishing old infrastructure and replacing infrastructure, where necessary.

This commitment led to the City increasing its capital budget from R3.7 billion at the beginning of the term to R10.8 billion in 2014/15. Budgeted capex therefore increased by 70%, from 2011/12 to 2014/15. The performance against the budgeted capex has been satisfactory with over 90% spent annually from 2012/13 to 2014/15. Over R26 billion was spent on capital projects in the first four years of this term of office.

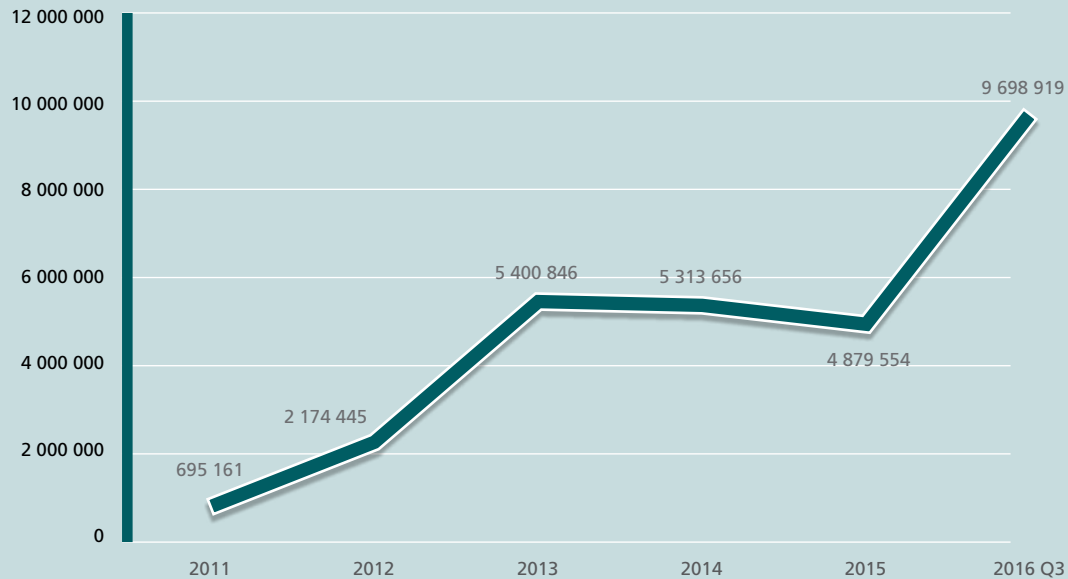
A bulk of the expenditure was allocated to City Power (approximately 21%) over the mayoral term, and spent on electrification and the upgrade of the energy infrastructure in the city.



Bafana Bafana supporters at the 2010 FIFA World Cup

Cash and cash equivalents (R'000)

Figure 9



Audit outcomes

Another key element of the FDP was the focus on improving audit outcomes. At the start of the term of office, the City had received a qualified audit opinion. In the first year of implementation of the FDP, the City was able to achieve an unqualified audit opinion. It has maintained this status throughout the term of office.

The City's municipal entities have also achieved improvements in their audit outcomes since 2011/12. In 2011/12, two entities received a qualified audit opinion,

11 entities received an unqualified audit opinion and two entities received a clean audit opinion. By 2014/15, this has improved to six municipal entities receiving clean audits, and the rest receiving an unqualified audit opinion.

A major achievement is the turnaround in two municipal entities: The Johannesburg Roads Agency and Pikitup. Both of these entities received qualified audit opinions at the start of the term of office, and were regarded as not a going concern. By the end of the term, both municipal entities have achieved clean audit opinions and are now considered going concerns.

Revenue Step Change Programme

Central to the City's revenue value chain is the distribution of invoices to customers. The Revenue Step Change programme was launched in November 2011, to address some of the challenges faced by customers such as incorrect bills and long-outstanding queries. The main objectives of this initiative included improving the accuracy of billing and customer data integrity, enhancement of the City's customer engagement model, ensuring better responsiveness, eradication of property change of ownership backlogs and the implementation of 'a standard of services charter' for customers. In introducing the Revenue Step Change the City made a commitment to improve responsiveness to customers. This was complemented with open days as well as other customer-centric interventions. There are a growing number of positive results emerging from the implementation of the Revenue Step Change programme and related interventions. The results are not only witnessed by the City but also by many of its citizens. To date there has been significant progress in clearing the backlog of queries.

The City continues to be committed to providing citizens a customer-centric experience in all its contact centres⁵³. In 2012/13 the City piloted a Customer Service Charter that contains service standards of what residents can expect from the City, including firm commitments of turnaround times to resolve all new queries. The Customer Service Charter is also used to manage service delivery provided through Service Level Agreements, to ensure that departments and entities are held accountable for non-resolution of queries.

As part of the focus on improving the revenue value chain, meter readers were deployed to be on call to check readings and enable adjustments to be processed speedily. The effect was that the meter read ratio also improved. Meter audits were undertaken by municipal entities to resolve extended meter reading estimates. During the Revenue Step Change project, a sample audit of 2 000 meters was drawn to

53. CoJ Mid-term Report

determine the extent of meter information completeness; the success of this intervention led to the extended meter project being undertaken across the City.

There has been successful attainment of 100% refund and clearances as per the Customer Service Charter with a growth in billing from R26 billion to R33 billion. There has been an improvement in billing distribution through the use of SMS and MMS, and an improvement in query resolution with an average of 90% within 30 days, through regionalisation.

Revenue management

Financial sustainability and resilience requires effective and efficient processes and systems of revenue collection from the major sources of revenue, namely property rates, electricity, water, sanitation and refuse collection. The Revenue Shared Services Centre (RSSC) made great strides in ensuring sound, effective and efficient revenue management.

Revenue from property rates and services charges grew at an average rate of 9% from 2011/12 to 2014/15, and a total of R105.5 billion was generated during this period. As a result of a number of interventions such as the Revenue Step Change programme, billing data quality improvements and a customer-centric approach to resolving customer queries, billing and collections performance was maintained above the baseline, with good improvements recorded in 2013/14 at 93.7% and the lowest recorded in 2014/15 at 91.7%.

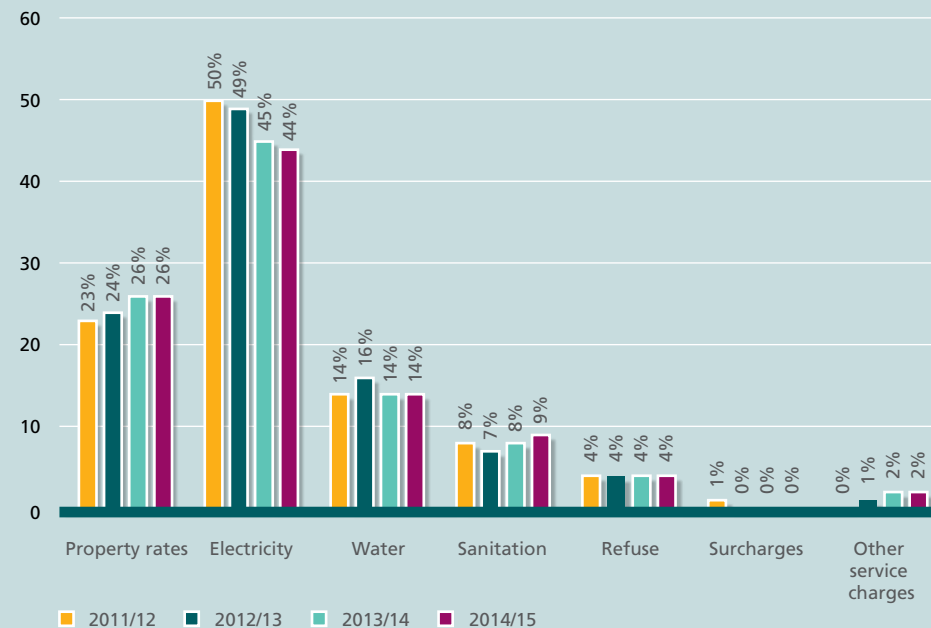
As the graph on the right indicates, property rates revenue has continued an upward trend contributing an average of 24.7%, increasing from 22.9% in 2011/12 to 25.9% in 2014/15. Electricity remains the largest revenue component contributing 50% in 2011/12 and declining to 46.7% in 2014/15, as a result of lower electricity consumption. The water and sewerage contribution has risen from 22.1% in 2011/12 to 23.7% in 2014/15. Refuse collection contribution was 3.8% in 2011/12 and grew to 4.1% in 2014/15.

Expenditure management

In the midst of a global and national slowdown in the economy, the City continued to achieve respectable net surpluses year after year, indicating that the City's FDP which includes tighter expenditure management is bearing fruit. Net operating surpluses over the term of office were above R3.4 billion each year, with an average of R3.9 billion per financial year. Through these surpluses, the City was able to increase internally generated funds for investment in the visionary capital infrastructure programme.

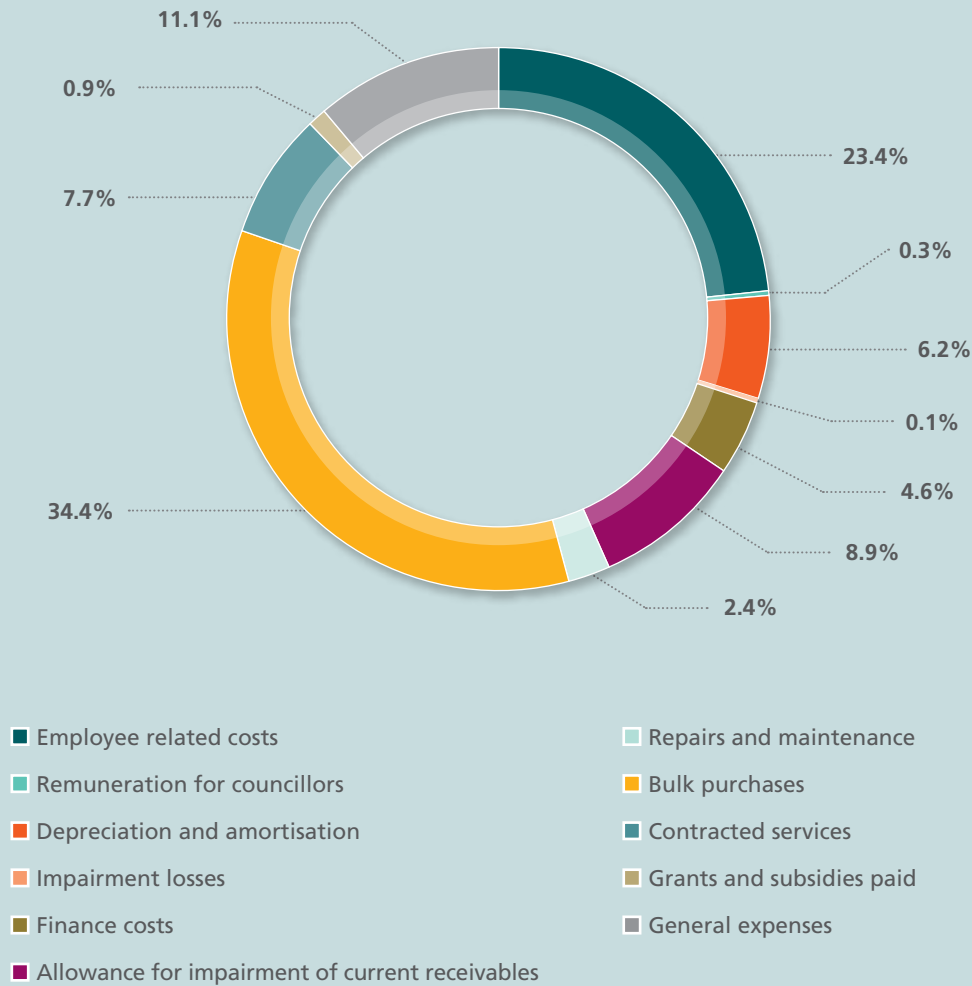
% Contribution to rates and services revenue: 2011/12 – 2014/15

Figure 10



Expenditure breakdown 2012 – 2015

Figure 11



Total income grew at an average of 5.41% from R34.2 billion in 2011/12 to R41.6 billion in 2014/15; this growth is attributable to revenue generated from property rates and the sale of electricity, water and refuse collection, which contribute more than 71% of total income. The City recorded total expenditure amounting to R132.6 billion in the four years from 2011/12 to 2014/15, with high value cost drivers being bulk purchases (34%), employee related costs (24%), general expenses (11%) and allowance for impairment of receivables (9%). Contracted services were only 8% of total expenditure, as is evident in the figure on the left.

General expenses have dropped from 12.3% of operating expenditure to 9.97% in 2014/15. The table on page 113 provides the actual figures on operating expenditure for the period 2011/12 to 2014/15.

Table 2: Operating expenditure 2011/12 – 2014/15

Actual expenditure R'000	2011/12	2012/13	2013/14	2014/15	Total
Employee related costs	7 098 305	7 448 344	7 942 566	8 582 979	31 072 194
Remuneration for councillors	98 291	110 411	120 639	127 499	456 840
Depreciation and amortisation	1 717 514	2 052 004	2 115 700	2 410 979	8 296 197
Impairment losses	148 774	20 858	8 647	2 382	180 661
Finance costs	1 606 887	1 459 552	1 440 800	1 580 486	6 087 725
Allowance for impairment of current receivables	2 181 500	2 879 653	2 977 382	3 819 051	11 857 586
Repairs and maintenance	468 300	691 370	1 011 046	1 024 782	3 195 498
Bulk purchases	10 147 417	11 131 302	11 792 735	12 562 745	45 634 199
Contracted services	2 306 512	1 816 857	2 707 496	3 376 573	10 207 438
Grants and subsidies paid	132 957	153 955	309 839	569 071	1 165 822
General expenses	3 645 630	3 785 834	3 395 283	3 772 682	14 599 429
Losses/Other	76 663	9 856	–	–	86 519
Total	29 628 750	31 559 996	33 822 133	37 829 229	132 840 108

Funding strategy

The City has carefully managed the issuance of bonds and Commercial Paper such that the debt maturity profile is well spread, ensuring the City is not under pressure when redemptions occur. Also, a bond sinking fund has been established to further assist with the management of the City's bond redemptions. By the end of the 2014/15 financial year, the value of the Sinking Fund was R3.759 billion.

The City issued a R1.5 billion Green Bond in June 2014, which was the first instrument of this nature in the local government sector and South Africa as a whole. The fact that it was oversubscribed by 150% is evidence of confidence in the City's sound financial stewardship by the investing community.

Valuations

The second property valuation in the City was conducted on 812 769 properties valued at R912 billion and the General Valuation Roll 2013 (GV2013) was produced. Preparations for the next property valuation are underway, which will see the next Valuation Roll produced by July 2018. This is following an extension provided by the MEC of Gauteng COGTA.

At the end of June 2015, the total number of appeals received was 5 283 and a total of 2 715 appeals were finalised during the period under review. The changes agreed upon had a value decrease from the GV to the Appeal Board decision of R6.964 billion, which is 0,007% of the GV value at the date of valuation. The Appeal Board sat for 109 days during the financial year on appeals.

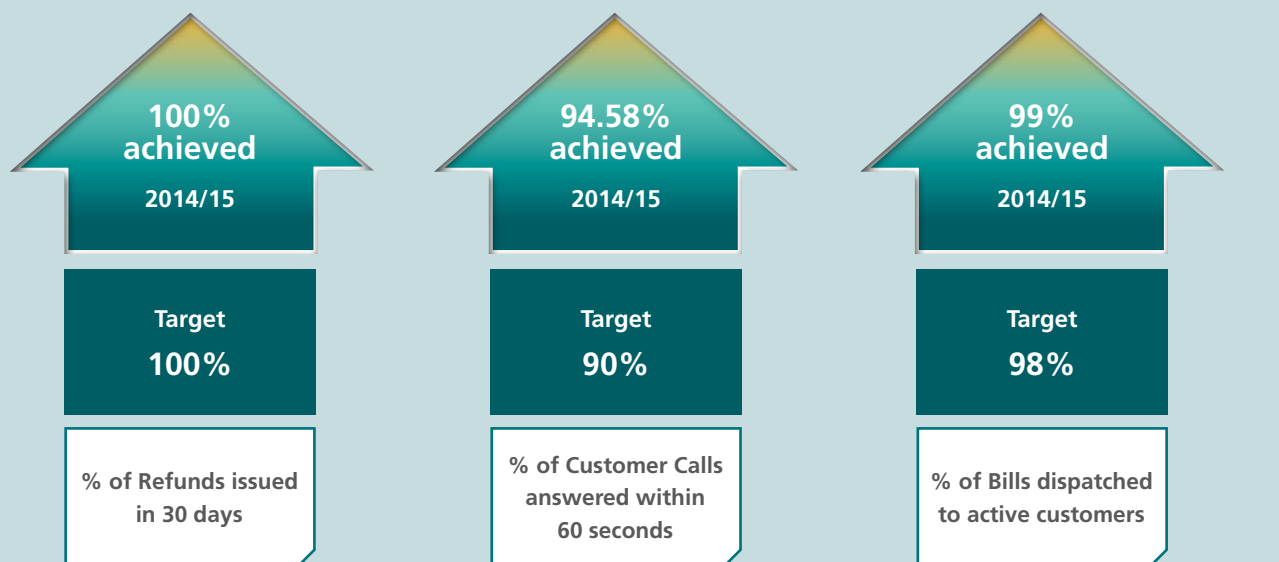


Councillor Parks Tau
Executive Mayor

We identified financial resilience as a priority for the City, set a team to put together the City's Financial Development Plan and pushed hard for its implementation. The accolades now received are an affirmation of the correctness of our strategies in managing the finances of the City.

Resolution of customer queries

Figure 12



Customer centricity and enhanced customer service

The City rolled out a regional campaign in its walk-in-centres with the intention of resolving non-technical queries; reducing customer waiting times; providing technical product knowledge and promoting a culture of efficiency and professionalism. Open days were held to implement a strategy to build one-stop-shop service delivery capacity across the seven political and administrative regions thereby enhancing the customer experience. The figure above highlights improvements in resolution of customer queries.

The City has exceeded the targets set in resolving customer queries. A hundred percent of refunds were issued within 30 days, almost 95% of calls are answered within 60 seconds, and 99% of bills are dispatched to active customers.

The City's competitive position in capital markets

In December 2015, ratings agency Fitch upgraded the City's national long-term rating and the national senior unsecured rating from 'AA-(zaf)' to 'AA (zaf)' with a stable outlook, and affirmed the national short-term rating at 'F1+ (zaf)'. The agency has also affirmed the City of Johannesburg's long-term local currency issuer default rating at 'BBB' with a stable outlook. The ratings reflect the city's important status as the largest city in South Africa, with good management; a fair degree of sophistication and positively tested access to capital markets; and a strong and stable financial profile, with sustainable debt and improved liquidity.

The ratings also take into account the pressurised operating environment featuring high unemployment and strong demographic growth.

In May 2016, the City received further endorsement of its financial stability when Moody's Investors Service upgraded its national scale rating of the City of Johannesburg by four notches from 'A2.za' to 'Aa1.za'. The global scale rating has been raised from 'Baa3' to 'Baa2', the same level as the sovereign rating. This is the highest possible rating that can currently be achieved by institutions with the best credit quality in South Africa, and the City is the only metro to have achieved such an upgrade in the current round of rating reviews. In upgrading the City's ratings, Moody's noted that the City's prudence and consistency in managing its finances was critical. This is evident in the following⁵⁴:

- The City's financial performance has improved in the last three years;
- Net direct debt has declined from 35% of operating revenue in 2011 to 30% in 2015;
- The City has maintained its good liquidity position despite funding 30% of capital expenditure from own sources; and
- During the 2015 financial year the City invested R10.2 billion on capital infrastructure, an increase of 37% from 2014.

Improved credit ratings help reduce debt servicing costs as a percentage of overall expenditure. A rating provides a relative measure of a City's creditworthiness; with the best long-term rating being 'AAA' while the best short-term rating is 'F1+'. The 'F1+' rating refers specifically to the City's ability to pay its short-term debt.

Municipal SCOA

The City has begun preparations to implement the municipal Standard Chart of Accounts (mSCOA), which will involve uniform expenditure classifications and uniform National Treasury norms and standards. The purpose of mSCOA is to create consistency in planning, budgeting, accounting, and reporting of financial information in all municipalities in order to enhance informed decision-making, audit results, risk management, benchmarking, and promote transparency and accountability.

54. <http://www.joburg.org.za>



Smart City

Overview of priority

A 'smart city' provides services that are easy to access and use, and that are delivered in an efficient, responsive and transparent way.

A 'smarter' city is better positioned to support improved social development (e.g. through the provision of internet access in places of learning), better decision-making (e.g. through the integration and ongoing analysis of real-time data), improved economic activity (e.g. through improving technology that supports SMME growth), active citizen participation and the creation of a sustainable and liveable environment.

Building a Smart City will result in economic development and job creation, providing a great place to live and work and using digital technologies for better connectivity and improved service delivery. One of Johannesburg's key priorities is to create a Smart City for the future. This means taking Johannesburg residents, who have no access to the internet, across the digital divide. The City will establish a smart institution, and have 100% access to affordable internet services across all City-owned buildings, expanding infrastructure in a long-term planned rollout.

A number of challenges are associated with the implementation of a Smart City approach in Johannesburg. Digital inequality is high, with at least 50% of people in Johannesburg, and 80% of residents in informal settlements, having no access to internet. There are low levels of ICT literacy generally, and the lack of ICT infrastructure in some of the previously underserved areas makes it difficult to roll out access to internet. However, in high density areas where there is a shortage of fibre network, the City is utilising alternative means of connectivity such as Satellite, 4G and LTE to ensure that ICT services are delivered. This has been used to rollout free Wi-Fi in some areas and enable internet in City facilities such as libraries and clinics.



Key outcomes for the priority, identified in 2012, include the following:

- City of Johannesburg a technologically competent institution;
- Johannesburg a Smart City with enhanced service efficiencies and productivity;
- Smart and effective service delivery maintained as the norm;
- Quality City of Johannesburg Information, Communication and Technology systems (ICT) and services to support and enhance citizen active involvement and engagement;
- Municipal services provided to households utilising the broadband infrastructure;
- Job creation through improved economic development environment; and
- Achieved Green Economy (resilience and resource sustainability).



Children on Wi-Fi at the BRT station at Orlando, Soweto

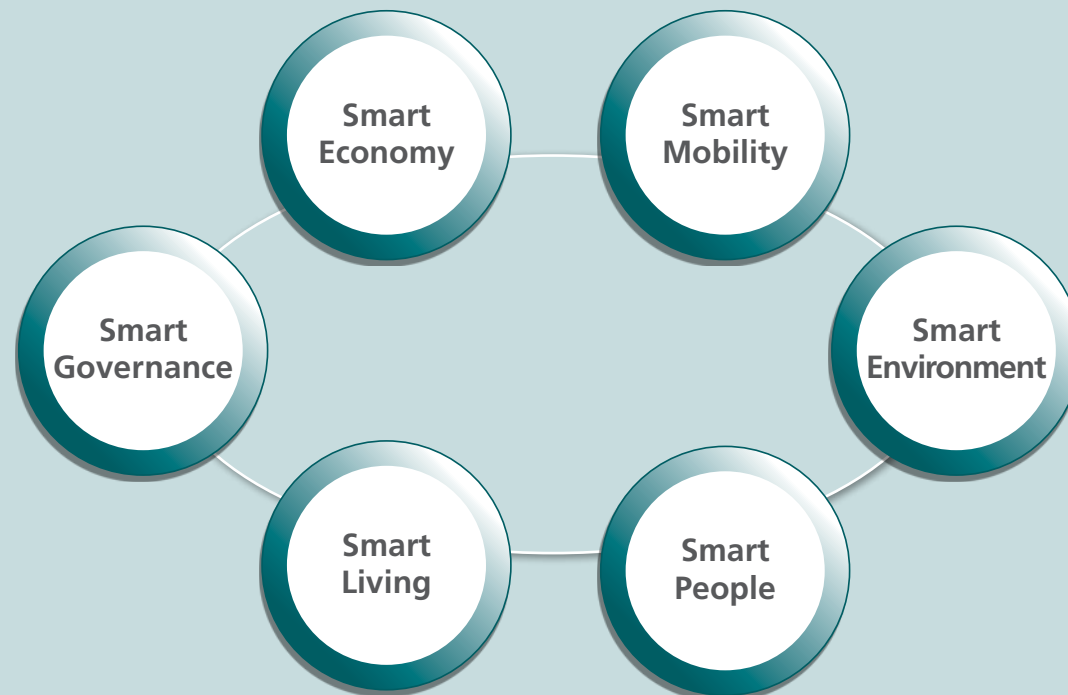
The Smart City priority is aimed at growing the City's ability to provide the citizens of Johannesburg with affordable and universal access to communication services. This will assist the City to enhance service delivery through interventions such as smart metering for water and electricity services, e-services and widespread access to broadband. The programme will improve City decision-making as a result of the integration of city-wide data, while also increasing economic activity through providing the technology and connectivity necessary for businesses and entrepreneurs to thrive.

2011/16 Delivery

The City and IBM formed a partnership in which IBM assisted in developing a Smart City Safety Strategy through its global corporate social investment programmes⁵⁵. A Smart City Governance Framework was approved and is now functional.

Smart City Governance Framework

Figure 13



There are four main Smart programmes in the City, although a smart approach is encouraged across all aspects of the City. These programmes are:

- Smart Access Programme (for example, broadband, libraries and Wi-Fi hotspots);
- Smart Institution Programme (for example, the Enablement Programme and the Intelligent Operations Centre);
- Smart Technology Programme (for example, smart meters and the freeway management system); and
- Smart Citizen Programme (for example, Electronic Health Record System, MOOV, and the Joburg Application tool, a citizen engagement mobile platform).

Smart Access Programme and Wi-Fi rollout

The City has embarked on an initiative to deliver a programme of universal access to its residents, in order to meet the Smart City objective of bridging the digital divide. The Wi-Fi component of the Smart City will enable citizens to access internet at no charge. The City has launched hotspots in many of its clinics and libraries, and some parks and recreation centres, allowing people to have quick access to information. Many residents use the free internet access to do research for their studies and look and apply for jobs by submitting their CVs online.

By May 2016, the City had successfully delivered 520 hotspot areas providing 300 MB of internet data per day, per device. Plans are in place to deliver a total of 1 000 hotspots by the end of the mayoral term. A total of 52 libraries were provided with public access to internet connection by April 2016. Plans are in place to cover an additional 36 libraries before the end of the mayoral term.

Public access to the libraries (e-learning) is one of the City's Smart City projects to provide the public with access to technology and electronic information for education purposes, including e-Learning, e-Government and e-Commerce initiatives. The successful rollout of this programme will enhance and promote ICT literacy to all,

including disadvantaged communities, via free access to digital information.

Smart Institution Programme and Intelligence Operations Centre
The Smart Institution Programme includes the creation of a real-time platform that ensures business process integration in terms of data governance, ICT architecture, skills development and change management⁵⁶.

As part of a broader process aimed at capitalising on operational efficiencies, the City's Smart Institution Programme is piloting technologies and practices to enhance its internal business processes, particularly in the areas of human resources, supply-chain management and governance. Once this is rolled out, employee self-service, contract management, as well as monitoring and evaluation reporting, will be automated⁵⁷.

The City's Electronic Services (E-Services) is an offering available to the general public. This offering provides an additional avenue for the City's clients to interact with the City, and supports the City's efforts to make greater use of technology and electronic means of conducting its business. The E-Services environment enables the City to provide online access to a range of services for both the individuals and business community. E-Services provides an electronic service giving online access to City services through an advanced Self Service Portal, that alleviates telephone queries and call centre queues. The E-Services platform shares its underlying base infrastructure with other business critical City applications such as e-clearances, the Metro Cash Router and Surveyor General Interface.

By mid-2015, 75% of the Smart City's ICT Enablement Programme had been implemented. The LAN upgrade to 68 City buildings had been completed successfully to ensure improvements in network availability, performance and mobility. The LAN upgrade also enabled corporate Wi-Fi for all of the City's upgraded buildings (i.e. Metro Centre, Traduna, Thuso House, Jorissen, clinics, libraries, community centres and theatres)⁵⁸.



Opening of e-Learning library in Orlando



Newly built clinic in Slovoville

Smart Technology Programme

Basic service delivery is being improved through ongoing smart meter rollouts with these prompting behavioural changes in consumers (further growing the City's sustainability), while also allowing for improved responsiveness and reduced service costs. Over 200 000 smart meters have been rolled out.

Smart Public Safety is important and this means the creation of a safer city through the deployment of technology and intelligent law enforcement⁵⁹. An Intelligence Operations Centre (IOC) is being established, with current steps targeting the rollout of preventative safety measures through the application of data analytics software to data derived from the City's existing Closed Circuit Television (CCTV) cameras. A total of 100 existing high impact cameras were enabled for Intelligent Video Analytics as an input to Intelligent Law Enforcement. This work was completed including testing, training and documentation. A blueprint has been developed for the full rollout of the IOC, consolidating other City public services such as emergency management, disaster management and smart transportation.

Another aspect of the Smart City approach includes mobility and intelligent traffic management, referring to an integrated approach for improving the flow of traffic through network enabled traffic lights that are synchronised and adapting to the actual traffic load⁶⁰. Phase 1 of the freeway management system has been implemented, and 75% of the City's traffic lights are on a Remote Monitoring System⁶¹.

In order to improve customer safety, Metrobus installed Intelligent Transport Management Systems (C-track and Geotab) in all new buses which detects mechanical failures; live and web-based (online) incidents reporting linked to the GPS, GSM, SMS and GPRS; live and web-based capturing of driver behaviour; live and tracking of live reporting of emergencies; and bus tracing.

Smart Citizen Programme

The Smart Citizen Programme includes the piloting of the Electronic Health Record System (One Patient, One Health Record) at two clinics (Slovoville and Greenvillage). In addition, MOOV, the massive open online varsity concept, has been introduced and is linked to VeJ, as discussed previously.

A citizen engagement application is also being developed as a citizen platform to expose residents to the service delivery tools, eLearning on City services, educational campaigns, eServices, and information and promotion of the City facilities. This will be a one-stop WebApp, PhoneApp and DesktopApp for a range of basic digital interactions, as well as interaction with the City on the part of all citizens (with a particular focus on low digital-literacy populations). Phase 1 of the application has been successfully piloted in Region G, with work underway for the full rollout of the application.

Innovation and sharing knowledge

Smart cities also value the pursuit of knowledge and learning. These pursuits are embedded in various institutions and become an integral part of what residents value, nurture and respect. A 'learning organisation' is promoted in the City, through knowledge sharing and innovation that supports the organisation's objectives. Over the past five years, the City has advanced into a dynamic learning organisation through concerted efforts to institutionalise knowledge management and create communities of practice in various fields throughout the City and its entities. A knowledge management methodology was conceptualised and established (including the establishment of knowledge management workers in some departments and entities), and has been subjected to regular review to ensure and maintain relevance. Case studies are also developed annually and shared throughout the organisation.

Conclusion

The City of Johannesburg engages with its residents and stakeholders in many different ways. These include more formal community consultations and participation around planning and budgets. On an ongoing basis, the City assesses residents' satisfaction with the City's performance. Overall, the level of satisfaction is almost 70%.

In addition to this type of consultation, the City engages with its residents in developing partnerships such as those with NGOs and higher education institutions, and in providing "softer" services that are critical to promoting social cohesion, cultural pride and a sense of belonging. These include libraries, museums, arts, culture and heritage, and sports and recreation.

The City also supports its more vulnerable groups in many ways. The focus on youth is evident in the fact that programmes and projects are now driven directly from the Mayor's office. The City of Johannesburg also emphasises the importance of early childhood development, placing considerable resources on addressing this. Programmes are in place to address the needs of women, the elderly and people with disabilities. Given the high levels of migration to Johannesburg, the City has initiated a range of measures to address xenophobia and the needs of migrants, displaced people and the homeless. Together these measures ensure that all residents of Johannesburg can have a voice in the City's future and become active members of society.

The City has also embraced the concept of a 'Smart City' to provide services more efficiently, engage better with its residents, increase safety in the city, and promote job creation. A challenge is poor connectivity of half its residents but the City has addressed this by providing internet connections at various spots across the city, with 88 libraries to be connected by the end of the term. A smart approach is being used in policing, disaster management, traffic management, and the promotion of green solutions. Using technology and innovation, City officials are better equipped to make informed decisions and plan more effectively.

Finally, the City's financial stability and sustainability is a mark of the healthy condition of its finances, as affirmed by an upgrade from AA- to AA in an assessment conducted by Fitch in December 2015, and a four-notch increase by Moody's in May 2016, to Aa1. Sustained revenue collection in the very poor economic climate, disciplined expenditure management, an increased liquidity position, and better performance of key financial indicators, are testament to the City's efforts in this regard.

The healthy financial position has also allowed the City to embark on a ten-year capital investment programme to the value of R100 billion (R26 billion was spent in the first four years of this term of office). This investment has enabled the City to fund service delivery backlogs, modernise city infrastructure such as roads, begin addressing the legacy of spatial apartheid through its Corridors of Freedom flagship programme, and implement its Smart Citizen Programme, such as the Wi-Fi rollout in community libraries and throughout the City.



Joburg – a leading city

The City of Johannesburg is recognised as a leading city globally, and has hosted a number of major conferences and events in this mayoral term.

City leaders are active on a number of international leadership platforms.

Six strategic city-to-city relationships are in place.

The City has received numerous national and international awards over the term.

4

Local and Global Footprint

The City of Johannesburg has had a range of successes on the global and local arena over the term, and is recognised as one of the world's leading cities. This can be attributed to the strategic repositioning of the City and its international relations to create a global network, inclusive of liaison with cities on the African continent and in BRICS countries. Key successes are reflected in international leadership platforms, conferences and events, and international and national awards.

The City's new International Relations Strategy was approved in 2012, drawing from South Africa's Foreign Policy, the Joburg 2040 GDS, the NDP Vision 2030, and international trends and perspectives. The strategy is focused on strategic city-to-city relations, international local government networks and associations, intergovernmental relations, and knowledge management and learning. The latter ensures that key developments and activities are cascaded to the City's core departments for the benefits to be shared collectively.

International leadership platforms

The City of Johannesburg is an active member in the international arena, engaging with numerous government and non-governmental institutions, and participating in various organisations in search of best practices and urban solutions to improve the governance systems and the quality of life of our citizens. To this end, the City engages in a range of activities to promote the sharing of knowledge and experiences with other cities, particularly those in the South. Johannesburg is involved in several internationally important networks and a number of strategic partnerships with other cities. The city-to-city learning typically includes exchange programmes, twinning arrangements, communities of practice between mayors, work shadowing, sharing municipal resources (e.g. developing and writing City Development Strategies) and experiential learning.

Involvement in global networks

The strategic objective of participating in global networks is to maximise the opportunities presented through active participation in strategic regional and international local government network organisations, and in formal and/or informally established forums. Key leadership platforms where City leaders are actively involved are detailed below.

Johannesburg is a member of C40, a global network of mayors of large cities that are committed to action to address climate change by reducing their greenhouse gas emissions, through appropriate climate-related policies and programmes. The City holds positions on both the Board of Directors of C40 and on the Steering Committee. In addition, the City drives several work-streams in the organisation, such as one on waste and one on mobility. The City also hosted and facilitated a Cities Climate Leadership Group (C40) training session in Johannesburg in March 2015.

Johannesburg also forms part of the African Metropolitan Cities network which aims to improve cooperation between cities in Africa and beyond. This is done through sharing experiences and working together to find solutions to the challenges cities face.

Executive Mayor, Councillor Parks Tau, is currently Co-President of Metropolis. Started in 1985, Metropolis is a global association of major metropolises that bring together 139 cities and metropolitan regions with more than one million inhabitants from all over the world.



Executive Mayor, Councillor Parks Tau during the opening of the C40 Summit in Sandton



Executive Mayor, Councillor Parks Tau during the official opening of the Metropolis meeting

The organisation promotes collaborative projects and learning programmes between the major cities of the world, promotes outstanding urban development experiences recognising the key role of local decision makers in the international arena, and aims to open paths for effective cooperation worldwide through networks that promote gender mainstreaming and empower young citizens in urban management¹. The Executive Mayor's political portfolio focuses on access to services and social inclusion.

At the 2014 Metropolis conference, he was requested to act as President during the closing ceremony, and released a publication called *Mayor's Voices*. The City is also active in the Regional Secretaries Forum and supports Dakar with organisational issues in Africa.

In 2015, a Metropolis Initiative, *Caring Cities*, was awarded to the City. This project will unfold over a two-year period. The City also contributed to Metropolis discussions on Habitat III, led by Berlin, Germany and participated in the 2015 Board of Directors meeting in Buenos Aires, Argentina.

The Global Fund for Cities Development (FMDV) is a financial sub-section of Metropolis and the MMC for Finance, Councillor Makhubo is its co-President. Johannesburg held a FMDV workshop in 2015 and participates in various discussions on innovative financing models and how to leverage new sources of finance for local government.

Executive Mayor, Councillor Parks Tau, is a member of the Compact of Mayors, a global coalition of city leaders dedicated to taking climate action.

The Executive Mayor is also Co-President of United Cities and Local Governments of Africa (UCLGA), an association of municipalities aimed at building African unity, serves on UCLG's World Council and on the Executive Committee as part of the Metropolis Block in UCLG.

Executive Mayor, Councillor Parks Tau was elected as a member of the International Council for Local Environment Initiatives (ICLEI) Africa Steering Committee. The City hosted the ICLEI Mobility Month and Summit in October 2015.

The Executive Mayor is also the Deputy Chairperson on the UN Habitat Special Advisory Committee on Safer Cities. The City also has a working relationship with UN Habitat on the Corridors of Freedom project to deepen and enhance capacity and credibility of this urban agenda.

The City is actively involved in the Global Network Safer Cities (GNSC) with the Executive Mayor serving as Vice Chair of Anglophone Africa. The GNSC relationship and activities are managed by the Executive Director: Safety.

The MMC for Health and Social Development, Councillor Molwele, has been elected one of three vice-presidents of the Network for Locally Elected Women of Africa (REFELA), an integral part of UCLGA. She oversees the Southern Africa Development Community (SADC) chapter with eight other members from Zimbabwe, Swaziland and South Africa. REFELA aims to implement programmes that empower women in local government and the community; encourage the participation of women in politics and in leadership roles in local authorities and communities; strengthen the skills of locally elected women through development and training in leadership and management of local affairs; provide a platform for African women to voice their opinions and concerns in elected bodies such as UCLG Africa and in the Women's Commission of UCLG; and provide a networking system for locally elected women to promote and facilitate the exchange of ideas and experiences. REFELA is also instrumental in the implementation of policies aimed at eradicating poverty and climate change, and seeks to ensure that Sustainable Development Goals are implemented².

The vast and varied number of international networks that the City is involved with, together with the range of City leaders that are represented in these networks, is evidence of the City's commitment to broadening its activities and engagements in the global arena, to ensure ongoing implementation of best practice and world class initiatives in Johannesburg. This is linked to the City's vision of being a liveable, resilient and sustainable city, that has improved quality of life for all of its residents.

1. <http://www.metropolis.org/people-metropolis> 2. http://ljoburg.org.za/index.php?option=com_contentandview=articleandid=10223:mmc-molwele-elected-to-top-continental-postandcatid=88:news-updateandItemid=266

Strategic city-to-city relationships

Strategic city-to-city relationships continue the theme of learning and engagement with other global cities, to serve as learning partnerships. The City has developed a number of strategic city-to-city relationships, including the following:

↗ Rio de Janeiro, Brazil

An MOU was signed with Rio in 2014, followed by an action plan focusing on four areas of collaboration, a political collaborative work-stream, a *knowledge exchange* process, a Youth Exchange Programme (*people-to-people exchange*) and an Art Exchange programme (*cultural exchange*). It is expected that the impact and benefits will become visible in the 2015/16 financial year.

↗ Ramallah, Palestine

An MOU was also signed with Ramallah in 2014, followed by a visit to Johannesburg last year. Key areas of collaboration include political collaboration, citizen-to-citizen programmes, smart practices and initiatives supporting sustainable development. Activities include an engineering exchange programme, conceptualising a centre of shared histories, internships, and participation in the Caring Cities initiative. A statue of Nelson Mandela, donated by the City to Ramallah Municipality and the people of Palestine as a symbol of solidarity, hope and freedom, was unveiled on 26 April 2016 and received substantial international media coverage.

↗ Shanghai, China

An MOU between the cities and their business chambers was signed in 2015, with implementation of collaboration expected to begin in 2016/17.

↗ New York, USA

Two areas of collaboration with New York City have been identified: economic development (including tourism) and safety. In addition to these areas, a collaboration agreement was signed with the City of New York Public Library to share e-book content which will amplify the power of the Massive Open Online Varsities (MOOV) system, enabling the City of Johannesburg to boost the use of digital technology at its libraries. MOOVs are established world-wide in response to the needs of young people who want to continue their post-school studies, but do not have the financial means to attend universities or colleges. As discussed earlier in this report, in Johannesburg the concept was introduced by Executive Mayor, Councillor Parks Tau, in his 2015 State of the City Address, and has since been rolled out at 13 libraries in the City.

↗ Addis Ababa, Ethiopia

Following earlier visits and collaboration, in February 2016 the City hosted a delegation from Addis Ababa and signed the Johannesburg/Addis Ababa Action Plan. The focus in this term of office will be on institutional support with the restructuring process.



Executive Mayor, Councillor Parks Tau at the handover of a Nelson Mandela statue to Ramallah City in Palestine



Closing ceremony of One Young World Summit in Sandton

➤ Montreal, Canada

Following the signing of a MOU between Johannesburg and Montreal in 2015, components of an interim action plan were agreed in March 2016. The two items for the remainder of 2016 will focus on political collaboration (UCLG/Metropolis) and setting up of a Johannesburg Board for an International Observatory of Mayors.

Johannesburg is also working with other cities to strengthen people-to-people and governmental relationships between cities in Africa and those in the BRICS cluster, in order to deal more effectively with the challenges and possibilities of urban development and local government in Africa. This includes the participation of African cities in the *BRICS Urbanisation Forum and the BRICS Local Government Friendship Cities*.

Major conferences and events

Over the last few years, the City of Johannesburg has hosted a number of prestigious events. One of the main objectives of hosting these international events is to use them as a promotional tool to enhance both economic development and the global image of the host city, thus promoting further economic growth. Each of these major events is discussed in further detail below.

Metropolis Board of Directors and Annual Conference

In July 2013, representatives from the world's major metropolitan areas participated in the Metropolis Annual Conference, held under the theme of 'Caring Cities'. Caring Cities are cities that strive to offer a high quality of life, showing a sense of humanity and exchange, providing comfort and dignity for all citizens and delivering solutions that meet the needs of their citizens.

The conference was a resounding success, with mayors, officials, civic leaders, academics, practitioners, activists and community members from over 42 countries and 78 cities taking part in discussions that addressed what it means to be a caring city. This was the first time that the conference has been held in Africa, and it attracted 425 delegates from 99 cities and 40 countries to discuss critical urban issues. A total of 34 plenary sessions, workshops and technical

tours were held. The core concept of 'Caring Cities' served as the central anchor, drawing together discussions that addressed all aspects of city life – from safety, housing, the provision of basic services and the challenges of funding, to the use of alternative approaches for urban development, governance and delivery.

The conference discussion focused on the following themes: food resilience; smart and agile cities in developing countries; the power of the informal economy; resource resilience; engaged citizens; and social cohesion in a caring city. Case studies provided practical reflections of urban realities, allowing members of the Metropolis network to share lessons, insights and new approaches.

Following the conference, Metropolis agreed to fund a two-year programme to develop an international position on Caring Cities as well as the development of a barometer and application to assess the level of care in various cities. The Caring Cities project has evolved through a series of meetings, consultations and reviews, with Metropolis assembling a team of young professionals from seven cities across the world (Johannesburg, Berlin, Mashhad, Mexico City, Ramallah, Buenos Aires, Sao Paulo) to drive this process. The first contact session was held in Johannesburg in 2015 and it is envisaged that the process be concluded early in 2017.

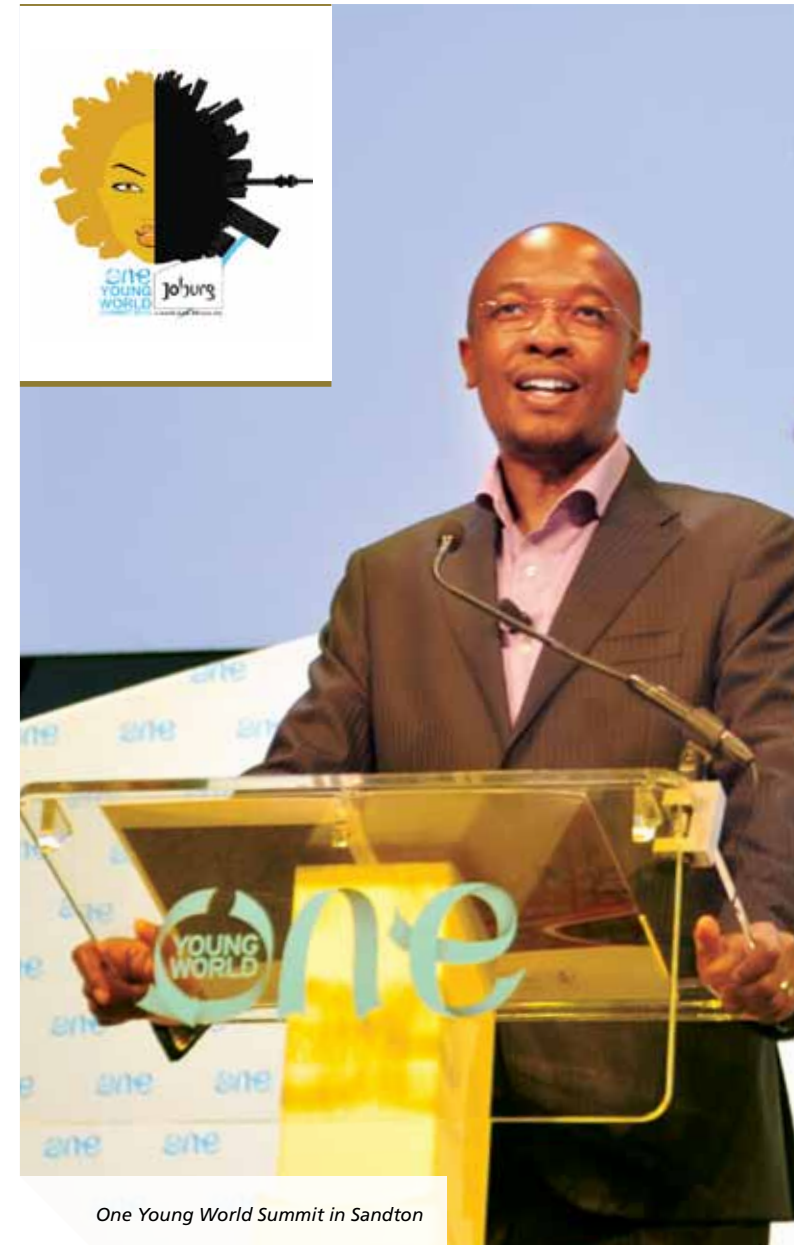
➤ One Young World Summit

One Young World is a charity based in the United Kingdom. It gathers together the brightest young leaders from around the world, empowering them to make lasting connections to create positive change. Every year they hold a summit where the most valuable young talent from global and national companies, NGOs, universities and other forward-thinking organisations are joined by world leaders, acting as the One Young World Councillors. Given that half of the population of Johannesburg is less than 34 years old, and approximately 42% is younger than 24, the Executive Mayor noted, “this has the potential to create a very dynamic and vibrant society with a strong emphasis on innovation, enterprise and creativity”³. Like South Africa, Johannesburg has committed itself to youth development, with community based youth advisory centres in the city managed by the Mayor’s Office.

At the annual One Young World Summit, delegates debate, formulate and share innovative solutions for the pressing issues the world faces. These delegates are joined by Councillors who have included Archbishop Emeritus Desmond Tutu in the past. After each summit, the delegates, then called One Young World Ambassadors, work on their own initiatives or lend the power of the One Young World network to those initiatives already in existence. Of those in employment, many return to their companies and set about creating change from within, energising their corporate environment⁴.

In 2013, the One Young World Summit took place in Africa for the first time, hosted by the City of Johannesburg. A group of 20 young leaders was selected from 350 applicants to represent the City at the summit. Criteria for selection included their leadership potential and skills, their concerns about current global issues, their ability to articulate views and their participation in community based and volunteer projects. They worked in a range of different projects including health, education, HIV/AIDS, farming and environmental issues. These local leaders joined approximately 1 200 other youth leaders aged 18 – 30, representing 170 countries.

Plenary sessions at the summit included education, global business, human rights, leadership and governance, sustainable development and youth unemployment. For the first time, special sessions were held to allow for more direct and focused interaction between delegates and Councillors. These addressed a wide range of topics, each hosted by a range of well-known people such as Jamie Oliver, Kofi Annan, Antony Jenkins, Paul Polman, Sir Richard Branson and Professor Muhammad Yunus.



One Young World Summit in Sandton



Executive Mayor, Councillor Parks Tau with world mayors at the C40 Mayors Summit in Sandton

➤ C40 Mayors Summit

The C40 Climate Leadership Group (C40) is a group of cities across the world that work together to address climate change. The C40 Mayors Summit is delivered by the C40 Cities Climate Leadership Group and the Clinton Climate Initiative (CCI) Cities Programme. It brings together mayors from across the world for three days to advance urban solutions to climate concerns, and takes place every second year.

Johannesburg was chosen from 61 cities to host the fifth biennial C40 Mayors Summit in February 2014. The Summit enables city officials from around the world to collaborate and share information on urban design to address climate change. A total of 44 City officials were able to meet with leading experts in environmentally responsible urban planning and share the strategies they have implemented in their home cities. The summit focuses on action and provides an opportunity for cities to share experiences, best practice and capacity for innovation.

The theme of the 2014 summit was 'towards resilient and liveable megacities – demonstrating action, impact and opportunity'. This highlights the fact that cities need to develop strategies for coping with the future shocks and stresses to urban infrastructure systems associated with climate change, increasing energy scarcity, and population growth.

➤ Africities Summit 2015

The seventh edition of the Africities Summit was hosted by the City from 29 November to 3 December 2015 at the Sandton Convention Centre. It was convened by the United Cities and Local Governments of Africa (UCLGA) and hosted by the City of Johannesburg, the South African Local Government Association (SALGA) and the South African Department of Cooperative Governance and Traditional Affairs (CoGTA). The City was responsible for the logistical, marketing and communications activities.

The theme of Africities 2015 was 'Shaping the future of Africa with the people: Africa's local government contribution to the African Union's Agenda 2063'. The Agenda 2063, which was adopted in 2014, is subtitled 'The Africa we Want' and provides a strategy to optimise the use of Africa's resources for the benefit of all Africans. Africities 2015 brought together ministers in charge of local governments; ministers in charge of housing, urban development and public service; local authorities and locally elected officials; officials of local and central administrations; civil society organisations, associations and trade unions; economic operators of the public and private sectors as well as of the social/solidarity economy; traditional rulers; researchers and academics; and international cooperation agencies. Overall feedback was that the conference was well organised and well attended.



The seventh edition of the Africities Summit in Sandton

City awards

Over the 2011/16 term of office, the City of Johannesburg and its employees have received many international and national awards across a range of sectors, such as the environment, the economy, innovation, service delivery, tourism and art. International and national recognition and awards include the following:



C40 Cities Award

In December 2015, the City of Johannesburg was announced as one of ten winners of the prestigious C40 Cities Award for its leadership in tackling climate change through its successful Green Bond initiative. The C40 Cities Award recognises mayors who are doing the hard work of taking action on climate change, and delivering results. There were over 200 applications from 94 cities for the 2015 awards. The winning cities each demonstrated exceptional innovation and ambition to build low carbon and climate resilient urban communities in various sectors⁵. Johannesburg won the Finance and Economic Development category for the City's already oversubscribed Green Bond investment initiative. This is an innovative financial instrument committing it to future emissions reductions, which has raised R1.458 billion in the past financial year. The Green Bond is based on a detailed climate change vulnerability assessment which helps the City to understand its climate risk, and the recognition by C40 is an indicator that Johannesburg is moving in the right direction with its interventions to mitigate climate change. The Green Bond also supports the City by creating funding opportunities to assist in preparing and implementing integrated, inclusive and long-term mitigation strategies designed to reduce vulnerability⁶.



"... one of ten winners of the prestigious C40 Cities Award..."



5. http://joburg.org.za/index.php?option=com_content&view=article&id=10250:joburg-wins-prestigious-c40-cities-award-in-paris&catid=88:news-update&Itemid=266
6. http://joburg.org.za/index.php?option=com_content&view=article&id=10250:joburg-wins-prestigious-c40-cities-award-in-paris&catid=88:news-update&Itemid=266



“... the second-most inspiring city in the world...”



Good City Index

Johannesburg was ranked the second-most inspiring city in the world in a September 2014 Good City Index study, second to Hong Kong. The study is conducted by the global Good magazine. The Good City Index is seen as a celebration of the 50 cities around the world that best capture the ‘City of Possibility’ according to the quality of civic life, with improvements that enable citizens to share ideas and new solutions to problems. These include innovative civic engagement policies, street life, innovations that stave off the homogenising forces of corporatisation, how the city responds – and flourishes – in moments of crisis, connectivity between citizens, to what extent the city operates in sync with the natural world, the extent to which the city welcomes diversity, and how the city fosters wellness and work-life balance. Only three African cities feature in the Top 20 list, the others being Nairobi and Dakar. In coming second Johannesburg outclassed Mexico City (3rd), New Orleans (7th), Montreal (12th), Melbourne (14th), Dubai (19th) and Seoul (20th). Paris was 22nd and Cape Town 25th.

The index celebrates Johannesburg for its civic engagement, which includes the launch of an Inner City Metro Park, a safe, green, community-oriented space with an outdoor gym, next-generation play equipment, five-a-side sports grounds, amphitheatre area, and the first mobile Wi-Fi library. Street life culture is also experiencing a significant revival, with the Newtown Junction forming a key aspect of this. The developers of this mixed-use space worked closely with the South African Heritage Resources Agency to preserve heritage structures in order to see it become a major cultural hub within the city. Johannesburg also inspires with its 5 kilometre bicycle track and sidewalk along Orlando, Soweto, giving township residents a safe route to visit 12 schools, two clinics, a police station, several churches, and the famous World Cup soccer stadium. This is the beginning stage of a four-part initiative which aims to create 120 kilometres of safe cycling lanes that will improve the quality of life in townships. The City’s creative approach to rat infestation in Alexandra was applauded. Barn owls have been introduced with the intent of combating rat infestations.

Projects such as the Diepsloot Mountain Biking Academy, Dlala Nje, a space encouraging children from three of Johannesburg’s most insular, impoverished, and misunderstood areas in the Inner City to come together; and Maboneng’s newest bar, also contributed to receiving this award⁷.



Global Financial Centers Index

The 2015 edition of the Global Financial Centers Index ranked Johannesburg as the 33rd most economically powerful city in the world and the number one city in Africa. Johannesburg also ranks ahead of Rio, Amsterdam and Paris.



MasterCard's Global Destination Cities Index

MasterCard's Global Destination Cities Index provides an annual ranking of 132 of the most important destination cities in the world. It generates estimates of the total number of international visitors to each of these cities every year, their cross-border spending in these cities, and breakdown of their numbers by feeder cities. The index is therefore a global map of how these 132 cities are connected and the business potential generated in each of them by the inflows of visitor spending⁸. In 2014, MasterCard's Global Destination Cities Index announced the City of Johannesburg as the most popular destination city in Africa for a second consecutive year, with a total of 4.25 million international visitors in 2014, representing a total spend of \$3.2 billion. This is a steady increase since 2011, when the city received 3.9 million visitors. In 2015, Johannesburg had retained its position as the top city in Africa, with 4.44 million international visitors, moving up to second in the Middle East and Africa region⁹. The two top feeder cities for Johannesburg are London and Frankfurt, followed by Harare, Maputo, and Windhoek. London and Frankfurt are also in the first and second ranks in terms of visitor spending in Johannesburg. Between 2011 and 2015, Johannesburg has had a cumulative annual growth rate of 5% in overnight international visitors.



"... the most popular destination city in Africa for a second consecutive year..."

8. https://newsroom.mastercard.com/wp-content/uploads/2014/07/Mastercard_GDCI_2014_Letter_Final_70814.pdf
9. <https://newsroom.mastercard.com/wp-content/uploads/2015/06/MasterCard-GDCI-2015-Final-Report1.pdf>



Youthful Cities Index

Johannesburg was named the 'most popular African city' overall for young people aged 15 to 29 in the 2015 Youthful Cities Index, beating Lagos, Nigeria; Casablanca, Morocco; and Nairobi, Kenya. The index analyses the perceptions of youth on 20 attributes, including creativity, employment, safety and entrepreneurship.



The Australian newspaper's Top 30 Destinations

With regard to tourism, the City was listed as one of *The Australian* newspaper's Top 30 Destinations to visit in 2015. Johannesburg is the only South African city to have made it onto Travel and Leisure's 50 standout destinations for 2015. Johannesburg's Maboneng Precinct was named one of the *World's Coolest New Tourist Attractions* in 2015 by Travelandleisure.com. The City was listed by the *Rough Guide's* as the number one Top City to visit in 2015.



"...Top 30 Destinations to visit in 2015..."



Fitch and Moody's Ratings

In March 2016, the global agency, *Fitch Ratings*, decided to upgrade and affirm the city's long-term ratings, reinforcing the city's reputation as an attractive destination for investment. The agency praised the city for its 'robust budgetary performance' when measured against international standards. In May 2016, Moody's upgraded its rating of the City by an impressive four notches, further endorsement of the City's financial stability. Its national scale rating was raised from 'A2.za' to 'Aa1.za' and the global scale rating was raised from 'Baa3' to 'Baa2'¹⁰.

10. <http://www.vukuzenzele.gov.za/joburg-%E2%80%93-innovative-city>



The 12 Art Cities of the Future by prominent arts publisher Phaidon

On the art scene, Johannesburg is considered to be one of the 12 Art Cities of the Future by prominent arts publisher Phaidon. The Wall Street Journal also tipped Johannesburg as one of the 'Four Emerging Art Cities You Should Know'.



Blue Drop

The prestigious Blue Drop was awarded to Johannesburg for exceeding a water quality of 99.8% in 2015, representing a steady improvement over time, and indicating that the City of Johannesburg was top in the country for the quality of the water supplied to its communities. This is based on water service audits conducted by the Department of Water and Sanitation since 2009, to improve water services across the country.



Arbor City Award

The City won the 2015 Arbor City Award awarded by the Department of Agriculture, Forestry and Fisheries. The City's greening strategies are underpinned by the Joburg 2040 vision to build a green, liveable, resilient and economically viable powerhouse to enhance the quality of life of all its residents. The City has planted over 300 000 trees since 2010, transformed landfill sites into world class parks, developed community based food gardens, beautified key arterials in the city, installed outdoor gyms and planted 6 000 fruit trees in this financial year¹¹. However, credit is given not just to the City, but also green conscious businesses, the media, NGOs and residents who have supported the green call to action.

"The prestigious Blue Drop was awarded to Johannesburg..."



11. http://www.joburg.org.za/index.php?option=com_content&view=article&id=9993:joburg-named-national-arbor-city-for-2015&catid=88:news-update&Itemid=266



South Africa's Greenest Metropolitan Municipality

The City was also rated South Africa's Greenest Metropolitan Municipality in 2015, winning a R3.5 million prize which was used to bolster the Schools Going Green Project during the 2015/16 financial year. The City's entry included projects such as the Johannesburg Zoo's Biogas Digester, which powers the zoo's kiosk kitchen; its wetland water recycling system, which purifies storm water and diverts it into Zoo Lake; the zoo's small wetland system, situated in the tiger enclosure; and its vast solar photo-voltaic system. Other sites and projects assessed by the GMC panel were the following:

- ↗ City Power's household smart metering system and the household solar geyser rollout in Alexandra;
- ↗ Pikitup's Robinson landfill-to-gas project and the Zondi Buy-back Centre;
- ↗ Johannesburg Water's Northern Water Works;
- ↗ Johannesburg City Parks and Zoo's innovative design and landscaping at the Diepsloot and Westpark Cemeteries;
- ↗ Johannesburg City Parks and Zoo's rollout of school-based food gardens;
- ↗ Johannesburg City Parks and Zoo's free-to-use outdoor gyms at the Petrus Molefe Eco-Park and other parks; and
- ↗ The Dobsonville Bus Rapid Transit system depot, and Metro Park and BKB participating school, Sgodiphola Secondary, in Cosmo City.



Health Information System

The Health Information System (HIS) digitisation pilot project, in partnership with Anglo-American, was launched in September 2014. This is part of a R300 million investment in new health technology.



Power Utility of the Year

In May 2016, City Power was awarded 'Power Utility of the Year' at the Africa Utility awards, for its extensive innovations aimed at reducing consumption. This award recognises the power utility in Africa that excels in any one or more of the following fields: service delivery, project rollout, technology rollout, revenue protection measures, loss reduction, grid integration and new energy sources, including company contribution to sector growth, demonstrated expenditure reduction, increased capacity to deliver services and revenue collection, and completion of infrastructure development or sustainable maintenance projects¹². City Power introduced a number of interventions including innovative load limiting, where it is able to remotely disconnect households that use electricity excessively when the grid is under pressure. Other initiatives include the rollout of smart meters, the development of a free load limiting mobile application for residents, and ripple control measures which disconnect geysers during periods of constrained supply.

12. http://www.joburg.org.za/index.php?option=com_content&view=article&id=10558:city-power-wins-prestigious-award&catid=88:news-update&Itemid=266#ixzz49SwK39Lo

Conclusion

The City's range of successes on the global and local arena over the term of office is evident in the number of international leadership platforms in which it participates, the major global conferences and events that have been awarded to and hosted by the City, as well as the various international and national awards that the City has received. These are clear indications of the City's ongoing recognition for its innovative programmes, as well as the contribution made by the City to local and global networks.



England's Prince Harry and Johannesburg Executive Mayor, Councillor Parks Tau attending the Jozi Youth Entrepreneurs exhibition at the Bus Factory in Newtown



Joburg – an employer of choice

The development of the City's employees is a key aspect of the management of a world class city.

The City has over **28 000** employees.

Top management positions have been successfully filled.

Remuneration Ratio was **22.78%** at the end of 2014/15.

5

Organisational Development

The City's greatest assets are its employees. This chapter looks at the City's commitment to its employees over the term. To do this it first provides details about the City's employees and then looks at what the City is doing to improve the skills and health of its employees.

The City Group consists of the core administration and 12 municipal entities. The City formulates many of its policies as frameworks for the whole Group, with over 25 policy frameworks having been reviewed and approved by the City during this term of office.

The City's employees

The City aims to foster a high-performance ethos by attracting and retaining exceptionally skilled and qualified people. To do this, the Human Resources Strategy focuses on the development of human resources in all aspects, with a specific focus on skills retention to preserve institutional knowledge. The City is committed to recruiting from within its communities to enhance participation of communities in the local economy.

As has been discussed, this term of office saw a high level institutional redesign, which led to some municipal entities being merged or re-incorporated into the core administration, and a redesign of core administration departments and functions. The top management positions for the City were successfully filled, refocusing the City and improving service delivery.

The City had a total of 28 248 employees (including all fixed term, permanent and part-time employees) with 2 156 (7%) vacancies, at the end of June 2015. The largest departments in terms of staff numbers are Public Safety (5 243 employees), Waste Management (Pikitup, 4 740) and Johannesburg Water (2 518). Other departments with over 1 000 employees include Electricity, Group Finance, Johannesburg Roads Agency, Health, Community Development, and Sport and Recreation (including Johannesburg Parks and Zoo).

Of these larger departments, Johannesburg Roads Agency and Johannesburg Water had the highest levels of vacant posts, 30% and 10% respectively.

At the end of the 2014/15 financial year, there were three vacant Section 57 managers' posts (of 27 in total). There was also a vacancy rate of approximately 8.5% in senior management posts. Posts for highly skilled supervision showed a vacancy rate of 8.59% for finance posts and 9.23% for all other posts.

In general, the City's core administration turnover rate is 4.57% per annum, with the acquisition of scarce and critical skills typically not proving problematic.

Total employee cost has increased over the past five years, from R6 549 470 000 in 2010/11 to R8 730 168 000 in 2014/15. However, employee cost reduction is a key component of the 'Financial Sustainability and Resilience' priority for the City. In line with the Municipal Standard Chart of Accounts (mSCOA), the City has adopted National Treasury's formula for the calculation of the remuneration ratio (ratio of remuneration to operating expenditure). According to this calculation, the City's remuneration ratio was 22.78% at the end of 2014/15 which compares very favourably with the National Treasury guideline of 30%.

In order to improve overall productivity, a Productivity Improvement Project has been initiated, which will yield further productivity improvements for the City in the coming years. This remains a key focus area for the City, in order to ensure that it continues to deliver on its programmes and projects.



Councillor Mokoena
MMC for Corporate and
Shared Services

Productivity of employees remains one of our key projects. In improving our human capital management, we have focused extensively on this, as well as on the empowerment and exposure of our own employees to opportunities for learning.



Executive Mayor, Councillor Parks Tau during a tour of the Inner City

A strategic Human Capital Management Programme has also been developed, which includes the identification and closing of skills gaps through training and education, a targeted bursary programme to encourage staff to build in-demand skills, career path development for skilled staff, an expanded internship and learnership programme, a leadership/management programme, systematic improvement of employment equity at all levels of the organisation and reduced turnaround times on service delivery to internal clients. The City also has a Strategic Human Resources Programme which provides a Shared Human Resources Service to various business units.

The City complies with the Employment Equity (EE) Act requirements. The City's current Employment Equity Plan for the years 2011 to 2016 is nearing an end, and the development of a new five-year Employment Equity Plan will therefore be initiated. Elements of employment equity are also included in the governing policies of Group Human Capital Management (GHCM). These address inequality and poverty by incorporating EE elements and principles in all policies, offering a bursary scheme and opportunities to interns and learners, providing support to the Expanded Public Works Programme (EPWP) in which temporary

workers are sourced from the community, addressing the issue of gender and disability management in the GHCM policies and providing GHCM policy frameworks to the municipal entities as a minimum standard for supporting the City's Growth and Development Strategy.

Group Human Capital Management (GHCM) focuses on both City employees, as well as the City's broader objectives of reducing unemployment, boosting job creation and reducing inequality in Johannesburg. This is done through learnerships, internships, bursaries, recruitment and selection (talent acquisition) policies that comply with the principles of equity and fairness in terms of employment equity objectives, and EE policies that comply with the national, provincial and local initiatives to redress the imbalances of the past.

Another key aspect of the City's focus on its human capital is the Remuneration Panel, which aims to ensure that the marketability of the City and of the municipal entities remains within affordability levels. The City constantly reviews the Human Capital policies and ensures that they are in line with changing legislation and the current human capital best practices.

The following Human Capital Management policies were completed as at 30 June 2015:

- Affirmative Action
- Attraction and Retention
- Code of Conduct for employees
- Delegations, Authorisation and Responsibility
- Disciplinary Code and Procedures
- Essential Services
- Employee Assistance Programme
- Employment Equity and Transformation
- Exit Management
- Grievance Procedures
- Group HIV and AIDS Policy
- Group Management of Occupational Exposure to HIV
- Human Resource and Development
- Group Training and Development
- Information Technology
- Job Evaluation
- Leave
- Group Safety Health and Environment
- Group Employee Health and Wellness
- Group Medical Surveillance
- Group Fleet Management
- Group Vehicle and Driver Safety
- Official Working Hours and Overtime
- Payroll Deductions
- Recruitment, Selection and Appointments
- Performance Management System
- Sexual Harassment
- Skills Development
- Organisational Structure Development and Maintenance
- Talent Acquisition Policy (Recruitment)
- Group Employee Mobility
- Group Payroll Management
- Group Shared Services
- Professional Registration Framework
- Group Telephone Management
- Substance Abuse Policy
- Group Record Management
- Group Printing and Devices

The City's revised Performance Management Framework (PMF) was approved in December 2012 and has been implemented across the City Group (i.e. including MEs), in some cases being customised to particular contexts. The revised Framework makes provision for performance management to be extended to all levels of employees. Greater interventions will be implemented to refine the system and to assist in embedding the implementation of the system throughout all departments and levels.

The City has also improved the cascading of organisational Strategic Performance Objectives (SPOs) and the inclusion of Key Performance Indicators (KPIs) into the scorecards of senior management. This has filtered down into the structuring of the scorecards of Section 57 employees. As a result, these scorecards are directly aligned to the Integrated Development Plan (IDP) and the Service Delivery and Budget Implementation Plan (SDBIP). All KPIs from these strategic documents form part of executive management's SPOs. This means that the targets and performance plans of all senior managers are directly linked to the City's overall programmes and priorities, in order to ensure continued delivery against these plans. Performance rewards are also awarded annually, with just over 5 000 awards made in 2014/15, at a total cost of R13 316 039. For most categories, proportionately more women earned performance rewards than did their male counterparts.

Finally, with regard to the labour environment, the City has experienced a number of industrial actions by trade unions in the past few years. These were well handled, contributing positively to a stable labour environment. The City has also focused on preparations to move towards greater stability over this term of office. Initiatives and processes relating to greater labour stability involved continued collective bargaining negotiations to develop long-term sustainable labour relations, as well as the provision of a Management and Leadership Development Programme for senior and middle management levels that includes training on labour relations management.

Skills development

An integral part of institutional development is the level of employee skills. As a result, the City has introduced a Skills Development Programme and Workplace Skills Plan (WSP). At the start of the term, the training cost against salary expenditure was 0.72%; however, by 2014/15 the City had increased this ratio to 1.27%. The City's Human Resources Management function aims to inspire employees to develop their careers and skills through individual development analyses and plans, quality performance management and career management programmes.

The Organisational Development Function is responsible for designing and driving various projects and programmes that will lead to efficiency, effectiveness and productivity in the City and its municipal entities. Current programmes include Productivity Improvement, Change Management, Structural Amendments and a Talent Management System programme.

On an ongoing basis, training requirements are derived from the Skills Audit results of the previous financial year. This ensures that 'targeted' training is provided. In 2014/15, the total amount spent on skills development was R70 375 491, against a budget of R65 675 047. The amount spent on training women was marginally higher than that spent on men.

Employee wellness

Healthy employees mean more productive employees and a better city for us all. Since 2010/11, Human Capital Management has focused on improving leave management. A project is in place to implement the automation of the Leave Application process which will significantly reduce the Audit Risk. Sick leave is tightly managed; daily attendance registers are kept at all workplaces, reconciled monthly, and signed off by the HODs or delegated officials. These daily attendance registers are reconciled against leave statistics.

Any discrepancies are investigated by means of 'enquiries' and may result in the effecting of unpaid leave. The number of injuries on duty is also monitored and appropriate action taken to ensure a safe working environment.

A Workplace HIV and AIDS Programme and Occupational Health Programme is in place, and extended to Councillors and employees' immediate family members.

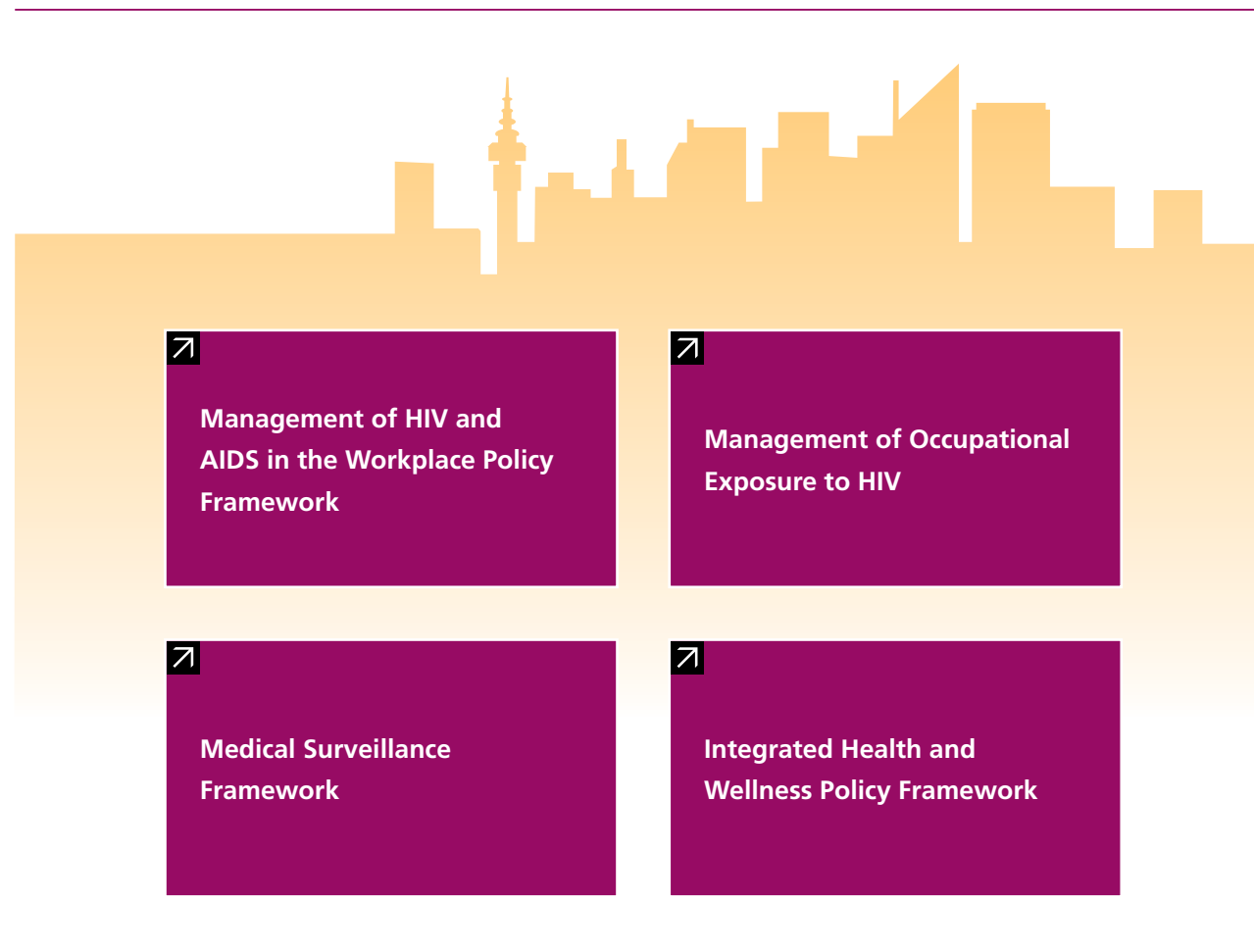
Medical surveillance is also completed regularly, although there is a need to rollout monitoring to all high risk departments. The City has identified the following departments and MEs as having possible exposure to hazards: Department of Health – Chemical hazards; Johannesburg Roads Agency – Chemical and Noise; Group Customer Relations – Noise; and Group Corporate and Shared Services (Printing) – Chemical. A biological monitoring programme has been implemented for the Health department and JRA. In addition, 80% of departments ensure that all their new employees undergo medical examinations within 30 days of being employed, and all resigned/retiring employees are given medical examinations in their last month.

Excessive commitments, stress, travel and long hours have a negative impact on health and can affect service delivery in the long run. A structured comprehensive executive wellness programme is therefore key for any organisation. To this end, 48 executives (Executive Directors, Group Heads and Political Heads) underwent comprehensive medical examinations including stress assessments, as part of the development of an Executive Wellness Programme. A total of 25% of these employees were found to have early signs of stress and were referred for further management.

The City is also working towards implementing the National HIV 2020 targets. To this end, a total of 8 591 employees in the City and MEs have been tested for HIV. All employees testing positive were registered on the City's HIV programme and initiated on antiretroviral treatment when eligible, i.e. when their CD4 count is 500 or below. In 2013,

13.2% of a sample of 1 820 employees tested for HIV were positive, a decrease from 17.2% in 2008. This is attributed in part to the implementation of a full scale prevention and promotion campaign through various wellness days. The City has also established partnerships with non-governmental organisations to conduct testing throughout the City. The City has implemented a programme to trace and track defaulters, and conducts home visits to provide care for bedridden patients in order to fast track healing and reduce absenteeism due to HIV and AIDS.

Council has approved the following policy frameworks related to employee health and wellness:



Key successes and challenges outstanding

Key successes related to the City's employees include the reduction in the remuneration ratio which reached a favourable 22.78% at the end of the 2014/15 financial year, well below the National Treasury guideline of 30%. The organisation is also relatively stable in terms of labour unrest. The City contributes towards transformation and employment equity through initiatives such as appointment of PWD learners through an external partnership, and gender mainstreaming. There has been a successful consolidation of Core Administration and Municipal Entity Human Capital Management Information originating from different IT systems and sources, and compilation of such information into the Group City Annual Report and reporting for various structures, e.g. StatsSA, CoGTA and SALGA.

The Talent Management project (Salary Progression, Performance Management, Skills Development and Career Planning) has recently gained momentum in its implementation.

6

Looking forward to 2021



Joburg – moving forward

As the term comes to an end, the City is focused on reflecting on its performance over the 2011/16 mayoral term, and planning for the next term.

Major flagship programmes have been implemented.

Organisation is financially stable with improved audit opinions.

Challenges around unemployment and poverty remain.

The long-term 2040 vision is clear and priorities are in place to achieve it.



The City began this term of office with an intensive conversation with its stakeholders about the city and its future, through the Joburg 2040 GDS outreach process. In a parallel effort, a strong focus on urban management was implemented through an extensive programme focused on accelerated service delivery. Together, these processes affirmed the City's commitment to its residents: to build a liveable, sustainable and resilient city in the longer term, while also ensuring short-term improved service delivery and immediate action on urban management issues affecting residents.

The 2011/16 term of office has seen the implementation of major flagship programmes, such as the Corridors of Freedom, and Jozi@Work programme. The Corridors of Freedom is an ambitious programme intended to redesign the City's spatial legacy of apartheid, and bring residents closer to economic and social opportunities. This will be built along Rea Vaya BRT routes, and significant progress in the rollout of both the flagship programme and development of the BRT have been realised. The Jozi@Work focus on co-production is allowing residents to be part of the City's service delivery programmes, in a manner that encourages economic development and growth for residents.

Economic growth initiatives have seen over 24 000 SMMEs supported, skills development programmes implemented and an ongoing focus on attracting and retaining investment in the city. Significant attention has been placed on food security, and addressing the challenge of poverty and inequality. Approximately 93 000 households have been supported through the City's food security initiatives, with the provision of food parcels and the setting up of food gardens that will ensure a sustainable future for food security initiatives. Reducing crime remains a key focus, and the development of an Intelligence Operations Centre has realised a reduction in crime levels across the city, as well as a focus on more proactive measures to addressing crime in the city.

Internally, the City has achieved major success in stabilising its finances. The success of the prudent and strict focus on ensuring financial sustainability has been affirmed by international ratings agencies including Fitch and Moody's. Most recently, Moody's increased the City's credit rating by a massive four notches, noting an improvement in financial position, good liquidity levels and increased capital investment as some of the key indicators for this increased credit rating. The City's audit opinions have improved, and six municipal entities received clean audits in the last financial year.

Linked to the goal of being a liveable city, the City has been lauded nationally and internationally for a number of key programmes and initiatives. It has hosted major international conferences and events in the 2011/16 term of office, and received numerous awards and recognition. These include being recognised as the most popular destination city in Africa (2013 and 2014 MasterCard Global Destination Cities Index), the second-most inspiring city in the world (2014 Good City Index study), the most popular African city for young people (2015 Youthful Cities Index), and one of ten winners of the prestigious C40 Cities Award for its leadership in tackling climate change. Nationally, awards have included the 2015 Arbor City award, South Africa's Greenest Metropolitan Municipality and Power Utility of the Year (2016 Africa Utility awards).



State of the City address 2016 delivered by the Executive Mayor, Councillor Parks Tau.

"In 2011, at the start of the current term of office, we convened nine weeks of intensive, open conversations with citizens across the City. We asked you to help us imagine the best possible Joburg of 2040, and to understand the choices we have to make to get there. The result was the Growth and Development Strategy – Joburg 2040 – a covenant between you, the citizens, and your City."



Randlords

While there has been considerable progress made over the term of office, challenges remain. Unemployment and poverty levels continue to be high, and consumers are under pressure because of the challenging macro-economic environment. In addition, the vandalism of public property and cable theft, power outages and water leakages is a challenge, as is backlogs and inequality in household services. Skills scarcity, and the oversupply of unskilled/semi-skilled workers remain key issues, and there is social and political pressure for jobs and more and better services.

However, the implementation of major long-term programmes in this term of office will continue to realise successes in the next term. The development of the long-term Joburg 2040 GDS, as well as changes in national and provincial policy, ensure that Johannesburg, together with the country and province, is focused on achieving the same goals of sustainable development. The City's long-term vision is clear, and the path to achieving it has been set in place.

Acronyms

ANC	African National Congress	EPWP	Expanded Public Works Programme
ASD	Accelerated Basic Service Delivery	ESP	Expanded Social Package
BRT	Bus Rapid Transit	FDP	Financial Development Plan
BSIV	Buy Sell Invest and Visit	FMDV	Global Fund for Cities Development
CBD	Central business district	GCR	Gauteng City Region
CBP	Community Based Planning	GDS	Growth and Development Strategy
CCTV	Closed circuit television	GFCI	Global Financial Centres Index
CNG	Compressed natural gas	GGDA	Gauteng Growth and Development Agency
CoGTA	Department of Cooperative Governance and Traditional Affairs	GHCM	Group Human Capital Management
CoJ	City of Johannesburg	GHG	Greenhouse gas
CPF	Community Policing Forum	GIS	Geographical Information System
CRM	Customer Relationship Management	GNSC	Global Network on Safer Cities
CRUM	Citizen Relations and Urban Management	HEI	Higher Education Institution
CSA	Capability Support Agent	HIS	Health Information System
DAC	Department of Arts and Culture	ICLEI	International Council for Local Environment Initiatives
DSM	Demand side management	ICPS	Inner City Property Scheme
DST	Department of Science and Technology	ICT	Information Communications Technology
ECD	Early Childhood Development	IDP	Integrated Development Plan
EE	Employment equity	IOC	Intelligence Operations Centre
EMS	Emergency Management Services	JCPZ	Johannesburg City Parks and Zoo

JDA	Johannesburg Development Agency	REFELA	Network of the Locally Elected Women of Africa
JM	Johannesburg Market	RSSC	Revenue Shared Services Centre
JMAC	Johannesburg Migration Advisory Council	SADC	Southern Africa Development Community
JMAP	Johannesburg Migration Advisory Panel	SALGA	South African Local Government Association
JMPD	Johannesburg Metropolitan Police Department	SAP	Systems Applications Products
JOSHCO	Johannesburg Social Housing Company	SCI	Safe City Index
JPC	Johannesburg Property Company	SDBIP	Service Delivery and Budget Implementation Plan
JRA	Johannesburg Roads Agency	SDF	Spatial Development Framework
KPI	Key performance indicator	SEZ	Soweto Empowerment Zone
LHWS	Lesotho Highlands Water Scheme	SHSUP	Sustainable Human Settlements Urbanisation Plan
ME	Municipal Entity	SLA	Service Level Agreement
MMC	Member of the Mayoral Committee	SMME	Small, medium and micro-sized enterprises
MOOC	Massive Open Online Course	SOCA	State of the City Address
MOOV	Massive Open Online Varsity	SPO	Strategic Performance Objective
MOU	Memorandum of Understanding	TOD	Transit Oriented Development
mSCOA	municipal Standard Chart of Accounts	UCLG	United Cities and Local Government
MTC	Metro Trading Company	UCLGA	United Cities and Local Government of Africa
NGO	Non-governmental organisation	UW	United Way
NMT	Non-motorised transport	VeJ	Vulindlel'eJozi
PAIL	Public Access to Internet at Libraries	WCWDM	Water Conservation and Water Demand Management
PMF	Performance Management Framework	WMU	Water Management Unit
PPP	Public-Private Partnership	WSP	Workplace Skills Plan
PSM	Public Safety Measure	WWTW	Waste Water Treatment Works

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