

Integrated Development Planning is a process that has become central to local government in driving processes to ensure delivery to residents of a municipality. Integrated Development Planning has been developed as a consolidated citywide planning process that provides a framework for the planning of future development in a municipality. It ensures horizontal and vertical co-ordination and integration across the three spheres of government: national, provincial and local. In addition, Integrated Development Planning drives community participation in local planning processes.

The Integrated Development Planning process is therefore critical to the success of every South African municipality's endeavours to bring about responsive, developmental local government and poverty alleviation. The President, in his 2006 State of the Nation Address, emphasised the importance of every South African municipality to have a realistic IDP to meet the country's development objectives, as well as the high aspirations of the South African people.

The City of Johannesburg has already produced four IDPs: 2002/03, 2003/04, 2004/05 and 2005/06.

Now, for the first time, the City produces a full five-year IDP covering the five-year political term of office, 2006 to 2011. The focus of this five-year IDP is within a context of a seamless, integrated strategic planning process. The city has developed a set of long-term goals and five-year objectives that will form the basis of the annual business planning and budgeting carried out by the City on an ongoing basis. The five-year IDP will also be further moulded by inputs from communities and civil society, as well as direction from the new political leadership.

A five-year IDP supports a single, integrated planning process, with clear demarcation between long-term, medium-term and short-term planning. Parallel to the medium-term planning, the revised city strategy (Johannesburg's Growth and Development Strategy or Joburg GDS) outlines long-term perspectives based on a long-term vision for the City and a wide-ranging developmental paradigm. The five-year IDP should therefore be understood as an interpretation of strategy and political priorities into a detailed Mayoral plan that is to become the basis for budget choices and actual outcomes for residents. Short-term business plans, in this context, are seen as implementation tools.

The main objective of the IDP is therefore to ensure alignment between the City Strategy, Mayoral priority setting, the City scorecard and the business plans of departments and municipal entities. Executed well, this will ensure that no City strategy implementation plan falls outside of the IDP. The IDP content will inform other planning processes and especially business planning and the City scorecard will represent a "results framework" to monitor progress, with individual and organisational performance measured against long-term, five-year and annual city outcomes rather than individual achievements.

Over the last few years there have been changes in national and provincial policy that reshape the strategic environment. For example, there is now a stronger commitment to ensuring harmony and alignment between the three spheres of government. The National Spatial Development Perspective and Provincial Growth

and Development Strategy are seen as primary mechanisms through which this will be achieved. In Gauteng, there is also growing momentum around a joint local and provincial government partnership to build a Gauteng City Region that is globally competitive, with a targeted strategy for a Gauteng Global City Region (GCR) currently being drafted. These important policy initiatives need to be reflected and, ideally, bolstered in the Joburg GDS.

The City has sought to capture the complex multiple processes of planning through the mutually reinforcing processes of:

- The GDS (for long-term planning);
- The five-year IDP (for medium-term planning); and
- Business planning (for short-term planning).

The GDS is made up of a set of propositions or principles on “how to approach development” (or a paradigm for development). It also analyses development trends and projections that suggest what might happen in the future. The GDS presents a clear vision that is popularly identified with by City stakeholders (through internal consultation and the Growth and Development Summit involving external stakeholders). There is also a clear set of long-term goals and strategic interventions.

At a more practical level, business planning is the planning tool that is employed by the City to deal with the requirements for short-term planning and annual operational planning. It is the basis for budget allocations that allow for the implementation of sub-programmes and projects to action the programmes expressed in the IDP.

The relationship between long-medium-and short-term planning is illustrated in the figure below:

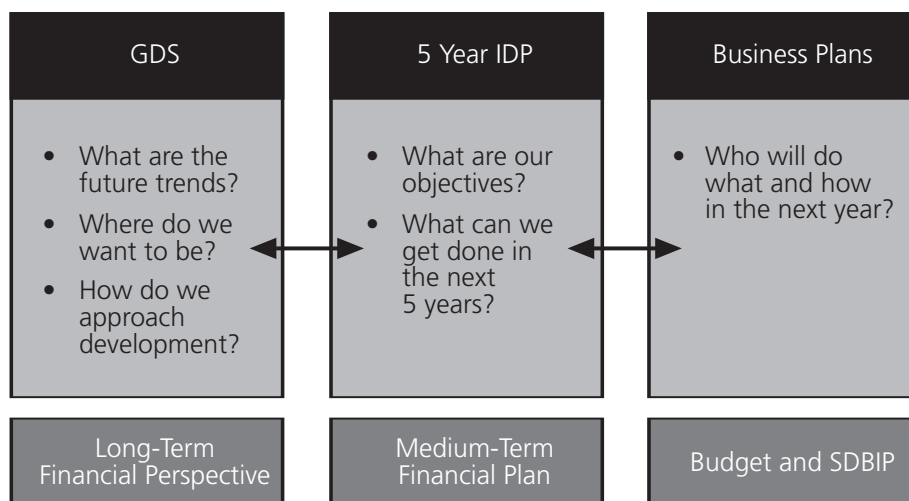


Figure 1.1. The relationship between long-medium-and short-term planning

The document is broken down into the following chapters:

- Chapter 2: Background and strategic overview which provides the contextual framework for the IDP, including the legislative and strategic background for the IDP process;

PLANS

- Chapter 3: Aligning the different spheres of government for better service delivery and taking account of inter-governmental considerations in respect of the 2006/11 IDP;
- Chapter 4: Community consultation process, detailing the process, the City's commitment to consultation, the issues raised, and the overall report of the GDS Summit;
- Chapter 5: Spatial development framework and capital investments, outlining the SDF, its strategies, instruments and objectives, including nodes and corridor developments;
- Chapter 6: Improving the governance and institutional framework of the City, detailing the City's governance and institutional framework and the basis on which it has been revised to support service delivery;
- Chapter 7: Aligning performance and outcomes, and reviewing the City's performance management system;
- Chapter 8: Sector plans, detailing the long-term objectives, strategic interventions and five-year programmes for each of the twelve sectors;
- Chapter 9: Medium-Term Financial plan, outlining the City's financial outlook for the duration of this IDP; and
- Chapter 10: Conclusion, drawing final conclusions.

Background and strategic overview

INTRODUCTION

This chapter provides a background to the IDP process and experience and in so doing, explains why the City is preparing a five-year IDP, the lessons informing this process, and how this experience will inform future planning in terms of long-medium-and short-term planning. It also outlines the strategic context in which the IDP is developed and further clarifies the link between the Joburg GDS and five-year IDP.

LEGISLATIVE OVERVIEW

The Municipal Systems Act (MSA) (2000) compels municipalities to draw up an IDP as a singular, inclusive and strategic development plan that is aligned with the deliberate efforts of the surrounding municipalities and other spheres of government. In terms of the MSA, the City is required to formulate an IDP made up of the following components:

- A vision of the long-term development of the City;
- An assessment of the existing level of development in the City which must include an identification of the need for basic municipal services;
- The City's development priorities and objectives for its elected term;
- The City's development strategies which must be aligned with any national or provincial sectoral plans and planning requirements;
- A spatial development framework which must include the provision of basic guidelines for a land use management system;
- The City's operational strategies;
- A disaster management plan;
- A financial plan, which must include a budget projection for at least the next three years; and
- Key performance indicators and performance targets.

The Municipal Planning and Performance Management Regulations (2001) set out the following further requirements for an IDP:

- An institutional framework for implementation of the IDP and to address the municipality's internal transformation;
- Investment initiatives should be clarified;
- Development initiatives including infrastructure, physical, social and institutional development and
- All known projects, plans and programmes to be implemented within the municipality by any organ of state.

In addition, the Municipal Finance Management Act (MFMA) (2003) provides for closer alignment between the Annual Budget and the compilation of the IDP. This can be understood as a response to the critique that IDP formulation took place in isolation from financial planning and IDPs were rarely implemented in full as a

result. Specifically, Section 21(1) of the MFMA requires that the City co-ordinates the process of preparing the Annual Budget and the revised IDP to ensure that both the budget and IDP are mutually consistent.

Key to ensuring the co-ordination of the IDP and Annual Budget is the development of the Service Delivery and Budget Implementation Plan (SDBIP). The SDBIP is a detailed plan approved by the Executive Mayor of the City for the implementation of service delivery and the Annual Budget. The SDBIP should include monthly revenue and expenditure projections, quarterly service delivery targets and performance indicators.

The MSA states that key performance indicators must be part of the IDP. The SDBIP specifies that the performance contracts of senior managers must form part of the approval of the SDBIP. The 2006/11 IDP for the City of Johannesburg aligns the SDBIP key performance indicators, the key performance indicators of the senior managers with the key programmes, as well as the five-year City scorecard in the IDP.

LESSONS FROM PREVIOUS IDP ASSESSMENTS

Prior to preparing the five-year IDP, the City looked at how best the five-year IDP can be conceptualised and executed, focusing on the lessons learnt from the previous cycle. The assessment considered different case studies both internationally and nationally and provided recommendations on the best approach for the 2006/11 IDP. The assessment focused on:

- Relationship between the IDP and longer-term strategy formulation and sector planning;
- Co-ordination and integration of various Sector Plans and activities, and services in the City;
- Inter-governmental planning and alignment;
- Public participation in the process of IDP preparation; and
- Nature, content and focus of the IDP review.

In addition, the 2006/11 IDP is informed by national and provincial IDP assessments, with key issues arising from these outlined in the subsections below.

Lessons from Provincial IDP Assessments

Previous IDP assessment comments from the MEC for Local Government have affirmed that the City has established a system that is successfully working in the City's IDP formulation. Previous provincial IDP assessments have also indicated that the City has progressed each year in preparing better IDPs.

The following are key lessons that are taken into consideration in the new cycle of IDP preparation.

Among the comments of the MEC and other stakeholders on the previous IDP, a concern was raised that annual IDPs reduced the impact of the IDP as a medium-term plan. This resulted in a void in connecting the Joburg 2030 vision to the Sector Plans and annual plans of line departments and municipal entities. In the new approach, significant strides have been made to ensure alignment of short-

medium-and long-term planning; that is, alignment of business plans, city vision and strategy. Therefore, in this cycle, the link between the City GDS, five-year IDP, SDBIP and business planning has been re-inforced.

The alignment comments have emphasised that there is scope for improvement in terms of entrenching both vertical and horizontal alignment, especially with sister departments in the province and national departments. In response to these comments, since 2004 a concerted effort has been made to align line departments and municipal entities, but also with provincial and national departments.

The outreach process in the City has ensured that all the wards and regions are consulted in the IDP process. As Chapter 4 explores, the Outreach Programme has been divided into phases to ensure full coverage of consultation on the IDP process. The City has sought to involve everyone affected by the IDP from communities to business people and all the stakeholders, and this principle is emphasised in this cycle of the IDP.

Previous assessments indicated that the City was not explicit on issues of poverty. The City's Human Development Strategy is captured in various Sector Plans. The current IDP also addresses this in Sector Plans which refer to programmes like the Expanded Public Works Programme (EPWP), Broad-Based Black Economic Empowerment (BBBEE), and SMME support and development.

The need to expand on the implementation of the City Safety Strategy has been raised. This IDP highlights the implementation of the strategy in the Safety Sector Plan.

The City needs to start to analyse the needs and implications of the Gautrain and 2010 Soccer World Cup projects for economic development and growth. The MEC maintains that these key projects will catalyse the implementation of the City's sectoral strategies including the SDF, Housing Strategy, Integrated Transport Plan, Human Development Strategy (HDS) and Housing Master Plan.

The Sustainable Human Settlement Programme of the HDS Implementation Plan seeks to inform the City's vision and strategy for the creation of sustainable communities. The Housing Master Plan is key to promoting sustainable communities. The City seeks to expand on the contribution of area regeneration initiatives in fighting poverty and building safe, secure and sustainable communities as is evident in the Housing Sector Plan.

Lessons from National IDP Assessments

In May 2005, the national Department of Provincial and Local Government facilitated a national hearing on integrated development planning in the three metropolitan municipalities in Gauteng, that is, Johannesburg, Tshwane and Ekurhuleni. The comments received included the following:

- The concept of a global city region and the importance thereof for economic development and growth in the country has to be supported;
- At a national level the importance of the Gauteng regional economy and the role of big cities in relation to the national, SADC and African space-economy should be recognised. National support is required for a solid spatial and economic understanding and analysis and to facilitate a shared development paradigm;

- Increased co-operation between the three metros is critical and needs to be enhanced;
- Intergovernmental cooperation is critical to enable effective government action in the three metros;
- Knowledge sharing and horizontal learning is critical, not only amongst the metros but also with district and other municipalities;
- A major challenge in the GCR is sustainable infrastructure investment, which requires addressing backlog targets, maintenance aspects, funding and institutional capability;
- The ability of the cities to play a key role in development facilitation and decision-making should be enhanced in various areas;
- The role of and relationship between ward-level and city-level planning is critical in ensuring both strategic citywide planning, as well as sound public participation;
- Institutional capacity in the metros plays a major role in the ability to address the vast developmental and governance challenges and need to be improved;
- Financial viability and planning needs to be done in a more creative and effective manner by the cities; and
- The role of local government in a developmental state should be placed under the national spotlight.

STRATEGIC CONTEXT: JOBURG GDS AND MAYORAL PRIORITIES AS THE FRAMEWORK FOR THE IDP

The five-year IDP is situated in the context of a new formulation of Johannesburg's overarching city strategy. This is called the Johannesburg Growth and Development Strategy – or Joburg GDS. The IDP is also underpinned by six new Mayoral Priorities for the 2006/11 term of office.

The subsections below further explore the relationship and integration between the Joburg GDS and the choices that are made in this five-year IDP. They also present the six new Mayoral Priorities for the term of office.

Integration between GDS and IDP, and why the GDS and IDP have been developed in parallel

In 2005, the City embarked on a process of developing both a GDS and a five-year IDP, with the understanding that the two documents are inextricably linked and must be read together as one coherent strategic plan, covering the long and medium term in an integrated way. The GDS charts the long-term strategic course, and makes some of the bigger, overarching decisions about what should be prioritised to accelerate growth, reduce poverty, build sustainable settlements and empower communities. The IDP defines the medium-term path. It spells out where we want to be after five years, and how we intend to get there.

There are a number of reasons why a GDS has been formulated as part of the strategic envelope of the Five-Year IDP.

First, as required by policy and legislation, the City's IDP must give attention to a number of things that are best covered by a coherent longer term strategic framework.

As noted above, the Municipal Systems Act says clearly that the IDP must include, "A vision for the long-term development of the municipality". It must also include, "The development strategies which must be aligned with any national or provincial sectoral plans and planning requirements."

In a circular to all municipalities in December 2005, the National Treasury spelt out its expectations of what should be contained in the Budget to be approved by Council at end May 2006. The circular noted that the 'Background Documentation' to the Budget should include an 'Overview' of the IDP. This must "make reference to relevant sections in the IDP and at least contain:

1. Vision for the municipality;
2. Strategic focus areas;
3. Long-term goals or outcomes for the community;
4. Reference to alignment with national, provincial and district plans;
5. Consideration of service delivery and funding of housing, health and transport, etc;
6. Summary of the medium-term objectives or outputs;
7. Reference to measurable performance objectives;
8. Description of prioritisation systems used for allocating resources to objectives;
9. Amendments to the IDP;
10. Reference to the consultative process undertaken to review the IDP; and
11. Tables showing the link between the IDP and budget".

The items specified in the Municipal Systems Act, as well as items 1, 2, 3 and 4 listed in National Treasury's Circular, clearly imply the need for a strategy that reflects the longer-term vision of the City and is well-aligned with the plans of other spheres of government. This strategy is best dealt with in a separate document, albeit one that frames the IDP and is tightly integrated with it.

Second, in its elections manifesto for the 2006 local government elections, the ANC made a firm promise to voters that it would engage communities and stakeholders in thorough local consultative processes to decide on key strategies to promote economic growth and development. The ANC elections manifesto says:

"To ensure that everyone pulls in the same direction in building better communities, every district and metro will hold a Summit for Growth and Development within one year of the elections. These Summits will bring together social partners – government, business, labour and community organisations – to develop concrete steps towards higher rates of local economic growth and poverty-reduction."

The City of Johannesburg has moved as swiftly as possible to fulfill this clear mandate. Beginning in early May a series of sector by sector workshops were held to consult citizens, community representatives and a wide range of stakeholders. These Sector Workshops culminated in a GDS Summit on 12 May that brought together social partners to consider strategic choices across all areas of the City's functioning. It was decided that the outcome of this process should be a clear Growth and Development Strategy. As envisaged by the ANC elections manifesto, this frames the concrete steps to promote high rates of economic growth and rapid poverty reduction to be taken in the next term of office. These concrete steps are given detail in the 2006/11 IDP.

Thirdly, for a number of years the City has grappled with the relationship between its longer-term strategies and the short- to medium-term choices made in its IDP. Important lessons have been learnt over this time.

In 1999, during the iGoli 2002 restructuring process, the City decided that the short-term plan of institutional reorganisation to 'get the basics right' had to be complemented with a longer-term plan that defined how the City should grow and develop in the future. The result was iGoli 2010. This made some preliminary strategic choices for the newly formed City of Johannesburg, including for example the overarching vision for Johannesburg as an *African World-Class City*. However, the strategic choices that were spelled out in iGoli 2010 were not carried through systematically into the City's first version of an IDP, its 2001/02 City Development Plan.

The background analysis for, and initial results from iGoli 2010 were instead fed into a further strategic planning process with a much longer time horizon. The result was Joburg 2030. This strategy document has been understood as Johannesburg's core 'city strategy' over the last few years.

Joburg 2030 was approved in late 2001, and in 2002 it was taken into implementation phase through the establishment of an Economic Development Unit (EDU). It was understood that the EDU would have primary responsibility for driving the City's core strategy. Since 2002, the EDU has developed a wide range of further policies, strategies and implementation plans. These are all very important strategic frameworks that concretely take Joburg 2030 forward. However, over time it has become clear that the strategy in Joburg 2030 and its related plans was not being carried through meaningfully into the IDP. It was not always clear how the efforts of many parts of the municipality, as reflected in the IDP, contributed to the unfolding of the Joburg 2030 strategy driven by EDU. The result was a gap between the long-term City strategy and the primary medium term strategic plan of the City. In late 2004 it was decided that attention had to be given to 'mainstreaming' the City strategy across the organisation.

At the start of this IDP cycle, and in the run-up to the new political term of office, it was therefore seen as critical to formulate a new City strategy and IDP *together*: this would ensure that the IDP would remain as the primary plan for implementing the longer-term City strategy.

A **fourth** reason that the GDS and IDP were developed together is that for the first time ever the City of Johannesburg sees its IDP as a five year medium-term

plan. This gives an opportunity to institutionalise a five-year strategic planning cycle, in which the City can revisit and revise longer-term strategy in a much more predictable manner.

Over the last five years the City has generated a number of strategic plans and frameworks. In the GDS process the City has assessed whether this strategy is clear, coherent and integrated. The results of this internal assessment have been fed through into the decisions about what must be emphasised over the next five years. If such overall City strategy assessments and changes were instead to happen in the middle of a term of office, plans might become confused and organisational instability might result: it is much more appropriate to reconsider longer-term strategic direction at the same time as formulating the plan to cover the next five years.

The City envisages that the current process of formulating a GDS and IDP will therefore become a regular and predictable set of steps every five years. Before the start of every new term of office, the City will:

1. Do a five-year review of the previous term;
2. Assess and re-orientate the Growth and Development Strategy, and
3. On the basis of these two steps, chart the course forward for the next term.

Diagrammatically this regular, predictable cycle of integrated long-term and medium-term planning can be represented as follows.

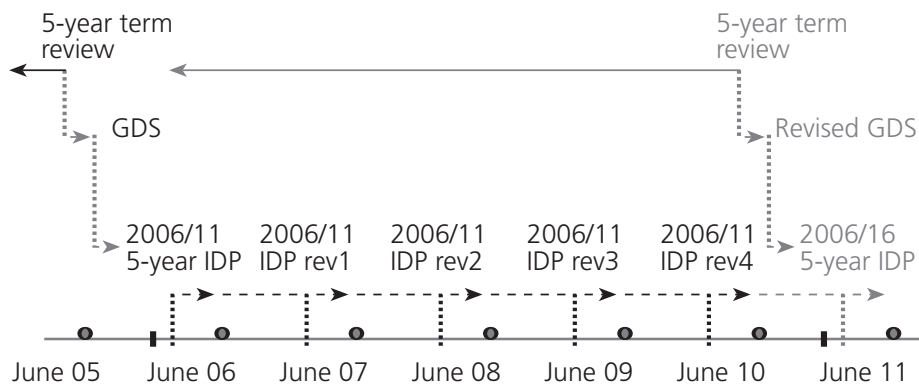


Figure 2.1 Cycle of long- and medium-term planning

THE COMPONENTS OF THE GDS

The Joburg Growth and Development Strategy is a package of four inter-related components:

1. A **Long-Term Strategic Perspective**: This provides a perspective of what the future may hold, on the basis of a strategic analysis of current and future trends and dynamics. It defines strategic challenges and opportunities, and the implications thereof.
2. A **Development Paradigm**: This is a set of core propositions for what must be emphasised if the City is to follow the best and fastest route to development. This boils down to six principles that light the way on the development path ahead.

3. **A Vision Statement:** This is a statement of what an ideal city ought to look like 25 to 30 years from now.
4. **A clear set of strategic choices** for exactly what we should aim to accomplish over the longer term and what we need to do concretely to achieve this. These choices consist of:
 - Long-term goals; and
 - Long-term strategic interventions for achieving our goals.

These long-term goals and long-term strategic interventions constitute one half of a set of **Sector Plans**, found in Chapter 8 of the IDP. The Sector Plans bridge the GDS and IDP. Whereas the long-term goals and strategic Interventions emerge from the GDS, they are carried over into this 2006/11 IDP to frame:

- Five-year objectives specifying the outcomes we will aim to achieve over the next term of office; and
- IDP programmes (made up of initiatives, projects, new policies etc), which state exactly what must be done in the next five years if we are to achieve our five-year objectives.

Long-term strategic perspective

The first part of the GDS is a comprehensive analysis of the current and emerging strategic context. The long-term strategic perspective looks at current development challenges and opportunities facing the City. It elaborates what the current context is, and as far as possible tries to clarify the future outlook. It then draws out the major strategic implications of this analysis in terms of long-term goals and strategic interventions going forward.

The long-term strategic perspective is broken down into 12 sector areas that have been derived through an extended process of analysis and internal consultation:

1. Economic development;
2. Human and community development;
3. Housing;
4. Infrastructure and services;
5. Environment;
6. Spatial form and urban management;
7. Transportation;
8. Health;
9. Safety;
10. Financial sustainability;
11. Governance; and
12. Corporate and shared services.

These sector areas within which analysis has been conducted line up exactly with the Sector Plans in Chapter 8 of this IDP. The Sector Plans are the result of the choices we have made following our strategic analysis.

Development paradigm

Through an extended process of internal consultation and debate, informed by clear political choices emerging locally and nationally, as well as national and provincial policy directions, the City of Johannesburg has extracted a set of six core principles making up its Development Paradigm. These are value propositions that cut across and underpin the strategic choices we have made in the GDS and IDP.

1. **Proactive absorption of the poor.** Johannesburg is South Africa's premier business city. This means it will remain a magnet for opportunity seekers. The City will not hope that the poor will go elsewhere. And it will not fail to address their needs. The City will work to facilitate the transition of 'the poor' (new households, new internal and circular migrants; those in hostels, informal settlements and historical ghettos; youth; and refugees) into the city. This means helping the poor to access basic livelihoods, start to build a core of assets, master demands of urban life, gear up for participation in the urban economy and negotiate urban costs of living.
2. **Balanced and shared growth.** Historically, Johannesburg's relatively fast economic growth has been premised on commodity exports, in turn reliant on low input costs – especially low wage costs – for large businesses. The City must continue to keep the cost of doing business in the City as low as possible, but the structural dynamic in the economy must change if all residents are to enjoy the fruits of this growth. In a future local economy, "accelerating economic growth" and "ensuring that the benefits of growth are shared more broadly" will not be separate priorities. The City must instead work to ensure that *the rate of economic growth is itself being driven up via a process of spreading the benefits of economic growth.*
3. **Facilitated social mobility and equality.** As a post-apartheid city Johannesburg has a non-negotiable obligation to "absorb" the poor. But this does not mean taking in more poor people so that we carry a bigger welfare burden. *We don't just want to help people in poverty. Through shared growth, and other measures, we want to help people out of poverty.* This is critical for the future development of Johannesburg. A bigger middle-strata of society is critical to expand the domestic economic market, and thereby encourage investment, bring greater social stability, and create the pool of savers, risk-takers and investors in human capital from which derives future productive capacity. This means we must work to enable people to aspire, and to unblock obstacles to rapid social mobility.
4. **Settlement restructuring.** We have transformed our City in institutional terms. *We must now accelerate the restructuring of our city in spatial terms.* This involves a number of things. But at the very least, as a matter of principle, we need to change city form to bring jobs closer to people and people closer to jobs, *city fabric* to ensure more liveable neighbourhoods, and *city*

functioning to improve urban efficiency. A pre-requisite for this is a fundamental change in planning approach, away from simply facilitating spatial development towards actively directing it. We acknowledge that cities are built by many players but we must regain control over future spatial structure.

5. **Sustainability and environmental justice.** Recent events in New Orleans illustrated that cities ignore the risk of global environmental trends at their peril, and that the worst affected whenever cities fail to manage these risks are always the poor. Johannesburg must become a more “sustainable city” by *anticipating and managing the effects of environmental change*. This means trying to limit the impact of urban processes of production and consumption on the environment, inter alia, by adopting more environmentally sustainable practices. It also means *promoting “environmental justice”* by ensuring that poorer communities do not routinely suffer most the effects of urban environmental risks and disasters, as well as ensuring that quality of life is enhanced by extending green infrastructure to areas that have historically functioned as grey, featureless dormitory townships.
6. **Innovative governance solutions.** The worldwide long-term trend is for citizens and stakeholders to demand more and more of their governments while at the same time wanting to contribute less and less to the public purse. Efficiency improvements are critical, but will only be part of the long-term solution. It is recognised that the development challenges facing the City cannot be met alone. The City of Johannesburg is committed to finding *joint solutions to these challenges by working closely with citizens, communities, business, other spheres of government and other interested stakeholders*.

Vision

The City of Johannesburg already has a clear vision spelt out in Joburg 2030. Parts of this remain very relevant and are retained in the vision developed in the GDS. However, the vision in Joburg 2030 had some biases and leanings that need to be addressed by more strongly projecting a balanced view of the ideal end-state for Johannesburg. To ground the new City vision we have therefore developed a core vision element for each of the twelve sector areas highlighted above. As with our analysis and our development paradigm principles, these vision elements also guide our strategic choices.

The vision elements are:

1. **Economic development.** A city economy that plays a role as the key economic hub on the continent, and a national economic-growth leader, by ensuring sustainable shared growth that benefits all.
2. **Human development.** A city where community development and personal growth and social mobility are advanced, so that challenges of poverty and vulnerability, inequality and social exclusion are fundamentally addressed.
3. **Housing.** A city which is a home for all to stay and grow – where different housing needs are met in sustainable human settlements providing a range of well-located, good quality, adequately serviced, safe and affordable accommodation opportunities.

4. **Infrastructure and basic services.** A city with a backbone of efficient and well-maintained service infrastructure, extended to all, so that all citizens and stakeholders can access an expanding package of innovative, safe, reliable and affordable services.
5. **Environment.** An environmentally sustainable city, that anticipates, manages and reduces its vulnerability to potential global and local environmental shocks, and works consistently to reduce the impact of its own built environment and urban processes on the broader envelope of natural resources.
6. **Spatial form and urban management.** A spatial form that embraces the principles of integration, efficiency and sustainability, and realises tangible increases in accessibility, amenity, opportunities and quality of life for all communities and citizens.
7. **Transportation.** A city with a safe and efficient transportation system with a public transport focus, and well-developed and well-maintained roads and storm water infrastructure, able to connect businesses, people and places in a sustainable and cost-effective manner, and thereby enhancing the standard of living and quality of life for all inhabitants as well as the overall competitiveness and growth of the local economy.
8. **Health.** A city with a high-quality, efficient, accessible and equitable health system for all, that has adequate and flexible capacity to meet the changing health challenges facing Johannesburg.
9. **Safety.** A city where life, property and lifestyles are safe and secure, so that residents and businesses can live and operate free of crime, threats to public safety, personal emergencies and disasters.
10. **Financial sustainability.** A customer-centric City that is able to finance affordable and equitable delivery and development, and that maintains financial stability and sustainability through prudent expenditure, sound financial systems and a range of revenue and funding sources.
11. **Governance.** A citizen-centric City that continuously improves its government, evolving the techniques and capacities to govern in order to: dramatically improve its position in the national, regional and global space economy; ensure good governance; and work with other spheres of government, business, civil society and international partners to meet emerging development challenges.
12. **Corporate and shared services.** A City with an effective and efficient strategic support service, meeting the needs of all business units at the highest standards expected of a World-Class African City.

From these vision elements we have derived a consolidated City vision statement. This City vision captures the essence of Johannesburg as a city that has led wealth and opportunity creation in South Africa for over a century. But it also highlights the need to work boldly to transform Johannesburg from a city where only some currently get to enjoy the benefits of a high standard of living.

*In the future, Johannesburg will continue to lead as South Africa's primary business city, a dynamic centre of production, innovation, trade, finance and services. This will be a city of opportunity, where the benefits of balanced economic growth will be shared in a way that enables all residents to gain access to the ladder of prosperity, and where the poor, vulnerable and excluded will be supported out of poverty to realise upward social mobility. The result will be a more equitable and spatially integrated city, very different from the divided city of the past. In this **World-Class African City for all**, everyone will be able to enjoy decent accommodation, excellent services, the highest standards of health and safety, and quality community life in sustainable neighbourhoods and vibrant urban spaces.*

The Sector Plans: Long-term goals and long-term strategic interventions, five-year objectives and five-year programmes

The analysis supporting the long-term strategic perspective, the six development paradigm principles, and the new City vision, together inform a set of clear strategic choices. These strategic choices are spelt out fully in the twelve Sector Plans in Chapter 8 of this IDP.

Each sector plan is a table containing: long-term goals, long-term strategic interventions, five-year IDP objectives and five-year IDP programmes. Long-term goals are destination points, while long-term strategic interventions are areas of effort – work that the City needs to do in a sustained way over the long-term if it is to reach its goals. Five-year objectives are statements of the development outcomes – ideally quantifiable – we want to realise after five years. Five-year IDP Programmes are headline statements of the work to be done over the next term of office if the City is to achieve its objectives, en route to long-term goals.

The overall logic of the GDS and IDP can therefore be represented as follows:

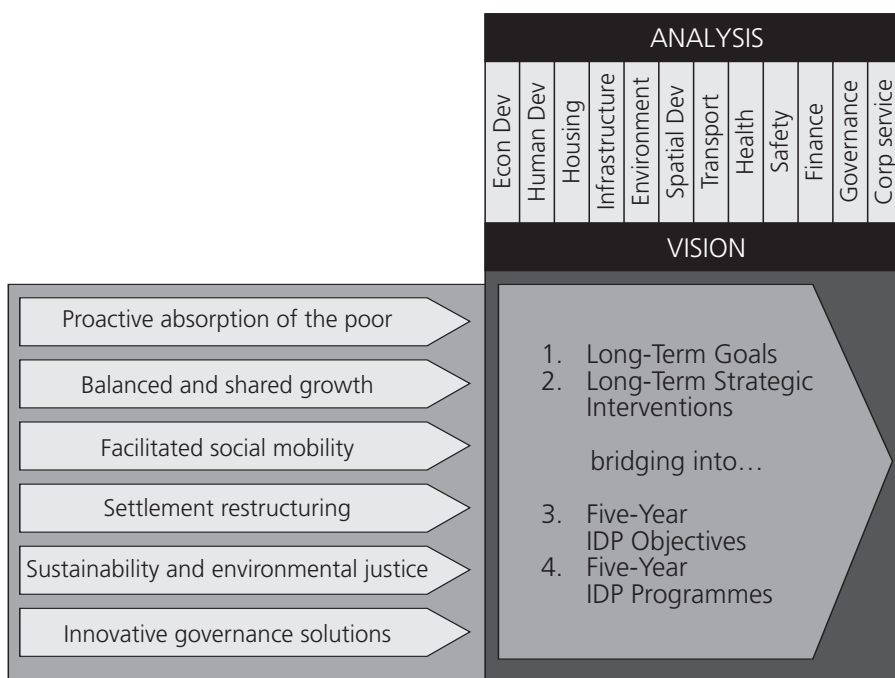


Figure 2.2 Overall framework of the GDS and IDP

The Six Mayoral Priorities

The City's new Growth and Development Strategy is not the only thing that frames the strategic context of this IDP. Also very important are set of clear Mayoral Priorities.

The Mayoral Priorities bring to the fore those issues and challenges that the Executive Mayor intends to give special attention to in the 2006/11 term of office. They also communicate the essence of the Sector Plans in broad terms. They should be understood as setting both the tone of the current term of office and, by implication, its critical strategic path. The priorities span across a range of City activities: it is intended that by singling them out, all staff and councillors will consider what the Executive Mayor personally believes is of overarching importance in their daily work formulating further policy, delivering services and implementing programmes and plans of action.

The Executive Mayor has pronounced on his overarching priorities six Mayoral Priorities taking into account a number of inputs and considerations. These include feedback from communities at regular Mayoral Roadshows; the first round of IDP outreach in 2005; discussions at an extended Mayoral Lekgotla at the end of March 2006 to chart the strategic course for the next five years; the GDS and IDP Sector Workshops and the GDS Summit; the Resident's Satisfaction Survey; intergovernmental priorities; and the principles in the Development Paradigm of the GDS. Taking into account all of these the Executive Mayor is in a position to six overarching issues for priority attention in the 2006-2011 term of office:

1. Economic growth and job creation;
2. Health and community development;
3. Housing and services;
4. Safe, clean and green city;
5. Well-governed and managed city; and
6. HIV and AIDS.

Aligning the different spheres of government for better service delivery

CONTEXT

Intergovernmental alignment is a critical component of the IDP in pursuing the developmental ends of local governance. This section highlights issues of alignment, taking into consideration the MEC's comments reviewed in Chapter 2, seeking to dovetail provincial priorities and strategies like the National Spatial Development Perspective (NSDP), Global City Region (GCR) and Provincial Growth and Development Strategy (PGDS) with City strategies and sectoral programmes, as framed by the IDP.

The three spheres of government in South Africa – national, provincial and local – have undergone a learning curve in ensuring integration and alignment in the areas of policy formulation, programme implementation and monitoring and evaluation. The local sphere of government, has constantly engaged with other spheres in the development of IDPs and strategic programmes.

This chapter will introduce the intergovernmental relations framework that has been enacted to specifically ensure ongoing co-operation between the various spheres of government. The following section will outline the key national and provincial strategies that frame the development of the City of Johannesburg's 2006/11 IDP. Finally, the chapter will outline some of the sector specific engagements that were undertaken in the finalisation of this IDP, as well as some of the gaps that may require further engagements.

INTERGOVERNMENTAL RELATIONS FRAMEWORK

The Intergovernmental Relations Framework Act of 2005 seeks to give legislative expression to the importance of intergovernmental relations alignment and integration, as already pursued by the City. The Act aims to achieve intergovernmental alignment and integration by emphasising to national, provincial and local government critical considerations in the conducting of their affairs. Some of these considerations are:

- To take into account the circumstances, material interests and budgets of other governments and organs of state, when exercising statutory powers or performing statutory functions;
- To consult other affected organs of state in accordance with formal procedures, as determined by any applicable legislation, or accepted convention or as agreed with them or, in the absence of formal procedures, consulting them in a manner best suited to the circumstances, including by way (i) direct contact; or (ii) any relevant intergovernmental structures;
- To co-ordinate their actions when implementing policy or legislation affecting the material interests of other governments;
- To avoid unnecessary and wasteful duplication or jurisdictional contests;
- To take all reasonable steps to ensure that they have sufficient institutional capacity and effective procedures, i.e. to consult, to co-operate and to share information with other organs of state; and to respond promptly to requests by other organs of state for consultation, co-operation and information sharing; and

- To participate in intergovernmental structures of which they are members; and in efforts to settle intergovernmental disputes.

The City has proactively been involved in various engagements and initiatives in line with the objectives set out above. These range from active engagements on key legislation affecting local government, to co-operation on the delivery of services that straddle more than one sphere of government, consulting other organs of state on policy and strategy alignment and actively participating in intergovernmental structures.

ALIGNMENT OF KEY NATIONAL AND PROVINCIAL STRATEGIES

As outlined in the introduction, the City has engaged key national and provincial strategies and has given expression to these in the 2006/11 IDP and its Growth and Development Strategy (GDS). The section below highlights the intent of the key strategies and outlines how the City assimilates these into the IDP and GDS. It should also be noted that the various strategy documents range in terms of their completion and implementation. The updates and refinement of these strategies will inform subsequent IDP revisions and vice versa. In this regard, the 2006/11 IDP has borrowed strongly from the key tenets of the ASGI-SA, the National Spatial Development Perspective, the Gauteng GDS, and other key policy plans. These key strategies are discussed below.

NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE (NSDP)

The NSDP is a national strategy guideline developed by the Policy Co-ordination and Advisory Services (PCAS) section of The Presidency. The PCAS also works very closely with the Directors General (DG) Clusters and acts as a link between the Cabinet Committees and the appropriate DG Clusters. The PCAS is currently reviewing and updating the NSDP as well as identifying some pilot sites to focus on the implementation of the revised NSDP principles.

The NSDP seeks to reconfigure apartheid spatial relations and implement spatial priorities in ways that meet the stated goal of providing basic services to all and to alleviate poverty and inequality. It therefore aims to focus government investment in areas of potential for sustainable development. Investment in this instance refers to both infrastructure for economic development and human capital for human growth investment. The NSDP therefore suggests that the government objective of promoting growth and alleviating poverty is best achieved in areas of potential. It also suggests that in areas of limited potential, investment should focus on human capital investment to give people more sustainable opportunities.

The area of Gauteng, including Johannesburg has been identified as an area of potential for investing in economic growth and in reducing poverty. Representatives of The Presidency have indicated that the City's GDS broadly complies with the principles of the NSDP and have identified Johannesburg as a pilot for further development.

The NSDP highlights specific areas of economic growth potential in Gauteng, as shown in Table 3.1 below. This broadly complements the targeted economic sectors identified by the Economic Development Sector Plan in this IDP.

Category of economic potential	Description
Innovation and experimentation	Research and development (R&D) and the application of novel technologies to production processes
High value, differentiated goods (not strongly dependent on labour costs)	Production that focuses on local and/or global niche markets such as manufacturing, and some specialised agricultural or natural resource products
Labour-intensive, mass-produced goods (more dependent on labour costs and/or natural resource exploitation)	Primarily iron and steel producers and large-scale commercial agricultural and mining activities. They are highly dependent on proximity or good, cheap transport links to natural resources used in their processes, as well as high numbers of unskilled and semi-skilled labour
Public services and administration	These activities tend to be in larger towns and cities with significant public sector employment and consumption, supporting private sector activities, such as retail and private sector services
Retail and private sector services	Retail, catering and personal services, whether formal or informal, are major components of any economy and large employers of skilled and semi-skilled workers in advanced economies. Such activities flourish in diverse settlements with large numbers of inhabitants
Tourism	Key components of tourism include the need for a tourist-attraction (e.g. eco-scenery, cultural, heritage), good transport routes, and, in many instances, high-quality medical services, restaurants, retail outlets and hotels

Source: CSIR Gauteng Spatial Development Perspective Presentation, 25 November 2005

Table 3.1: National Spatial Development Perspective: Categories of economic development potential

Provincial Growth and Development Strategy (PGDS)

The Gauteng Provincial Growth and Development Strategy aims to address the key developmental and economic challenges in the province. As such it seeks to achieve a shared vision, amongst all sectors of the province, for the achievement of improving the quality of life for all our citizens. It reinforces the principle of integrated, holistic, sustainable and participatory development as a critical pillar in addressing poverty and unemployment. The Gauteng GDS is a strategy for all sectors of society in Gauteng. The Johannesburg 2006/11 IDP will therefore ensure that it contributes to ensuring socio-economic transformation of the province. The challenges of unlocking our full socio-economic potential are enormous and the City will marshal its full capabilities towards this outcome. The PGDS reflects six strategic objectives towards achieving its vision and these are:

- Provision of social and economic infrastructure and services that will build sustainable communities and contribute to halving poverty;

- Accelerated, labour absorbing economic growth that increases per annum and that will create long-term sustainable jobs and contribute to halving unemployment;
- Sustainable socio-economic development;
- Enhanced government efficiency and co-operative governance;
- Deepening participatory democracy, provincial and national unity and citizenship; and
- Contributing to the successful achievement of NEPAD's goal and objectives.

In order to align to the Provincial GDS, the City has identified a number of interventions (in terms of its IDP and GDS) to support the mechanisms for implementation of the Provincial GDS. A few areas of alignment are alluded to below.

The Economic Development Sector Plan has a number of programmes dealing with investment and support to targeted economic growth sectors, SMME support, skills development, Expanded Public Works Programme (EPWP) and Broad-Based Black Economic Empowerment (BBBEE). The City's Economic Development Sector Plan identifies key micro-economic constraints that need to be addressed in the City to support economic growth such as infrastructure provision and addressing business-related crime.

The Community Development Sector Plan and the Human Development Strategy emphasise the issue of access and co-ordination of social grants. Furthermore, the Joburg GDS has identified a set of core principles that will underpin the work of the City over the long-and medium-term planning horizon. Amongst these are key principles directly relating to addressing poverty, and they are the proactive absorption of the poor and facilitated social mobility. These principles are expanded in Chapter 2.

Finally, promoting good governance is contained in the Sector Plan that deals with issues of stakeholder participation, inter-governmental relations and promoting sister city partnerships.

Gauteng Spatial Development Perspective (GSDP)

The Gauteng Provincial Government (GPG) is currently developing the Gauteng Spatial Development Perspective (GSDP), which will provide the geographical framework for commitment to balanced growth. In providing the spatial vision for the GCR, it will support and enable government to:

- Ensure the effectiveness and sustainability of those areas and clusters with proven economic potential;
- Support the sustainable growth of these areas and especially the sectors and clusters as set out in the GDS, beyond the national target of 6% economic growth; and
- Identify and promote the development of new areas and clusters for economic growth.

This strategy and framework has not been finalised yet. The CoJ will update its SDF with the final PSDP in the revision of the 2006/11 IDP.

GLOBAL CITY REGION (GCR)

The Gauteng province is unique in having three metros situated in its geography, bearing significant implications, both positive and negative for growth and development. The primary objective of the Global City Region (GCR) is to build Gauteng into an integrated and globally competitive region where the economic activities of different parts of the province complement each other in consolidating Gauteng as an economic hub of Africa and as an internationally recognised global city-region. The main aim is to encourage greater internal coherence and co-operation within the province, for greater external competitiveness.

A global city region is understood as a group of urban nodes clustered close together, which have a common, co-ordinated approach to rendering services beyond their own municipal boundaries. A global city region is characterised by a seamless and integrated approach to governance and a holistic, compassionate and responsive government. Through the global city region concept, local and provincial authorities in the province are looking at the feasibility of integrating their municipalities into such a region, which will allow a more co-ordinated approach to service delivery. The global city region initiative in Gauteng has emerged from the recognition that the province and municipalities within the functional urban and economic conurbation have to co-operate to enhance competitiveness, transportation, service delivery and infrastructure provision. Thus, the positioning of local government in the intergovernmental system is of importance for facilitating enhanced co-operation, alignment and integration.

Speaking at the opening of the 2004 provincial conference of the African National Congress, the Gauteng Premier Mbhazima Shilowa declared that: "All spheres of government in Gauteng shall strive to function as a single entity with an integrated approach to service delivery, economic planning and social development, facilitated by an effective system of inter-governmental relations that is based on enhanced and revised roles of national, provincial and local government, with a single system of metropolitan local government."

A team of provincial and local government representatives (including representatives of the CoJ) went to Sao Paulo in Brazil to develop an understanding of state and municipal development strategies, operations and institutions in the Sao Paulo State. The lessons from this and other case studies will be applied to a strategy to make Gauteng a globally competitive, integrated city region.

The GCR concept requires no constitutional changes. What it means in fact is that municipalities will keep their autonomy, but will work more closely on issues of common interest, like transport planning, economic development and safety and security, to benefit the whole region. For instance, there could be a single command structure to enable law enforcement agencies to combat crime. The City of Johannesburg, together with sister metros and surrounding municipalities,

could rationalise the entire basket of social grants, so that the same data in implementing poverty alleviation policies are utilised.

The strategy seeks to align the various planning instruments, structures and sectors in Gauteng in order to realise the GCR. The City of Johannesburg has begun to deal with issues of the GCR in the 2006/11 IDP and GDS. The City will continue to engage the province with surrounding municipalities through the Premier's Co-ordinating Forum meetings and technical task team meetings. The key focus areas of the GCR that the City will engage are:

- To co-ordinate and develop the strategy through the Premier's Co-ordinating Forum (PCF) and various technical committees;
- To identify priority areas for improved coordination through, the establishment of more effective institutional arrangements, improved data measurement and strengthened co-ordination to improve decision-making. An assessment of these functional areas will also require a process to review government powers and functions to assess the best combination to take forward the development of the city region. The key priority areas that will be assessed are:
 - Safety and security;
 - Transport infrastructure and authorities;
 - Integrated safety and transport system;
 - Sustainable human settlements;
 - Investment and tourism promotion;
 - Infrastructure provision; and
 - Environment and sustainability.
- To ensure collaboration between province and the metros in terms of the strategies and mechanisms to facilitate economic growth, and coordinate key projects and events such as the 2010 Soccer World Cup and Gautrain; and
- To undertake benchmarking and research into the key sector areas.

INTERGOVERNMENTAL RELATIONS AND THE 2006/11 IDP

Integrated Development Planning is the primary planning tool employed by the City. The 2006/11 IDP aims to present a consolidated document that is informed by a variety of voices and structures. It is aimed at ensuring horizontal and vertical integration so that the plan captures the demands and plans of national and provincial government, but also surrounding municipalities.

The 2006/11 IDP also benefited from the rich experience of the national and provincial IDP engagements. These were held to ensure that integrated development planning at local government level integrated plans and implementation programmes from national and provincial government; as well as neighbouring municipalities and from immediate State-owned Enterprises to ensure horizontal and vertical alignment. The City of Johannesburg shared some of its experiences with other municipalities, but also went back richer from the

comments of provincial and national officials, as well the presentations of metros in Gauteng.

Following the tabling of the 2006/11 IDP for public comment, a copy of the IDP was despatched to the national Department of Provincial and Local Government and the Gauteng Department of Local Government. These departments undertook an evaluation of the various municipal IDPs in conjunction with national and provincial sector departments. The comments of the national and provincial reading of municipal IDPs were conveyed at a weeklong report-back. On 4 May 2006, a workshop was convened where the overall comments on the Gauteng metro IDPs were presented. The section below outlines some of the inputs received in this regard.

Economic Development: Bilaterals are planned regarding economic development analysis in relation to the GDS and NSDP/GSDP. The City will participate in these bilaterals as well as the implementation of the NSDP as a pilot.

Development Planning: Bilaterals are also planned for the land use management system of metros to be aligned with a uniform system being developed in terms of the Gauteng Planning and Development Act. The City is currently developing a land use management system – the lessons from the development of this system will inform the provincial land use management framework. In future revisions the City will align its land use management system when the provincial guidelines are approved.

Housing: The Priority Township Programme is a community development (sustainable development) initiative announced by the Premier to build better communities and upgrade local social and economic infrastructure. The primary aim is to change the lives of people by beautifying our townships, providing decent schools, clinics, sport and recreational facilities, lighting, storm water drains, multi-purpose community centres, libraries and taxi ranks. The City will complement provincial funds to ensure that the interventions in these areas are a true intergovernmental initiatives.

Co-ordination with provincial and national government will continue regarding existing priority projects, the Alexandra Renewal Programme and Cosmo City. This dovetails with the City's IDP and GDS which included a number of social, economic and infrastructure interventions for the Soweto area.

Transport: The Transport Co-ordination Committee and Gauteng Transport Forum are to be revived, and working relationships established with regard to the delays on records of decisions.

Water: The issues of water losses and improving billing systems will be focused on and the City will address this as outlined in the Financial and Infrastructure Sector Plans. A number of interventions have been identified and these include Programme Phakhama (part of Project Consolidate) that will address the billing issues and Operation Gcin'amanzi to address water losses.

Land: Issues of urban agriculture and small-scale farming will need to receive attention as well as support for emerging farmers accessing agri-processing is to be bolstered. The Environmental Management Sector Plan has included similar interventions.

Health: Engagements between the City and Provincial Departments of Health have been initiated around “provincialisation”.

Community Safety: Both the provincial safety plan and road safety plan have not yet been finalised but are to be made available in the next few months.

Disaster Management: The tabled IDP initially did not include the Disaster Management Plan. This IDP provides an outline of the City's Disaster Management Plan.

The programmes enshrined in this IDP, such as transport, housing and health have been designed in strong alignment to the plans of provincial sector departments. It is the express intention of the City to strengthen interaction with the provincial sector department to make sure the programmes that affect the material interests and regulatory obligations of other spheres of government are considered and monitored. This focus is intended, at heart, to ensure optimal service delivery for all residents and the implementation of truly developmental local government.

Community and stakeholder consultation process

INTRODUCTION

The City of Johannesburg is committed to ensuring community participation in the interests of participative democracy at local government level, as this chapter will detail, and as previous IDPs have reviewed.

Despite challenges faced in the implementation of the community participation plan in the 2005/2006 financial year, there have been progressive and significant improvements for the new term of office (2006 to 2011). The commitment to participate is underpinned by adherence to the Municipal Systems Act, which requires municipalities to consult local communities through appropriate mechanisms, processes and procedures, as well as by the MFMA, which has further accentuated the role of informing the development of community participation.

In addition to this legal framework, the City remains committed to bringing participatory democracy closer to citizens and communities and ensuring progressive improvements in the quality of participation and the number of citizens who participate. The City's commitment is to make public participation an integral part of the planning, budgeting and service delivery processes, and to ensure sensitivity and responsiveness to community needs.

The participation process in preparation for the 2006/11 IDP straddled both the end of the 2000 to 2006 term of office, and the beginning of the 2006 to 2011 term of office.

CONSULTATION PHASES

The local government elections were held on 1 March 2006, relatively late in the annual local government cycle, and the boundaries of the wards had been changed. The legitimacy of the community consultation programme required the inclusion of the new incoming councillors in the finalisation of the identified needs for their constituencies and therefore, required adjustments to the consultation process in the early part of 2006, also taking into account the new boundaries.

Community participation within wards, ward committees and through regular public meetings, remains the primary building blocks of participatory democracy within the City, using tools such as the use of a new public participation database by the councillor support team.

The outreach process during the 2005/06 financial year, in preparation for the 2006/11 IDP, consisted of distinct mechanisms.

Phase 1

Phase 1 set the tone for the preparation of the 2006/11 IDP. During this phase, the City consulted with stakeholders, seeking their inputs into the framing of the draft IDP. During this period of engagement a list of issues representing stakeholders' views were drawn up.

Community and stakeholder consultation process

Local ward meetings

In October and November 2005, Councillors held both ward committee meetings and public meetings. The objective of these meetings was to ensure that Councillors had the opportunity to report back on decisions with respect to the 2005/06 IDP; to review service delivery issues previously raised, and to develop a draft programme of priorities for the 2006/11 IDP.

To ensure a degree of standardisation in both the process and outcomes of these meetings, Councillors were briefed by officials, at a meeting chaired by the Speaker. Each Councillor was supplied with sufficient copies of the following:

- A popular version of the 2005/06 IDP;
- A unique ward-specific booklet outlining the development of the 2006/11 IDP; the purpose of the ward community participation meetings; draft programme; boundaries of the new ward; service delivery issues raised by the Ward Councillor from previous meetings and processes; and responses of service delivery suppliers to issues; and
- A card for return via the councillor to the local People's Centre for urgent service delivery issues that needed to be dealt with immediately by the specific service delivery department.

Although the majority of Ward Councillors held meetings with Ward Committees and communities, there was an apparent reduction in the number of meetings held compared to the 2004/05 financial year as a result of the end of term period, boundary changes, and the process of prospective Councillor selection. Consideration will be given to mechanisms to minimise the potential negative impact of this period on the consultation process at the end of the 2006 to 2011 term of office.

Regional meetings

As in the 2004/05 financial year, meetings were conducted within all of the eleven regions. A number of improvements were made in this phase of the process.

The following activities were undertaken to enhance the effectiveness of regional meetings:

- Members of the Mayoral Committee (MMC) were formally deployed by the Office of the Executive Mayor to both chair and give support to the regional public meetings;
- A panel of Council officials appropriate for the anticipated audience were deployed to give technical support to the MMCs; and
- The proceedings of all regional meetings were videoed and recorded, and the issues raised were developed into a hard copy transcript, both in the original languages used in the meeting and an English translation, to ensure a historical record to facilitate interpretation of the issues raised.

To ensure awareness of the regional meetings within the general community and to ensure all those who wished to participate were afforded the opportunity, a

multi-media approach was used. Region-specific packs were developed for all participants including:

- A popular version of the 2005/06 IDP;
- A unique region-specific booklet outlining the development of the 2006/11 IDP; the purpose of regional community participation meetings; draft programme; all service delivery issues specific to the region raised at previous regional meetings and processes; and responses of service delivery suppliers to issues;
- A card for return via the Councillor to the local People's Centre for urgent service delivery issues that needed to be dealt with immediately by the specific service delivery supplier and would not appropriately be considered for inclusion directly in local priorities or the IDP; and
- Households received a direct mail shot informing families of the IDP process and the dates, location and times of all regional meetings. All City of Johannesburg invoices also contained information on the IDP process and a hotline number 375 5555 option 7 (a dedicated option for community participation), which provided specific information of the regional meetings, and advertisements were printed in local community papers.

Regional meetings remain a unique opportunity to sensitise participating senior staff at both a regional and citywide level on the needs of communities. The regional interaction is therefore a critical component in developing a sense of the general trends of expectations of communities and what is perceived as important within those communities.

Sectoral meetings

At a citywide level there was consultation with other stakeholders within defined sectors, including business, labour, NGOs, women and youth. These sectoral forums were held during October, November and early December 2005. Again MMCs were deployed to chair the meetings; the event was recorded and transcripts made so the issues raised could be routed to the appropriate service delivery department.

Individual consultation

All households who receive a City invoice were requested to phone 011 375 5555 (option 7) for further information on the consultation processes.

COMMUNITY ISSUES AND THE CITY'S RESPONSE

The outreach process outlined a number of service delivery issues that have been captured into a database and accordingly have been referred to the relevant department or entity for appropriate response and incorporation in future planning. By the end of the final consultation at the GDS Summit, over 10 000 comments had been received. However, there are no significant, divergent trends from issues previously identified. There is also a close alignment with the 2006 to 2011 Mayoral Priorities and the City's sector plans.

Of the 3 618 issues initially raised in the consultation processes to inform the draft IDP, the highest returns for municipal entities are associated with Johannesburg Roads Agency (748), followed by City Parks (270), City Power (230), Johannesburg Water (198), and Pikitup (116). For core departments, the highest returns are for Development Planning (494), Finance (313), Metro Police (208), Health (177) and Social Development (80).

The public participation database is being progressively improved and is now generally available to staff and Councillors. The long-term intention is to allow public access for tracking of comments and allowing direct input of comments.

The City embarked on a consultation process for the 2006/11 IDP and the Budget, in October 2005, with inputs received from communities analysed and categorised according to specific departments and municipal entities.

Phase 2

This phase enabled the stakeholders of the CoJ to comment on both the draft 2006/11 IDP and GDS. Comments from Phase 1 informed the drafting of the IDP and the GDS. Following the election on 1 March 2006, a draft IDP was tabled for public comment in terms of the MFMA. At the Council Meeting of 3 April 2006, the draft 2006/11 IDP was tabled.

Consultation on the draft 2006/11 IDP commenced on 4 April 2006 formally ending on 12 May 2006 with the Growth and Development Summit. The 2006/11 IDP and GDS consultation approach included individual submissions, ward meetings, intergovernmental alignment, sector workshops, Portfolio Committee Meetings and consequently the GDS Summit.

A new dimension of the consultation process was to encourage individuals who would not normally participate in meetings to comment. All households in the City received two requests for input into the draft IDP with their utility and rates statement and there was an extensive media campaign, again focusing on community media.

A campaign has been initiated to ensure the progressive development of the stakeholders' database, which includes not only the previously stated CBOs but also, specialists and other stakeholders from the new portfolio aligned sectors, as well as traditional sectors.

The newly elected Councillors had three briefings on the IDP and the consultation process, and were encouraged to hold meetings with the existing legally constituted ward committees and their constituencies.

An extensive advertising campaign was undertaken using community media, as well as traditional methods, to encourage citizens to engage with the draft IDP and with their own Councillors. Additional copies of the draft IDP were made available to Councillors, Ward Committee Members and were available for inspection at Council Facilities, the City web site, and for City staff on the intranet. Direct email shots were sent out to key stakeholders with electronic links to the web site.

PLANS

The City is acutely aware of the need for vertical alignment with provincial and national government and prior to the portfolio meetings, discussions were held with these stakeholders. In addition all sectors held meetings with their specialist stakeholder audiences, including vertical and horizontal interested parties. These sectoral meetings were well attended and have informed the revision of the draft IDP.

All comments and the responses by departments, municipal entities and third parties are logged on the community participation database, and made available to the appropriate portfolio committee. All Councillors have access to the database at their ward liaison support offices within the regions, so they can check the accurate input of comments and evaluate the quality of the service departments response. This is intended to be the basis of an ongoing "*dialogue with communities*" which will ensure that community participation and comment is not constrained by the legal and administrative timeframes but becomes an ongoing evolutionary process.

It's not too late to help us complete this puzzle



The City of Johannesburg's draft Integrated Development Plan is ready. Get your copy now. It is available at all City Offices, or from your local councillor. Read about what the City is going to do in the next 5 years and how much it will cost. Then tell us what you think before 12th May 2006.

Johannesburg is your city. Make it a city that you are proud of.

THE WORLD CLASS AFRICAN CITY!

| Joburg

On the 3rd of April the draft Integrated Development Plan for the City of Johannesburg was tabled at the Council Meeting. You are invited to comment. In terms of the Municipal Systems Act 32 of 2000, the Municipal Finance Management Act 53 for 2003, the Development Facilitation Act 57 of 1995 as well as policy adopted by Council on public participation, notice is hereby given of a consultative process taking place. Further details are obtainable on (011) 375 5555, option 7 and information will be circulated to all households with your statements.

GROWTH AND DEVELOPMENT STRATEGY SUMMIT

The ANC Elections Manifesto said that within a year of the local government elections, all municipalities must host a Growth and Development Summit. The summit was intended to enable stakeholders to agree on “approaches to promoting growth and alleviating poverty”.

The public participation process culminated in the Growth and Development Summit, held at NASREC on 12 May 2006. The response from the public was overwhelming and approximately 2 100 people from all walks of life packed the hall at NASREC to capacity. The Executive Mayor presented the City’s draft Growth and Development Strategy, and stressed that the strategy was still a draft – it would not be finalised until the comments and suggestions of all present had been taken into account.

Participants were then invited to make detailed inputs in sector commissions. The comments of all participants were noted, and the MMCs responsible for each sector gave a report-back to the plenary.

The Growth and Development Strategy Summit Structure was aligned with the scope of the newly formed City Mayoral Portfolios to facilitate overview and the formal receipt of comments received during the Growth and Development Summit. The Summit presented stakeholders with the clear long-term goals and objectives of the City and the programmes that will enable the execution of the long-term goals. The GDS and the IDP benefited from the valuable comments of the stakeholders and assured that all areas of concerns for the stakeholders of Johannesburg have been included in the GDS and IDP. The Summit has also been instrumental in raising critical issues of service delivery to the Mayoral Committee members for urgent focus in this political term.

In April and May 2006, the City ran a wide public participation process around the draft GDS, and the City’s five-year IDP. Nine sector meetings and several meetings with interest-based groupings, such as the JSE, were held prior to the Growth and Development Summit.

This consultation process included meetings with business, internal staff, and community stakeholders. Each of the City’s sector plans was discussed in a dedicated workshop, attended by NGOs, CBOs, institutions working in that sector, and interested individuals. At each sectoral workshop, the overall GDS was presented. This was followed by a sector-specific presentation of the key goals and planned interventions stipulated in the draft IDP for that sector. Participants were then given an opportunity to provide input and to discuss the content of presentations. MMCs, lead officials and other key officials responded to the inputs where possible. Written inputs and comments on the sector plans were also received. Most sector workshops were well attended (up to 150 participants), and the comments and inputs of participants were recorded and summarised.

Reflections on the process

The scale and number of consultation sessions undertaken in the preparation of the IDP and GDS are impressive, and many stakeholders noted that they were pleased to have this opportunity for concrete engagement with the City.

Several learning points about community participation emerged from the process, many of them raised by participants themselves. In particular, the need for differentiated strategies of engagement with different stakeholders became apparent:

- On the one hand, the sector plans were presented in detail at the sector workshops. This provided an opportunity for high level engagement with the issues, which was appreciated by participants and stakeholders who are versed on and active in the sector concerned.
- On the other hand, the Summit commissions created space for citizens and institutions to speak about the issues related to each sector in the areas where they live and work. The most lively discussions in the commissions arose when people had the freedom to talk about environmental or economic (or any other sectoral) issues in their own areas, without having to relate these issues to the details of the IDP Programmes.

The need to create spaces for both experts and formal institutions on the one hand, and residents and small area-based organisations on the other hand, to have their say, was well noted by the City.

In several sectors, the need for forums to enable ongoing interaction between the City and stakeholders around a specific issue, was raised. In particular, NGOs and CBOs noted that they valued the opportunity for discussion and information-sharing, and felt both empowered by the opportunity, and better able to identify realistic areas for partnership and collaboration.

The City is constantly refining its public participation strategies and mechanisms. The consultations around the GDS and IDP have not only been productive engagements in themselves, but will also inform further engagements with stakeholders.

STAKEHOLDER RESPONSES

Overall support for the GDS and IDP goals

In both the sectoral workshops and the Summit, there was a strong support for the goals and interventions outlined in the Growth and Development Strategy and IDP. In particular, participants noted that there had been a shift from Joburg 2030 to the Growth and Development Strategy, and welcomed the incorporation of a Human Development Strategy and the GDS's strong focus on social issues and poverty alleviation.

Management Issues

Many stakeholders expressed strong support for the City's plans, but noted that unless the plans are properly managed, well resourced, and monitored on an ongoing basis, these goals will not be realised. The following suggestions were put forward:

- **Monitoring:** There was a call for goals to be translated into measurable indicators, for the City's plans and programmes to be monitored, and for the results of this monitoring to be communicated to the public. There was a

suggestion that NGOs/CBOs and other stakeholders should participate in establishing the indicators and in conducting monitoring of the City's progress towards its objectives.

- **Accountability:** The City has recently restructured parts of its administration. Some stakeholders noted that they are no longer sure who to contact for assistance within the City administration. The need for clear points of access to the administration, and for clarity around the roles of Councillors and officials in different departments was noted.
- **Alignment:** Participants urged the City to improve vertical alignment with other spheres of government on joint projects, and to ensure that City departments co-ordinated their work across silos. They also sought improvement in cross-boundary linkages with other municipalities over joint planning issues.
- **Responding to the needs of vulnerable groups:** Many comments in the consultation exercises focused on a need for the City to be responsive to the new issues resulting from Johannesburg's changing demographic and economic profile. In particular, the City was asked to respond to the needs of vulnerable groups, such as immigrants, child-headed households, and the aged.
- **Internal capacitation:** A strong call was made for officials to be capacitated around the plans that were being presented. It was indicated that all officials need to understand and commit to the plans, and that every official needs to be in a position to explain the plans and respond to queries from community groups.
- **Capital and operating costs:** Stakeholders raised the need for IDPs and other plans to reflect both capital and operating costs committed to projects. This was raised in the context of concerns over the poor maintenance of some infrastructure (e.g. roads), and the need to ensure that capital expenditure is backed by sufficient budget allowance for the maintenance of assets and infrastructure.

Issues of engagement

The issues of access to information, and space for ongoing engagement, were prominent points of discussion in many of the sector workshops and GDS commissions. Some of the specific points raised by stakeholders are outlined below:

- **People's Centres:** Several participants noted that People's Centres already offer a range of useful information. However, there is scope to build People's Centres further as points of information dissemination and access to assistance. Some stakeholders suggested that information on provincial programmes be available at People's Centres. Others requested information pertaining to accessing social grants, on the Transfer of Houses Programme, and on the dates and details of proposed projects such as hostel upgrading;
- **Ward Committees:** While Ward Committees were seen as useful points of access and engagement, some stakeholders complained that Ward Councillors were not sufficiently informed of the issues, or could not handle

all administrative queries. Stakeholders called for the capacitation of Ward Committees, and requested that officials be present at ward level meetings. There were several requests for identifiable officials and fixed contact numbers, where people could direct concerns about particular issues;

- Capacity building and job creation: The discussions revealed that people are suffering from unemployment and low skills levels. Many requests were made for the opening of tendering opportunities, for job creation, for incentives to be provided for small business opportunities, for a boosting of EPWP projects, and for people to be directly involved in service delivery. A related issue involved people's calls to be directly involved in housing delivery through a boosting of the Peoples Housing Process in Johannesburg;
- Platforms for ongoing engagement: NGOs and CBOs, in particular, highlighted the need for a forum for ongoing engagement with the City. There were also calls for forums to enable engagement around specific issues – for example, stakeholders asked for forums to enable discussion around transport issues, youth development, women's issues, and environmental issues; and
- Feedback processes: Stakeholders noted that they have given their time and applied themselves to give useful inputs into the City's plans. They requested that there be a feedback process, so people could be sure that their voices had been heard.

Issues of delivery

The bulk of the discussions during the consultative process centred on issues of delivery. Communities noted that there are many pressing delivery issues, including the need for the immediate repair of infrastructure, improved housing quality, the provision of health and social services, improving access to social grants, and the extension of assistance to vulnerable groups.

While this document cannot reflect the detailed inputs and comments that were made during the consultative process, some of the key issues raised in each sector are summarised below.

Key community development issues

Participants in the community development workshops commended the City's emphasis on social issues and combating poverty. They noted that:

- The revised social package should be carefully targeted. In particular, the package should be available to institutions as well as households (e.g. institutions which provide services to children should qualify for subsidised services); and the package should specifically target members of households (e.g. the aged);
- Support to be provided to enable people to access social grants;
- The new programmes on Early Childhood Development should be prioritised;
- Numeracy, literacy and computer literacy should be strongly supported;

- The need for a Soweto Theatre, and a stronger emphasis on empowerment through the arts;
- The need for stronger relationships and ongoing engagement between the City and NGOs and CBOs;
- The need for support to vulnerable groups such as the aged and child-headed households; and
- The development and capacitation of the youth.

Key environmental issues

Stakeholders in the environment sector were pleased that environmental issues are now clustered into a single department. The following points were stressed:

- The need for strong enforcement of environmental by-laws, and for punishing offenders;
- The need for a “Green Police” to ensure that environmental regulations are complied with;
- Illegal dumping is a huge problem in many parts of the City and must be urgently addressed;
- Community members are not always aware of environmental issues – community awareness campaigns are called for, as well as environmental education in schools;
- Mine dumps pose a health risk to many communities;
- Developments in some areas, particularly the Jukskei Catchment area and Wilgespruit, are threatening the wetlands; and
- Environmental issues need to be more stringently assessed when reviewing development applications.

Key health issues

Participants in the health sector workshop and Summit commission noted that health continues to pose a serious challenge to the City. Particular concerns include:

- The length of time taken to develop a Service Level Agreement between the City and provincial government;
- There is an urgent need for an IT system that will facilitate the referral of patients between clinics, and between clinics and hospitals. This will minimise the problem of losing cards, or discontinuity in treatment resulting from lack of information about previous treatments received elsewhere;
- The role played by Environmental Health Officers is critical, and should be strengthened;
- Waiting times for treatment are too long, and queues at clinics must be made shorter;

- HIV and AIDS continues to pose a serious challenge, and programmes to support people affected and infected by HIV and AIDS must be prioritised; and
- Primary health care facilities should be bolstered, and offer a full basket of services.

Key infrastructure and service issues

The infrastructure and services sector workshop and Summit commission dealt with issues related to waste management (Pikitup), energy (City Power), and water (Joburg Water). Some of the key points raised in discussions are:

- Concerns over power outages, and the management of peak demand for electricity;
- The electricity targets should clearly state whether they include Eskom or refer only to City Power's area of supply;
- Public lighting needs to be drastically improved, particularly in Soweto;
- Illegal electricity connections are stressing the network, and people who tamper with electricity connections and meters need to be prosecuted;
- The cleanliness of the city is not optimal, and must be improved;
- Recycling should be encouraged;
- New technologies to replace landfill sites as a means of waste disposal should be explored;
- Illegal dumping is an ongoing problem in many parts of the city; and
- The social package must strive to make access to basic services affordable through careful targeting, and consider increasing the 6 kl free water that is currently offered.

Key safety issues

In the safety sector workshop and Summit commission participants called for:

- Improved co-ordination between various crime-fighting bodies, particularly the SAPS and JMPD;
- Planning processes to take greater account of safety and traffic issues;
- The need for enhanced community involvement and responsibility for taking action against crime in partnership with the JMPD;
- The need for a "Be-Safe" Centre in every region of the City;
- The need to deal with unsafe vehicles on the roads; and
- The need to address specific problems such as the high level of gun ownership in the City.

Key housing issues

Participants in the housing sector workshop and Summit commission expressed the need for:

- Innovation and job creation in the development of housing to be incentivised and supported;
- Outstanding title deeds, transfer of housing projects and issues of double allocation to be resolved speedily;
- Infrastructure and social facilities to accompany new housing developments;
- Special-needs housing projects and programmes to be developed;
- Backyard rental housing to be facilitated and monitored;
- Informal settlements to be managed urgently, through upgrading where possible and sensitive resettlement in other cases; and
- Increased tenure options, such as ownership in the inner City.

Key transportation issues

In the transportation sector workshop and Summit commission, there was overwhelming agreement with the broad goals. However, participants called for:

- A sound pedestrian network;
- Improved transportation facilities for disabled persons;
- Improved facilities and planning for the movement of taxis;
- Increased avenues for participation and information-sharing around transportation;
- Clear costing and timeframes for implementation of transportation interventions;
- Strong promotion of the use of rail;
- Improved road maintenance and repair programmes; and
- Improved public transport termini, through the provision of shelters, toilet facilities and lighting.

Key economic development issues

In the economic development sector workshop and Summit commission, participants emphasised the need for:

- Small business and innovative industries to be incentivised;
- Information-sharing on economic potential, projects and prospects in the City;
- Job creation to be boosted;
- The City to clarify the roles it will play in realising the interventions proposed for economic development;

- Support of economic development programmes for youth, women, creative industries, urban agriculture, the clothing industry;
- Clear support programmes to facilitate the second economy; and
- Drivers/champions for the various economic projects to be proposed.

Key development planning issues

In the development planning and urban management sector workshop and Summit commission participants called for:

- A balance between concerns for development in the north of the City and development in the south – where the south appeared to receive weaker attention;
- The revisiting of the urban boundary;
- The protection of open space and environmentally sensitive areas;
- The regulation of overcrowded buildings, abandoned buildings and buildings being redeveloped for high density residential use;
- A focus on planning in the light of the oil crisis – a public transport focus and limiting fragmentation;
- A direct focus on how planning will intervene to proactively absorb the poor and vulnerable in the City; and
- A clearer idea of the City's spatial vision and of how this vision links with economic development goals.

The spatial development framework and capital investment

INTRODUCTION

The Spatial Development Framework (SDF) is a key legislative mechanism to address the numerous developmental challenges of the City. A number of these challenges considered and interpreted by the SDF include:

- Addressing the housing backlogs for the poorest of the poor (estimated to be in excess of 200 000) and the market-related residential development property boom;
- Providing an effective and affordable citywide public transportation network that takes into account the reliance of the low-income communities on public transport (at a greater relative monthly cost) and conversely, the dependence of middle-higher income communities on private modes;
- Balancing and facilitating market and public sector development in an effective and co-ordinated manner;
- Determining and communicating reasonable and effective development policies and strategies;
- Investing in infrastructure in a cost-effective and proactive fashion whilst ensuring that historical backlogs are addressed; and
- Harnessing golden public investment opportunities such as Gautrain (especially the Gautrain stations), the 2010 Soccer World Cup and the Strategic Public Transportation Network.

Within these challenges, the GDS development paradigms also raise spatial questions; how do we proactively absorb the poor and restructure settlements whilst balancing growth? How do we facilitate social mobility and ensure environmental justice?

SDF COMPONENTS

In addressing these questions and other challenges the SDF provides a policy directive for the spatial development of the City in a manner that will expand opportunities and contribute towards the tangible upliftment of all communities in the City. Conceptually, the SDF includes:

- A Citywide Spatial Plan comprising development principles, strategies and guidelines indicating spatial responses to these challenges;
- A local interpretation of the Citywide Spatial Plan – the Regional Spatial Development Framework (RSDF), Precinct Plans, Development Frameworks;
- A supporting Capital Investment Framework (CIF) indicating the City's annual investment via Investment Programmes in physical, economic and social infrastructure over a five-year period; and
- Supporting spatial/non-spatial instruments – incentives/disincentives packages e.g. Urban Development Zone, Special Development Zones.

The SDF's development strategies are aligned to and informed by the City's Growth and Development Strategy (GDS) and the respective sector plans.

The direct and indirect relationships to these sector plans are defined in Figure 5.1.

Figure 5.1 Sectoral plans

Sectoral Plans										
		Human/Community Development	Economic Development	Environmental Sustainability	Housing	Infrastructure Services	Development Planning and Urban Management	Transportation	Health	Public Safety
SDF Development Strategies	Supporting an efficient movement system	Dark Grey	Dark Grey	Dark Grey	Light Grey	White	Dark Grey	Dark Grey	Light Grey	White
	Ensuring strong viable nodes	Light Grey	Dark Grey	White	Light Grey	Light Grey	Dark Grey	Dark Grey	White	White
	Supporting sustainable environmental management	Dark Grey	White	Dark Grey	Light Grey	Dark Grey	Light Grey	Light Grey	Dark Grey	Light Grey
	Initiating and implementing corridor development	Light Grey	Light Grey	Light Grey	Light Grey	Light Grey	Dark Grey	Light Grey	White	White
	Managing urban growth delineating urban development boundary	White	Light Grey	Light Grey	Dark Grey	Light Grey	Dark Grey	Light Grey	White	White
	Increased densification of strategic locations	Light Grey	Light Grey	Light Grey	Dark Grey	Dark Grey	Dark Grey	Dark Grey	Light Grey	White
	Facilitating sustainable housing environments in appropriate locations	Dark Grey	Dark Grey	Light Grey	Dark Grey	Light Grey	Dark Grey	Dark Grey	Light Grey	White

No direct/indirect	Indirect	Direct
White	Light Grey	Dark Grey

The founding principles of the SDF are the creation of a sustainable urban environment, increasing of the efficiency of the City’s various components and facilitating access to urban opportunities. Table 5.1 considers these three principles and desired, high-level outcomes:

Principles and outcomes

Principle	Outcomes
Sustainability	<ul style="list-style-type: none"> • Responsible use of the City's natural resources • A sustainable rates base and financial model • Safe and secure urban environments through safety and design principles • Protection and conservation of the City's cultural heritage • Sustainable economic growth and job creation
Efficiency	<ul style="list-style-type: none"> • An efficient and robust urban form and structure • Managed growth facilitated within the constraints of infrastructure provision • An open space system that is citywide in extent and interconnected
Accessibility	<ul style="list-style-type: none"> • Facilitating physical access to opportunities for all communities and citizens • Diversity of opportunities – economic, social and institutional – afforded by the City • All modes of transport supporting good access to opportunities

Table 5.1 Principles and outcomes

The re-structuring and re-engineering of the existing urban form and function of the whole City without defined direction and intervention will take generations. To accelerate the delivery of developments that support the SDF's principles of Sustainability, Accessibility and Efficiency, medium- to long-term objectives and strategies have been supplemented by specific instruments that are used on a daily basis to address recurring development issues and assess the appropriateness of a development proposal or initiative. Further, these are supported by Capital Investment Programmes which are detailed later in the CIF component of this Chapter. These instruments inform potential investors, developers or communities of the expected approach to development to ensure that development supports and implements the identified strategies.

Table 5.2 provides an overview of the strategies, Investment Programmes and instruments related to their implementation.

Table 5.2 Strategies/investment programmes, instruments and objectives

Strategies/ Investment Programme	Past trends	SDF desired state	SDF instruments	Objectives
Supporting an efficient movement system/Strategic Transportation Interventions Programme (STIP)	<ul style="list-style-type: none"> • Developments designed for private vehicles • Inefficient public transport • Hierarchical road network with numerous unconnected roads, loops and dead-ends • Mobility of arterials compromised 	<ul style="list-style-type: none"> • Multi-modal transportation and land use patterns support public transport and pedestrian movement. • Focusing development (esp. higher density residential uses) in existing public transport infrastructure 	<ul style="list-style-type: none"> • Road Hierarchy • Strategic Public Transportation Network (SPTN) • Gautrain Stations • Existing rail network 	<ul style="list-style-type: none"> • Support public transport • Reduce travel and transport cost • Promote accessibility of communities to employment, recreation and social opportunities • Protect the mobility function of major arterials and roads • Ensure that movement system directly links with and is supported by strong high intensity nodes and higher density residential development
Ensuring strong viable nodes/nodal programme	<ul style="list-style-type: none"> • “Creep” of non-residential uses into residential areas • Increasing vacancy rates and declining amenity in key nodal points • Unchecked, market led, speculative nodal development that has placed demands on public investment in infrastructure 	<ul style="list-style-type: none"> • A Managed Hierarchy of nodes within the City • Non-residential uses are limited to existing and emerging, managed nodal points • Increased profile of the pedestrian and public transport aspects of the nodes 	<ul style="list-style-type: none"> • Nodal Hierarchy • Nodal Profiles and Boundaries • Management guidelines 	<ul style="list-style-type: none"> • Ensure clustering of various activities (work, live, play and pray) at appropriate locations • Support viable public transport • Maximise opportunities and diversity at accessible points

Table 5.2 Strategies/investment programmes, instruments and objectives (continued)

Strategies/ Investment Programme	Past trends	SDF desired state	SDF instruments	Objectives
Supporting Sustainable Environmental Management/ Sustainable Environment Programme	<ul style="list-style-type: none"> • Emphasis is on private space i.e. shopping malls, security estates and private open space • Lack of functional and connected network of open space • New development has outstripped the provision of open spaces and social amenities • Storm water infrastructure being exceeded 	<ul style="list-style-type: none"> • Emphasis on public space i.e. pedestrian environment, public parks and facilities 	<ul style="list-style-type: none"> • Johannesburg Metropolitan Open Space System • Design Guidelines 	<ul style="list-style-type: none"> • Create a network of open spaces • Support sustainable storm water catchment practices • Protect important environmental areas • Promote the prevention and reduction of pollution
Initiating and Implementing Corridor Development/ Corridor Development Programme	<ul style="list-style-type: none"> • Ad-hoc and unmanaged approach to linear development • No consistency in the use of the term corridor 	<ul style="list-style-type: none"> • Delineation of two development corridors • Focused infrastructure delivery to support corridor development • Series of goals and objectives established per corridor 	<ul style="list-style-type: none"> • East-West Development Corridor (EWDC) • North-South Development Corridor (NSDC) 	<ul style="list-style-type: none"> • Determine appropriate interventions • Maximise opportunities • Facilitate linkages • Manage new developments in a co-ordinated fashion

Table 5.2 Strategies/investment programmes, instruments and objectives (continued)

Strategies/ Investment Programme	Past trends	SDF desired state	SDF instruments	Objectives
Managing Urban Growth and Delineating an Urban Development Boundary	<ul style="list-style-type: none"> • Urban sprawl on greenfield sites • Erosion of rural character of the few rural assets of the City • Proliferation of subsidised housing initiatives on peripheral locations away from economic and social opportunities 	<ul style="list-style-type: none"> • Infill, "brown-fields" developments • Abatement of urban sprawl on the periphery of the City • Conservation of rural character of areas beyond the Urban Development Boundary 	<ul style="list-style-type: none"> • Land use guidelines • Subdivision of Land Table • Amendment Procedures 	<ul style="list-style-type: none"> • Combat urban sprawl • Create economies of urbanisation • Focus on in-fill and redevelopment • Support efficient infrastructure provision (capital investment) • Provide a mechanism for effective growth management • Support a more efficient urban form that is public transport orientated • Protect environmentally sensitive areas, agricultural land and open space • Support a multi-modal transportation system
Increased densification of strategic locations	<ul style="list-style-type: none"> • Low density and dispersed activities • Market preference for one erf one unit • Perceptions that increased density equates to low/cost housing • Wasted land opportunities e.g. car parking above ground • Low coverage and height restrictions 	<ul style="list-style-type: none"> • Higher densities and clustered activities in identified strategic locations • Co-ordinated investment in infrastructure to support densification initiatives 	<ul style="list-style-type: none"> • Strategic Densification Priority Areas • Base and minimum density guidelines proposals 	<ul style="list-style-type: none"> • Promote appropriate densities and densification • Promote the optimal use of existing and future infrastructure and resources

Table 5.2 Strategies/investment programmes, instruments and objectives (continued)

Strategies/ Investment Programme	Past trends	SDF desired state	SDF instruments	Objectives
Facilitating sustainable housing environments in appropriate locations/Housing Programme	<ul style="list-style-type: none"> • Subsidised housing located on the periphery of the City and its opportunities • Lag in delivery of non-residential components of new housing schemes e.g. clinics/schools • Focus on 250 m erven on single erf 	<ul style="list-style-type: none"> • Increased focus on in-fill and regeneration programmes in closer proximity to existing opportunities and infrastructure • Range of housing typologies to support the accommodation of various needs 	<ul style="list-style-type: none"> • Spatial location and database of the City's informal settlements • Housing Programme • Pilot Projects (e.g. Princess Plots) 	<ul style="list-style-type: none"> • Develop appropriate housing typologies • Promote adequate provision of social and economic amenities

SDF DEVELOPMENT STRATEGIES

Four of the Development Strategies are considered in greater detail in this section, namely:

- Strong Viable Nodes;
- Increased Densification of Strategic Locations;
- Initiating and Implementing Corridor Development; and
- Managing Urban Growth and Delineating an Urban Development Boundary.

Details of the remaining three Strategies can be found in the SDF and specific objectives and interventions relating to Transport, Environmental Sustainability and Housing can be found in the sector plans in this document.

Strong viable nodes

The purpose of this strategy is to develop a well structured hierarchy of nodes that are linked and integrated with the public transport and movement system. The nodes represent the areas in the city where urban opportunities are maximised and have high levels of access.

The City defines a node as a well-defined and legible urban environment where highly accessible, mixed and compatible land uses are concentrated and serviced.

Nodes are characterised by:

- Clustering of activity on the basis of convenience and accessibility;
- High levels of accessibility via public and private transport facilities and transport routes;
- Activity mix and a diversity of public facilities;
- Density of development; and
- A recognisable centre or core, which supports a pedestrian environment and public spaces, but does not necessarily exclude vehicular traffic.

In order to protect and enhance the existing amenity of the City's nodes, associated infrastructure investments and to minimise the creep of non-residential uses into the residential suburbs, the City is intent on:

- Regulating speculative growth of new nodal points;
- Eliminating linear creep along mobility spines and roads;
- Defining a clear network of nodes (as destination points) that contributes directly to an aligned public transportation network;
- Ensuring that re-investment occurs, rather than flight to "new" nodes serving the same or similar market;
- Ensuring adequate levels of infrastructure to support development;
- Densifying within and on the periphery of defined nodes;
- Supporting Inner City and traditional town centre regeneration initiatives;
- Embracing public/private partnerships such as Central Improvement Districts (CIDs) to stimulate growth and provide additional services;

PLANS

- Monitoring the “health” of each node; and
- Building a distinct and positive identity for each node.

The SDF has identified a Nodal hierarchy and distinguishes between nodes of a mixed use and specialist use (including industrial uses). Each of these nodes has a distinct character, significance and development rationale. Some require specific interventions to make them work in a more efficient manner, whilst others are rapidly expanding and require management controls. These characteristics are displayed on the next page.

Table 5.3 Nodal Classification


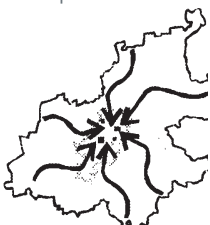

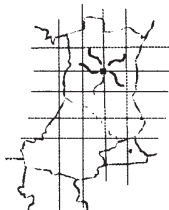
	CBD	Metropolitan node	Regional node	District node
				
Description	The CBD is the historical origin and core of the metropolitan city. In most instances a city will have only one CBD. The CBD serves national and international communities	These nodes are of metropolitan significance in terms of attracting people from areas beyond the metropolitan boundaries of the city	These nodes are of regional significance, with reference to the regions making up the metropolitan area of the City. They serve specific sub-regional areas or large districts	These nodes serve one or more neighbourhoods (sub-areas)
Dynamics/ characteristics of the node	<ul style="list-style-type: none"> • Situated at the confluence of metropolitan routes and freeways, in the area of highest accessibility • Diversity of activities and public facilities across the range, from industrial and manufacturing primary activities, secondary services, tertiary activities to quaternary services • Full range of public transport facilities • Established high-density residential component • Fully-fledged service infrastructure and support services 	<ul style="list-style-type: none"> • Situated on mobility spines supported by mobility roads and have access to urban freeways • A variety of goods, services and speciality products are offered at the node • Distinct profile 	<ul style="list-style-type: none"> • These nodes are situated on mobility spines supported by mobility roads • Fulfil a variety of functions with sufficient mix of uses • Not necessarily a distinct profile, with nodes in tight competition against each other 	<ul style="list-style-type: none"> • These nodes are predominantly located on mobility roads and/or activity streets (but not necessarily in all cases) • Activities are of a local nature providing for convenience, daily needs and social services • Pedestrian activity is relatively easy
Nodal development issues to address	<ul style="list-style-type: none"> • Promote and acknowledge as the core of the city • Symbiotic relationship with decentralised node 	<ul style="list-style-type: none"> • Intensity and pedestrian-friendliness in spite of being a very large node 	<ul style="list-style-type: none"> • Oversupply of nodes causes business to easily move out and not committing to the upgrading and maintenance of an area 	<ul style="list-style-type: none"> • Easy and pedestrian movement

Table 5.3 Nodal Classification (continued)

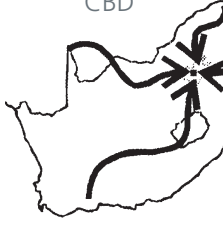
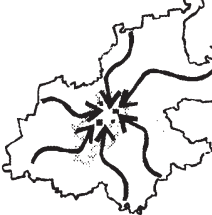

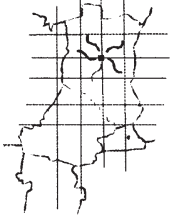
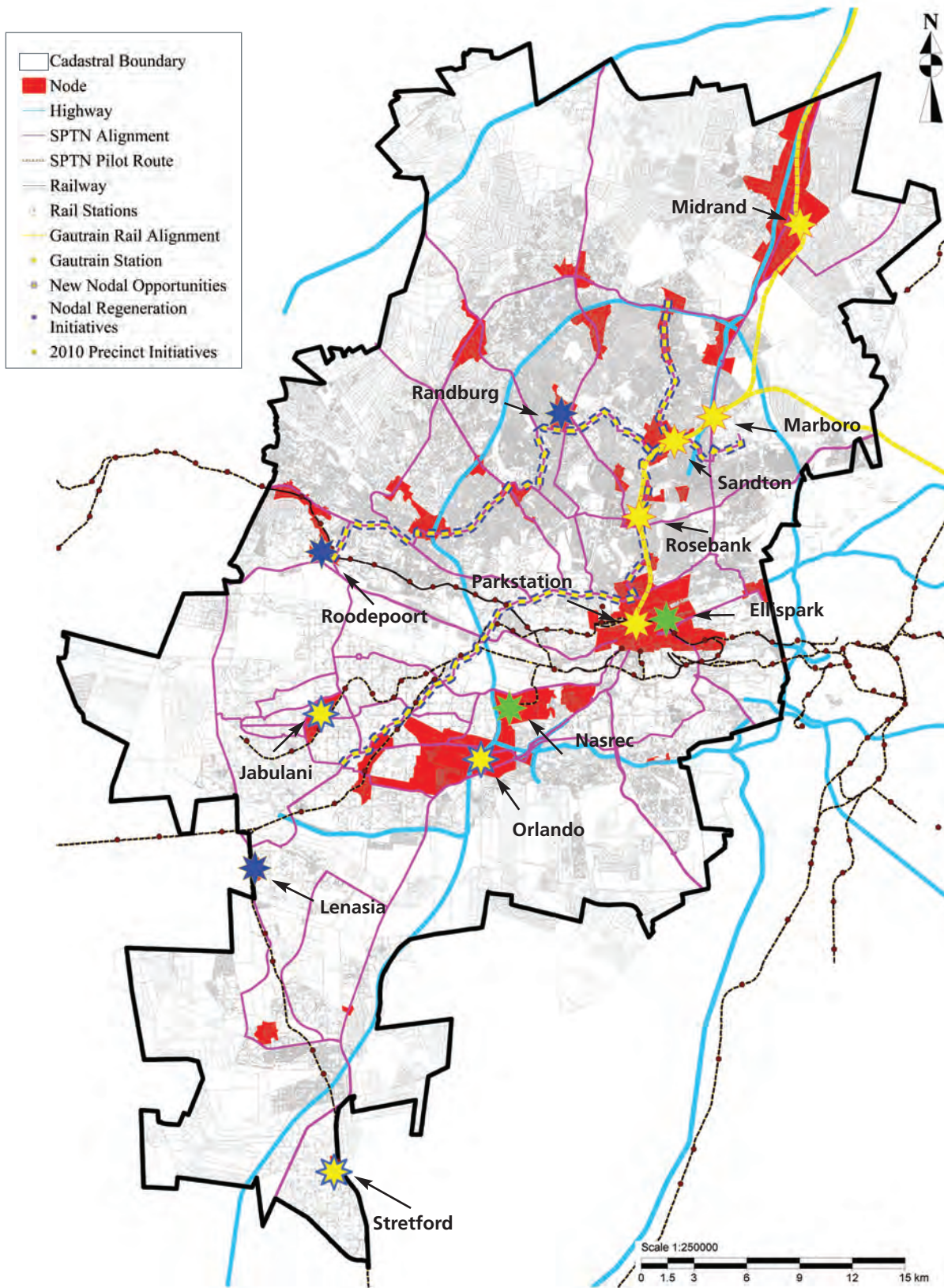
	CBD	Metropolitan node	Regional node	District node
				
Required management approach	<ul style="list-style-type: none"> The focus should fall on revitalisation and marketing in order to change perceptions The design approach should focus on integrating these nodes within their immediate environment by providing sufficient, safe and pleasant pedestrian linkages 	<ul style="list-style-type: none"> The focus should fall on the creation of a clear profile for each metropolitan node. The design approach should focus on integrating various uses and different precincts, visually and physically into a cohesive whole 	<ul style="list-style-type: none"> The focus should fall on the monitoring and management of nodes to prevent an oversupply. The design approach should focus on integrating various parts of the node in one cohesive whole, as well as integrating the node within its surrounding environment through adequate pedestrian linkages 	<ul style="list-style-type: none"> The design approach should focus on the creation of attractive public spaces even on a very small scale. Leftover spaces should be avoided at all cost
Identified CBD, Metropolitan and Regional Nodes and Significant District Nodes	<ul style="list-style-type: none"> Johannesburg 	<ul style="list-style-type: none"> Sandton Midrand 	<ul style="list-style-type: none"> Baralink Bruma Constantia/Strubens Valley Cresta/Beyers Naudé Fourways Greater Sloane NASREC Northgate Ormonde/Gold Reef City Parktown Randburg Rivonia Roodepoort Rosebank Southgate Sunninghill Westgate/Princess 	<ul style="list-style-type: none"> Ennerdale Gleneagles/Oakdene Hyde Park/Dunkeld Illovo Jabulani Killarney Kliptown Lenasia Lenasia South/Unaville Melrose Arch and Surrounds Stretford Woodmead

Figure 5.2 Nodal and movement structure



Increased densification of strategic locations

The promotion of residential densification in strategic locations will contribute towards a more compact and concentrated urban form.

Strategic densification contributes towards the following outcomes:

- Increasing the viability of existing and proposed public transportation infrastructure and services;
- Optimising the use of land and provides accommodation in close proximity to urban opportunities;
- Phased, cost effective and efficient infrastructure provision;
- Improving citizens' quality of life via access to opportunities and reduction in travel time;
- Reduction in pressure for development on open spaces and environmentally sensitive areas; and
- Reduction of air, water and land pollution.

However, the City also acknowledges that there are concerns about densification:

- Residents have diverse requirements and need areas of both low and high densities;
- Significant public expenditure is needed for the development of an integrated movement system, including a reliable and efficient public transport system. There is a limited capital fund within the public sector in the short term to either carry the cost of actual developments, or to provide infrastructure across the City in support of densification;
- The market is largely demand driven and profit oriented. This means that the areas of densification and the rate of development in support of densification are dependent on market demand, capital availability and profit. The intention is to channel market supply into strategic areas;
- It is increasingly difficult to find well-located land for housing for subsidised housing initiatives;
- Higher densities may result in concentrations of air and noise pollution; and
- Infrastructure capacities will have to be assessed in terms of their ability to accommodate higher densities.

The City has introduced a Gross Density of ten units per hectare to guide future residential developments. In an instance where an RSDF stipulates a density of less than the Gross Density, the lower RSDF density will prevail. Beyond the citywide base density, locational factors may indicate a greater desired Density figure. These factors may include the proximity of a site or area to the following:

- Nodes: CBD, Metropolitan, Regional and District nodes;
- Transportation routes: Strategic Public Transportation Network, Mobility Spines and Roads, Activity Streets, Rail Stations;
- Social Facilities: Educational facilities and open spaces; and
- Subsidised housing initiatives.

Densification in and around nodes

The City's nodes have the greatest potential for the creation of sustainable patterns of development. In order to maximise nodal growth and to benefit from nodal characteristics of mixed use and public transportation orientated there should, in-principle, be no upper limit on the number of dwellings that may be provided in any node. This in-principle support is subject to the following safeguards:

- Compliance with existing policies /development plans;
- Avoidance of undue adverse impact on the amenities of the surrounding area;
- Appropriate urban design parameters; and
- Capacity of services and infrastructure.

Potential benefits of densification in the City's nodes should include:

- Assisting urban regeneration initiatives;
- Increasing the optimal use of existing infrastructure;
- Supporting local services and employment;
- Encouraging affordable housing provision; and
- Sustaining alternative modes of travel, such as walking, cycling and public transport.

Proposals within and around nodes must be supported by a motivation demonstrating a tangible and positive contribution to the respective node.

Priority nodes within an "investment footprint"

The following existing and planned public-sector initiatives provide unique opportunities to increase densities and complement the respective initiatives:

- Gautrain stations (investment of +/-R20 billion for whole project);
- Strategic Public Transportation Network (SPTN); and
- 2010 World Cup infrastructure investment.

These three initiatives will realise unparalleled levels of investment within the City over a relatively short-term and can loosely be described as an "Investment

Footprint” The permanent legacy of investment in physical infrastructure provides a golden opportunity to realise additional benefits and opportunities to a greater number of citizens through densification initiatives. This can make a tangible contribution towards the founding SDF principle of facilitating access to urban opportunities within the City. The nodes that fall within this “Investment Footprint” include:

- Kliptown;
- NASREC;
- Johannesburg CBD (including Greater Ellis Park);
- Parktown;
- Rosebank;
- Illovo;
- Sandton; and
- Midrand.

The City will actively support higher density residential development proposals within and around these nodes. The core MEs are assessing a range of density scenarios per node and the impact these would have on existing and planned infrastructure provision. Where upgrading to support these proposals is required, the City is prepared to invest to realise the best possible urban redevelopment within these strategic nodes.

Densification on mobility and public transportation routes/infrastructure

The primary rationale for increasing residential densities along movement lines is to increase the accessibility of public transportation to a broader market and to increase this market’s contribution towards a cost effective and citywide public transport network.

It is acknowledged that densities across the whole City do not presently support an effective and sustainable citywide public transport system. Densification along the primary public transport routes such as the SPTN will assist in these short-term pilot routes such as the Regina Mundi-Parktown-Sunninghill and the medium-long-term interventions of the broader 325 km long network.

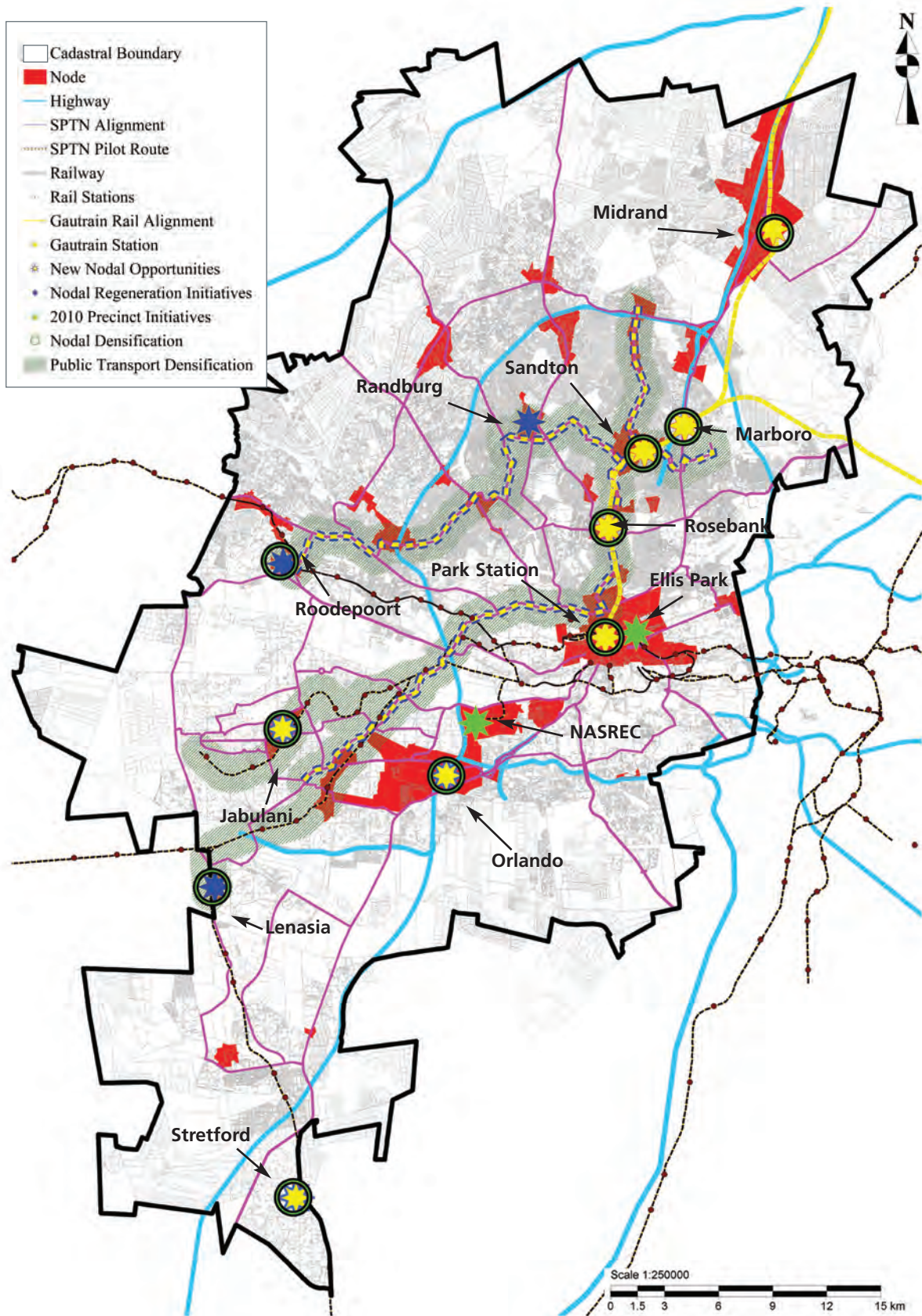
Increasing residential densities within close proximity to existing social facilities will increase access to and the use of these facilities. Further, it can also encourage and re-introduce the notion of a “sense of community” and promoting community activities.

As a result of the high premium of land, as well as an established need for a variety of housing typologies, increasing residential densities within subsidised housing schemes can prove to be an efficient way of optimising existing land resources, bulk infrastructure and accommodating a range of housing options.

Initiating and implementing corridor development

The development of corridors has been identified as a potential instrument to

Figure 5.6 Densification strategy



PLANS

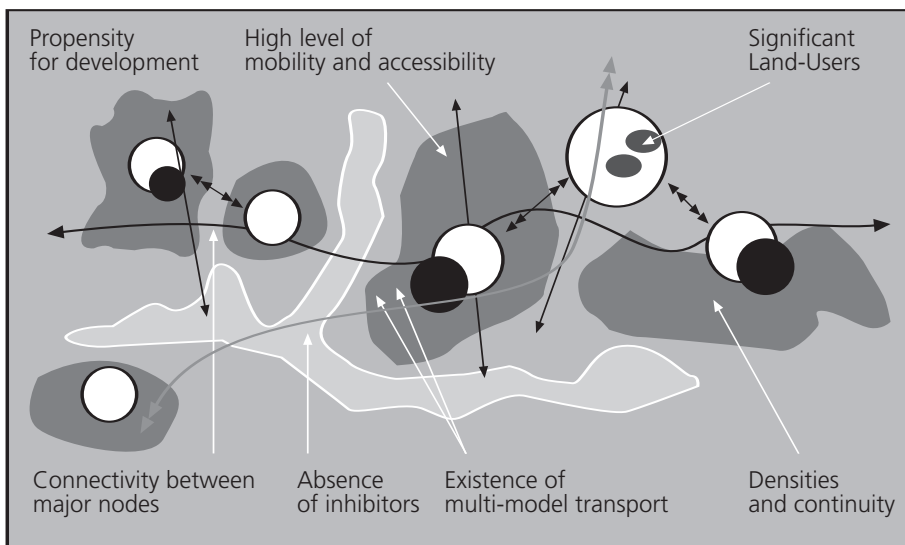
restructure the City into robust, efficient and well-connected urban areas by unlocking inherent and under-utilised economic and social development potential.

Corridors represent those areas in the urban system where the benefits of well developed public transport and movement systems, interlinked areas of opportunity, private and public services, infrastructure and densities are maximised.

The development and transportation community has used the term corridor in many different ways – activity corridor, movement corridor, transport corridor to name but a few. For the purposes of the City's definition, development corridors are characterised by:

- Connected nodes;
- Existing/potential for regional and inter-regional accessibility;
- Provision of a number of movement options – i.e. road and rail;
- Intense, high-density mixed land uses; and
- Availability of tracts of vacant /under-utilised land that provides opportunities for higher densities and integration opportunities.

This concept is illustrated in diagram below:



Two development corridors have been identified in the City, namely the:

- East-West Development Corridor (EWDC); and
- North-South Development Corridor (NSDC).

These two corridors are very different in nature although both contain a number of the above-mentioned attributes for corridor development.

The East-West Development Corridor (EWDC) runs midway through the City from the eastern boundary linking the industrial development in Ekurhuleni on the east to Mogale on the western boundary of the City a distance of over 30 kilometres. The Corridor incorporates the traditional mining belt that has been perceived as a barrier to the integration of the northern and southern parts of the City. The mining

legacy of the area has also presented a number of environmental challenges and constraints the most visible of these being the numerous mining dumps.

With respect to transportation, there is an existing railway line with a number of associated stations and strong east-west road linkages. Conversely, there are very few strategically located road linkages to the north of the mining belt. Many of the existing industrial, commercial, retail and residential areas are not operating optimally given these constraints.

Due to the central location of the EWDC it has the potential to become an integral restructuring and integrating mechanism within the City. The challenge for the City is to take advantage of the opportunities this area presents and transform it into a vibrant, mixed-use urban environment with a thriving economy.

The EWDC presents the City with unique opportunities to:

- Fast-track development in impoverished southern areas;
- Create employment;
- Improve the quality of life for the urban poor; and
- Improve the north-south spatial integration.

The North-South Development Corridor (NSDC) extends from Orange Farm north via Lenasia and Soweto to the central anchor point of the CBD. From the CBD it continues north through Sandton to Midrand. It provides inter-regional access beyond the municipal boundaries to Sedibeng to the south and Tshwane to the north.

The NSDC presents the City with the opportunities to:

- Facilitate movement between the labour market located in the south of the City and the economic opportunities of the north;
- Utilise the existing infrastructure and public amenities;
- Reinvestment and infill development possibilities for higher density residential development;
- Further densification where services are available at strategic locations; and
- Further economic growth and development.

Presently, the character and management of the corridor is split between the central-north and central-south sections.

The central-north section is characterised by high degrees of investment and economic and employment opportunities. Private transport dominates in this section and congestion is the main constraining mobility factor. The alignment is based on the N1/M1 highway. Metropolitan and Regional nodes exist in the area including Midrand, Sandton, Sunninghill, and Rosebank. The Gautrain route and four of the Gautrain stations (Midrand, Sandton, Rosebank, Park Station-CBD) fall within this section of the Corridor. Other movement lines include the Oxford/ Rivonia Roads arterial, Louis Botha and Jan Smuts Avenue and Old Johannesburg Road.

These factors continue to attract development and reinforce the vibrant economic activity already present within the area. The northern part of the Corridor is the

location of choice for many high tech industries and office nodes. The challenge for the City is to integrate and manage existing, well-established land uses and reduce congestion levels in a manner that has long-term benefits for all the residents of the City.

Conversely, the central-south section has fewer economic and employment opportunities and a greater pool of labour resources. Public transport dominates in this section and the condition and capacity of infrastructure is the main movement issue.

A freight and passenger based, second leg of the central-south section is presently being considered and evaluated along the N1 highway.

A consolidated and integrated corridor would increase the opportunities afforded to the labour force and economic opportunities in the central-south by facilitating better access and co-ordinating public expenditure.

The alignment of this central-south section is based on the existing rail infrastructure that links the Central Business District with Soweto – Lenasia – Ennerdale – Orange Farm and roads such as the R533, N17 and the N1 highway.

The alignment of the central-south section of the NSDC incorporates the following major public investment initiatives and nodes presently being undertaken in the area including:

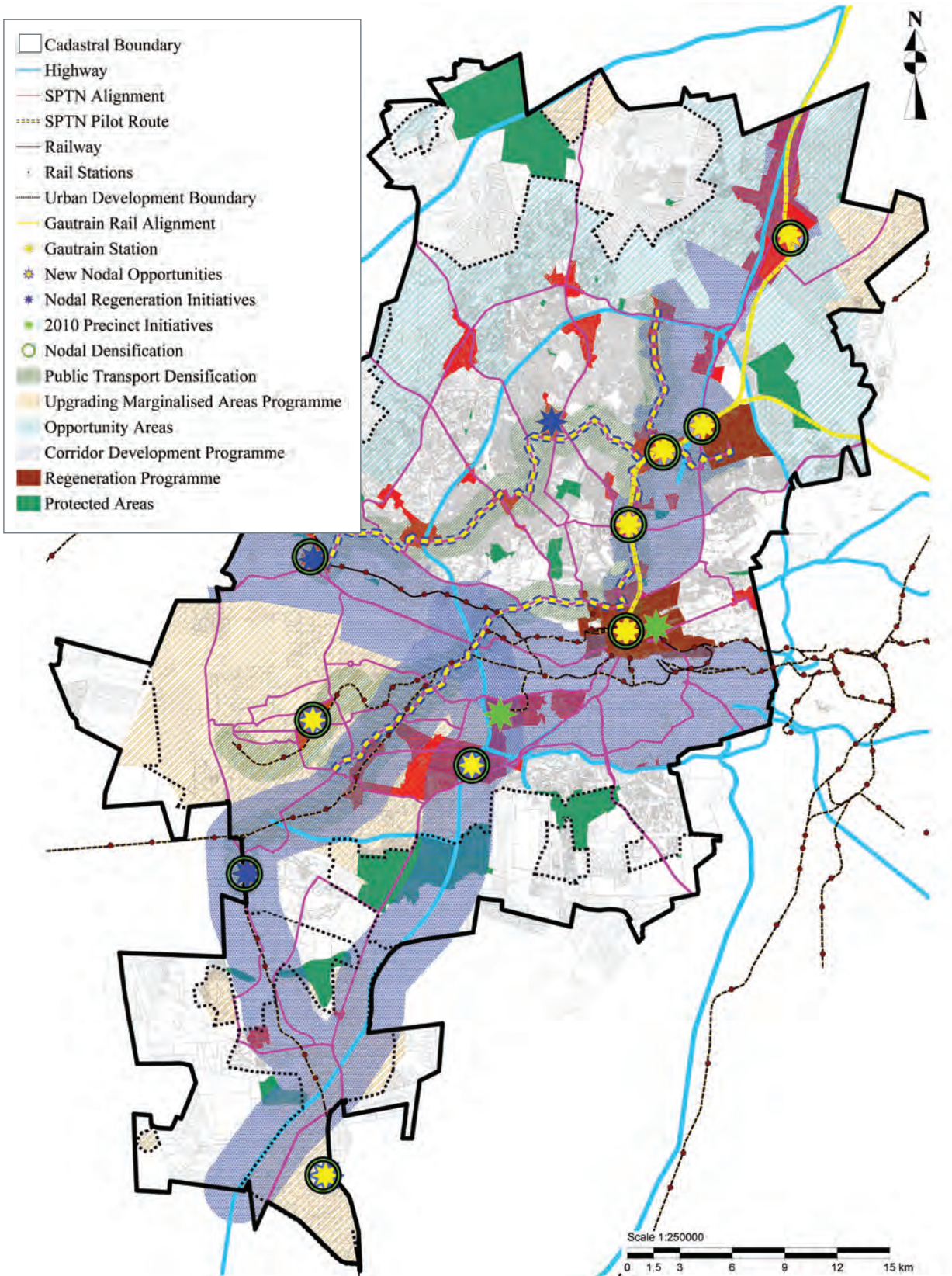
- The SPTN Flagship Project: Regina Mundi-Parktown;
- NASREC Regional Node and 2010 stadium precinct;
- Baralink Regional Node;
- Kliptown District Node;
- Lenasia District Node
- Lenasia South/Unaville District Node
- Ennerdale District Node; and
- Stretford District Node.

The implementation of these projects will act as catalysts for further development and can overcome the perceptions that the area is stagnant and dormant.

Managing urban growth and delineating an urban development boundary

In South Africa, all major urban areas have one important feature in common – that urban growth has taken the form of dispersed residential growth at the city edge. Instead of accommodating the inward migration of people from rural surroundings, as well as rapid population growth within these urban areas by using densification techniques, urban expansion was encouraged by making more (often less expensive) land available for development on the periphery of the city, either in the efforts to house the urban poor, or to accommodate the boom of middle-to-high income security estates seeking suburban amenity. In the process big cities began to grow larger in terms of surface area and at relatively low densities. This trend is constantly making it more difficult for the historically disadvantaged and poor to cope in an urban environment that has become less

Figure 5.7 Development direction



and less conducive to public transport. Within the City's present context and development climate the delineation of an Urban Development Boundary (UDB) provides a clear message that "business as usual" needs to adapt to support broader principles of efficiency, accessibility and sustainability.

The fundamental outcomes of the City's UDB are envisaged to be:

- Reducing the footprint of the City in order to prevent the excessive consumption of land on the City's periphery;
- Focusing on in-fill, redevelopment and densification in strategically demarcated areas;
- Supporting cost efficient infrastructure provision;
- Supporting an urban form that is conducive to the use of public transport;
- Protecting environmentally sensitive areas, agricultural land and open space; and
- Providing direction for capital investments for efficient infrastructure provision.

The UDB cannot function as a stand-alone intervention to assist and guide efficient City growth management, its application should be in conjunction with other interventions and strategies to influence a desired City structure. It is in this view that the City is investigating a number of mechanisms that support the UDB in achieving its goals through the proposed Land Management System (LMS). Amongst these are:

- Improved land use and infrastructure co-ordination;
- Designation of enterprise zones/strategic development areas;
- More flexible zoning;
- Re-structuring bulk contributions;
- Social re-investment contributions;
- A range of development incentives (tax, infrastructure, etc.); and
- Public transport orientated development.

The City embarked on a number of studies in areas experiencing development pressure, in order to establish the necessity and/or cost-effectiveness of expanding the UDB in those areas. These areas included Doornkop, Ruimsig, Diepsloot, Olievenhoutbosch and Klipriviersberg.

Apart from the cost of expansion a key issue that needs to be addressed is the extent to which social re-integration can be accommodated within a particular area. Given this scenario, the National Housing "Breaking New Ground" Directives pertaining to 20% contributions in kind/financial are being considered. The City is investigating the implementation of this subsidised housing initiative further and until this investigation has concluded and an appropriate mechanism implemented, land development applications outside the existing UDB will continue to be considered in terms of the criteria for development within and beyond the Urban Development Boundary as outlined in the SDF and RSDF.

CAPITAL INVESTMENT FRAMEWORK (CIF)

The Capital Investment Framework (CIF) is the implementation component of the IDP and the SDF, realising the goals and the objectives of the City. The CIF is an outcome of a joint initiative between the Development Planning Department and all service providers within the City (Municipal Entities and Core Internal Departments). Without an effective implementation framework, the development principles and strategies of the SDF will remain grounded in theory and the likelihood of restructuring the City in line with the City's Growth and Development Strategy is unlikely to be realised.

The CIF addresses and fulfils the realisation of the six identified Development Paradigms of the Growth and Development Strategy and the IDP.

The purpose of the CIF is to ensure the improvement and the management of the existing infrastructure by addressing the many developmental challenges within the City. The CIF indicates where Council should invest the capital budget for capital projects within a short to medium timeframe and translates a catalogue of "wish list" projects into a catalogue of strategies and projects collated from the Municipal Entities and Core Departments. The purpose of the CIF is therefore to:

- Improve service delivery through infrastructure and services that is planned, delivered, upgraded or managed in an objective and structured manner that support the City's vision, growth and development strategy and priorities;
- Prioritise projects and programmes through an information system;
- Direct future public and private investment;
- Strategically align capital budgets; and
- Identify types of infrastructure and services planning and implementation choices in a strategic manner that fulfils the City's developmental priorities.

Capital Investment Management System (CIMS)

An information system, CIMS (Capital Investment Management System) is utilised to determine priority projects for capex allocation.

CIMS was specifically developed and tailored to act as a single database for the Investment Programmes and all associated capital requests, delivering on the development paradigms of the CGDS. CIMS therefore functions as a prioritisation tool/reporting module on specific scenarios and project management/tracking module. The system provides a platform for the City to understand the citywide implications of investment decisions as it relates to the Strategic Agenda. The 2006/07 capital budget represents a balanced sharing between the programmes, giving equal prominence to the City's historical backlogs, existing infrastructure and future growth.

Prioritisation

The City has developed a model to log, prioritise and track projects on the annual Capital Expenditure (capex) budget. The MEs and Core Departments were required to submit lists of capex projects on an annual basis for evaluation and prioritisation. When priority projects are implemented, tracking of the progress on these as well as regular report-back and confirmation of progress is required. This section describes the methodology of prioritisation and how the various elements used within the model were derived and incorporated.

Although projects are often prioritised individually by the respective MEs and Divisions, the projects still need to be prioritised from a City perspective. The City perspective involves important strategic elements that may not be perceived as important from an ME's or internal division's point of view. Strategic inputs need to be given to the decision-makers to enable planning and suitable allocation of budgets and resources,

to realise and affect the strategic direction provided by the City's vision and current agendas.

A comprehensive model has been developed to address these various issues and to respond to the deficiencies that have been identified in the past. The model is accessible to all various City service providers via the internet. It also provides the ability to track and manage the progress on projects that have been approved for implementation.

The system that was developed for the City of Johannesburg is called the Capital Investment Management System (CIMS). The development of the system was influenced by a number of very important parameters. An understanding of the system's users, the information required by the model and the magnitude of information that are required were key considerations.

Since a number of elements have to be covered by the model, the level of detail and the model's sensitivity to these criteria were very important to establish from an early stage in the model's development. The influence of the City's annual programme and timelines were important as well as the level of feedback required by the City's planners from time to time. New prioritisation elements are introduced annually by, e.g. the Mayoral Agenda and these have to be taken into account in the prioritisation process. Typical, basic considerations taken into account by the model are:

- Project Locality;
- Financials;
- The City's Programmes;
- Mayoral Issues (e.g. HIV and Inner City Regeneration);
- Planning Issues (e.g. Service Delivery, Economic Growth and Social); and
- Technical Issues (legal obligations, technical requirements, feasibility, etc.).

The purpose of the CIMS model is to ensure alignment of the capital investment programmes with the Mayoral priorities, the development paradigm and sector programmes of the GDS and the development direction of the SDF. It further provides an understanding of the development implications of certain investment decisions.

Key challenges and implications

Implementing development strategies in the most sustainable manner that is beneficial to all the City's residents is indeed a challenge that is faced on a daily basis. These are highlighted below, with implications posed by the challenges and methods to overcome these hurdles, via the CIF and CIMS:

- Developing the City to ensure equitable infrastructure distribution is a challenge. This is predominantly due to the fact that the City does not have the necessary resources, whether human, capital or technological, to simultaneously address all backlogs. Prioritisation of budget spends on the most critical projects in line with the City's Growth and Development Strategy to address backlogs is thus required. CIMS is used as a tool to scientifically rate projects according to the stipulated prioritisation criteria in order to ensure alignment with the medium and long-term objectives;
- The implementation and effective project management is quintessential to ensure the success and sustainability of any project. The implementation of projects are therefore carried out by the relevant MEs and project-managed by the MEs as well as the staff of the City; and
- Monitoring and evaluation can be a cumbersome and time-consuming process. However, CIMS allows for simple, effective, and continuous monitoring and evaluation of projects and programmes.

OVERVIEW OF THE CITY'S CAPITAL BUDGET

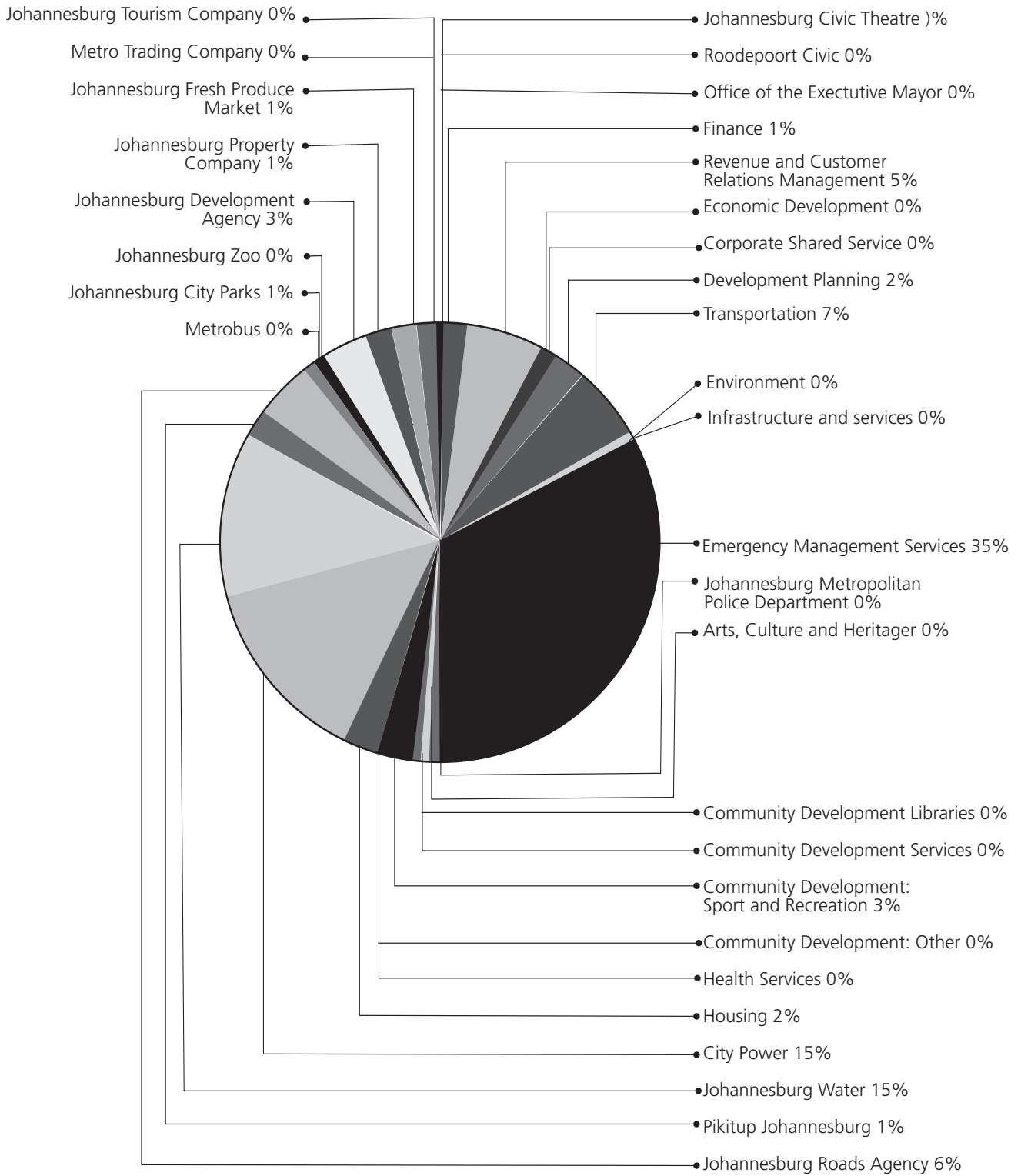
In order for the City to adequately and efficiently provide the necessary infrastructure to ensure that development is appropriate, equitable and enhances the quality of life for all citizens, substantial capital expenditure is required.

The capex budget is funded from the tariffs, rates, base and external funding (e.g. housing subsidy, Municipal Infrastructure Grant, etc.). The broad breakdown of the respective line departments and Municipal Entities for the 2006/07 financial year is depicted in table 5.4.

DETAILS	2006/07		SOURCE OF FINANCE						TOTAL CoJ FUNDING R'000	TOTAL PUBLIC CONTRIBUTIONS R'000	ENTITY CONTRIBUTION TO TOTAL BUDGET %
	TOTAL R'000	OWN FUNDING LOAN SURPLUSES R'000	CAPITAL RESERVE R'000	OWN FUNDING CASH R'000	PUBLIC CONTRIBUTIONS						
					NATIONAL GRANT R'000	PROVINCIAL GRANT R'000	CMIP/ MIG R'000	OTHER BSC R'000			
CORE ADMINISTRATION											
Office of the Executive Mayor	10 522	7 814	2 708						7 814	0,33	
Finance	34 153	28 000	6 153						44 153	1,38	
Revenue and Customer Relations Management	236 462	228 000	8 462						236 462	7,41	
Economic Development	500		500						500	0,02	
Corporate Shared Services	15 624	14 000	1 624						15 624	0,49	
Development Planning	84 761	72 155	2 306						74 461	2,65	
Transportation	335 665	94 000	765		240 900		10 300		94 765	10,51	
Environment	3 500	3 500							3 500	0,11	
Infrastructure and Services	314		314						314	0,01	
Emergency Management Services	17 106	16 585	521						17 106	0,54	
Johannesburg Metropolitan Police Department	13 337	12 825	512						13 337	0,42	
Arts, Culture and Heritage	1 884	1 550	334						1 884	0,06	
Community Development: Libraries	11 100	10 300	800						11 100	0,35	
Community Development: Social Services	7 722	6 900	822						7 722	0,24	
Community Development: Sport and Recreation	158 404	115 000	1 404				42 000		116 404	4,96	
Community Development: Other	338		338						338	0,01	
Health Services	9 079	7 305	1 774						9 079	0,28	
Housing	105 450	42 132	1 327						43 459	3,30	
City Power	713 125	354 020		200 000	10 000	48 991	13 000		554 020	159 105	
Johannesburg Water	726 776	533 055	6 000			15 000	7 000	27 105	539 055	187 721	
Pikitup Johannesburg	51 645	45 645					6 000		45 645	6 000	
Johannesburg Roads Agency	284 950	219 950					65 000		219 950	65 000	
Metrobus	7 500	7 500							7 500	0,23	
Johannesburg City Parks	30 000	22 000					8 000		22 000	8 000	
Johannesburg Zoo	19 800	19 800							19 800	0,62	
Johannesburg Development Agency	168 419	168 419							168 419	4,96	
Johannesburg Property Company	60 000	60 000							60 000	1,88	
Johannesburg Fresh Produce Market	54 065	54 065							54 065	1,69	
Metro Trading Company	1 500	1 500							1 500	0,05	
Johannesburg Tourism Company	1 700	1 700							1 700	0,05	
Johannesburg Social and Housing Company	23 400	23 400							23 400	0,73	
Johannesburg Civic Theatre	1 618	1 618							1 618	0,05	
Rooedeport Civic	2 800	2 800							2 800	0,09	
TOTAL UACs	2 137 298	1 505 472	6 000	200 000	10 000	15 000	228 000	172 826	1 711 472	425 826	66,93
TOTAL	3 193 219	2 175 538	36 664	200 000	250 900	63 991	293 300	172 826	2 412 202	781 017	100,00

Table 5.4 Capital budget for line department and municipal entities

Figure 5.8 Total capex to core departments and MEs 06/07



The breakdown of the budget per region is depicted in the Table 5.5.

Region	Capital budget allocated
Region 1: Diepsloot	R89 541 645
Region 2: Midrand/Ivory park	R169 342 318
Region 3: Sandton/Rosebank	R324 334 850
Region 4: Northcliff	R130 080 389
Region 5: Roodepoort	R254 125 128
Region 6: Doornkop/Soweto	R350 353 041
Region 7: Alexandra	R111 851 719
Region 8: Central Region	R412 292 640
Region 9: Johannesburg South	R263 006 020
Region 10: Diepkloof/Meadowlands	R466 126 392
Region 11: Ennerdale/Orange Farm	R169 578 731
Citywide	R452 586 127
Total	R3 193 219 000

Table 5.5 Capital budget allocated per region 2006/07

The City Centre (Region 8) is a key focus area and gains the largest capex portion of R412 million. The Greater Soweto area (combination of Regions 6 and 10) is allocated R816 million. The citywide portion is the allocation of projects that cuts across regions, such as the development of a road, hence the large capital budget allocation of just under R452 million.

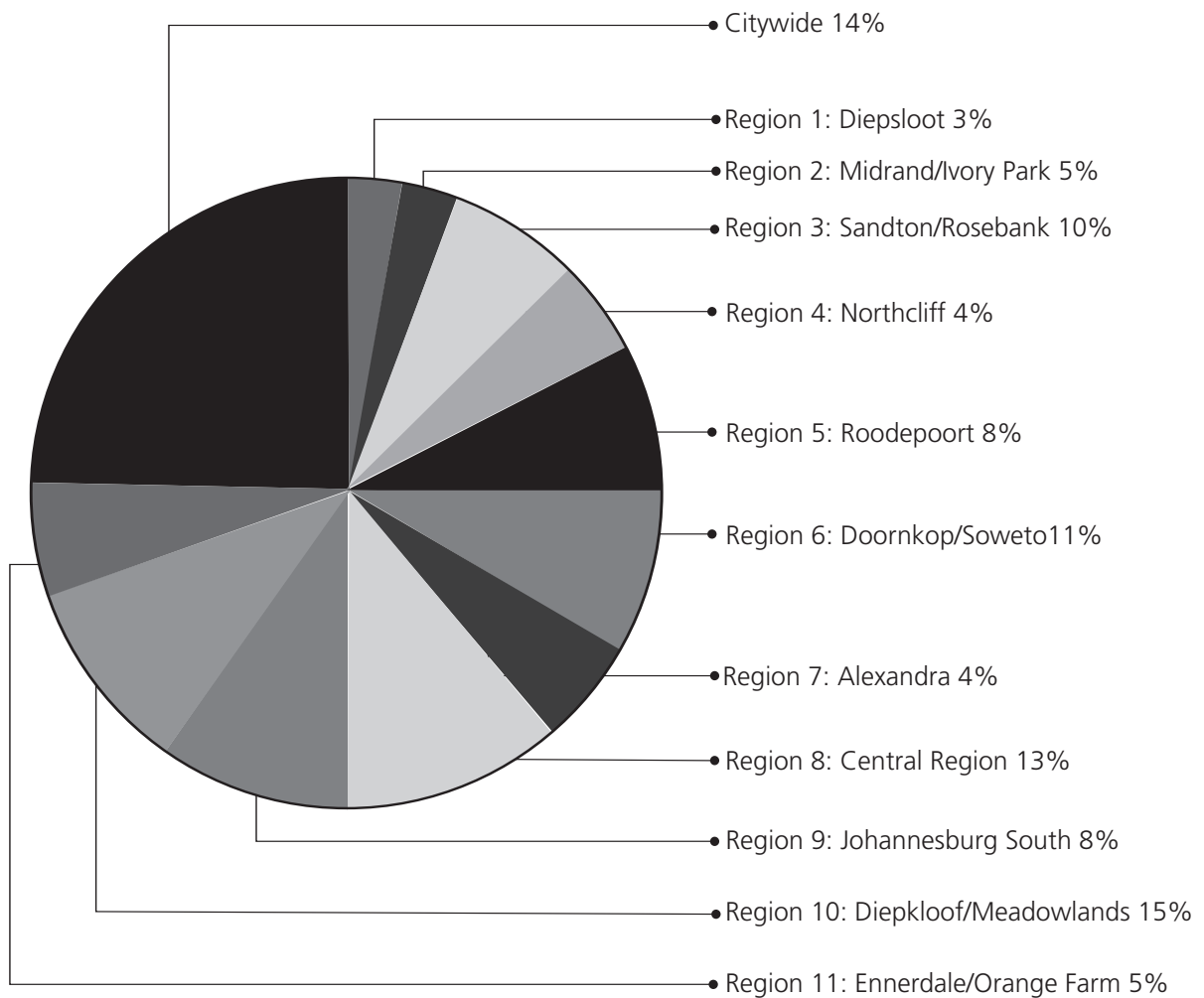


Figure 5.9 Overview of the City's regional capex share

The Municipal Infrastructure Grant (MIG) is utilised for the provision of bulk and basic services and is focused on providing these services to the poor. The specific allocation of MIG is detailed in the investment programmes.

INVESTMENT PROGRAMMES

The following nine investment programmes have been developed to support the implementation of the CGDS and has influenced the outcome of capital budget allocations.

The nine programmes are:

- The Upgrading of Marginalised Areas Programme (UMAP);
- The Regeneration Programme (RP);
- Corridor Development Programme;
- Nodal Programme;
- Strategic Transportation Interventions Programme (STIP);
- Strategic Infrastructure Investment Plan (SIIP);
- Sustainable Environment Programme (SEP);
- 2010 Programme; and
- Housing Programme.

These programmes provide a comprehensive solution and set of specific actions to address a number of developmental and infrastructure provision, upgrade and maintenance issues. The strategic developmental programmes will deliver benefits by integrating development and infrastructure proposals to ensure co-ordinated implementation. An investment programme does not have to be confined to a spatial boundary, it can be issue or sector-related.

The investment programmes and associated projects have been prioritised in terms of their contribution and alignment to the Mayoral Priorities, Strategic Agenda, and the sector plans of the CGDS, namely: Economic Development, Community Development, Housing, Infrastructure and Services, Environment, Spatial Form and Urban Management, Transportation, Health, Safety, Financial Sustainability, Governance, and Corporate and Shared Services. The investment programmes are cross-cutting to all the sector plans and integrate and align the capital implications from each of the sector plan programmes.

The investment programmes are key to the City's delivery strategy. The implementation of the above programmes and projects will be the responsibility of the City's MEs and Core Departments. Although responsibilities are sector specific, implementation will happen within an integrated framework.

The following table depicts the capital expenditure allocation per investment programme.

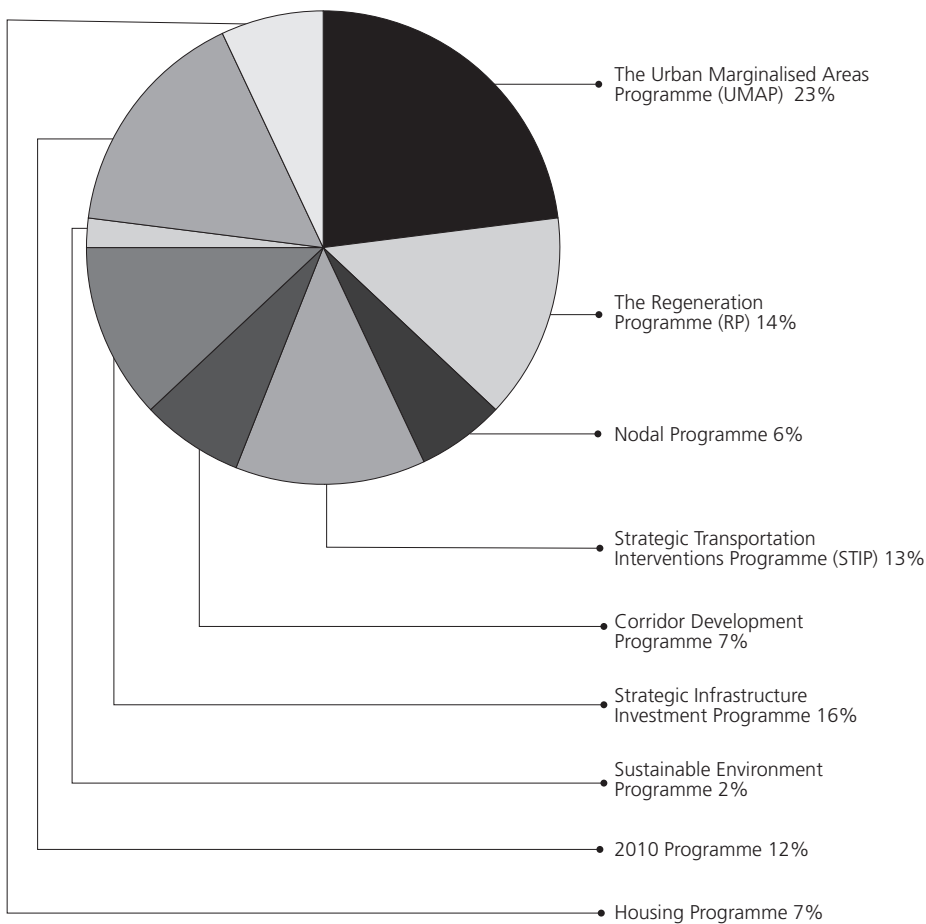
Please note that the total capex for the CIF programmes is greater than the City budget as there is an element of overlap on the programmes as some of the projects contribute to more than one investment programme.

Table 5.6 Capital expenditure per programme

Total capital expenditure for programmes 2006/07

Programme	Capital Spending 2006/07
The Urban Marginalised Areas Programme (UMAP)	R1 063 415 973
The Regeneration Programme (RP)	R498 049 440
Nodal Programme	R138 750 142
Strategic Transportation Interventions Programme (STIP)	R321 515 000
Corridor Development Programme	R215 736 792
Strategic Infrastructure Investment Programme	R394 981 275
Sustainable Environment Programme	R70 000 000
2010 Programme	R496 417 000
Housing Programme	R240 823 193
Total	R3 439 688 315

Figure 5.10 Capital expenditure per programme



THE UPGRADING OF MARGINALISED AREAS PROGRAMME (UMAP)

This programme has been identified as one of the most critical aspects to bridge the divide between Johannesburg's first and second economies, to ensure that balanced, equitable and shared growth has been attained by prioritising the development of marginalised areas and disadvantaged communities. The UMAP

The spatial development framework and capital investment continued

programme therefore seeks to provide critical infrastructure to marginalised areas by addressing the backlogs within the shortest possible time period. This programme has been allocated R840 million for 2006/07

The UMAP areas are Soweto, Diepsloot, Orange Farm and Greater Ivory Park, (including the areas of Kaalfontein and Rabie Ridge), and have been allocated a total capital budget of approximately R593 million. In Soweto, the majority of the capital budget is allocated to the upgrading of roads (including the Soweto Highway north-facing ramps), electrification, storm water, water provision, and sewer improvements. In Diepsloot, the money is allocated towards better electrification, power supply and enhanced public transportation networks; Orange Farm is focusing on water and transportation; and Ivory Park is concentrating efforts on storm water drainage, electrification and improved water and waste water systems. Table 5.7 provides a breakdown of the capital budget allocated per marginalised area. From the four prioritised regions, Soweto gains the largest share as it is a pivotal area for redevelopment, holding vast economic potential. R259 million has been allocated to the water development programme – Operation Gcin’ amanzi, R15 million is to be spent on the Soweto Development Empowerment Zone, R10 million will be spent on housing in Diepsloot and Ivory Park, and R6million on the gravel roads in Orange Farm. A total of R167 million MIG will be spent on the UMAP programme.



Upgrading of marginalised areas programme



Regeneration programme



Corridor programme



Housing programme

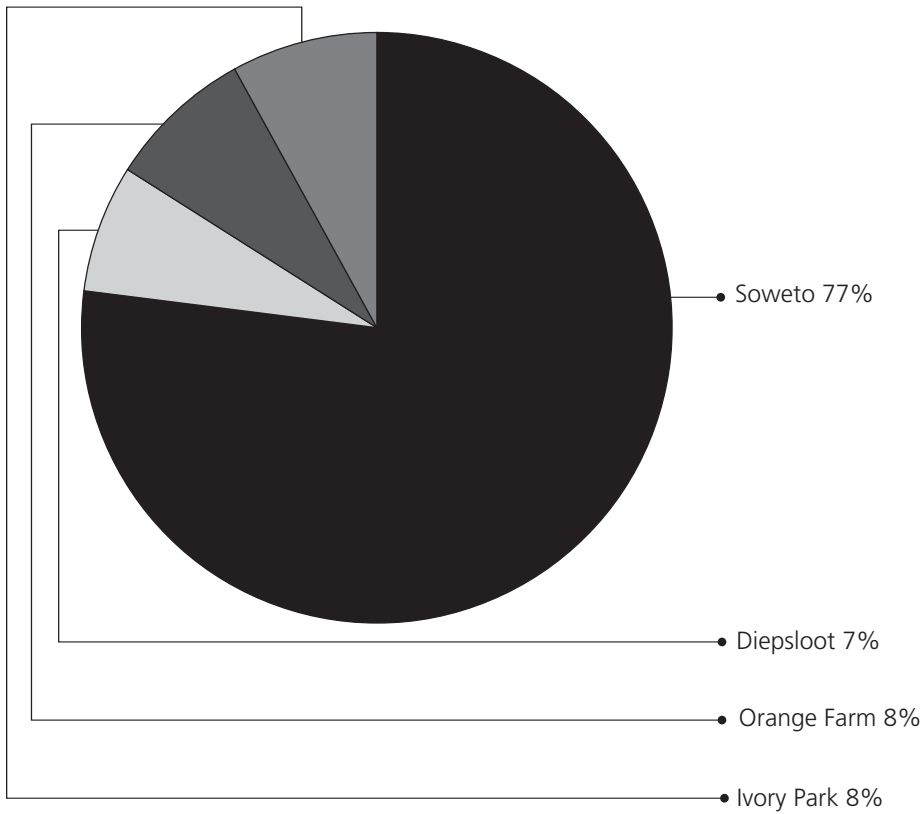


Nodal development programme

Table 5.7 Allocated capital budget per marginalised region

Region	Allocated Capital Budget
Soweto	R816 479 933
Diepsloot	R75 078 900
Orange Farm	R89 237 659
Ivory Park	R82 619 481
Total	R1 063 415 973

Figure 5.11 Capital expenditure per marginalised region



REGENERATION PROGRAMME (RP)

The key issue determining the allocation of capital in this programme was the need to regenerate existing developed areas that have been and are in decline for a number of reasons, through:

- Upgrading and maintenance of infrastructure;
- Pavement management;
- Storm water management;
- Upgrading and maintenance of social, health and recreation facilities;
- Provision of new housing where possible;
- Provision of public transport facilities;
- Promoting a safe environment; and
- Protection of cultural amenities.

The City has committed more than R498 million towards area regeneration projects in the inner City and Alexandra. These funds address the upgrading of infrastructure, housing provision and the provision of social, health and recreation facilities.

Please note that Region 8: Central Region includes Ellis Park and other areas related to the 2010 footprint. The upgrade of the Ellis Park precinct is one of the major projects in the inner City and R20 million will be spent on the project. R3,6 million will be spent on the development of the Vasco da Gama Road in Alexandra and R8 million will be spent on water and sewer provision and upgrades from the City.

Table 5.8 Capital expenditure per regeneration programme

Area	Allocated Capital Expenditure 2006/07
Alexandra	R85 756 800
Inner City	R412 292 640
Total	R498 049 440

Figure 5.12 Capital expenditure per regeneration programme

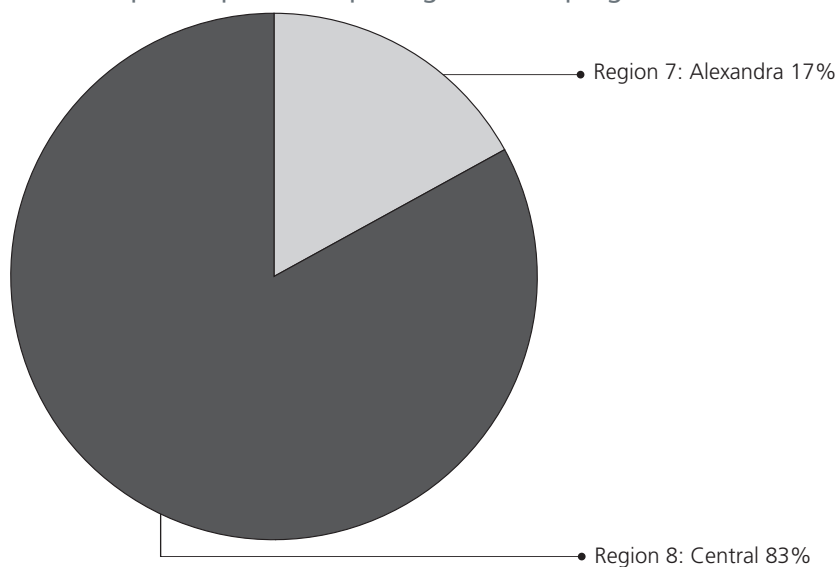


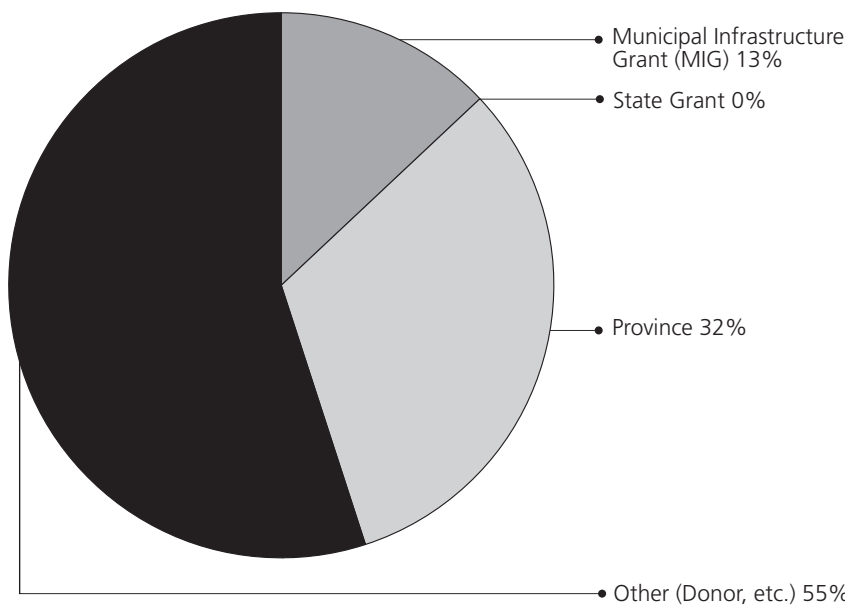
Table 5.9 Regeneration Areas – External Funding Sources 2006/07

External Funding Sources

Regeneration Areas – External Funding Sources 2006/07

Source	Amount
Municipal Infrastructure Grant (MIG)	R5 999 000
State Grant	R0
Province	R15 000 000
Other (Donor, etc.)	R26 029 800
Total	R47 028 800

Figure 5.13 Regeneration Areas – External Funding Sources 2006/07



CORRIDOR DEVELOPMENT PROGRAMME

An important component of the restructuring strategy is corridor development. These are areas developed around major movement networks. The programme will incorporate intense residential and economic development that will be supported by the appropriate level of infrastructure and services provision.

The programme will ensure that the identified corridor areas are planned and managed effectively through a number of key aspects:

- Higher densities are proposed, existing infrastructure and social amenities will have to be upgraded;
- Implementation of the relevant SPTN routes;
- Ensuring mobility along important arterials;
- Providing quality pedestrian facilities; and
- Integrating with other transportation modes, especially rail.

Both the East-West Development Corridor and the North-South Development Corridor need extensive planning and management to optimise the development potential. The North-South Development Corridor has been allocated a capital

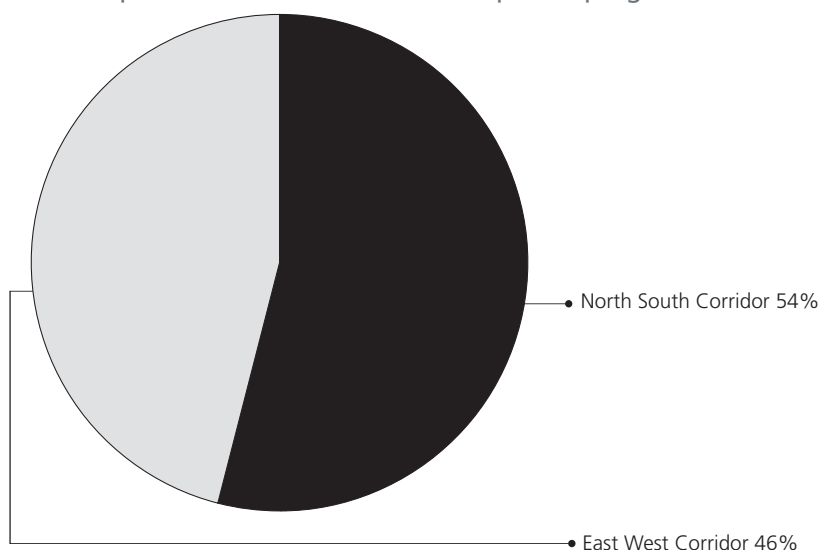
budget of almost R98 million and the East-West Development Corridor a capital budget of almost R85 million, totalling more than R182 million. The main focus in the North-South Corridor is respectively on electricity, water and roads; whilst the East-West Corridor has respectively prioritised water, electricity and roads. However, both corridors have the same three main sectors as their priority and is strategically aimed at uplifting the core infrastructure of the City in order to attain a world-class African city status.

Please note that this programme overlaps with the Nodal and the Strategic Infrastructure Investment Programmes, and that there has therefore been a degree of double counting with projects, lending to a slightly higher total capital budget figure. Below is the table that indicates total allocation for the corridor development programme.

Table 5.10 Total allocation for corridor development programme

Corridor	Total Capex Allocated to Corridor
North-South Corridor	R117 515 893
East-West Corridor	R84 830 899
Total	R215 736 792

Figure 5.14 Capital allocation corridor development programme



North-South Corridor

Source	Amount
Municipal Infrastructure Grant (MIG)	R0
State Grant	R0
Other (Donor, etc.)	R19 490 000
Total	R19 490 000

East-West Corridor – External Funding Sources 2006/07

Source	Amount
Municipal Infrastructure Grant (MIG)	R6 000 000
State Grant	R0
Other (Donor, etc.)	R7 390 000
Total	R13 390 000

THE NODAL DEVELOPMENT PROGRAMME

The SDF has noted the key contribution that strong, viable nodes play as structuring elements within the City. This programme supports the efficient management and growth of the City's existing nodes through the following interventions:

- Upgrading and maintenance of infrastructure;
- Pavement management;
- Storm water management;
- Upgrading and maintenance of social, health and recreation facilities;
- Providing new housing where possible;
- Providing of public transport facilities; and
- Supporting the Gautrain Station development.

The nodes involve the following key areas: Sandton, Randburg, Stretford, City Deep, Baralink, Lenasia, Kliptown, Roodepoort, Nasrec, Fourways, Ennerdale, and Parktown. The total budget of the nodal programme is R138 million. All planned Gautrain Stations are located within existing nodes. The prominence and importance of these nodes will be elevated with the 2010 Soccer World Cup.

STRATEGIC TRANSPORTATION INTERVENTIONS PROGRAMME (STIP)

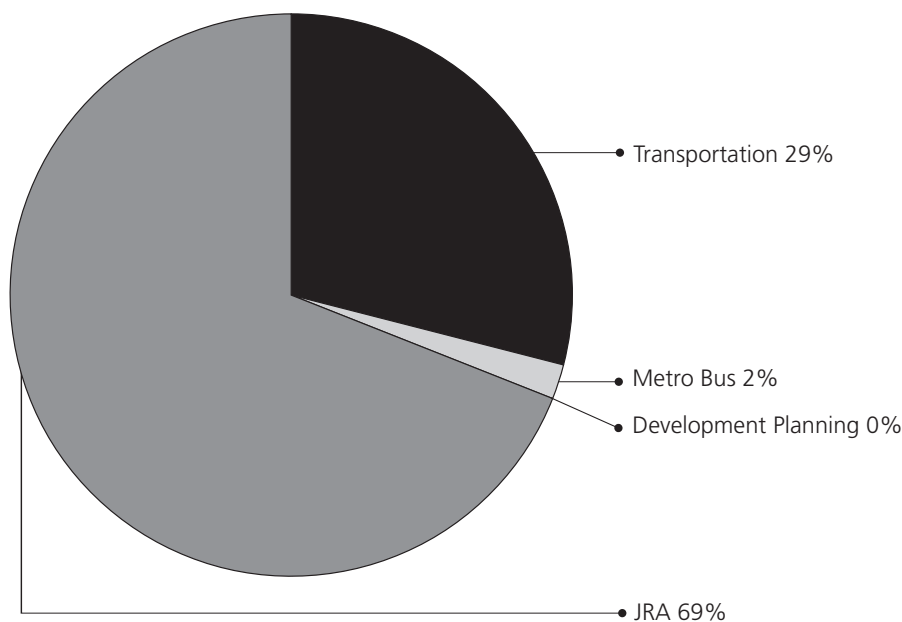
The Strategic Transportation Interventions Programme (STIP) takes into account the City's Strategic Public Transportation Network (SPTN) and endeavours to deliver on the SPTN. The SPTN consists of 325 km of road networks along mobility spines and mobility roads that serve as a structuring element of the City in creating a more accessible City that presents greater economic and employment opportunities.

The STIP is a culmination of a few of the City's transport-related entities, i.e. the Transportation Planning Division, the Metro Bus Municipal Entity, the Development Planning Division which includes the Phefeni Taxi Rank, and the Johannesburg Roads Agency (JRA). Their contribution to the Strategic Transportation Interventions Programme (STIP) totals R321,5 million and is detailed in the table below. The main focus of the STIP revolves around the implementation of the Strategic Public Transport Network (SPTN) flagship projects, its link with the Gautrain Station developments and transport infrastructure for the 2010 World Cup.

Table 5.11 Strategic Transportation Interventions Programme (STIP)

Entity	Capital Budget
Transportation	R94 000 000
Metro Bus	R7 500 000
Development Planning	R65 000
Johannesburg Roads Agency	R219 950 000
Total	R321 515 000

Figure 5.15 Capital allocation strategic transportation programme



STRATEGIC INFRASTRUCTURE INVESTMENT PROGRAMME (SIIP)

This programme includes the full spectrum of infrastructure and social amenities provision for strategic developmental interventions, such as Cosmo City, in the following areas:

- Infrastructure provision with relevant capacities;
- Provision of new social, health and recreation facilities;
- Procurement of land for open space provision as well as service servitudes;
- Construction of new transportation linkages and facilities with the focus on public transportation;
- New housing opportunities;
- Public lighting;
- Resolving power outages;
- Addressing storm water drainage; and
- Increasing the overall infrastructure capacity levels of the City to meet rapid development.

The capital budget allocated to this programme is almost R395 million.

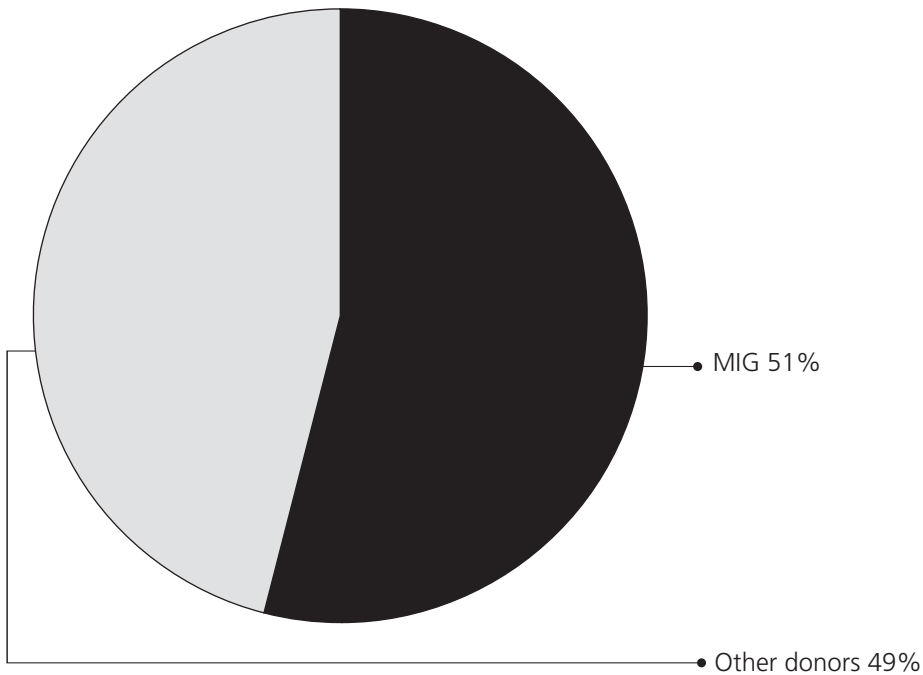
External Funding Sources

Table 5.12 Strategic Investment Infrastructure Programme – External Funding

Sources 2006/07

Source	Amount
Municipal Infrastructure Grant (MIG)	R52 500 000
State Grant	R0
Other (Donor, etc.)	R51 145 000
Total	R103 645 00

Figure 5.16 Strategic infrastructure investment programme – External funding



SUSTAINABLE ENVIRONMENT PROGRAMME

This programme is aimed at conserving the natural and built environment in the most sustainable manner within confined resources.

The total capital budget allocated to the Sustainable Environment Programme is R60 million, with R5 million allocated towards a key environmental priority, i.e. underground waste systems and R5,16 million being allocated towards garden sites. Landfills account for R17,2 million as the City is focusing on providing a cleaner City in lending towards achieving a world-class city status.

2010 PROGRAMME

The 2010 Programme is aimed at gearing the City for the 2010 World Cup in terms of its infrastructure requirements. A total of R496 million will be spent from the City in the 2006/07 financial year. The Municipal Entities and Core City Departments directly involved in the upgrading of infrastructure for 2010 are City Power, Johannesburg Development Agency, Johannesburg Water, Social Development (Sports and Recreation), Johannesburg Property Company, and Transportation. Their capital expenditure requirements for the 2006/07 financial year allocated to ensure the timeous delivery of 2010 is provided below, followed by a detailed list of their projects. R58 million will be spent on the SPTN between Ellis Park and Nasrec from the State Grant.

The spatial development framework and capital investment

continued

Comprehensive project list for 2010 Programme in the 2006/07 financial year

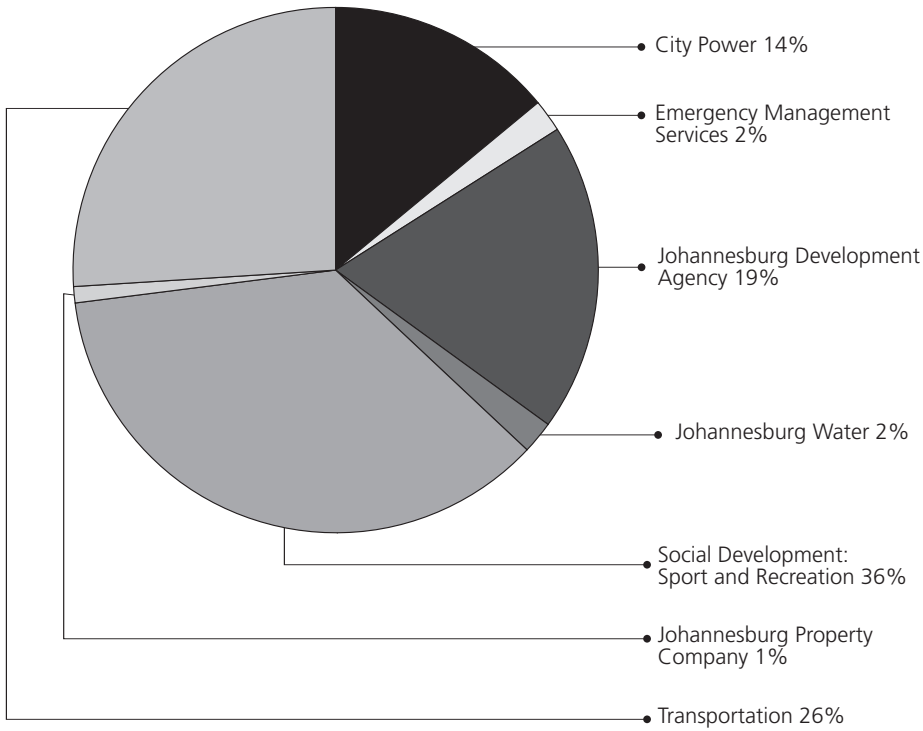
Project Name	City of Johannesburg Capital Expenditure Funding for 2006/07
City Power	
Ellis Park precinct upgrade electrical network	R2 500 000
new depot to replace Siemert Road	R1 000 000
Ellis Park: Electricity upgrade	R18 000 000
Ellis Park: Streetlighting	R6 000 000
UG Observatory/Siemert Road SSs upgrade MV cables	R14 500 000
Sub-total	R42 000 000
Johannesburg Development Agency	
Greater Ellis Park	R30 418 000
Greater Nasrec	R29 000 000
Sub-total	R59 418 000
Johannesburg Water	
Bez Valley replacement sewer beneath storm water drain	R3 000 000
Yeoville District: Upgrade water infrastructure Phase 1	R4 499 000
Sub-total	R7 499 000
Social Development: Sports and Recreation	
Dobsonville Stadium	R20 000 000
Orlando Stadium	R81 000 000
Rand Stadium	R12 000 000
Sub-total	R113 000 000
Johannesburg Property Company (JPC)	
Orlando Stadium	R2 000 000
Sub-total	R2 000 000
Transportation	
SPTN flagship project Regina Mundi to Parktown	R26 000 000
Baragwanath Taxi Rank	R42 000 000
N17	R11 500 000
Sub-total (Transportation)	R79 500 000
GRAND TOTAL	R303 417 000

External Funding Sources

2010 Programme – External Funding Sources 2006/07

Source	Amount
Municipal Infrastructure Grant (MIG)	R42 000 000
State Grant	R124 000 000
Province	R27 000 000
Other (Donor, etc.)	R0
Total	R193 000 000

Table 5.12 2010 Capital programme contribution per unit



HOUSING PROGRAMME

This programme has been identified to address the housing backlog in the City of Johannesburg through adequate capital budget allocation. In the 2006/07 financial year, Housing has been allocated R145million and the Johannesburg Social Housing Company (Josfico) has been allocated R23,4million, totalling R169m for housing for the year. The target for this allocation is to provide 20 000 housing opportunities ranging from subsidised housing units to rental stock. The details of the housing programme are depicted in the sector plan. R23million is being allocated to the Housing Programme from MIG and R48million has been allocated from the Province.

Detailed project listing for Housing

HOUSING

Project Name	CoJ Funding 2006/2007
Diepsloot West Ext. 5	R10 000 000
Fencing Project	R5 000 000
Ivory Park Consolidation	R10 000 000
Vlakfontein Extensions	R8 774 000
Weilers Farm	R8 099 193
Golden Triangle (Phases 1, 2 and 3)	R259 000
Cosmo City	R103 200 000
Total	R145 332 19

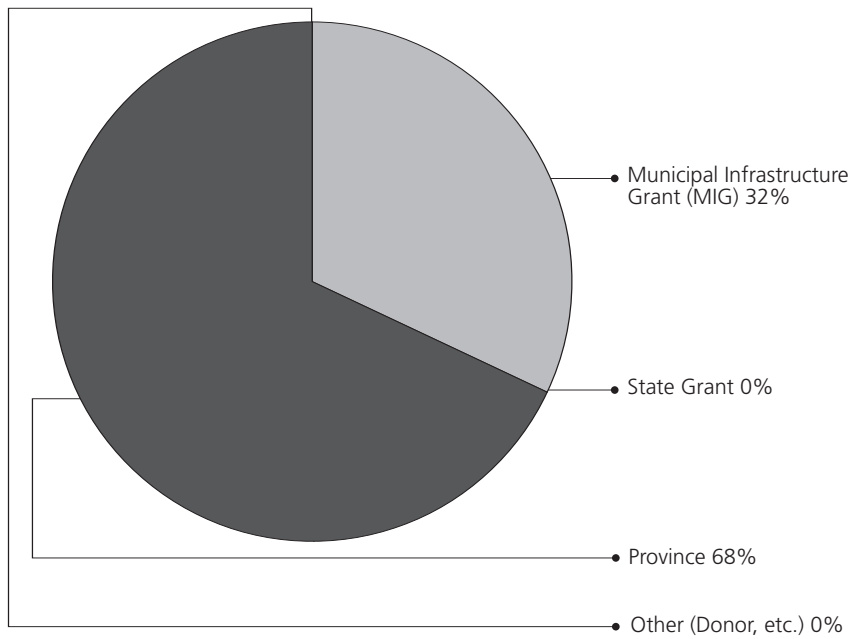
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Project Name	CoJ Funding 2006/07
Protea South Medium Density Housing Development	R5 000 000
Orlando Ekhaya Staff Hostel Redevelopment	R4 000 000
Langlaagte Staff Hostel Redevelopment/Conversion	R2 000 000
Randburg Medium Density Housing (development)	R1 500 000
City Deep 2 (Hostel Conversion)	R4 400 000
Inner City (BG Alexandra)	R2 000 000
Selby Staff Hostel Redevelopment/Conversion	R1 000 000
Klipspruit Staff Hostel Redevelopment/Conversion	R2 000 000
Lombardy East Medium Density Housing Project	R1 500 000
Total	R23 400 000

External Funding Sources**Housing Programme – External Funding Sources 2006/07**

Source	Amount
Municipal Infrastructure Grant (MIG)	R23 100 000
State Grant	R0
Province	R48 991 000
Other (Donor, etc.)	R0
Total	R72 091 000

Figure 5.13 Housing programme external funding sources



The development strategies and investment programmes of the SDF provides the basis for the implementation and realisation of the development paradigm of the GDS and the outcomes envisaged sector programmes. The SDF provides the development direction and spacial imperatives that will align the City's investment with the vision for the City and the Mayoral Priorities.

Improving the governance and institutional framework of the city

INTRODUCTION

This chapter outlines the City of Johannesburg's new political governance model, the revised administrative model and human resource development. In essence, the new political governance model has been sharpened to work with the revised city administration to make service delivery more effective, while human resource development has been premised on careful selection of people to develop the human capital of the city.

The political and administrative system established after 2000 facilitated conditions for financial recovery and consolidation, service delivery enhancement and participatory governance, which created conditions for:

- Enhanced regulatory capacity;
- Separation of responsibilities with political principals determining policies and priorities and administrative leadership responsible for interpretation, translation and implementation of policies and priorities;
- Enhanced inter-governmental and international co-operation;
- Strengthening of popular participation by citizens and civil society;
- Internalisation and consolidation of transparency and accountability;
- Better service delivery; and
- Reversal of apartheid legacy and dealing with contemporary global, regional and national occurrences and trends.

Notwithstanding the successes mentioned above, the CoJ has observed the overlapping of the executive, legislative and oversight roles performed in a variety of structures including Council, Mayoral Committee, Section 79 and Section 80 Committees. The instruments of delegation and decentralisation of powers and decision-making have not been applied effectively, leading to decision-making bottlenecks. Unclear delineation of roles and responsibilities led to ambiguities in terms of accountability.

NEW GOVERNANCE MODEL

Recognising the positive features of the existing governance and institutional model, the City has sought to refine the current system, without undertaking a radical restructuring of the institutional model. The key principles of the refinement are as follows:

- Delineation of powers should be distinguished by separating legislative and oversight roles on the one hand, and executive roles and responsibilities on the other;
- Governance and institutional arrangements should seek to deepen democracy and facilitate citizen empowerment and enhance stakeholder participation and involvement;
- Overall efficacy of the governance and institutional model should be aimed at improving governance, socio-economic development and service delivery;

- Decision-making powers and accountability should be strengthened, clearly defined, allocated and decentralised where appropriate;
- Expeditious and efficient decision-making should be ensured to facilitate effective government;
- Institutional structures of the City such as departments, regions and municipal entities should be considered part of a single group, based on a politically-led strategic and policy perspective; and
- Clear oversight of Municipal Entities by the new political portfolio.

POLITICAL GOVERNANCE

Council

Municipal Councils in South Africa perform a dual role, as legislated; encompassing both legislative and executive roles. This is in contrast to national and provincial spheres that separate parliament from national government and provincial legislatures from provincial government. Indeed, local government in other parts of the world strictly separate the roles, in terms of the doctrine of separation of powers.

In terms of the new arrangements, Council's role focuses on legislative, oversight and participatory roles; and delegates its executive function to the Executive Mayor and Mayoral Committee. Council's principal and most substantive role is as a legislature or lawmaker. The other key role is to publicly debate issues and facilitate political contestation.

The Constitution and local government legislation defines and reserves the following legislative (and certain high-level executive) roles for the Council: approval of by-laws, policy, the IDP, tariffs for rates and service charges and the Budget. These remain in place not only for pragmatic or legal reasons, but because they are the primary areas of local government responsibility. The key aspect of the newly defined role for Council is its oversight function. Strictly speaking, this is not a new function but overlapping executive functions has undermined the ability of the Council to effectively play this role. Therefore, Council will organise its debates, mechanisms and structures in a manner that promotes its oversight capacity.

Since Council has delegated (not absolved) its executive role, it will continue to receive regular reports from the Executive Mayor and Mayoral Committee on the exercise of executive powers. This should include quarterly and annual reports on exercise of delegations and overall performance. Specifically, existing policy Section 80 committees (chaired by MMCs) have been replaced by Section 79 oversight committees that are not chaired by members of the executive. The idea is that the executive, including MMCs and officials, will be held to account for executive decisions, planning, spending, service delivery and policy implementation. This is an attempt to separate Councillors as public representatives from those responsible for executive decision-making and day-to-day operations. This approach is modelled on the approach taken in parliament and the provincial legislatures.

Councillors, especially Ward Councillors, have the primary duty to represent the needs and interests of their constituents. The current practice suggests that Councillors represent the Council in their communities, as opposed to Councillors representing their communities in Council. At the same time, all Councillors have the responsibility to foster community participation and involvement. These basic concepts go to the heart of the conception of local governance found in South Africa's Constitution.

The City intends to strengthen Councillors' representative role to enable them to effectively play their representative role. Both the 2005 Gauteng and City customer surveys have shown that individual households, especially in lower income areas, prefer that Councillors take up issues on their behalf. Councillors should be empowered in terms of resources, knowledge and mechanisms to enhance their representative role.

The CoJ will expand the role of ward committees to ensure that they support the Ward Councillor, receive reports on development, participate in development planning processes and facilitate wider community participation. In terms of the new structure, ward committees will be a major source and conduit for the determination of local community needs and interests. Council should formally take account of these needs in the drafting of its IDP. Ward committees will be entitled to make representations on local issues to portfolio committees so that their voices are heard in Council's formal structures.

Council Speaker

Councillor Nkele Ntingane has been elected as the Council Speaker for the 2006 to 2011 Electoral Term. The role of the Speaker is that of a councillor elected as the chairperson of the Council in terms of Section 36 of the Municipal Structures Act (MSA) and Section 160(1)(b) of the Constitution, empowered to preside at meetings of the Council and ensure that Council meets at least quarterly. The Council Speaker also performs the duties and exercises the powers delegated to the Speaker in terms of the MSA, while also ensuring compliance in the Council and Council committees with the Code of Conduct set out in Schedule 1 to the Municipal Structures Act. The Council Speaker is also tasked with maintaining order during meetings, and ensuring that Council meetings are conducted in accordance with the rules and orders of the Council.

The Speaker is also tasked to assess Councillors' needs and to arrange suitable training in order to develop political governance capacity and improve the skills of individual Councillors. The Council Speaker also manages community participation, through the ward committees in particular, and ensures that they function effectively. The Speaker also has a key function to ensure public consultation, involvement and participation in the affairs of the municipality.

Council Chief Whip

Councillor Bafana Sithole has been elected as the Council Chief Whip for the 2006 to 2011 Electoral Term. The Chief Whip plays an important role in the overall system of governance by maintaining cohesion within the governing party and building relationships with other political parties. The Chief Whip, who is a

member of the majority party and serves as Chief Whip of the majority party is tasked with ensuring the proper representation of political parties to the various committees, maintaining sound relations between the various political parties, and attending to disputes between political parties.

Section 79 portfolio committees

The terms of reference of all the portfolio committees give these committees the primary responsibility of exercising oversight over the executive arm of the City's governance structure. Section 79 portfolio committees monitor the delivery and outputs of the executive, and may request departments and MMCs to account on the outputs of their functions. This departs fundamentally from the last Mayoral Term where MMCs chaired the Section 80 portfolio committees.

The Section 79 portfolio committees play an oversight role, but are not delegated any decision-making powers. These committees are responsible for submitting reports to Council as the legislature. The Section 79 portfolio committees for the 2006/11 Mayoral Term, and their Chairpersons are listed below:

SECTION 79 PORTFOLIO COMMITTEE	CHAIRPERSON
1. Finance and Economic Development	Councillor S Mogase
2. Community development	Councillor B Zondi
3. Housing	Councillor C Seefort
4. Infrastructure and Services	Councillor N Molwele
5. Environment	Councillor S Cowan
6. Development Planning and Urban Management	Councillor S Malobane
7. Transportation	Councillor M Kubayi
8. Health	Councillor N Maqanda
9. Safety	Councillor E Maphatsoe
10. Corporate Services and Administration	Councillor T Mabotja

Table 6.1 Section 79 Portfolio Committees

Standing committees

Standing committees are permanent committees established to deal with Council matters. They are delegated some decision-making related to the legislative branch of Council, and are required to submit reports to Council. Councillors chair all standing committees except the audit committee, which is chaired by an independent person in line with the governance prescriptions of the MFMA. Table 6.2 outlines the Standing Committees established and responsible Chairpersons for the 2006 to 2011 Mayoral Term.

STANDING COMMITTEE	RESPONSIBILITIES	CHAIRPERSON
Rules Committee	<ul style="list-style-type: none"> Developing and approving rules for the proceedings of Council Committees and Council Determining focus areas in respect of capacitating Councillors Allocation of membership to the various committees 	Councillor N Ntingane (Council Speaker)
Petitions and Public Participation	<ul style="list-style-type: none"> Ensuring proper and timeous responses to petitions directed to the City's departments and entities Ensuring enhancement of public participation, with rigorous monitoring of all public participation processes and systems Monitoring of the functioning of ward committees Ensuring incorporation of ward needs into the Council 	Councillor N Ntingane (Council Speaker)
Ethics/Disciplinary Committee	<ul style="list-style-type: none"> Ensuring declarations of financial interest Ensuring compilation of the Register of Financial Interest on an annual basis Considering any alleged breaches of the Code of Conduct by Councillors 	Councillor B Sithole (Council Chief Whip)
Programming Committee	<ul style="list-style-type: none"> Considering and approving items/motions for the Council agenda Agreeing on the allocation of speaking time for the items and motions contained in the Council agenda 	Councillor N Ntingane (Council Speaker)
Standing Committee on Public Accounts	<ul style="list-style-type: none"> Provision of political oversight over financial management and accounts To ensure that residents of the CoJ get "value for money" 	Councillor S Cachalia
Inner City	<ul style="list-style-type: none"> To drive inner City regeneration and management initiatives, policies and programmes 	Councillor B Rajah
Soweto Development	<ul style="list-style-type: none"> To drive and manage the regeneration and development of the Soweto areas 	Councillor P Mlambo
Audit Committee	<ul style="list-style-type: none"> The committee serves as a link between the Council, departmental heads, internal and external auditors and municipal entities The committee reviews the financial reporting by the external auditors as well as the activities of internal audit It provides independent oversight over financial management and accounts 	BM Hawksworth

Table 6.2 Standing Committees establishment

Leader of executive business

The leader of executive business is a new position and responsibility. The 2000 to 2006 Mayoral Term did not separate executive and legislative functions and processes, and as such the Mayoral Committee dealt with both executive and legislative functions, prior to the issues and decisions being taken to Council.

The creation of the Leader of Executive Business is aimed at addressing the interface between legislative and executive business. Effectively, the Leader of Executive Business represents the Executive in Council. It is for this reason that this position will be occupied by an MMC.

Executive Mayor and Mayoral Committee

The Executive Mayor of the CoJ, Councillor Amos Masondo, assisted by the Mayoral Committee, heads the executive arm of the City. The Executive Mayor is at the centre of the system of governance, since executive powers are vested in him to manage the affairs of the City. This means that he has an overarching strategic and political responsibility. The key element of the executive model is that executive power is vested in the Executive Mayor, delegated by the Council and powers assigned by legislation. The Executive Mayor is also first citizen of the City and attends ceremonial functions. Although accountable for the strategic direction and performance of the City, the Executive Mayor, operates in concert with the Mayoral Committee that he/she appoints. Each MMC is responsible for a portfolio, whilst remaining accountable to the Mayoral Committee and the Executive Mayor in particular. The name and portfolio of each Member of the Mayoral Committee is listed in Table 6.3.

MMC	MAYORAL PORTFOLIO
Councillor Amos Masondo	Executive Mayor
Councillor Parks Tau	Finance and Economic Development
Councillor Nandi Mayathula-Khoza	Community Development
Councillor Strike Ralegoma	Housing
Councillor Rosslyn Greeff	Infrastructure and Services
Councillor Prema Naidoo	Environment
Councillor Ruby Mathang	Development Planning and Urban Management
Councillor Rehana Moosajee	Transportation
Councillor Matshidiso Mfikoe	Health
Councillor Thomas Phakathi	Safety
Councillor Christine Walters	Corporate Services and Administration and Leader of Executive Business

Table 6.3 Members of the Mayoral Committee

ADMINISTRATIVE ARRANGEMENTS

South African municipalities recently underwent their third term of democratic local government elections on 1 March 2006. The City recognised that the new term of office would provide an opportunity to examine the efficacy of the current governance and institutional model, and, if necessary, to introduce improvements. Table 6.2 indicates the new administrative architecture of the City of Johannesburg.

Municipal entity oversight and regulation

The major development that occurred after the financial crisis of 1997 was the splitting of the principal responsibilities of policy ownership and control, and operational control. The City's governance system in the last five years was constituted around the acceptance that policy ownership and control is the non-negotiable responsibility of the City whereas operational delivery could be provided by either municipal entities or city departments or regional administrations. The

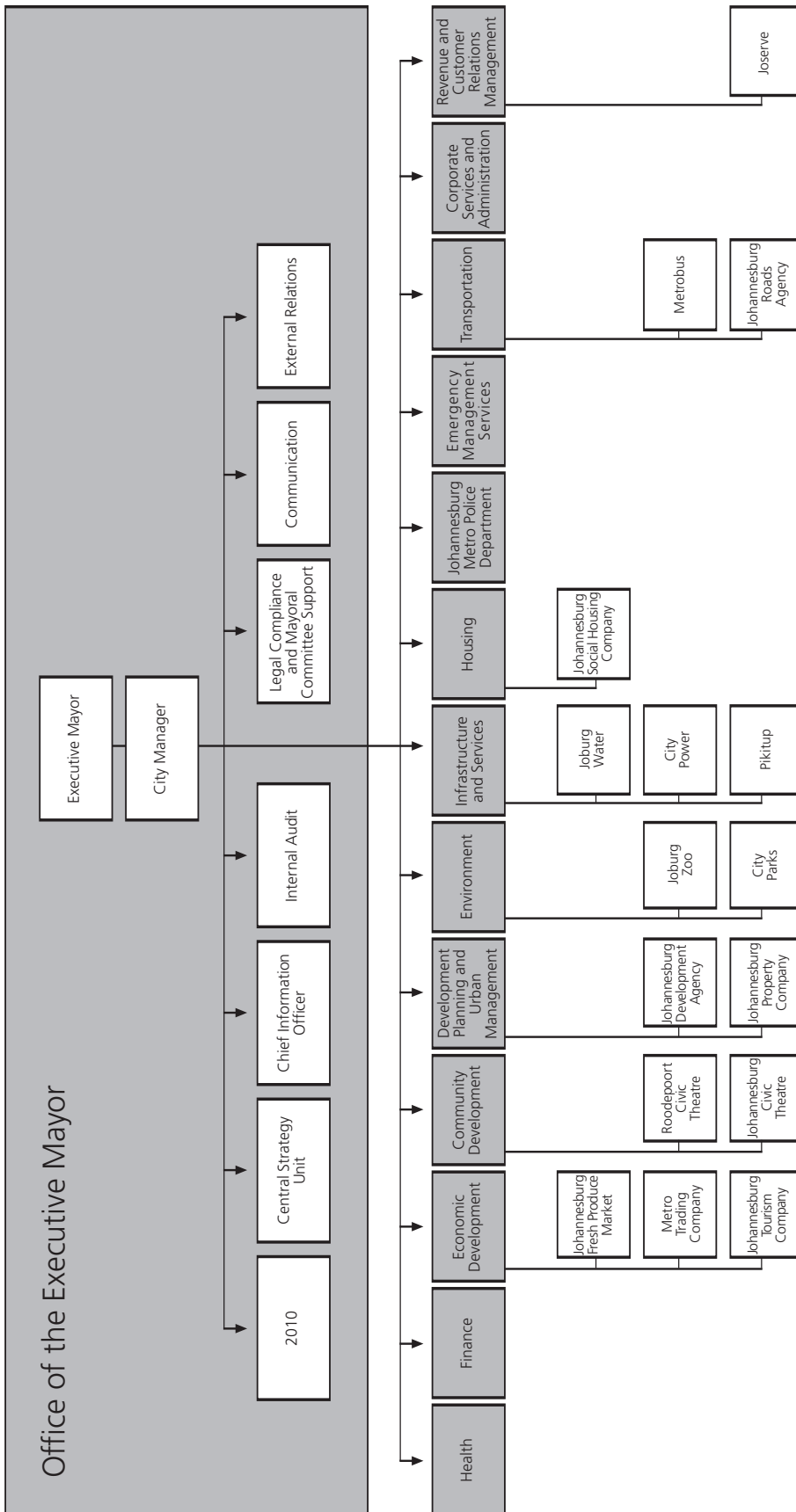


Figure 6.1 Revised Administrative Architecture

new institutional model proposes a relationship between municipal entities and the City's oversight responsibilities, defined by the following characteristics:

- The City wholly owns the municipal entities in terms of the Companies Act;
- The City maintains policy and implementation direction, while allowing for company boards and company management to exercise relative autonomy in the execution of their fiduciary duties in terms of the Companies Act;
- The decentralisation of the oversight function to line departments and regions takes place in a manner that ensures closer alignment and integration between line function departments, regions and entities; and
- The oversight of the municipal entities encompasses "overarching uniformity and integration" and "decentralised municipality entity oversight".

In terms of the new structure, the Central Strategy Unit in the Office of the Executive Mayor is primarily responsible for ensuring overarching uniformity and integration. This is attained through development and provision of uniform norms and standards for governance models and accountability; strategic and operational planning guidelines; monitoring, reporting and performance management.

The MMC and line departments are responsible for service delivery co-ordination, corporate governance, strategy and policy determination, service delivery compliance and monitoring role; and are mandated to deal with issues of regulation, licensing and finance. The MMC and line departments are only responsible for entities under whose operations they exercise oversight, for instance, the Department of Transportation's responsibility for JRA.

Office of the Executive Mayor

Previously the Offices of the Executive Mayor and the City Manager operated as separate entities, with the former seen as exclusively political and the latter as the centre of the administration. The new model merges the two offices, resulting in enhancement of relationship between the political and administrative spaces of Council. The combined Office will ensure proper alignment of policy development, monitoring and evaluation and alignment of programmes and initiatives with the political agenda of the Mayoral Committee.

The Office of the Executive Mayor, headed by the City Manager is primarily responsible for strategy and policy, strategic research, integrated development planning, performance management and reporting and high level co-ordination of municipal entity oversight. It is also tasked with ensuring focus on all 2010 Soccer World Cup planning and development requirements. The Office of the Executive Mayor is also responsible for the management of innovation, knowledge management and management of the business-technology gap. Provision of legal advice to Council and enterprise-wide internal audit and forensic audit will be located within the Office of the Executive Mayor. The establishment of the Office of the Executive Mayor is also aimed at the proper management of international relations, inter-governmental relations, stakeholder management and management of public relations and communications with stakeholders and community.

CoJ departments

The CoJ has been administratively configured to deal effectively with the challenges faced by the City in transforming itself into a World-Class African City. The breakdown of departments is discussed below:

Finance: The previous finance and economic development function is broken into two with the finance function becoming an exclusive function. The finance portfolio will provide the budget function, supply chain management, treasury services, rates and taxes, expenditure and accounting and valuation services.

Economic development: In terms of the revised configuration, economic development becomes a separate function from finance. It is tasked with oversight and regulation responsibility over three municipal entities, namely: Metro Trading Company, Johannesburg Tourism Company and the Johannesburg Fresh Produce Market. In addition, economic development will provide economic research and analysis, economic development, skills development, business development, SMME and BEE support and economic sector support in the City.

Revenue and customer relations management: Revenue and customer relations management becomes a new function in terms of the revised configuration. The 2006 to 2011 Mayoral Term will see a more dedicated effort towards enhancing customer relations and dealing with the well-documented revenue problems. It is envisaged through the elevation of revenue and customer relations management, that the City will be able to provide a single point of accountability for customer relations management. Additionally, the CoJ will manage physical customer relations management centres, such as People's Centres, pay points and manage electronic channels such as Joburg Connect. The revenue and customer relations management function also seeks to successfully deal with the revenue and customer relations management value chain as articulated in Programme Phakama. Finally, the function will ensure proper revenue management across the City, such as credit control, CAR and statements.

Community development: The community development function includes functions such as arts, culture and heritage, sports and recreation, libraries, social services and human development services. The function also encompasses policy development and support services. The Johannesburg Civic Theatre and Roodepoort Theatre are part of the community development oversight function.

Environment: The area of environmental management has not received adequate attention in previous years, yet it has some major bearings in terms of the sustainable future as outlined in its GDS. In the 2006 to 2011 Mayoral Term, the sustainability concerns of the environment will receive prominence. Such a dedicated function will focus on environmental policy, air quality control, conservation, open spaces and management of environmental regulatory services. The Johannesburg Zoo and Johannesburg City Parks are the two entities falling under the oversight responsibility of this department.

Infrastructure and services: The establishment of this new function will result in the separation of authority and service providers. The function deals mainly with the determination of policies and regulations while also exercising oversight on Johannesburg Water, Pikitup and City Power. The new design empowers

infrastructure and services to deal with water management and planning, energy management and planning, regulatory and support services, and bulk infrastructure development and co-ordination.

Housing: As stated earlier, the housing challenges in the City, both in terms of current backlogs and the demand for new housing for new entrants makes housing one of the key concerns for the next five years. The "Housing Ladder" approach that the City will pursue in this Mayoral Term is a new approach that is aimed at arresting the housing challenges of the City. The City also sees housing as a key area in terms of "undoing spatial apartheid". The housing function encompasses project development, regional co-ordination of housing initiatives, regulatory and support services, policy and research, contract management, funding and service level agreements, operating expenditure, debtors, sales and transfer, and capital expenditure. The Johannesburg Social Housing Company is overseen by the housing department.

Johannesburg metropolitan police department: The Johannesburg Metropolitan Police Department (JMPD) has, together with the SAPS, made major strides in stabilising the crime situation in Johannesburg. From the days of investor flight in the Inner City, hopelessness in Soweto and Alexandra and ever-rising increase in serious crime in the late 1990s, safety has improved, prompting returning investment in the Inner City and growing confidence in townships. In the new Mayoral Term, the City aims to consolidate the significant work that has been done by the JMPD in creating a safe and secure environment for communities and business. The JMPD is tasked with crime-fighting operations, licensing and testing, processing and prosecutions, municipal courts and by-law enforcement.

Emergency management services: Emergency Management Services (EMS) will provide disaster management, fire, medical and rescue services in both operations, south and north. EMS is crucial in terms of creating a city that is aware of disasters and how to avoid them, as well as providing the capacity to respond to ambulance and fire related emergencies.

Transportation: Transportation has become the major challenge not only for the City, but also for the entire country. In Johannesburg alone, there are major problems in locating people within reasonable distance to work as well as traffic congestion due to poor planning, poor routing and under-investment in infrastructure. The challenge of public transport is further emphasised by the need to invest in preparation for the 2010 Soccer World Cup, both in terms of planning and infrastructure investment. The new independent function of transportation will focus on business transport and commuter transport in terms of planning and innovation, capital projects and system management in dealing with transport infrastructure and system management, as well as technology, modelling and information systems in transport technology and information. It has oversight and monitoring responsibilities over the Johannesburg Roads Agency and Metrobus.

Health: The Department of Health is mandated to enhance delivery of primary healthcare, through addressing clinic support, professional development and health, and pharmaceutical services. It is also charged with the responsibility to address issues of public health through focused attention on non-communicable

diseases, communicable diseases, and health information services. The function also entails focus on addressing the social mobilisation, care and prevention demands placed by HIV and AIDS.

Corporate services and administration: The function primarily entails fleet contract management, human resource shared services, OHASA, FMMU, administration and other general support services essential for the functioning of the City. The five-year programmes of the City depend heavily on foresight and innovation by the corporate and administrative function, especially in terms of human capital management and support systems to core departments.

Development planning and urban management: This department is principally responsible for development planning, land use management, development management and geographic management systems. The provision of urban management will be located in all the regions and focused on Inner City, Alexandra, Soweto and Central Business District. The Johannesburg Property Company and the Johannesburg Development Agency are entities that form part of the function. Regional administration falls under this function.

Regional administrations

Regional administration will for the first time be led by a political head, and are part of the development planning and urban management function. The City previously had eleven decentralised regional administrations responsible for the direct delivery of primary health care, social services, housing, libraries, sport and recreation. They also operated the multi-purpose centres and host People's Centres to facilitate direct access by local communities to information and customer queries. The function of the regions has been amended to perform the role of urban management while centralising their previous functions into the community development department. The demarcation of regions for the 2000 to 2006 Mayoral Term is outlined in Figure 6.2.

To further enhance service delivery, the City has reduced the number of regions to seven, from the current eleven. The reduction is designed to create economies of scale and improved horizontal co-ordination between municipal entities and core departments. The new structure also ensures enhanced lines of accountability at the levels of the MMC and the head of development planning and urban management. This deals with the problem that had been observed in the last Mayoral Term, where the regions were not subject to direct political oversight, responsibility ambiguities in some operations, and unclear relationships with companies despite the latter providing key services in the regions.

The intention is also to redefine the role of the region away from the client-contractor split which saw the central department drive policy and regions resigned to implementation only. The overall strategic goal is to reposition regions as centres of both development and community participation and "intelligence providers". The main functions of the regions will include urban management, service delivery co-ordination and development planning. The new regions have been configured as follows, and is shown in Table 6.4.

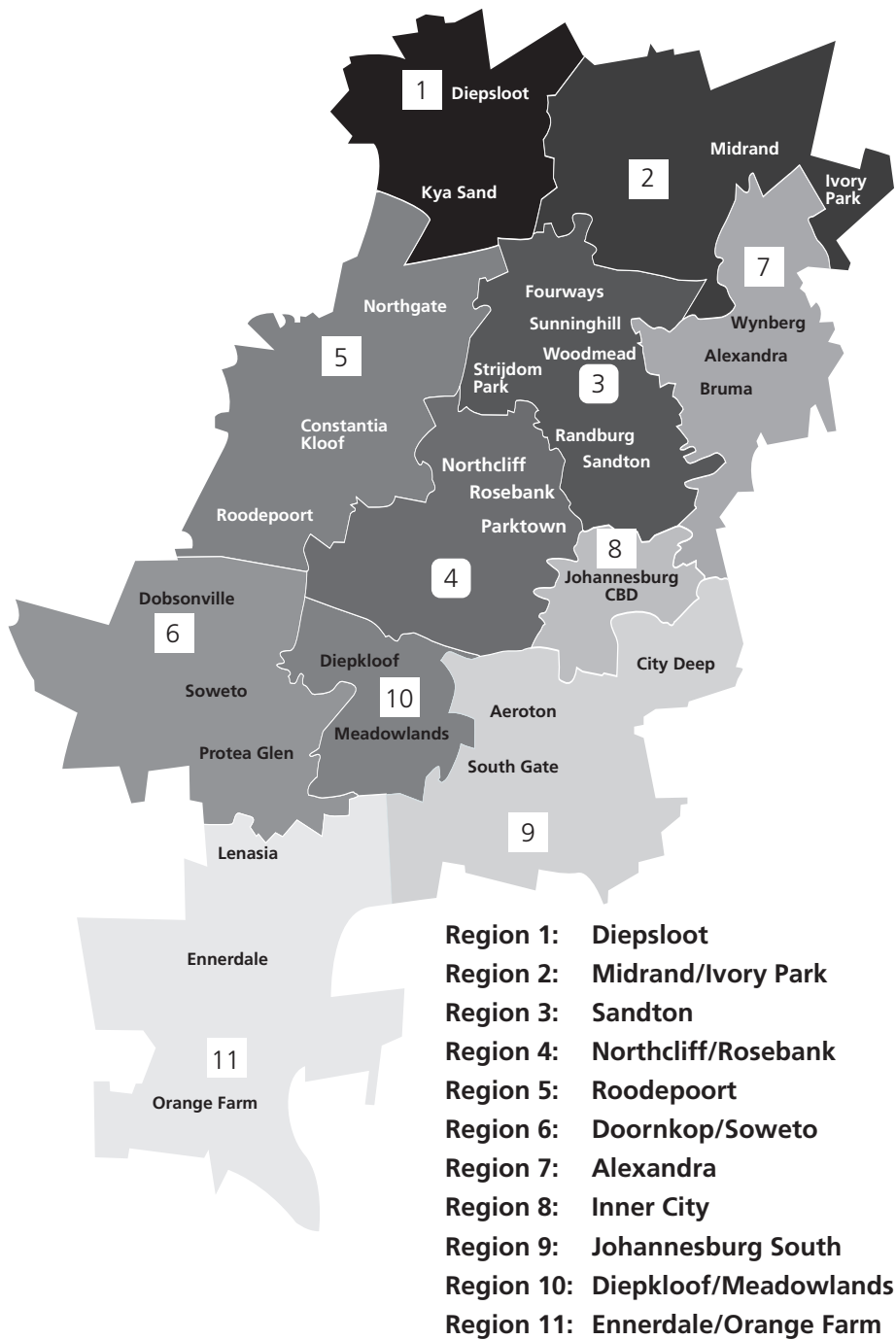


Figure 6.2 Previous regional demarcation

New region	Current regions	Comments
A	1 and 2	Current regions combined into one.
B	3 and 4	Whole of current region 4 To include wards 90, 102 and 104.
C	5	Remains as is, including ward 84.
D	6 and 10	Strictly Soweto only. Remove Lenasia (ward 10), Eldorado Park (wards 17 and 18) and Braamfischerville: To include wards 24, 44, 49 and 53.
E	7	To include part of current region 3 To include whole of wards 73, 74, 91, 103, 106
F	8 and 9	To include the whole of wards 23, 54, 57, 65 and 66.
G	11	Current region 11 plus Lenasia (ward 10) Eldorado Park (wards 17 and 18) and Protea.

Table 6.4 New regional demarcation

In terms of the new configuration, the City of Johannesburg is made up of seven regions, and this is captured in Figure 6.3.

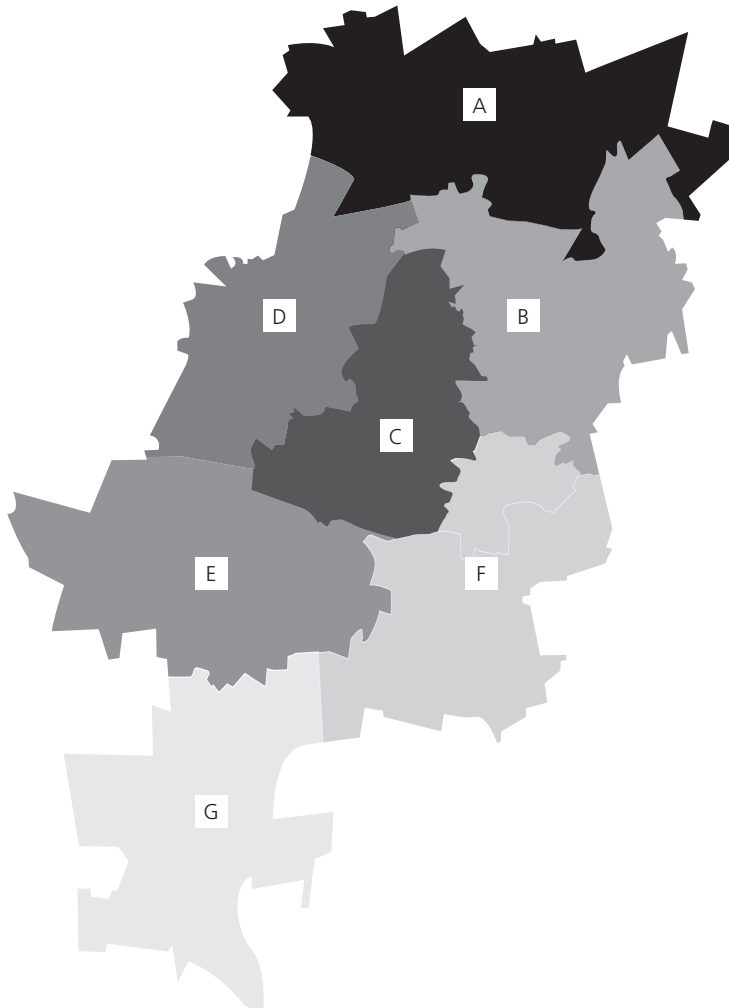


Figure 6.3 Revised regional demarcation

HUMAN RESOURCE DEVELOPMENT

Successful human resources are often the difference between success and failure. The City was faced with specific problems after the integration of the various municipalities into a single Category A municipality. The transformation that subsequently followed, demanded that the City responded with transformation agents, policy makers and innovative thinkers who could assist the City to deal with financial sustainability, basic service delivery, integration of historically divided communities, backlogs and addressing the basics – such as grass cutting, traffic management and public lighting. By and large, the CoJ succeeded in implementing its transformation agenda. As the City aims to consolidate the solid gains of the last five years, and offer better quality services and performance such as exemplary political and administrative governance, it is crucial to build human resource capital to support the needs of the five-year IDP.

STAFFING AND REMUNERATION

The City has employed competent staff in various departments to provide efficient service delivery and its remuneration policy has attracted the requisite talents capable of responding to the needs of the City. The City will, however, constantly research trends in local government both nationally and internally in the areas of staffing and remuneration to make sure that the City is permanently adaptable to challenges of service delivery and policy changes. The remuneration policy of the City will also address market trends to sufficiently respond to poaching of staff. The City's staffing and remuneration policy does not exclusively pre-occupy itself with attracting the right people, but also focus on people on the internal issues in terms of ongoing training and development programmes and how to deal with staff misplacements over the next five years. The 2006 to 2011 Mayoral Term will be characterised by further enhancements and improvements in staffing and remuneration.

SUCCESSION PLANNING

Due to the realisation that in some specific categories, specialised staff can be easily attracted by the private sector for their skills, the succession planning project will be consolidated and enhanced to develop a remuneration strategy to retain staff. Talent management is being developed to retain staff and improve skills. Succession planning is also characterised by an aggressive career-pathing, where staff would be continuously alerted of the opportunities for growth in the City. Succession planning also aims to create conditions where the departure of a leadership does not signal collapse in organisational leadership. Every leadership level should be immediately replaceable internally, through a properly managed succession planning process.

SKILLS DEVELOPMENT

The City had developed a programme to address the skills and competency needs of staff. New challenges demand the staff perform optimally to meet the identified needs. Changes also impact on processes, necessitating rapid adjustment by the departments. In the 2006 to 2011 Mayoral Term, the City aims

to invigorate the progress around skills development driven by the programme priorities rather than the compliance requirements of the Skills Development Act. Skills development programmes will be aggressively undertaken by the City to ensure that staff already in the employ of the City are ready for deployment to new responsibilities and/or added demands to their existing functions. This will be driven mainly by the programmes mentioned in the 2006 to 2011 IDP.

PARTNERSHIP WITH EDUCATIONAL INSTITUTIONS

The City is to develop a strong research capacity to constantly look at the emerging skills gaps. This capacity will allow the City to engage with high schools and academic institutions to advise students on career opportunities and as well engage academic institutions in the curricula development. The City will also go beyond internal skills trends to advise learners, especially from the historically disadvantaged backgrounds, on skills demanding areas such as accountancy and IT skills.

EMPLOYMENT EQUITY

The Employment Equity Act dictates that all workplaces promote equity in terms of gender, race and disability. A programme has been developed to assess the accessibility of all Council's main facilities with a view of taking corrective action to redress impediments. In dealing with disability, the programme is aimed at creating understanding and acceptance of people with disabilities and how to accommodate them in the workplaces. This is in addition to targets for the employment of people with disabilities to promote sensitivity towards disability and to manage stereotypes. In the next five years, the City will be vigilant in attaining the targets set up by the City's Employment Equity Plan. The City will, however, make it a point that employment equity goes beyond aggregates, and instead focused on representativeness across all sectors and units of the CoJ.

NEW CONDITIONS OF SERVICE

The local government context presents a highly formalised structural arrangement of bargaining and engagement with organised labour. The City is represented by the South African Local Government Association (SALGA) in the South African Local Bargaining Council. SALGA ensures that collective bargaining strategies support the overall organisational strategies, through a consistent approach to employee-related matters and the engagement with labour is meaningful to promote cordial relationships in the workplace. All current and envisaged policies and related strategies take into account all the City's variables so that labour can be managed in an integrated basis. The management of organisational issues which impact on employees' interest are also done in a consultative/co-operative manner, and when necessary on a joint decision-making basis with representatives of the unions. To streamline such arrangements, a new set of conditions of employment has been introduced nationally. These have prompted synergy as well as parity to a greater extent. The new conditions of service will also address the legacy of the past imbalances in terms of fairness and deal with the City's unfunded mandates.

Performance management system

INTRODUCTION

Institutionalising a Performance Management System (PMS) in the CoJ over the last three years was vital to creating an accountable and highly performing municipal organisation geared towards improving the quality of life of its residents.

The CoJ is renewing its commitment to institutionalising performance management in the 2006 to 2011 Mayoral Term. Performance management remains an agent for change. The CoJ will strive to ensure that its strategy and performance measures are aligned. Senior managers and other employees are collectively held accountable for the achievement of the City's strategy through performance measures.

DEFINING PERFORMANCE MANAGEMENT

Performance management in the City is about the setting and measurement of desired outcomes and activities of the municipal organisation and its staff. It is a multi-level process that starts with the overall strategy and cascades to organisational, departmental and individual performance management and appraisal.

Figure 7.1 illustrates the strategic framework that explains the City's journey to an effective performance management regime. The starting point of this journey is the City's GDS that encapsulates the paradigm for development, an analysis of development trends, the vision and long-term goals and long-term strategic interventions.

The long-term goals and strategic interventions find life in the 5-year IDP goals and programmes that cut across twelve sector plans. These are further converted into annual business plans. The annual business plans provide a one-year outlook of the five-year IDP's strategic objectives, programme and programme achievements. In addition, the annual business plans form the basis for annual performance contracting by individual employees in the City.

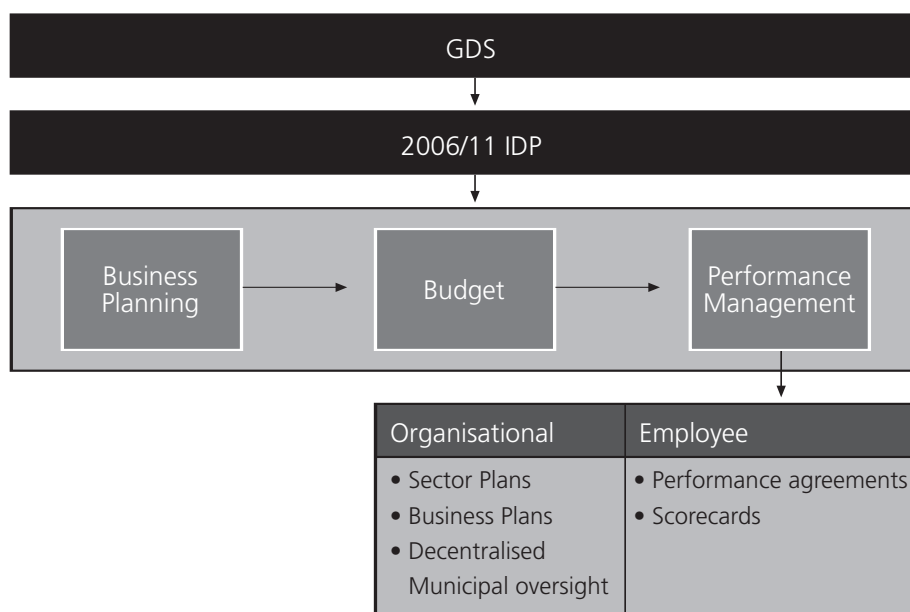


Figure 7.1 Strategic framework

The Executive Mayor and Council have continuously endorsed the use of performance management and reporting in order to strive to “do the basics”, increase accountability and improve service delivery.

The CoJ will continue to refer to the Municipal Systems Act, 2000 (Act No. 32 of 2000), Municipal Planning and Performance Regulations, 2001 (Pr. No. 796 of 2001) and Municipal Finance Management Act, 2003 (Act No. 56 of 2003) as the basis of implementing a compliant, yet relevant performance management system.

LESSONS LEARNED

The recent (2004/05) positive assessment and comment by the Auditor General (AG) on the PMS has yet again provided an opportunity to improve the dynamic institutionalisation of performance management in the CoJ. Of all the areas of assessment, the AG has identified two areas requiring improvement, which the City has committed to rectify:

AG's findings	City's response
Internal monitoring of performance measurement: Reporting to Council was only done once a year (in terms of Regulation 13 of the Local Government: Municipal Planning and Performance Management Regulations, 2001) as opposed to reporting at least twice a year	The City has initiated a process to submit to Council at least two performance reports
Internal control of performance management system: No assurance could be obtained to indicate that the Audit Committee received the required information so as to enable it to: <ul style="list-style-type: none"> • Review the municipality's performance management system; • Focus on the economy, efficiency, effectiveness and impact of KPI's and performance targets set by the municipality; and • Provide the municipality with recommendations regarding the review done by the Audit Committee of the PMS. 	In redefining the institutional arrangements for performance management, the City will also provide the Audit Committee and the performance and remuneration panel with quarterly performance reports

In addition to the latest findings by the AG, rigorous implementation of performance management over the past few years has yielded the following achievements:

- The Council approved a performance management and procedure document in 2001;

- The Mayoral Committee on 22 May 2003 established a performance management and remuneration panel to conduct and oversee the performance management of the City Manager and his direct reports as well as determine salary scales for senior managers of the CoJ;
- The City Manager and his direct reports (Sections 56 and 57 employees) have signed individual scorecards without failure since the inception of the performance management system;
- Individual scorecards have been cascaded to other employees including and up to level 6;
- Publication of final performance results, rewards and remuneration of Sections 56 and 57 employees; and
- Increased interaction between Members of the Mayoral Committee (MMCs) and heads of departments (Executive Directors and Directors) over the management of performance in various business units within the core administration.

REDEFINING PERFORMANCE MANAGEMENT FOR THE 2006 TO 2011 MAYORAL TERM

The new governance arrangements echo the need for improved political and administrative interface in the CoJ. Members of the Mayoral Committee are expected to exercise a more explicit role in overseeing the performance management of their portfolios.

In the new governance model and institutional arrangements, oversight of Municipal Entities (MEs) is decentralised and vested with the responsible line departments in order to ensure holistic performance management and co-ordination. In exercising its responsibility over MEs, the responsible line department will oversee:

- Service delivery co-ordination and integration;
- Corporate governance;
- Strategic and policy determination;
- Service delivery compliance and monitoring role;
- Regulation;
- Licensing; and
- Finance.

INSTITUTIONAL ARRANGEMENTS FOR PERFORMANCE MANAGEMENT

The current performance management and remuneration panel will be reconstituted as a Performance Audit Committee. The envisaged performance audit committee will interface with a number of other structures such as internal audit, remuneration committee and human resources. Figure 7.2 outline the proposed institutional arrangements.

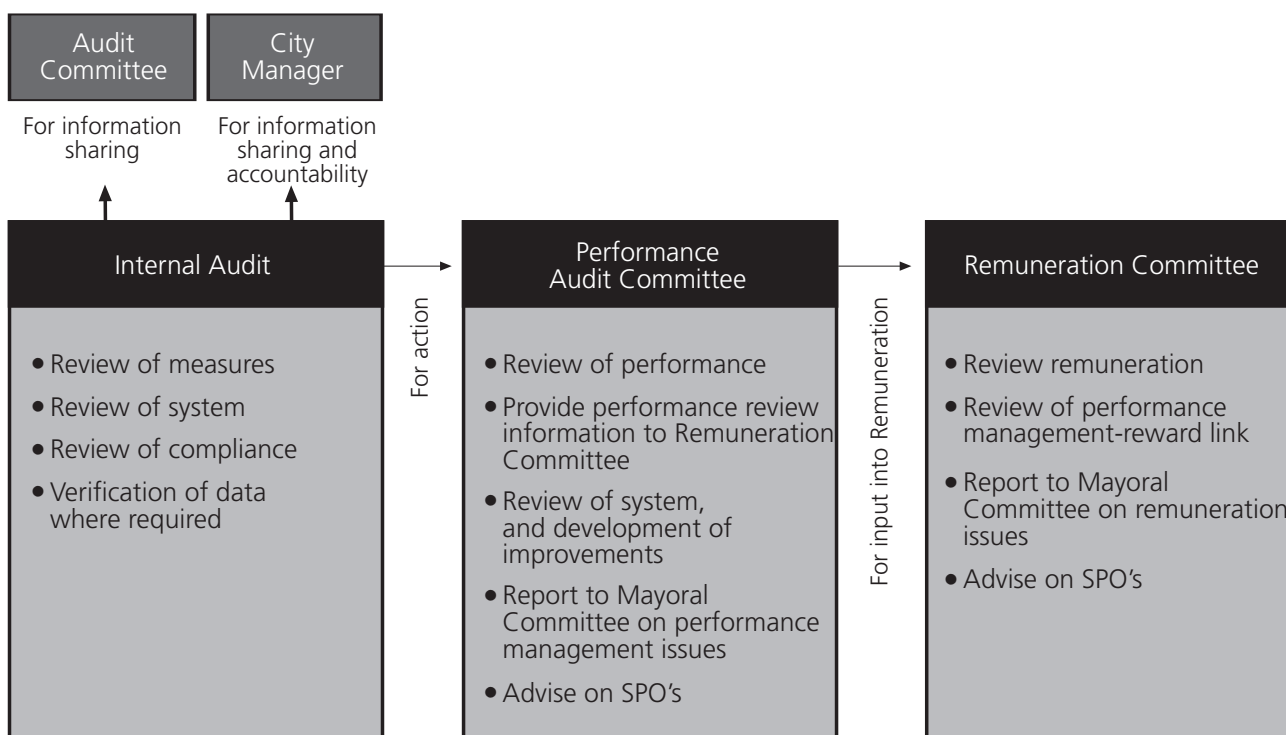


Figure 7.2 Institutional arrangements for performance management

PROMOTING ACCOUNTABILITY THROUGH REFINING PERFORMANCE MANAGEMENT SCORECARDS, WEIGHTINGS AND REWARDS

“When you can measure what you are speaking about, and express it in numbers, you know something about it; but when you cannot measure it, when you cannot express it in numbers, your knowledge is of a meagre and unsatisfactory kind.” – William Thompson (Lord Kelvin), 1824-1907

The City uses performance management scorecards to measure its performance and that of individual employees. The scorecards comprise a selected set of KPIs and targets derived from the IDP and business plans. The individual scorecards communicate to the employees the performance results by which the municipality will measure their performance over a financial year and reward excellent performance.

While the scorecard is a simple measurement tool, its use has not been without challenges. Some of the KPIs and targets have tended to be more operational than strategic. In some instances, these KPIs and targets have been input and process focussed rather than outcome and result-oriented. In addition, the

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weightings of performance measures did not entirely reflect the strategy drivers of organisational success.

The City has resolved to improve the quality of scorecards in order to build a result-oriented rewards framework. A new scorecard has been proposed to ensure:

- The introduction of a four-point rating scale;
- Recognition of excellence – beyond meeting of targets;
- Reduction in subjectivity;
- Bonus to be split between individual and City-related performance – encouraging collaboration, integration and a focus on city strategy; and
- Bonus to be linked to excellence in performance against city strategic priorities.

The proposed scorecard format for fixed-term employees is intended to ensure vertical (the cascading of responsibility down the organisation) and horizontal (ensuring that common aspects and areas requiring collaboration are identified and reflected) integration of performance measures between scorecards. In addition, the new scorecard will enhance exceptional performance through the usage of a rating scale rather than the fixed percentage weighting process.

The revised PMS seeks to shift the basis of reward from solely on individual focus to an organisation perspective. In essence, employees will be jointly held accountable and collectively rewarded for the overall performance of the City.

The renewal of the City's PMS is vital to creating a result-oriented administration necessary for translating the legislative and political mandate into measurable performance indicators and targets within an environment that encourages and rewards exceptional performance.

INTRODUCTION

Sector plans are the building blocks of the 2006/11 IDP as well as the Joburg GDS. The sector plans present a clear outline of the long-term development path of each sector, as articulated in the GDS. In addition, each sector plan details the medium-term objectives and programmes for the 5-year period thereby bridging the GDS and the IDP.

The sector plans are an outcome of an intensive process embarked on, by the City of Johannesburg (CoJ) following the finalisation of the 2000 to 2006 End of Term Report and the review of the CoJ's long-term strategy. The drafting of each sector plan has taken the following into account:

- Involvement of a range of departments and Municipal Entities;
- Consideration of stakeholder inputs from sectoral and community workshops, including the GDS Summit;
- Involvement and consultation with some provincial and national sector departments;
- Extensive involvement of the new MMCs; and
- Consultation with the newly formed Section 79 Committees.

Based on the sector plans as well the ANC's electoral commitments, the Executive Mayor identified six overarching issues for urgent attention in the City. These issues informed the Mayoral Priorities for the 2006 to 2011 Term of Office. The Mayoral Priorities are broken down into clear deliverables and implemented through the IDP Programmes contained in the sector plans. While there are twelve sectors and only six mayoral priorities, it is important to note that the priorities cut across all the sectors as shown in the table below. A department typically bears the responsibility for the implementation of each sector plan.

Mayoral priorities	Sector plans
Economic growth and job creation	<ul style="list-style-type: none"> • Economic Development
Health and community development	<ul style="list-style-type: none"> • Health • Community Development
Housing and services	<ul style="list-style-type: none"> • Housing • Infrastructure and Services • Transportation
Safe, clean and green city	<ul style="list-style-type: none"> • Public Safety • Environment
Well-governed and managed city	<ul style="list-style-type: none"> • Corporate and shared services • Governance • Financial Sustainability • Spatial Form and Urban Management
HIV and AIDS	<ul style="list-style-type: none"> • Health

Table 8.1 Sector plan link to the mayoral priorities

The long-term goals in the sector plans should be understood as destination points that will enable the City to achieve the vision of a World Class African City. For each long-term goal, an area of intervention is identified. This strategic intervention outlines the sustained effort required to reach the long-term goal.

The sector plan then identifies five-year objectives that are statements of the development outcomes that need to be realised for the five-year Term of Office. For each objective there are related programmes and programme components. These programmes are action statements that allow the City to say concretely to citizens and stakeholders of what can be achieved over next five years to meet the stated objectives.

The five-year sector plans, however, do not undermine the daily operations of each sector, but rather place emphasis on strategic priorities while also ensuring 'getting the basics right.' To this end, the medium-term projections for each sector will be realised through business plans of line departments and MEs on an annual basis.

The introduction to each sector plan outlines key focus areas, cross cutting issues and areas for horizontal and vertical alignment. These sector plans comprise the City's development priorities, strategies and objectives as required by the MSA. Below is the list of the twelve sector plans tabulated in this chapter.

1. Economic Development
2. Community Development
3. Housing
4. Infrastructure and Services
5. Environment
6. Spatial Form and Urban Management
7. Transportation
8. Health
9. Public Safety
10. Financial Sustainability
11. Governance
12. Corporate and Shared Services

There are sets of key cross-cutting programmes that have been addressed in various sectors. It is critical for the relevant sector plan to ensure that it contributes to these cross-cutting programmes. Some of the key cross-cutting programmes are:

- 2010 Soccer World Cup
- Gautrain
- Management of Council-owned land
- Sustainable human settlements
- Economic development
- Community development

The Transportation and Spatial Form and Urban Management Sector Plans in particular outline clear interventions linked to the Gautrain and the 2010 Soccer World Cup. Together with Johannesburg Development Agency and Johannesburg Property Company, the Spatial Form and Urban Management Sector Plans identify issues for land management of council-owned land. The Public Safety Sector Plan outlines key focus on law-enforcement and the CoJs Disaster Management Plan as required by the Municipal Systems Act (MSA).

SECTOR PLAN 1: ECONOMIC DEVELOPMENT

The sector vision is that of a city economy that plays a role as the key economic hub on the continent, and a national economic-growth leader, by ensuring sustainable shared growth that benefits all. This vision is necessarily multi-layered, implying a broad range of medium-term objectives and interventions.

KEY FOCUS AREAS

If it is to be turned around to be highly competitive, sustainable and balanced, the local economy requires specific interventions. The sector plan starts by identifying the need for sector support. Targeted sectors broadly align to the sectors identified by the PGDS. These include:

- Support to and development of the creative industry through sector interventions and spatial clustering such as the Newtown Precinct;
- Developing the tourist sector by promoting the city as a business tourist destination;
- The CoJ is involved with the Gauteng Provincial Government and the SETA in partnership on call centre learnerships and the development of a call centre with Vodacom in the Johannesburg CBD creating about 1 500 new jobs; and
- Supporting the restructuring of established industries, enhancing beneficiation opportunities (such as the Jewel City project) and emerging industry prospects (in line with the NDSP).

At the community and household level, supporting emerging industries, the launch of a retail bond (to encourage household savings), along with City BEE and informal sector support programmes will assist previously disadvantaged households to access greater financial well-being and prosperity. The City plans to scale up support to co-operatives, including those focussed on urban agriculture.

Skills development is a key focus of the sector, leveraging partnership opportunities with the private sector, other spheres of government and learning institutions, encouraging learnerships through incentive programmes and EPWP activities.

Area-based development is another key focus area to encourage expanded access to economic opportunity. Target areas include the Inner City and the Soweto Empowerment Zone.

COMMENTARY

Alignment within the City to achieve the sector's priorities is fundamental to its success. Reducing costs to households so that they can save and invest in production, hinges on the successful implementation of transport, social programmes and housing plans, while social mobility similarly relies on housing and community development. City safety interventions are also crucial to ensuring that crime is no longer a major impediment to the willingness of firms to invest.

Bilateral co-ordination and alignment with Gauteng Provincial Government (GPG) around economic development will take place through ongoing engagement around the provincial GDS, the Glocal City Region strategy and the Provincial Spatial Development Perspective.

SECTOR PLAN 1: ECONOMIC DEVELOPMENT

Vision: A city economy that plays a role as the key economic hub on the continent, and a national economic-growth leader, by ensuring sustainable shared growth that benefits all.

LONG-TERM GOALS	LONG-TERM STRATEGIC INTERVENTIONS	5-YEAR STRATEGIC OBJECTIVES	5-YEAR IDP PROGRAMMES AND KEY PROGRAMME ACHIEVEMENTS
1. Diversification of the local economy so that it rests on a broad base of economic sectors, rapidly forming emerging industries and continuously regenerating older industries	Expand the base of Johannesburg economy through support to targeted sectors and industries with greatest potential for growth and labour absorption	Measured increase in sectoral diversification and growth in sectors targeted for City support	Sector support programme <ol style="list-style-type: none"> 1. Lead the development of a nationally and internationally recognised 'creative city' by providing support to cultural/creative industries 2. Support tourism and especially the emerging tourism sector, by developing a well-publicised Joburg-tourism package targeting both the local and international markets 3. Support the emergence and growth of the BPO industry 4. Support the massive expansion of the small construction industry 5. Through a process of rigorous ongoing assessment, identify other and industries to support, and appropriate methods to support them (others sectors include wholesale and retail, medical health and property) 6. Support the information and communications technology sector 7. As part of a broader approach to build Johannesburg as a gateway city, support freight and logistics
	Assist existing established sectors to add value backwards and forwards along the value chain, and promote opportunities for smaller firms by facilitating beneficiation	Increased number of defined beneficiation projects facilitated by the City	Beneficiation programme <ol style="list-style-type: none"> 1. Where appropriate, work with larger business to encourage beneficiation (for example by facilitating the growth of high-value added manufacturing, tourism and creative industries such as Jewel City) 2. Where possible, tie benefits and allowances made to established businesses to a programme of exacting reciprocal investments and restructuring that will have long-term economic benefits for the local economy as a whole (for example by requiring investment in new areas, R&D, beneficiation, etc)
	Support emerging industries by helping them to negotiate start-up costs	Increase in the rate of formation of new businesses	Emerging industries support programme <ol style="list-style-type: none"> 1. Facilitate development of current contractors into sustainable small-businesses (in construction and materials supply sector) 2. Develop and operationalise a regional equity fund 3. Facilitate access to commercial and industrial property more suitable to the space requirements of start-up firms 4. Support the development of emerging industries through the City's own targeted procurement

LONG-TERM GOALS	LONG-TERM STRATEGIC INTERVENTIONS	5-YEAR STRATEGIC OBJECTIVES	5-YEAR IDP PROGRAMMES AND KEY PROGRAMME ACHIEVEMENTS
	Facilitate restructuring of manufacturing and other sunset industries	Reduced rate of closure of firms in the city	<p>Industry restructuring support programme</p> <ol style="list-style-type: none"> 1. Provide a package of support to selected sunset industries that need to restructure, such as in the City's support for textile and garment firms in the Fashion District 2. Facilitate and support the restructuring of older and declining industrial areas, to provide industrial space more conducive to industry regeneration
	Provide an ideal environment for innovation and entrepreneurship by enhancing research and development within the City	Across City and Municipal Entities increased spend on new products and services that can be commercialised	<p>Research and development support programme</p> <ol style="list-style-type: none"> 1. In partnership with Municipal Entities, set aside a defined amount of operating and/or capital funding to procure the design of new technologies and systems that will innovatively solve some of the City's delivery and development challenges 2. In partnership with existing national and provincial support agencies, sponsor or facilitate R&D funding for new industry segments
2. A local economy with strong links to the national, regional and global economy	Facilitate the connection of the local economy with the national and international economies by promoting inward investment and export penetration where possible	Expand the total volume and value of exports of goods and services in real terms	<p>Economic connectivity programme</p> <ol style="list-style-type: none"> 1. Improve perceptions of visitors and investors towards Johannesburg 2. Implement a defined number of strategic projects (legacy projects) that enhance the image & position of Johannesburg as finance, business services and trading hub ('Mall of Africa' cross-border wholesale and retail trade hub linked to goods transport facilities and systems especially for lower-income cross-border shoppers; City-deep freight hub; etc) 3. Promote business tourism through information provision, the conference bureau, etc 4. Facilitate large inward-investments through information provision and targeted facilitation support
	Within a diversified economy, harness Johannesburg's comparative and competitive advantage as a premier centre of finance, business services and trade	Improve the profile of Johannesburg, both on the continent and internationally, as a core centre of finance, business and trade	<p>International positioning programme</p> <ol style="list-style-type: none"> 1. Liaise with key partners in the business community to define what the City can do over the longer term to help consolidate, protect and enhance Johannesburg's position as an internationally recognised finance and business centre 2. Provide investor services and aftercare

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LONG-TERM GOALS	LONG-TERM STRATEGIC INTERVENTIONS	5-YEAR STRATEGIC OBJECTIVES	5-YEAR IDP PROGRAMMES AND KEY PROGRAMME ACHIEVEMENTS
<p>3. A robust and growing domestic market for locally produced goods and services, and sustainable expansion of household demand</p>	<p>Where possible, help promote the quality and marketability of locally produced goods and services</p>	<p>Greater proportion of goods and service inputs required by city firms sourced within the South African economy</p>	<p>Make and buy-local programme</p> <ol style="list-style-type: none"> 1. Develop and roll-out the Proudly Joburg concept 2. Identify a list of key locally produced products that the City will procure from firms within the South African economy in the future 3. Within a broader local procurement approach, target the City's own procurement to disadvantaged areas (eg utilisation of available conference facilities and accommodation in townships, procurement from local suppliers operating from townships etc) 4. With national government, identify products that were once produced within the South African economy, but for which local production disappeared during the years of economic decline, and which are now imported, and work with targeted businesses to encourage and facilitate the re-kickstarting of local production 5. To ensure steady improvement in the quality and therefore desirability of locally produced goods (both locally and internationally), work with partner organisations to develop emerging suppliers, inform and empower consumers
	<p>Promote savings and household security through for example retail bonds</p>	<p>Increased savings rate of households in the City as assessed through various surveys</p> <p>Successful issue of a retail bond</p>	<p>Household and community savings programme</p> <ol style="list-style-type: none"> 1. Develop and issue a retail bond 2. Support the formation of savings and investment co-operatives and facilitate their access to an expanded range of banking products
	<p>Reduce unnecessary costs borne by households, especially poorer households, in areas such as housing, health and transport</p>		<p>Refer to other sector plans (notably Housing, Transportation, Financial sustainability and Infrastructure and services) for measures to reduce the costs borne by poor households</p>
	<p>Facilitate social mobility through, for example, youth development, skills development, and enabling an active township residential property market through which residents can realise economic value of their housing assets</p>		<p>Refer to other sector plans (notably Housing, Community Development) for measures to help residents realise value in their assets etc</p>

LONG-TERM GOALS	LONG-TERM STRATEGIC INTERVENTIONS	5-YEAR STRATEGIC OBJECTIVES	5-YEAR IDP PROGRAMMES AND KEY PROGRAMME ACHIEVEMENTS
4. Equitable sharing of the value gains from economic growth and geographic spread of economic activities	Encourage wider opportunities for 'empowerment firms' of all sizes previously excluded from economic activity	Increase in the City's spend to specific targeted firms owned by specific categories of HDI (BEE, women, disabled, youth, etc)	<p>BBBEE support programme</p> <ol style="list-style-type: none"> 1. Expand and widely market the current BEE database 2. Expand and continuously refine the City's own targeted procurement 3. Maximise the economic opportunity for BEE firms through creative use of the City's property portfolio (through for example JPC's Property Boom Share programme etc) 4. Catalyse opportunities for BEE through creative public-private partnerships 5. Where feasible and appropriate, work with the agencies established by other spheres of government to ensure that HDI entrepreneurs have access to other institutional and financial support
	Support informal and community sector ventures to stabilise and grow businesses, and to access market opportunities	Increased role of co-operatives in the city economy, and increased number of informal traders in city-managed market spaces 'graduating' into formal businesses	<p>Informal and community sector support programme</p> <ol style="list-style-type: none"> 1. Work with established banks in the city to kick-start a community banking system that enables co-operatives and informal traders to build a credit record, access an expanded range of financial products etc 2. Redefine and scale up the City's current Informal Trade Development Programme to ensure that informal traders benefit from a system that facilitates their stabilisation and, where possible, graduation to the formal sector 3. Facilitate a package of support for small manufacturing co-operatives
	Address economic inequality by enabling people previously denied opportunities because of skills gaps to participate in economic activity and/or start and grow their businesses	Increased number of beneficiaries reached by City-facilitated skills development initiatives	<p>Skills development programme</p> <ol style="list-style-type: none"> 1. Develop a City skills strategy, focused on the skills supply/demand chain, first leads to the identification of consolidation of a list of critical scarce skills in the city to guide other initiatives 2. Work in conjunction with educational institutions and business community to ensure that educational institutions supply the industries with the relevant skills 3. Investigate the development of a tax-credit/allowance incentive system that will encourage city business to absorb learners and interns in key sectors 4. In partnership with business develop an expanded bursaries programme that will massively increase the flow of bursaries to university and FET learners

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LONG-TERM GOALS	LONG-TERM STRATEGIC INTERVENTIONS	5-YEAR STRATEGIC OBJECTIVES	5-YEAR IDP PROGRAMMES AND KEY PROGRAMME ACHIEVEMENTS
			<ul style="list-style-type: none"> 5. Work with universities and FET colleges to increase the intake of more learners in career paths that are linked to current economic skills needs 6. Scale up entrepreneurship training programmes where needed targeting women, youth and the people with disabilities in various sectors 7. Develop a next-generation EPWP that expands the range of training beyond the current offerings 8. Scale up Early Childhood Development focused training, career development support and business skills development 9. Within a broader youth-development strategy scale-up career guidance for in and out of school youth, using virtual Job/Career Centres, and other mechanisms where appropriate
	<p>Reduce spatial economic disparity across the city and enhance the social and economic integration of previously disadvantaged areas into the wider city region</p>	<p>Economic base of underdeveloped areas of City increased over five years</p>	<p>Area-based economic development programme</p> <ul style="list-style-type: none"> 1. Complete, if necessary through creative public-private or public-public funding arrangements, all the other current and proposed JDA area-regeneration catalytic projects (for example Fashion District, Jewel City, Nasrec, Braamfontein, Ellis Park, City Deep, etc) 2. Design and roll-out an intervention strategy within townships and underdeveloped areas e.g. the Alexandra Renewal Programme, Soweto Development Initiative, Soweto Empowerment Initiative to accelerate economic development 3. Market and implement the inner city Urban Development Zone 4. Assist with the restructuring and renewal of industrial areas, inter alia by exploring the introduction of demolition (or other) incentives 5. Facilitate the re-engineering of the economies of existing economic activity areas (nodes, business districts or high streets) that may be under-performing, in decline or at risk, through a range of appropriate interventions 6. Investigate feasibility and where appropriate design and roll-out key economic infrastructure and other support in areas of future economic opportunity, notably KyaSands/Lanseria and in and around the Gautrain stations 7. Facilitate improved urban management in targeted areas (linked to Spatial Form and Urban Management)

LONG-TERM GOALS	LONG-TERM STRATEGIC INTERVENTIONS	5-YEAR STRATEGIC OBJECTIVES	5-YEAR IDP PROGRAMMES AND KEY PROGRAMME ACHIEVEMENTS
5. For increased competitiveness of city firms, ensure continuous improvement in the general business environment	Reduce costs of doing business in the city by addressing unnecessary regulatory burdens and providing appropriate economic infrastructure and service inputs at a competitive standard and price	Reduced costs of doing business in the city on an index of micro-economic constraints (as measured by a two yearly city-specific micro-economic constraints survey)	Conducive environment programme 1. Introduce a citywide survey to identify other/changing micro-economic constraints (e.g. restrictive regulations) on investment and systematically address these where appropriate 2. Facilitate the extension of cost effective broadband ICT infrastructure to all business 3. Investigation of incentive packages to support specific sectors
	Reduce crime and mitigate community conflict to ensure that there are no significant real or perceived risks to investment	Reduction in the proportion of city firms indicating that crime and conflict is a constraint on investment (as measured by a two yearly city-specific micro-economic constraints survey)	City safety programme (Refer to Public Safety Sector Plan)
	Ensure that the city has an appropriate mix of high-skilled, semi-skilled and low-skilled labour that can flexibly meet the changing skills needs of the city	Reduction in the proportion of city firms indicating skills gaps as a constraint on investment (as measured by a two yearly city-specific micro-economic constraints survey)	Skills development programme (continued) 10. Develop a well articulated widely accessible labour market database that: facilitates the flow of relevant and strategic labour market information for active and inactive job seekers; and profiles diverse skills levels available 11. With partners, support skills development that will feed emerging industries with large job-absorption potential (for example call centre staff, construction, and telecommunications) 12. Scale up recognition of prior learning skills programmes to ensure better articulation between and across high, medium and low skills levels

SECTOR PLAN 2: COMMUNITY DEVELOPMENT

The sector vision for Community Development is the emergence of a city where community development and personal growth and social mobility are enhanced, so that challenges of poverty and vulnerability, inequality and social exclusion are fundamentally addressed. The implied goals from this vision are addressing household poverty through safeguarding and supporting the poor, addressing inequalities through championing of rights and opportunities and building prospects for social inclusion. The work of community development is cross-cutting as it relates to key focus areas aimed at advancing human development, conserving and showcasing artistic expression and heritage and creating opportunities to upliftment of communities through sports, recreation and promoting a culture of reading. Programmatic interventions will focus on the City's most vulnerable groups, including women, children, people with disabilities, the aged, the youth and immigrants to Johannesburg.

KEY FOCUS AREAS

The CoJ intends implementing the City Social Package Policy after June 2007 (once the City's new valuation roll is finalised). The Social Package Policy will improve access by poor and vulnerable households to social support mechanisms and safety nets provided by the City. This will help ensure that household poverty is addressed through safeguarding and supporting poor and/or vulnerable households in the long term. Concurrent with this will be the development of an exit strategy to minimise dependence of beneficiaries on the package. The City, also intends to expand and consolidate the Food Security Programme for vulnerable households and vulnerable individuals.

The Early Childhood Development (ECD) Programme is aimed at enhancing the quality of Early Childhood Development care through the provision of institutional support to poorly resourced and non-compliant ECD facilities across the city to ensure that our children grow and develop socially, physically, mentally, emotionally, spiritually and morally.

Implementing the Youth Development Strategy – the City will embark on several youth development programmes with the aim of ensuring that youth development is well entrenched and institutionalised. Orphan Care programme will concentrate on assisting HIV and AIDS affected-families and child-headed households. Victim Empowerment Programmes, especially for abused women and children, will be expanded to ensure more optimal beneficiary results. The City aims to develop and implement a Street Children Opportunity Programme to take children away from begging or living on the streets, and rather take them to schools and reunite them with their families.

In promoting community development, the City has prioritised a number of projects that are focused on promoting access to safe public spaces, and greater cultural awareness and participation through cultural life, art and heritage programmes, as well as sports and recreation programmes. To ensure that these facilities and events are accessible to all, along with other City services, a People With Disabilities (PWD) access programme is an important focus of the sector. The City will also implement an integrated women development programme to

provide the city with a co-ordinated approach to addressing issues affecting and afflicting women (these include women's health, women's safety, supporting women entrepreneurs and women in the informal economy.)

An anti-xenophobia programme is also planned to eliminate attacks on foreigners in the City and to promote a culture of diversity and mutual understanding. Given the importance of partnership in these programmes, the City is also focusing its energy on a programme to better understand and foster community partnership throughout the City.

COMMENTARY

A partnership based approach is crucial to the success of the sector's programmes. Specifically, engagement with Gauteng province on social grants is fundamental to supporting improved access to social grants. Within the City, the sector needs to engage the health sector in regard to its women's health programme, safety on its women's safety programme, housing in relation to the roll-out of a sustainable human settlement programme and economic development pertaining to programmes in that sector that deal with skills development.

The Gauteng Provincial Government has also highlighted the need to engage metros on cross-boundary issues when providing social amenities as well the administration thereof.

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SECTOR PLAN 2: COMMUNITY DEVELOPMENT

Vision: A city where community development, personal growth and social mobility are enhanced so that challenges of poverty and vulnerability, inequality and social exclusion are fundamentally addressed to give effect to the UN's Millennium Development Goals (MDGs) and the ANC's Local Government Manifesto.

LONG-TERM GOALS	LONG-TERM STRATEGIC INTERVENTIONS	5-YEAR STRATEGIC OBJECTIVES	5-YEAR IDP PROGRAMMES AND KEY PROGRAMME ACHIEVEMENTS
1. Household poverty is addressed through safeguarding and supporting poor and/or vulnerable households	Improve access by poor and vulnerable households to social support mechanisms and safety nets provided by the City, and where possible reduce household dependence on City-provided social support over the longer term	<p>100% access to social package by qualifying households</p> <p>A research-based assessment tool to track and reassess beneficiary status (for continued participation or disqualification in the scheme) fully developed</p>	<p>City social package programme</p> <ol style="list-style-type: none"> 1. Approve and implement the new Social Package Policy, focusing on core household services in the short term 2. Investigate and, where appropriate and feasible, introduce elements of an expanded Social Package covering, for example, access to libraries and sports facilities, access to council housing rental stock, bus coupons, and access to museums, theatres etc) 3. Develop and implement a social support 'exit strategy' to minimise dependence of beneficiaries on the Social Package (eg scale down some components of the package over time; target skills development or EPWP towards registered households; and introduce measures to facilitate access to forms of risk insurance, co-operative support, etc) 4. Vulnerable group support programme – Social Package and support will be accessible to the aged
	Promote access to and uptake of social grants for all qualifying residents	100% of qualifying citizens are knowledgeable about how to access social grants	<p>Access to social grants programme</p> <ol style="list-style-type: none"> 1. Work with Gauteng Provincial Government and the National Social Security Agency, as required, to create one-window opportunities for accessing social grants, inter alia by ensuring that all households benefiting from the City's Social Package know about and can access social grants if they are eligible 2. Develop and periodically update an information booklet on social grants; make this available at all people centres, libraries, clinics etc across the city; and proactively distribute through ECD facilities, HIV and AIDS community-based care outreach projects, etc 3. Develop and strengthen systems for identification and referral of potential grant beneficiaries through training of City health care workers, community development workers, ward committee members, etc 4. Provide an ongoing training programme for frontline staff in clinics, people's centres, etc to empower them to answer questions on the availability of social grants and procedures for accessing them

LONG-TERM GOALS	LONG-TERM STRATEGIC INTERVENTIONS	5-YEAR STRATEGIC OBJECTIVES	5-YEAR IDP PROGRAMMES AND KEY PROGRAMME ACHIEVEMENTS
1. Household poverty is addressed through safeguarding and supporting poor and/or vulnerable households (continued)	Either directly, or through the conduit of civil society institutions and community groups, run additional non-financial poverty-alleviation projects to assist poor and vulnerable households and communities	Increased number of City-run or supported poverty alleviation projects	<p>Vulnerable households support programme</p> <ol style="list-style-type: none"> 1. In a targeted manner, assist special categories of vulnerable households to gain greater security, for example support to child-headed households to access school and retain security of tenure 2. Assist poor and vulnerable households with specific priority needs (such as nutrition support, home-based care), inter alia by expanding the food bank and supporting them to meet their own nutritional needs through food gardens etc 3. Run other innovative small-scale poverty alleviation projects that assist groups of households to access some measure of sustainable livelihood, in particular by linking up cooperative and community-based production of bricks, crafts, garments and foodstuffs to formal retail businesses 4. Develop appropriate initiatives that will provide support to the aged (e.g. bio-kinetic centres to provide wellness programmes)
2. Inequalities are addressed through the championing of rights and opportunities	Enhance the quality of Early Childhood Development care through the provision of institutional support to ECD facilities across the city	% of ECD facilities able to improve on their grading in terms of the vulnerability index	<p>Early Childhood Development (ECD) programme</p> <ol style="list-style-type: none"> 1. In terms of an evolving ECD strategy, and using the results from the monitoring and evaluation system as a guide, consolidate, scale up and retarget support over the five years 2. Establish an ECD Unit CoJ ECD Fund to augment City budget for ECD 3. Establish, and mobilise funding for, a CoJ ECD Fund to augment City budget for ECD 4. Undertake an annual census of all ECD facilities in the city and grade all facilities on the basis of a 'vulnerability index' (measuring adherence to standards, quality of care etc) 5. Work with the Gauteng Provincial Department of Education to ensure accreditation of ECD facilities 6. Provide support through creative outreach mechanisms, provide support to ECD start-ups to establish appropriate facilities, acquire essential equipment (especially that required for minimum health and safety standards), and access resources such as educational toys and reading material 7. Establish a common Citywide approach to by-law-enforcement in ECD facilities, both to ensure enforcement of set minimum standards and to prevent unnecessary and prohibitive fining where a more developmental and supportive approach would be more effective

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LONG-TERM GOALS	LONG-TERM STRATEGIC INTERVENTIONS	5-YEAR STRATEGIC OBJECTIVES	5-YEAR IDP PROGRAMMES AND KEY PROGRAMME ACHIEVEMENTS
			<p>8. Implement a rolling ECD training programme for care-givers, ensuring that participation in this training programme is adequately recognised</p> <p>9. As part of the broader training and support programmes, roll-out an enrichment programme to equip care-givers to use art and music in their facilities, or work through ECD facilities to address special needs with targeted City-run music and art therapy projects</p> <p>10. Develop a monitoring and evaluation system, based on the ECD facility 'vulnerability index', to assess effectiveness of ECD programmes</p> <p>11. Through skills development encourage ECD facilities to be operated as a viable economic activity</p>
	<p>Promote the inclusion and development of women</p>	<p>Increased range of activities empowering women and increased representation of women in city activities</p>	<p>Women development programme</p> <p>1. Develop a strategy for women development (community development aspect) that includes:</p> <ul style="list-style-type: none"> – Women entrepreneurship/skills training projects (as per Skills Development Programme below) – Support for women's co-operatives – Support for women in arts, culture, heritage and sports – Targets for procurement and EPWP to benefit women – Social amenities for women in the survivalist sector (i.e. women hawkers) – Empowerment zones for women – Support for homeless women
	<p>Improve reproductive & women's health, specifically to reduce maternal mortality from potentially preventable causes (Refer to Health Sector Plan)</p>		<p>Women's health programme (Refer to Health Sector Plan)</p>
	<p>Reduce the per capita incidence of social crime and the impact of these crimes on individuals and communities, with a special focus on ensuring a safer environment for women (Refer to Safety Sector Plan)</p>		<p>Women's safety programme (Refer to Safety Sector Plan)</p>

LONG-TERM GOALS	LONG-TERM STRATEGIC INTERVENTIONS	5-YEAR STRATEGIC OBJECTIVES	5-YEAR IDP PROGRAMMES AND KEY PROGRAMME ACHIEVEMENTS
<p>2. Inequalities are addressed through the championing of rights and opportunities (continued)</p>	<p>Promote spatial equality through the creation of sustainable human settlements (Refer also to Housing Sector Plan and to the Spatial Form and Urban Management Sector Plan)</p>	<p>Improved proportion of residents within 5 km of key social infrastructure</p>	<p>Sustainable human settlements programme (Community development component) (Refer also to Housing sector Plan and to Spatial Form and Urban Management Sector Plan)</p> <ol style="list-style-type: none"> 1. Develop a planning and management framework jointly determined with the City's Housing and Development Planning Department to develop new community halls, libraries, sports and recreation facilities in target areas currently showing a deficit in social infrastructure within new housing developments 2. Explore public-private partnerships for development and management of some of this infrastructure 3. Identify those social services and facilities that are lacking that need to be addressed with special emphasis on arts and culture
	<p>Address economic inequality by enabling people previously denied opportunities because of skills gaps to participate in economic activity and/or start and grow their businesses (Also refer to Economic Development sector Plan)</p>	<p>Greater number of users benefiting from assisted literacy and numeracy training at City libraries and targeted skills development programmes</p>	<p>Skills development programme (Community development component) (Also refer to Economic Development sector Plan)</p> <ol style="list-style-type: none"> 1. Establish Computer-Based Literacy/Numeracy centres at 50% of CoJs public libraries 2. Provide tangible support to assist learners – including support staff on site, internet access, and the establishment of a Centre of Excellence through a re-designed Johannesburg Central Library 3. Run coherent ABET and life-skills programmes through the City's own skills-centres, multipurpose centres, sports and recreation facilities, etc 4. Introduce a programme in libraries that will assist learners to develop their reading and comprehension skills 5. Provide 50 support staff members to assist learners 6. Run sports and arts development programmes in partnership with professional bodies 7. Facilitate training of SMME's and corporatives on tendering/procurement 8. Business skills training for those in the 'second economy'/survivalist economy
<p>3. Social exclusion is addressed through the building of prospects for social inclusion amongst all Johannesburg communities</p>	<p>Improve the opportunities for citizen interaction through attractive and accessible public spaces</p>	<p>Increased number of developed public spaces (other than formal parks) where citizens can interact freely and safely</p>	<p>Public spaces programme</p> <ol style="list-style-type: none"> 1. Through an integrated approach between City departments, MEs and other stakeholders (including business/property developers and other spheres of government) develop public spaces projects to be rolled out over the Term of Office

LONG-TERM GOALS	LONG-TERM STRATEGIC INTERVENTIONS	5-YEAR STRATEGIC OBJECTIVES	5-YEAR IDP PROGRAMMES AND KEY PROGRAMME ACHIEVEMENTS
			<ol style="list-style-type: none"> 2. Ensure greater equity in the distribution of public spaces by identifying and developing new or historical public spaces in regions not adequately provided 3. Establish recreational streets in selected neighbourhoods in each region and entrench the recreational street concept in all new township developments 4. Develop a 'metropolitan public space' for mass events, celebrations in support of the City's stature, arts, culture and heritage
	<p>Build citywide social cohesion through arts and culture and heritage</p>	<p>Steadily increasing percentage of residents who have either participated in or attended a City of Johannesburg-led arts, culture or heritage initiatives</p>	<p>Public arts programme</p> <ol style="list-style-type: none"> 1. Install 10 public art exhibitions across the city, that promotes social cohesion through the arts 2. Transform the streetscape of selected streets corridors and precincts (with priority given to 2010 precincts) through highly visible public art (for example the use of commissioned graffiti works) and ensure the maintenance of existing public art 3. Develop an integrated programme of support for up and coming artists through the growth of the Joburg Art Bank project 4. Complete the feasibility study for the move of the Johannesburg Art Gallery to a new, more accessible location, more suitable for an expanding world-class collection, and if possible begin the move <p>Cultural life programme</p> <ol style="list-style-type: none"> 1. Develop and publish an Annual Cultural Calendar that focuses on cultural and religious activities of all the citizens of the city 2. Establish the Joburg Student Art Annual Inter-school cultural programme to bring together young artists from public and private tertiary art schools, into a single major annual show across all art forms and a range of venues 3. Upgrade the Arts Alive Festival to culminate in a triennial International Arts Expo by 2008 4. Consolidate and expand Joburg Carnival to increase troop participation, establish a base-camp for skills development linked to carnival activities, and promote inter-cultural dialogue with the African Diaspora in the city 5. In partnership with the Gauteng Provincial Government, showcase traditional culture through a Traditional Dance Project to be held in key public spaces once a year 6. Initiate the Soweto Sports Museum

LONG-TERM GOALS	LONG-TERM STRATEGIC INTERVENTIONS	5-YEAR STRATEGIC OBJECTIVES	5-YEAR IDP PROGRAMMES AND KEY PROGRAMME ACHIEVEMENTS
<p>3. Social exclusion is addressed through the building of prospects for social inclusion amongst all Johannesburg communities (continued)</p>	<p>Build citywide social cohesion through arts and culture and heritage (continued)</p>	<p>Steadily increasing percentage of residents who have either participated in or attended a City of Johannesburg-led arts, culture or heritage initiatives (continued)</p>	<p>7. Upgrade community halls (to include sprung wooden floors for dance etc.)</p> <p>8. Profile Joburg as an 'Art City' in the run-up to the 2010 World Cup</p> <p>9. Identify and promote a niche mass event that would give Joburg a competitive advantage for Arts and Culture over other South African cities and turn it into a number one, 'must see' event for the country</p> <hr/> <p>Heritage programme</p> <p>1. Inaugurate the Sophiatown Heritage Park through displays and the construction of a memorial</p> <p>2. Undertake a feasibility study to establish a Joburg Museum of African Art to showcase the world-class collections currently in storage</p> <p>3. Consolidate the Vilakazi Precinct (Uncle Toms Community Centre, Hector Peterson Museum, Mandela House Museum) to ensure the precinct becomes a major tourism driver in Soweto</p> <p>4. Ensure the completion of the Oppenheimer Towers and Credo Mutwa Village project to consolidate the Soweto tourism link with the Vilakazi Precinct</p> <hr/> <p>Theatres support for the arts programme</p> <p>1. Continue to promote the Civic Theatre and Roodepoort Theatre as flagship social assets, through expanded entertainment and arts promotion programmes making a vital contribution to the quality of life of diverse audiences</p> <p>2. By providing subsidised tickets, bus transport to residents in isolated areas, and other measures, promote access and outreach to communities, to ensure that more Johannesburg residents – especially children and youth – benefit from the unique cultural experience that can only be offered by these core centres of excellence for human development</p> <p>3. Ensure the financial viability of the theatres in their own right, whilst also providing meaningful financial support to theatres to give effect to subsidised access</p> <p>4. Tesson Theatre: Encourage the use of the auditorium by young actors to present personalised African experiences that would assist them in learning, producing and marketing skills for the future viability of the industry</p>

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LONG-TERM GOALS	LONG-TERM STRATEGIC INTERVENTIONS	5-YEAR STRATEGIC OBJECTIVES	5-YEAR IDP PROGRAMMES AND KEY PROGRAMME ACHIEVEMENTS
			<ul style="list-style-type: none"> 5. The People's Theatre: Expand performances for children between the ages of 3 and 12 6. The Actor's Theatre: Learners skills workshops for actors, dancers, singers, directors, choreographers, playwrights etc 7. SA Ballet Theatre Studio: Training young dancers from HDCs through workshops and subsidised learner programmes in order to create the professional ballet dancers of the future 8. Build new facilities such as a jazz room and an outdoor theatre in the theatre gardens 9. Develop and deliver a theatre for Soweto as well as advocate for the development of cinema and associated restaurant facilities
	<p>Build citywide social cohesion through sports and recreation</p>	<p>Improved accessibility to sports and recreation facilities and programmes, both in terms of distribution across the city and in terms of average operating hours</p>	<p>Sports and development programme</p> <ul style="list-style-type: none"> 1. Ensure a fairer distribution of sports and recreation facilities and facility-based training programmes to support the growth of all sporting codes in all areas 2. Expand access to facilities by addressing constraints (safety concerns, staff availability, etc) on longer operating times, and maintaining a discipline of regular opening and closing times 3. Award Mayoral sports and arts bursaries (3 per region and across sporting codes) linking to skills development activities conducted under Economic Development 4. Support schools in the city currently trying to reintroduce physical education in their curriculum 5. Explore building sports facilities in schools in partnership with GDE 6. As part of a 'creative industry' initiative, work with relevant partner organisations to develop a competitive sports programme for nurturing talent in previously disadvantaged communities so that talented individuals can perform on the international arena <p>2010 Soccer World Cup programme (Sports & recreation component)</p> <ul style="list-style-type: none"> 1. Work with other stakeholders to upgrade 2010 stadiums and training facilities as legacy for the city 2. Establish key partnerships with communities and civil society organisations to ensure a social legacy from 2010, inter alia by using the run-up to the World Cup to expand and institutionalise community-organised sporting activities

LONG-TERM GOALS	LONG-TERM STRATEGIC INTERVENTIONS	5-YEAR STRATEGIC OBJECTIVES	5-YEAR IDP PROGRAMMES AND KEY PROGRAMME ACHIEVEMENTS
<p>3. Social exclusion is addressed through the building of prospects for social inclusion amongst all Johannesburg communities (continued)</p>	<p>Promote the inclusion and development of youth</p>	<p>Increased range of youth activities and youth representation in city activities</p>	<p>Youth development programme</p> <ol style="list-style-type: none"> 1. Introduce an integrated approach to managing volunteer work for the City (for example in HIV peer support campaigns) inter alia to ensure a coherent approach to remuneration for costs incurred, and adequate recognition for work undertaken 2. With partners, roll-out youth action zones in targeted areas 3. Run an awareness campaign using youth role models to counter drug use and alcohol abuse 4. Expand the youth diversion programme (under City Safety) 5. Support youth mentorship and peer-support programmes run by partner organisations 6. Explore options for a Youth Forum for the City (potentially merged with Joburg Junior City Council). Youth inclusion should be representative and legitimate 7. As part of skills development programme, undertake youth entrepreneurship development and support 8. Evolve this range of interventions through a comprehensive Youth Development Strategy <p>Street children opportunity programme</p> <ol style="list-style-type: none"> 1. Facilitate and support (including with civil society partners) the accommodation of street children to be reunited with their families or accommodated in suitable institutional accommodation Include the provision of necessary social support (including access to schools) to ensure that they do not return to the streets 2. Undertake lifeskills training, and arts, culture and sports programmes at shelters and homes
	<p>Address social attitudes to xenophobia and the effects of human trafficking</p>	<p>Xenophobic attacks on migrants to Johannesburg eliminated and tolerance of migrants increased</p>	<p>Anti-xenophobia and common citizenship programme</p> <ol style="list-style-type: none"> 1. Establish a Helpdesk providing advice on how to access essential services for new migrants to the city 2. Roll-out sports and arts programmes aimed at mitigating against xenophobia, such as the already successful Ubuntu Cup and the Joburg Carnival run in the Inner City 3. Promote intercultural dialogue through the use of various art forms for example 4. With partner organisations, undertake an anti-xenophobia awareness campaign targeted at raising community awareness around status and rights of different categories of migrants

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LONG-TERM GOALS	LONG-TERM STRATEGIC INTERVENTIONS	5-YEAR STRATEGIC OBJECTIVES	5-YEAR IDP PROGRAMMES AND KEY PROGRAMME ACHIEVEMENTS
			<p>(asylum seekers, refugees, foreign residents on study permits, illegal immigrants etc) to celebrate their cultures</p> <ol style="list-style-type: none"> 5. With partner organisations, undertake an internal anti-xenophobia awareness campaign targeting health workers, front-line staff, JMPD officers etc, on the status and rights of different categories of migrants and, where possible and appropriate, extend this to target other spheres of government with operations in Johannesburg 6. Establish joint forums with social networks/associations of migrants to systematically identify concerns, address constraints, and develop mutually supportive partnerships (e.g. to combat crime) 7. Approach UNHCR and civil society organisations with a view to establishing a partnership to pilot a South Africa specific urban-based refugee and human trafficking corrective action initiative 8. World cultures programme supported through libraries 9. Promote human rights through workshops and information campaigns
	<p>In an integrated way across other sector areas, promote improved access and inclusion of the aged and people living with disabilities</p>	<p>Increased access and support for the aged and people with disabilities as assessed through the City's customer satisfaction survey</p>	<p>PWD access and support programme</p> <ol style="list-style-type: none"> 1. Develop, periodically update and proactively distribute an information booklet targeting people with disabilities, highlighting their rights, identifying supportive structures and institutions, and clarifying the conditions for accessing a disability grant 2. Pilot a project to facilitate access to key City information for the blind in the City's peoples centres, assess the lessons from the pilot, and scale up where appropriate 3. Work through ward committees to identify the specific needs of people with disabilities from the City's poorest communities, and address where feasible 4. Using International Disability Day as a focal point to undertake a public information programme about the rights, contributions and unmet needs of disabled persons 5. Expand the City's own targeted transport service for people with disabilities 6. Address the need for support services required in old ages homes and other forms of institutional accommodation 7. Provide opportunities for PWDs to participate in the arts

LONG-TERM GOALS	LONG-TERM STRATEGIC INTERVENTIONS	5-YEAR STRATEGIC OBJECTIVES	5-YEAR IDP PROGRAMMES AND KEY PROGRAMME ACHIEVEMENTS
<p>3. Social exclusion is addressed through the building of prospects for social inclusion amongst all Johannesburg communities (continued)</p>	<p>Build mutually supportive partnerships with civil society (NGOs, CBOs, Faith-Based Organisations, Community Groups) across all areas of human development intervention</p>	<p>Increase the spend on NGOs and CBOs targeting programmes at vulnerable and poor households</p> <p>100% of NGOs and CBOs have institutional and financial capacity to carry out their work in support of the poor and vulnerable by 2015</p>	<p>NGO/CBO support programme</p> <ol style="list-style-type: none"> 1. Review the size and scope of social funding etc 2. Through targeted research and analysis, and an annual assessment of the outcome of support provided, enhance the City's own understanding of the functioning of NGO/CBOs to improve targeting of support 3. Facilitate NGO/CBOs access to other forms of funding (e.g. lottery, provincial government) by assisting them to register, professionalise operations etc 4. Monitor and evaluate the impact of these interventions on communities

SECTOR PLAN 3: HOUSING

A City which is a home for all to stay and grow – where different housing needs are met in sustainable human settlements providing a range of well-located, good quality, adequately serviced, safe and affordable accommodation opportunities. This vision hinges on addressing current housing conditions, as well as future needs within the context of furthering the development of sustainable human settlements. Housing extends beyond the delivery of the top structure. It is the culmination of and urban integration of the combined efforts of a variety of role players in disciplines such as Spatial Form and Urban Management, infrastructure and services, transportation, environment and human development in an urban system with a house as a point for the delivery of a range of services to households.

KEY FOCUS AREAS

The development of key focus areas in the housing sector is premised on the principles of the GDS particularly around absorption of the poor and that of promoting social mobility and equality. The City recognises that there are gaps in the housing market that inhibit citizen access to affordable entry-level housing. One response to the gap in the “housing ladder” is to encourage the entry of developers and the banking sector in under serviced market segments particularly between subsidised housing and bonded primary and secondary products. Housing needs change over time depending on the stage of an individual’s own life cycle. The City, therefore, considers a range of housing options available that allow households and individuals to progressively better their own lives by harnessing different benefits afforded through housing typology and form of tenure.

Programmes that are aimed at formalising and upgrading informal settlements contribute to accelerating housing delivery in line with provincial and the national policy “Breaking New Ground”. This gives rise to programmes that aim to formalise informal settlements, including upgrading programmes and establishing norms and standards for backyard accommodation. In addition, formal housing that does not promote sustainable human settlements needs to be addressed. The City’s focus in the next five years is to add quality in the housing delivery through ensuring mixed income residential areas to enable socio economic integration, proximity to economical nodes and with all the necessary social amenities including parks, schools, etc. Projects in this vein include Inner City and older residential area upgrading, necessitating initiatives that are based on partnership and by-law-enforcement, with targeted upgrades in classified urban restructuring zones. A conversion programme is similarly established to facilitate the upgrading of hostels.

In addition, the City has focussed on the provision of new housing, for emergency/temporary needs as well as in developing well-placed, good quality units through different programmes in the sector plan.

COMMENTARY

The housing sector is dependent on inter-governmental co-operation. The recent finalisation of the Municipal Housing Development Plan (MHDP) by the Gauteng Department of Housing will further act to improve inter-governmental coordination in the housing sector. The MHDP is a comprehensive shared housing plan within which housing will be delivered at a local level. Key components include: a strategic plan, an operational plan for 2006, a detailed 5-year IDP, and an integrated service plan.

Furthermore, the Secondary Market Programme will leverage the Neighbourhood Improvement Fund to promote access to housing assets by low-income households through partnerships with the banking sector to induce higher levels of market activity.

Sustainable human settlements hinge on collective efforts by the Spatial Form and Urban Management, economic development, environmental, community development and transportation sectors.

PLANS

SECTOR PLAN 3: HOUSING

Vision: A city which is a home for all to stay and grow – where different housing needs are met in sustainable human settlements providing a range of well-located, good quality, adequately serviced, safe and affordable accommodation opportunities.

LONG-TERM GOALS	LONG-TERM STRATEGIC INTERVENTIONS	5-YEAR STRATEGIC OBJECTIVES	5-YEAR IDP PROGRAMMES AND KEY PROGRAMME ACHIEVEMENTS
1. On a progressive basis, and over the longer term, all residents living in inadequate housing to access affordable, safe and decent accommodation	Where possible and appropriate, formalise existing informal settlements through the relevant town planning and land registration process, and upgrade through the provision of services	Formalise all settlements located on state land	Informal settlement formalisation <ol style="list-style-type: none"> 1. Complete township registration in affected areas 2. Ensure fencing of individual stands to promote homeownership and pride
		50% of informal settlements formalised or upgraded to a minimum level of basic services	Informal settlement management and upgrade programme <ol style="list-style-type: none"> 1. Provide water and sanitation to agreed CoJ level 2. Provide adequate road and storm water infrastructure 3. Contain the establishment of new informal settlements particularly on the Urban Edge (and outside the urban boundary) 4. Provide and maintain emergency interim services to informal settlements, with responsibilities and budget shared between the City and Municipal Entities
	With other spheres of government, and where appropriate, ensure that 'backyard accommodation' is, improved, and able to access acceptable levels of services	Develop a set of interventions to improve the quality of backyard accommodation	Backyard accommodation programme <ol style="list-style-type: none"> 1. Establish norms and standards for the supply of backyard accommodation together with Spatial Form and Urban Management Sector Plan 2. Develop incentives matched by contribution of homeowners for accommodation improvement 3. Support provincial Top Twenty Programme and identify success factors for implementation and Citywide roll-out of programme
	Ensure that residents in the inner city and older locations are able to enjoy acceptable standards of accommodation (better-buildings programmes, targeted partnerships for upgrade, by-law-enforcement etc)	Structure partnerships with stakeholders to promote an Inner City and older centres residential accommodation programme	Inner-city and older centres residential upgrade programme (note link with building standards promotion and enforcement programme below) <ol style="list-style-type: none"> 1. Identify precinct locations for programme focus in accordance with agreed urban restructuring criteria 2. Establish partnerships with other stakeholders (on issues of funding and urban management) to develop the means to proactively prevent decline of residential buildings etc 3. Establish programme coordination with CoJ Better Buildings Programme

LONG-TERM GOALS	LONG-TERM STRATEGIC INTERVENTIONS	5-YEAR STRATEGIC OBJECTIVES	5-YEAR IDP PROGRAMMES AND KEY PROGRAMME ACHIEVEMENTS
<p>1. On a progressive basis, and over the longer term, all residents living in inadequate housing to access affordable, safe and decent accommodation (continued)</p>	<p>Complete the upgrade of hostels to provide for both family accommodation and singles</p>	<p>Through a hostel upgrading programme that is sensitive to issues of affordability and quality living environments upgrade 5 000 units</p>	<p>Hostels conversion programme</p> <ol style="list-style-type: none"> 1. Implement projects taking account of existing communities especially in relation to affordability and need (family units/ accommodation with shared facilities) 2. Accommodate both ownership rental tenure options 3. Roll-out hostels conversion projects in accordance with locational needs in and surrounding the individual hostel
	<p>Through the development and proper management of institutional housing etc, address the needs of people with special needs (aged, child-headed households, street children, HIV and AIDS – home-based care in partnership with Health and Community Development)</p>	<p>Create new housing opportunities for people with special needs (aged, child-headed households, HIV and AIDS affected/infected households, street children etc)</p>	<p>Special needs housing programme</p> <ol style="list-style-type: none"> 1. Actively promote housing accommodation for people with special needs utilising the subsidy variation instrument 2. Quantify the need for institutional accommodation within the City 3. Clarify the necessary institutional mechanisms within the City to support and implement institutional housing
<p>2. Meet housing needs at all levels of the housing ladder through accelerated facilitation (partnerships) and supply, including effective management, of a diverse range of products for purchase or rental</p>	<p>To address the short-term temporary housing needs of people in emergency situations</p>	<p>In partnership with Province and other stakeholders develop and manage temporary/ emergency housing stock</p>	<p>Temporary/emergency housing programme</p> <ol style="list-style-type: none"> 1. Secure funding to implement citywide temporary residential accommodation 2. Emergency housing stock to be developed so that at any one time the City is able to accommodate people in emergency situations (including fires, floods, and evictions) 3. Clarify and agree on housing role and responsibilities during disasters and emergencies
	<p>Ensure the provision, of affordable home-ownership and rental accommodation at scale, addressing the needs of a range of housing segments, with a special focus on the needs of poorer residents not currently catered for</p>	<p>Through both the City's own means, and in partnership with other actors and stakeholders, deliver 100 000 well-located and good quality housing units over the next five years, which includes the delivery of 15 000 rental housing units, 30 000 housing units through Community Builder Programme and 50 000 mixed income housing units</p>	<p>Housing programme</p> <ol style="list-style-type: none"> 1. Constitute an integrated Housing and Service Delivery Plan Task Team to take the process forward 2. June 2006, set targets for affordable housing for various sub-markets, and appropriate locations for each sub-markets 3. By September 2006, develop a clear spatially defined plan for where housing should be developed over the next five years and in the long term 4. Develop and pilot an appropriate service financing model to ensure that new units are built with an appropriate package of household services that is both affordable up front, but also more cost-effective and sustainable over the longer term

PLANS

LONG-TERM GOALS	LONG-TERM STRATEGIC INTERVENTIONS	5-YEAR STRATEGIC OBJECTIVES	5-YEAR IDP PROGRAMMES AND KEY PROGRAMME ACHIEVEMENTS
			<p>5. By September 2006, design and implement a workable co-ordinating system/mechanism to ensure seamlessly integrated project-by-project roll-out of housing together with all infrastructure and social services</p> <p>6. Consolidate a plan that deals decisively with the core constraints (Land procurement, provincial funding and financial services charter funds; planning capacity; implementation capacity)</p> <p>7. Establish contractors roster and contract administration capacity, and link Thubelisha and NURCHA contractor support</p> <p>8. Identify and procure or hold appropriate land, to enable delivery at scale (land strategy)</p> <p>9. Conclude project feasibilities and EIAs on prioritised projects</p> <p>10. Explore options for rehabilitation of mining land</p> <p>11. Make sure that the City of Johannesburg is accredited, and harnesses the housing subsidy to accelerate delivery of housing in the city and expand the range of products made available</p> <p>12. Empower Joshco to roll-out social housing at scale, with both City capital budget and access to other sources of funding</p> <p>13. Promote affordable rental options (including accommodation with shared facilities) in-situ upgrading developments, new greenfields incremental housing and brown fields developments</p> <p>14. Facilitate a range of productive relationships with the private sector to enter specific market segments so that the pace of delivery may be increased</p> <p>15. Consolidate and utilise building skills that currently exist in communities. Interventions such as certification and preferential procurement must be promoted to enhance the delivery capacity that is required for housing construction</p> <p>16. Pilot concepts to widen the package of options for applying the subsidy (e.g. different housing typologies and densities)</p>
	<p>Accelerate private sector delivery of affordable rental and 'home ownership' opportunities in segments of the housing ladder above entry level not adequately served by private delivery models</p>	<p>Address the housing ladder gap by facilitating private sector delivery of affordable rental and home ownership</p>	<p>Housing ladder gaps delivery programme</p> <p>1. Facilitate the entry of developers and the banking sector in sub-markets between subsidised housing and bonded-housing</p> <p>2. Identify potential restructuring zones for support through the national restructuring grant for social housing</p>

LONG-TERM GOALS	LONG-TERM STRATEGIC INTERVENTIONS	5-YEAR STRATEGIC OBJECTIVES	5-YEAR IDP PROGRAMMES AND KEY PROGRAMME ACHIEVEMENTS
<p>2. Meet housing needs at all levels of the housing ladder through accelerated facilitation (partnerships) and supply, ... (continued)</p>	<p>Accelerate private sector delivery of affordable rental and 'home ownership' opportunities in segments of the housing ladder above entry level not adequately served by private delivery models (continued)</p>	<p>Address the housing ladder gap by facilitating private sector delivery of affordable rental and home ownership (continued)</p>	<p>3. Obtain zone and grant approval for project implementation by JOSHCO and other implementation agents</p>
<p>3. A fully functional secondary housing/property market in all parts of the city, so that all households can realize economic value from investing in their residential assets</p>	<p>Where possible, facilitate the availability of adequate financing for primary, secondary and rental markets to allow homeowners to realise economic value inherent in their residential assets</p> <p>Address procedural hurdles (e.g. clearance certificates, planning approvals) that constrain the optimal functioning of the housing property market, especially in township areas</p> <p>Invest in the provision of infrastructure in all parts of the City, thereby enabling the realisation of economic value of assets</p>	<p>Complete the transfer of title deeds and ensure that new title-holders are informed of the advantages of their new asset</p>	<p>Secondary property market programme</p> <ol style="list-style-type: none"> 1. Using the new Neighbourhood Improvement Fund available from National Treasury, pilot, in selected areas, a working relationship with the banking sector designed to solve constraints to the realisation of housing asset value in low-income residential markets 2. Consider a range of interventions that could stimulate market activity in locations and products segments in which there is limited or stagnant market activity 3. Through engagements with the financing community, and creative interventions and incentives, address implicit red-lining in areas where there are willing buyers and willing sellers but no finance to facilitate the transaction 4. Conduct a major education programme to ensure that subsidised housing beneficiaries and households in older township areas are well-informed of the future value inherent in their subsidised assets, as well as the workings of the property market 5. Through collaboration with deeds office, etc, ensure the establishment of accessible mechanisms to facilitate housing transfers so that exchanges of especially subsidised RDP housing become part of the formal system, and retain their value 6. With various partners, facilitate mechanisms to ensure a willingness by banks to regard assets as collateral
<p>4. Quality of the city's existing and future housing stock is enhanced and maintained</p>	<p>Upgrade, and effectively manage and maintain all City-owned housing stock, including the infrastructure serving it</p> <p>Regularise the tenancy and revenue collection in City-owned housing stock to achieve cost recovery plus</p>	<p>Promote good management and maintenance of City housing stock and associated infrastructure</p>	<p>City public housing stock upgrade and transfer programme</p> <ol style="list-style-type: none"> 1. Budget for and effectively maintain all existing public housing stock currently still managed by the City until transfer 2. Regularise occupancy and collections in City public housing stock 3. Formulate cost recovery plan for implementation in City public housing stock

PLANS

LONG-TERM GOALS	LONG-TERM STRATEGIC INTERVENTIONS	5-YEAR STRATEGIC OBJECTIVES	5-YEAR IDP PROGRAMMES AND KEY PROGRAMME ACHIEVEMENTS
	<p>To prevent the decline of neighbourhoods and creation of future slums, enforce building standards and by-laws to ensure the upfront development and ongoing maintenance and upgrade of private rental market accommodation and new sectional title and estate developments</p>	<p>Implement effective building standards and by law-enforcement</p>	<p>Building standards promotion and enforcement programme</p> <ol style="list-style-type: none"> 1. Enforce building regulation and by-laws in new developments 2. Proactively intervene through regulations in management and maintenance where necessary to prevent negligent and irresponsible property ownership causing decline in the built environment
	<p>Through education and facilitation, encourage and enable housing consolidation and housing asset-improvement</p>	<p>Develop and implement a support programme for housing consolidation</p>	<p>Housing consolidation and asset-improvement support programme</p> <ol style="list-style-type: none"> 1. Education programme to build awareness around options for housing consolidation and asset improvement
<p>5. Increased liveability and sustainability of all residential communities, with equitable access to green spaces, social and cultural facilities, transportation and economic opportunities, and adoption of green-housing practices and technologies</p>	<p>With all new housing developments ensure that the minimal Sustainable Human Settlement thresholds are adhered to and implemented, and that all residential neighbourhoods are functionally integrated into the city and its economy</p>	<p>Introduce the Sustainable Human Settlements approach to all new housing developments</p>	<p>Sustainable human settlements programme (Housing component)</p> <ol style="list-style-type: none"> 1. Ensure that in all new housing developments the necessary green and social infrastructure is planned for and actually built 2. Facilitate brown-field housing development, by enabling the conversion of CBD buildings, and existing commercial and industrial properties to residential usage 3. Where appropriate encourage the development of housing together with urban agriculture opportunities
	<p>Ensure that urban sprawl – caused by informal settlements, lower cost housing developments and lifestyle estates – is arrested through the use and re-use of well-located land for housing development</p>		
	<p>Ensure the adoption of resource and cost saving housing development practices and building products using environmental technologies</p>	<p>Develop and adopt sustainable housing practices and technologies</p>	<p>Green housing programme</p> <ol style="list-style-type: none"> 1. With partners such as the CSIR and other academic institutions undertake housing research and design to develop more innovative and sustainable housing solutions (materials, design, construction methods etc) 2. On all subsidised housing projects within the City of Johannesburg jurisdiction, ensure adoption and implementation of a minimum set of green/passive technologies

SECTOR PLAN 4: INFRASTRUCTURE AND SERVICES

Infrastructure service sector envisages a city with a backbone of efficient and well-maintained service infrastructure, extended to all, so that all citizens and stakeholders can access an expanding package of innovative, safe, reliable and affordable services. The implementation of this vision requires attainment of concrete goals by way of the provision of infrastructure.

KEY FOCUS AREAS

The strategic objectives of infrastructure and service delivery centres around nearing universal coverage for basic services and, at the same time, improving access to higher service levels for a larger portion of the population, within environmentally sensitive parameters. The sector has devised a basic service delivery programme and housing service delivery programmes to roll-out and improve service delivery, with emphasis in previously disadvantaged communities.

A service delivery improvement programme is focussed on delivering competitive and reliable services to institutional and commercial customers, with a focus on addressing complaints, reducing power outages and illegal dumping.

These focus areas are to be strengthened by service delivery improvement, as ensured by investment in assets, reductions in illegal dumping and electricity connections via the service reliability programme and asset refurbishment and maintenance programme, incorporating Operation Gcin'amanzi in Greater Soweto and Cosmo City. The focus on investment in maintenance of assets is fundamental to the sustainability of the sector.

Infrastructure modernisation programmes similarly focus on ensuring that infrastructure and service delivery agents focus on programmes that support the sustainability of the sector. A resource conservation programme targets measures to promote greater levels of environmental awareness and conservation.

COMMENTARY

The implementation of sectoral programmes largely relies on delivery by municipal entities. Hence the City is to ensure alignment of the sector objectives and programmes with those of the entity ME Business Plans.

The Gauteng Provincial Government has expressed a willingness to coordinate initiatives at the local level to improve water billing systems and to alleviate the problem of water losses.

SECTOR PLAN 4: INFRASTRUCTURE AND SERVICES

Vision: A city with a backbone of efficient and well-maintained service infrastructure, extended to all, so that all citizens and stakeholders can access an expanding package of innovative, safe, reliable and affordable services.

LONG-TERM GOALS	LONG-TERM STRATEGIC INTERVENTIONS	5-YEAR STRATEGIC OBJECTIVES	5-YEAR IDP PROGRAMMES AND KEY PROGRAMME ACHIEVEMENTS
<p>1. Extend a differentiated package of service that is fit for purpose, affordable and reliable. In accordance with national policy commitments, and an agreed local definition of appropriate levels of service</p>	<p>Eliminate all backlogs in access to basic services</p>	<p>Achieve 98% coverage of at least LOS 1 for water</p> <p>Achieve 95% coverage of at least LOS 1 for sanitation</p> <p>Reduce reliance on chemical toilets to no more than 2% of the total population</p> <p>Collect waste once a week from all formal and informal settlements by 2008</p> <p>Distribute electricity to at least 95% of formalised households</p> <p>Provide street lighting to 95% of formal areas in Johannesburg</p> <p>Provide street lighting to 60% of informal settlements</p>	<p>Basic service delivery programme</p> <ol style="list-style-type: none"> 1. Provide at least LOS 1 water to at least 112 000 households currently living in informal settlements 2. Provide at least LOS 1 sanitation services to at least 206 000 households currently living in informal settlements 3. Roll-out 50 000 bins in Orange Farm by 2007 4. Roll-out appropriate waste receptacles to informal and formal areas by 2009 5. Waste collection optimisation plan 6. Develop and implement integrated management waste plan 7. Develop and implement an Energy Management Plan 8. Implementation street lighting programme to formal and informal areas 9. Increase the allocation of Free Basic Water to poor households and those with special needs 10. Introduce delivery mechanisms to ensure residents of multi-dwelling stands receive benefits as per the revised social package 11. Achieve 80% cleanliness rating in the inner city by 2007, subject to funding by CoJ 12. Achieve 80% cleanliness rating in the City of Joburg by 2008 13. Improve waste service delivery standards in informal areas by 2010 14. Provide street lighting to 95% of formal areas in Johannesburg 15. Provide street lighting to 60% of informal settlements
	<p>Progressively increase the share of the population accessing higher levels of services, taking account of affordability and environmental considerations</p>		<p>Housing service delivery programme</p> <ol style="list-style-type: none"> 1. Progressively deliver LOS 3 water and sanitation in all formalised settlements targeted by housing programmes 2. Roll-out appropriate waste receptacles to all households by 2009 3. Improve co-ordination of infrastructure programmes to streamline and align delivery

LONG-TERM GOALS	LONG-TERM STRATEGIC INTERVENTIONS	5-YEAR STRATEGIC OBJECTIVES	5-YEAR IDP PROGRAMMES AND KEY PROGRAMME ACHIEVEMENTS
1. Extend a differentiated package of service that is fit for purpose, affordable and reliable. In accordance with national policy commitments, and an agreed local definition of appropriate levels of service (continued)	Solve the non-account holder problem in the social package to ensure that all eligible households have access to an agreed package of free basic services		Tariff restructuring <ol style="list-style-type: none"> 1. Undertake comprehensive research to inform a revised tariff structure for water and sanitation 2. Develop and implement a revised tariff policy which addresses both affordability and the requirements of strategic asset management
2. Extension and maintenance of reliable and competitively priced services required by commercial and institutional consumers	Within a competitive industry environment, contribute to meeting the commercial waste removal/management needs of the city	<p>Reduce illegal dumping by 30% by 2008</p> <p>Reduce electricity billing losses from 3% to 1%</p>	Commercial waste removal and management <ol style="list-style-type: none"> 1. Implement a waste turnaround strategy for business improvement through cost management and revenue generation by 2007 2. Right-size bulk waste business by focussing on new technologies and customers by 2007 3. Extend 100 spots illegal dumping project throughout the City as part of an illegal dumping reduction programme 4. Align waste tariffs for commercial business with market-related tariffs by 2008 5. Implement consumer education and awareness programmes
	Within the framework of the RED meet the electricity needs of all commercial and bulk electricity users in the city	Reduce electricity outages by 50% in year 2010 (bulk, medium and low voltage)	Service delivery improvement programme <ol style="list-style-type: none"> 1. Resolve 90% of reported water and sanitation problems within agreed time frames 2. Provide fault-free token vending systems and extend distribution 3. Formulate and implement policy on conventional and prepaid electrical meters 4. Identify and remedy electricity hot-spots 5. Implement an integrated programme of electricity infrastructure upgrading, leak repair and improved metering and billing 6. Reduce electricity maintenance backlogs by 50% 7. Evaluate future energy distribution and demand requirements and develop a strategy to secure supply 8. Formulate and implement policy on conventional and prepaid meters for water and sanitation
	Through efficiency improvements, reduce the cost per capita operating expenditure for running and maintaining all service networks		Demand side management programmes <ol style="list-style-type: none"> 1. Improve the City's understanding of users' consumption needs and behaviours, especially among poor and vulnerable groups 2. Development and implement comprehensive demand side management programmes for water, electricity and waste
Against a benchmark of other South African and selected international cities, ensure that end user tariffs remain commercially competitive			

PLANS

LONG-TERM GOALS	LONG-TERM STRATEGIC INTERVENTIONS	5-YEAR STRATEGIC OBJECTIVES	5-YEAR IDP PROGRAMMES AND KEY PROGRAMME ACHIEVEMENTS
	<p>Within the framework of the RED, meet the electricity needs of all commercial and bulk electricity users in the city</p> <p>With partner organisations, meet the changing water needs of commercial and bulk water users in the city</p>		
<p>3. Service delivery is secured through well-designed well-integrated and well-maintained generation/supply, processing and distribution networks</p>	<p>Ensure integrated design and maintenance planning for all infrastructure, with a view to manageable recurrent costs and extended life of service networks</p> <p>Eliminate backlogs in service infrastructure replacement and maintenance by 2015 (estimated R8 billion), and ensure ongoing adherence to a clear, far-sighted asset maintenance and normalised life-cycle replacement plan</p> <p>Develop and maintain a cross-city maintenance planning and management system to prevent cost-transfer behaviour and to avoid unnecessary wastage of resources</p> <p>Ensure investments to extend the service life of infrastructure are within cost effective thresholds and technical tolerances</p>	<p>Maintain asset value of all infrastructure and augment capacity to meet growth requirements</p> <p>Reduce unaccounted-for water to 25% by 2011</p> <p>Complete Operation Gcin'amanzi by January 2008</p> <p>Reduce illegal electricity connections by 70%</p>	<p>Asset refurbishment and maintenance programme</p> <ol style="list-style-type: none"> 1. Eradicate all backlogs in network maintenance and refurbishment programmes 2. Rehabilitate and/or upgrade existing networks to accommodate service upgrades in informal settlements and increasing densification in all areas 3. Reduce unaccounted-for water to below 25% by 2011 4. Complete Operation Gcin'amanzi in Greater Soweto and Cosmo City, and install 170 000 meters by January 2008 5. Achieve 97% compliance with the wastewater effluent quality permit, to support sectoral Water Resource Management goals and avoid incurring wastewater discharge penalties from DWAF 6. Eradicate all backlogs in network maintenance and refurbishment programmes 7. Design and implement a long-term asset management strategy and plan for energy, water and waste 8. Reduce illegal electricity connections by 70% 9. Improve fleet utilisation through effective fleet routing and scheduling by 2008 10. Implement a refuse information management system by 2008
<p>4. Leadership in sponsoring and adopting innovative, yet locally relevant, technologies and delivery capabilities that enable new</p>	<p>Contribute to Research and Department and industry development by sponsoring, and where appropriate adopting, new technologies that enable service efficiency</p>	<p>Implement at least five innovative new technologies in service delivery</p>	<p>Infrastructure modernisation programme</p> <ol style="list-style-type: none"> 1. Introduce at least two new sanitation systems suitable in areas where VIP toilets are not feasible 2. Introduce pilot underground waste storage facilities by 2007

LONG-TERM GOALS	LONG-TERM STRATEGIC INTERVENTIONS	5-YEAR STRATEGIC OBJECTIVES	5-YEAR IDP PROGRAMMES AND KEY PROGRAMME ACHIEVEMENTS
service offerings and ongoing efficiency improvement across all service areas	and quality improvements, especially those that are relevant to developing world/city contexts		<ol style="list-style-type: none"> 3. Establish two landfill gas-harvesting programmes by 2008 4. Roll-out solar street lighting 5. Reinstate gas turbines using natural gas
	Contribute to environmental sustainability through adoption of technological and strategic solutions that conserve communal and non-renewable resources	<p>Recycle at least 15% waste by 2010</p> <p>Reduce waste to landfill by 15% by 2010</p> <p>50% green waste diverted to compost facilities by 2010</p> <p>97% compliance with the Environmental legislation (Emphasis on oil spillage at electrical substations)</p>	<p>Resource conservation programme</p> <ol style="list-style-type: none"> 1. Introduction of rainwater harvesting and grey-water re-use in 10% of CoJ schools 2. Identification of viable resource-efficient alternatives to conventional water-borne sanitation 3. Introduce five materials recycling facilities and three composting plants by 2010 4. Establish one buyback centre annually 5. Citywide education programmes on energy conservation 6. Provision of alternate energy services (i.e. solar power and gas) to at least 20% of all consumers (Possible focus on schools) 7. Evaluate and implement alternative energy sources programme to address demand side management 8. Develop and implement a strategy to reduce phosphate levels in domestic wastewater 9. Landfill compliance with DWAF minimum requirements by 2008
5. Maintain a regime of responsible service delivery regulation and stakeholder interaction	Maintain and improve service delivery efficiency levels through progressive and continuous improvement	Introduce and maintain Quality of Service Monitoring and evaluation system for at least three years that can inform regular stakeholder engagement	<p>Service regulation programme</p> <ol style="list-style-type: none"> 1. Establish closer liaison with external regulatory/government bodies to initiate customer satisfaction and feedback 2. Develop comprehensive updates of the Water Services Development Plan at least every other year 3. Establish a stakeholder forum body, comprising government departments, external regulators and consumer groups 4. Undertake impact analysis of sector tariff increases on various consumer segments 5. Build internal capacity to undertake audits of technical and operational performance 6. Review procurement policies and procedures to ensure there is adequate access for targetted beneficiary groups (youth, women, etc) 7. Implement a Citywide education programme to support improved consumer awareness and responsiveness <p>JORED establishment programme</p> <ol style="list-style-type: none"> 1. Participate in activities that lead up to the establishment of JORED
	Maintain both punitive and incentive-based regulation to support service utilisation and resource management objectives	<p>Achieve effective regulation of water, electricity and waste services</p> <p>Establish JORED</p>	

PLANS

SECTOR PLAN 5: ENVIRONMENT

Vision: An environmentally sustainable city, that anticipates, manages and reduces its vulnerability to potential global and local environmental shocks, and works consistently to reduce the impact of its own built environment and urban processes on the broader envelope of natural resources.

LONG-TERM GOALS	LONG-TERM STRATEGIC INTERVENTIONS	5-YEAR STRATEGIC OBJECTIVES	5-YEAR IDP PROGRAMMES AND KEY PROGRAMME ACHIEVEMENTS
1. Sustainable management of the city's waste streams through waste avoidance, reduction, recycling and reduced disposal	Reduce waste generation at source	Reduction in waste generated Reduction in tonnages of waste disposed to landfill	Waste reduction programme 1. Develop and maintain a mandatory waste management information system for the City to assist in decision-making 2. Implement a waste licensing regime that anticipate life cycle costs of waste generated and disposed 3. Through campaigns and other mechanisms such as tariffs, encourage producer responsibility in waste generation with a particular focus on encouraging reduction in waste disposal 4. Engage packaging industry in reducing material use and promote use of biodegradables 5. Undertaking a targeted public education campaign to raise awareness on how to reduce household waste 6. Establish waste minimisation clubs with industries that can share materials
	Reduce waste disposal through waste recycling	% of materials re-cycled before disposal	Waste recycling programme 1. Explore economic disincentives for waste disposal by introducing economic instruments such as tariffs based on kilograms disposed 2. Establish mechanisms to manage electronic waste, household appliances and furniture 3. Develop a strategy to effectively manage building rubble and construction waste 4. Provide mechanisms and infrastructure to encourage separation of recyclables at source
2. Protection of river ecosystems, water conservation, and protection of the ecological reserve	Restore and protect river systems and water-courses and ensure recharging of aquifers and river systems	To improve the ecological integrity of natural water courses	Ecological reserve preservation programme and river health programme 1. Continue to rehabilitate Johannesburg's watercourses to promote river health, improve natural flow and water quality 2. Manage clearance of reeds taking into account ecological and social consideration 3. Undertake regular and systematic monitoring of the quantity and quality of water, storm water and effluent discharged into Johannesburg's rivers 4. Ensure higher levels of effluent quality and reduce the risk of pollution 5. Liaise and interact with upstream Catchment Management Agencies (CMAs), to monitor the

LONG-TERM GOALS	LONG-TERM STRATEGIC INTERVENTIONS	5-YEAR STRATEGIC OBJECTIVES	5-YEAR IDP PROGRAMMES AND KEY PROGRAMME ACHIEVEMENTS
2. Protection of river ecosystems, water conservation, and protection of the ecological reserve (continued)	Restore and protect river systems and water-courses and ensure recharging of aquifers and river systems (continued)	To improve the ecological integrity of natural water courses (continued)	<p>water quality of upstream rivers, and where possible assist in developing strategies to counteract deterioration</p> <p>6. To investigate floodline and institute a community-based early warning system in selected area susceptible to flash floods</p> <p>7. Develop an impoundment management plan and a wetland protection programme to conserve water resources</p> <p>8. Enhance the functionality and capacity of rivers to absorb storm water runoff</p>
3. Biodiversity and environmental heritage protected to enhance ecosystem goods and services	Conserve and preserve sensitive habitats and biodiversity by protecting formally recognised conservation areas	<p>Conserve all key wetlands and water bodies in the city to protect natural water storage and filtration system</p> <p>Increase in the total land area of Johannesburg proclaimed as conserved nature area (still to be determined through research)</p>	<p>Management of wetlands, dams and other water bodies</p> <p>1. Conduct an audit of wetlands and water bodies and develop a management programme that limits pressure of development</p> <p>2. Implement a rehabilitation programme to promote water bodies for ecological and recreational purpose</p> <p>3. Develop a clear Catchment Management Policy linked to a comprehensive Storm water Development and Management System/Plan developed</p> <p>4. Develop and implement storm water by-laws and enforce where there are transgressions</p>
		<p>Enhance conservation status value of conservations areas</p>	<p>Biodiversity protection programme</p> <p>1. Proclaim, re-proclaim and consolidate conservation areas in line with new legislative requirements</p> <p>2. Secure land to meet international benchmarks of 10% of total land formally proclaimed as conserved nature areas</p> <p>3. Maintenance and management of conservation facilities in line with scientific principles and best practices taking into account socio-economic considerations</p> <p>4. Increase understanding of ecological value of conservation areas through research and bring more conservation worthy areas into the network</p> <p>5. Develop and implement open space based environmental education, awareness and capacity building programmes for all sectors</p> <p>6. Where feasible, enhance conservation value of conservation areas, through release of wild animals and other mechanisms</p> <p>7. Develop and implement open space based eco tourism products and services</p> <p>8. Enhanced status of the Johannesburg Botanical Garden to be an internationally recognised bio-prospecting centre for plant species</p>

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LONG-TERM GOALS	LONG-TERM STRATEGIC INTERVENTIONS	5-YEAR STRATEGIC OBJECTIVES	5-YEAR IDP PROGRAMMES AND KEY PROGRAMME ACHIEVEMENTS
			9. Explore mechanisms of setting up a fund for securing land for biodiversity purpose 10. Explore mechanisms to increase bulk contributions for open spaces and use
		Implement programmes to enhance the city's biodiversity through Zoo, Botanical Gardens and nature reserves	Johannesburg Zoological Gardens 1. Increase in the Johannesburg Zoo collection to 3 500 animals and active participation in a breeding programme for release 2. Contribute to the preservation of endangered species by expanding the collection of animals, and through breeding of animals for release, at the Johannesburg Zoo 3. Increase in the number of learners visiting the Zoo annually 4. Enhance the animal rehabilitation programme through the establishment of an animal rehabilitation centre 5. Create a Discovery Centre to contribute to the biodiversity education of citizens and scholars
	Retain, conserve and expand the city's open space network	Establishment of a network of open spaces that contribute to social and environmental opportunities	Metropolitan open space system implementation programme 1. Develop and implement an open space plan for the city, well-integrated with a catchments management policy (and sub-catchment plans), integrated storm water management policy and plan, and other supportive plans and policies 2. Secure land to meet international benchmarks of 4 hectares of developed parks per 1 000 people 3. Develop green community and social spaces in areas where residential densities are likely to increase dramatically in future to counter balance the effect of the City's new density policy 4. Protect unique topographical features such as ridges and geological formations to enhance environmental heritage programme 5. Declare and develop 2 to 3 regional parks per region taking into account the density policy and equity considerations 6. Redevelop a select number of other key parks and open-space areas within the framework of a 2010 tourism package 7. Develop, maintain and enhance burial space availability and ensure compliance to environmental requirements 8. Optimise burial space through alternative burial methods

LONG-TERM GOALS	LONG-TERM STRATEGIC INTERVENTIONS	5-YEAR STRATEGIC OBJECTIVES	5-YEAR IDP PROGRAMMES AND KEY PROGRAMME ACHIEVEMENTS
3. Biodiversity and environmental heritage protected to enhance ecosystem goods and services (continued)	Retain, conserve and expand the city's open space network (continued)	Establishment of a network of open spaces that contribute to social and environmental opportunities (continued)	9. Consolidate open spaces into one zoning scheme in line with the new land use management system 10. Maintain parks and open spaces to ensure safety and recreation 11. Upkeep of sidewalks to avoid overgrowing trees
	Preserve and expand the city's urban forest and enhance the performance and integrity of ecological systems (flood attenuation, drainage areas, wetlands etc) through greening of the existing built environment and new developments	Expand the number of trees on sidewalks and in parks and private properties by 100 000	City greening programme 1. With a preference for indigenous trees, plant 100 000 trees in parks and along streets over the next five years, using EPWP/job creation and skills development supported delivery mechanisms 2. Implement a school/public facilities tree planting programme to meet the 100 000 target 3. Where possible ensure that Capital projects promote the planting of trees 4. Development of a world-class nursery to support the tree planting programme and propagation 5. Develop a nursery in Soweto and other disadvantaged areas to promote greening
		Ensure that at least 5% of buildings in the city have green cover	Greening of streets and road infrastructure 1. Green the Strategic Public Transport Network 2. Develop street tree corridors along all major community roads taking into account infrastructure limitations Greening of housing developments 1. Green former existing townships through; for example, facilitating the planting of at least one tree in the yards of households 2. Green new City-led housing developments through, for example, planting at least two trees per subsidised house constructed with indigenous or fruit trees
		Enhance the integrity of the urban forest	Maintenance and management of urban forest 1. Complete a cost benefit analysis of Johannesburg's urban forest to create greater understanding of the full value chain of this asset 2. Establish internal capacity to more effectively preserve, extend and promote Johannesburg's urban forest as a unique environmental asset and attraction 3. Develop guidelines for the most appropriate types of trees and their planting (with respect to maintenance burden, water demand, storm

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LONG-TERM GOALS	LONG-TERM STRATEGIC INTERVENTIONS	5-YEAR STRATEGIC OBJECTIVES	5-YEAR IDP PROGRAMMES AND KEY PROGRAMME ACHIEVEMENTS
			<p>water mitigation benefits, root system impact, appropriate position in relation to storm water and other infrastructure, etc)</p> <p>4. Retain and maintain existing mature trees by discouraging cutting down of such trees</p> <p>5. Implement an alien invasive species/vegetation management programme in targeted areas</p>
4. Diversification of the energy sources and management of energy demand on which the City relies to address the impact of climate change	Encourage the adoption of energy demand management practices in buildings	Implement energy efficient measures in existing buildings through partial and active means	<p>Energy efficiency and demand management</p> <p>1. Finalise energy policy and plan</p> <p>2. Wherever possible, facilitate the retro-fitting of all City buildings, facilities, depots and infrastructure such as traffic lights, with energy efficient lighting</p> <p>3. Encourage the use of solar water heaters for household use</p> <p>4. Promote passive energy efficient measures in the residential sector</p>
	Explore alternative practices to dependence on fossil-fuel use for household use and reduce air pollution	Implementation of alternative household heating devices	<p>Energy efficiency and demand management</p> <p>5. Explore provision of efficient coal burning devices for low-income earners through the social package programme</p> <p>6. Explore alternative household heating measures to old coal stove in households and implement alternative heating measures</p>
	Address the impact of climate change through adaptation strategies in land use and transportation	Implement land use adaptation strategies	<p>Energy efficiency and demand management</p> <p>7. Integrate climate change adaptation measures in the Spatial Development Framework</p> <p>8. Implement transportation systems that will address impacts of climate change</p> <p>9. Implementing climate change reducing mechanisms in the hosting of events in the city</p>
5. Reduction in land, air, water, noise and light pollution	Reduce land, surface, water, air, noise and lighting pollution through rigorous monitoring and enforcement of pollution control measures on an ongoing basis	Reduce pollution levels from a baseline index (to be established, within specific pollution categories)	<p>Pollution prevention and reduction programme</p> <p>1. Identify all major sources of industrial and commercial air, water and land pollution within three years and institute rigorous monitoring and covering at least 15% of polluters annually</p> <p>2. Reduce specific pollutant level through rigorous enforcement of legislation and by-laws</p> <p>3. Investigate and take action in identified pollution hotspot areas</p> <p>4. Through pilot projects with respect to specific pollutants, investigate appropriate mechanism to introduce a polluter pays principle</p> <p>5. Strengthen legislative compliance monitoring, adherence and enforcement with respect to issues such as chemical and sewerage spillage</p>

LONG-TERM GOALS	LONG-TERM STRATEGIC INTERVENTIONS	5-YEAR STRATEGIC OBJECTIVES	5-YEAR IDP PROGRAMMES AND KEY PROGRAMME ACHIEVEMENTS
5. Reduction in land, air, water, noise and light pollution (continued)	Reduce land, surface, water, air, noise and lighting pollution through rigorous monitoring and enforcement of pollution control measures on an ongoing basis (continued)	Reduce pollution levels from a baseline index (to be established, within specific pollution categories) (continued)	<p>6. Anticipate risks and threats of transportation of hazardous waste</p> <hr/> <p>Air pollution prevention programme</p> <ol style="list-style-type: none"> 1. Reduce specific pollutant levels of air pollution through the implementation of mitigation measures 2. Reduce air pollution in townships and informal settlements by facilitating and adoption of coal efficient burning devices 3. Expand testing and enforcement of emissions levels in private vehicles 4. Work with national government and private sector players to encourage the conversion of vehicles to alternative fuel sources 5. Engage mining companies in addressing mine dust impact through rehabilitation of mine dumps in targeted areas <hr/> <p>Land pollution</p> <ol style="list-style-type: none"> 1. To specifically combat land pollution: more vigorously discourage the illegal dumping of litter 2. To explore the rehabilitation of mining land, old wastewater and landfill sites to productive uses; etc <hr/> <p>Water pollution</p> <ol style="list-style-type: none"> 1. To specifically combat water pollution: through ongoing water quality-monitoring programme (of surface, ground and potable water) with an emphasis in those areas most at risk of environmental health threats 2. Reduce pollution of water bodies through implementation of infrastructure programmes and EPWP 3. To upgrade the storm water network to reduce pollution loads and avoid flash floods; etc 4. Engage mining houses in prevention of mine water pollution 5. Reduce heavy metals in wastewater entering the City's wastewater treatment plans, inter alia by: identifying major non-domestic sources, regular monitoring, and imposing penalties on those exceeding agreed norms <hr/> <p>Noise, visual and light pollution</p> <ol style="list-style-type: none"> 1. To specifically combat noise pollution: ensure that all new developments are established within clear noise contouring standards; etc 2. To specifically combat visual/light pollution: review policies governing outdoor advertising to mitigate nuisance; investigate the replacement of high-mast lighting where appropriate

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LONG-TERM GOALS	LONG-TERM STRATEGIC INTERVENTIONS	5-YEAR STRATEGIC OBJECTIVES	5-YEAR IDP PROGRAMMES AND KEY PROGRAMME ACHIEVEMENTS
	<p>Integrate all environmental issues (land, air, water, noise, energy) in line with institutional guidelines</p>	<p>Establish institutional mechanisms to promote sound environmental governance</p>	<p>Institutional programmes</p> <ol style="list-style-type: none"> 1. Participate and support provincial, national and international programmes in the international governance regime 2. Establish stakeholder forum as a consultative mechanism to promote dialogue on environmental opportunities and constraints 3. Enhance capacity of the Environmental Management Coordinating Committee and use it as a mechanism to implement environmental response strategies within the city 4. Build and improve specialist internal capacity in pollution prevention and monitoring 5. Promote partnerships in environmental management with organisations that promote environmental principles
		<p>To mainstream environmental principles in all City programmes</p> <p>Response to global environmental agreements in line with national policy position</p>	<p>Mainstreaming of environmental issues citywide</p> <ol style="list-style-type: none"> 1. Integration of environmental principles in the Integrated Development Planning Process and other planning strategies 2. Mainstreaming of sustainability indicators in business plans and monitoring performance and report regularly 3. Implementation of a citywide Environmental Management System based on ISO 14001 4. Integration of City environmental programmes with province and national and neighbouring municipalities 5. Proactive response to global environmental targets as set out in the Millennium Development Goals and Johannesburg plan of Implementation targets through implementation of local solutions 6. Mainstream Local Agenda 21 principles in City programmes 7. Implement measures to specifically respond to the impacts of climate change in all sectors including land use and transportation 8. Monitor and report on environmental goals in MDG and Johannesburg Plan of Implementation (JPOI) 9. Implement and improve environmental literacy across the city through awareness and education programmes through formal and informal mechanisms 10. Implement and promote greening principles in major events hosted by the city

LONG-TERM GOALS	LONG-TERM STRATEGIC INTERVENTIONS	5-YEAR STRATEGIC OBJECTIVES	5-YEAR IDP PROGRAMMES AND KEY PROGRAMME ACHIEVEMENTS
6. Full integration and mainstreaming of environmental issues through cooperative governance and institutional mechanisms in all sectors (continued)	Integrate all environmental issues (land, air, water, noise, energy) in line with institutional guidelines (continued)	Ensure integration and compliance to promote best practice and ensure continual improvement	<p>Compliance monitoring programmes</p> <ol style="list-style-type: none"> 1. Above average compliance in environmental legislative requirements and implementation of best practice in operations and new developments 2. 97% compliance with the waste water effluent permitted by DWAF 3. Above average compliance of landfill sites with relevant legislation 4. Full compliance of all capital projects with Environmental Impact Assessment Regulations 5. Compliance monitoring of approved capital projects in line with conditions of approval 6. Facilitate compliance monitoring of integrated projects such as ARP/Cosmo and Orlando EKhaya in line with approved Environmental Management Frameworks etc <p>Scientific data management systems in respect of air, water and waste and analysis of trends to inform future planning and decision making</p> <ol style="list-style-type: none"> 1. Establish and integrate all scientific data to provide a seamless environmental resource information system 2. Establishing credible scientific database management systems to enhance monitoring programme and inform decision-making 3. Build and improve specialist internal capacity in pollution prevention and monitoring expertise 4. Undertake regular scientific trend analysis of environmental change and report regularly in order to influence enforcement and decision making <p>Legislative and policy reform programme</p> <ol style="list-style-type: none"> 1. Review relevant by-laws to ensure that the City is receptive to adoption of technologies that promote environmental resource efficiency in the provision of basic services 2. Investigate by-laws for protection of older trees to promote natural heritage 3. Where appropriate, introduce tariff changes that create incentives for water savings and disincentives for wastage for both households and industry 4. Explore introduction of incentives for landscaping of existing built, environment rehabilitation of land and on-site storm water management practices

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SECTOR PLAN 6: SPATIAL FORM AND URBAN MANAGEMENT

The sectoral vision is for a spatial form that embraces the principles of integration, efficiency and sustainability, and realises tangible increases in accessibility, amenity, opportunities and quality of life for all communities and citizens. The Spatial Form and Urban Management Sector Plan has been guided by both the NSDP and the draft PSDP; including for instance, the strong emphasis placed on the development of nodes and corridors as a means to ensuring an efficient, sustainable and accessible city form. This is further enhanced by the intention to ensure that a significant proportion of the City's housing units (over five years) are medium to high density and located such that they benefit from the development of key nodes and along public transport mobility routes. The sector plan is drafted with a clear understanding of the City's spatial, social and economic distortion and the programmes contained therein seek to address this.

KEY FOCUS AREAS

Urban Management and Area-Based Development focuses on specific areas, which are either stagnant or in decline to improve the quality and rate of the services being delivered and, in some instances, to schedule a package of capital investments to turn the area around and crowd in private sector investment. Existing programmes include projects such as Alexandra Renewal Programme, Cosmo City Development, Soweto Development Initiative, Inner City Regeneration Strategy, with citywide significance. In addition, the department will, in the evolution of regional urban management plans, identify other areas that are either in decline or whose growth has stagnated, for concerted urban management interventions.

The department also has a key role to play in the development of new precinct plans around the five Gautrain stations namely Sandton, Rosebank, Marlboro, Inner City and Midrand. The 2010 World Cup also presents opportunities to maximise legacy benefits associated with hosting the games. As such, the development of precinct plans around confirmed match venues (Nasrec and Ellis Park) and yet to be confirmed training venues, is an activity which the department has to engage in. Preliminary work has also commenced in the development of the Diepsloot Development Programme in partnership with the DBSA. It is anticipated that this will unfold into a fully-fledged implementation programme in the next five years. The EPWP programme targets to create approximately 117 500 jobs³ and 105 learnerships⁴ in the next five years.

COMMENTARY

The NSDP places emphasis on the intergovernmental relations as a critical component to the realisation of any developmental goals. A number of planning initiatives, instruments and tools, such as the urban development boundary, density policies, require a common cross-boundary understanding of their intentions and applications. To this end the planning department has formal quarterly engagements with planners from surrounding municipalities, especially metros.

³The average duration of a job is 3 months. These figures exclude jobs created by the Economic Sector – these targets are still to be determined

⁴These figures exclude learnerships in the Social and Economic Clusters (these are still to be determined)

SECTOR PLAN 6: SPATIAL FORM AND URBAN MANAGEMENT

Vision: A spatial form and functionality that embraces the principles of integration, efficiency and sustainability, and realises tangible increases in accessibility, amenity, opportunities and quality of life for all communities, especially the poor.

Shortened vision: An efficient, sustainable and integrated City that empowers all citizens, especially the poor.

LONG-TERM GOALS	LONG-TERM STRATEGIC INTERVENTIONS	5-YEAR STRATEGIC OBJECTIVES	5-YEAR IDP PROGRAMMES AND KEY PROGRAMME ACHIEVEMENTS
1. A city with an urban form that is efficient, sustainable and accessible	Establish a clear structure of nodes (concentration of activity) well integrated with movement systems in the city, with an emphasis on new economic nodes in disadvantaged areas and mixed use, mixed income nodes in other parts of the city	<p>Enhancement of the intensity⁵ of existing well-functioning nodes and transformation of declining nodes to enable mixed-use mixed-income high density development</p> <p>Planned development of three new economic nodes in selected marginalised areas</p>	<p>Nodal programme</p> <ol style="list-style-type: none"> 1. Determine and assess the functioning of various existing and potential nodes across the city, and clearly identify the nodes to receive highest priority for management and intervention over the next five years. Provisionally target the following existing nodes: Inner City, Randburg, Roodepoort, Marlboro, Rosebank, Sandton, Midrand. Provisionally target the following new nodes: Orlando, Stratford, Jabulani 2. Develop three regional economic nodes in identified marginalised areas, anchoring these new nodes through the design and implementation of flagship projects, provisionally Orlando, Stratford and Jabulani 3. Where necessary make provision for mixed-use and mixed-income components in the land use management mechanisms for prioritised nodes 4. Ensure that a significant proportion of the proposed 100 000 housing units to be built over the five years are medium to high-density accommodation located within or in close proximity to mixed-income mixed-use nodes 5. Define clear incentives and disincentives to steer development energy towards identified nodes 6. Identify and secure strategic land holding in and around priority nodes, Gautrain Stations, SPTN routes and 2010 footprint in accordance with a land strategy 7. Limit the proliferation of new non-residential land uses, which dissipate energy away from the current nodes – the mechanisms and detailing of this as per the SDF 8. Land strategy
	Promote densification in strategic locations, in accordance with clear principles and criteria, as defined in the Spatial Development Framework and Regional Spatial Development Frameworks	Increase in densities in nodes, along public transportation routes in support of defined spatial structure	<p>Density programme</p> <ol style="list-style-type: none"> 1. Acquire and/or hold strategic land essential for the development of affordable housing and economic activity in terms of a land strategy (JPC) 2. Implement land use management mechanisms and policies to support densification 3. Invest in required engineering and social infrastructure in support of densification strategies 4. Develop detailed urban design frameworks and parameters for designated areas

⁵Intensity measured by a combination of growth in residual units, office space and retail space

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LONG-TERM GOALS	LONG-TERM STRATEGIC INTERVENTIONS	5-YEAR STRATEGIC OBJECTIVES	5-YEAR IDP PROGRAMMES AND KEY PROGRAMME ACHIEVEMENTS
			<p>5. Ensure that a significant proportion of the proposed 100 000 housing units to be built over the five years are medium- to high-density accommodation located within or in close proximity to mixed-income, mixed-use nodes</p> <p>6. Land strategy</p>
	<p>Within a clear structure for movement and accessibility, ensuring that movement systems in the city directly link with, and are supported by, strong high-intensity, mixed-use nodes and higher residential densities</p>	<p>Corridors and mobility routes planned, developed and managed in the way that supports the overall development framework of high intensity nodes on a lattice of connecting routes</p>	<p>Corridor development programme</p> <ol style="list-style-type: none"> 1. Manage and support the development and consolidation of the North economic corridors 2. Manage and support the development and consolidation of the South economic corridors 3. Manage and support the integrated redevelopment/renewal of industrial belt along the East-West economic corridors 4. Land strategy <p>Mobility routes development programme</p> <ol style="list-style-type: none"> 1. Ensure that the SPTN roll-out is fully integrated with the priority nodes 2. With reference to key routes on the SPTN undertake targeted development and redevelopment and management strategies to ensure that these function optimally (in terms of land use, densities, design principles etc) 3. Ensure that public transport inter-modal interchanges are located in support of nodal areas
	<p>Encourage and enforce a compact urban form through a range of mechanisms</p>	<p>Minimised demand for investment and services on the urban periphery</p> <p>Optimal utilisation of investment within the urban core (land, infrastructure and capital expenditure)</p>	<p>Growth management programme</p> <ol style="list-style-type: none"> 1. Develop and implement mechanisms for growth management (e.g. Incentives, disincentives, policies, etc) 2. Reconfigure and enforce the urban development boundary 3. Develop a land banking and land release strategy to support all appropriate programmes 4. Develop a land markets' intelligence system and procure research and data to better understand the workings of the land market and the effect of City interventions on it 5. Ensure effective communication and upfront advice to the development community on where growth will be permitted and where not
	<p>Develop and maintain an integrated public investment and planning framework binding on all spheres of government and parastatals</p>	<p>Implementation of all public sector infrastructure investment to support priority nodal development, movement networks, urban renewal and other city priorities</p>	<p>Integrated public investment programme</p> <ol style="list-style-type: none"> 1. Develop an approach with the Gauteng Provincial Government and other stakeholders on an integrating framework for co-ordination of all public-sector investment (using IGR Act Section 32/33 provisions)

LONG-TERM GOALS	LONG-TERM STRATEGIC INTERVENTIONS	5-YEAR STRATEGIC OBJECTIVES	5-YEAR IDP PROGRAMMES AND KEY PROGRAMME ACHIEVEMENTS
1. A city with an urban form that is efficient, sustainable and accessible (continued)	Develop and maintain an integrated public investment and planning framework binding on all spheres of government and parastatals (continued)	Implementation of all public sector infrastructure investment to support priority nodal development, movement networks, urban renewal and other city priorities (continued)	<ol style="list-style-type: none"> 2. Develop binding procedures, criteria etc governing how decisions on public infrastructure investment get taken and communicated across the spheres of government 3. Negotiate the reform of the duplicate planning authority structures to ensure decisions in line with interests of both provincial and local government
2. A city with quality urban environments, providing for integrated and sustainable settlements and well-designed urban spaces	Lead large-scale urban renewal projects to ensure that disadvantaged areas, with inequitable and deteriorating built environments, are spatially integrated into the city	<p>Increased investor confidence in declining and under-performing areas</p> <p>Public investment in marginalised areas to facilitate crowding in of private sector spending</p>	<p>Economic area regeneration programme (Refer also to economic development sector plan)</p> <p>Upgrading of marginalised areas programme</p> <ol style="list-style-type: none"> 1. Develop clear criteria to determine optimal choice for new areas of intervention in addition to the work already being done (e.g. SDI, Alexandra Renewal Programme etc) 2. With JDA and JPC prioritise new interventions over five years 3. Complete the Alexandra Renewal Programme 4. Continue to implement the Better Buildings Programme 5. Invest in key economic infrastructure to leverage latent potential in Alexandra, Soweto etc 6. Invest in key infrastructure in the mining belt to achieve integration of the city and infill development 7. Invest in mobility infrastructure in marginalised areas such as Orange Farm and Poortjie so as to reduce transport costs for citizens
	Develop principles, frameworks, and practices to ensure that spaces, and specific developments, adhere to good standards of urban design	Design and implement codes to create safer communities, legibility, functionality and aesthetics of the urban environment	<p>Urban design programme</p> <ol style="list-style-type: none"> 1. Develop and manage a comprehensive set of urban design codes (design frameworks and guidelines differentiated for various kinds of settlements) regulating the way in which buildings relate to one another and to adjoining public spaces 2. Incorporate principles of crime prevention through environmental design as developed by the City Safety Team 3. Explore appropriate incentives etc to encourage a higher quality of and an approved approach to urban design (awards, competitions, approvals, etc) 4. Investigate options for different housing typologies that facilitate increased densities and quality residential space in new public housing developments 5. Enforce core elements (minimum requirements for urban design) through the approval processes of all regulating bodies

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LONG-TERM GOALS	LONG-TERM STRATEGIC INTERVENTIONS	5-YEAR STRATEGIC OBJECTIVES	5-YEAR IDP PROGRAMMES AND KEY PROGRAMME ACHIEVEMENTS
	<p>Within all new housing developments ensure that minimal sustainable human settlement thresholds are adhered to and implemented</p>	<p>Increase in investment of affordable housing in close proximity to public transportation and designated nodes</p> <p>Increased accessibility to social, economic and environmental infrastructure (thresholds to be determined)</p> <p>Increase in the % (or number) of areas that have achieved a minimum acceptable level of SHS</p>	<p>6. Ensuring high quality urban design and a sense of community character and place on all public space developments, precinct renewals, City led flagship projects</p> <p>Sustainable human settlements programme (Spatial Form and Urban Management Development component) (also refer to Community Development and Housing Sector Plans)</p> <ol style="list-style-type: none"> 1. Engaging with various stakeholders where necessary, develop standards and ratios for access to key social and environmental infrastructure deemed essential for any housing settlement 2. Quantify backlogs in key social and environmental infrastructures, using minimum thresholds of access deemed essential for sustainable human settlements 3. Quantify the costs for backlogs and the capital programme required to completely address the backlog 4. Identify strategic target areas and address backlogs in a targeted manner 5. Plan all settlements to ensure that all new housing developments are structured with the necessary green and social infrastructure 6. Determine the suitability for new housing development on well-located land
<p>3. An appropriate and efficient land use management system that facilitates investment and continuous regeneration</p>	<p>Maintain efficient development management processes</p> <p>Refine a land use management system that supports and facilitates development of desired urban forms and continuous reinvestment in all parts of the city</p>	<p>Improved efficiency of development application processes with specific reference to priority areas</p> <p>New land use management system implemented</p> <p>Package of mechanisms and instruments to facilitate regeneration implemented</p> <p>Creative rezoning for mixed use development</p>	<p>Development application management improvement programme</p> <ol style="list-style-type: none"> 1. Prioritise development and building application process to support priority nodes and areas intended for densification 2. Improve the interface with public on land use management and building plan application process (help desk, professional advice and information dissemination) <p>Land use management programme</p> <ol style="list-style-type: none"> 1. Complete and implement the new land use management system 2. Investigate and implement targeted incentives and disincentives within the land use management system that facilitate increased investment (UDZ style depreciation allowances, planning-gain based approvals for larger investments, rebates to incentivise demolition, etc)

LONG-TERM GOALS	LONG-TERM STRATEGIC INTERVENTIONS	5-YEAR STRATEGIC OBJECTIVES	5-YEAR IDP PROGRAMMES AND KEY PROGRAMME ACHIEVEMENTS
<p>4. Effective urban management to ensure maintenance of appropriate standards of safety, cleanliness and orderliness across the city</p>	<p>Undertake effective urban management</p>	<p>Standards and guidelines for urban management developed and instituted</p> <p>Quality improvements in the urban environment and improvements in citizen satisfaction with quality of life</p>	<p>Urban management</p> <ol style="list-style-type: none"> 1. Develop and maintain appropriate built environment regulations and urban management guidelines that take into account both the need for consistent minimum standards across the city and the need for flexible application to promote social and economic development and integration in marginalised areas (Refer also to the Safe Urban Environment Programme in the Safety sector Plan) 2. Determination and confirmation of desirable service levels in the regions 3. Compilation and implementation of Regional Urban Management Plans (Regional IDP) – identifying the key urban management challenges, the key opportunities for improvement and the areas for focused attention 4. Management of critical external relationships and networks through various mechanisms such as CIDs, BIDS, etc 5. Monitoring and evaluation of service levels by MEs and core departments in the regions 6. Management and deployment of Regional Task Forces in response to Urban Management challenges and defined interventions <p>Urban development</p> <ol style="list-style-type: none"> 1. Identification and coordination of strategic interventions/programmes for stagnant or declining areas as part of established/formal planning processes 2. Management of capital investment to address decline or underperformance 3. Management and coordination of the Regional Spatial Development Frameworks

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LONG-TERM GOALS	LONG-TERM STRATEGIC INTERVENTIONS	5-YEAR STRATEGIC OBJECTIVES	5-YEAR IDP PROGRAMMES AND KEY PROGRAMME ACHIEVEMENTS
<p>5. An efficient and effective spatial information service that meets the standards of a World-Class African City</p>	<p>Build and maintain integrated and automated GIS system, and critical prioritised spatial data sets, in a way that is widely accessible to all users</p>	<p>Automate, enhance and integrate prioritised spatial information processes and systems</p> <p>Development and maintenance core spatial datasets according to service level agreements (SLA)</p> <p>User satisfaction with the provision of accessible spatial information dissemination services for the CoJ community</p>	<p>GIS system development programme</p> <ol style="list-style-type: none"> 1. Internet Mapping Service (IMS) development to meet user requirements 2. Automation of GIS processes 3. Integration of property-related systems according to IT standards 4. GIS system and data management compliant to Spatial Data legislation <p>Spatial information maintenance programme</p> <ol style="list-style-type: none"> 1. User requirement analysis 2. Data sourcing and capture for critical prioritised datasets (cadastre, street addresses, zoning, informal settlements, proposed townships) 3. Enhancements and verification of existing datasets 4. Development of specialised datasets 5. Renew aerial photography dataset in 2006 and 2011 <p>Spatial information dissemination service programme</p> <ol style="list-style-type: none"> 1. Walk-in spatial information service (Information Counter: Metro and Regions) 2. Fax service for spatial information 3. GIS projects/task requests for spatial information packaging and analysis 4. Web-enabled access to spatial information (Intranet and Internet websites)
	<p>Build and maintain the research and development capacity to provide specialised spatial information service solutions and contribute to skills development in geo-science</p>	<p>Plans for innovative spatial information service solutions implemented</p>	<p>Geo-science skills development, research and development (R&D) programme</p> <ol style="list-style-type: none"> 1. Benchmarks for geo-solutions based on international comparisons 2. Spatial modelling and analysis for prioritised projects 3. Critical, scarce skills development plan for Geo-Scientists 4. Internet Mapping Service for 2010

SECTOR PLAN 7: TRANSPORTATION

The sector vision is for a City with a safe and efficient transportation system with a public transport focus, and a well-developed and well-maintained roads and storm water infrastructure, able to connect businesses, people and places in a sustainable and cost effective manner, and thereby enhancing the standard of living and quality of life for all inhabitants as well as the overall competitiveness and growth of the local economy. A practical implication of this vision refers to measures required to reduce the average public transport time for residents in support of better quality, more sustainable and efficient livelihoods.

KEY FOCUS AREAS

The sector's programmes span a number of areas surrounding transport infrastructure and public transport. The City's Strategic Public Transport Network (SPTN) infrastructure programme is to focus on the completion of Nasrec and Ellis Park components over the next five years, including public transport, traffic signals and telecommunication backbone foci for the project. A citywide gravel roads surfacing programme, roads infrastructure development programme, traffic signal, road signage, condition detection and storm water upgrading programmes are to maintain, upgrade and enhance the existing infrastructure programme.

The SPTN operations programme is to promote competition and better service in public transport, including programmes that ensure an integrated fares and ticketing system, as well as availability of maps and timetables. Safety and affordability of public transport will be investigated to ensure that operations support the needs of residents.

The City of Johannesburg (CoJ) will assist with the implementation of the Gautrain as it relates to Johannesburg. The CoJ will also ensure the effective working of the temporary road closures at stations during the implementation of Gautrain. Modal integration, integration of feeder and distribution systems and road and intersection upgrading will also take place.

The CoJ will undertake major projects to make sure that it delivers on its 2010 Soccer World Cup transportation mandate. In particular the CoJ will implement the linking of the Nasrec and Ellispark SPTN links. In addition the City will implement the N17 link to link Nasrec Road and Klipspruit Valley Road to link Soweto and Northern parts of the City. The Inner City Distribution Centre, International Transit & Shopping Centre (ITSC), as well as the Commuter Rail upgrading, will be implemented as well in preparation for 2010. Policy on Heliports to govern landing next to venues will also be formulated.

There are currently 9 247 km of roads within the CoJ, of which 10% remains untarred. Many road intersections are running at capacity or over-capacity and there is congestion owing to poor route continuity and poor operating conditions at intersections or freeway interchanges. The City has 1 900 traffic signals and malfunctioning is a common problem due to rain, power cuts and power distribution faults. The Road Network and Sustainability Programme will be implemented as a matter of urgency. Through it, the City will concentrate at ensuring major improvements in dealing with traffic light management and

management of the CoJ's roads. Resurfacing and patching will be enhanced to ensure that condition of the roads are maintained and improved. The City will also implement targeted cycle lanes, as well as sidewalks, street lights and safe pedestrian crossings.

A citywide gravel roads surfacing programme, roads infrastructure development programme, traffic signal, road signage, condition detection and storm water upgrading programmes are to maintain, upgrade and enhance existing infrastructure.

Travel Demand Management (TDM) will be implemented with a view to reducing the usage of private vehicles on the roads by introducing variable working hours encouraging drivers to share rides. TDM will be piloted in the Sunninghill and Braamfontein areas. National Department of Transport has allocated additional funding to speed up and expand the nature of the project and a Ride-smart desk has recently been set up at the Metro Centre to facilitate ridesharing. The City will also assess tolling and congestion pricing options to reduce private transport travel.

Furthermore, the nature of the sector requires considerable alignment with other projects, most importantly Gautrain and the transport needs for the 2010 World Cup. Sectoral issues of industry normalisation (including the taxi industry) and freight and logistics needs are also addressed by sectoral programmes.

COMMENTARY

It is important that local and provincial stakeholders work to revive transportation coordination initiatives and improving the working relationship between stakeholders. The intergovernmental transport planning and management programme has been developed to address issues of alignment and will focus on: implementing the Gauteng Intergovernmental Transport Charter together with the DPTR&W and other Gauteng municipalities and finalising investigations and negotiations around Transport Authority options.

SECTOR PLAN 7: TRANSPORTATION

Vision: A city with a safe and efficient transportation system with a public transport focus, and a well-developed and well-maintained roads and storm water infrastructure, able to connect businesses, people and places in a sustainable and cost effective manner, and thereby enhancing the standard of living and quality of life for all inhabitants as well as the overall competitiveness and growth of the local economy.

LONG-TERM GOALS	LONG-TERM STRATEGIC INTERVENTIONS	5-YEAR STRATEGIC OBJECTIVES	5-YEAR IDP PROGRAMMES AND KEY PROGRAMME ACHIEVEMENTS
1. A community of road and public transport users who are aware of and committed to a core set of values	Foster a values-based culture of pride, tolerance and compliance amongst all road and public transportation users	<p>Reduced incidents of violent behaviour on roads</p> <p>Reduced incidents of vandalism of transport facilities</p>	<p>Travel-values programme</p> <ol style="list-style-type: none"> 1. Initiate a major ward-based outreach programme to elicit views on transportation priorities in the City 2. Run an ongoing community education and communication campaign to encourage pride in and care of the transport system and facilities 3. To counter a lack of compliance, speeding, road-rage and general aggressive behaviour on the road, run an ongoing road-user education and communication campaign 4. Through vigorous enforcement, supported by information and education provision, discourage behaviour that creates safety risks and/or affects the quality of daily travel experiences (illegal advertising along roads, illegal trading at intersections, graffiti on road signs), etc
	Encourage a well-informed community of transport users	Improved awareness in communities of Johannesburg's transport history, evolving transport system, and how best to use facilities and infrastructure	<p>Transport information and awareness programme</p> <ol style="list-style-type: none"> 1. Through various modes of communication (radio, sms, etc) offer daily 'traffic tips' to public transport commuters and road-users 2. In conjunction with Province, hold an annual Transport Month and Car Free Day with educational displays at libraries, recreation centres, schools, etc 3. Introduce a mobile education unit and mascot to roll-out a 'rules of the road' education programme targeting children and youth at schools, libraries etc 4. Commission a study of the role of transport in the struggle and reclaim this history through displays at community centres, an oral history project, community murals etc 5. Through partners, introduce 'entertainment measures' that improve awareness and adherence to values – such as a sci-bono-type transport museum

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LONG-TERM GOALS	LONG-TERM STRATEGIC INTERVENTIONS	5-YEAR STRATEGIC OBJECTIVES	5-YEAR IDP PROGRAMMES AND KEY PROGRAMME ACHIEVEMENTS
<p>2. Improved access for residents to employment, education, recreation and markets, through strategic transport infrastructure and operations well-aligned with the City's Spatial Development Framework</p>	<p>Support the underlying logic of a compact, multi-nodal city form, with well-integrated land-use and transport systems, in particular by providing a legible public transport 'grid' of focused high-frequency public transport routes connecting key high-density nodes</p>	<p>N/S, Nasrec and Ellis Park flagship components of the SPTN completed</p> <p>Reduced average public transport travel times on selected SPTN routes as measured by a five-yearly survey</p>	<p>Strategic public transport network infrastructure programme</p> <ol style="list-style-type: none"> 1. In line with the approved plans, upgrade public transport infrastructure along the Strategic Public Transport Network (SPTN), prioritising the N/S, Nasrec, and Ellis Park flagship components 2. Upgrade traffic signal infrastructure along the SPTN, Nasrec, and Ellis Park flagship components; develop and implement a telecommunication backbone along the SPTN routes; and implement signal priority for public transport vehicles at signalised intersections along the SPTN 3. Implement a sustainable development application process 4. Implement a sustainable transport funding strategy 5. Implement a sustainable Security Access Restrictions (SARS) policy 6. Develop and upgrade public transport lay-bys and shelters throughout the City, with priority given to the SPTN 7. Work with the Province to develop and agree on a future primary road network (classes 1, 2 and 3 – including PWV roads)
	<p>Ensure world-class transport operations, in particular by channelling public transport routeing onto the SPTN</p>	<p>Reduced average public transport travel times on selected SPTN routes as measured by a five-yearly survey</p> <p>Improved satisfaction of public transport commuters as measured through the City's customer satisfaction survey</p>	<p>Strategic public transport network operations programme</p> <ol style="list-style-type: none"> 1. Implement the SPTN public transport operations, prioritising the N/S, Nasrec, and Ellis Park flagship components, to ensure all-day, frequent and cost-effective transport services 2. Develop and implement an integrated centralised control facility that monitors and controls network operations along the SPTN 3. Stimulate appropriate competition for services on SPTN routes to drive innovation and improved services 4. Implement the Inner City Distribution System (ICDS) 5. Support the implementation of the National Commuter Rail Plan 6. Provide public transport maps, timetables and usage information 7. Together with Province, implement an integrated fares and ticketing system 8. Inter alia through a binding MOU with the City's Metropolitan Trading Company (MTC), ensure effective management of the City's public transport facilities

LONG-TERM GOALS	LONG-TERM STRATEGIC INTERVENTIONS	5-YEAR STRATEGIC OBJECTIVES	5-YEAR IDP PROGRAMMES AND KEY PROGRAMME ACHIEVEMENTS
<p>2. Improved access for residents to employment, education, recreation and markets, through strategic transport infrastructure and operations well-aligned with the City's Spatial Development Framework (continued)</p>		<p>Improved level of service to Metrobus users</p>	<p>9. Together with JMPD, develop a public transport enforcement strategy to ensure compliance with SPTN initiatives</p> <p>Metrobus-specific programme</p> <ol style="list-style-type: none"> 1. Implement ITP-approved routes 2. Implement improved route scheduling, fleet management, cost management and fare collection systems 3. Implement improved research on passenger needs and communications 4. Refurbish premises to improve safety and security 5. Introduce improved HR practices such as staff training, employee wellness programmes and driver incentives 6. Reduce the average age of the fleet to < 7 years by 2010 7. Ensure full regulatory compliance
	<p>With a view to greater integration of infrastructure and operations across the global city-region of which Johannesburg is a part, ensure improved inter-governmental planning and management of transport infrastructure and operations, if appropriate through a 'transport authority'</p>	<p>Agreement of and implementation of approved option for a Transport Authority together with Province</p>	<p>Intergovernmental transport planning and management programme</p> <ol style="list-style-type: none"> 1. Implement the Gauteng Intergovernmental Transport Charter together with the Province and other Gauteng municipalities 2. Finalise investigations and negotiations around Transport Authority options, and work with Province to implement it
	<p>Support the implementation of Gautrain as it relates to the City's competencies, and over the longer-term explore options for connections to this infrastructure</p>	<p>Gautrain infrastructure and services well-integrated with other transport modes and services</p>	<p>Gautrain support programme</p> <ol style="list-style-type: none"> 1. Assist with the implementation of Gautrain as it relates to the City's competencies 2. Facilitate the effective working of the temporary road closures at stations, including monitoring the impact on network mobility as a result of the Gautrain construction 3. At all five stations in the City, work with the Province to achieve optimum modal integration; integration of 'feeder & distribution systems'; and road and intersection upgrading 4. Manage the pavement condition of all maintenance and rehabilitation deviations, mass-haul routes and detours

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LONG-TERM GOALS	LONG-TERM STRATEGIC INTERVENTIONS	5-YEAR STRATEGIC OBJECTIVES	5-YEAR IDP PROGRAMMES AND KEY PROGRAMME ACHIEVEMENTS
	<p>Implement World Cup 2010 transport requirements in a way that leaves a lasting legacy for commuters in the City</p>	<p>All bid-book commitments in respect of transport services and times delivered in terms of the approved high-level 2010 Transport Plan</p> <p>World Cup 2010 transport infrastructure and services designed so as to ensure lasting value for the City</p>	<p>World Cup 2010 transportation programme</p> <ol style="list-style-type: none"> 1. Implement the International Transit and Shopping Centre (ITSC) in conjunction with the Province, Gautrain and National Rail and Cross Border Agencies 2. Implement the N17 road link as it relates to 2010 access to Nasrec 3. Implement the 2010 Transport Plans for Ellis Park, Nasrec and the 8 identified training venues 4. Implement a new, innovative model for metered taxi services in time for the World Cup
<p>3. Development and maintenance of a world-class road, traffic-signaling and storm water infrastructure network across the city</p>	<p>Eliminate backlogs in the surfacing of gravel-roads in the City's residential areas</p>	<p>% kilometres of remaining gravel roads surfaced</p> <p>% of roads in the City's residential areas remaining un-surfaced reduced to %</p>	<p>Citywide gravel roads surfacing programme</p> <ol style="list-style-type: none"> 1. Update and verify database of service backlogs and prioritise the backlogs to be eradicated over the five years 2. Implement gravel roads surfacing systematically area by area, focusing on areas such as: Bram Fisherville; Diepsloot; Rabie Ridge; Kaalfontein; Doornkop; Drieziek; Ivory Park; Orange Farm; and Vlakfontein 3. Working with the City's Housing Department, institute procedures and guidelines to streamline the coordination and roll-out of new housing developments and associated infrastructure, to try to ensure that all new housing developments are constructed with surfaced roads, so that no new housing development adds to the backlog
	<p>Develop road infrastructure across the city to standards benchmarked against a bank of 'world cities'</p>	<p>% kilometres of lane constructed</p>	<p>Roads infrastructure development programme</p> <ol style="list-style-type: none"> 1. Develop and implement the Capital Asset Strategy 2. As required, implement the planned construction and upgrade of new roads
	<p>Maintain the quality of the city's roads system in line with internationally benchmarked standards of condition-maintenance</p>	<p>Improvement in the visual condition index from % to %</p>	<p>Road infrastructure maintenance and upgrading programme</p> <ol style="list-style-type: none"> 1. In 2006/07 implement a rapid preventative maintenance programme 2. Resurface/rehabilitate road networks on an ongoing basis to improve the visual condition index 3. Undertake targeted upgrading of roads and intersections within the ring road to relieve congestion

LONG-TERM GOALS	LONG-TERM STRATEGIC INTERVENTIONS	5-YEAR STRATEGIC OBJECTIVES	5-YEAR IDP PROGRAMMES AND KEY PROGRAMME ACHIEVEMENTS
3. Development and maintenance of a world-class road, traffic-signaling and storm water infrastructure network across the city (continued)	Maintain the quality of the city's roads system in line with internationally benchmarked standards of condition-maintenance (continued)	Improvement in the visual condition index from % to % (continued)	<ol style="list-style-type: none"> 4. Undertake geometric upgrade of intersections to reduce the backlog in intersections currently operating at capacity 5. Rehabilitate/refurbish bridges, culverts, guardrails and motorway joints on an ongoing basis 6. Undertake proactive, routine and reactive maintenance on footways, medians and verges 7. Continue to improve road maintenance systems and processes to ensure maximum cost-efficiency and responsiveness
	Enhance traffic mobility by continuously improving the operation and quality of the traffic-signal system	Reduction in traffic signal outages to less than 1,5% of all signals out on any given day	<p>Traffic signal upgrade and maintenance programme</p> <ol style="list-style-type: none"> 1. Install new traffic signals at intersections that warrant signal control 2. Implement a traffic signal upgrade programme to replace old infrastructure including controllers, lamps, cables, signal heads etc in order to ensure that all signalised intersections comply with legal requirements 3. Improve the existing systematic traffic signal maintenance programme in order to ensure best practice in preventive maintenance 4. Together with JMPD, introduce a system to speedily man faulty signalised intersections during peak traffic 5. To improve reaction times to faulty traffic signals, expand and upgrade the existing remote-controlled UTC system throughout the City, improve the communication network to controllers, and implement an automatic fault logging system 6. Revise signal phasings at major intersections to ensure optimum control at intersections and to reduce delays 7. Introduce adaptive control at warranted intersections 8. Implement emergency backup power supply system at key intersection
	Upgrade and maintain at a high standard all road signage and road markings	<p>All major intersections provided with adequate road signs</p> <p>% kilometres of thermoplastic lane markings provided</p>	<p>Road signage upgrade programme</p> <ol style="list-style-type: none"> 1. Upgrade/maintain route markers, tourism signs, directional signs and regulatory/warning signs to ensure compliance with legislation 2. Upgrade/maintain street name signs at intersections 3. Provide and maintain all road markings

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LONG-TERM GOALS	LONG-TERM STRATEGIC INTERVENTIONS	5-YEAR STRATEGIC OBJECTIVES	5-YEAR IDP PROGRAMMES AND KEY PROGRAMME ACHIEVEMENTS
	<p>Build a road network information system able to provide all road users with real time information on network conditions and advice on how to respond to these</p>	<p>Reduced delay to all general road users as a result of incidents on the road</p>	<p>Road network conditions detection and information programme</p> <ol style="list-style-type: none"> 1. Develop and implement a real time service disruption detection programme that will provide road users with pre-trip and in-trip information 2. Introduce variable message signs on major freeways and SPTN routes to inform motorists of expected travel conditions
	<p>Provide well-planned, well-designed and safe storm water infrastructure wherever necessary to protect the city's residents</p>	<p>Improved storm water infrastructure and management systems across Johannesburg</p>	<p>Storm water development and management programme</p> <ol style="list-style-type: none"> 1. Assess the status of all the city's major and minor storm water catchment areas by the end of 2006/07 2. Develop a comprehensive Storm water Development and Management System/Plan linked to a clear Catchment Management Policy developed jointly with the City's Environment and Infrastructure Departments) 3. In line with the System/Plan, implement a citywide storm water capital programme covering catchment infrastructure, emergency projects and network upgrading 4. Rehabilitate all Level 4 and Level 5 storm water channels by 2007/08 5. Undertake ongoing systematic monitoring and evaluation of the impact of storm water discharge on water courses 6. Address pollution of storm water channels 7. Implement required safety improvement measures on all open storm water channels
<p>4. Improved safety, affordability, convenience and comfort on all transport infrastructure and services</p>	<p>Improve safety with respect to transport infrastructure, facilities, operations, vehicles and people</p>	<p>Reduced incidents of crime on public transport and in facilities</p> <p>Reduced number of traffic accidents</p> <p>Improved roadworthiness of public and private vehicles</p> <p>Reduced number of public-safety incidents arising from poor quality transport infrastructure maintained by the City</p> <p>Reduced safety incidents at river crossings</p>	<p>Transportation safety programme</p> <ol style="list-style-type: none"> 1. Assemble and analyse annual transportation safety statistics and undertake an annual traffic safety audit 2. By October 2006, finalise a comprehensive Transportation Safety Plan covering commuter rail, taxis, buses, road traffic, etc 3. Implement the interventions

LONG-TERM GOALS	LONG-TERM STRATEGIC INTERVENTIONS	5-YEAR STRATEGIC OBJECTIVES	5-YEAR IDP PROGRAMMES AND KEY PROGRAMME ACHIEVEMENTS
4. Improved safety, affordability, convenience and comfort on all transport infrastructure and services (continued)	Reduce transportation costs to the households currently spending in excess of 10% of household income on travel	Reduced % of households spending more than 10% of their monthly income on travel	Affordability improvement programme 1. Together with the Province, review the transport subsidy system in general and implement revisions (covering both Metrobus and Provincially-subsidised services)
	Targeted improvement of public transport access to Johannesburg residents with special needs	Increased use by people with disabilities of the public transport system Improved accessibility to private and public transport in marginalised areas	Transportation access improvement programme 1. Prioritise implementation of features and operations for people with disabilities on Soweto to CBD SPTN corridor, and extend to other areas as appropriate 2. Targeted provision of access infrastructure in areas of extreme poverty (e.g. pedestrian bridges, walkways or fencing over or alongside freeways and railway lines)
5. Greater user preference for more environmentally sustainable public transport and non-motorised transport choices	Manage private car usage and congestion by implementing targeted travel demand management measures	Maintain the modal split between commuter public vs private transport of 47% to 53% as measured in the morning peak period Increased % of commuters participating in Travel Demand Management (TDM) programmes Improved off-street and on-street parking provision, pricing and management	Travel demand management programme 1. Introduce sustainable Travel Demand Management – including variable working hours (VWH), Ride sharing, Telecommuting and a Ride-smart desk, as well as high occupancy vehicle HOV lanes 2. Introduce intelligent transportation systems (ITS) as and where appropriate – including closed circuit TV (CCTV) on the SPTN and ICDS, and a network monitoring system whereby network utilisation and performance (such as journey times) are recorded on a regular basis 3. Implement a revised parking policy for the City 4. Implement a sustainable traffic calming policy 5. Together with the Province, investigate congestion pricing and tolling options to reduce private transport travel demand and promote public transport
	Reduce the dependence on fossil-fuel based private transportation modes, by promoting non-motorised and other environmentally-sustainable transport solutions (Refer also to Environmental Sector Plan)	Improved % of residents who could otherwise access motorised transport, walking or cycling to work, shops and schools Reduced exhaust emission levels	Sustainable transport programme (Transportation component) 1. Promote non-motorised transport by supporting targeted cycle lanes, as well as sidewalks, street lights and safe pedestrian crossings throughout the city 2. Together with Environment and JMPD, implement a targeted vehicle emission control and enforcement system

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LONG-TERM GOALS	LONG-TERM STRATEGIC INTERVENTIONS	5-YEAR STRATEGIC OBJECTIVES	5-YEAR IDP PROGRAMMES AND KEY PROGRAMME ACHIEVEMENTS
	<p>Within the development and management of the City's own transport infrastructure, adopt appropriate initiatives/ technologies that contribute to resource conservation</p>	<p>A record of proactive adoption of appropriate cleaner production technologies and/or initiatives</p>	<p>Transport infrastructure resource conservation programme</p> <ol style="list-style-type: none"> 1. Reduce waste products and air emission levels at the City's asphalt plant 2. Continue the roll-out of energy efficient lighting at all city depots, and at signalised intersections 3. Continue the roll-out of long lasting thermoplastic paint on all major arterials on an ongoing basis
<p>6. A restructured transportation industry, enabling customer empowerment, continuous innovation, appropriate competition and greater market access for SMMEs and black-owned enterprises</p>	<p>Promote and facilitate the restructuring of the transport industry, in a way that provides for regulated competition, a normalisation of the taxi industry and empowerment of commuters</p>	<p>Diversification in ownership of transport operations to BEE players</p> <p>Significant progress in implementation of taxi recapitalisation</p> <p>Improved satisfaction of public transport commuters as measured through the City's customer satisfaction survey</p>	<p>Industry normalisation and restructuring programme</p> <ol style="list-style-type: none"> 1. Support the City in its investigation into the future of Metrobus 2. Work with Gauteng Provincial Government to restructure the Provincially-subsidised bus contracts (RATPLAN) 3. As part of the industry restructuring programme, pilot negotiated and tendered contract models as public private partnerships (PPPs) 4. Normalise the taxi industry in Johannesburg by, inter alia, getting the entire industry to agree to work together and with the City 5. Develop a sustainable taxi Industry business model 6. Support taxi recapitalisation via rank upgrading and permit to operating licence conversions 7. Implement the Operating Licence Strategy (OLS), including a sustainable Operating Licence application process 8. Implement the Cab Licence strategy 9. Legalise all ranks/holding areas/stops via the newly-established designation process 10. Empower customers through provision of information and establishment of feedback mechanisms, as well as consumer protection initiatives
<p>7. A world-class freight-transport and logistics infrastructure to position Johannesburg as a 'gateway city' in relation to national and international markets</p>	<p>Where possible promote investment and upgrading in the transport and logistics sector</p>	<p>Shift in freight transport modal split from road to rail</p>	<p>Freight and logistics infrastructure programme</p> <ol style="list-style-type: none"> 1. Introduce a transport and logistics support office 2. With other stakeholders begin the upgrade of City Deep to become a world-class freight and logistics hub 3. Introduce prioritised freight routes/corridors and introduce regulatory frameworks to manage routing of hazardous materials (HAZMAT) and abnormal loads 4. Work with JMPD to proactively manage overloading

SECTOR PLAN 8: HEALTH

The City's health sector is focussed on the development of a City with a high-quality, efficient, accessible and equitable health system for all, that has adequate and flexible capacity to meet the changing health challenges facing Johannesburg. The leading player in the health sector is the Department of Health, but with strong cross-cutting objectives shared in programmes relating to the Environment, Community, Public Safety Sector Plans. The City is charged with the challenge to respond promptly to any health related outbreaks while planning in the medium term.

KEY FOCUS AREAS

As part of the five-year planning process, different health programmes have been identified that seek to take health services provision to greater heights in the City. The sector plans open a platform to engage with traditional healers to ensure that the benefits of traditional healing is harnessed to improve peoples' lives in the City.

As demonstrated by the establishment of a Mayoral AIDS fund and identification of HIV and AIDS as a Mayoral Priority, the City intends to address this challenge comprehensively. While the sector plan clearly highlights the programme for treatment, support and counselling, the City also focuses on strengthening the capacity of communities to manage HIV and AIDS interventions and to anticipate and mitigate the impact of HIV and AIDS on the City's own workforce.

In an attempt to improve accessibility and quality of service at primary health care clinics, the City aims to extend clinic hours. While most of the City's clinics operate at least for five days a week, there are still clinics that only operate for three days. The City seeks to move to a level where all clinics can operate five days and provide patients with a basket of services that treats them holistically and appropriately. The Department takes into consideration that the high pollution levels in the City is harmful to citizens and in the long-term, the side effects will burden the City's health system.

COMMENTARY

The "provincialisation/decentralisation" matter is the issue under discussion between the City and the Gauteng MEC for Health. Efficient and effective service delivery is central to both the Province and the City.

The ratio of staff nurse patient is a concern and the City is seeking to attract dedicated health professionals that will help reduce queues in clinics, ensuring the spirit of Batho Pele and consequently reduce the waiting times at clinics.

SECTOR PLAN 8: HEALTH

Vision: A city with a high-quality, efficient, accessible and equitable health system for all, that has adequate and flexible capacity to meet the changing health challenges facing Johannesburg.

LONG-TERM GOALS	LONG-TERM STRATEGIC INTERVENTIONS	5-YEAR STRATEGIC OBJECTIVES	5-YEAR IDP PROGRAMMES AND KEY PROGRAMME ACHIEVEMENTS
1. Systematic improvement in environmental health conditions	Reduce environmental health risks arising from pollution of land, water, air etc	Refer to Environment Sector Plan	Pollution prevention and reduction programme (Refer to Environment Sector Plan)
	Manage the urban environment, through effective monitoring and, where necessary, enforcement of relevant legislation to reduce conditions that foster health risks	An integrated and well-resourced system in place for environmental health certification, monitoring and enforcement	Environmental health risk management programme <ol style="list-style-type: none"> 1. Develop a seamless approach to health & safety surveillance so that there is a single point of certification (preferably one in each region) for buildings, food establishments, early childhood development facilities, other places of care, etc 2. Within this seamless approach, further develop and maintain well-resourced and efficient systems of monitoring compliance and enforcement for: food hygiene at food establishments; waste management at key points of waste generation; water quality; disposal of the dead at funeral undertakers and cemeteries; chemical safety; and general public health at high risk buildings and premises 3. Increase the number of environmental health officers in the field based on actual workloads. 4. Reduce the risk of vector-borne diseases through targeted vector control programmes in selected hotspots (key targeted areas to include: Alexandra) 5. Develop a clear set of health and safety guidelines for all new City of Johannesburg capital projects, and ensure 100% compliance with these (as assessed through CIMS)
	Work with business, partner organisations and communities to promote and support the achievement of consistently high standards of public health in food establishments, ECD facilities, etc	At a consistent rate of monitoring and enforcement, reduced incidence of non-compliance with environmental health regulations and set standards	Environmental health promotion programme <ol style="list-style-type: none"> 1. Within a seamless approach, promote environmental health and safety awareness and compliance in 'nuisance' buildings, ECD facilities, places of care etc to create environmental health awareness and compliance to legislation 2. Working across City Departments and with a range of external partners, materially assist proprietors and residents who have demonstrated need and limited financial capacity to upgrade to the applicable standards

LONG-TERM GOALS	LONG-TERM STRATEGIC INTERVENTIONS	5-YEAR STRATEGIC OBJECTIVES	5-YEAR IDP PROGRAMMES AND KEY PROGRAMME ACHIEVEMENTS
1. Systematic improvement in environmental health conditions (continued)	Work with business, partner organisations and communities to promote and support the achievement of consistently high standards of public health in food establishments, ECD facilities, etc (continued)	At a consistent rate of monitoring and enforcement, reduced incidence of non-compliance with environmental health regulations and set standards (continued)	3. Run five citywide campaigns to promote public awareness around the safe handling and storage of chemicals 4. Develop and run an ongoing health promotion and education campaign targeting food handlers
2. Within a broader disaster management response capacity, maintenance of ability to respond to any and all public health threats	Strengthen surveillance of emerging and re-emerging communicable illnesses and outbreaks in the city	To reduce the risks of potential outbreaks and effectively contain outbreaks when occurring	Communicable disease outbreak response improvement programme <ol style="list-style-type: none"> 1. Refine the health surveillance system, integrated with the City's own disaster management response that is aligned with the provincial and national systems, with a focus on ensuring early warning on key risks and rapid responsiveness 2. Identify areas of greatest risk in each region and institute preventative measures to mitigate communicable diseases 3. Review systems and procedures to ensure immediate investigation of selected notifiable conditions 4. Coordinate and monitor outbreak response where necessary
3. Massive reduction in HIV and AIDS prevalence/incidence rates and reduced impact of HIV and AIDS on communities	In partnership with communities, civil society and other spheres of government, help to prevent the spread of HIV and AIDS through community mobilisation, information, condom provision, etc	Improved awareness of HIV and AIDS risks, prevention methods and available services Reduced rate of new HIV infections	HIV prevention programme <ol style="list-style-type: none"> 1. With other City Departments, conduct a two yearly Johannesburg-specific HIV and AIDS and STI prevalence, awareness and impact investigation, and use the information to assess the implications for (a) targeting of prevention campaigns and care services, (b) demand for household infrastructure services, and (c) the scale of the City's social package 2. Expand an ongoing programme of information provision and community mobilisation, with a special focus on peer education campaigns in hostels, informal settlements, commercial sex workers and amongst youth 3. Increase access to and promote acceptability of Voluntary Counselling and Testing (VCT) and Prevention of Mother to Child Transmission (PMTCT) 4. Improve identification of and care for infants at risk of HIV and AIDS in and through facilities 5. Improve integration between TB screening and VCT services, by ensuring referral between services within and across facilities

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LONG-TERM GOALS	LONG-TERM STRATEGIC INTERVENTIONS	5-YEAR STRATEGIC OBJECTIVES	5-YEAR IDP PROGRAMMES AND KEY PROGRAMME ACHIEVEMENTS
	<p>Provide a comprehensive package of support to HIV and AIDS affected and infected households/ citizens and facilitate the roll-out of ART in the city (for example by supporting treatment adherence)</p>	<p>Citywide access to comprehensive HIV and AIDS support services to ensure effective medical care for people infected and affected by HIV and AIDS</p>	<p>Medical care and ART roll-out support programme</p> <ol style="list-style-type: none"> 1. Develop and roll-out an integrated package of support to promote adherence to ART protocols (through for example education, nutritional support, improved transport access to ART dispensaries, etc) 2. Ensure availability and marketing of access to Post Exposure Prophylaxis (PEP) at all clinics, including traditional healers 3. Strengthen syndromic management of STIs, and treatment of or referral for opportunistic infections 4. Strengthen integration with TB control programme
	<p>Strengthen the capacity of communities to manage the impact of HIV and AIDS</p>	<p>Citywide access to comprehensive HIV and AIDS support services to ensure effective community-based care for people infected and affected by HIV and AIDS</p>	<p>HIV and AIDS community care and capacity development programme</p> <ol style="list-style-type: none"> 1. Expand Jozi Ihlomile and other community outreach programmes that identify people/households in need, and provide HBC, referrals to services, etc 2. With other Departments, scale up nutrition programme such as the Food Bank to support individuals living with AIDS 3. With other Departments, introduce and roll-out targeted training programmes and technical support for households affected with AIDS, in order to enhance self-sufficiency in respect of nutrition through community-gardens etc 4. With other Departments, support orphans and child-headed households, inter alia by providing psycho-social services, facilitating access to schooling, etc 5. Ensure that AIDS affected households benefit from the revised social package 6. Scale up PWA support to ensure 100% access in all wards
	<p>Anticipate and mitigate the impact of HIV and AIDS on the City's own workforce</p>	<p>Reduced rates of City of Johannesburg staff absenteeism and departure attributable to HIV and AIDS</p>	<p>Workplace wellness HIV and AIDS programme</p> <ol style="list-style-type: none"> 1. Through a two-yearly workplace specific survey establish the prevalence of HIV and AIDS amongst the City's own staff, use this to assess the risk implications for service delivery operations, and undertake the necessary risk mitigation measures in response 2. Expand prevention campaigns specifically targeting City staff

LONG-TERM GOALS	LONG-TERM STRATEGIC INTERVENTIONS	5-YEAR STRATEGIC OBJECTIVES	5-YEAR IDP PROGRAMMES AND KEY PROGRAMME ACHIEVEMENTS
3. Massive reduction in HIV and AIDS prevalence/incidence rates and reduced impact of HIV and AIDS on communities (continued)	Anticipate and mitigate the impact of HIV and AIDS on the City's own workforce (continued)	Reduced rates of City of Johannesburg staff absenteeism and departure attributable to HIV and AIDS (continued)	<ol style="list-style-type: none"> 3. Ensure 100% access to VCT services for City staff 4. Across all City departments and Municipal Owned Entities, facilitate staff access to comprehensive HIV and AIDS programme including ART 5. Increase access to extended EAP services for all employees
4. All citizens to have access to a comprehensive basket of health services, especially primary health care	Improve accessibility to and quality of service at primary health care clinics	<p>Equitable distribution of primary health care clinics and more convenient operating hours in clinics</p> <p>Improvement in perception of PHC services as measured by CoJ Customer Satisfaction Surveys</p>	<p>Primary health care strengthening and expansion programme</p> <ol style="list-style-type: none"> 1. Promote access and convenience by extending operating hours in clinics 2. Extend satellite clinics into full five day operating facilities 3. On the basis of a PHC audit, ensure functional integration in services with provincial health facilities, and synchronise referral systems 4. Undertake a five year health facilities capital expenditure requirements audit, and plan accordingly 5. Ensure adequate staffing in PHC facilities, and the multi-skilling of PHC staff 6. Integrate HAST in all PHC service points 7. Promote Patients' Rights Charter & Batho Pele principles through ongoing customer-care training 8. Improve community involvement by facilitating the training and empowerment of community structures that liaise with clinics. (Including traditional healers) 9. Assess waiting times in health facilities and proactively address causes wherever possible 10. Implement a complaints management system, systematically monitor and assess the results, and take remedial action where necessary 11. To promote early identification and referral of people with mental illnesses
	Reduce the impact of tuberculosis on city communities	Improved TB cure rates across the city	<p>Tuberculosis control programme</p> <ol style="list-style-type: none"> 1. Strengthen TB treatment programmes to improve detection, reduce treatment interruption rates and improve cure rates 2. Improve case holding through effective utilisation of Community Health Workers (CHW)

LONG-TERM GOALS	LONG-TERM STRATEGIC INTERVENTIONS	5-YEAR STRATEGIC OBJECTIVES	5-YEAR IDP PROGRAMMES AND KEY PROGRAMME ACHIEVEMENTS
	<p>Undertake comprehensive and integrated health promotion, with a special focus on reducing the prevalence and impact of non-communicable illnesses including chronic diseases of lifestyle</p>	<p>As measured by a five-yearly survey, improved community awareness of health risks, healthy lifestyle and the availability of services for chronic conditions</p>	<p>Comprehensive and integrated health promotion programme</p> <ol style="list-style-type: none"> 1. Develop and run a proactive health promotion outreach programme from all fixed clinics, especially in informal settlements and other vulnerable communities, with specific targeted interventions for women and men 2. Establish partnerships and inter-sectoral collaboration to extend reach and impact of health promotion activities 3. Intensify health promotion interventions that encourage healthy lifestyles, to raise awareness around chronic non-communicable illnesses so as to enable early recognition and timely health-seeking behaviour 4. Expand the provision of chronic care services at all fixed facilities, and effectively communicate the availability of these services 5. Promote mental well-being through integrated and proactive health promotion campaigns
	<p>Improve child health by ensuring basic prevention and care for common childhood illnesses, and encourage youth access to health services</p>	<p>Five-yearly improvement across a selected set of national indicators of child-health (viz, % immunisation coverage for children under one year; % measles coverage under one year; zero cases of confirmed measles and polio; % Vitamin A coverage in children under one year; and incidence of severe malnutrition per 1 000 uninsured children under 5 years)</p>	<p>Children and youth health programme</p> <ol style="list-style-type: none"> 1. Ensure provision of an expanded community health outreach programme from all clinics, targeted at ECD facilities identified in the annual census, to promote awareness and education around all child health issues 2. Develop and conduct community awareness programmes on the need for immunisation in each region, and ensure the availability of an Expanded Programme on Immunisation (EPI) in all areas of the city 3. Develop and conduct community awareness programmes to prevent typical childhood health risks, accidents & injuries 4. Implement growth monitoring of children under 5-years for early identification of growth faltering 5. Review and ensure effective implementation of the Integrated Management of Childhood Illnesses (IMCI) strategy 6. Ensure provision of Prevention of Mother to Child Transmission (PMTCT) programme at all fixed clinics that provide comprehensive antenatal (ANC) care 7. Establish at least one Youth Friendly Health Service per region to encourage and facilitate youth access to health care

LONG-TERM GOALS	LONG-TERM STRATEGIC INTERVENTIONS	5-YEAR STRATEGIC OBJECTIVES	5-YEAR IDP PROGRAMMES AND KEY PROGRAMME ACHIEVEMENTS
<p>4. All citizens to have access to a comprehensive basket of health services, especially primary health care (continued)</p>	<p>Improve reproductive & women's health, specifically to reduce maternal mortality from potentially preventable causes</p>	<p>Five-yearly improvement across a selected set of national indicators of women's health service provision (viz, % of ANC patients tested for HIV; % Vitamin A coverage in post partum mothers; % coverage of cervical cancer screening; and % contraception coverage)</p>	<p>Women's health programme</p> <ol style="list-style-type: none"> 1. Ensure provision of comprehensive antenatal and postnatal care at all fixed clinics in the city 2. Provide family planning services at all clinics and facilitate referral in order to ensure access to Choice of Termination of Pregnancy (CTOP) services 3. Strengthen breast and cervical cancer screening in all clinics, and run awareness & education programmes on reproductive, maternal and women's health in all regions 4. Ensure promotion and referral to PEP services including counselling in the community

SECTOR PLAN 9: PUBLIC SAFETY

The Public Safety Sector aims to build a city where life, property and lifestyles are safe and secure, so that residents and businesses can live and operate free of crime, threats to public safety, personal emergencies and disasters. The Public Safety Sector plan comprises long-term goals, strategic interventions, five-year objectives and five-year IDP programmes for both Johannesburg Metropolitan Police Department (JMPD) and Emergency Management Services (EMS). Apart from legislation and regulation informing the sector, the City Safety Strategy guides its strategic course. The intended outcome is to ensure that in the next five years, City safety has improved, as has emergency response.

KEY FOCUS AREAS

Joburg 2030 recognised the impact that crime had on investment in the City. This led to the development of the City Safety Strategy. The understanding of Safety in the city broadened substantially recognising that the rationale for the City to engaged in reducing crime and perceptions about crime was not limited to attract investment in the city but, also was necessary in the interests of its citizens well being. It further also recognised that the safety of its citizens was not only being compromised by crime but also influenced by a number of other factors hence the development of a public Safety Sector Plan.

The City's jurisdictional powers limit the extent to which the City can deploy its resources in the fight against crime. Despite these constraints the city has engaged with its counterparts in province and the South African Police Services (SAPS) to act in concert in a number of operational areas aimed at reducing crime. The City has further also focused its interventions at programmes aimed at intervening in areas of crime prevention trying to address social and urban environmental factors that are causal to creating opportunities for crimes to be perpetrated. In addition to developing programmes to empower vulnerable groups such as women and children through education and awareness it will also support victims of social crime through the provision of safe houses and other support mechanism.

The City's infrastructure development and management role presents several opportunities for it to contribute to the safety of its citizens. It firstly recognised that it needed to ensure that its own activities did not endanger the lives of citizens, using the Occupational Health and Safety Act (OHASA) as the legislative framework to ensure that safety will not be compromised in the city's own development and service delivery efforts. The design of public spaces and amenities also provides the opportunities to minimise risk to citizens. Increased public lighting and design guidelines to reduce the likelihood of public infrastructure creating conditions that support criminal activities will be employed to increasingly make the city a safer place.

The City's role in regulatory enforcement will be intensified to ensure that the City progressively becomes an orderly and safe environment. It should be noted that the City's enforcement activities are intended to protect the public and contribute to their safety. This will be the key focus in the City's traffic regulation aimed at reducing road fatalities. Enforcement will be complimented by education and awareness campaigns. JMPD will also deploy its officers to enhance mobility in the City through a Traffic Flow Management programme.

The City also needs to maintain an emergency response capacity to respond to situations in which the lives and property of citizens are at risk. In addition to

maintaining a well resourced emergency services the City will improve its ability to monitor dangerous situations and respond to emergencies. A Joint Command Centre will use technology to serve both JMPD and EMS, without duplication of resources. The Centre will allow EMS to have access to cameras installed by JMPD for traffic law-enforcement to assist in detecting sites that often experience road accidents in order to improve and co-ordinate response times. Analysis indicates that the number of call volumes for EMS services has increased and therefore joint efforts will help strategic interventions.

Despite the City's best efforts to ensure the safety of its citizens it is obligated to prepare for the unforeseen and circumstances beyond its control. This is undertaken through a disaster management plan that will allow the City to be both responsive in these circumstances as well as proactive in mitigating against these threats. The City's efforts in disaster management are detailed in the following section.

Disaster Management Plan

The disaster management plan and programmes of the City take into consideration the early warning systems that will enable the City to be prepared for any eventualities arising from the 2010 World Cup and Gautrain (for instance, training personnel on tunnel fire fighting with the development of the Gautrain). The GPG has initiated the establishment of a Disaster Management Centre and the City aligns to the provincial initiative.

In terms of MSA and comments received from the Provincial Department of Local Government, the City needs to spell out key components of the disaster management plan. The Disaster management Plan, in terms of the Disaster Management Act, is a continuous and integrated multi-sectoral and multi-disciplinary process of planning and implementation aimed at disaster prevention, mitigation, preparedness, response, recovery and rehabilitation. The preventative aspects of this plan must be implemented and maintained on a continuous basis. The emergency, or reactive, elements of this plan will be implemented in the CoJ whenever a major incident or disaster occurs (or is threatening) in its area of jurisdiction.

The CoJ's Disaster Management Plan is designed to take into account issues such as the vulnerabilities arising from the increased number of informal settlements around the CoJ that are at great risk due to combination of population growth, unsafe building practices, lack of infrastructure and accessibility. People who live in close proximity to certain installations or hazards, such as fuel depots and pylons, are also in a vulnerable position.

"Be safe" centres have been established as sources that provides information to children and youth; addressing hazards such as fires, man holes, unprotected rivers and bad buildings. The sector plan defines the exact programmes of interventions in respect of Disaster Management. The section below is the high level disaster management approach of the City.

The City has developed a programme to address the Disaster Management Act, 2002, requirements. While the legislation is specific about the municipalities developing a Disaster Management Plan, the City has in addition developed the following as measures to enhance its disaster management programmes:

- *Metro advisory forum*: Established and meets every two months. It consist of the stakeholders from the private sector, municipal entities, municipal departments (includes EMS), NGOs and other relevant stakeholders. This structure has been replicated at regional level;
- *Framework*: A draft framework has been completed in line with the National and the Provincial frameworks. This document will be brought before Council for approval by end of June 2006;
- *Disaster Management Centre*: The City has allocated R4,5 million for Phase 1 in the 2006/07 financial year for the building of a new disaster management centre to upgrade the existing one. It is envisaged that a further R6 million will be injected for Phase 2 in the 2007/08 financial year. The capability of the centre will also allow for better incident management and provide a communication channel for early warnings (weather and disasters). It will provide a monitoring tool for major events. This centre will assist in co-ordinating responses to major incidents through links with other agencies such as CCTV, Joburg Roads (accidents, manholes), JMPD (events, traffic), City Power (Power station fires), and Joburg Water (major installations). This centre will have a link with both the Provincial and National disaster centres;
- *Community based Volunteer Programme*: This project seeks to equip communities across the City to be able to prevent and respond to disasters. This programme will also target risk reduction. Some of the targeted groups are the SAPS, JMPD, tow-truck drivers and security companies. This will be piloted through the training of 400 ADT personnel, a programme that will be run between July and September 2006. The training programme includes, safety measures (how to identify and prevents disasters and accidents), basic fire fighting, first aid levels 1 to 3, basics of disaster management as well as simulation exercises to ensure emergency preparedness. This training will be ward based and will target councillors and volunteers recruited from those wards;
- *Funding*: The funding model for disaster management programmes have been reviewed. In the budget, an additional 20% has been provided for mitigation, planning and preventative programmes which previously were not funded. There has been budget allocated for additional personnel capacity The Office of the Executive Mayor (incorporating the City Manager) remain the custodian of the budget and retain the authority to declare disasters; and
- *City's Risk Profile*: The City has completed its City-wide Risk Profile. This is the base document, on which incidents are monitored. This tool will be utilised for a further empirical profiling.

Risk profile for the city of Johannesburg

The City has identified different hazards and identified those regions that are exposed to these hazards. The hazards were broken into the following seven categories namely technological, biological, geological, environmental degradation, hydro meteorological, civil/political and cyber. The risk profiles vary by region. Some regions are more prone to disasters because of their geographical nature, ability to hold major events and other influential factors. Table 9.1 summarises the hazards and risks identified citywide.

Hazard	Risk
Technological hazards	<ul style="list-style-type: none"> • Hazardous material (explosions, spillage, fire) • Major Power failure (total/partial blackouts, brownouts) • Major water disruption (burst main water pipes, reservoirs, drought) • Rapid and uncontrolled urbanization • Dam failures • Fire • Structural collapse
Biological	<ul style="list-style-type: none"> • HIV and AIDS • Epidemiology (cholera, typhoid, meningococcal meningitis, Haemorrhagic diseases, tuberculosis etc) • Pollution (air, noise, environmental, toxic waste) • Pest infestation (vector) • Foot and mouth disease, Avian flu, classical swine fever) • Weapons of mass destruction • Terrorism
Geological	<ul style="list-style-type: none"> • Dolomite • Sinkholes • Landslides • Mine dumps • Slime dams • Mine tremors • Earthquakes
Environmental Degradation	<ul style="list-style-type: none"> • Deforestation • Wetlands
Hydro Meteorological	<ul style="list-style-type: none"> • Floods • Tornadoes • Severe storms (wind, blizzards, hail, excessive rain) • Drought • Extreme weather conditions (heat, cold)
Civil/Political	<ul style="list-style-type: none"> • Riots/marches • Strikes • Crime (hijacking, shooting, robberies, heists, hostage taking) • Violence • Overcrowding • Stampede • Violence • Unruly crowds • Structural collapse • Food poisoning
Cyber	<ul style="list-style-type: none"> • Hacking • Virus • Technological failure • Fire/explosion • Software

Table 9.1 Hazards and risks

COMMENTARY

Safety represents an area for further engagement, with Gauteng finalising its provincial Safety and Road Safety Plan. In the Safety sector workshops, stakeholders and the province emphasised the issues of co-ordination of all law-enforcement agencies, overlapping boundaries between municipalities and how best can law-enforcement issues be co-ordinated across boundaries. Inner City Safety and regeneration is a key aspect that Gauteng and the City are committed to. The Gauteng Provincial Government has undertaken to consult with the CoJ once these plans have been concluded.

SECTOR PLAN 9: PUBLIC SAFETY

Vision: A city where life, property and lifestyles are safe and secure, so that residents and businesses can live and operate free of crime, threats to public safety, personal emergencies and disasters.

LONG-TERM GOALS	LONG-TERM STRATEGIC INTERVENTIONS	5-YEAR STRATEGIC OBJECTIVES	5-YEAR IDP PROGRAMMES AND KEY PROGRAMME ACHIEVEMENTS
<p>1. A safe and secure urban environment</p>	<p>Develop and adhere to practices and protocols that ensure that no City of Johannesburg infrastructure or activities pose any threat to public safety</p>	<p>An orderly and safe urban environment</p>	<p>Safe urban environment programme (City of Johannesburg infrastructure-design, infrastructure-maintenance and operations management components)</p> <ol style="list-style-type: none"> 1. Between all City role-players involved in the delivery of infrastructure and the maintenance of infrastructure and the management of key operations, develop a clear set of (health and) safety guidelines 2. Audit all existing City infrastructure and activities in terms of these guidelines 3. Through targeted maintenance, the re-engineering of operations, and so on, rectify existing City infrastructure or activities deemed a threat to public safety 4. Ensure that there is 100% compliance with the guidelines in all new capital projects (as assessed through CIMS) 5. Through an integrated system of urban management, with primary responsibility for identification and co-ordination falling to Regional Directors, anticipate and deal with emerging urban-environment safety issues (grass cutting, fencing around depots, etc) 6. Continue to roll-out, and institutionalise, an expanded 'eyes and ears of the community' programme to ensure that ordinary citizens are alert to risks such as open manholes that are the responsibility of the City, and can easily inform the City of the risk 7. Improve CRM to enable monitoring of the City's response (time and quality) to complaints and identified problems, including feedback to complainants who report problems 8. Develop protocols and mechanisms to relay concerns to other spheres of government and parastatals where responsibility for addressing identified urban-environment safety issues does not fall to the City

LONG-TERM GOALS	LONG-TERM STRATEGIC INTERVENTIONS	5-YEAR STRATEGIC OBJECTIVES	5-YEAR IDP PROGRAMMES AND KEY PROGRAMME ACHIEVEMENTS
1. A safe and secure urban environment (continued)	<p>Ensure that all necessary legislation, regulations, by-laws, protocols, guidelines and partnership arrangements to effectively manage an evolving built environment are in place, and publicise and effectively enforce these to address illegal dumping, nuisance-buildings, non-compliance in property developments, non-adherence to occupational health and safety provisions, etc</p>		<p>Safe urban environment programme (External management of the built environment components)</p> <ol style="list-style-type: none"> 1. Audit all current planning and building guidelines and regulations, to identify gaps and shortcomings 2. Where necessary, draw up new guidelines, to include both compulsory and voluntary aspects 3. Audit the extent of non-compliance with laws, by-laws and regulations in the City through responsible enforcement entities 4. Evaluate current law-enforcement processes and address system and capacity weaknesses (Including municipal court) 5. Develop a mechanism to ensure a seamless and integrated approach to health & safety inspections and enforcement so that there is a single point of certification for buildings, food establishments, early childhood development facilities, etc, and ongoing compliance with requirements (also in Health Sector) 6. Develop an institutional mechanism to integrate and co-ordinate by-law-enforcement 7. In instances where proprietors and organisations have demonstrated need but no financial capacity to upgrade facilities to acceptable public-safety norms and standards by themselves, work across City Departments and with other stakeholders to assist 8. Conduct citizen education campaigns on laws and by-laws, involving various forms of media. 9. Undertake annual building inspections of all large residential and commercial buildings 10. Use existing and revised legal mechanisms to expeditiously take action against owners of non-compliant properties (including absentee landlords)
	<p>Reduce risk exposure of vulnerable communities that are living in areas prone to safety threats</p>		<p>Safe urban environment programme (Community outreach components) (See disaster management programmes below)</p> <ol style="list-style-type: none"> 1. Safety signage campaign that identifies, clearly marks and communicates threats in areas that are potentially hazardous, e.g. informal settlements located next to swamps, railway stations, power stations, etc)

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LONG-TERM GOALS	LONG-TERM STRATEGIC INTERVENTIONS	5-YEAR STRATEGIC OBJECTIVES	5-YEAR IDP PROGRAMMES AND KEY PROGRAMME ACHIEVEMENTS
<p>2. A city free of fears of crime and violence</p>	<p>Target interventions to reduce crime and mitigate community conflict to ensure that there are no significant real or perceived risks to investment</p>	<p>To ensure that the business and residential citizens of the City conduct their everyday life free of the fear of crime and violence</p>	<p>Crime prevention programme</p> <ol style="list-style-type: none"> 1. Through ongoing analysis across the city, clearly identify causal influences and conditions that lead to increased crime, community conflict and violence 2. Draw up “safe design and management” guidelines (for example covering crime prevention through environmental design) 3. Design and implement lighting master plans in the inner city and transport nodes 4. Undertake youth skills development, recreation and diversion programmes for offenders and youth-at-risk 5. Provide information, education and a rapid conflict resolution response to vulnerable communities 6. Reduce levels of priority crimes, with a special focus on addressing crimes that adversely affect business and tourism, through focused surveillance technology, that enhances visible policing and improve response times 7. Undertake crime prevention and reduction interventions, either generally or in targeted areas, focused on the sale of alcohol, drug manufacture and distribution, firearm control toward a gun-free Johannesburg, organised crime and street crime
	<p>Reduce the per capita incidence of social crime and the impact of these crimes on individuals and communities, with a special focus on ensuring a safer environment for women</p>	<p>To reduce the incidence of crimes against women and children</p>	<p>Women’s and child safety programme</p> <ol style="list-style-type: none"> 1. Safety improvements at transport termini, parks and other vulnerable public areas 2. Develop and roll-out a lighting master plan for the city 3. Develop and roll-out a safety awareness programme for school-going teenage girls 4. Launch an Informal Business Against Crime initiative with an initial target of two designated trading zones implementing the initiative 5. Ensure the availability of at least one main (referral) Safe House in each region, and improve women’s awareness of safe houses through targeted information campaigns 6. Establish a safety assessment focus group 7. With partners, facilitate an integrated rape response capacity (linking immediate medical care, PEP, counselling, ongoing victim support) 8. Safe House availability for women and child victims of crime

LONG-TERM GOALS	LONG-TERM STRATEGIC INTERVENTIONS	5-YEAR STRATEGIC OBJECTIVES	5-YEAR IDP PROGRAMMES AND KEY PROGRAMME ACHIEVEMENTS
3. Effective regulation of road-traffic in the interests of road-safety across the city	Provide proactive information/education and effective road-traffic law-enforcement to reduce road fatalities and injuries, and foster a culture of adherence to road-traffic laws	<p>A reduced incidence of road accident and pedestrian fatalities</p> <p>Greater compliance to road traffic regulations and road safety practices</p>	<p>Traffic-safety enforcement programme</p> <ol style="list-style-type: none"> 1. Audit the ten most hazardous locations per month where fatal motor vehicle accidents occur and address weaknesses identified 2. Audit signage and address weaknesses 3. Run education programmes to encourage positive road-user behaviour (motorists, cyclists, pedestrians etc) 4. Ensure roadworthiness of vehicles through regular roadside check points (88-point system) 5. Promote road-safety through an effective communications campaign (high-risk accident zones, road rage etc) 6. Identify regular transgressors with the view of linking them to motor vehicle accidents toward driver license retesting
	Ensure an effective traffic-flow management system to maintain traffic mobility	Enhanced economic efficiencies through traffic mobility	<p>Traffic flow management programme</p> <ol style="list-style-type: none"> 1. Re-introduce pointsmen at key intersections to improve traffic flow 2. Introduce robot/speed cameras at all intersections on main arterial roads 3. Introduce surveillance cameras at main intersections on main arterial roads to assist with detection of problems and improve response times
4. A proactive and effective emergency response and disaster management capability	Update and maintain a disaster management plan based on regular and comprehensive risk assessments and develop the capacity to respond to potential disasters	<p>A proactive well-capacitated disaster management and emergency response maintained at 100% state of readiness</p> <p>Adherence to the requirements of the Disaster Management Act particular at key events with a special focus on the 2010 Soccer World Cup</p>	<p>Disaster management programme</p> <ol style="list-style-type: none"> 1. Undertake a comprehensive risk assessment in conjunction with internal and external stakeholders to identify the type of high probability threats that the City needs to be prepared for 2. Prepare and implement a disaster management plan 3. Integrate this plan with broader provincial and national disaster management plans 4. Establish a Disaster Management Centre to co-ordinate all disaster management operations 5. Make provisions for the establishment of disaster management funds in accordance with the Disaster Management Act
	Proactively mitigate avoidable disasters through information and education programmes, especially in disadvantaged areas at greater risk of fires, flooding, etc	Communities aware of dangers and empowered to assist in mitigating disasters	<p>Community disaster-mitigation information programme</p> <ol style="list-style-type: none"> 1. Develop a volunteer and private sector co-operation programme to be able to mobilise volunteer and private sector resources in the event of a disaster

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LONG-TERM GOALS	LONG-TERM STRATEGIC INTERVENTIONS	5-YEAR STRATEGIC OBJECTIVES	5-YEAR IDP PROGRAMMES AND KEY PROGRAMME ACHIEVEMENTS
			<ol style="list-style-type: none"> 2. Develop database of geographic areas that pose threats and provide adequate signage to ensure that dangerous areas are clearly marked 3. Implement problem identification and early warning systems for effective response (e.g. to warn communities along the Jukskei of sudden flash flood danger) 4. Target education programmes around safety guidelines towards communities at risk
	<p>Develop and maintain a world-class emergency response capacity (fire, ambulance, hazardous material response, JMPD etc)</p>	<p>Efficient and effective response to emergency incidences</p>	<p>Emergency response improvement programme</p> <ol style="list-style-type: none"> 1. Ensure appropriate resources and capacity is being created within EMS to respond to the threats identified in the disaster management plan 2. Improve early warning and reporting systems to identify and respond to emergency situations 3. Increase staff capacity (numbers of staff and skill levels) as well as the availability of essential vehicles and equipment, to maintain and continuously improve response times and the quality of care 4. Promote the image of EMS personnel in communities, schools etc, and publicly give recognition to key internal achievements (bravery, quality of service, etc)

SECTOR PLAN 10: FINANCIAL SUSTAINABILITY

A customer-centric city that is able to finance affordable and equitable delivery and development, and that maintains financial stability and sustainability through prudent expenditure, sound financial systems and a range of revenue and funding sources. The sector focuses on improving customer service and interface, as well as enhancing its revenue streams and capital finance.

KEY FOCUS AREAS

Programme Phakama focuses on full business processing integration and customer satisfaction, with programmes to establish a single revenue management value chain and a single customer interface value chain, along with a single IT platform and a new customer service and revenue organisation (provisionally called Joseve). There is also a focus on encouraging timely payment of revenue owing, fostering a culture of payment by implementing mobile units to enhance accessibility of pay channels and customer channels, as well as web interactivity and SMS channels.

The City is also focussing on growing and stabilising its revenue streams, supported by a revenue base management (including a new rates policy and valuation roll), tariff management and future revenue optimisation programmes (including components such as demand management and tariff adjustment).

Another key focus area surrounds capital finance, with a focus on raising capital via public borrowing, possibly including a retail bond and project finance, in support of this objective, along with Public Private Partnerships. The latter programme requires enhancement of the City's financial risk management framework within appropriate public-policy framework, with an alternative Capex funding pilot project initiated and periodic investor conference run to attract private sector partners to the City.

COMMENTARY

Alignment of programmes and revenue strategies need to be coordinated with the work of municipal entities and City departments. Furthermore, tariffs need to be adjusted within the context of national policy, as will Public Private Partnerships programmes.

SECTOR PLAN 10: FINANCIAL SUSTAINABILITY

Vision: A customer-centric city that is able to finance affordable and equitable delivery and development and that maintains financial stability and sustainability through prudent expenditure, sound financial systems and a range of revenue and funding services.

LONG-TERM GOALS	LONG-TERM STRATEGIC INTERVENTIONS	5-YEAR STRATEGIC OBJECTIVES	5-YEAR IDP PROGRAMMES AND KEY PROGRAMME ACHIEVEMENTS
<p>1. Empowered customers, enjoying the highest standards of customer care and responsiveness</p>	<p>Develop a citywide system of integrated customer relations management</p>	<p>Successful completion of the Programme Phakama reforms to ensure full business-process integration across the revenue value chain</p> <p>Average 95% (provisional) rate of collection of billed revenue</p> <p>70% customer satisfaction in respect of billing, collection, call centre service</p>	<p>Programme Phakama</p> <ol style="list-style-type: none"> 1. Establish a single revenue management value chain across all relevant business units 2. Establish a single customer interface value chain across all relevant business units 3. Implement a single IT platform, to enable a 'single view of the customer', supporting the revenue and customer management value chains 4. Design and establish a new customer service and revenue organisation (provisionally called Joserve) to appropriately house all current and future CRM innovations 5. Ensure that electronic and physical customer service delivery channels are integrated 6. Establish a customer service unit to undertake effective monitoring, market research and development, and development of other CRM strategies 7. Facilitate timely payment of amounts revenue owing, and foster a culture of payment, by implementing mobile units to enhance accessibility of pay channels and customer channels 8. Improve web interactivity, develop SMS channels and roll-out kiosks in areas where customers frequent 9. Improve payment behaviours by running innovative initiatives 'pay for your services campaign' on an ongoing basis <p>E-services programme</p> <ol style="list-style-type: none"> 1. Expand the range of information and interactive services accessible online and improve interfaces wherever possible 2. Liaise with the national Department of Public Service and Administration to establish opportunities for information sharing (and possible eventual interoperability) with the national Public Services Gateway 3. Implement an expanded range of cellphone/sms based services (see also Transportation Sector Plan: Road network conditions detection and information programme)

LONG-TERM GOALS	LONG-TERM STRATEGIC INTERVENTIONS	5-YEAR STRATEGIC OBJECTIVES	5-YEAR IDP PROGRAMMES AND KEY PROGRAMME ACHIEVEMENTS
2. A city with stable and growing revenue streams	Build and continuously improve the systems to determine and regularly update the revenue base	Smooth implementation and management of new rates policy, valuation roll and social package with minimum disruption	<p>Revenue base management programme</p> <ol style="list-style-type: none"> 1. Develop a new rates policy, taking into account the full implications of the shift to valuing both site and improvements, the opportunities for rebates, etc 2. Develop a new valuation roll based on the value of both site and improvements 3. Phase in the new valuation roll in a way that minimises rates shocks 4. Institutionalise a two-yearly update of the valuation roll 5. Develop and implement a new social package
	Ensure a competitive & affordable tariff structure and system that works to enable appropriate and sustainable cross-subsidies	Equitable and competitive tariff system that is informed by national inflation data and targets, comparable Metros and circumstances of citizens to ensure affordability	<p>Tariff management programme</p> <ol style="list-style-type: none"> 1. Further develop tariff policies & systems, driven by equitability and affordability, well-integrated with the regulatory and strategic decision-making systems of the City 2. Further develop standing systems and practices to engage with regulators and bulk service providers to help develop a common long-range view on bases for tariff decisions, likely future tariff-increments and the effects thereof 3. Further develop systems and processes to effectively consult with communities and affected stakeholders on annual tariff changes 4. To help refine methodologies, undertake periodic quantitative reviews of the distributive impacts and allocative effects of tariff, tax and subsidy (pricing) policies (interact with expenditure review programme below)
	Inter alia to effect reduced dependency on revenue streams that may imply longer term environmental impacts, continue to explore and where feasible, introduce innovative product pricing options and over the longer term explore options for an expanded range of sources of operating revenue	Improved understanding of future revenue risks and opportunities	<p>Future revenue optimisation programme</p> <ol style="list-style-type: none"> 1. Work with Departments and MEs to establish the long-term revenue and development implications of attempts to introduce demand management practices in electricity and water consumption 2. Work with Departments and MEs to establish the long-term revenue implications of tariff adjustments resulting directly or indirectly from future energy costs, bulk water development requirements across the Gauteng City Region, etc 3. With MEs, investigate alternative options for the pricing and paying of services (pre-paid metres, direct billing in apartment blocks, multiple user metres per stand, etc) 4. With other Departments and MEs responsible for urban development undertakings, investigate tax increment financing opportunities

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LONG-TERM GOALS	LONG-TERM STRATEGIC INTERVENTIONS	5-YEAR STRATEGIC OBJECTIVES	5-YEAR IDP PROGRAMMES AND KEY PROGRAMME ACHIEVEMENTS
			<ul style="list-style-type: none"> 5. With MEs investigate other service product options (e.g. cell phone-based real time information on traffic congestion on offer to road users) 6. With other departments, investigate the applicability of other fees and fines that have a regulatory purpose (polluter-pays fines to effect reduction in pollution, congestion charging to address congestion in key nodes etc)
<p>3. Expanding range of capital funding options, supported by strong capital finance risk management</p>	<p>Explore and implement innovative approaches to securing funding for capital development (including concessional funding, project financing, bonds and retail bond)</p>	<p>Availability of cost effective capital finance to fund the capital programme</p>	<p>Capital financing programme</p> <ul style="list-style-type: none"> 1. Pursue the City's public borrowing programme (Domestic Medium-Term Notes) to raise at least R6 billion to 2010 2. Within the DMTN, explore and if appropriate offer a retail bond 3. Where appropriate, and within a policy framework, raise project finance for specific infrastructure projects
	<p>Where appropriate enter into partnerships with the private sector to expand capital spending off the balance sheet</p>	<p>Over the five-year term, an average of 10% of citywide capital spending funded through public-private partnerships</p>	<p>Public Private Partnership programme</p> <ul style="list-style-type: none"> 1. Enhance the City's financial risk management framework in capital investment funding 2. Put in place the policy frameworks to enable a variety of public-private and public-public partnership initiatives (policy regarding unsolicited bids, procedures for MOEs to investigate feasibility of partnerships, minimum contract specifications regarding risk sharing etc) 3. Initiate an alternative capex funding pilot project in the 2006/07 financial year 4. Run a periodic Investors Conference to attract private sector partners to City offers (with the first scheduled for mid-2006)
<p>4. Sustained excellence in financial management</p>	<p>Ongoing improvements in financial management systems and processes, to optimise the financial position of the City</p>	<p>Long-term domestic credit rating improved to at least AA</p> <p>Achievement of unqualified audits beginning in 2007</p>	<p>Financial management programme</p> <ul style="list-style-type: none"> 1. Implement all necessary Operation Clean Audit initiatives to enhance and facilitate proper management of systems in adherence to GAMAP principles & dictates 2. Undertake strategic interventions to reduce the recoverable portions of the debtors book (including sale where appropriate) 3. Undertake strategic write-offs, strictly tied to measures to promote good payment behaviour going forward, to eliminate the unrecoverable portion of the debtors book 4. Keep personnel expenditure to acceptable levels to release funds for aggressive service delivery improvement

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4. Sustained excellence in financial management (continued)	Ongoing improvements in financial management systems and processes, to optimise the financial position of the City (continued)	<p>Long-term domestic credit rating improved to at least AA</p> <p>Achievement of unqualified audits beginning in 2007 (continued)</p>	<p>5. Develop the systems and methods to more accurately match capex & opex to ensure sustainability of programmes and interventions</p> <p>6. In advance of each fiscal year, clearly establish and firmly agree with the Auditor General what auditing practices and criteria will be utilised to audit the City's accounts</p> <p>7. Continue to improve all financial reporting systems and practices to reduce annual effort</p> <p>8. Improve procurement protocols, processes and practices in line with MFMA requirements</p>
	Strictly adhere to a balanced budget, and undertake ongoing improvements in budgeting processes and systems	A budget system, structure and format that enables sound resource allocation decisions	<p>Budget reform programme</p> <p>1. Revise the budget format to facilitate flexible programme-based budgeting</p> <p>2. Empower departments and MEs to conduct programme costing in line with the requirements of the evolving budget format</p> <p>3. Continue to build the functionality of the Capital Investment Management System (CIMS) and ensure its full integration into the overall budget system and process</p> <p>4. Refine the overall budget process to enable more effective case-building by departments and MEs, as well as more empowered political decision-making in allocations between programmes</p> <p>5. As required by MFMA, continue to build the systems and practices enabling more effective and efficient budget tracking</p>
	Within an overall asset management regime, judiciously balance spending on acquisition, replacement and repairs & maintenance to ensure effective return on investment and optimal service life of assets etc	<p>Development of an integrated asset management plan and system</p> <p>Increase the percentage of operating expenditure budgeted and spent on maintenance %</p>	<p>Asset management and maintenance programme</p> <p>1. In an integrated process across all Departments and MEs, according to clear guidelines, audit infrastructure life and service performance standards and trends of all infrastructure (including sunk infrastructure, social facilities etc)</p> <p>2. In the process update the movable and immovable asset registers and develop a system for regularly collecting asset performance information and maintenance requirements going forward</p> <p>3. Ensure a consistent method across all parts of the City to account for assets in and cost and account for future investment requirements</p> <p>4. Develop a medium- to long-range assessment of maintenance requirements on all current and planned assets, taking into account growth projections, etc</p>

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			<p>5. Working with all Departments and MEs develop a citywide strategic asset management plan for asset management options to ensure optimal balance between investment, refurbishment, maintenance, and disposal</p> <p>6. Ensure that depreciation reserves are backed up with cash</p> <p>7. Audit, and conduct ongoing evaluations of asset management practices, procedures and systems and make strategic improvements, inter alia to ensure that the funds budgeted for maintenance are actually spent</p>
<p>5. A city that creatively evolves its resourcing/ expenditure system to ensure long-term fiscal stability and growth, and optimal spending to support accelerated and sustainable development</p>	<p>Proactive management of potential fiscal risks to ensure mitigation against possible loss of income (as a result of such developments as new property rates system, RSC levies, new indigency policy, REDS, etc) and changing expenditure mandates (distribution of functions, increased obligations in respect of indigent populations)</p> <p>Improve unit cost efficiencies to ensure productivity and service value for money, as well as allocative efficiency to ensure spending on the right things in an equitable way</p>	<p>Stabilisation of fiscal architecture within which the City operates</p> <p>Measurable improvements in unit cost and allocative efficiency on a set of key indicators (to be determined)</p>	<p>Fiscal risk management programme</p> <ol style="list-style-type: none"> 1. Develop a consolidated risk matrix which inter alia identifies areas where a lack of spending now may result in higher costs later (for example where the City may face large future penalties for failing to comply with DWAF effluent standards, or higher bulk tariffs due to worsening upstream pollution increasing Rand Water treatment costs) 2. Through engagements with National Treasury, explore options to replace RSC levies with a local revenue instrument strongly linked to economic growth 3. Ensure that the establishment of JO-RED does not negatively impact overall City revenue or cash flow 4. Continue active engagement (through SALGA and various other forums) with other stakeholders to lobby for City interests in changing national fiscal policy <p>Expenditure review programme</p> <ol style="list-style-type: none"> 1. As part of the overall frameworks of performance tracking and strategic decision-making, build a system and practice of annual budget review that track trends and issues: in personnel spending; unit-cost efficiencies; allocative efficiencies of, and social, economic and financial returns from, key service investments; and whether expenditure responsibilities are being adequately matched by resources 2. Develop methods for evaluating unit cost efficiencies in expenditure on key services, and conduct regular benchmark-comparison studies with comparable metropolitan municipalities

SECTOR PLAN 11: GOVERNANCE

A citizen-centric city that continuously improves its government, evolving the techniques and capacities to govern in order to: dramatically improve its position in the national, regional and global space economy; ensure good governance; and work with other spheres of government, business, civil society and international partners to meet emerging development challenges. The implied objectives lie at the very heart of developmental government and are therefore multi-dimensional, complex and evolving, entailing a range of approaches within the City, across spheres of government and with external stakeholders.

KEY FOCUS AREAS

A core sectoral focus is encouraging better linkages with communities and stakeholders. This objective is supported through key programmes such as the ward system development and support programme; public participation improvement programme; Civic Education programme; Portfolio Committee systems improvement and awareness programme, neighbourhood based 'self-help' planning/development support programme, engagement with user Fora and partnership enablement.

Furthermore, internal considerations to support the needs articulated through such networks and partnerships include Programme Phakama, legal services, an ethical government programmes, enterprise risk management and institutional co-ordination and performance. To ensure that this internal focus on governance takes place within the wider context of government policies, objectives and programmes, two programmes support intergovernmental governance, regulatory compliance.

Furthermore, in taking a broader view of the City's role at a national, regional and international level, the City is engaged in initiatives to foster innovation and knowledge sharing, and to feed into a provincial global city region project, as well as sister-city initiatives.

COMMENTARY

The very nature of governance requires that there is alignment between the IDP sector plans and plans outside the City. The programmes in the Sector are aimed at enhancing external co-operation to achieve the objectives in the IDP.

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SECTOR PLAN 11: GOVERNANCE

Vision: A Citizen-centric city that continuously improves its government, evolving the techniques and capacities to govern in order to: dramatically improve its position in the national, regional and global space economy; ensure good governance; and work with other spheres of government, business, civil society and international partners to meet emerging development challenges.

LONG-TERM GOALS	LONG-TERM STRATEGIC INTERVENTIONS	5-YEAR STRATEGIC OBJECTIVES	5-YEAR IDP PROGRAMMES AND KEY PROGRAMME ACHIEVEMENTS
<p>1. Empowered citizens, well-represented through an effective system of ward representation, and able to participate actively in the affairs of the municipality through a range of participatory governance mechanisms</p>	<p>Continuously re-examine the functioning of the CoJ ward system, and facilitate the empowerment of ward councillors and ward committees to ensure active and progressively inclusive community participation</p>	<p>All wards functioning optimally in terms of a clear set of criteria as defined in the ward planning policy document (including community information provision; meetings; ward committees; ward planning; service delivery; and performance feedback to communities)</p>	<p>Ward system development and support programme</p> <ol style="list-style-type: none"> 1. Introduce a ward planning system that allows communities to actively participate in the planning and service delivery processes for their ward and associated geographical area (see neighbourhood participation below) and enables ward councillors and communities to receive regular reports and monitor actual and comparative performance in the ward (as defined in the ward planning policy document) 2. Conduct a five-year ongoing programme of education and training to systematically build ward councillor and ward committee capacity 3. Strengthen the monitoring of ward councillors and ward committees performance (on issues of number of ward committee meetings held, quorum etc) 4. Build a system of ward-based participatory budgeting and ward-based planning
	<p>Expand options for, and continue to strengthen, mechanisms that enable effective and legitimate community consultation and participation</p>	<p>Increased % of residents who are aware of the opportunities to participate in planning and service delivery (annual survey)</p> <p>Increased % of residents who say they have engaged in the City's ward planning, GDS and IDP community participation processes, and service delivery processes (annual survey)</p>	<p>Public participation improvement programme</p> <ol style="list-style-type: none"> 1. Strengthen the mechanisms by which the results/outputs of community participation processes influences policy-making, prioritisation, resource allocation, planning and administrative action 2. Strengthen petitions management inter alia by communicating clearly to citizens the role of petitions, improving turn-around and close-out, and proactively addressing trend issues highlighted by petitions coming in 3. Strengthen community outreach around the Integrated Development Plan and Budget, inter alia by refining the sectoral- and area-based approach to consultation, incorporating lessons from the practice of community meetings, exploring new methods such as direct mail-shots to accountholders and e-mail based feedback channels as defined in the five-year public participation plan 4. Continue regular Mayoral Roadshows to communities across the city, and strengthen processes of recording community concerns and feeding back responses

LONG-TERM GOALS	LONG-TERM STRATEGIC INTERVENTIONS	5-YEAR STRATEGIC OBJECTIVES	5-YEAR IDP PROGRAMMES AND KEY PROGRAMME ACHIEVEMENTS
<p>1. Empowered citizens, well-represented through an effective system of ward representation, and able to participate actively in the affairs of the municipality through a range of participatory governance mechanisms (continued)</p>	<p>Through innovative strategies, ensure that citizens are aware of their rights and responsibilities, and enable communities to participate more effectively in the affairs of government</p>	<p>By 2007, quarterly delivery to all City households of appropriate citizen rights and responsibilities education materials</p> <p>100% delivery to all schools of national curricula aligned, but City of Johannesburg specific local government materials highlighting opportunities to participate</p>	<p>Civic education programme</p> <ol style="list-style-type: none"> 1. Ensure progressive citizen awareness of their rights and responsibilities with respect to active participation in both local government planning, and local and other service delivery excellence, through the roll-out a comprehensive civic education programme (around by-laws, safety risks, opportunities to participate, socio-economic rights, etc) 2. Ensuring alignment with the national curricula, deliver to all schools City of Johannesburg specific civic-education modules and materials 3. Develop and roll-out participative campaigns for students to enhance awareness of rights and responsibilities and options for participation in local government 4. Develop a sustainable youth specific civic-education programme, involving all appropriate youth organizations and related stakeholders to increase participation
	<p>Empower all councillors through a well-functioning portfolio committee system that enables:</p> <ol style="list-style-type: none"> a) effective ongoing representation of community needs and interests b) effective legislative oversight over executive programmes 	<p>% growth of community awareness of the committee system (annual survey)</p>	<p>Section 79 committee systems improvement and awareness programme</p> <ol style="list-style-type: none"> 1. Realign the Section 79 committee system with the new MMC portfolios 2. Structure the processes and procedures by which portfolio committees operate to reflect the new governance principle of legislative oversight over the executive 3. Refine systems for decision-tracking (including decisions made under delegation) 4. Ensure that the Section 79 committee system is adequately covered in the civic-education programme to ensure awareness, legitimacy and effective utilisation of the system by communities 5. Establish a committee of council to effectively process and deal with community needs 6. Develop a community reporting system and communications strategy to ensure regular report-backs on the Section 79 committees
<p>2. Empowered customers, enjoying the highest standards of customer care and responsiveness</p>	<p>Develop a Citywide system of integrated customer relations management (Refer to Financial Sustainability Sector Plan)</p>	<p>% growth of community awareness on customer rights (annual survey)</p>	<p>Programme Phakama (While recognising that the Executive Mayor is the ultimate custodian of customer rights, refer to Financial Sustainability Sector Plan)</p>

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LONG-TERM GOALS	LONG-TERM STRATEGIC INTERVENTIONS	5-YEAR STRATEGIC OBJECTIVES	5-YEAR IDP PROGRAMMES AND KEY PROGRAMME ACHIEVEMENTS
<p>3. A city that works in active partnership with business, civil society and community groupings to bring more resources to bear on changing development challenges, and to ensure knowledgeable stakeholders well versed in the functioning of the City</p>	<p>Within a broader framework of ward-based planning, facilitate neighbourhood planning processes that enable communities to commit own ideas and resources to local development efforts</p>	<p>Number of neighbourhood-based planning/development initiatives supported</p>	<p>Neighbourhood-based 'self-help' planning/development support programme</p> <ol style="list-style-type: none"> 1. Develop mechanisms and systems to assist residents to apply their ingenuity and own resources to help themselves and foster neighbourhood development by themselves, with a focus on contained initiatives such as neighbourhood watches, neighbourhood after-school programmes, etc 2. Through for example ward committee outreach work, promote a culture of volunteerism within communities 3. Through dissemination of education materials and guidelines for operation to community groups, foster a culture of ownership, rights and responsibility towards council service delivery and commonly owned facilities
	<p>Where appropriate, establish and facilitate standing user-forums for users of key City services and assets (e.g. regional parks)</p>	<p>Steadily increasing satisfaction on the part of user-forum members regarding functioning, usefulness etc (targeted survey required)</p>	<p>User forums development programme</p> <ol style="list-style-type: none"> 1. Develop an overarching Citywide policy governing the approach to user-forums 2. Identify where user-forums would be appropriate to establish 3. With community groups, business etc as well as the relevant service delivery department and entity, pilot the approach to user forums, internalise lessons and scale up where appropriate 4. Structure monitoring mechanisms to ensure (a) regular and systematic interactions between the user-forum and the relevant service delivery entity; (b) feedback filtered through from the user-forum informs actual changes in service delivery (where possible); and (c) information flowing from user-forums is analysed centrally and used to assess progress and performance
	<p>Develop and implement new frameworks and approaches for working with other public sector organs, business, civil society and community-based organisations to extend the reach and impact of development efforts</p>	<p>Platforms of systems and procedures in place to create a stable and predictable basis for partnerships with the private sector, community groups, civil society etc</p>	<p>Partnerships enablement programme</p> <ol style="list-style-type: none"> 1. Through a centrally-driven process involving a range of departments and MEs, develop the systems and procedures to enable a common approach to community and civil society partnerships across the City 2. Develop mechanisms that allow for a 'City support and aid in exchange for adherence to norms and standards and common development objectives' approach e.g. Early Childhood Development pilot programme

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<p>3. A city that works in active partnership with business, civil society and community groupings to bring more resources to bear on changing development challenges, and to ensure knowledgeable stakeholders well versed in the functioning of the City (continued)</p>	<p>Develop and implement new frameworks and approaches for working with other public sector organs, business, civil society and community-based organisations to extend the reach and impact of development efforts (continued)</p>	<p>Platforms of systems and procedures in place to create a stable and predictable basis for partnerships with the private sector, community groups, civil society etc (continued)</p>	<p>3. Through a process driven by the Finance Department, but involving a range of departments and MEs, develop the systems and procedures to enable public-public and public-private partnerships (policies to deal with unsolicited bids, approaches to feasibility testing etc)</p> <p>4. Through a centrally-driven process involving a range of departments and MEs develop the systems and procedures (inter alia addressing MFMA constraints on allowable length of contract) to enable community-based contracting, ideally in a way that enables community contractors to evolve into stable small businesses</p> <p>5. Encourage social responsibility within City of Johannesburg departments and staff, ideally by integrating this into the performance systems.</p> <p>6. Encourage volunteerism and social responsibility programmes within the City, in cooperation with third parties</p>
<p>4. Maintenance of a record of good governance</p>	<p>Ensure compliance with all legislative requirements, and anticipate and proactively guard against any and all challenges to the City on matters of socio-economic rights, administrative justice, etc</p>	<p>100% City of Johannesburg compliance with all relevant legislation</p> <p>Protection of City's legal rights and interests</p>	<p>Legal support and compliance programme</p> <p>1. Provide legal opinions and advice to the Executive Mayor, Mayoral Committee, MMCS and Council to ensure lawful decisions are taken</p> <p>2. Provide legal opinions to all business units within agreed deadlines</p> <p>3. Provide a high standard of litigation support whenever necessary to ensure excellent litigation on behalf of the City, so that its interests are protected and any potential losses minimised</p> <p>4. Introduce a single and centralised panel of attorneys for the City</p> <p>5. Strengthen staff and systems capacity for compliance</p> <p>6. Monitor and ensure compliance in accordance with legislation</p> <p>7. Ensure that legal opinions and advice are provided in respect of potential risk areas to ensure full compliance with legislation and to prevent any legal risk</p>
		<p>Well-established secretarial support programme to Mayoral Committee and Sub-committees</p>	<p>Executive decision-making support programme</p> <p>1. Strengthen staff and systems capacity to provide administrative support to Mayoral Committee & Sub-committees</p> <p>2. Strengthen mechanisms to track the implementation of decisions</p>

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	<p>Maintain an uncompromised record of clean government by building failsafe mechanisms to prevent corruption and maladministration, and deal strongly and systematically with any instances that occur</p>	<p>Number of cases of fraud, maladministration and corruption reduced over the five-year term</p>	<p>Ethical government programme</p> <ol style="list-style-type: none"> 1. Systematically identify areas of risk for fraud, maladministration and corruption 2. Clearly communicate to all staff across the City and MEs what would constitute fraud, maladministration or corruption, and the consequences for the staff members engaged in any practices 3. Strengthen mechanisms by which members of the public can report cases of unethical behaviour free of the 'fear of harassment' 4. Strengthen internal procedures and capacity to investigate reports of unethical behaviour, in liaison with SAPS etc 5. Promote culture of good ethics
	<p>Ensure proactive Citywide risk management and internal auditing</p>	<p>A prioritised list of key risks properly specified and mitigated</p>	<p>Enterprise-wide risk management programme</p> <ol style="list-style-type: none"> 1. Identify and proactively manage areas where potential administrative breakdown may lead to service failures 2. Identify and proactively manage potential administrative failure where the City may be held liable for negligence, maladministration, etc 3. Through an integrated enterprisewide risk management framework across the City, identify other risks that may affect the City, and work to mitigate their impact
		<p>Achieve clean audit</p>	<p>Internal audit development programme</p> <ol style="list-style-type: none"> 1. Extend oversight of MES 2. Strengthen the role of Audit Committee 3. Contribute to achievement of clean audit report 4. Structure monitoring mechanisms to ensure regular and systematic interactions with the Audit Committees of the ME's
<p>5. Institutional systems and structures enabling and encouraging continuous innovation, performance and efficiency improvements</p>	<p>Continue to evolve the institutional architecture of the City to perfect both the appropriate location of functions in vertically aligned structures of responsibility and the horizontal co-ordination of cross-cutting programmes</p>	<p>Service delivery co-ordination of key cross cutting issues to be effectively dealt with</p>	<p>Institutional co-ordination improvement programme</p> <ol style="list-style-type: none"> 1. Build a system of region-level co-ordination over service-delivery and urban management 2. Introduce flexible co-ordinating structures to ensure effective organisationwide management of key transversal IDP programmes, notably housing delivery, sustainable human settlements, safety, catchment/storm water/ecological-reserve management, youth development and 2010 Soccer World Cup

LONG-TERM GOALS	LONG-TERM STRATEGIC INTERVENTIONS	5-YEAR STRATEGIC OBJECTIVES	5-YEAR IDP PROGRAMMES AND KEY PROGRAMME ACHIEVEMENTS
5. Institutional systems and structures enabling and encouraging continuous innovation, performance and efficiency improvements (continued)	Continue to evolve the institutional architecture of the City to perfect both the appropriate location of functions in vertically aligned structures of responsibility and the horizontal co-ordination of cross-cutting programmes (continued)	Service delivery co-ordination of key cross cutting issues to be effectively dealt with (continued)	<ol style="list-style-type: none"> 3. Clarify and bed down the political-administrative interface through appropriate delegations 4. Where appropriate and necessary, introduce clustering of MMC portfolios to facilitate cross-portfolio decision-making and management 5. Adapt the performance management system to give added weight to cross-cutting co-ordination requirements and responsibilities
	Continuously improve Institutional performance by perfecting the performance management system, the location of decision-making authority, key lines of accountability, and the functioning of the political-administrative interface	A seamless strategic and integrated planning, budgeting and performance-management system consolidated	<p>Institutional performance-improvement programme</p> <ol style="list-style-type: none"> 1. Build an IDP programme implementation monitoring and oversight system 2. Continue to refine the integrated strategic planning/integrated development planning/business planning/budgeting/target setting and performance monitoring process and system 3. Reform the budget process and budget structure to facilitate a programme-based approach to resource allocation and accountability, alongside the traditional department and unit-based system 4. Continue to strengthen the performance management system linking organisational performance management and staff performance management 5. Introduce mechanisms and systems to coordinate strategic information collection and management, and develop an integrated platform to enable central access to strategic information collected at multiple points across the City 6. Through targeted troubleshooting arrangements, deal timeously and effectively with evidence of deteriorating performance to proactively avoid administrative and service breakdowns
	Evolve the City's system of regulation over municipal-owned entities and continue to develop and adapt the model to ensure maximum value	New approach to decentralised regulation bedded down	<p>Regulatory strengthening programme</p> <ol style="list-style-type: none"> 1. Develop staff and systems capacity in all necessary departments to undertake effective day-to-day regulation of MEs 2. Develop procedures by which interactions between MMCs, Departments, Boards of Directors and Managing Directors of MEs needs to occur, taking into account accountabilities cutting across departments, and new accountabilities between MEs and regions 3. Develop an integrated system of business planning across the City

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			<ol style="list-style-type: none"> 4. Support departmental-based regulation centrally by clarifying the data requirements for accurate target setting and effective oversight 5. Design a system that enables integration with existing performance-monitoring and management systems core, structures process links with annual budgeting, monitors the conduct of day to day regulation, and proactively addresses breakdowns and deadlocks 6. Reassess the core mandate of selected MEs in terms of City strategy and new positioning within the organisation 7. Draft SDAs to accommodate changes in strategic direction, five-year IDP objectives etc 8. Develop and implement new processes for ensuring norms and standards in respect of the shareholder function
	<p>Incentivise innovation, and the deepening and sharing of knowledge through various mechanisms</p>	<p>Increased evidence (e.g. of the quality of submissions to JIKE's annual Joburg Innovation award) of a stronger culture and practice of innovation and knowledge management in the City</p>	<p>Innovations and knowledge-sharing programme</p> <ol style="list-style-type: none"> 1. Continue to run annual City of Johannesburg innovations showcasing project 2. Develop other incentives to encourage innovative practices and product development 3. Structure or strengthen a select number of learning networks within the City to facilitate sharing of experience and learning – e.g. around urban management and maintaining a safe urban environment, between managers of social facilities etc 4. Strengthen interactions with the South African Cities Network and other local and international bodies dedicated to knowledge exchange 5. Structure focused learning exchanges between South African metropolitan municipalities on approaches to selected issues which require innovative problem-solving either through SACN or separately, (e.g. informal trader management and development, free basic service provision to non-accountholders etc) 6. Develop knowledge management, innovation and learning and growth performance measures 7. Strengthen approaches to enable limited periods of deployment of key managers and professionals to assist other cities (under Project Consolidate or in other countries) as a knowledge sharing mechanism

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<p>6. A city that proactively contributes to an evolving intergovernmental system, in which its position as a leading municipality within a distinct sphere of government is secured, and in which its capacity to govern in a co-operative governance framework is continuously enhanced</p>	<p>Continuously re-examine inter-governmental frameworks, legislation etc to stimulate and provoke policy shifts that strengthen our capacity to govern</p> <p>Using mechanisms such as a Public Investment Framework, develop channels for communication and collaboration with key parastatals (notably Rand Water, Transnet, Eskom)</p>	<p>Outstanding issues regarding the appropriate delegation or centralisation of key service functions fully resolved</p>	<p>Co-operative governance strengthening programme</p> <ol style="list-style-type: none"> 1. Sort out health re/decentralisation 2. Sort out ambulance re/decentralisation 3. Ensure housing accreditation and manage the implications thereof 4. Work with the Gauteng Provincial Government and other municipalities to establish a Transport Authority 5. Build practice around IGR section 35 intergovernmental accords, ideally through a pilot around Early Childhood Development 6. Explore options for co-location of front-line social service citizen interface and delivery points (e.g. to facilitate single-window access to grants and the social package) <p>(Refer to sector plans for Financial Sustainability, Housing, Environment and Spatial Form and Urban Management)</p>
	<p>Working with provincial government and neighbouring municipalities, realise the principles of a global-city region by clarifying the appropriate distribution of powers and functions, implementing joint projects, and building key platforms and practices of co-operative governance</p>	<p>Clear progress on making the Global City Region idea a practical reality</p>	<p>Global city region programme</p> <ol style="list-style-type: none"> 1. Assist where required with the finalisation of a Gauteng Global City Region Strategy 2. Within the framework of the intergovernmental arrangements established by the Strategy, work concretely with other municipalities and provincial departments on a key set of large five-year projects 3. Incorporating lessons from the project approach, work with other municipalities and other spheres of government to develop intergovernmental delivery platforms (involving joint planning, implementation and spending) that will enable better co-ordinated development in future 4. With other stakeholders decide on the future functional integration of key local and provincial economic development agencies (e.g. Tourism agencies)

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LONG-TERM GOALS	LONG-TERM STRATEGIC INTERVENTIONS	5-YEAR STRATEGIC OBJECTIVES	5-YEAR IDP PROGRAMMES AND KEY PROGRAMME ACHIEVEMENTS
<p>7. A city playing an active role in the global family of local government, and in specific international programmes such as NEPAD, and thereby making a meaningful contribution to the deepening of development and democracy worldwide</p>	<p>Build useful working relations with a select number of sister cities, with a preference for cities in Africa and the developing world</p> <p>Demonstrate leadership in key international forums of local government dedicated to deepening the practice of development and democracy</p> <p>Within the frameworks set by national government, and within the resources available to the City, contribute to international intergovernmental development efforts such as NEPAD</p>	<p>A record of active, mutually beneficial, interactions with selected sister cities</p> <p>Well-established protocol programme</p>	<p>Sister city and international relations programme</p> <ol style="list-style-type: none"> 1. Identify a tight list of potential sister cities, with a preference for cities in the developing world and Africa 2. Systematically build relations with sister cities, focusing on concrete exchanges where knowledge-sharing or joint learning can occur 3. Continue to serve as requested within key national and international local government forums <p>Protocol development programme</p> <ol style="list-style-type: none"> 1. Centralise protocol function in the City 2. Consolidate and extend unified protocol function in the City 3. Develop key initiatives in support of protocol principles
<p>8. A city that maximises its corporate and organisational identity to ensure a better informed and aware citizenry on all matters pertaining to local government</p>	<p>Create channels for two-way communications between the City and its stakeholders</p>	<p>Timeous, relevant information dissemination to stakeholders</p> <p>Increased awareness of City of Joburg brand</p>	<p>City marketing and communication programme</p> <ol style="list-style-type: none"> 1. Develop effective internal communication initiatives 2. Extend external communication initiatives and marketing projects 3. Liaise with the media on an ongoing basis to ensure that key messages are conveyed to the City's stakeholders 4. Provide event management capacity to the City and its stakeholders in order to host safe and well-organised functions

SECTOR PLAN 12: CORPORATE AND SHARED SERVICES

Vision: A city that continuously improves its government, evolving the techniques and capacities to govern in order to: dramatically improve its position in the national, regional and global space economy; ensure good governance; and work with other spheres of government, business, civil society and international partners to meet emerging development changes.

LONG-TERM GOALS	LONG-TERM STRATEGIC INTERVENTIONS	5-YEAR STRATEGIC OBJECTIVES	5-YEAR IDP PROGRAMMES AND KEY PROGRAMME ACHIEVEMENTS
1. Within the Corporate and Shared Services function, continuous protection against unauthorised, irregular, fruitless and wasteful expenditure	<p>Consistently ensure the management of financial accounts to comply with GAMAP</p> <p>Continue to identify business and fraud risks and implement mitigation strategies</p>	No cases of fraud and/or corruption	<p>Anti-fraud and corruption programme</p> <ol style="list-style-type: none"> 1. Conduct regular workshops 2. Develop mitigation strategies, based on a clear classification of risks 3. Implement and monitor mitigation strategies 4. Compile budgets and financial statements according to GAMAP
2. Safe, clean and accessible CoJ buildings and world-class public conveniences throughout the City	Ensure compliance with the Occupational Health and Safety Act in all CoJ buildings	All City of Johannesburg buildings to be inspected regularly to ensure 100% compliance with the Occupational Health & Safety Act	<p>Occupational health and safety programme</p> <ol style="list-style-type: none"> 1. Maintain a schedule of rigorous inspection of all CoJ buildings 2. Develop and implement mitigation strategies
	Ensure that all CoJ buildings are suitably accessible for people with disabilities	% of City buildings upgraded to be accessible for people with disabilities	<p>Disability access programme (See also Community Development Sector Plan)</p> <ol style="list-style-type: none"> 1. Develop new access points in a targeted number of city buildings 2. Maintain specialised equipment and infrastructure that facilitates disabled access 3. Explore new innovations that enable improved access for the disabled, pilot and scale up where appropriate
	Ensure world-class public conveniences throughout the CoJ	New public conveniences developed and existing ones maintained at world standards	<p>Public conveniences programme</p> <ol style="list-style-type: none"> 1. Audit existing public conveniences and survey the demand of communities in key areas to determine the need for new public conveniences 2. Audit conveniences to determine maintenance, upgrade and safety needs 3. Identify "hot spots" where there may be a need for new public conveniences and ensure that these are constructed to meet the growing demand in the City 4. Assess cleaning and maintenance requirements of all conveniences against level of staffing and resources currently allocated to meet these requirements

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LONG-TERM GOALS	LONG-TERM STRATEGIC INTERVENTIONS	5-YEAR STRATEGIC OBJECTIVES	5-YEAR IDP PROGRAMMES AND KEY PROGRAMME ACHIEVEMENTS
	<p>Continue to maintain the highest standards of cleanliness and safety at the Metro Centre and other core City buildings</p>	<p>100% compliance with signed SLAs to ensure a clean, healthy and safe environment at the Metro Centre for both employees and members of the public</p>	<p>5. Ensure regular cleaning and maintenance 6. Where necessary, undertake targeted strategies to reduce vandalism</p> <p>Clean and safe Metro Centre programme</p> <ol style="list-style-type: none"> 1. Maintain the cleanliness of the Metro building to ensure a high level of convenience and satisfaction of all users 2. Address any and all identified risk areas to ensure ongoing compliance with the Occupational Health & Safety Act 3. Through a range of measures (including improved surveillance and guarding of all entrances), reduce theft at the Metro Centre 4. Introduce electronic access facilities at the Metro Centre
<p>3. World-class Human Resource services provided to all employees in the CoJ</p>	<p>By providing a first-class support service, strategically build the human resource capacity of the City</p>	<p>A complete and innovative HR service rendered to all employees of the CoJ at a high level of satisfaction (staff satisfaction levels to be monitored through annual climate surveys)</p>	<p>Human resources shared services centre development programme</p> <ol style="list-style-type: none"> 1. Implement the pilot phase of the HRSSC to test efficiencies 2. Centralise all human resources functions into the HRSSC at the Metro Centre and render a comprehensive "one-stop" service to all employees of the City 3. Move to provide a platform for a range of transactional HR services (e.g. leave form transactions) to be provided on-line <p>Strategic HR programme</p> <ol style="list-style-type: none"> 1. Identify the core skills requirements of a world-class city in all service areas, define the emerging gaps, and proactively work with education and training institutions to fill the gaps 2. Target an expanded bursary programme towards those areas where we are likely to face the greatest skills gaps 3. Where gaps cannot be filled by education institutions in the market, build the internal capacity to train for our own requirements (e.g. academies) 4. Introduce effective career pathing to enable the accelerated development of identified staff with talent and potential 5. Expand the City's internship and learnership programme, assess achievements and adapt to optimise benefits for both interns and the City 6. Introduce an attraction and retention programme, especially in key staffing areas where there is a risk of professional capacity being lost

LONG-TERM GOALS	LONG-TERM STRATEGIC INTERVENTIONS	5-YEAR STRATEGIC OBJECTIVES	5-YEAR IDP PROGRAMMES AND KEY PROGRAMME ACHIEVEMENTS
3. World-class Human Resource services provided to all employees in the CoJ (continued)	By providing a first-class support service, strategically build the human resource capacity of the City (continued)	A complete and innovative HR service rendered to all employees of the CoJ at a high level of satisfaction (staff satisfaction levels to be monitored through annual climate surveys) (continued)	<ul style="list-style-type: none"> 7. Ensure effective change management to facilitate core organisational re-alignment processes e.g. Programme Phakama 8. Proactively manage the changes implied by organisational restructuring (for example amalgamation of regions, establishment of centralised by-law-enforcement capacity, realignment of reporting channels in regions) 9. Run a targeted custom-built management/leadership development programme 10. Build sound labour relations by providing support to all employer/organised labour interactions 11. Ensure greater employment equity at all levels of the organisation 12. Reduce the turnaround times for all grievances and disciplinary actions 13. Undertake annual climate surveys 14. Develop and implement key new human resources policies and procedures to keep abreast of world best practice
4. A comprehensive fleet management service provided for all City of Johannesburg core functions and regions	Prevent the misappropriation of fleet to protect insurance fund liability, and ensure optimal utilisation of the City's fleet	Reduction in the City's insurance fund liability by proactive management of the City's fleet and by ensuring fleet contract compliance	<p>Fleet management programme</p> <ul style="list-style-type: none"> 1. Develop and update a fleet working instructions manual 2. Reduce negligent driving and accidents 3. Ensure contract compliance in the fleet management contract 4. Undertake a detailed cost-benefit assessment of the fleet management contract
5. A comprehensive administrative support service to the City and its stakeholders	Continue to provide a value added support and advisory service to the City with regard to logistics and food & beverages	Higher levels of internal client satisfaction in respect of all administrative support services	<p>Logistical support programme</p> <ul style="list-style-type: none"> 1. By learning from best practice in other cities improve the efficiency and cost-effectiveness of purchasing, stores, archives, secretarial services, telecommunications, and the processing of tenders
			<p>Food and beverage support programme</p> <ul style="list-style-type: none"> 1. Provide a competitive catering service for all City functions when requested 2. Working with the Economic Development Department, target food and beverages procurement to benefit small and emerging contractors wherever possible

Medium-term financial plan

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INTRODUCTION

This chapter outlines the City's three-year budget and the long-term financial plan. It projects the financial position of the City beyond the medium-term and gives effect to the Mayoral Priorities and the City's strategic initiatives.

The overall financial position remains challenging given that the needs are great and the resources are limited. The City accepts that it cannot fund all the demands placed on it. It also recognises that in some areas it will need to refocus its current level of funding to high priority areas and that there is a need to maintain and focus on cost-efficiency.

Over the past three years, the City has seen an improved financial position resulting in an operating surplus each year. The City has significantly increased its capital budget by more than 174%, moving from R1,1 billion in 2001/02 to R3,2 billion in the 2006/07 financial year.

The key focus of the next medium-term period will be to continue:

- To improve the City's overall financial stability;
- Alignment of budgets to service provision and delivery;
- To ensure prudent borrowing limits;
- To invest in infrastructure; and
- To focus on cost-efficiency.

This chapter is a summary of the Medium-Term Revenue and Expenditure Document, contained in the IDP, GDS 3and budget pack.

SUMMARY OF THE LONG-TERM FINANCIAL OUTLOOK

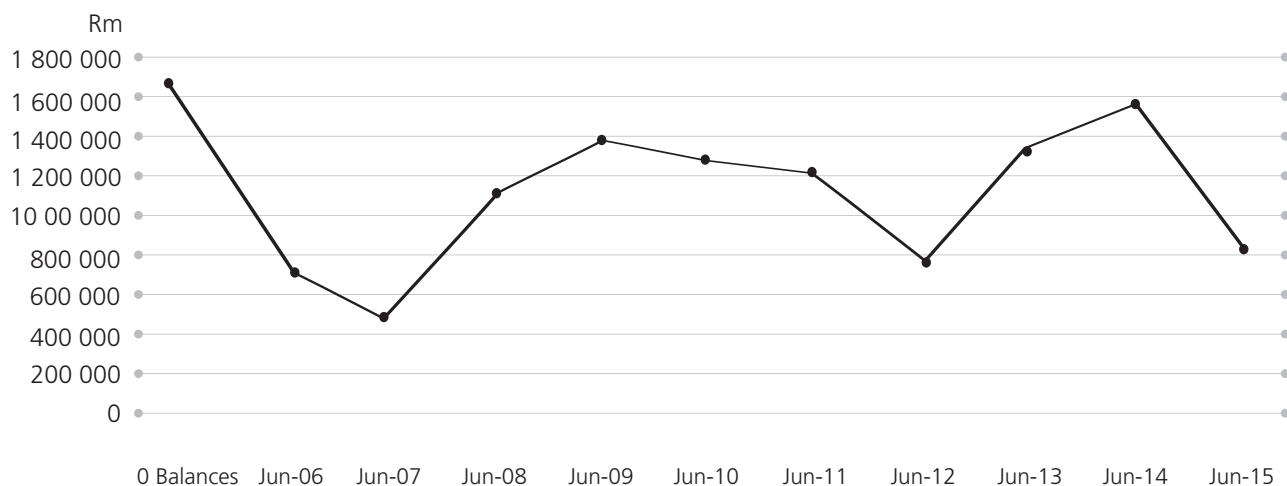
The City has reported an operating surplus cash of R1 billion in the 2004/05 financial year. Council's financial position will improve steadily over the next ten-year period. This is evident in the increasing level of surplus cash indicated in the graphs below.

Graph 9.1 reflects a projected cash flow over a ten-year period. The 2004/05 financial results ended with a positive cash position of R1,6 billion and continue to increase in future years.

Graph 9.2 below reflects a positive operating surplus over a ten-year period. The City will continue to budget for an operating surplus to support operations, and cash surpluses will be channelled towards reducing borrowings in future years.

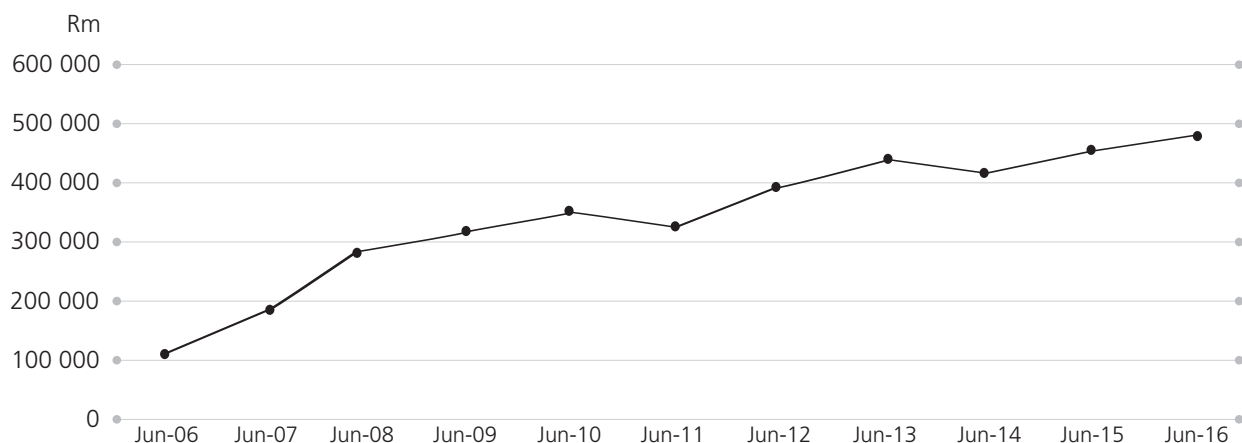
Capital expenditure will be sustained at between the R2 billion and R3 billion mark, funded out of borrowings (approximately R1 billion per annum), grants from national government and provincial government, and surplus cash.

10-year cumulative cashflow



Graph 9.1 Cashflow position

10-year surplus



Graph 9.2 Operating surpluses

Medium-term operating budget from 2006/07 to 2010/2011

The CoJ will be committing approximately R17,8 billion to its operating budget and R3,2 billion to its capital budget in the 2006/07 financial year.

The 2006/07 consolidated operating income for the CoJ is estimated at R17,9 billion which is a 7,7% more than the current financial year. The operating expenditure is estimated at R17,8 which is a 7,7% increase from the 2005/06 financial year.

Table 9.1 reflects the revenue and expenditure for the next five years.

The City is projecting a surplus of approximately R124 million in the 2006/07 financial year and maintains an operating surplus going forward.

DETAILS	BUDGET 2006/07 R'000	BUDGET 2007/08 R'000	BUDGET 2008/09 R'000	BUDGET 2009/10 R'000	BUDGET 2010/11 R'000
REVENUE					
Direct operating revenue	15 033 192	16 132 910	16 944 620	17 859 064	18 807 702
Internal revenue	2 949 714	2 939 997	3 035 078	3 171 657	3 314 381
TOTAL OPERATING REVENUE	17 982 906	19 072 898	19 979 698	21 030 721	22 122 083
EXPENDITURE					
Direct operating expenditure	14 555 190	15 235 099	16 168 704	17 036 407	17 908 030
Internal expenditure	2 949 714	2 939 996	3 035 079	3 171 658	3 314 382
TOTAL OPERATING EXPENDITURE	17 604 904	18 175 095	19 203 783	20 208 065	21 222 412
Transfer to/from reserves	353 193	687 813	482 383	504 090	526 774
DEFICIT/(SURPLUS)	(124 809)	(209 990)	(293 532)	(318 566)	(372 896)

Table 9.1 Summary of revenue and expenditure for the medium term

Medium-term capital budget from 2006/07 to 2010/11

Table 9.2 shows that over the next five years, the City will invest approximately R14 billion on its capital infrastructure.

The capex will be funded from a combination of loans, surplus cash, grant and PPP. The City recognises that funding its high priority services will, in some instances require a partnership approach with the private sector.

FUNDING SOURCE	CURRENT YEAR 2005/06 R'000	BUDGET 2006/07 R'000	ESTIMATE 2007/08 R'000	ESTIMATE 2008/09 R'000	ESTIMATE 2009/10 R'000	ESTIMATE 2010/11 R'000
Own funding (loans and cash surplus)	2 371 147	2 412 202	2 041 276	2 000 129	1 851 967	1 905 244
Grant and donations	661 074	781 017	964 152	690 070	721 124	753 574
TOTAL	3 032 221	3 193 219	3 005 428	2 690 200	2 573 090	2 658 819

Table 9.2 Capital infrastructure investment

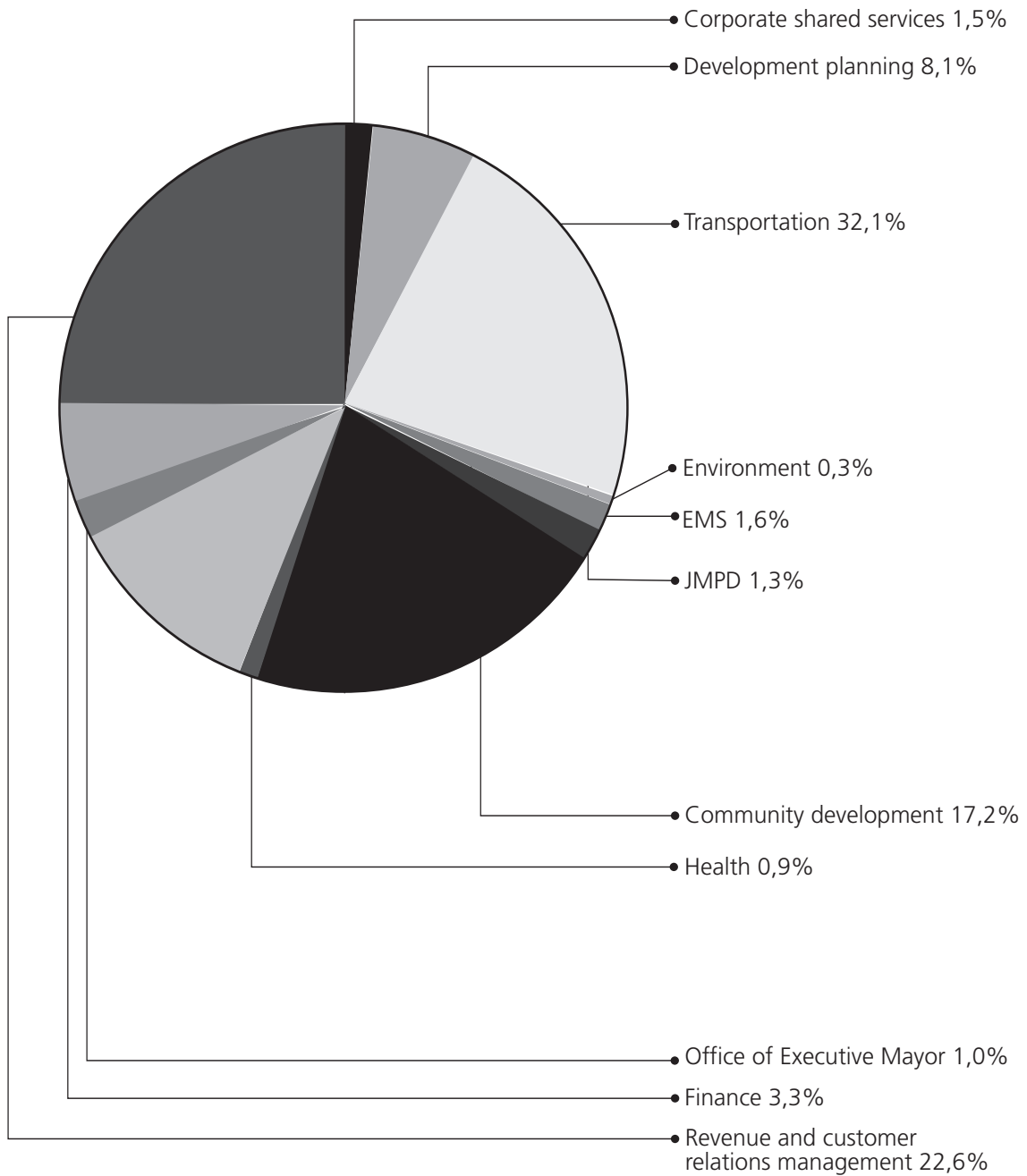
The capital spending is estimated between R2,5 billion to R3,2 billion in each of the projected financial years.

The City's level of capital spending is driven by the affordability, prudential indicators such as debt ratios and the impact of capital investment on the operating budget.

CAPITAL PER VOTE	BUDGET 2006/07 R'000	BUDGET 2007/08 R'000	BUDGET 2008/09 R'000
<i>CORE ADMINISTRATION</i>			
Office of the Executive Mayor	10 522	20 711	11 194
Finance	34 153	21 557	37 74
Revenue and customer relations management	236 462	11 674	6 974
Economic development	500	42 500	46 723
Corporate shared services	15 624	5 815	6 077
Development planning	84 761	89 483	69 175
Transportation	335 665	321 048	160 065
Environment	3 400	4 000	4 180
Infrastructure and services	314	1 678	1 343
Emergency management services (EMS)	17 106	12 694	13 265
Johannesburg Metropolitan Police Department (JMPD)	13 337	9 059	9 467
Arts, culture and heritage	1 884	3 249	3 397
Community development: libraries	11 100	13 482	14 088
Community development: social services	7 722	13 066	15 745
Community development: sport and recreation	158 404	86 685	96 346
Community development: Other	338	315	336
Health services	9 079	12 362	12 916
Housing	105 450	276 805	200 203
<i>TOTAL CORE ADMINISTRATION</i>	1 045 921	946 183	709 241

Table 9.3 Capital budget allocated for core departments projected over the next three years

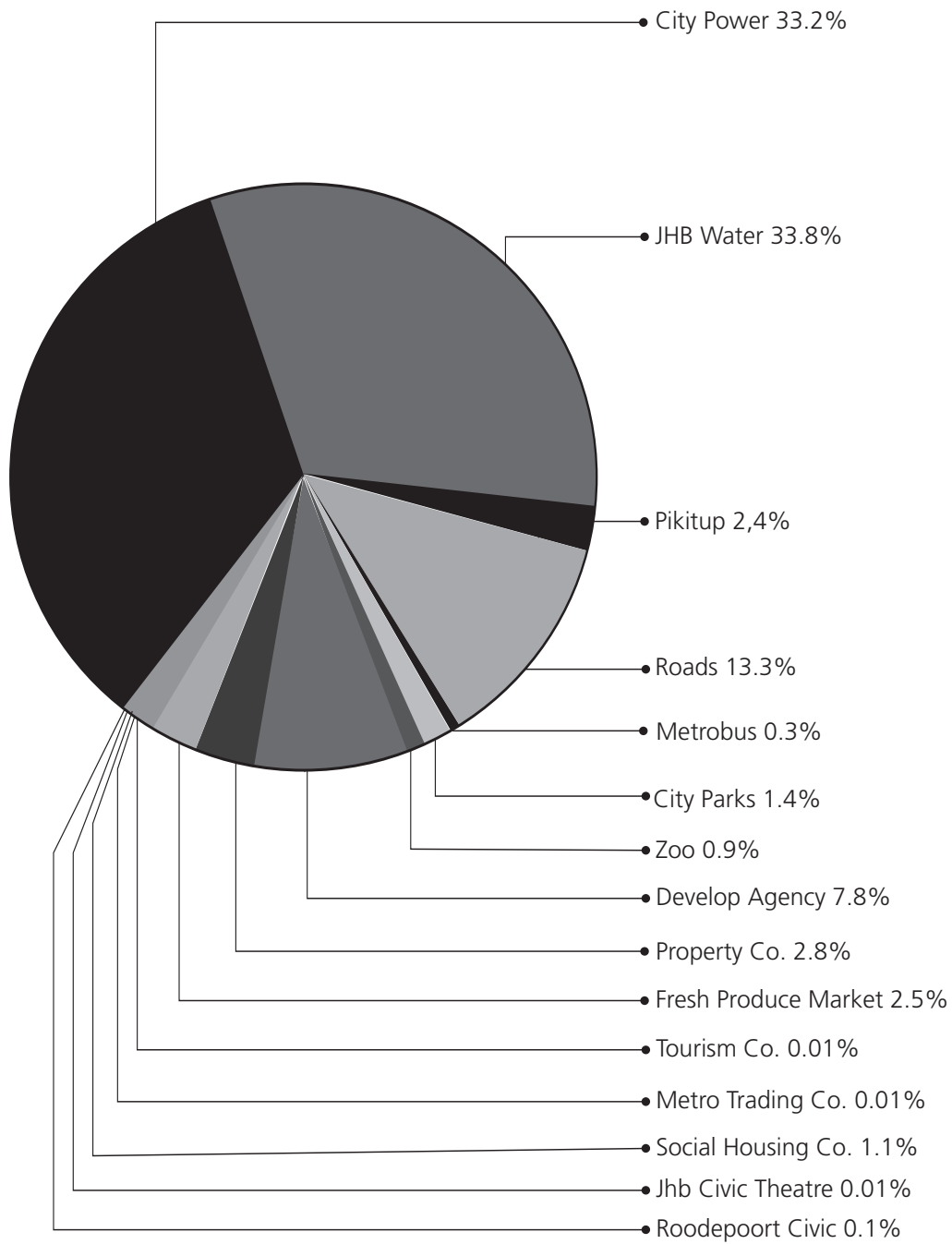
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Graph 9.3 Capital budget: Core administration per function

CAPITAL PER VOTE	BUDGET 2006/07 R'000	BUDGET 2007/08 R'000	BUDGET 2008/09 R'000
<i>MUNICIPAL ENTITIES</i>			
City Power	713 125	708 804	691 985
Johannesburg Water	726 776	552 800	456 000
Pikitup	51 645	57 443	46 000
Johannesburg Roads Agency	284 950	315 000	288 000
Metrobus	7 500	7 000	7 000
Johannesburg City Parks	30 000	38 007	36 132
Johannesburg Zoo	19 800	14 600	13 500
Johannesburg Development Agency	168 419	200 000	195 200
Johannesburg Property Company	60 000	68 000	76 000
Johannesburg Fresh Produce Market	54 065	28 000	35 000
Metro Trading Company	1 500	7 331	7 660
Johannesburg Tourism Company	1 700	1 000	1 000
Johannesburg Social and Housing Company	23 400	56 760	124 879
Johannesburg Civic Theatre	1 618	3 500	2 000
Roodepoort Civic	2 800	1 000	602
<i>TOTAL MUNICIPAL ENTITIES</i>	2 147 298	2 059 245	1 980 959
<i>TOTAL</i>	3 193 219	3 005 428	2 690 200

Table 9.4 Reflects capital budget allocated for Municipal Entities projected over the next three years



Graph 9.4 Capital budget per Municipal Entity

Based on the capital and operations budget allocation the key budget highlights for the core department and municipal entity are outlined below.

FINANCIAL SUSTAINABILITY AND ECONOMIC DEVELOPMENT

Project Phakama

This programme was initiated in February 2006 and will be completed mid- 2008. The programme will deliver substantial service delivery improvement for the CoJ by ensuring that all business units involved in revenue-related processes work on common business processes and make use of a common Information Technology platform. The single system will also make it possible to finally and definitively do away with the "Completeness of Revenue" audit point which has been in our audit opinions for a decade.

In addition, the programme is developing an integrated platform and approach to managing customer interactions throughout the City, whether suggestions, requests, or complaints, so that it will be possible to track the performance of business units in managing responses to queries. This will greatly enhance service delivery to customers by ensuring responsiveness and attention to complaints.

SAP R3 Motheo

The new financial system will align and integrate with the Project Phakama's strategic destination. It will provide a stable, sustainable and cost-effective operational platform to enable internal users to provide excellent services, and promote a self-help environment for clients of the CoJ.

OPCAR

An allocation of R7,5 million has been made for interventions towards a clean audit report.

Retail bond

The city is expediting a process of retail bond issuance. Retail bond will help lower the cost of funding for the City of Johannesburg and enhance City's debt instrument portfolio mix. The public involvement through retail bond will give the public sense of pride and understanding the the City's activities.

Information technology at Johannesburg Fresh Produce Market

R10 million to upgrade the market's IT systems.

R16,5 million allocated to expand Hall 1 and linking trading hall 3, 4, 5 and 6

It will provide much needed floor space for returning retailers such as Pick 'n Pay and Tiger Brands which will add not only turnover to the market but significantly enhance the market's image.

Build a householder's hall for R10 million to replace the Mandela Market

This project will assist the market with its stated intention of becoming a one-stop shop. Rental income will also be earned and controls put in place to control movements in and out of the Mandela Market.

COMMUNITY DEVELOPMENT

Human development initiatives

City Social Package Programme: The City plans to finalise a social package policy in order to improve access by poor and vulnerable households to social support mechanisms and safety nets provided by the City.

Early Childhood Development (ECD) Programme: The Programme will help enhance the quality of Early Childhood Development care through the provision of institutional support to poorly resourced and non-compliant ECD facilities across the City to ensure that children grow and develop socially, physically, mentally, emotionally, spiritually and morally.

Victim Empowerment Programmes: To implement programmes, especially for abused women and children.

Expand and consolidate the Food Security Programme for vulnerable households and vulnerable individuals.

Implementing the Youth Development Strategy: The City will embark on several youth development programmes with the aim of ensuring that youth development is well entrenched and institutionalised.

Promoting social cohesion

Three key initiatives will have to be conducted in this regard. These include:

- Developing an integrated women development programme: This will provide the city with a co-ordinated approach to addressing issues affecting and afflicting women.
- Developing an approach to address the issue of xenophobia in the City: The City of Johannesburg has an obligation to ensure that all people within its jurisdiction, including migrants, do not feel socially excluded and are not victimised (many migrants to Johannesburg experience social exclusion and xenophobia upon arriving and when living in the City). In this regard, the Community Development Department will explore the possibility of establishing a helpdesk that will, amongst other things, assist immigrants to the City with the daily challenges they face relating to xenophobia;
- Developing and implementing a Street Children Opportunity Programme: Children should be learning not earning by begging or living on the streets. The City is committed to facilitate and support (including with civil society partners) the need for street children to be reunited with their families or accommodated in suitable institutional accommodation.

Arts, Culture, Heritage and Libraries

- Develop a plan for the establishment of a Soweto Theatre/Soweto Museum Flagship;
- Invest in the growth of the annual Arts Alive International Festival to ensure it attains Triennial Arts Festival status; and
- Joburg Libraries for Psyched for Science.

Sports and Recreation

- Demolition and reconstruction of Orlando Stadium;
- Upgrading of Dobsonville Stadium and the Rand Stadium;
- Initiate the Mayoral Soccer Cup; and
- Joburg Literary Festival.

Johannesburg Zoo

- Redevelopment of the Johannesburg Zoo over a period of five years (R194 million) to ensure that the Johannesburg Zoo achieves World-Class status.

INFRASTRUCTURE AND SERVICES**Pikitup**

The City will be spending an additional amount of R61,8 million towards street cleaning and inner-City operations, the roll-out of 240 litre bins to Orange farm, round collected refuse to accommodate waste volume growth in all regions and towards the transfer facilities from Linbro Park to Goudkoppies. The operations will continue even in the outer years.

240 litre Bins

- The purchase and distribution of 50 000 x 240 litre bins for Orange Farm (R12,650 million); and
- The lease of 2 x rear-end loader compactors with drivers and crew for ten months (R1,850 million).

Street cleaning and inner City (Selby Depot)

- To normalise the current day shift and night shift and to implement a permanent afternoon third shift in the Inner City;
- Implementation of two additional Saturday and Sunday shifts;
- Staffing = R7,695 million; and
- Vehicles (including compactors and mechanical sweeper) = R5,305 million.

Round collected refuse (domestic services)

- 16 x rear-end loader compactors with drivers and crew (including light-weight trailers to distribute 240 litre bins) to accommodate waste volume growth in

all regions. The provision is, however, insufficient to accommodate all growth and to achieve round collection completion by 16:00 on a daily basis. It is estimated that the average completion time will reduce from 22:00 to 20:00. (R24,8 million).

Transfer facility

- Implementation of low-speed shredders and walking floor trailer technology to transfer waste from Linbro Park to Goudkoppies landfill site (R9,5 million).

Joburg Water

Roll-out of operation Gcin' amanzi

To ensure that the roll-out of operation Gcin' amanzi project is expedited. The following interventions will be put in place:

- Restructuring and reinforcement of project and contract management;
- Acquisition and retention of technical skills; and
- Procurement and development of skilled contractors.

Access to basic water and sanitation

- 36 000 Ventilated Pitlatrines (VIPs) Level of Service 1 (LOS 1).

Access to basic water and sanitation infrastructure

- Access to basic water by 2008; and
- Access to basic sanitation by 2010.

City Power

- Converting large power user metering system to an automated solution;
- Install prepayment meter to indigent customers and Reathusa special case;
- Protect infrastructure through installation of network protection structure;
- In an effort to refurbish and strengthen bulk network infrastructure, ten transformers have been installed and commissioned in the following areas. Modderfontein (Westfield), Houghton (Cydna Substation), Rosebank (Rosebank Substation), Parkhurst (Parkhurst Substation), Midrand (Allandale and Noordwyk Substations), Wemmerpan (Wemmer Substation), Roosevelt Park (Roosevelt Substation) and Morningside (Morningside Substation);
- To improve load transfer and quality of supply at the distribution level, i.e. MV and LV network infrastructure. Upgrades, refurbishment and conversions from 6,6 to 11 kV networks have been done in Bryanston, Ferndale, inner City, Jeppestown, Houghton, Modderfontein, Lenasia, Roodepoort, Northcliff, Sophiatown, La Rochelle etc;
- As part of City Power's drive to provide electricity to previously disadvantaged communities, the following areas have been electrified: Tshepisong East,

Vlakfontein, Golden Triangle, Alexandra Proper, Ext 8, Ext 7, Bushkoppies and Lehae Township is currently being electrified;

- Continue the Alexandra renewal project as regards electricity requirements;
- Continue to focus on strengthening and refurbishment of bulk infrastructure in order to significantly reduce outages and meet the ever-increasing development needs, the construction of the following new substation will begin within the next six months: Khanyisa Substation to service the Bryanston areas, Oakdene Substation to cover areas like Basonia, Glenvista and Oakdene, New Road Substation: Midrand area and Beyers Substation to supply areas like Fairlands. Various upgrades are also planned in areas like Bryanston, Ferndale, Windsor, Olivedale and Midrand; and
- The electrification of Lehae Township will continue and the following proclaimed townships have been identified for electrification; it is envisaged that the process of electrifying Lawley, Peniville and Leratong Village townships will commence within the next six months.

DEVELOPMENT PLANNING AND URBAN MANAGEMENT

Development Planning

- A reduction in the overall number of regions (thereby creating economies of scale and improved horizontal co-ordination – Core Departments and MEs); and
- An initial allocation (R14 million) to restructure the urban management function.

Property Company

- Leveraging of R2,89 billion private sector property construction, investment on CoJ land (Diepsloot Farm R500 million; Bruma Lake R600 million; Newtown Potato Sheds R200 million; Misc Projects R1 billion);
- Increase the valuation of the CoJ property portfolio from the current R8,8 billion to R9,5 billion;
- Social development property support;
- Inner City regeneration initiative;
- Better Buildings Programme – Upscale, link debt write-off to property BBBEE policies;
- Randburg CBD and taxi rank project initiation;
- Land Regularisation Programme – Property plans for Soweto, transfer of all shops in Soweto, initiation of programme in Orange Farm and Alexandra;
- Support of settlement restructuring and the housing masterplan;
- Acquisition of properties for delivery of housing by ARP;
- Incorporation of former black township information (land regularisation info) into the asset register; and
- Incorporation of provincial and RSA property registers and property plans.

Inner City

- The development of the “Fashion Square” on the eastern side of the CBD;
- Two joint ventures with the private sector in the Inner City redevelopment of the street frontage outside the High Court in Pritchard Street;
- Completion of the Hillbrow health precinct, with the continued refurbishment of old buildings, paving the way for medical services to be offered, especially in the field of HIV and AIDS;
- Further regeneration of the Newtown precinct including the release of several portions of City-owned land in Newtown (in conjunction with the JPC), as well as the redevelopment of the bus factory building; and
- Completion of the Constitution Hill development, in continued co-operation with Blue IQ; completion of the Rokeby-Raleigh Street development in Yeoville, comprising a renewed civic node and a high street upgrade.

2010

- The development of the Greater Ellis Park precinct as well as the Nasrec precinct;
- Greater Ellis Park, the work will comprise; (i) public transport and road upgrades; (ii) neighbourhood regeneration in the Bertrams area; and (iii) development of further sporting facilities in the space between the Ellis Park Stadium and the Johannesburg Athletics Stadium; and
- In Nasrec, the work will concentrate on public transport facilities and road upgrades.

Soweto

- Building of the Soweto Empowerment Zone adjacent to the Baragwanath Hospital;
- This will be a major boost for Soweto and will provide space for businesses to operate from world-class facilities with business support as well as access to preferential procurement. This will be complemented by the completion of the Baragwanath transport facility; and
- Completion of the Kliptown Project with the addition of several features to the area. The Kliptown Museum will be opened along with the Soweto Tourism Information Centre. The Walter Sisulu Square of Dedication will be operated by the Johannesburg Property Company.

Other business nodes;

- Completion of the Randburg CBD upgrade which will see the redevelopment of both private property and publicly-owned buildings.

HOUSING

The City will deliver 22 575 housing units in the 2006/07 financial year, 25 542 housing units in 2007/08 and 24 229 housing units in 2008/09.

Units to be delivered in the next three years

Programme (physicals)	2006/07	2007/08	2008/09
Top structure (CoJ housing)	7 679	12 167	19 688
Top structure (Province – CBP)	3 000	2 000	2 000
Top structure (ARP)	4 848	4 818	877
Conversions (ARP)	2 443	2 443	155
Conversions (CoJ housing)	884	735	672
Conversions (JOSHCO)	1 571	200	177
PHP (CoJ housing)	350	500	700
Upgrades (JOSHCO)	1 800	2 679	–
TOTAL	22 575	25 542	24 229

Table 9.5 Units to be delivered in the next three years

(Conversion by JOSHCO, CoJ housing and ARP conversion CBP by province. Essential services programmes will continue in Kliptown, Lehae, Thulamntwana and Motswaledi.)

HEALTH**Pollution prevention and reduction (air, water, noise and light)**

- Employment of additional staff in 2006/07.

Vector control

- Employment of additional staff in 2006/07; and
- Institute vector control programmes at identified hot spots.

Strengthening and expansion of the primary health care services;

- Employment of additional staff in 2006/07;
- Upgrade clinics to improve access for people with disabilities and expand the range of services offered; and
- Extend service hours at selected clinics to improve access to health services after normal working hours.

Improvement in the quality and perception of PHC services in the City (Customer Satisfaction Survey)

- Implementation of correctional measures identified in previous surveys and monitor trends by conducting an annual survey.

HIV and AIDS: Community capacity building (Jozi Ihlomile):

- Ongoing training; and
- Expansion of the Jozi Ihlomile Programme to new sites.

HIV and AIDS: Anti-Retroviral Treatment (ART)

- Facilitate access to ART sites through appropriate referrals to existing ART sites (includes staging and CD4 counts, treatment of opportunistic infections); and
- Ongoing training on comprehensive HIV and AIDS management treatment plan.

Reduction of STIs and new HIV infections in the community to address HIV and AIDS

- Raise awareness and build community capacity to enable people to engage in healthy lifestyle practices.

Child Health: Expanded Programme on immunisation

- Employment of additional staff in 2006/07; and
- Ongoing training and multiskilling of staff – Integrated outreach programmes for ECD.

Reproductive and maternal health

- Implement PMTCT at all health facilities offering comprehensive Antenatal Care (ANC) – Activate one site for CTOP in one region; and
- Multiskilling of PHC staff.

Tuberculosis Control Programme (TBCP)

- Employment of additional staff in 2006/07;
- Ensure improved Directly Observed Treatment (DOT);
- Daily supervision to increase cure rate, and decrease the interruption rate;
- Ongoing training; and
- Integrated health promotion campaigns and outreach services.

ENVIRONMENT

- Regulatory services and enforcement (R6,2 million)
 - By-law development (R700 000). This programme will include the review of environmental by-laws;
 - Air permitting and enforcement;
 - Issuing of waste licenses to waste service providers and track waste from source to destination to reduce the incidences of illegal dumping and improve landfill management;

- Catchment management and water protection (R800 000); and
- Compliance monitoring.
- Implementation and mainstreaming of policies (R2 million). This will include:
 - Implementation of policies to improve protection of open spaces and promotion of waste minimization and recycling to reduce pressure on landfills and job creation;
 - Environmental management system implementation citywide to improve environmental compliance and promote cleaner technology for cost-saving and reduce impact of operations (R250 000);
 - Energy policy and plan to improve access to alternative clean energy;
 - Wetland Protection Programme for protection of water resources; and
 - Waste minimisation for building rubble and recycling initiatives (R120 000).
- State of environment, trend monitoring and data management for decision-making and enforcement (R2,1 million);
- State of environment, trend monitoring and data management for decision – making pollution reduction (R3,5 million capex and R950 000 opex):
 - River rehabilitation and mitigation – through labour-intensive EPWP methods;
 - Infrastructure development to improve quality of water;
 - Alternative energy sources for Cosmo City; and
 - Alternative energy/pollution mitigation.

City Parks

- Ablution facilities
 - Ensure that our community increasingly enjoys public open space, there will, in 2006/07, be an improvement/upgrading of ten ablution facilities in our major parks with the necessary servicing. In addition, fully serviced ablution facilities will be provided in our two new cemeteries, Waterval in Midrand and Diepsloot; and
 - In 2007/8 a further twelve ablution facilities will be improved/upgraded followed by another eleven in 2008/09.
- Tree planting
 - The greening of Soweto is a major focus which will primarily be driven by the planting of street trees to enhance the quality of life and the environment, the quality of air and to reduce noise pollution;
 - In 2006/07, 5 000 trees will be planted;
 - A minimum of 5 500 trees will be planted in 2007/08 and 6 000 in 2008/09; and

- Johannesburg City Parks will endeavour to increase the scope of tree planting through other initiatives which will include the assistance of donors and other NGOs.
- Regional cemetery development
 - A major focus in previous years will lead to the completion in the 2006/07 financial year of the regional cemetery at Diepsloot, which has a burial capacity of 140 000, this further complements the capacity of 400 000 at the new Waterval cemetery in Midrand. This financial year will also see the initial development of a new regional cemetery in an area close to Avalon cemetery with subsequent years being used to finalise this development.
- Upgrading of facilities in nature areas and the Botanical Gardens
 - Johannesburg is blessed with some of the most wonderful nature areas in the province and to encourage usage and visits to these facilities, a sum of R5,5 million will be spent to enhance them. These enhancements would include environmental education facilities at Klipriviersberg Nature Reserve and upgrading of existing facilities at the Botanical Gardens.

TRANSPORTATION

- Implementation of the Main Reef Road to Parktown section of the Strategic Public Transport Network (SPTN), and the start of implementation of the NASREC and Ellis Park links of the SPTN for 2010;
- Implementation of the next phases of the Baragwanath, Cosmo City and Lenasia public transport facilities;
- Surfacing of gravel roads in Diepsloot, Orange Farm and Ivory Park and the stabilisation of the City's traffic signal system;
- Upgrading of route markers, tourism signs, directional signs and regulatory/-warning signs as well as upgraded street name signs at intersections; and
- Implementation of a comprehensive Transportation Safety Plan covering road traffic, commuter rail, taxis and buses (as part of the City Safety Strategy).

SAFETY

- The City will appoint 500 additional Metropolitan Police Officers per annum over the next three years, in order to improve crime prevention and traffic law enforcement in the City;
- A by-law enforcement unit will be established in the JMPD to provide an integrated and sustained approach to City by-law management and reduce infringements; and
- Construction of a licensing one-stop shop in Dube (R6,1 million).

GOVERNANCE AND ADMINISTRATION

- The implementation of the new institutional executive structure as from 1 July 2006;
- Establishment of the 2010 project office; and
- Establishment of the Human Resource Shared Service Centre.

The financial position remains sound, with an improved cash position. The City continues to ensure that the financial framework is able to continue to deliver facilities and services to its community at an affordable level.

“The results of the 1 March 2006 local government elections have once again confirmed the confidence of the masses of our people in our movement as the best representative of their hopes and aspirations. They expect that the new municipal authorities will build on the progress made since 1994 further to accelerate the advance towards the achievement of the central objective of a better life for all. Thus as the new cadres we require for the current phase of the national democratic revolution must not only be good politicians. They must also be good developmental activists, ready to lift pick and shovel side by side with the people to end the plight of poverty and underdevelopment that continue to afflict many of our communities and millions of our people” – President Mbeki.

The new political term, notwithstanding the progress made by CoJ’s IDPs to date, brings with it a number of planning challenges in ensuring that the City further entrenches a truly responsive and accountable municipality. The CoJ is called upon to enhance developmental Local Government as per the endorsement by voters on 1 March 2006. This developmental orientation needs to take into account the needs of residents in terms of acceleration of economic growth, employment-creation, poverty alleviation, human development and the development of sustainable communities, while harnessing the opportunities and challenges arising from a Global City Region (GCR) context.

The citywide planning process represented in this IDP has been conceived, consulted and moulded to ensure that the future development of Johannesburg rests on horizontal and vertical co-ordination, along with integration across the three spheres of government, as supported and guided by strengthened community participation. Specifically, the new planning process for the current political term has been devised in such a way as to contribute to the developmental objectives of local government through a medium-term, five-year IDP. It aims to ensure a single, integrated planning process which distinguishes between long, medium and short-term planning, with the Joburg GDS representing long-term planning.

Hence no city strategy implementation plan falls outside of this IDP, including other planning processes and business planning, as well as performance management system devised to enable monitoring of both individuals and the organisation against long-term, five-year and annual city outcomes. Hence, this IDP should be understood as charting the future of the City in a sustainable, equitable and progressive direction, founded on developmental principles and objectives.

Furthermore, the City has conceptualised this IDP to provide an institutionalised base for strategic planning through which the City can entrench a more predictable process with a regular set of steps every five years. Before the start of a Mayoral Term of Office, the City will conduct a five-year review of the previous term, assess and re-orientate its growth and development strategy to chart the next term’s course. This cycle represents a more transparent and focused planning methodology to ensure that the City is focused on meeting the needs of residents.

Futhermore the current IDP will be reveiwed on an annual basis. The reveiws will be informed by emerging trends, new political priorities, performance records and community inputs.

Together, these planning processes have informed long-term, sectoral perspectives based on a revised vision for the City, situated within a progressive developmental paradigm to create a competitive and sustainable City.

In essence, this five-year IDP can be termed as a Mayoral Plan that forms the basis for budget choices and actual outcomes for residents, within a participative, consistent and strategic framework. Much work is required to implement and affect the sub-strategies, programmes and plans contained within this IDP, but stakeholders can be ensured that the City continues to work towards a better life for all.

ABBREVIATIONS

PLANS

AG	– Auditor-General
ANC	– African National Congress
ARP	– Alexandra Renewal Project
ART	– Anti-Retroviral Treatment
ASGISA	– Accelerated and Shared Growth Initiative of South Africa
BBBEE	– Broad Based Black Economic Empowerment
BEE	– Black Economic Empowerment
CBD	– Central Business District
CBO	– Community Based Organisation
CIMS	– Capital Investment Management System
CoJ	– City of Johannesburg
DG	– Director-General
DOT	– Directly Observed Treatment
DWAF	– Department of Water Affairs and Forestry
ECD	– Early Childhood Development
EDU	– Economic Development Unit
EMS	– Emergency Management Services
EPWP	– Expanded Public Works Programme
ERP	– Enterprise Resource Planning
FIFA	– Federation of International Football Association
FMMU	– Facilities Maintenance and Management Unit
GCR	– Global City Region
GDS	– Growth and Development Strategy
GPG	– Gauteng Provincial Government
HDS	– Human Development Strategy
IDP	– Integrated Development Plan
IT	– Information Technology
ITP	– Integrated Transport Plan
JDA	– Johannesburg Development Agency
JFPM	– Johannesburg Fresh Produce Market
JMPD	– Johannesburg Metropolitan Police Department
JOSHCO	– Johannesburg Social Housing Company
JPC	– Johannesburg Property Company
JRA	– Johannesburg Roads Agency

ABBREVIATIONS

continued

JTC	– Johannesburg Tourism Company
KPI	– Key Performance Indicator
LUMS	– Land Use Management System
ME	– Municipal Entity
MEC	– Member of Executive Council
MFMA	– Municipal Finance Management Act
MIG	– Municipal Infrastructure Grant
MMC	– Member of Mayoral Committee
MPCC	– Multi-Purpose Community Centre
MSA	– Municipal Systems Act
MTC	– Metropolitan Trading Company
NGO	– Non Governmental Organization
NSDP	– National Spatial Development Perspective
OHASA	–Occupational Health and Safety Act
OPCAR	– Operation Clean Audit Report
PCF	– Premier’s Co-ordinating Forum
PMS	– Performance Management System
PPP	– Public Private Partnerships
PSDF	– Provincial Spatial Development Framework
SALGA	– South African Local Government Association
SAPS	– South African Police Services
SDBIP	– Service Delivery and Budget Implementation Plan
SDF	– Spatial Development Framework
SDI	– Soweto Development Initiative
SMME	– Small, Medium and Micro Enterprises
SPTN	– Strategic Public Transport Network
TBCP	– Tuberculosis Control Programme
UBD	– Urban Development Boundary
UDZ	– Urban Development Zone