

Introduction





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CHAPTER

1

The Municipal Systems Act (MSA), Act 32 of 2000, requires municipalities to review their IDPs in order to assess their performance and changing circumstances. The Act also requires a review of the strategic development plans to assess whether these plans are aligned to the needs of stakeholders. The Integrated Development Plan (IDP) is one of the key tools assisting local government in discharging its developmental mandate. The IDP further assists municipalities in decision-making, resource allocation, to redress spatial imbalances, land management, the promotion of local economic development and institutional transformation. The City of Johannesburg undertook the 2009/10 IDP review in a consultative, systematic and strategic manner as per legislative direction.

The City's IDP forms part of a suite of strategic planning instruments to guide development and service delivery. The Growth and Development Strategy (GDS) provides the vision and long-term strategic perspective for the City, while the IDP sets out the strategic plan for the medium-term. The same timelines as the electoral terms are followed and this specific five-year IDP refers to the 2006 to 2011 period. Departments and Municipal Entities (MEs) are required to complete detailed annual business plans that give operational expression to the IDP. The Municipal Systems Act prescribes the development and approval processes of the IDP. The full Municipal Council must approve the IDP, which means it may not be delegated. The approved IDP has legal status in the context of Council business.

The IDP process is the key mechanism for ensuring vertical and horizontal alignment. It strives to achieve vertical integration between the municipality and other spheres of government and works towards horizontal integration with neighbouring municipalities.

The IDP also weaves together the discrete activities of the municipality by providing a strategic overview, details inter-governmental alignment processes and explains outreach and consultation. The intentions of the Spatial Development Framework (SDF) and Capital Investment Framework (CIF) also find expression in the IDP. All this manifests in the framework the IDP provides for the Performance Management System. The essence of the CoJ's IDP is the sector plans, which defines the delivery agendas for the year ahead. The financial component of the IDP shows the linkage between the IDP and the budget as a whole.

The IDP becomes a public document once it has been approved by Council. The process is governed by the Promotion of Access to Information Act, Act 2 of 2000, which gives effect to the constitutional right of access to any information held by the state and any information held by people, as required for the exercise or protection of any right, inclusive of the IDP. It is for this reason that the IDP has to be available stakeholders.

The 2010 World Cup is the biggest project the City of Johannesburg has ever undertaken. It is therefore not surprising that in the current IDP revision, the 2010 project features prominently considering the fact that we are less than 400 days before the hosting of this event. The City is committed 'to host the best World Cup ever . . .' The City will host the 2010 World Cup, as well as the Confederations Cup in June 2009. Hosting events of this nature has had a transformative impact on the City's landscape in terms of accelerating public infrastructure investment and to leave a positive legacy for the citizens.

Furthermore, the 2009/10 IDP review provides a platform to reveal the City's preparation and state of readiness for these two events. It also reflects on the key deliverables for the 2009/10 financial year to ensure that all the 2010 World Cup Bid Book requirements are met. Also contained in this document is the 2010 FIFA World Cup chapter.

The 2009/10 review process

Various critical events necessitated the early commencement of the 2009/10 IDP review process, namely:

- The national and provincial elections held on 22 April 2009; and
- The June 2009 FIFA Confederations Cup, which is a prestigious warm-up event that serves as a dry run to the 2010 FIFA World Cup.

IDP assessment workshop

The IDP assessment workshop, held at Shumba Valley in August 2008, set the tone for the 2009/10 IDP review. The primary aim of the workshop was to highlight challenges for the next financial year in view of the two critical events raised above. Roundtable discussions on sector plans, business plans and the budget were recommended in order to expedite the process of the 2009/10 IDP review. The roundtable discussions prepared departments for the Budget Panel Hearings between 26 November and 1 December 2008.

Budget Lekgotla 1

The aim of the first Budget Lekgotla, in September 2008, was to achieve, amongst others, the following objectives:

- To perform a strategic assessment of the mid-term and key IDP intervention (first half of electoral term), including achievements, opportunities and challenges;

- To define the medium-term budget for the City of Johannesburg;
- To conceptualise and implement community-based planning; and
- To conclude discussions on the content of the Mid-Term Report.

Emerging from the Budget Lekgotla was a comprehensive progress report on the following key IDP interventions:

- Rea Vaya Bus Rapid Transit project;
- Formalisation and regularisation of informal settlements;
- Implementation of the Growth Management Strategy;
- A developmental approach to property rates and tariffs;
- Basic service delivery focusing on City Power;
- Housing delivery and the secondary property market (facilitation of housing delivery by the private sector and provincial government on a leveraging basis);
- Increased spending on maintenance of infrastructure, roads and public facilities;
- The citywide 200 000 Tree Programme;
- Community bank and SMME Fund;
- Achieving a 9% economic growth;
- Implementation of Inner City Regeneration Charter;
- 2010 FIFA World Cup;
- Environmental demand-side management (energy, water and refuse);
- Up-scaling of targeted crime prevention initiatives;
- Implementation of the Social Package;
- Up-scaling of basic infrastructure to meet national targets; and

The Budget Lekgotla also provided political direction on which plans for the medium-term were developed.

Section 79 portfolio committee meetings

The departmental sector plans were tabled at the Section 79 Portfolio Committee meeting for comment. On the basis of the comments received, sector plan delivery agendas were updated also taking into account the comments received from the Budget Lekgotlas.

Sector and business planning and the Budget Panel hearings

Following the Budget Lekgotla, core departments and Municipal Entities (MEs) engaged in earnest in an initial round of business planning and budgeting in preparation of the Budget Panel hearings. The aim of the Budget Panel hearings was to provide comment on initial core departmental and MEs budget submissions, based on the IDP programmes and projects. MEs and core departments were required to update the sector and business plans, based on the comments that emanated from the Budget Panel. On 16 January 2009 there was a special Budget Panel Assessment Workshop as a follow-up on the Budget Panel hearings. Three core departments and two MEs presented further motivation for their budget proposals.

In preparing for Budget Lekgotla II, the budget panel assessment workshop was held on 26 January 2009. The aim of this workshop was to deliberate on the following key issues:

- Budget proposal assessment;
- Capital project prioritisation;
- Financial plan framework; and
- Community-based planning.

Inter-governmental engagements

Taking advantage of the July-to-July IDP roadmap devised by Gauteng Department of Local Government, the City engaged with provincial counterparts on plans for the next financial year in areas of joint implementation. The City also responded to comments of the MEC for Local Government on take the City's previous IDP.

The City also engaged with provincial government on the provincial CAPEX projects. Engagement with neighbouring municipalities has also occurred at a sectoral level.

IDP outreach and community-based planning

As a follow-up on a series of public ward meetings held between October 2008 and January 2009, wherein communities were informed about the outcomes of CBP Phase 1 and signing off of the ward plan, a stakeholder summit was held on 28 March 2009. The details of the outcomes of the summit are covered in detail in Chapter 4.

Mid-term Report

The Mid-term Report detailed the City's performance as defined in the GDS and five-year IDP, in relation to governance, financial sustainability, economic development, spatial form and urban management, environment, transportation, infrastructure, housing, community development, health, public safety, as well as corporate and shared services. The 2009/10 IDP review is also informed by the mid-term progress and challenges. It also intends to detail plans for the medium-term.

The structure of the 2009/10 IDP document

The document consists of the chapters listed below. A synopsis of the content of the respective chapters forms part of the list of chapters.

Chapter 1: Introduction

The importance of the IDP is defined in relation to good governance, coordination and integration across the three spheres of government. It shows how the IDP acts as a mechanism to enhance community participation. The key components of the entire IDP document are outlined, as well as the process followed to compile the 2009/10 IDP review. It also reflects on the challenges encountered and what informs the review process in terms of long, medium and short-term planning. It conceptualises the significance of the 2009/10 IDP review in relation to the current context.

Chapter 2: Strategic overview

This chapter of the IDP describes how the City's GDS continues to provide a strategic framework for the IDP. Key aspects of the strategic context of the City are explained, as well as the way in which strategic choices shaped the programmatic and budgetary emphasis in the 2009/10 IDP.

Chapter 3: Inter-governmental alignment

The City's efforts to strengthen inter-governmental alignment and rigorous sectoral engagement with provincial counterparts through the Exco-approved July-to-July Road Map are documented in this chapter. The MECs reflect on the City's IDP. Key areas of alignment between the City, provincial and national counterparts are highlighted and joint initiatives, as well as Gauteng Provincial Government projects in the CoJ area are presented. Inter-municipal alignment also receives attention.

Chapter 4: Community outreach

This chapter deals with the City's outreach process and the roll-out of the second phase of community-based planning. Insight is provided into the integration of community inputs into the sector and business plans and budgeting processes.

Chapter 5: Spatial Development Framework (SDF) and Capital Investment Framework (CIF)

The SDF interventions and the Growth Management and Capital Investment programmes that form part of the City's settlement restructuring agenda are outlined. The outcomes and the impact of the growth management analysis, in relation to the revised SDF and Capital Investment Framework for the City, are discussed.

Chapter 6: Governance and administrative arrangements

The City's governance and institutional arrangements have been implemented to achieve the vision of 'a world-class African city'. There is a reflection on key programmes and activities, in relation to the City's governance model, managed by the Offices of the Speaker and Chief Whip. It also reflects on the Section 79 Portfolio Committees, service level agreements and the appointment of the ME Boards. The City's HR Shared Service Centre Model is presented.

Chapter 7: Performance Management System

This chapter outlines the processes and systems to monitor and report on organisational performance in relation to the five-year Mayoral Priorities, as well as individual scorecards, achievements and challenges.

Chapter 8: Sector plans

The departmental sector plans are the building blocks of the City's five-year IDP. The annual review of sector plans provides the City with an opportunity to reflect and report on progress and to identify delivery agendas for 2009/10. Reporting is against the five-year IDP sector indicators, objectives and targets and the GDS. It forms the basis for the development of business plans and departmental performance management targets. Internal and external issues impacting on each sector are highlighted.

Chapter 9: Key IDP strategic interventions

This chapter is in the form of a progress report on each of the key IDP strategic interventions and outlines plans for the remainder of the mayoral term.

Chapter 10: 2010 FIFA World Cup

Progress and challenges in terms of the implementation of 2010 projects are discussed. The City's state of readiness to host the Confederations Cup in 2009 and the 2010 World Cup is discussed in detail.

Strategic overview





CHAPTER

2

This chapter of the Integrated Development Plan (IDP) sets out:

- How the City's Growth and Development Strategy (GDS) continues to provide the strategic frame for the IDP;
- Key aspects of the strategic context of the City, which shaped strategic choices about where to place the programmatic and budgetary emphasis in 2009/10.

The Growth and Development Strategy as the strategic framework for the IDP

The Municipal Systems Act (MSA), Act 32 of 2000, requires that municipal IDPs must include the following components:

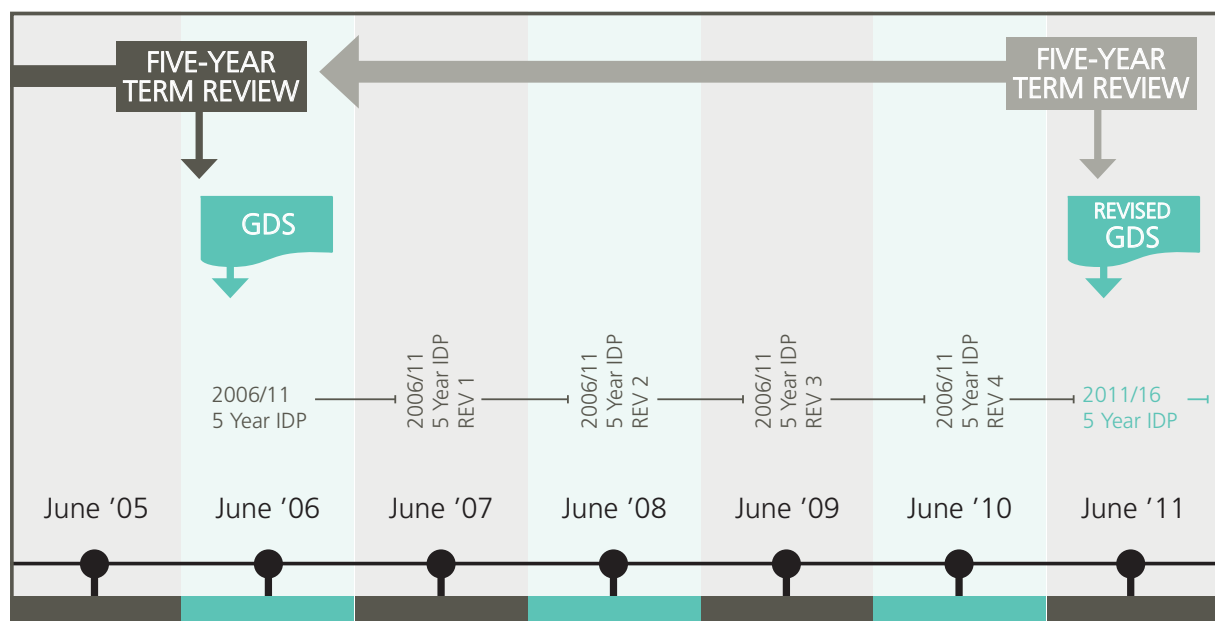
- A vision of the long-term development of the municipality;
- An assessment of the existing level of development in the municipality, which must include an identification of the need for basic municipal services;
- The municipality's development priorities and objectives for the elected term;
- The municipality'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 municipality's operational strategies;
- A disaster management plan;
- A financial plan, which must include a budget projection for at least three years; and
- Key performance indicators and performance targets.

In the City of Johannesburg a deliberate choice was made at the start of the current Council term of office to develop the first four of these components through the formulation of a GDS. The GDS and the five-year 2006/11 IDP are not disconnected or competing documents. They were developed simultaneously, through the same process and regarded as related parts of a regular and predictable medium-term cycle of strategic resource allocation. This cycle ensures that every five years the City will:

- Review progress made over the previous term of office;
- Assess future growth and development opportunities and challenges, as well as re-orientate the longer term strategy, and
- On the basis of these two steps, chart the course forward for the next term.

Diagrammatically this regular, predictable cycle of integrated long and medium-term planning can be represented as shown in Figure 1.

Figure 1: The cycle of integrated long and medium-term planning



In this system of planning the GDS charts the long-term strategic course that informs 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. In a sense, the GDS and five-year IDP are two sides of the same coin, with the GDS articulating for the IDP an assessment of the state of development in the municipality, a vision for long-term development and a statement of development priorities and strategies, which frame IDP objectives and programmes for the five years. The GDS consists of four sections:

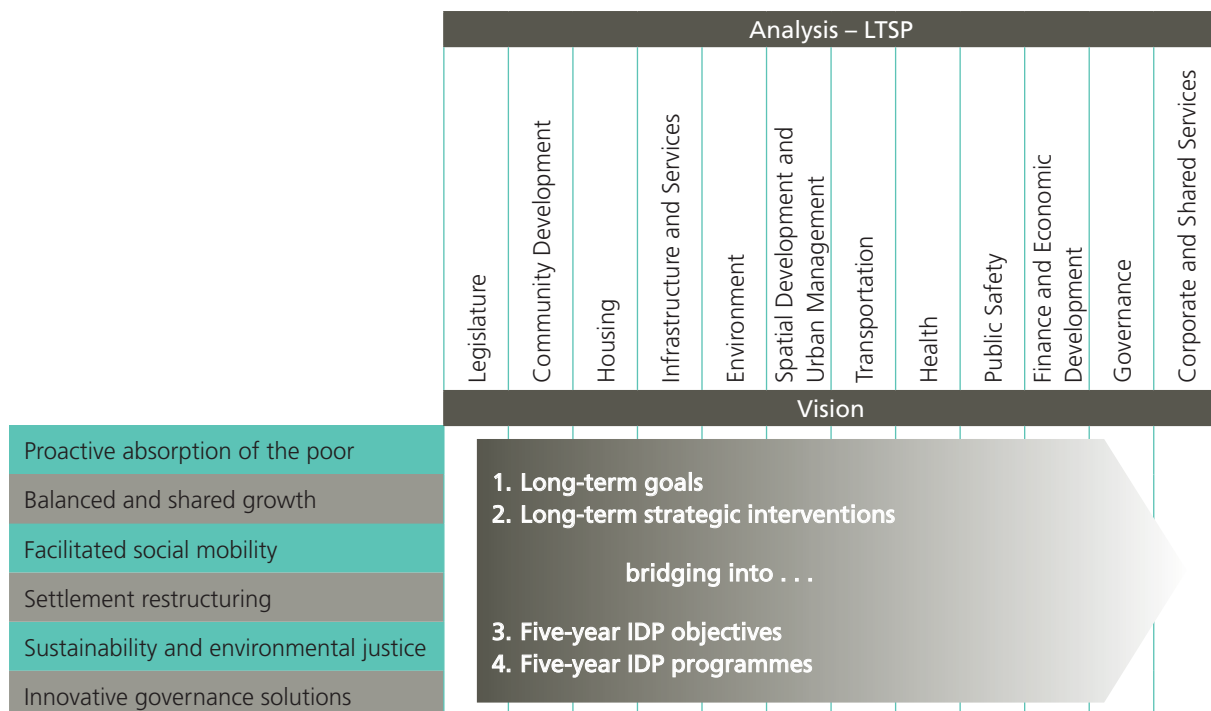
- A long-term strategic perspective that provides an overview of what the future may hold, on the basis of a strategic analysis of current and future trends and dynamics. It defines strategic challenges and opportunities and the implications thereof.
- A development paradigm that is a set of core propositions to emphasise what the City has to do to follow the best and fastest route to development. This boils down to six principles that light the way on the development path ahead.
- A vision statement portraying what an ideal city ought to look like 25 to 30 years from now.
- A clear set of strategic choices to guide the City's planning for the concrete manifestation of long-term goals and strategic interventions to achieve these goals.

These long-term goals and strategic interventions constitute one half of a set of sector plans. The sector plans bridge the GDS and IDP. The long-term goals and strategic interventions emerge from the GDS and carry over into the 2006/11 IDP to frame:

- The five-year objectives, specifying the outcomes 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 the five-year objectives.

The 2006/11 five-year IDP has thirteen sector plans. These roughly correspond with the portfolios of the Mayoral Committee. Two sector plans, namely Financial Sustainability and Economic Development, are the responsibility of one member of the Mayoral Committee and Governance is a shared responsibility between the Executive Mayor and the Speaker. There is also a correspondence with the departmental structure of the municipality. The thirteen sector plans are include Community Development, Corporate and Shared Services, Economic Development, Environment, Financial Sustainability, Governance, Health, Housing, Infrastructure and Services, Legislature, Public Safety, Spatial Form and Urban Management and Transportation.

Figure 2: The overall integrated framework of the GDS and the IDP



The heart of the GDS is the development paradigm. In 2006, 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 extracted a set of six core development principles. These six principles are value propositions that cut across and underpin the strategic choices made in the GDS and IDP. The six core development principles are:

- Proactive absorption of the poor

Johannesburg is South Africa's premier business city and will remain a magnet for opportunity seekers. However, the City acknowledges that the needs of the poor must be prioritised. The City will work to facilitate the transition of 'the poor', expressed as new households, new internal and circular migrants, those in hostels, informal settlements and historical ghettos, youth and refugees. 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.

- 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. The City must continue to keep the cost of doing business 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 by a process of spreading the benefits of economic growth.

- Facilitated social mobility and reduced inequality

Johannesburg, as a post-apartheid city, has a non-negotiable obligation to 'absorb' the poor. However, it does not mean taking in more poor people and thereby increasing the welfare burden. Through shared growth and other measures people must be assisted 'out of poverty'. This is critical for the future development of Johannesburg. A bigger middle strata of society is also critical to expand the domestic economic market and thereby encourage investment, increased social stability and to create a pool of savers, risk-takers and investors in human capital from which then derives future productive capacity. This means enabling people to aspire to rapid social mobility.

- Settlement restructuring

The City has been transformed in institutional terms and accelerated the restructuring, in spatial terms, is now required. Restructuring includes bringing jobs closer to people and people closer to jobs. This requires boldness and creativity and perhaps a fundamental change in the 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.

- Sustainability and environmental justice

Recent events in New Orleans illustrate 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 by adopting more environmentally sustainable practices. It also means promoting 'environmental justice' by ensuring that poorer communities do not routinely suffer most from 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.

- 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, all spheres of government and interested stakeholders.

The vision for the City of Johannesburg, contained in the GDS, gives expression to these six principles by stating:

'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 GDS, as summarised here, continues to provide the strategic frame for the 2009/10 revision of the five-year 2006/11 IDP. There has been no cause to reconsider the core principles or key long-term goals and strategic interventions that frame the medium-term objectives contained in the IDP.

Strategic assessment

While the strategic frame for the IDP, as provided by the GDS, has not changed, it is appropriate that each revision of the IDP refreshes the City's understanding of the strategic context within which it operates. Through an annually updated strategic assessment the City may arrive at key points of emphasis and make key decisions on where to allocate resources for the next financial year. This strategic assessment, organised by each of the GDS principles, draws on:

- The City's mid-term report on progress over the first two-and-a-half years of the current term of office, released in November 2008. This included an assessment of what the City hopes to achieve in the remainder of the term of office;
- The results of a set of GDS indicators that have been developed to assess overall progress on key strategic outcomes;
- Strategic assessment discussions at the two Budget Lekgotlas held as part of the normal annual planning cycle; and
- Identification of critical strategic challenges and opportunities arising in the next year.

GDS indicators

In 2007/08 the City identified and approved 26 key GDS Indicators to track progress on the implementation of the Growth and Development Strategy. The incomplete table is due to data unavailability. The City is currently compiling the data to ensure that a complete picture emerges.

Table 1: Progress on Key GDS Indicators

	Principle	1999/ 2000	2001/ 2002	2002/ 2003	2003/ 2004	2004/ 2005	2005/ 2006	2006/ 2007	2007/ 2008	2008/ 2009
1. Gross Value Added (GVA) growth per annum	2	4,0%	3,2%	5,0%	4,1%	5,7%	5,6%	6,1%	6,4%	
2. Unemployment rate	2					33,5%	34,3%	30,1%		
3. Number of EPWP jobs created by the City	2					16 036	27 000	54 349	103 641	
4. Human Development Index (HDI)	3						0,72	0,73		
5. Household Gini co-efficient	3						0,57	0,56		
6. Total number of housing opportunities created by the City	1							14 307	19 892	
7. The number of units in informal settlements in the city	1									
number	1							180 000		
percentage	1							25%		
8. Unaccounted-for water	5		38,1%	42,5%	37,9%	35,6%	33,1%	33,5%	34,9%	
9. Electricity outages: number and duration per year	2									
bulk	2							117	78	
medium	2							1 248	1 309	
low	2									

	Principle	1999/ 2000	2001/ 2002	2002/ 2003	2003/ 2004	2004/ 2005	2005/ 2006	2006/ 2007	2007/ 2008	2008/ 2009
10. Households with access to basic water services	1									
number	1								990 975	
percentage	1								84,8%	
11. Households with access to basic sanitation services	1									
number	1								896 192	
percentage	1								76,7%	
12. Households with access to basic electricity services (LOS2)	1									
number	1								916 727	
percentage	1								78,40%	
13. Total city ecological footprint in sq km	5									
14. Days per year that air pollution is within air quality guidelines	5									
PM10	5						237	220		
SO2	5						364	364		
NOX	5						365	365		
NO2	5						365	365		
15. Net tonnage of waste disposed of in landfill sites	5									
Total tonnage waste to landfill	5						1 529 460	1 492 558		
Total tonnage recycled waste removed	5						15 300	82 775		
Total tonnage composted waste removed	5						172 200	67 640		
Total net tonnage of waste to landfill	5						1 341 960	1 342 143		
16. Transport to work	4									
average time	4			50						
average cost	4			R186,00						
17. Percentage of people travelling by public transport	4									
% using bus, train or minibus	4							34%		
% using private car (as driver or passenger)	4							33%		
% walking or cycling	4							33%		
18. Total fatalities per million vehicle km travelled	4									
19. HIV and AIDS prevalence rate	1							30,6%		

	Principle	1999/ 2000	2001/ 2002	2002/ 2003	2003/ 2004	2004/ 2005	2005/ 2006	2006/ 2007	2007/ 2008	2008/ 2009
20. Infant mortality under one year old	1									
21. Maternal mortality per annum	1									
22. Crime rates	6									
23. Municipal Credit Rating (MCR)	6	BBB+			A-		A-	A+	AA-	
24. Household Satisfaction Index (HSI)	6			64	62	68	61	60	63	
25. Business Satisfaction Index (BSI)	6				69	68	58	64	64	
26. Number of cases of corruption reported	6									
resolved	6									

Key:

1 = Proactive absorption of the poor

2 = Balanced and shared growth

3 = Social mobility and reduced inequality

4 = Settlement restructuring

5 = Sustainability and environmental justice

6 = Innovative governance solutions

Proactive absorption of the poor

Census 2001 estimated the City's population at 3 225 812, growing at an average of 4,1% per year. The 2007 Community Survey results, released at municipal level in March 2008, estimate the Johannesburg population at 3 888 180. This is consistent with estimates derived by the Bureau for Market Research in 2000 that Johannesburg's population was then 3 790 000.

These estimates represent 20,5% growth over the six years since the last census, at an average growth rate of about 3,16% per year. At this rate of growth the City has estimated that it needs to plan for a population of approximately 4,2 million by 2010 and an additional one million people, over and above the Community Survey results, by 2014/15. Continued high population growth rates are driven primarily by rural to urban, as well as cross-border migration. There is some evidence that new dynamics may be emerging in rural to urban migration patterns.

While rapid urbanisation is often accepted as the norm, there is evidence that many urban areas in South Africa are still in a transitional phase, with much migration being of a temporary nature. The City's GDS summed up this trend as 'fast but tenuous urbanisation'. The City will continue in this pattern to see many single person households establish themselves in informal settlements, backyard shacks and apartments in inner city bad buildings. In these tenure arrangements they try to maximise incomes and minimise urban costs of living in an effort to send as much money home to families remaining in rural areas. Commitment to sustained urban livelihoods is limited and if households suffer poverty shocks, for example through the loss of a job or a sudden decline in health, they will leave the city to 'return home' to rural areas or small towns.

However, the 2007 Community Survey suggested that this pattern may be changing. It indicated that the rate of growth of households may have slowed considerably since the last census. In 2001 there were 1 006 742 households in the City, growing at 6,7% per year. In 2007 the Community Survey estimated 1 165 014 households. This represents a household growth rate of 2,46% over the last six years, with an estimated increase in household size from 3,2 persons to 3,3. There are many factors that may explain this, including weaker public housing delivery, one important possible explanation is that in the period from 1996 to 2001 many new migrants set up single-person households, for example in dwellings in informal settlements and as a consequence of population growth rates were

high, but the pace of increase in numbers of households was even higher, by contrast, in the post-2001 period. New migrants began to consolidate their households by bringing their families from rural areas to live with them in the City, resulting in higher population growth, relative to household growth and an increase in average household size. These trends demand more investigation. It could mean that the service delivery burden on the City could become more manageable over time.

Cross-border migration remains a key issue for the City. The xenophobic violence that swept across Johannesburg and other cities in South Africa in May 2008, speaks to the vulnerability of both foreign migrants and local communities that do not yet feel integrated into mainstream city-life. Foreign migration into Johannesburg can be expected to continue. Various factors, such as the recent cholera epidemic in Zimbabwe, may even accelerate this trend.

Migration certainly represents a challenge, but the City remains committed to the fundamental premise contained in the GDS that the future development of the country as a whole can only be enhanced if a greater percentage of the population find sustainable livelihoods in urban centres. The GDS recommends planning based on higher levels of population and household growth, as well as based on the thinking that over the medium to long term demographic trends do not follow an immutable logic, but are strongly influenced by the policy choices that the City itself makes to exclude or absorb new migrants. The City has a responsibility to help unwind national apartheid settlement patterns which condemned millions to lives of poverty and low opportunity in rural hinterlands and because Johannesburg's own development prospects may be eroded by the unwillingness of a large portion of the population to invest their aspirations and resources permanently in the City. The GDS advocates a policy of trying to accommodate and assimilate new migrants as quickly as possible. This has implications for the costs that must be borne by established and wealthier residents of the City, who will in effect have to subsidise the process by which newer households get onto the ladder of urban prosperity. While this may seem onerous, as a policy choice it is preferable to one which aims to exclude the poor in the hope that they will 'go somewhere else'. The latter will be a policy path that will inexorably lead to greater inequality, more informal settlements, relatively more crime and violence, greater economic uncertainty and instability and ultimately lower growth and development prospects for the city as a whole.

The challenge of migration is therefore not how to prevent more people coming to Johannesburg, but how to realise the potential opportunities of successfully absorbing newcomers into the city so that they do not end up marginalised socially, spatially, economically and politically. This requires accelerated pace of housing delivery and service network extension, as well as creative measures to smooth the costs borne by poorer households as they enter formal housing supplied with metered services. It also requires innovative approaches to building a fast-growing and sustainable economy in which the benefits of wealth creation are equitably shared in a way that adds to dynamic growth.

The available evidence suggests that the City continues to make progress in meeting the population's requirements for access to housing, piped water, decent sanitation, regular waste removal and electricity. For example:

- Against a target of 100 000, new housing opportunities over the five-year term of office the City achieved 14 307 in 2006/07 and 19 892 in 2007/08;
- The City rolled out Level of Service 1 water connections to 17 332 households in 2006/07 and a further 4 216 households in 2007/08. The Community Survey estimates that 91,6% of households in the City had piped water either inside their dwellings or to their yards; and
- The City rolled out 20 837 new electricity connections in 2006/07 and a further 16 500 in 2007/08. The Community Survey estimates that 89,4% households now use electricity for lighting purposes (compared to 84,9% in 2001).

Access refers both to physical proximity and availability of network infrastructure, as well as the affordability of the service. In this respect the City's social package continues to evolve:

- In 2007/08 the City increased the allocation of free basic water to 10 kl for some 110 000 households registered on the indigency database.
- Over the last year it also introduced further allocations of 4 kl free emergency water for those households on pre-payment meters, as well as provision for households to represent themselves to the City for more free water beyond this, if they meet certain criteria.
- In 2008/09 the City was required by the National Property Rates Act to change the basis for its valuation roll from valuing site-only to valuing both a property's site and improvements. This change shifted the burden of taxation across the city, with newer areas and areas where there are relatively larger houses on relatively smaller stands, picking up more of the burden. To alleviate the impact the City has phased in the new system, most notably in the way it impacts on sectional title properties. It also provided that the first R150 000 of value is excluded from the calculation of property tax. This means that many poorer areas may pay little or no rates.

- At the same time as the new property rates were introduced, the City shifted to a new basis for charging for refuse removal. Pikitup tariffs are now also scaled by property value. A household living in a property valued at less than R150 000 pays no refuse charges, except for a minor city cleaning levy.
- In 2008/09 the City also extended free basic electricity from 50kWh to 100kWh for those households on the lifeline tariff. Households consuming less than 300kWh are assumed to be on the lifeline tariff.

The City's social package will evolve further in 2009/10 with the introduction of per person allocations of free basic services, up to a maximum per household. This will enhance the benefit of free and subsidised services still further. These measures are critical to protect poor households, since all the evidence suggests that South Africa is moving steadily from a low-infrastructure cost environment to one in which the full costs of building and maintaining infrastructure are factored into the price of services. For example, the load-shedding crisis in early 2008 led to a double increase in Eskom's tariffs and thereafter City Power's tariffs. City Power absorbed some of the costs of the second hike, but even then the price of electricity to some properties in the city increased by 50 to 60%. This trend will continue. Municipalities have been instructed by National Treasury Circular 48, issued on 2 March 2009, to budget on the assumption of a minimum 25% increase in bulk-electricity costs.

Balanced and shared growth

The ability of Johannesburg to proactively absorb the poor depends to a very large extent on whether the local economy grows in a sustainable manner and in a way that spreads the benefits of growth. According to the Global Insight Database, Gross Value Added (GVA) growth in the City was in the region of 6% in 2006 and 2007. The City's economy is dominated by four sectors, three of which are service sectors. The four key sectors are financial and business services, retail and wholesale trade, community and social services and manufacturing. The table below shows that construction has also seen dramatic growth in the last few years, although it is not a major sector in terms of economic weight.

Table 2: Annual Growth in Real Value Added

	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
1. Agriculture	(5,4%)	(1,1%)	12,7%	2,8%	(6,9%)	9,2%	(5,9%)	0,5%	2,4%	(7,7%)	0,3%
2. Mining	53,4%	(3,8%)	(0,8%)	5,0%	(22%)	(1,2%)	9,1%	(2,1%)	10,5%	0,6%	(1,4%)
3. Manufacturing	7,5%	5,6%	3,9%	3,5%	2,9%	2,8%	(1,0%)	4,9%	5,1%	5,4%	4,3%
4. Electricity	8,0%	(7,3%)	2,3%	(2,4%)	(5,5%)	3,9%	3,1%	3,2%	2,1%	3,0%	3,1%
5. Construction	4,6%	(5,7%)	3,9%	10,2%	0,8%	11,8%	12,8%	12,5%	13,4%	18,3%	19,1%
6. Trade	3,5%	3,3%	11,3%	4,9%	2,1%	3,1%	7,3%	6,0%	7,9%	6,8%	5,0%
7. Transport	13,0%	8,8%	10,4%	7,9%	7,1%	8,8%	6,0%	6,4%	5,2%	4,5%	5,7%
8. Finance	9,8%	8,7%	9,6%	7,0%	8,8%	10,3%	3,8%	7,9%	5,3%	7,3%	9,3%
9. Community services	(0,2%)	0,8%	(0,7%)	(1,0%)	0,4%	(0,3%)	4,3%	2,5%	3,2%	3,5%	3,6%
Total Industries GVA	6,3%	3,9%	5,7%	4,0%	3,2%	5,0%	4,1%	5,7%	5,6%	6,1%	6,4%
Taxes less subsidies on products	10,1%	2,2%	3,9%	0,7%	0,8%	5,6%	2,6%	6,3%	5,3%	5,2%	5,0%
Total GDP	6,6%	3,8%	5,6%	3,7%	3,0%	5,0%	3,9%	5,7%	5,6%	6,0%	6,2%

Source: Global Insight Database, 2008

GDP growth has been robust in recent years and emergent economic sectors have been rising to contribute further to that growth. It is now clear that the last year of tumultuous economic crisis will impact significantly on the national and local economy.

In the first half of the 2008 calendar year, the world saw a rapid rise in commodity prices, most notably a spike in the price of oil to almost \$150 per barrel. This translated into spiralling inflation and rapidly rising interest rates. Although the evidence indicates that they have peaked, neither inflation nor interest rates came down significantly.

In the second half of 2008 the world witnessed a global financial and then economic collapse on a scale not seen since the Great Depression of the early 1930s. The financial crisis has frozen credit in almost all countries. South African banks were largely insulated, but the crisis has nevertheless seen a significant increase in risk aversion locally. An inability to borrow translated into weaker domestic spending. Coupled with a rapid decline in demand for exports, investment plans of firms were dampened and in some sectors led to retrenchments. This will in turn lead to lower

demand. As a consequence the South African economy shrank by 1,8% in the last quarter of 2008, although it still grew by 3,1% over the year.

These trends will impact negatively on Johannesburg's economy. This is a concern when the City is already grappling with sustained high unemployment and continued inequities in the geographic and racial distribution of work and wealth creating opportunities. The employment profile in the City is presented below using figures from the 2001 Census and 2007 Community Survey, as well as the Labour Force Survey (LFS). The unemployment figures from both the March 2007 LFS and the March 2007 Community Survey are aligned at approximately 30% on the expanded definition of unemployment.

Tables 3 and 4: The City's employment profile (Census data)

	2001		2007	
Employed	1 085 546	62,7%	1 417 463	70,4%
Unemployed	647 039	37,3%	596 417	29,6%
Total workforce	1 732 585		2 013 880	
Not economically active and as % of working age population	640 059	27,0%	626 769	23,7%
Working age population (15 – 65)	2 372 644	2 640 651		

Source: Census 2001, and Community Survey 2007

	March 2005	March 2006	March 2007	March 2005	March 2006	March 2007
Employed	1 256 494	1 278 591	1 355 673	66,5%	65,7%	69,9%
Unemployed	633 041	668 793	582 926	33,5%	34,3%	30,1%
Total workforce	1 889 535	1 947 383	1 938 599			
Not economically active and as % of working age population	566 522	622 738	583 720	23,1%	24,2%	23,1%
Working age population (15 – 65)	2 456 057	2 570 121	2 522 319			

Labour Force Survey (LFS), March 2005/06/07. (Expanded Definition of Employment)

While there are reasons to be concerned about the short to medium term future of the City's economy, there are also reasons for optimism. Two major soccer tournaments, the Confederations Cup and the World Cup, as well as events such as the World Culture Summit, will bring significant numbers of tourists into Johannesburg and spending should impact positively on the local economy.

However, the slowdown in the economy gives the City a little breathing space to catch up with infrastructure demand, e.g. lower demand for power and smaller increases in vehicle purchases provide space for the City to get ahead of the curve on electricity supply and road maintenance when demand increases again. This will enable Johannesburg to have a more solid platform for sustainable growth over the longer term. For these reasons the City remains committed to supporting economic growth of up to 9% by 2014, despite the current downturn.

Social mobility and reduced inequality

A lack of adequate data makes it difficult to get a clear understanding of the changing class composition of Johannesburg's society and in turn those factors that are blocking social mobility and increased equality. Notwithstanding this lack of clear data, the available evidence suggests that some progress has been made, but there are still reasons for concern with regards to levels of income and wealth inequality. Concern in this respect refers to the inability of households to realise wealth from assets, most notably by using property in townships to secure capital for education, business investments, etc. Currently a poorly functioning property market in many areas of the city constrains movement of people out of poverty. Furthermore, there is unequal access to the skills needed to participate

in an economy that is rapidly transiting to one in which finance and business services, as well as trade are the key drivers of growth and jobs. There is also a concern about the effect of the price of the City's own services on the ability of households to stabilise themselves in formal shelter and move up the housing ladder.

Information modelled by the Bureau for Market Research in 2006 provides a picture of annual household income in the City in comparison to Census 2001. It shows that a smaller proportion of Johannesburg households were very poor in 2001 in comparison to 2006 and a greater proportion may be considered middle class. However, it still tells a story of very serious income disparities.

Table 5: Annual household income

Annual household income (R)	2001		2006	
	Count	Percentage	Count	Percentage
No income	196 695	18,7%	130 278	10,7%
R1 – R4 800	43 469	4,1%	28 714	2,4%
R4 801 – R9 600	115 015	11,0%	125 514	10,3%
R9 601 – R19 200	185 440	17,7%	243 112	19,9%
R19 201 – R38 400	167 639	16,0%	255 818	20,9%
R38 401 – R76 800	120 671	11,5%	142 379	11,7%
R76 801 – R153 600	90 228	8,6%	124 859	10,2%
R153 601 – R307 200	70 701	6,7%	87 386	7,2%
R307 201 – R614 400	39 482	3,8%	54 852	4,5%
R614 401 – R1 228 800	12 114	1,2%	16 790	1,4%
R1 228 801 – R2 457 600	4 834	0,5%	6 955	0,6%
R2 457 601+	3 406	0,3%	4 795	0,4%
TOTAL	1 049 694		1 221 452	

Source: Census 2001; Bureau for Market Research (BMR), 2006

Settlement restructuring

Recent mapping and satellite imagery suggests that strategic spatial planning capability, land use management capacity and infrastructure capacity in the city was not adequately matched to the sudden take-off in the property market over the last seven years. The result has been a sprawl of poorly planned estates, especially in the north-western part of the city. Service, transport and social infrastructure struggled to keep pace with this pattern of development. The consequence has been spiralling costs of services, further spatial fragmentation of an already divided city and excessive road congestion. This pattern of growth is unsustainable.

The City responded by reinforcing capacity in a range of different areas and began to roll-out key initiatives that will better anticipate and rebalance these unsustainable patterns of development. Key initiatives include a growth management strategy, housing developments in preferred locations and the regeneration of the inner city as a key business, residential and transport node.

The roll-out of the Rea Vaya Bus Rapid Transit (BRT) network is particularly important. BRT-supporting road surfaces are in progress in the median lanes of roads and streets across a large part of the City and BRT stations are under construction. The first phases of this infrastructure will be in place by 2010. Together with the Gautrain, which has already been tested on a stretch of rail in Midrand in January 2009, this new public transport infrastructure will produce significant changes in the spatial form and functioning of Johannesburg.

Sustainability and environmental justice

The load-shedding required by Eskom in January 2008 represented a serious challenge to the City, especially from an economic growth and revenue security perspective. Ironically, the power crisis highlighted issues that are pertinent in the development of a sustainable city. A positive result of the crisis has been quantum leaps forward in clarifying

demand and supply trends in a range of resource input areas and ways to bring demand into line with available supply. Over the last year the City focused on several of these issues, which are discussed below.

Immediate concerns over energy security, potential future environmental shocks and risks in areas of water supply and fuel costs. The evidence suggests that with climate change trends and exponential economic and population growth, water supply to the Gauteng area may be constrained within the next five years. Both the quantity and the quality of water of available sources have become more polluted.

Oil rose to nearly \$150 per barrel in the first half of 2008. It has since fallen back to less than \$50 per barrel as the global economic crisis has spread. While the reduction is welcome, the 2008 peak is nevertheless a warning bell of future trends. For a city far from port areas and therefore with high costs of freight and logistics, as well as a historically poor public transport system, the future fuel price may still set hard limits on economic growth.

Ways to precisely calculate the benefits versus risks of different investments that could be made in response to natural resource crises also came into focus. Over the last year the City invested in gas turbines and now estimates that it has the ability to load-shed ten percent of power drawn from the national grid, without affecting power supply to businesses and households within the City Power supply area.

Another focus area is ways to not simply advocate for reduced consumption and more sustainable resource use, but to strongly regulate demand. The City is introducing a range of regulatory measures, including a new rising block tariff structure for electricity consumption introduced in 2008/09, a new demand management By-law and smart meters that enable ripple control of major household appliances.

The possibility of 'carbon trading', as a future revenue stream to justify expenses in green infrastructure, has been considered. Johannesburg's residents still have unequal access to green infrastructure such as trees and parks and unequally bear the burden of degraded and polluted environments. There is evidence of progress in addressing this situation as over half of a targeted 200 000 trees have been planted in the south of the city over the last two years. However, there remains cause for concern. The lack of adequate stormwater drainage has been raised repeatedly in ward planning processes in recent years. At the end of February 2009, devastating floods in parts of Soweto caused some R350 million in damage, demonstrating again that in general our settlements are poorly designed in the face of more unpredictable and violent weather resulting from climate change and that the poor face the greatest risks and burdens.

Innovative governance solutions

The City of Johannesburg continues to initiate various mechanisms to provide for participatory governance, as required by the Municipal Systems Act. It is also leading with the development of a system of Council oversight over the executive that is new to local government. These initiatives strengthen the voice of councillors, communities and stakeholders in the affairs of local government.

These positive trends notwithstanding, the City's annual satisfaction survey still shows that residents and ratepayers have high expectations of service delivery performance that are not being met. In some cases poor satisfaction ratings are due to unreasonable expectations of what can be delivered by the City and other spheres within current resource envelopes. In other cases poor satisfaction reflects the reality of unequal access to services across the City. For example, a correlation of satisfaction levels with levels of access to water services from the 2008 Satisfaction Survey, results clearly show that the lower the level of access to water services, the lower the satisfaction rating across all services.

Table 6: Results of the CoJ Satisfaction Survey 2008

Category	Service delivery	Mean	Number of responses
Minimal level of water service provision	Electricity	2,30	N = 143
	Refuse collection	2,46	N = 149
	Roads (neighbourhood streets)	1,97	N = 174
	Sanitation and waste water	2,16	N = 172
	Stormwater	1,81	N = 147
	Street lights	2,39	N = 148
	Water provision	2,67	N = 169

Category	Service delivery	Mean	Number of responses
Basic level of water service provision	Electricity	3,87	N = 187
	Refuse collection	6,25	N = 287
	Roads (neighbourhood streets)	4,10	N = 286
	Sanitation and waste water	3,66	N = 281
	Stormwater	4,70	N = 184
	Street lights	5,83	N = 267
	Water provision	6,51	N = 285
Full level of water service provision	Electricity	5,91	N = 2 492
	Refuse collection	7,35	N = 2 504
	Roads (neighbourhood streets)	5,81	N = 2 506
	Sanitation and waste water	7,20	N = 2 498
	Stormwater	6,14	N = 2 352
	Street lights	5,84	N = 2 440
	Water provision	7,69	N = 2 494
Group totals for water provision	Electricity	5,59	N = 2 822
	Refuse collection	6,99	N = 2 940
	Roads (neighbourhood streets)	5,42	N = 2 966
	Sanitation and waste water	6,57	N = 2 951
	Stormwater	5,81	N = 2 683
	Street lights	5,66	N = 2 855
	Water provision	7,29	N = 2 948

Source: *City of Johannesburg, Citizen Satisfaction Survey 2008*

While public participation is an ongoing factor, the bar also continues to be raised. Various court cases, in the constitutional and lower courts, concerning the City directly or tangentially, have recently highlighted the consideration that unless the City engages meaningfully with people affected by administrative action, that action may be deemed unlawful. The City continues to build the capacity to undertake consultation at the levels required and expected.

The key challenge confronting governance in the City is the impact that various factors will have on financial stability. The global financial and economic crisis will impact on the local economy and in turn the spending power of households and firms. This has already begun to impact on City revenue security. In addition, key changes have been made to the inter-governmental fiscal system, notably the partial replacement of the RSC levy replacement grant with a share of the national fuel levy, which will reduce the amount of national transfers received by the City. This, coupled with continued high inflation, a reduced capacity to borrow in the current financial climate and some unavoidable spending pressures, the City's finances will inevitably be less secure than in previous years, unless the City takes bold and innovative steps. The City continues to regard financial stability as key in meeting the medium and long-term needs and expectations for a better quality of life of Johannesburg's residents. Every effort will be made to preserve this stability.

Inter-governmental alignment





CHAPTER

3



All spheres of government have specific delivery mandates, which can range from social grants at national level to free basic services in the context of local government. There has to be a relationship between the three tiers of government to ensure that mandates are manifesting in an integrated manner, e.g. social services, such as health, rely extensively on an integrated approach. Inter-governmental relations (IGR) are therefore critical in the holistic roll-out of service delivery to communities.

Legislative framework

The Inter-governmental Relations Framework Act, Act No 13 of 2005, requires all spheres of government to effectively co-ordinate, communicate, align and integrate service delivery to ensure access to services per sé. The Act gives legislative expression to inter-governmental alignment:

- By taking into account the circumstances, material interests and budgets of government departments and organs of state when exercising statutory powers or performing statutory functions;
- Through consulting the affected organs of state in accordance with formal procedures, as determined by the 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 direct contact or through relevant inter-governmental structures;
- By co-ordinating actions when implementing policy or legislation affecting the material interests of other governments;
- In avoiding unnecessary and wasteful duplication or jurisdictional contests;
- Through all reasonable steps to ensure that sufficient institutional capacity and effective procedures prevails, i.e. to consult, co-operate and share information with other organs of state and to respond promptly to requests by the said organs for consultation, co-operation and information sharing; and
- By participating in inter-governmental structures and efforts to improve implementation of projects.

The City has been involved in key processes aimed at strengthening alignment, namely:

- Provincial IDP engagements;
- Gauteng city region processes;
- Sectoral engagement; and
- Inter-municipal engagements.

Alignment of national and provincial policies and strategies

The City aligned its development plans to key inter-governmental strategies and policies, such as the National Spatial Development Perspective (NSDP), the Provincial Growth and Development Strategy (PGDS) and the Global City Region (GCR) perspective.

The NSDP highlights the national spatial priorities in terms of provision of basic services, alleviation of poverty and in addressing inequality. The City's Growth and Development Strategy (GDS) describes the long-term strategic perspective that looks at development challenges in the context of a development paradigm that focuses on six principles, namely:

- Proactive absorption of the poor;
- Balanced and shared growth;
- Facilitated social mobility and equality;
- Settlement restructuring;
- Sustainability and environmental justice; and
- Innovative governance solutions.

The PGDS addresses the key developmental and economic challenges in the province. The CoJ's GDS ensures collaboration and integration of these challenges to be addressed through provincial sector engagements between the Community Development and Economic Development departments.

Provincial government identified a couple of strategic avenues to address, in line with GCR. It includes managing a GCR knowledge-based economy and positioning Gauteng as an economically active and sustainable region, through integrated planning, implementation and coordination of economic growth and competitiveness strategies. In this regard, the City identified the following key issues to further advance the development of the GCR:

- The need to play a proactive role in shaping the nature and meaning of the global city region;
- The need to counterbalance fiscal redistribution remain a priority;
- Need to address the tension between local responsive service delivery within a broader regional entity;

- Need for partnerships and co-operation with other stakeholders on the basis of a common agenda;
- Need to strike a balance between poverty reduction, service delivery and economic growth;
- Spatial planning is critical in the long-term, sustainability structure of the city region;
- Need to respond in an ongoing way to the issues of immigration; and
- Further discussion on powers and functions (provincialisation and ambulances, housing accreditation and health care facilities).

In order to take the process forward the CoJ proposes that:

- The principle of fiscal redistribution should be accepted, but it must be balanced with the City's needs for fiscal sustainability;
- Community and stakeholder participation must be strengthened and participation of provincial, national and parastatals is critical;
- There is a need to identify priorities to make the GCR a success, e.g. in marketing the GCR;
- Need to improve the quality of life of the people ('people-centred'); and
- Improve consultative and transparency of the GCR process (collective ownership).

Comments by the MEC on the 2008/09 IDP

MECs for Local Government are required to comment officially on municipal IDPs with a view to enhance service delivery and inter-governmental relations. The Gauteng MEC for Local Government, MEC Qedani Mhlangu issued comments stated below on the CoJ 2008/09 IDP. The comments were based on the five national key performance areas. The City's response has also been included. A report, inclusive of the MEC's comment and the City's response, was submitted to the Mayoral Committee in 2008 for consideration.

Table 1: Comments by the Gauteng MEC for Local Government and the City's response

Local Economic Development and Growth	
MEC's comment	City's response
The CoJ contributes 44% to Gauteng's Gross Value Added (GVA) and 16% to the national GDP. The Accelerated and Shared Growth Initiative of South Africa (ASGISA) highlights the lack of skills in the economy as one of the main hindrances to economic growth. One of the strategic choices of the City is to address social mobility and inequality through a skills development programme. The City also acknowledges that in order to address this issue, it needs to develop partnerships with formal businesses, the Further Education and Training (FET) Colleges and Higher Education Institutions (HE), the Department of Economic Development (DED) and the Department of Labour (DoL). In order to meet the City's growth target of 9%, it is anticipated that the City will expedite the implementation of the skills development programme.	The CoJ adopted a Skills Development Strategy, which includes: <ul style="list-style-type: none"> • Development of a Skills Hub to understand the level of skills that exists in different categories of the City's labour market, in particular among the unemployed; • Buy-in of the Skills Hub concept by the private sector, FETs and HE stakeholders; and • Setting up a panel of 'artisans' who are ready to be contracted in terms of the recognition of prior learning (RPL) project.
The implementation of the Marlboro/Wynberg Economic Plan, as part of the Industry Restructuring Support Programme, is a proactive initiative. It is recommended that the CoJ extends this programme to other industrial areas, such as Jeppestown, Cleveland and Doornfontein. It is also critical to ensure that citywide programmes, e.g. the Industry Restructuring Support Programme, are aligned to area-based initiatives within the city.	The development of a support programme for Industrial Parks in the City is currently underway. This programme will be focused on cluster development and enhancement of physical and social infrastructure; human capital improvement and knowledge-based development; the establishment of partnerships with relevant stakeholders and the adoption of a multi-sectoral approach to industrial development. The areas mentioned will therefore benefit from the programme.

Local Economic Development and Growth

MEC's comment	City's response
The City's plan to implement a Home Industry Development and Support Programme will encourage the local production of goods and services. This initiative is in line with the Proudly South African campaign, which arose from the concern about the increasing rate of unemployment, discussed at the 1998 Job Summit. The campaign's primary objective is to stimulate the demand for South African goods and services.	The department plans to roll-out SMME funds to facilitate the participation of ex-combatants and vulnerable groups in businesses, in line with the Proudly South African concept. In addition, the Johannesburg Fresh Produce Market (JFPM) is currently implementing various mechanisms (Premium Hall) to support local emerging farmers to improve the quality of their products to supply the global market.
Part of the delivery agenda for 2008/09 is the implementation of a support programme for SMMEs. In addition to the City's various SMME support programmes there is a need to develop a clear SMME exit strategy. This strategy must be aimed at eliminating continued SMME exclusive dependency on government funding for sustenance and to enhancing independent financial viability.	The CoJ, through the Department of Economic Development, is in the process of finalising a citywide SMME policy framework, strategy and implementation plan that seeks to increase the overall participation of SMMEs in the economy of the City. The CoJ will ensure that an exit strategy is incorporated into the revised policy.
The research undertaken by the CoJ on the secondary property market creates a solid basis from which to design and implement interventions that would enhance the growth and sustainability of this market. However, in line with the High Priority Areas as identified in the GMS, it is essential to prioritise the nurturing of economic activity (including a vibrant property market) in marginalised areas so as to deepen their nodal status. This would enhance the economic functionality of these areas parallel to the process of structuring a desired city form.	Nodal development in marginalised areas received high priority attention in the allocation of capital and operational resources. A number of detailed development frameworks and precinct plans for nodes in marginalised areas have been completed. Development interventions have been identified and included in the capital programmes for these areas. Further work is also being done on station areas to act as nodes and economic activity areas.

Service Delivery and Infrastructure Development

MEC's comment	City's response
The CoJ's efforts to explore energy saving measures in response to the energy crisis facing South Africa are commendable. The Department of Local Government (DLG) is committed to address the electricity crisis gripping the province, by ensuring that the Gauteng Energy Strategy is properly implemented, in partnership with all stakeholders, to ensure a 10% reduction in electricity consumption.	The City has significantly invested in electricity distribution infrastructure and network upgrades. City Power collaborated with Eskom to implement a load-shedding management plan and develop demand-side management policies to respond to the electricity shortages experienced in 2008. The City is also involved in programmes to encourage and allow consumers to regulate their own demand for municipal services, positively impacting on the environment. These involve geyser control, prepaid meters, energy efficiency plans regarding heating, ventilation and lighting. Furthermore, the City uses solar lighting for traffic lights, landfill gas and biogas from wastewater treatment works.
The CoJ must continue to work closely with the Gauteng Department of Housing (GDoH) and align the Housing Programme with the Electrification Plan so as to effectively reduce the electricity backlog, in line with the 2012 Millennium Development Goals (MDG) electricity target.	CoJ Housing regularly engages with City Power and Eskom regarding plans for new housing developments to ensure alignment of programmes. In addition, the City promotes energy-efficiency through orientation of housing on site, implementing solar panels on the Cosmo City Project and utilising energy-efficient bulbs in some of the social housing projects. CoJ will engage GDoH as proposed.

Service Delivery and Infrastructure Development

MEC's comment	City's response
<p>Working towards the conclusion of the Premier's Priority Townships Programme (20 PTP) should be a major focus for the 2008/09 financial year. A lot of work has already been done by both the City and the Gauteng Provincial Government (GPG) in Zola and Orlando to meet the Premier's directives. Furthermore, it is noted that the City prioritised tarring roads in Ivory Park, Diepsloot and Orange Farm. It is critical that these projects are completed as envisaged. Completion of the 20 PTP by 2009, as per provincial target, is a critical step in taking forward the Breaking New Ground Programme of building sustainable human settlements, gradually eradicating the mono-functional dormitory townships produced by apartheid spatial planning.</p>	<p>The City received funding under the Neighbourhood Development Partnership Grant (NDPG), which has been directed to townships and includes Zola and Orlando, which form part of the 20 PTP. Projects have been identified in both townships and are expected to roll-out in the current financial year (2008/09). Currently GDoH is piloting the backyard rental accommodation, which should provide valuable lessons for the City.</p>
<p>The revision of the CoJ GDS target of complete eradication of the sanitation backlog by 2011 to 2010, in line with the national target assists, in expediting the scale at which the provision of basic sanitation occurs in the City. Despite challenges, largely in informal settlements, posed by settlements established on privately owned land, it is critical that the backlog eradication programmes on sanitation must be fast-tracked.</p>	<p>To address the service delivery backlogs in informal settlements, the City developed and prioritised the implementation of the Basic Services Programme. This programme is aligned to the Formalisation of Informal Settlement Programme, which will resolve the critical issue of settlements established on privately owned land.</p>
<p>The CoJ 2008/09 IDP indicates that the City is currently busy with feasibility studies about informal settlements formalisation. The City is encouraged to continue to work closely with the GDoH to expedite this process. This expedition includes the speedy identification and acquisition of parcels of well-located land for housing development. A foundation for this land acquisition process has been laid in the finalisation of the land audit processes, both in the City and within the DLG. The conclusion of the formalisation process will assist in ensuring that Gauteng meets the MDG target of eradicating all informal settlements by 2014 and the provincial goal of informal settlement formalisation by 2009.</p>	<p>The City completed the feasibility studies on informal settlements and collaborates with the GDoH to expedite the process. The GDoH participates in the multi-disciplinary Steering Committee and the GDoH. The City shared and corroborated their lists of informal settlements. Current discussions confirm how these settlements may be categorised for formalisation, i.e. whether the settlement can be formalised, and if so, by way of in-situ upgrade or relocation or whether it is already part of a township establishment process. The provincial goal of informal settlements formalisation by 2009 is clearly understood by the Steering Committee.</p> <p>In respect of the identification and acquisition of land, it is anticipated that the City's Land Strategy will address this. The Land Strategy looks at the acquisition and utilisation of vacant, under-utilised and brownfields land parcels, which are both City and state owned, for the attainment of the City's strategic objectives and goals, specifically the provision of housing.</p>
<p>The CoJ is one of the main destinations for migrants from South Africa's provinces, as well as other countries. The perpetual migration into the CoJ continues to pose challenges regarding service delivery, infrastructure development and maintenance. Migration into the city, if not properly managed, has the potential to undermine the City's efforts to meet the essential service delivery targets. On this note, the City is urged, in partnership with other role players, to continue to intensify its efforts to deal with the influx through the Migrant Help Desk to ensure effective management of the infrastructure backlogs caused by influx into the City.</p>	<p>The CoJ accepts that a major metropolitan centre will inevitably urbanise and attract migrants within the country and from beyond the borders. The key issue is the effective planning and management of the urbanisation process so as to ensure balanced sustainable development. Furthermore, the CoJ's immediate plan is to expand the Migrant Desk services to the seven regions through the establishment of satellite offices, with a special focus on outreach work within communities.</p>

Service Delivery and Infrastructure Development	
MEC's comment	City's response
<p>The discussion between the CoJ and the City of Tshwane to integrate the Bus Rapid Transit Systems (BRT) is an innovation that will contribute to building Gauteng as a Globally Competitive City Region (GCCR). It is advisable that these discussions also include other adjacent municipalities, in order to truly integrate the various public transport systems within the province.</p>	<p>There were formal meetings and discussions between the Tshwane and Johannesburg MMCs for Transportation and BRT technical teams, with the initial objective of mutual learning on the BRT process. The extension of the BRT network outside of CoJ will receive consideration in the update of the City's Integrated Transport Plan (ITP), which will commence shortly. Currently the Transportation Department (CoJ) is working closely with the Gauteng Department of Public Transport, Roads and Works on the design of Integrated Rapid Public Transport Networks to ensure integration.</p>
<p>It is noted that although the national target on water is to ensure complete household access to water by 2008, this can only be achieved by 2010 in the CoJ. With a backlog growth of 7% in the informal settlements, the implementation of the Demand-side Management Programme, which includes education and awareness campaigns, the reduction of water losses through infrastructure refurbishment and the installation of pre-paid meters, is critical. This will aid in mitigating the possibilities of Gauteng becoming a water-stressed province by 2015.</p>	<p>The CoJ has a comprehensive strategy to address demand-side for water and to reduce unaccounted-for water losses. This effort will ensure that the outcomes of these approaches are achieved.</p>
<p>The implementation of a GMS will help address issues of sustainable development and provide guiding frameworks on how the CoJ deals with the spatial disjuncture between infrastructure provision and development growth patterns. However, in this effort to restructure the form and function of the City, the GMS might require further depth in terms of clearly delineating disincentives to be employed in discouraging development in low priority areas. This set of tools might include the strengthening of enforcement mechanisms around land use development applications.</p>	<p>The comment is noted and supported as a critical aspect of the strategy. A number of mechanisms have been developed and some are in the process of development. The focus is more on enabling incentives, but also includes some disincentives.</p>
<p>As part of the lessons learnt from the GMS research, substantial social amenities backlogs in growth areas have been identified. Within the context of limited resources, it will be significant to balance interventions to address this set of backlogs in growth areas against service backlogs in other areas, as envisaged in the MDG targets.</p>	<p>Noted. It is inevitable that resources would ultimately have to be prioritised and implementation staggered over time. GMS provides a clear framework for prioritisation although it is recognised that a finer grain assessment would be required.</p>
Financial Management and Viability	
MEC's comment	City's response
<p>In 2004 the state of most municipalities' finances was not satisfactory, prompting the DLG to pronounce the need to achieve unqualified audit opinions by 2009. The CoJ's achievement of an unqualified audit report from the Auditor-General (AG), for the first time in 15 years for the 2006/07 financial year, and at least two financial years before the target financial year, is commendable. On this note, DLG congratulates the City and hope that this record will be maintained.</p>	<p>The CoJ previously received disclaimers due a number of areas of weakness, which include, amongst others, the completeness of revenue and fixed assets, consolidation of accounts and the complexity and scale of CoJ's structure and operations. External requirements, such as international accounting standards, a variety of legislation and large volumes of guidance, recovery of debt, the geographical size of CoJ, provision of free consumer services and governance also played a major role.</p> <p>The turnaround interventions that facilitated an unqualified audit report were mainly focused on ensuring accountability among all departments and entities. These interventions are geared to ensure that the City maintains the clean audit trend.</p>

Financial Management and Viability

MEC's comment	City's response
<p>According to the Provincial Treasury Report, the CoJ only spent 48,6% of its Capital Budget as at 31 May 2008. This level of expenditure is disconcerting and it is instructive that the City put mechanisms and processes in place to ensure maximum capital expenditure (CAPEX) in implementing the 2008/09 IDP.</p> <p>During the 2007/08 MEC engagements, one of the issues raised was the inability of the City to effectively deal with debt collection. It is expected that through the recently adopted Debtors Strategy the City will improve its debt collection rate to advance the City towards increased financial viability.</p>	<p>The comment is noted although the CAPEX figure as at the end of June 2008 was 92%, which was an improvement from the third quarter figure of below 50%.</p> <p>The CoJ applies a number of mechanisms within the legislative framework to improve its overall effectiveness of debt collection, including:</p> <ul style="list-style-type: none"> • Engagement with a panel of attorneys to facilitate debt collection; • Revised personnel structure to include staff dedicated to outbound telephone collections and written notices; • Expansion of the CoJ revenue base through collecting in areas where there was previously no credit control; • Restructuring of the debtors book. A full analysis of the debtors has been undertaken that provides a breakdown of the book, thus assisting with the determination of the best approach to collect from the book. <p>To complement the current work on the debtors book, the City continues an annual collection average of R1,3 billion of the recoverable portions of the debtors book.</p> <p>The National Credit Act guides in steps to be taken in the process of debt recovery. In compliance with the Act, the City is proactively preventing prescription of debts through monitoring of accounts through systems that flag concerning accounts.</p>

Institutional Development and Transformation

MEC's comment	City's response
<p>The CoJ's dedication to service delivery is evident in the manner performance is managed. The new Performance Management System (PMS), currently in the process of being cascaded to other levels of employment, is acknowledged. The City must continue steadfastly in its endeavour to implement the new PMS to promote and maintain a culture of performance.</p>	<p>The CoJ will continue its efforts to further cascade the PMS.</p>
<p>It is noted that the City developed a system for tracking employees leaving the organisation and probing their reasons for doing so. It is recommended that the findings derived from this system, particularly the exit interviews, inform the CoJ's skills retention and succession planning strategies.</p>	<p>The CoJ is in the process of finalising its organisational retention policy and the MEC's comments are very much part of this process and will continue to inform retention implementation policies.</p>
<p>The City has done well in terms of legislative compliance in addressing racial imbalances with respect to Employment Equity (EE). The approval of the new EE plan, focusing on women and people with disabilities, is a critical step in advancing the interests of designated groups. The DLG is looking forward to the successful implementation of this plan.</p>	<p>The comment is noted.</p>

Democracy and Good Governance

MEC's comment	City's response
<p>The CoJ's active participation in the various structures driving the GGCR agenda is markedly commendable. The City is well aware that the initiative necessitates cooperation between municipalities, as well as across the province (drawing on the various comparative advantages of each municipality) to enhance its regional competitiveness in the global circuit of urbanised regions. Consequently, it is critical for the CoJ to localise the GGCR Roadmap through the expedient development of a CoJ GCR Framework, which will spatially locate time-bound, measurable interventions that will concretely enhance the GGCR agenda.</p>	<p>The City will continue to actively participate in the Core Group and GCR Technical Committee, both convened by the Premier's Office to co-ordinate the Roadmap. The City will formalise support initiatives into a GCR Framework in the 2008/09 financial year.</p>
<p>Up-scaling the implementation of the Women Development Strategy (WDS) is crucial for the empowerment of women to active participation in the formal economy. The various programmes emanating from the WDS, if expediently and effectively implemented, can contribute to entrepreneurship and skills development of women, who constitute a critical group in the country's transformation agenda.</p>	<p>Quarterly reports on implementation are presented to the Mayoral Human Development Sub-committee. A review of the strategy is to take place in this financial year. The Ward Women Development Forums set up as part of the strategy, will play a critical role in the monitoring and evaluation of the impact at ward level. They will also be involved in mobilising women to take up the opportunities offered by the City.</p>
<p>The CoJ's Councillor Training Programme, if properly linked to the Women Councillor mentorship programme and the Community Development Workers (CDW) training programme, will enhance the capacity of the City to improve Community-based Planning (CBP). This builds on existing working relationships between the ward committee system and the CDW programme and provides a resource that could be tapped into in enriching the process of priority needs and the interventions identification processes. Moreover, regional summits should be integrated into the broader communication strategy to convey progress on programmes and projects to the citizenry, thus minimising service delivery-related protests sprouting throughout the City.</p>	<p>The City began to align the councillor training programmes with ward committee training to ensure that councillors and ward committee members have the same level of understanding of the issues in their communities and how best to address them. The first phase implementation of CBP provided an opportunity to foster collaboration between councillors, ward committee members and CDWs. Role players were enabled to form good working relationships. Ward committee members and CDWs collaborate in the identification of ward priorities, convening CBP regional summits and public and ward committee meetings.</p> <p>The Councillor Community Facilitation Programme, targeting women councillors, equips them with effective meeting skills, facilitating community development processes and development management. The training also focuses on skills development, networking and building partnerships with CBOs and NGOs</p>
<p>The CoJ is the only municipality in Gauteng that developed an Anti-Xenophobia and Common Citizenship Programme. It is noted that the City budgeted to implement this programme in the current 2008/09 financial year. In this regard the City is encouraged to continue to work closely with the CDWs and other spheres of government, civil society, organised business and law enforcement agencies to curb violent attacks on foreign nationals.</p>	<p>The City has two deliverables to intensify efforts on fostering tolerance and integration of migrants into communities:</p> <ul style="list-style-type: none"> • Facilitate community dialogues and seminars in all the regions. • Establish a Migrant Advisory Board, which is a structure similar to the one in London. The board will draw representation from the various spheres of government, e.g. the Departments of Home and Foreign Affairs, the SAP, the migrant community and civil society. The main task will be to advise the City on the development of regulations to address the challenges migrants face in Johannesburg.

Sector plan roundtable discussion

The idea of convening a roundtable discussion for business plans and budgets was first mooted at the IDP Assessment Discussion Workshop, at Shumba Valley in August 2008. The roundtable discussions served as a dry run for departments to prepare for the Budget Panel Hearings, held from 26 November to 1 December 2008.

The roundtable discussions held in October 2008 provided an opportunity for cross-pollination of constructive ideas amongst the core departments and provincial sector departments. It also served as the platform to engage with the content of the business and sector plans. The intention was to address issues of dependency and to promote a culture of mutual learning and sharing of information. The objectives of the roundtable session were to:

- Provide feedback to departments on draft sector and business plans, budgets (operational and CAPEX), as well as departmental responses on community issues raised at the regional summits and during the departmental risk assessments;
- Identify areas of dependency and integration amongst the core departments and to consolidate areas of synergies;
- Identify departmental and sectoral priorities, both strategic and operational, to be addresses in sector and business plans; and
- Identify areas of inter-governmental alignment.

Provincial engagements

Environmental Management Sector

The department established good working relationship with provincial counterparts, Gauteng Department of Agriculture, Conservation and Environment (GDACE), in the area of environmental impact management. Municipal departments and MEs have opportunities to present their projects and resolve environmental authorisation-related queries through monthly meetings with the GDACE. Joint planning between the City and the province is now taking place on key priority areas of development.

There is active participation in the GDACE Technical Working Group Forum (GDACE TWG Forum) regarding the sustainable use of the environment. It is a platform for discussions on collaboration in planning and management, sharing ideas on environmental issues, such as response to climate change, integrated waste management and water resource management. The department will continue to strengthen the relationship with the provincial counterpart and plans to establish a one-on-one inter-governmental relations forum with the province.

The department also continues to engage with provincial and national departments on environmental matters pertaining to air quality management. Through this relationship the department successfully granted delegation powers for authorising air quality permits until September 2009, which will go a long way in reducing air pollution emissions in the City.

Natural resource management remains a challenge as witnessed through the current state of water resources. The department engages with the Department of Water Affairs and Forestry and other key stakeholders. There is also collaboration with DWAF (Working for Water) in alien plant removal and GDACE in the upper-Jukskei River clean-up programmes.

A number of notable partnerships have also been established on matters pertaining to biodiversity, catchment management and water quality management issues, including:

- Partnerships with international cities around biodiversity management through the Local Action for Biodiversity (LAB) Programme;
- Engagement with the Department of Minerals and Energy in minimising the impact of mining activities on land and water resources;
- The South African National Biodiversity Institute on a number of projects, including alien plant controls, the Working for Water Programme, grassland and wetlands management programme; and
- City departments and MEs around the implementation of rehabilitation programmes, including the Kliprivier/Klipspruit Programme.

Progress has been made in collaborative efforts with neighbouring municipalities to address similar areas of interest. Collaborations include the implementation of emission reduction strategies with Ekurhuleni and Tshwane (emissions are trans-boundary) and the implementation of the Modderfontein/Kyalami EMF with the City of Tshwane. The department will establish information sharing working groups with neighbouring municipalities.

Transportation Sector

The CoJ's Transport Department engages with the national and provincial departments and their agencies on the planning and implementation of projects such as the BRT, 2010 FIFA World Cup, Gautrain and the Gauteng Freeway Improvement Scheme. There is also collaboration on the establishment of the City's Transport Authority, the N17 and increasing access to public transport services outside of the major arterial spines.

Health Sector

The CoJ's Health Department has had continuous sectoral engagement with provincial counterparts. It started with the monthly Interim District Advisory Committee meetings where joint service delivery projects are discussed. At the provincial IDP workshops the following issues and concerns were tabled:

- Provincialisation of health care facilities has the potential to hamper service delivery;
- Strengthening primary health care through the increase in service hours in selected regions;
- In terms of Jozi Ihlomile there is a need to intensify implementation and co-ordination with other spheres of government, NGOs, CBOs and business; and
- The need for the department to pay attention to environmental health (Municipal Health Services) through promotional, educational and enforcement programmes.

The Health Department also engages with other municipalities at the monthly SALGA Gauteng Social services working group meetings.

Spatial Planning and Urban Management Sector

The department coordinates the citywide administration of the conditional grant funds, received from National Treasury through the Neighbourhood Development Partnership Grant (NDPG). The grant aims to stimulate and accelerate investment in poor, under-served residential neighbourhoods by providing technical assistance and grant financing for municipal projects with a distinct private sector element. The NDPG priority areas are townships, RDP and low-income housing estates, homeland areas, town centres and informal settlements.

The City will prepare a Township Renewal Agenda and related programme to improve the coordination of projects by the various core departments and MEs. All NDPG-funded projects within the City will fall into the ambit of this agenda and programme. This is to ensure that integrated development planning, public investment and leveraging of private sector investment will be realised and optimised through the coordinated expenditure of the grant funds. Specific issues include:

- The number of informal settlements between province and CoJ;
- Expediting formalisation of informal settlements, specifically those located on private land;
- Streamlining the CoJ and Provincial Informal Settlement Plan;
- Extending lessons learnt from the roll-out of the Premier's Prioritised Township Programme;
- Clarity regarding provincial processes of proposed projects in CoJ area and clear descriptions thereof, including projects done by Blue IQ, GEDA and GEP; and
- The Urban Edge review process and approach.

Housing Sector

The provincial Department of Housing plays an active role in planning and implementing housing projects within the jurisdiction of the City. In addition, the provincial department provides subsidy funding for the City to implement housing projects to achieve its targets. Greater alignment of projects and programmes between the two spheres is critical for housing delivery in Johannesburg. Despite some improvement in coordination, the following programmes still rely on more effective liaison to ensure that the City achieves targets and objectives:

- Formalisation of informal settlements;
- Conversion and re-development of hostels;
- Implementing emergency housing; and
- Roll-out of the housing accreditation of municipalities.

Legislature Sector

The Office of the Speaker in the City works closely with the equivalent offices at provincial and national level. This cooperation will continue and includes:

- Development of the institutional 'Johannesburg model' and the identification of the necessary legislative changes;
- Alignment of oversight and scrutiny, including joint sittings in matters requiring a multi-disciplined approach;

- Cooperation on community participation with committees and members of the Executive Committee of Province, in association with the relevant City committees and Members of the Mayoral Committee;
- Ceremonial and protocol matters; and
- The Speakers' Council of Gauteng.

The Constitution (Section 40, Chapter 3) requires all spheres of government to observe and adhere to specific principles and conduct their activities within the parameters of the chapter guidelines. The Speaker of Council participates in the Speakers' Forum to enhance good governance. Similarly so, officials of the local legislature also contribute meaningfully by participating in various forums, such as the provincial establishment of economic black empowerment, human capital development, SALGA, the Commission for Remuneration of public office bearers and local government at provincial level to enhance the City's governance model. In this process municipalities, aiming to implement the governance model, are empowered.

Corporate and Shared Services Sector

In view of the sector's primary internal focus, coordination of provincial and national initiatives is ensured through the alignment of legislative and generic strategic priorities. In the case of public conveniences, there is interaction regarding provincial programmes with the Spatial Form and Urban Management Sector and the City's 2010 programme. The impact and implication of key programmes, such as the Gauteng Global City Region and the establishment of a single public service, are accommodated via interaction with the Central Strategy Unit. Key stakeholders such as SALGA and the Department of Provincial and Local Government are also involved.

Economic Development Sector

The department engages actively with provincial and national stakeholders in critical areas to ensure that implementation is carried out in a complementary manner that maximises the use of scarce human and financial resources. These consultations manifest through the City's policy and programme development initiatives, road shows promoting the Inner City Property Scheme and the Regional Spatial Development Frameworks. In addition to the public sector engagements, private sector participation is actively pursued via forums such as the monthly Johannesburg Business Forum to decide on interventions and to encourage private sector take a lead role, e.g. in the ICT project.

There are consultations with GEDA on SMME development in relation to the Community Bank. A joint study tour to India and Bangladesh provided information opportunities. There are also engagements with state-owned financial institutions, in particular the DBSA, regarding the Jozi Equity Fund. The department has representation on the SANIEF Forum where major municipalities and metros in Gauteng collaborate on planning and management and share ideas on economic issues pertaining to informal traders. The department will continue to strengthen the relationship with the provincial counterpart and plans to establish a one-on-one inter-governmental relations forum with the province.

Notable partnerships have also been established regarding SMME skills development programmes with the University of Johannesburg's Centre for Small Business Development and the Business Place. There are also partnerships about the Sector Support Programme with the private sector and the Diamond school to establish a core of skilled entrepreneurs in value-add mining services. The International Positioning Programme engages with the External Relations Unit to identify, establish and build economic relationships on an international, national and local basis with international bodies and selected sister cities. A MoU was signed between the Gauteng Department of Local Government and the Belgian Chamber of Commerce and various municipalities, including CoJ, will be involved. Cooperation also continues with other council departments and MEs around the implementation of EPWP and BEE programmes, including

- The challenge of implementation projects;
- The 'trickle-down' impact of the ten catalyst projects, which may continue beyond the Council's current term of office (Soweto Empowerment Zone, SMME fund and Inner City Property Scheme);
- The Nine Percent Economic Growth Summit resolution needs further unpacking;
- The development of the liner market needs to be revisited in terms of impact versus budgetary requirements;
- Attention to issues of dependency, e.g. DED and DPUM on spatial-related planning, DED and community development regarding skills development;
- The department must address supply-side support interventions, such as economic concentration and agglomeration, industrial support and the creation of economic vertically and horizontally linkages at local level; and
- Revisit targets for the citywide Expanded Public Works Programme.

Financial Sustainability Sector

The sector strives to engage with other spheres of government. The Department of Local Government supported the sector in PSU initiatives by giving assistance with data purification. In the spirit of learning from neighbouring municipalities the sector, through Revenue and Customer Relations Management, established bilateral ties with the City of Ekurhuleni in areas of pay point maximisation.

There is also collaboration with other spheres of government in the Thusong Service Centre in the output of a study in 2003 by SITA, as well as DPSA in 2005, based on the Brazil model. The Service Centre is deemed to be an ideal part of the process in achieving the government's vision of improving access to quality services for all, inclusive of citizens, business and public servants, based on the Batho Pele principles. Thusong Service Centre is an urban shopping mall that provides the following:

- An integrated approach to service delivery in urban areas;
- A wide range of appropriate technologies in terms of the needs of citizens;
- Delivery of services to citizens using many innovative delivery channels;
- Sharing the initiatives of other stakeholders, e.g. national and provincial government departments and metros; and
- Integrate the use of government resources.

The sector has other specific issues, including:

- The financial impact on the CoJ citizens' ability to pay for services due to global and national financial challenges;
- The effectiveness and functioning of the call centre (turn-around time of cases reported);
- The need to explore the region-wide possibilities of decentralisation of points of contacts;
- Considering refining supply chain management process, e.g. requesting service providers to indicate to the ward where they are from to ensure that the department meets the target of preferential procurement;
- The City's CAPEX spending in terms of the need to develop mechanisms to penalise under-spending and reporting; and
- Challenges regarding MIG spending.

Public Safety Sector

As part of the inter-governmental relations programme, EMS and JMPD engaged with critical stakeholders, e.g. the Gauteng Provincial Government Health Department, the Department of Local Government, the South African Police Services and the Department of Community Safety. One of the important issues discussed with Provincial Health was the provincialisation of ambulances, as well as the capacitation of ambulance services prior to the 2010 FIFA World Cup.

In relation to the Department of Community Safety, some of the discussions included the development of joint 2009/10 programmes, signage, consolidation of the school safety programme, social crime prevention programmes, bad buildings and simulation programmes. There will be further engagement to improve the value of programmes, including:

- JMPD deployment strategy for crime prevention and traffic management;
- Support structures for CPFs need to be adequately communicated and effectively monitored so that detailed feedback on each CPF can be produced;
- Urban management (By-law enforcement), the role of DPUM and exploring responses by regional offices in more detail;
- Training and deployment of fire fighters;
- Readiness of the Disaster Management Centre before 2010 as a major concern; and
- Issues of inter-departmental and inter-governmental dependencies require innovative solution as most of this sector's outputs are fully dependent on joint inputs from various role players.

Community Development Sector

There is a need for an integrated approach to deal with the removal of street children, including mothers and infants from street intersections. The Youth and Women Empowerment programmes need to be streamlined.

Infrastructure and Services Sector

This sector needs to focus on the alignment of CAPEX investment projects in CoJ and an integrated plan to address infrastructure backlogs.

Inter-governmental projects and transfers

Sector roundtable

During the roundtable session held in October 2008 provincial departments had the opportunity to engage CoJ sector departments on proposed 2009/10 delivery agendas. The process also provided space for the deliberations of the joint projects for implementation in 2009/10 by the province and also provincial transfers. In February 2009, Gauteng DLG forwarded a set of 2009/10 CAPEX projects, approved by the Gauteng MEC for Finance, to be implemented in the City upon provincial transfers.

Transfers:

Table 2: Provincial transfers for 2009/10

Department	2009/10 Budget (000)
HIV and AIDS	2 465
Primary Health Care	76 967
EMS	75 300
Community Development: Sports, Arts, Culture and Recreation (Equitable share)	1 120
Community Development: Sports, Arts, Culture and Recreation (Recapitalisation of community libraries)	7 000
Environment: Sustainable Resource Management	1 000
Environment: Technology Development and Support	150
Total	164 002

MIG funding:

The table below indicates the final MIG allocations that have been gazetted on 3 April 2009.

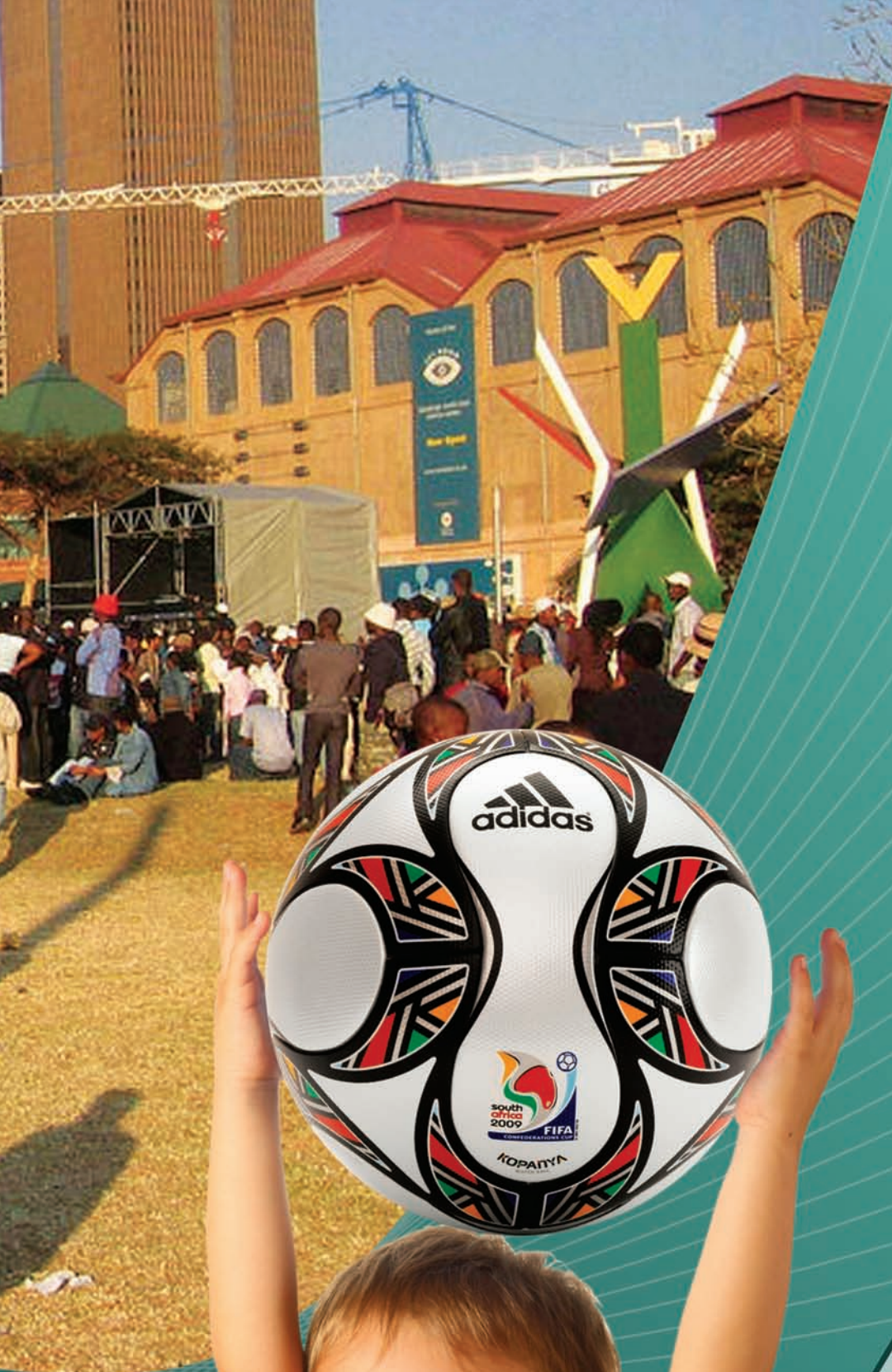
Dept/ME	2009/10			2010/11			2011/12		
	Draft R'000	Adj R'000	Final R'000	Draft R'000	Adj R'000	Final R'000	Draft R'000	Adj R'000	Final R'000
Joburg Water	109 022	(4 465)	104 557	140 316	(1 203)	139 113	125 484	41 827	167 311
Joburg Roads	60 830	(3 799)	57 031	70 158	(3 384)	66 774	60 232	20 077	80 309
City Power	40 051	(2 030)	38 021	52 618	(8 102)	44 516	40 155	13 385	53 540
City Parks	12 389	(32)	12 357	17 539	(845)	16 694	15 058	5 019	20 077
Pikitup	19 327	(317)	19 010	23 386	(1 128)	22 258	20 077	6 693	26 770
Community Development	43 368	(595)	42 773	52 618	(2 537)	50 081	45 174	15 058	60 232
Planning and ARP	25 000	(1 237)	23 763	35 079	(1 692)	33 387	30 116	10 039	40 155
2010 Planning	47 078	(28)	47 050						
Migration Office	28 122	(83)	28 039	35 080	(1 695)	33 385	30 116	10 039	40 155
Health	5 000	38	5 038	5 846	(281)	5 565	5 019	1 673	6 692
Housing	105 369	(7 751)	97 618	152 009	(7 332)	144 677	130 503	43 501	174 004
Total	495 556	(20 299)	475 257	584 649	(28 199)	556 450	501 934		669 245

Conclusion

The City is committed to ensuring that IGR and sectoral engagements continue to be an overall component of the IDP process. Provincial participation in the CoJ's planning, budgeting and outreach process must be emphasised so as to ensure an integrated approach to service delivery.

Community outreach





CHAPTER

4

The City's governance model, inclusive of the commitment to public participation and consultation, is underpinned by constitutional and legal obligations. A well-governed and managed city is one of the six Mayoral Priorities. The City engages in public participation to ensure that community ideas and critique contribute meaningfully to the planning of an equitable and spatially integrated city.

The City has the responsibility to respond to both citywide challenges, e.g. public transport and employment creation, as well as community or ward needs and issues per sé. In terms of the latter it could be speed humps in a specific area, street lighting or the upgrading of a community hall. The MEC for Local Government commended the City on the vigorous outreach processes and the emphasis on inclusion in broad and narrow consultation, hence her comment in the 2007/08 IDP Review:

'In drafting the IDP, the City has followed a process that is largely compliant with the Municipal Systems Act (MSA). Furthermore, the City can be applauded for the manner in which consultation and stakeholder engagement processes are managed. Testimony to this is the way in which issues raised during Regional Stakeholder Summits, the Inner City Summit, Mayoral Road shows and other forums have been captured and presented in the IDP. In the City's quest to pilot a community-based planning approach, it is recommended that the City should consider utilizing the opportunity to capacitate and empower communities to own the planning and budget processes in their wards.'

The City engaged and consulted with stakeholders on the 2009/10 budget and the IDP. This chapter describes the processes followed and the issues raised during consultation. The outreach process, in preparation for the 2009/10 IDP, consisted of three distinct phases.

Phase One: Public ward meetings and regional summits

Between October 2008 and January 2009 the majority of ward councillors convened public ward meetings to report on projects, discuss budgets that have been prioritised for their respective wards, confirm three priorities contained in ward plans and to sign off ward plans. The signed-off inputs had to form part of the revised budgets, prior the Budget Lekgotla in February 2009. The meetings were opportunities to report back on the implementation of 2008/09 projects.

There was also a series of regional meetings with various critical interest groups, namely the Youth Council, NGOs, faith-based organisations, labour and people with disabilities. The purpose was to create public awareness of the City's mid-term achievements, to inculcate a culture of participatory planning and to mobilise communities to contribute meaningfully to the City's outreach and consultation processes. One such a process was the stakeholder summit.

Table 1: Regional summits in 2009

Region	Number of Wards	Date	Venue
Region C	12 wards	07 March 2009	Council Chamber, Roodepoort Civic Centre
Region D(1) and D(2)	36 wards	07 March 2009	Orlando Communal Hall
Region F	15 wards	07 March 2009	Eureka House, 92 Malborough and Rosettenville Road, Springfield
Region A	9 wards	14 March 2009	Halfway House Primary School
Region G	12 wards	14 March 2009	Poortjie Multi Purpose Centre
Region E	14 wards	14 March 2009	Park Recreation Centre, Orange Grove
Region B	11 wards	14 March 2009	Riverlea Empowerment Centre

Regional-specific issues

Region A

The issue of illegal dumping is rife, possibly because of the minimal fine. Taverns and shebeens are open for long hours and learners use liquor during school hours. There are also serious contraventions of the building By-laws. It was highlighted that the enforcement of By-laws appears to happen only in CBDs and not in the townships.

Region D

There was an observation that piecemeal investments do not make an impact. Infrastructure maintenance, especially in terms of stormwater and roads, remains a priority.

Region B, E and F

Service delivery failures include potholes, malfunctioning traffic lights, non-functioning street lighting, stormwater blockages, By-law enforcement, management and support for the informal traders and the turnaround times in responding to queries.

Regions G and C

The overarching issues related to the formalisation of informal settlements and the failure to install basic infrastructure.

Summary of cross-sectoral ward issues

The analysis of ward issues, raised by stakeholders at the regional summits, were categorised into five broad sections, namely:

- Service delivery issues, including upgrading and maintenance of infrastructure and urban management;
- Public participation issues, such as community involvement in decision-making, customer relationship management and communication processes;
- Service level issues, such as levels of infrastructure quality and frequency of maintenance interventions;
- Developmental issues, such as infrastructure, systems, processes and projects to improve the quality of life of Joburg residents; and
- Issues relating to provincial functions and powers.

In terms of service delivery issues, it is difficult to scientifically assess the extent to which these are prevalent in wards, because the regional summits were prefaced with the request that these should not be included in the ward plans. The particular issues were referred to the 'green book', which is the official record. Despite this request the service delivery issues still crept quite substantially into the ward plans. These issues referred mostly to the clearing of stormwater drains, the maintenance of public parks and street lights, traffic signs and traffic lights.

Although many public participation issues were not recorded in the ward plans, the discussions around development, their prioritisation and the departmental responses reflected some tension between the departments and communities, as well as councillors and communities. There appeared to be a sense of frustration at the impenetrability of the service delivery departments. Information on service delivery routines were not available to the public, neither were deviations.

There is a distinct sense that turnaround times do not meet the expectations of residents. Furthermore, matters cannot be escalated and information on resolutions, such as lead times, is not known by the call centre staff. It also became apparent that information dissemination on departmental activities is inadequate. In some cases, the lengthy approval periods of project and process cycles are clearly not understood and it can therefore impact on the prioritisation of issues. This means that departments are not communicating effectively on macro development processes and progress, such as the investigation into the Urban Edge and the status of conservancies.

At the public participation meetings it was apparent that community stakeholders are still not familiar with Council processes in general. For example, there is an expectation that ward issues, raised at public meetings, will receive attention. However, the planning and budgetary processes, on which implementations are dependent, are very complex and not clearly explained to communities. In addition to this, community members require more information on Council policies, especially zoning and related aspects, development priorities, densification and limitations to certain types of expansion, as well as development and provincial competencies.

Communities tended to demand, simultaneous, high levels of services in all areas. There seems to be a lack of insight into levels of service related to rates and that improvements in service levels are sequenced according to the availability of budgets. This relates in some part to the previous comment about the awareness of the provisions in

Council policies and the City's approach to improvement of service levels according to affordability. The most obvious example of this is the resurfacing of roads and the installation of stormwater. The latter reflects a high level of service and the achievement of this level has to correlate with budgetary sequencing in terms of CAPEX allocations, affordability and rates income levels.

Developmental issues related largely to five core aspects:

- Access to services provided by all three spheres of government tended to be expressed as the need for a multi-purpose centre, but when interrogated, translated into access rather than physical infrastructure.
- Sporting programmes for the youth were requested. Again, this tended to be expressed as infrastructure in the name of sporting facilities development, but when interrogated communities appeared to require a solution for youth entertainment.
- Skills development and SMME opportunities were expressed as a need for a skills centre to address poverty and joblessness, but on reflection indicated the need for a second economy stimulus and an expanded social network.
- Surfacing of roads was expressed as an expectation that all existing roads must be tarred and stormwater must be installed. Traffic management received substantial attention, particularly the effectiveness of traffic calmings in residential areas, the management of congestion and the maintenance of traffic infrastructure.
- Issues related to provincial functions and powers, e.g. education and health, formed a large component. In terms of the former, there seemed to be a frustration that land zoned for provincial projects, such as schools was not effectively utilised. In terms of the latter there is a definite demand for specific hospital services at primary health care clinics, most notably maternity services. All these issues were escalated to relevant provincial authorities.

Phase Two: Stakeholder Summit

Departments tabled their draft delivery agendas at the stakeholder summits for comment, prior to tabling at the Section 79 Portfolio Committee meetings. The IDP was tabled at Council on 26 March 2009. Subsequent to the tabling of the IDP, the City hosted a Stakeholder Summit on 28 March 2009 at Nasrec and 6000 participants attended. The Executive Mayor presented an overview of the City's mid-term performance, the 2009/10 IDP, budget and tariffs and a summary of the all proposed CAPEX projects for the respective wards for the medium term.

The delivery agendas provide an outline of the actual deliverables for 2009/10. Sectors reported on progress on the ward issues (submitted during community-based planning), mid-term achievements and delivery agendas for the 2009/10 financial year. It should be noted that the participation of the provincial and national departments were either weak or non-existing. Their input could potentially have been significant, especially the social clusters. The Sector Commissions raised key issues, tabled below, at the Stakeholder Summit.

Table 2: Community development

Issue raised	Sector response
Small farming not adequate. Water is expensive and does not encourage farming	<p>A cross-cutting food security and micro-agriculture support policy is in the advanced stages of development. The proposed programme will equip regional contact centres to channel both funding (mainly from provincial and national sources) and training to micro-farmers seeking to grow crops as both subsistence and livelihood strategies.</p> <p>The question of a water subsidy will be raised as part of the final policy development</p>
Ward 37: Multipurpose centre. Mofolo south 2 rooms to be redeveloped. Dlamini 1 and 2 Multipurpose, what is happening there?	<p>Dlamini 1 soccer fields have been developed with 7 clubs utilizing the facility</p> <p>Dlamini 2 Multipurpose centre is currently running the following programmes; Aerobics, Weightlifting, Drama and Senior Citizens programme</p> <p>Mofolo south no formal building only soccer grounds.</p> <p>The Dlamini Hall was completed in 2007. a hand over ceremony will be arranged for both the hall and the grounds in the new financial year.</p>

Issue raised	Sector response
Ward 58: Two places not mentioned Kliptown and Devland Chicken Farm social assistance.	Any NGO's seeking support from the City should make contact with Anne Cele, Acting Assistant Director for NGO Support and Capacitation.
Ward 36: Free basis electricity prepaid meters – direction on how to register. Pensioners pension at the bank. Youth – skills, City does not provide direction, volunteer workers problem lacking experience.	<p>Notice is hereby given that the registration for the Siyasizana Programme, the Expanded Social Package for poor residents of Johannesburg, is now open at the following customer service points:</p> <ul style="list-style-type: none"> • Jabulani Civic Centre, Koma Road, Soweto • Meadowlands Revenue Services, Zone 2 393 Porton 7, Hekpoort Circle, • Rabie Ridge Community Centre, Ext 4 and 5, Corner Koraan and Kraal Street • Lenasia Civic Centre, Corner Rose Avenue and Eland Street • Thuso House, 61 Jorrissen Street, Braamfontein • Alex Sancopano, Cnr 8th Avenue and Roosevelt, Alexandria • Diepsloot Multi-Purposes Centre. 1131 Ngonyama street, Ext 2, Diepsloot • Orange Farm Revenue Services, 15747 Orange Farm, Ext 4 (Next to SAPS) • Lord Khanyile Multi purpose Centre, 4326 Makhaya drive, Ivory Park • Eldorado Park Revenue Services, 4064 Link Crescent (Next to SAPS), Eldorado, Ext 5. • Diepsloot Multi purpose centre, 1131 Ngonyama street Ext2 <p>A new system of benefits will be rolled out as of July 1st, 2009, and each citizen who qualifies should register to ensure maximum benefit for their household.</p> <p>Qualifying criteria</p> <p>Any South African citizen earning less than R3.366 per month and residing in the City of Johannesburg may apply for the Siyasizana programme, provided they can provide:</p> <ul style="list-style-type: none"> • An official document showing name and South African ID number (if a person does not have an official at present they can make a first application without proof of identity, provided they still know their ID number); • The account number of the property on which they reside, even if they do not own that property (preferably with a municipal account document); • For city power customers with prepaid meters: a copy of the meter number; and • For Eskom customers: a bill showing the account number of the property on which they live, or the number of their pre-paid meter. <p>Applicants may also register as homeless, or as having no registered address.</p> <p>Applicants should also bring current curriculum vitae (CV) with them, as they will be given an opportunity to register for the Job Pathways programme which will provide assistance in finding employment for eligible residents.</p>

Issue raised	Sector response
	<p>Please note that fingerprints will be taken as a secure form of identification and personal information will be verified against national government databases. Any false declaration of circumstances in applying for benefits will be prosecuted as an act of fraud, and the person giving false details will be blacklisted from applying for Siyasizana benefits in the future.</p> <p>The full roll-out on July 1st, 2009 will resolve all outstanding technical alignment issues with CoJ utilities, but Eskom have indicated they may need an additional 2-3 months beyond July to fully enable their systems to distribute Siyasizana benefits. Details on the exact Eskom go-live for Eskom customers will be widely advertised.</p> <p>Youth procurement within the city thus far in the current financial year equates to R2.6 million.</p>
<p>Region D: Youth Development Forum –Youth Summit resolutions not included in the presentation and wish to have these issues outlined in the IDP documents. Mayor’s priorities – R51 million allocation, where will it be allocated, youth unit or Community development budget and it becomes difficult to access.</p>	<p>CSU to assist to have the resolution of the youth summit part of the IDP.</p>
<p>Orange Farm: Private schools in Orange Farm taken up by government, buildings collapsing and need for major repairs and maintenance.</p>	<p>To be referred to the department of education.</p>
<p>Ward 54: Unemployment of young adults in the community which resulted in vandalism of houses and burglary. These cases are reported. Request to have dedicated ward councillor.</p>	<p>Unemployed Youth should register for Siyasizana, which included intake into Job Pathways programme.</p>
<p>Ward 6: Running an ECD facility on how and where to register for permit for an ECD facility. Need to know who to liaise with as we have been sent from pillar to post.</p>	<p>Deputy Director for ECD: Dorothy Khoza 011 681 8076</p>
<p>Ward 21: Accessing CoJ Funding.</p>	<p>Any enquiries regarding access to CoJ funding for NGO’s should be directed to Anne Cele on 0825502875.</p>
<p>Ward 59: Thanks to the city for office space. Possibility to relocate street kids to their families. NGO offering skills on baking and art training. Upon completion of programme we need to link them with Social Workers. Need more information on Job Pathways.</p>	<p>See answer above re expanded social package registration. Social workers and job pathways intake onsite at all 10 full service centres.</p>
<p>Ward 58: No mention of ward 58 on the presentation, ward based issues. Need clarity.</p>	<p>The Johannesburg Library will be developed into a Centre of Excellence. The contract for the development has been awarded and the contractor to be on site within May 2009.</p>
<p>Ward 66: Request for the City to extend poverty alleviation programmes and how to access Social grants and food parcels.</p>	<p>Social workers at Siyasizana registration sites can assist. It must be noted that SASSA has temporarily suspended the direct distribution of food parcels under the social relief of distress grant. Social workers at Siyasizana sites will advise on latest developments.</p>
<p>Ward 50: Community Development centre and ECD facilities.</p>	<p>The development of a Recreation Zone will be considered in 2009/10 – subject to the availability of a suitable site and funding.</p>
<p>Ward 80: Kanana Community Hall too small requires upgrade. Sport and Art activities not visible.</p>	<p>No funding available. Applications to be submitted for future funding. The sport activities will form part of the new management recently assigned to the area.</p>

Issue raised	Sector response
Lenesai: Lungisa Community Project – people requiring food vouchers are being turned back at extension 8. Need for school uniform for kids, where can we get assistance.	Siyasizana social workers can assist with referral to the bana pele programme run by Gauteng Social Development, although this is currently only available to learners at what GSD and Gauteng Department of Education designate as the most deprived schools.
Ward 3: Need proper office space at Extension 2. Storm water drain need attention. Unoccupied houses with illegal operations in the area.	
Orange Farm: No information on Arts and Culture programmes. Community Hall not accessible at Extension 1.	
Ward 63: Littering at night around the Inner City, cleaning companies doing their work at night but the next day the streets are dirty. Whose Responsibility is it?	
Ward 59: Street kids – vagrants what is the plan. Beggars on the street with babies, those kids need schooling.	<p>There is an aggressive displaced persons action plan currently being rolled out in collaboration with JMPD and involving all City Departments. This plan includes comprehensive day-time enforcement operations against those begging with babies and the blind, with assessment and referral being conducted at Governor's house in the CBD. Where appropriate, those using babies in begging activities will be arrested and prosecuted, with the babies themselves taken into places of safety until the valid identity of the mothers can be established (consultation has revealed many babies used as begging props are actually rented). Night time operations will include assessment and referral of those sleeping in the street to various programmes, including an increasing number of emergency and temporary shelter sites managed by the City in collaboration with NGO's and Gauteng social development. Two sites that are on track to open by July 2009 are a 50 bed young adults sanctuary (designed for short-stay and referral) at the Hospital Hill building in Hillbrow and a 42-bed sanctuary for minors in Turfontein (also short-stay, assessment and referral). Arrangements to develop a range of other facilities in collaboration with NGO's and Gauteng social development are at various stages of advancement.</p> <p>Consultation is also underway with the national department of social development and SASSA about the possibility of using social relief of distress grants to fund shelter spaces and subsidized rental for six month periods.</p>
Ward 67: Street kids.	Social Cohesion has teams with social workers identifying kids and get them into shelters where they are assessed.
Ward 26: What role of the Community Development in the ward and exclusion of adulthood and old age groups in the developmental programmes	Older persons household support programme been developed and implemented, and wellness programs are also being implemented across the city.
Ward 66: CLO – Poorest community, houses vandalized, prostitution. Plea to government to provide accommodation	Pilot rental subsidy scheme currently under development as a further evolution of the Expanded Social Package.

Issue raised	Sector response
Ward 52: Library in Emndeni – new books and no computers. Doornkop – need a new mini library.	<p>New books – 2008/2009 – 633 new items were processed and dispatched to the library, 344 items still to be processed (Whilst the library tries to buy as many reference books for university/college students, this is not a our priority).</p> <p>No computers – With the implementation of the 1st phase of the PAIL project (free Internet access for the public), the library will get 18 computers for public use.</p> <p>Library facilities (Ward 52 and 53) – a meeting was held on 5 February with the stakeholders and because they have difficulty identifying land for a library in the area, they agreed that the department should prioritise Slovoville. The container has been donated for this area where a lot of services are already offered by NGOs. The library is working on plans to deliver services in the next financial year.</p>
Ward 60: Allocation of spaces for NGOs, no feedback on office space applications.	Office space has been allocated in both standard bank house in Albert Street and the Nedbank building in the small street mall (both in CBD). Any enquiries can be directed to Anne Cele on 0825502875.
Ward 60: Needs more information regarding Arts and Culture scholarship.	
Ward 60: Need information on indigenous programmes.	All sport and recreation facilities in region F do Indigenous Games. The re-ignite after being halted following the xenophobic attacks.
Vlakfontein (Region G): 2 netball teams and 2 soccer teams, requested sponsorship at regional officers but to no avail.	Sport and Recreation Directorate does not offer sponsorships although it could facilitate a brokerage with possible sponsors.
Region D (Ward 26): Development in the area not benefiting the community. Vandalized halls and cannot utilize them. Need contacts for Sports and Recreation	The regional Manager for region D is Mr Gerrit Mayer. He is situated at Power Park office. Contact Jane Makgabutlane at 011 983 – 2812.
Ward 26: Need contacts for Arts, Culture and Heritage	
Ward 26: Stratford X3 and 10 need for street humps.	To be referred to JRA.
Ward 2: Need a hospital and/or a clinic that would operate 24 hours.	To be referred to health.
Ward 2: How to access Social grants?	Siyasizana social workers can assist with referrals, as a direct working relationship has been established with SASSA. Consultation underway with SASSA on how Siyasizana social workers could directly distribute certain grants.
Ward 2: Need informal fields to be grassed.	No funding available for development of informal soccer pitch. Applications to be submitted for future funding.
Ward 3: ECD enforcement standards in place. Grass-cutting at school grounds.	This is getting attention through a contract signed with City Parks. Being monitored by regional managers.
Orange Farm: Bridge between ext 4 and 6 need to be repaired, difficult for school kids to cross over.	To be referred to JRA.
Ward 29: Youth development programmes not visible in our area.	Youth forums being established through which development programs would be championed.
Ward 29: No schools for people with disability.	To be referred to education.
Eldorado Park (Region G): Need a Multi purpose centre in Eldorado Park.	No funding available. Applications to be submitted for future funding.

Issue raised	Sector response
Ward 1: Utilized informal fields, need for them to be developed.	The development of a Recreation Zone will be considered in 2009/10 – subject to the availability of a suitable site. No funding available for development of informal soccer pitch. Applications to be submitted for future funding.
Ward 84: Grannies looking after orphans, what is the city doing about the situation. No CDWs.	Gogo-headed households are a targeted group for programmes by Human Development. Siyasizana social workers can refer people to relevant human development professionals in the area managing these programmes.

Table 3: Environmental issues

Issue raised	Sector response
Ward 79: Ivory Park: Request for environmental workshops.	To form part of the region-specific environmental and awareness education in 2009/10.
Proposed establishment of Northern Farm WTW (Ext 5/7): Concerns about air pollution from WTW to be considered.	Referred to JHB Water and will also be investigated.
BnM working, but follow up education and awareness required.	Follow up on BnM is currently underway in Soweto as part of assessing impacts of the programme.
Alternatives to making fire to be explored.	To be investigated in 2009/10.
Ward 81: Illegal dumping (raised at the previous Stakeholder Summit in March 2008 already).	To investigate the sites.
Wards 50 (Doornkop), 93 (Ebony Park) and 11 (Chiawelo): Assistance in community clean-up required.	This will form part of the region-specific environmental awareness and clean up campaigns in 2009/10.
Ward 68 (Riverlea): Tyre recycling proposed.	Community members were informed to liaise with tyre industries.
Ward 24 (Kea Bridge): Concern over service delivery standards and follow-up on reported issues by CoJ, e.g. stormwater drains, clean ups, clinics etc.	This will form part of the region-specific environmental awareness and clean up campaigns in 2009/10.
Ward 24 (Kea Bridge): Proposed a recycling project and requested assistance from CoJ.	To investigate the feasibility of an area for recycling and to request funding through normal budgeting process in 2010/11.
Ward 24 (Kea Bridge) and Ward 44 (Braamfischerville): Request grass-cutting and litter removal.	Grass-cutting in designated parks and sidewalks addressed as per schedule.
Mine dust affecting the community.	To be investigated and taken up with relevant authority.
Wards 8, 13 (Protea Glen), 22 (Pimville) and 49 (Tshepisong): Illegal dumping in public open spaces posing health hazards to communities.	City Park wardens to monitor dumping in parks and refer to Environmental Health. By-laws to be enforced.
Ward 49 (Tshepisong) and Ward 50 (Doornkop – Park 145): Improved park maintenance requested.	City Park's monitoring team to investigate and secure standards for maintenance.
Wards 2 (Lakeside), 14 (Soweto), 15 (Senaoane), 43 and 45 (Meadowlands), 48 (Dobsonville) and 50 (Doornkop): Problem of illegal dumping, rotting animal carcasses and infestation by rodents.	Illegal dumping sites to be investigated and By-law enforcement.
Ward 50 (Doornkop): Sewage dumped into river system.	Referred to JHB Water.
Wards 25 (Pimville), 39 (Soweto), 43 (Meadowlands) and 49 (Braamfischerville), 63: Grass-cutting in public open spaces not done. Park maintenance neglected. Long grass promotes crime in the area.	Grass-cutting in designated parks and sidewalks addressed as per schedule. City Parks monitoring team to investigate and secure standards for maintenance.

Issue raised	Sector response
Wards 7, 71 (Roodepoort) and 39 (Soweto): Request for a park.	Request investigated. If feasible, funding will be requested through City's normal budget process in 2010/11.
Ward 71 (Roodepoort): Blue Gum trees are a danger to the community.	Blue Gum trees to be investigated for action.
Extension 7: Trees posing danger – delays with JCP in addressing this issue.	Street Trees investigating the issue for action.
Extension 7: Delay in completing the park (three years).	Park development in Braamfischerville dependent on available funds.
Ward 8: Long grasses along the stream promoting crime.	River vegetation control scheduled for implementation during the winter months.
Ward 8: Investigating energy alternative sources, e.g. hydro and solar power systems.	Environment, in partnership with Danida, currently rolling out solar heaters in Cosmo City and the Alexandra Renewal Project.
Ward 8: Cleaning of local rivers.	River clean-up campaigns and education on a continuous basis.
Ward 8: Department to work with local communities, environmental organizations and NGOs in implementing IDP Programmes.	To establish partnerships for planned environmental awareness and campaigns in 2009/10.
Ward 11 (Chiawelo): Request for trees and parks.	Tree planting integral to the greening of Soweto initiative. Park areas investigated.
Ward12 (Chiawelo): Grass and trees need attention.	Referred to JCP Soweto Operations and Street Trees for action.
Ward 13 (Protea Glen): Wetland rehabilitation requested.	To investigate nature and status of wetlands in relation to Wetland Audit Report and will conduct site visit to determine possible rehab actions. Issue also to be considered within current Wetland Protection and Management Plan development process.
Ward 13 (Protea Glen): Request for a By-law workshop.	This will form part of the region-specific environmental awareness and clean up campaigns in 2009/10.
Propose recycling of bottles currently stored at homes.	To network the community member with relevant bottle recycling service provider.
Ward 15 (Senaoane): Security and fencing of public open spaces requested.	Fencing policy in process.
Ward 15 (Senaoane): Request a nursery in public open spaces.	JCP has plant nurseries, which supports Soweto.
Ward 21 (Tladi): Waste separation workshop requested.	This will form part of the region-specific environmental awareness and clean-up campaigns in 2009/10.
Ward 22 (Noodgesig): Request that at least one park should be developed (no parks in area)	Request to be investigated. If feasible, funding will be requested through the City's normal budget process in 2010/11.
Ward 22 (Noodgesig): Request for health inspectors to visit sewer running into the river.	To be referred to JHB Water.
Ward 37 (Lakeview): Thokoza Park needs equipment for children.	Additional play equipment investigated.
Ward 38 (Dube): Local school used as a dumping place due to overgrown trees and grass (Inkathudo School).	Grass-cutting in designated parks and sidewalks addressed as per schedule.
Ward 52: No park in Ward (52). The identified stands for this are 4167-6467-70.	Request investigated. If feasible, funding will be requested through City's normal budget process in 2010/11.
Ward 53 (Sloveville): Request for grass-cutting.	Grass-cutting in designated parks and sidewalks addressed as per schedule.
Ward 53 (Kliprivier): Illegal dumping site around RDP houses.	Illegal dumping sites to be investigated and By-law enforcement.

Issue raised	Sector response
Ward 23 (Klipfontein View): Illegal dumping site resulting in rat infestations.	Illegal dumping sites to be investigated and By-law enforcement.
Ward 23 (Klipfontein View): Explore other means of reducing domestic air pollution other than BnM programme. Consult with the Universities.	To be investigated in 2009/10 financial year
Ward 23 (Klipfontein View): Explore solar power for energy efficiency.	Environment, through partnership with Danida, currently rolling out solar heaters in Cosmo City and Alexandra Renewal Project.
Ward 23 (Klipfontein View): Use education groups within communities and then implement By-laws.	To establish partnerships for planned environmental awareness and campaigns in 2009/10.
Ward 23 (Klipfontein View): Water pollution due to informal settlements. Request for gabions.	To investigate sources of water pollution in conjunction with Environmental Health and Housing for remedial action.
Ward 91 (Alexandra): Request for fruit trees.	This will be addressed in tree planting campaign. Ward Councillor to be contacted in this regard.
Ward 105 (Alexandra): Request for Jukskei River bank to be developed.	To be referred to JRA.
Ward 106 (Sandton): Removal of invasive plants in Sandspruit.	Invasive alien plant species are addressed in the Work for Water projects. ECD will investigate removal during the winter period.
Ward 106 (Sandton): More education around pollution needed.	This will form part of the region-specific environmental awareness and clean-up campaigns in 2009/10.
Ward 107 (Alexandra): Request for workshops on climate change.	This will form part of the region-specific environmental awareness and clean-up campaigns in 2009/10.
Volunteers available to assist with environmental education, monitoring and reporting, but they will require a stipend.	To establish partnerships for planned environmental awareness campaigns in 2009/10.
Ward 62 (Hillbrow): Air pollution by the mielie traders.	To be investigated and referred to the relevant authority.
Ward 63: Apply By-laws aggressively.	Noted.
Ward 1 (Orange Farm): Trees destroyed by people selling firewood.	JCP Street Trees to investigate in collaboration with Park Wardens.
Ward 3 (Orange Farm): Request for public centre and parks.	Request to be investigated. If feasible, funding will be requested through City's normal budget process in 2010/11.
Ward 4 (Orange Farm): Request for sport facilities, community centre and a park.	Request to be investigated. If feasible, funding will be requested through City's normal budget process in 2010/11.
Ward 7 (Lawley): Request for tapped water, tarred roads, parks and community farming.	Request to be investigated in collaboration with Community Development and provincial agricultural initiatives.
Ward 8 (Lehae/Thembalihle): Request for a park.	This is a new area and has to have areas defined for Public Open space for park development.
Ward 8 (Lehae/Thembalihle): Illegal dumping.	Illegal dumping sites to be investigated and By-law enforcement.
Ward 8 (Lehae/Thembalihle): Request for tap water, toilets, parks and electricity.	Request investigated. If feasible, funding will be requested through City's normal budget process in 2010/11.
Ward 8 (Lehae/Thembalihle): Workshops on health and environmental issues requested.	This will form part of the region-specific environmental awareness and clean-up campaigns in 2009/10.
Eldorado Park: Environmental education required, e.g. waste removal timeslots.	This will form part of the region-specific environmental awareness and clean-up campaigns in 2009/10.

Issue raised	Sector response
Ward 95 (Diepsloot): Two parks, one maintained 24-hours and Section 5 not maintained, thus promoting crime.	Grass-cutting in designated parks and sidewalks addressed as per schedule.
Ward 95 (Diepsloot): Request for follow-up education and awareness initiated by EH and DME in 2006.	This will form part of the region-specific environmental awareness and clean-up campaigns in 2009/10.
Ward 95 (Diepsloot): More information requested on the recycling project.	The feasibility of the area for recycling to be investigated and request for funding through normal budgeting process for 2010/11.

Table 4: Finance and economic development issues

Issue raised	Sector response
Is it true that wards were awarded R1 million each as part of the integrated development programme?	It was a past practice and very popular with the wards. There has been no budget allocation in 2008/09 and 2009/10. However, where budgets are available in various departments, these funds will be made available and requests will be prioritised. Due to the commitments of 2010, funds are unavailable for such programmes at this stage.
What measures are implemented to raise the revenue collection from shop owners, in particular foreign shop owners, who are in the majority?	We commend the clean audit obtained by the City. However, in light of the proposed measures envisaged to manage resources uses, it is imperative that government targets big industry as well and not only the citizens. This should include the car-wash industry. In addition alternative sources of energy technologies should be available to SMMEs and not just the multi-national corporations.
The City provides electricity purchased from Eskom. Why is this then 're-sold' to residential areas at a profit?	Currently consumption patterns in the City are heading for problems. There needs to be a balance in the reduction of consumption matched by what is being generated and distributed. The City makes a profit on electricity, but this is off-set by losses when subsidising services such as traffic lights, the use of community halls, roads, etc. The profit (rates, electricity, water and Pikitup) subsidises social spending. Not all services bring revenue in (except water and rates, for example).
With reference to the SMME Fund, is there not a risk that the majority of beneficiaries will in fact be the foreigners who tend to be running businesses within the City?	The issue of Xenophobia must be acknowledged by city officials. The foreigners have skills they bring with them. MMC for Finance added that Joburg is a cosmopolitan city and therefore important to recognise foreign skills and promote skills transfers. The City has a help desk to register the migrants and build a database with information about their skills etc. Citizens must be sensitised about tolerance to foreigners. The key emphasis must be on legal entry into the country. Success of world cities lies in the ability to attract people with skills, from across the globe, to grow cities. The City needs to plan appropriately to accommodate migrants. Even South Africans nationals are 'immigrants' in Joburg. We must collectively contribute to the growth of Joburg. Poverty breeds antagonism towards foreign nationals. Opportunities must be availed to all. There needs to be continuous discussions, not because we ignore poverty prevalent amongst even our own people, but to acknowledge that we cannot continue to grow if we exclude some who reside in Joburg.

Issue raised	Sector response
<p>Ward 7: Please comment on the rates for the elderly (R5 per month) and when this will be implemented? At present this information is not available to them.</p>	<p>It was implemented in July 2008. Returned mail is addressed by working with the Post Office. All 150 000 properties are billed at R60 per year.</p>
<p>Ward 5 – Why is the City only focused on Diepsloot and Orange Farm? More houses are built, yet destruction continues of recreational areas that deprive children of activities to help keep them away from alcohol and substance use.</p>	<p>The Dirang Ba Bohle Finance Institution has only been implemented in India and Bangladesh. To test it here, Diepsloot and Orange Farm have been selected as pilots. If successful, it will be rolled out throughout the City.</p>
<p>Are the correct people awarded tenders? What is the procurement process that is followed?</p>	<p>It is important that the City follows correct tender procedures. The PPPFA (80/20-90/10) principle applies. It has limitations for HDIs. A progressive BBEE policy has been developed. It needs to be enacted into law. The policy must enable access of HDIs to the debate on procurement regulations.</p> <p>The MMC for Finance asked that allegations of manipulation of tenders must be supported by evidence to avoid witch hunting. Any malpractice will be dealt with. Management is accountable for deviation from the normal procurement processes. Officials can be made to repay the money (fruitless expenditure). The City places a premium on good governance, reflected in the awards received for the best managed municipality.</p>
<p>Deep South: There is continued exploitation by contractors of established companies in hourly rates paid to sub-contractors. CoJ must monitor this trend. The Orange Farm contractors have limited capacity, no registered companies etc. and therefore cannot tender for work. Knowledge of requirements is lacking. The City must assist by conducting road shows.</p>	<p>The MMC for Finance reminded the audience that a CK number does not make you one an entrepreneur, rather the requisite skills and capacity is needed. The City needs to provide skills development and access to opportunities.</p>
<p>Ward 7 in Region G: The City must engage with community on requirements on how to do business. There is no employment in the area, in comparison to Midrand, and people cannot afford to travel to the inner city. The City must visit us.</p>	<p>We must create real opportunities for real entrepreneurs. We must create real partnerships for BBEE. We must confront 'fronting' by directly engaging with those affected. It is imperative to agree on the rules (policy) and engage in policy debates.</p>
<p>Region A (Youth representative): Calls for skills development for youth and informal traders. How does the City ensure youth participation in the mainstream economy? This presentation has not covered any aspect of youth involvement. What about setting aside 20% of procurement for youth. The SCM is not broken down per category, so benefits can not be measured.</p> <p>Youth in the Business Chamber of Commerce and Industry: How will budget cuts affect youth in the economy? What is the status of business in the City? JCCI must incorporate youth in their programmes.</p> <p>Do we have strategies to achieve the Millennium Goals? Do we have finance learnership in the CoJ? To date fourteen youths in the Human Development Programme, who were promised jobs by end of February, are still waiting because the programme was scrapped due to a lack of funds.</p>	<p>'Set asides' are difficult to manage and not a sustainable way to use government resources. The key is to focus on interventions that will build the capacity to increase the participation of youth in business. There is always a premium with regard to empowering target groups. It may well be discovered that youth already participates at a level of 20% or more.</p>

Issue raised	Sector response
How does the City mentor informal traders? Would these not be the immigrants who will benefit and go to JFPM and get stalls and begin to trade? There must be an effort to use the ward structures to promote information flow. Call centre agents were trained, but instead of getting the jobs they were trained for, the jobs offered to them was that of menial labour.	Historically youth training opportunities were advertised in the press. However, there were minimal responses. Our current methodology is to go into the wards where candidates are invited to audition and the response has been positive. The focus next year will be on the ex-combatants who will be seen at ward structures that tend to attract more respondents. We maintain a ward-specific database, which identifies candidates by residence. In future we shall monitor the trend from RPL to actual employment and update the database accordingly. There is also collaboration with Community Development.

Table 5: Health issues

Issue raised	Sector response
Ward 13 (Protea Glen): Request to build a clinic at Protea Glen. Is the one in the ward one of the six clinics due for upgrading in the 2009/10 financial year?	The Protea Glen clinic building will be completed during this financial year. In 2009/10 only Nokuphila and Bophelong clinics will be upgraded.
Ward 5 (Poortjie): Our clinic does not have a waiting shelter. We do home-based care and request gloves and masks for protection.	There is one provincial clinic at Poortjie, called Sinethemba, operating weekly. NGOs are funded for HBC for dry dispensary, including procurement of gloves. The clinic's budget for clinic supplies may not allow additional glove distribution as it could deplete their stock.
Ward 32: Request for a clinic. Why retrenched provincial nurses not absorbed into local clinics to address staff shortages?	There is a health facility in Orlando that provides comprehensive PHC services. The correct employment procedure must be followed when employing staff.
Ward 10 (Region G): There is no doctor in the community. Request to increase the stipend for care-givers.	Region G only has one full-time doctor who covers all the 14 LG clinics. He is currently based at Eldorado Park Ext 2 and Mid-Ennerdale clinics. Other clinics can call on him. The issue of the increase of the stipend will be referred to Gauteng Health Department.
Ward 70: There are no crèches. People are raped and robbed in the thick forest. There is a request to clear the forest to decrease crime. The ward councillor is virtually unknown and does not respond to invitations to meetings.	Crèches to be referred to Community Development. Councillor Modau is the councillor for Ward 70. The forest issue will be referred to the DWAF.
Ward 15: As from 01/04/09 Senoane clinic will terminate CHC services due to the sister's resignation. What is done about staff shortages and remuneration in this regard?	There is shortage of nurses in all the facilities.
Ward 3: The government stated that Bophelong clinic will be open 24 hours for maternity cases only. If a person is ill at night we must wait for an ambulance and it takes a long time. Please do something.	Bophelong is the maternity section of Stredford Community Health Care in Ext Two in Orange Farm, operational 24 hours. The delays in ambulance response are noted and to be referred to EMS.
Ward 22 (Pimville): We are a NGO doing VCT from May 2008 for Right-to-Care and JHPIEGO. As a NGO we don't get paid but they are making money. Out of those stats we are willing to have our own VCT.	The Gauteng Health Department subsidises all NGOs and the matter will be referred to them.
Ward 39: Mandela-Sisulu Clinic in need of PHC nurses.	Mandela-Sisulu clinic is a Gauteng Health Department facility and the matter will be discussed with them.
Ward 36: Youth was engaged in November 2008 and were promised a stipend up until now. What does CoJ do about facility committees?	Payment of members of facility committees needs to be addressed with the Gauteng Health Department.

Issue raised	Sector response
Ward 92 (Region A): Ebony/Kaalfontein clinic needs to be extended for serious problem of VCT counselling. There are no rooms and patients wait for long hours.	A caravan will be provided by CoJ as from 5 April 2009 for VCT services. A budget will be requested to erect a roof over the secured courtyard to use the area for counselling.
Ward 4: Are there any stipends for volunteers?	Volunteers are paid stipends if they are utilised in the HBC, CHW Programme and as Lay VCT counsellors in the HIV and AIDS Programme. The stipend is paid by GHD through the funded NGOs. The stipend for volunteers in the Jozi Ihlomile Programme is funded by NGOs from funds allocated to CoJ by DPLG.
Ward 36: Mofolo clinic's diabetes machine is missing and broken thermometers are used by nurses. Nurses take long tea and lunch breaks.	Mofolo Community Health Care is a Gauteng Health Department Facility. This matter will be discussed and escalated to them.
Ward 1 (Orange Farm): We have the Emuseni Community Project (PHC) and asked the Health Department for gloves, pampers and antiseptics and referred to the nearest clinic. Can clinics help us when we take our patients there?	NGOs that apply for funding for HBC are requested also to cost the dry dispensary and GHD will supply them with dry dispensaries. Local clinics cannot afford to supply dry dispensaries for HBC as the stock is for clinic usage only.
Ward 44 (Braamfischer): Help us with a mobile clinic as we go to Dobsonville. Teach us about HIV because young people are dying.	R8 million has been allocated by GHD for upgrading in the 2009/10. The local NGOs will be utilised to spread information on HIV and AIDS. Jozi Ihlomile volunteers educate communities.
Ward 44 (Region C): Siphumlile clinic must be extended and ARVs made available. Employ more staff to minimise long queues. Request for Community Health Care a clinic in Ward 44. NGOs need to be allowed to assist in clinics. All NGOs in Region C doing home-based care should be recognised and should be assisted with care kits so that they can render good services.	The ARV roll-out is a Gauteng Health Department competency. A neighbouring clinic, Bophelong, will be upgraded in 2009/10. The HIV co-ordinator in the region can advise NGOs regarding applications to the Gauteng Health Department.
Ward 25: At Maponya clinic there are long queues, the clinic is dirty and nurses take very long tea and lunch breaks.	This clinic is staffed by both CoJ and GHD staff. This matter will be discussed during the joint meetings with Gauteng Health Department.
Ward 41: At Meadowlands clinic there is no labour ward, the X-ray section has no facilities and prostrate cancer check-ups only after three weeks.	The labour ward section at Meadowlands was closed due to poor client usage. The X-ray service issue will be discussed with Gauteng Health Department.
Ward 2: I have an organization called Tshepo and HBC. I have an orphan who does not have a clinic or birth certificate. She wants to have a future. Please help me.	The region and Social Development will visit the crèche to assist with referrals to relevant departments. The immunisation status of this child will be determined.
Mayibuye clinic has staff shortages.	The clinic is staffed by five professional nurses, two health promoters, one clerk and two general workers.
Ward 53: Request for weekly services at Slovoville mobile clinic.	This service can only be provided two days per week at this stage due to budget constraints.
Ward 24 (Freedom Park) would like to have a clinic.	This was addressed during a public meeting. A subsequent planning meeting will follow.
Ward 91: What is the government doing about those who are mentally ill and sleeping in the streets?	There is a four-day out-patient mental health clinic at Eastbank Clinic. Mentally ill patients can attend for assessment and treatment by doctors at clinic.
Ward 109 (Alex): request for ambulances. Those from Midrand take very long.	This matter will be referred to both CoJ and Gauteng Health Department's EMS.
Noordgesig does not have a Social Worker.	The matter has been referred to Social Services
Ward 8 (Region G): I trained at a private institution. What can I do to help my clinic where there are staff shortages?	Visit our offices at Ennerdale Civic Centre to determine the type of training required and we will take it from there. Posts have been advertised for professional nurses.

Issue raised	Sector response
Ward 18 (Region G): Request for a mobile clinic in Eldorado Park. There are rats in the neighbourhood.	Eldorado Park has two LG Clinics, namely Ext Two and Ext Nine and one GHD clinic at Kliptown. There is a planned Community Health Care for Eldorado Park for 2010/11. The site has been identified. Hot spots for vector control have been identified and control measures instituted. Pikitup clears illegal dumping. The Pest Control Section attends to all vector-related complaints.
Ward 97: Request for a mobile clinic in Ruimsig. Weltevreden Clinic is too small.	There is an existing clinic at Helderkruijn, within five km.
Ward 96: We as people of Thabo Mbeki and don't even a mobile clinic. We must catch two taxis to Diepsloot and after that they will tell you to come back the next day.	A Community Health Care is going to be built on the main route at Diepsloot. A site has been identified at the Methodist Church.
Ward 10 (Region G): We have a problem of a small clinic that caters only for children.	The Protea South Clinic in Ward 10 renders a full package of comprehensive services, including adults.
Ward 64: Why does Berea not have a clinic? We have to walk to Yeoville and the queues always long.	Berea is serviced by clinics in Yeoville, Joubert Park, Esselen Street and Hillbrow Community Health Care, all within two km walking distance.
Ward 19: What is the department doing about the rats?	Report the matter to the local Environmental Health Department for the attention of pest control staff.
Ward 71: Our clinic is very small and the nurse in charge is very rude. She says she is not going to help women on anti-natal care (ANC) and they should go to Discovery's Clinic	Princess clinic does provide comprehensive PHC services, including ANC. Only patients with complications are referred to Discoverer's Community Health Care.
Ward 59 (Joubert Park): What about those nurses volunteering for so many years?	There are no volunteer nurses any clinic in Region F.
Ward 71 (Durban Deep): Is our clinic open or closed?	The clinic is closed temporarily to upgrading the porta cabin.
Ward 52: I'm epileptic. Nurses at Zola clinic call us 'mads' and insult us.	This complaint will be referred to the GHD who provide the programme.
Ward 27: We need a 24-hour clinic, because we have only two Community Health care clinics in the region.	The extended service hours are only provided at two clinics, Itireleng and Michael Maponya, due to budget constraints.
Ward 47: Request to extend Itireleng clinic. There are no toilets on the maternity side and a shortage of nurses and doctors.	The toilet project was initiated by the DWAF. In 2009/10 neighbouring Siphumlile and Bophelong clinics have been identified for upgrades by CoJ. In addition, GHD allocated R8 million for a new clinic in Braamfischerville.
Ward 6: There is a cure for HIV and AIDS and our children don't care about that because of the child support grant.	There is no cure for HIV and AIDS. However, we need to educate and continue to reinforce the importance of VCT, accessing ART and lifestyle modification.
Ward 100: In Itsoseng Settlement there has been no clinic since 2003.	There is an existing clinic at Zandspruit, which is within a three-kilometer radius to the settlement.
There are staff shortages at Riverlea clinic, long queues, shortage of medication and nurses tell you to go and buy at the chemist.	Medication must always be available at clinics. The clinic has four professional nurses. One is studying PHC on a Block release.
Ward 29: When will restructuring start at clinics or must we ask the councillor?	A request has been made to the Gauteng Health Department for the upgrading of the Noordgesig clinic.
Ward 39: Clarification is required on Shanty Town clinic – structures differ from other clinics (rondavels). There is also a staff shortage.	Shanty clinic is an old clinic and was built in sections. It has four professional nurses and an auxiliary nurse. The case load is similar to all the other clinics providing the same service.

Issue raised	Sector response
Ward 80 (Rabie Ridge): Old people wake up at 5 o'clock and receive poor medication – some of them collapse of hunger. There is a shortage of nurses.	Clinic operational hours are displayed at the clinic and the clinic committee educates communities on clinic service hours and also advise the community to provide snacks whilst waiting.
Ward 34: Moroka clinic is small, under-staffed and there are long queues. Can we have a doctor twice a week?	This complaint will be referred to the Gauteng Health Department who provide services at the clinic.
Ward 55: When will Bellavista clinic be extended? There is no privacy for HIV and AIDS patients. Patients queue outside. Request for an upgrade of clinic grounds.	The region works closely with JOSHCO in an attempt to increase the size of the clinic. The region will need a capital budget from the department for the realisation of the project.
Ward 62: When will a stipend be given to volunteers at Hillbrow Community Health Care? This will encourage youth to participate and help with the youth-friendly service program? EPWP under MYS is not doing enough according to the payment.	This concern will be forwarded to the Gauteng Department of Health.
Ward 49 (Tshepisoong): Shortage of staff at Tshepisoong and three-year policy of changing operational managers needs to be reviewed.	The clinic has four professional nurses, an operational manager, one admin clerk, two nursing assistants and two general workers.
Ward 5: Poortjie clinic is closed by 13h45. What about the school children? There is a high rate of pregnancy because school nurses are gone. If you test for TB nurses tell you to test for HIV as well, otherwise no ARVs.	Sinethemba at Poortjie is a GHD clinic and the allegation regarding the early closure will be investigated. Nurses encouraging people to test for HIV if they have TB is correct and part of the TB/HIV and AIDS collaboration. Clients are referred to Lenasia Community Health Care for ART as the clinic does not provide ART.
Ward 82: Request training programmes for all forms of cancer at Helen Joseph and others. Request for mobile clinic for Newclare.	Cancer awareness programme were conducted in Ward 82 The ward councillor participated. Health education sessions are conducted at clinics. Newclare area has three clinics, namely Bosmont, Claremont and Westbury.
Ward 34 Jabavu: Request for a doctor at Jabavu clinic.	There are posts for two full-time doctors and no appointments have been made yet.
Ward 7 (Region G): Lawley clinic is an overcrowded house and consulting rooms are small. We need offices for Jozi Ihlomile.	The clinic is indeed a house and space is limited. There is no space for extension. Jozi Ihlomile in Lawley Two has been provided with container offices at Lawley Primary School.
Ward 11: At Chiawelo clinic people must be at clinic at 03h00, waiting outside until 07h00. When nurses arrive they tell people to come the following day. The service is poor.	All clients who request the health services are treated at the clinic. The matter will be further discussed with GHD, as both CoJ and Gauteng Health Department staff work at the clinic.
Ward 7 (Region G): Lawley Ext II clinic was allocated a budget of about R5 million, apparently re-allocated to another region. When is that clinic going to be built? We don't have a waiting room.	The clinic is planned for the future and will be built once all the proclamation issues have been resolved. The new, relocated container is bigger than the old one and offers more spacious consulting rooms to give dignity to the community.
Ward 45: Zondi clinic only has one sister and she can't manage all the people.	The clinic is currently experiencing staff shortages that are in process of being addressed.
Ward 33: Moroka West needs a doctor and there is no dentist or maternity ward. It needs to be extended.	This matter will be referred to Gauteng Health Department

Table 6: Housing issues

Issue raised	Sector response
Questions were raised about the relocation of people from the two-room houses in Phiri to Braamfischerville.	The City is committed to ensure that people own the houses (four rooms) in Phiri and will speed up the transfer process since conveyancy services have been procured. The Department will also speed up projects implementation in Soweto to accommodate the additional households to be relocated from Phiri and similar cases in other areas.
The settlement at Lawley Station has been in existence for ten years and there is no development.	The City has identified land in Lawley and is currently undertaking a feasibility study of the area.
Request for management and maintenance of the old age home in Eldorado Park.	The Housing Department is developing a maintenance plan for old age homes.
Why are younger people and non-South Africans receiving title deeds? A specific example is in Naledi Camps one, two and three.	This matter will be discussed with the province as subsidy approval is the responsibility of the provincial government. It is important to note that to qualify for a housing subsidy a person must be 21 years of age and have dependents. Most of the young people are 21 years and older and have children. Anyone receiving a title deed must have a South African identity document, which is used to confirm citizenship.
New people in an area receive housing before people who have been there for a long period of time.	This is possible in areas where we do block-by-block relocations and do not want to leave people behind. It is important that the department communicates with the rest of the community so that they aware of the processes and strategy for relocation.
People are staying in shacks in Doornkop need houses.	The Provincial Housing Department is currently implementing the Naledi Greenfields project and households living in shacks in Doornkop (Thulani) will be accommodated in the project.
When will houses be built in Elias Motsoaledi?	The project is currently planned and designed. The street naming process is underway. Officials from the Housing Department will meet with residents to discuss the way forward.
When people are moving from Thembalihle to Lehae the tenants are not being accommodated.	It is very important that communities do not allow any internal growth or sub-letting at the point when projects are planned. Any variation in numbers will negatively impact on the project budget and yield. The Department's position is that when you relocate from an area you move with any tenants that you may have. Once people know that a project is starting, they invite relatives and friends into the area and this makes project planning extremely difficult.
How is the allocation done from the two-roomed houses in Phiri? Do not know some of the people?	The department on its own cannot decide which households are relocated and which remain in the two-roomed houses in Phiri. The department will improve on community consultation in this project to ensure that there is a shared understanding regarding the criteria for relocations.
In Angola (Kliptown) the area is continuously flooded.	Angola is part of the greater Kliptown development and will be upgraded with services and houses, included as part of the seven priority areas identified and currently planned for development.

Issue raised	Sector response
In Alexandra the allocation of new houses are going to the newer residents. Old Alex is not being developed.	Old Alex is characterised by large sites that have a number of households. Previously a restitution programme was implemented to assist with the de-densification of the area. This initiative was not successful. The City and the province plan to de-densify the properties and ensure that households receive title deeds. In order to accommodate the number of people living in the area it is possible that in some instances higher density housing typologies (two or more storeys) will need to be constructed.
Title deeds for residents in Claremont are requested.	JOSHCO is currently doing the sub divisions on the duplexes to enable the processing of the title deeds. The City is fast-tracking the transfer of properties to households, where possible and started with stock that is easily transferable.
In Eldorado Park residents are paying officials to get title deeds.	There have been a lot of allegations of corruption, but unfortunately people are not prepared to put the allegations in writing, sign affidavits or to testify. The department has been successful in prosecuting and dismissing guilty officials. The necessary information must be given to the Housing Department for investigation purposes.
New accommodation must be built in Eldorado Park.	The Provincial Department of Housing is planning new housing projects in the area. The City will engage with the HOD at Province to determine progress.
In Eldorado Park JOSHCO will be taking over the management of the stock and there is a fear of increased rentals.	When JOSHCO takes over the management of stock from the City the residents are charged the rental that is on their lease agreement. Once a year there will be an increase in rental for both JOSHCO and the City-managed stock as part of the City's tariff and rental adjustment processes. If residents are billed and amount different to what is on the lease agreement, they are requested to go the JOSHCO offices.
On the Golf Course project there are no allocations to people from the Kliptown area.	Kliptown people are benefiting from the Golf Course project. JOSHCO has a list of applications and allocations to Kliptown residents.

Table 7: Infrastructure and service issues

Issue raised	Sector response
Ward 78, Ivory Park: Upgrading of the lights needed and residents are not advised about power outages.	Project in progress. City Power will endeavour to communicate all outages in advance.
Ward 3, Orange Farm: Street lighting not working.	City Power decentralised the public lighting department to ensure that maintenance of public lighting improves.
Ward 9, Extension 13: Temporary public lighting.	To be investigating and the necessary steps taken.
Ward 1: Street lighting and high masts not working and electricity distribution box vandalised.	City Power has decentralised the public lighting department to ensure that maintenance of public lighting improves. To be investigated.
Ward 63: What are the chances of rolling out electricity pre-paid meters for the inner city?	City power is aligned to the metering strategy of the inner city project. Roll-out could be done in the near future subject to the availability of funds from the City
Ward 62: Lights not working at night in Hillbrow.	City Power has decentralised the public lighting department to ensure that maintenance of public lighting improves

Issue raised	Sector response
Emdeni 52: Most street lights are not working.	City Power has decentralised the public lighting department to ensure that maintenance of public lighting improves.
Emdeni 52: No street lights at all at Emdeni Extension Two and streets in Emdeni North.	This will be included in the project when funding is available.
Wards 14 and 20 (Naledi Ext. One): Street lighting is incomplete, particularly around the outskirts.	This will be included in the project when funding is available.
City Power needs visibility in the community when the power is out in the informal area it takes time for the report or situation to be attended to. If power is out in the suburbs, at the same time as in informal areas, it is attended to immediately. I'm more or less happy with the services.	Currently City Power relies on the public to report outages. Research is conducted to find technologies that will be more efficient. City Power will endeavour to communicate all planned outages in advance.
Ward 50: Apollo lights requested.	Roll-out could be done subject to the availability of funds from the City.
Ward 1: The streetlights have not been working for a while.	To be investigated and steps taken.
Ward 50: We need electricity for the new RDP houses.	To be investigated and roll out the programme, subject to availability of funds.
Ward 50: Public lighting (street lighting) installed in the ward (2005), but not connected.	Will investigate and roll out the program subject to availability of funds.
Ward 50: Attention to be paid to the illegal connection of electricity.	City Power is doing research to find better technologies to protect the network, including intelligent metering. Corrective measures will be taken.
Ward 43: Public lights to be upgraded in Ramolongwane sports grounds (at least Apollo lights).	Will include the project when funding is available.
Ward 16: We need high mast lights between the Protea North police, barracks and Chiawelo Ext. Three flats.	Will include the project when funding is available.
Ward 16: Eskom electric sub-station and from house number 696 and 749.	To be investigated and will take the necessary steps, including discussions with Eskom
Ward 16: The whole ward needs street lights and regular maintenance where street lights are not functioning.	Will include the project when funding is available.
Ward 18: In our ward there are 'special' people who have access to electricity (City Power installed a box for that particular person). Why is that? It means apartheid still exists in our ward, Joe Slovo and Eldorado Park.	The area has not been proclaimed and the person may be connecting illegally. City Power will investigate.
Ward 44 (Braamfischerville): I would like to ask Eskom that if they can stop fixing electricity for at least a week, because in Braamfischer electricity is a problem. We live a week or two weeks without electricity and when you call they don't come.	To be investigated and the necessary steps taken, including discussions with Eskom.
Ward 44 (Braamfischerville): We need street lights because people are being killed in the dark.	To be investigated and the necessary steps taken, including discussions with Eskom.
Wards 44 and 76: We have a lot of black-outs and when the electricity comes on, the electricity units available are also reduced.	To be investigated and the necessary steps taken, including discussions with Eskom.
Ward 107 (Alexandra): City Power to install meters in households instead of implementing By-laws and arresting people.	Meters are installed to ensure quality of supply.
Ward 91: The outlets of City Power have been reduced to three, which means travelling just to buy electricity.	More third party vendors will be introduced. Customers can also buy from EasyPay outlets, e.g. Checkers and Pick 'n Pay.

Issue raised	Sector response
Ward 91: City Power to change toll free number so that it can be accessible to people.	Noted.
Electricity needed in Thembelihle informal settlements.	The area has not been proclaimed.
The newly installed meters are running very fast and the City may have to check them.	It will be investigated and meters will be calibrated, if necessary.
We don't want to pay for electricity and water as unemployment is high.	Unfortunately we all have to pay for these services.
We don't want pre-paid electricity.	Pre-paid meters assist City Power and the City to be able to generate revenue so that more citizens can get services.
Ward 50: Some RDP houses in the area are not electrified.	Roll-out could be done subject to the availability of funds from the City.
Ward 6: We urgently need electricity.	To be investigated and the necessary steps taken, including discussions with Eskom.
Ward 76: We have been trying to get free electricity and have been unsuccessful.	Register with Community Development as an indigent.
Kliptown: Old big houses next to Orient Wholesalers have no title deeds or electricity.	Check with the Department of Housing. City power can only connect when the houses have been allocated.
Ward 6 (Kanana Park): Electricity outages have increased.	Currently City Power relies on the public to report outages, but research is conducted to find technologies that will be more efficient. City Power will endeavour to communicate all planned outages in advance.
Wards 2, 22, 23 and 30: Most street lights are not working. Use local contractors for maintenance purposes.	Currently City Power relies on the public to report outages and non-functioning lights. Communicate the problem via the call centre and walk-in centres.
Ward 6 (Thulamtwana): Electricity service urgently needed.	Eskom Area of Supply. City Power will engage Eskom.
Ward 4 (Orange Farm): Lack of electricity and street lights.	To be investigated and will take the necessary steps, including discussions with Eskom. Roll-out subject to availability of funds
Ward 6: Some street lights are not working and outages up to three times a week, especially when it rains and in windy weather.	Currently City Power relies on the public to report outages and non-functioning lights. Communicate the problem via the call centre and walk-in centres. City Power will endeavour to communicate planned outages.
Wards 2, 3, 9, 15, 47, 50, Freedom Park (Devlan Ext.) and Endemi Ext Two: Requests for street lights.	Roll-out could be done subject to the availability of funds from the City.
Ward 106: Electric boxes have not been installed in certain areas. When will the project be finalised?	Roll-out could be done subject to the availability of funds from the City.
Ward 92 (Thembisa-Kaalfontein Ext. Two): Street lights requested.	Will include the project when funding is available. Thembisa falls under the jurisdiction of Ekurhuleni.
Wards 50 (Doornkop) and 92: Street light maintenance is a problem.	City Power decentralised the public lighting department to ensure that maintenance of public lighting improves.
Ward 107 (Alexandra): Why do people staying in bond houses have to pay, whilst shack dwellers don't? City Power employees accept bribes for illegal connections.	To be investigated and will take the necessary steps to ensure compliance.
Ward 107 (Alexandra): We have been waiting for electricity in Alex, Selbon and Sam Buti Streets, as well as from Fifth to Twelve Avenue.	Planned and construction under way.
Ward 49 (Braamfischerville): Who is entitled to get free electricity, because in our area we don't receive it?	All indigent customers. Please register with Community Development as an indigent.
Ward 95 (Diepsloot): Please provide us with Apollo street lights in informal settlements to decrease crime.	Roll-out could be done subject to the availability of funds.

Issue raised	Sector response
Ward 80: Request for street lights around Extensions Four and Five and Ward 78.	Roll-out could be done subject to the availability of funds.
Ward 80: Power outages increase in winter in the area.	City Power will investigate and corrective action will be taken to improve the quality of supply, subject to availability of funds.
Report on the unresponsive call centre and poor service when they know you are from the inner city.	This will be investigated and corrective measures will be taken.
Old infrastructure and some homes always have problems with power outages, especially during winter in Regent, Yeoville and Bellville.	City Power will investigate and corrective action will be taken to improve quality of supply, subject to availability of funds.
Ward 9 (Lenasia): We don't have electricity.	City Power will investigate and roll-out could be done subject to the availability of funds.
Ward 3 (Orange Farm): Thanking City Power for the job well done in Orange Farm.	Comment appreciated.
Ward 70: Power lines are running too low between the shacks. Please assist before someone gets killed. Florida, Randleases Informal settlements.	To be investigated and will take the necessary steps to ensure compliance.
Ward 25: Please close and lock electric supply boxes as they pose a huge life risk. A two-year old is still in hospital after playing with the wiring in the box.	To be investigated and will take the necessary steps to ensure compliance
We need our houses to be electrified, Nancefield industrial area.	Eskom Area of Supply. City Power will engage Eskom.
Ward 100 (Zandspruit/Honeydew): Please provide us street lights.	Project in progress.
Contact details of the companies providing services the in the ward (George Goch).	011 3755555 or 011 4907000
Ward 100(Itsoseng/Randburg): Please provide street lights.	Will investigate and roll out the program subject to availability of funds.
Ward 7 (Hospital Hill and Lawley): What are the infrastructure plans for the area?	Please refer to the RUMP for your area.
Ward 71 (Durban Deep/Sol Plaatjie): Request for electricity in this informal settlement.	Eskom area of supply. City Power will engage Eskom.
Ward 78 (Ivory Park): Please supervise workers cleaning the settlement. They are drinking and not working.	Pikitup up-scaled the supervision of third party contractors and employees by conducting random spot checks at various intervals. Pikitup will also ensure disciplinary action.
Ward 3 (Orange Farm): There are blocked drains in every street.	The matter to be investigated.
Ward 71: Pikitup use monthly, short-term contractors to clean informal settlement. Why not long-term contracts?	Pikitup is finalising long-term contracts with a number of third party contractors. This will bring an end to monthly, short-term contracts.
Ward 24: Pikitup to provide big metal bins in strategic places.	The City is moving away from using refuse skips (metal bins) as this practice encourages illegal dumping. A number of bins were burnt prior to collection. The new approach to install bins that encourages the separation of waste at source. These bins accommodate various forms of recyclable waste, ranging from glass, paper, bottles and cans.
Ward 24: Please collect small quantities of waste next to the bin.	Small quantities of waste next to bins are collected. The City encourages residents to request additional bins (at a fee) if required. Bulky waste cannot be collected by refuse compactor trucks due to the design of the trucks and occupational health and safety concerns of staff.

Issue raised	Sector response
Ward 24: Pikitup does not collect grass in refuse bags and/or, even if it is inside the bin. There are no guidelines and workers must use their own discretion.	A bag or two of green waste is normally collected, even if it lies outside of the bin. Large quantities of bags containing grass cannot be collected as this type of waste should be directed to a garden site. The collection of a number of these types of bags will ultimately result in the City running a dual service, i.e. collect 240l bins and refuse bags with a truck designed to service 240l bins and this result in frequent breakdowns of trucks. Property owners are therefore encouraged to acquire additional bins, at a given fee, to accommodate additional garden waste. It must be stressed that refuse bags placed inside the bin will always be collected. Bins with grass are not collected when there is too much soil with the grass in the bins. Bin then become too heavy for the lifting mechanisms of the truck.
Ward 15:Pikitup does not organise the full kit for cleaning like, plastic bags, T-shirts, gloves etc.	Pikitup, on numerous occasions provide gloves, T-shirts, refuse bags and other related safety equipment during cleaning campaigns. There are a few occasions where the entity could not fully comply with the above and this is solely as a result of lack of funds. Pikitup always strives towards protecting the health and safety of the public.
Ward 62 (Hillbrow): Problem with construction that is cleaning inside the area. They sweep the rubbish inside the drains and it causes blocked drains.	Construction workers are not allowed to sweep rubbish into the drains. Communities are encouraged to give details to Pikitup and the City's Environmental Health for By-law enforcement to ensure that offenders are brought to book.
Ward 33: Pikitup must also collect plastic bags placed next to the bin.	Pikitup's fleet is designed to collect waste stored in the 240l bins and discourage plastic bags next to the bins. Communities producing excess refuse must get a second bin and they will be charged for it. Request will be investigated.
Ward 1(Orange farm): It is extremely dirty.	Pikitup will clean the areas that are dirty once a week as required by legislation. Waste generation trends in the area will be investigated.
Ward 50: Refuse bins to be allocated for the new houses.	Pikitup must be timeously notified of newly occupied premises in order to allocate resources such as bins and trucks to service these areas. Areas not benefiting from Pikitup's services did not bring it to attention.
Ward 18 (Joe Slovo and Eldorado Park): Daily cleaning is no longer provided and the issue has been raised with Pikitup. There was no response.	The area is scheduled for daily cleaning once the tender process is finalised, which will be in the fourth quarter of this financial year or the first quarter of the next one.
Thubelisha: Pikitup's workers break our dust bins and when asked 'why?' they just insult us.	Pikitup practices the principles of 'Batho Pele'. Staff members are instructed to treat all customers will respect and dignity. Complaints received were thoroughly investigated and disciplinary action was taken where appropriate. Customers are also encouraged to report such incidents for further enquiry.

Issue raised	Sector response
Wards 71: Pikitup should use small contractors to clean informal settlements. They only give monthly contracts. Longer contracts could contribute to BEE and job creation in a community.	Pikitup has gone on an open bid to secure long-term third party contractors to carry out daily and other waste management services. This process is at an advanced stage. It is expected that the tenders will be awarded to successful bidders in due course. The main aim of awarding long-term tenders is up-scale service delivery and to prevent a break in service delivery as a result of different third party contractors commencing and sustaining cleanliness for a relatively short period.
Wards 96 (Diepsloot Ext. Two and 107 (Alexandra): Pikitup sometimes collects waste, sometimes they don't. We also don't have access to refuse bags.	Alexandra has daily cleaning services. Pikitup, due to budget constraints, currently does not issue plastic bags. Every effort will be made to ensure that waste is collected on schedule.
Lawley and Lawley extension requires 'No Dumping' sign.	No dumping signs are installed in areas prone to illegal dumping. This is also subject to budget availability. Every effort will be made to ensure that signs are installed by both Pikitup and Environmental health. Communities must also take responsibility of looking after the signs and deter vandalism.
Roodepoort CBD: This area is so dirt, there is no regular cleaning and we doubt if all the businesses are regulated.	The CBD is cleaned on a daily basis. Arrangements are in process to clean the CBD at night as well. This will be implemented in the next financial year.
Ward 9 (Lawley and Lawley extension): Pikitup should consult with Lawley station community in the same way City Power is doing it.	Pikitup will consult with the community and make sure that their needs are addressed.
Pikitup must collect waste on public holidays as well.	Pikitup collects waste on public holidays, excluding Christmas and Good Friday. If waste is not collected on a public holiday, there is media communication to make people aware of it. However, if waste is not collected, plans are made to collect waste in subsequent days.
Pikitup must hire more people for service delivery and create jobs for the poor.	Every effort is being made to hire poor people to clean their own areas. More details are required to check if the area under question receives a daily service or whether the areas is targeted for daily cleaning in the next financial year.
Ward 50: No dustbins in new RDP houses.	Pikitup provides refuse bins to newly occupied premises (RDP houses etc) however the entity registers the service requirements of the area before extending the service. In cases where there are households not receiving bins, house owners are encouraged to log a call or notify the nearest depot and provide the relevant physical address to receive the service.
Ward 50: Pikitup does not collect plastic bags, sometimes communities have to do it themselves, which is risky.	All plastic bags containing waste will be collected by Pikitup. Vehicle breakdowns are sometimes a cause of this problem. Waste will be collected once a week in this area and will be monitored closely.
Ward 79 (Ivory Park – south): At the section that I stay in, Green Section Ivory Two, we are no longer receiving refuse bags and there are no bins.	Ivory Park has a daily service and as such bags are no longer distributed. It is expected that refuse will be cleared daily and as such there is no need for bags.
Ward 23: Due to population growth, waste generation has increased and Pikitup must provide a suitable service.	Pikitup provides a service guided by various pieces of legislation, including the IDP. This plan contains or reflects the demographics and other related social information critical in determining the type and level of service required. The IDP is reviewed and updated every three years therefore the type and level of service required is updated during these intervals.

Issue raised	Sector response
Wards 4 (Orange Farm) and 70: Waste collection is not consistent and always late.	Every effort is made to collect waste on the days designated for collection. Vehicle breakdowns are problematic, resulting in delays. More waste is also being generated in the City and disposal sites are far. This also results in late collection due to traffic congestion.
Ward 2: No refuse bins provided.	Pikitup only issues bins to settlements that are formalised or where there are stand numbers. If all those issues are in place plans will be made to issue bins to those areas, depending on the budget and access to the settlement.
Orange Farm (Drieziek) and Ward 6: There is a lack of service delivery and creating jobs. Pikitup promised that they would employ the poor for at least months at a time, but we still see the same faces working more than three months.	Pikitup supports the initiative of uplifting the poor through the EPWP programme. In informal settlements people are used to clean their own areas. The point has been noted and opportunities will be created for the poor, although not everybody will get the jobs.
Wards 45 (Zondie Koppies) and 92: There is a lot of illegal dumping at our place	More details of where in the ward illegal dumping is taking place need to be given. Pikitup will clean illegal dumping. Community members need to report people dumping waste to make sure that they are prosecuted.
Wards 80, 100 (Zandspruit) and 107 (Alexandra): We need a big compactor for rubbish.	Pikitup is moving away from skips as they encourage illegal dumping. A new kind of receptacle will be implemented in informal settlements, which also encourage recycling.
Ward 49 (Braamfischerville): Pikitup workers break refuse bins When you report it, you are then requested to fax. Isn't there a better way that we can do this because we do not have money for faxes.	Pikitup is looking at various ways of bring service closer to the people and these initiatives include third party contractors visiting various wards on pre-announced dates. During these visits members of public may obtain new bins (first timers) or replacement bins if lost, damaged or stolen.
Yeoville and Bellville: Pikitup must collect waste in streets more often. Waste volumes increase with heavy traffic and people. Currently there doesn't seem to be proper supervision of the employees. Yeoville/Bellville	Communities in Yeoville and other areas dispose waste on street pavements daily, which is bad. Waste is taken out even on days not designated for collection. Education and awareness intervention is planned for the area to avoid low levels of cleanliness. Pikitup is also implementing tight supervision of workers, including contractors, to address the problem.
Ward 50 (Doornkop): The place is dirty Pikitup does not do the job properly.	Although waste is collected once a week in this area, the major problem is illegal dumping. Education and awareness will be implemented in the areas to ensure sustainable cleanliness. This will be done in the next financial year.
Ward 71 (Princess): Please advise the community when you are to going to switch off water services.	Prior communication will be done where possible.
Ward 47 (Dobsonville): Illegal dumping has increased please provide a By-law in this regard.	By-laws are currently reviewed and JMPD will enforce them to ensure that illegal dumping does not take place. However, old By-laws are still in place, pending finalisation and can be obtained at various people centres.
George Goch: Contact details required of the companies providing services in the ward.	Contact of companies providing services are available at Pikitup.
Ward 10 (Lenasia): What are the criteria for recruiting people to work on cleaning of informal settlements?	Regional offices normally keep lists of indigent people. If there is no such list, a transparent and open process is followed and everybody can participate in the process.
Ward 7 (Hospital Hill and Lawley): What are the infrastructure plans for the area?	The area is on daily cleaning. For now there are no plans for infrastructure for the area.

Issue raised	Sector response
Ward 34 (Koma road): Provision of refuse bags and waste collection on time, including public holidays.	Koma road is currently on 240l bins and therefore is not entitled to receive bin liners. Refuse bags are issued to communities who are not receiving 240l bins and are on weekly waste collection. Collections will be monitored closely.
Ward 9 (Lenasia Pre-cast): Pikitup has not advised where we can get refuse bags and when the waste will be collected.	Area to be investigated further, as it is unknown to Pikitup.

Table 8: Transportation issues

Issue raised	Sector response
SATAWU: Are there any road safety measures in place for commuters, drivers and passengers in public transport as they are the ones whose lives are at stake?	Laws do exist and JMPD are responsible for enforcing these laws in the City. The Transportation Department has a pedestrian safety programme to create awareness about safety.
Ward 16: The MMC: Transportation was applauded for a comprehensive informative presentation delivered at the commission.	No response needed (Complement acknowledged).
Ward 17: What is being done with regard to the infrastructure at Rand Leases informal settlement in Fleurhof? There are no proper roads, access at this settlement not being maintained and the ambulances cannot go through the informal settlement during emergencies.	Matter under investigation.
Ward 23: Will the BRT buses still be available after 2010 and what will happen to people involved in the taxi industry, e.g. women cooking at taxi ranks, queue marshals, washers etc?	Yes, BRT buses will be available after 2010 (The BRT is a legacy project for long after 2010). BRT will be employment neutral and there will be more jobs in the new system than in the old system
Ward 45: A concern was raised that there was no proper consultation between the taxi industry, CoJ and the community and this resulted in a strike and innocent commuters were at the receiving end.	This was noted in the meeting and the MMC explained that there has been significant consultation on the BRT. Taxi industry engagement has been going on since mid-2006. The strike was by a breakaway group. The City also met with various communities during the 2008 October transport month events. The City visited all the regions and hosted dialogues on BRT.
Region G: Ward committee members were not briefed on the BRT.	BRT presentations were made at previous stakeholder summits, at regions during transport month and councillors. The City will embark on an extended outreach programme on BRT and the target constituency includes, but not limited to ward committee transport representatives, CDWs, SACO, GCO, Metrobus user forum and other commuter representative forums.
Ward 31: Are the jobs created by JRA permanent or temporary and is the youth being catered for?	Some JRA jobs are permanent and others are temporary, e.g. for the duration of the building of a road. The JRA has youth and women targets, which they meet but it is not only youth that are employed.
Ward 8: Children are not safe on the Golden Highway and Metro Police should consider strict measures for inner city roads.	This will be taken up with JMPD. JMPD are going to deploy 250 more pointsmen in the inner city.
Ward 2: Where will the community buy the BRT tickets?	At BRT stations and on feeder buses.
Eldorado Park: How will the people who supported the project during 'Special assignment' be protected as they are being intimidated? Will there be training for BRT busses end users?	This issue will be taken up with the individuals involved. Yes there will be lots of information to commuters on how to use the buses. SAPS has committed to protecting the project. BRT education will commence in May 2009.

Issue raised	Sector response
Region A: Is there learnership programmes in the department and where can one register?	The City has a learnership programme and people can inquire at Metro Centres and the HR Department. JRA is also part of the National Youth Service.
Region G: Is there any skills training for youth on the BRT project?	Yes, there are skills training for all designated groups as well as for drivers for the bus company. EPWP principles are being applied for job creation as part of the BRT project.
Ward 67: A concern was raised that the taxi industry cannot take decisions on behalf of the commuters and a formal request made to support government on the project. The taxi industry does not care for the poor.	This was noted.
Ward 65: Will the BRT fares be friendly/cheaper for the community and why is Metrobus fares so high compared to taxi fares?	The BRT fares will be more or less the same as the fares for the taxi industry. The BRT and Metrobus fares are presently being advertised for public comment by end of April. Metrobus fares are high due to the high cost of fuel and also spare parts for the buses which are getting old.
Eldorado Park: Are there any road safety measures in place for children and communities in the streets? Will the BRT buses operate in Eldorado Park and will they operate until late hours as taxis do?	The department has a community safety programme in place, which looks at engineering, education and enforcement solutions. We are introducing changes like traffic calming and pedestrian signs in all 109 wards. There is a pedestrian safety programme for schools. The department's ward-based road safety plan is a programme to afford communities an opportunity to identify areas where there are challenges and list them in terms of priority for government implement accordingly (principles of participatory democracy). There will be some BRT buses operating in Eldorado Park. The buses will start at Kliptown and go to Regina Mundi to town. There is one feeder route into Eldorado Park and BRT will operate from 05h00 to 23h00.
Gauteng Community Organisation: In full support of the BRT system as it will be safe. CoJ is urged to provide enough transport during strikes of taxis as the community has rights. Will the commuter organization be taken to Bogota?	The support and request noted.
Ward 4: What is CoJ doing about stormwater? Taxi drivers' behaviour is totally unacceptable as they usually disturb communities by hooting from morning to sunset.	The JRA is responsible for storm water. It is a big problem these days with climate change and more build-up areas. We are trying to introduce proper stormwater in many areas. We also encourage residents to make sure that stormwater channels are kept clear of rubbish. We raised noise issue with the taxi industry.
Affiliate of COSATU: What other safety plans are in place with regards to Metrorail. The apartheid era placed them far away from the City where it is so difficult to access safe transport to work. What plans are there to make freeways safer for mini buses?	We are not responsible for Metrorail, but can discuss issues with them. There is presently a new Gauteng Freeway Improvement Scheme, which will have special HOV (High Occupancy Vehicle) lanes for taxis, carrying passengers, to travel faster.
Orange Farm Taxi Association: Would there ever be any subsidy for the taxi industry as other modes like busses are being subsidised? The industry needs a workshop for new entrants in the taxi industry in that it is not the only way to make ends meet as this minimises their profit making. There is also a need for extensive workshop on BRT. Most drivers are not trained on BRT. Will they be trained before they become bus drivers?	The comments are noted. There have been many workshops with the taxi industry and more can be arranged. Taxi drivers will be trained to be bus drivers. BRT drivers will be thoroughly trained by Scania, the bus suppliers, the City will continue with outreach programmes with the objective of reaching out to various sectors, including commuters.

Issue raised	Sector response
ETA: There are serious misunderstandings about BRT. Drivers do not have full information about the system. Who will be the owners/stakeholders of the BRT system?	The owners for the first phase will be taxi operators. In future phases it will be taxi and bus operators, depending on who were operating the routes before BRT. (Incumbent operators will be the operators of the BRT system.)
Sharp Centre for Disabled: What plans are there for disabled people on the BRT system as there is no access to trains and taxis? A concern was raised that there is a serious misunderstanding and there is no transparency with regard to BRT. The good information provided by the MMC on her presentation on how the system will benefit the industry and commuters must be disseminated to the whole taxi industry and the community at large so that the community is clear on what the industry's problem really is.	Disabled people will be accommodated on the BRT. It will be very easy for people with disabilities to get on to a BRT bus. They will get on at stations where there are no steps. (BRT buses and stations are totally accessible to people with disabilities.)
Ward 16: A complement – the presentation was excellent, but would appreciate it if the presentation could be shown to all zones/stakeholders involved in the BRT system.	Matter is being addressed.
COSATU: A request that the BRT ticketing system must be linked to the Metrorail system and tickets should correspond with trips travelled or used, to accommodate job seekers to be able to move around as much as possible.	The different sphere of government is working on this. (Ticket inter-operability will happen in the longer term.)
ETA: Who and how many stakeholders will utilise these buses, which will operate for Phase1A. Will there be any subsidy and training for drivers? JMPD arrests the drivers everyday on the roads. What benefits are there for the taxi Industry? There is a need for more workshops for taxi drivers and owners for them to understand that they will surely benefit from the BRT system.	This has been addressed above. It is estimated that BRT Phase 1A will carry 70000 passengers per day. Some benefits are better working conditions, a 12-year contract and more sustainable business.
<p>Orange Farm United Taxi Association (OFUTA): The request was made for CoJ to subsidise the taxi industry as they do with other modes of transport in order for taxi drivers to be able to cope with high instalments, toll gate fares, motor spares and fuel constraints.</p> <p>Taxi recapitalisation should be integrated into BRT system. Training, and workshops are requested for owners and drivers with regard to customer care and this should also be done with 2010 and the Confederation Cup. Counselling should be conducted for the whole taxi industry so that one industry can be formed. Tollgate drivers, who frequent toll gates, should be provided with user-friendly cards.</p> <p>Speed trap tickets should be issued to drivers to pay, as they are responsible at the time of the incident, not the owners of the cars. Call all taxi industry stakeholders to come and discuss all the relevant issues concerning the BRT system rather than fighting and killing innocent people.</p>	This has been addressed above. The government understands that there is a lack of unity in the industry, but this must be solved by the industry itself. The new Gauteng Freeway Improvement Scheme will have user friendly tabs. The JMPD system of tickets is linked to owners, not drivers. Taxi recap is part of BRT
Ward 28: A request was made that more workshops should be held on road safety and By-law awareness for the BRT system.	Matter receiving attention.
Ward 31: A request that age difference should be considered especially the age group 35 to 59 years when people are employed in government.	This was noted. This is not an issue the Transportation Department makes decisions on.

Issue raised	Sector response
Ward 69: A concern was raised that at Langlaagte station, on Fridays, is chaotic with long distance buses and unsafe. Robots should be erected and request for a bus that goes straight to Helen Joseph Hospital.	This will be taken up with the Long Distance Taxi Associations and the Operating Licensing Board.
Ward 11: Sidewalks need to be erected and homeowners should not build on the pavement as this prevents pedestrians from accessing walkways.	The JRA is building sidewalks. It is against the law for homeowners to build on pavements. Sidewalks are also addressed through the ward-based road safety plan project.
Eldorado Park: A request for a bus going straight to hospital from Eldorado Park. There is a bus going to Kliptown, but not to the hospital.	This will be taken up with Metrobus and the Operating Licensing Board.
Ward 55: Would the tow trucks be integrated into BRT and would the BRT buses have fixed times, as taxis don't have time?	Private tow trucks will not be allowed on the dedicated BRT lanes.
Ward 29: What plans are there to combat air pollution as nothing has been said with regard to pollution of trains and airplanes?	There are plans in place by the Environmental Management Department. The new BRT buses will also be better for air quality.
Ward 80: A request that at Kanana Ext Four the rank is not functional, although there is a space for the rank. Instead the taxi drivers are using Parliament Street and pavements as a rank and causing accidents. Can this rank be extended for utilisation by communities from Extensions Four and Five?	This will be taken up with the taxi industry.
Ward 80: A request that Metrobus should operate in this ward, because during taxi strikes the community is badly affected as taxis are the only mode of transport in the area.	This can be taken up with Metrobus and the Operating Licensing Board.
Ward 80: A proposal for Leralla railway station to be extended to Midrand, Alex and Sandton railway, because during taxi strikes there are no other mode of transport.	It is very expensive to introduce new railways. That is why we are looking at the BRT.
Monthly or weekly Metrorail tickets are cheaper than daily taxi fares. Midrand taxis are very old and put commuters' lives in danger and these taxis should be changed.	

Table 9: Public safety issues

Issue raised	Sector response
Ward 33: Ambulances are often delayed and reasons given are that they are still being cleaned.	The response time has improved significantly however fire fighters are continuously encouraged to respond to calls within standard times
Ward 99 Cresta: Victims of sexual abuse complain that police are not doing much to help them after they reported the incidents.	Trained officers are to provide professional services when dealing with incidences of sexual abuse (training available at the JMP Academy).
Ward 99 Cresta: Metro policemen do not do their jobs on the roads and they ask for bribes.	Promote the anti-corruption hotline to members of the public
Ward 99 Cresta: People who witness injustices or criminal activities often tend to shy away from coming forward and reporting such acts.	The JMPD will continue to conduct campaigns to encourage the public to report criminal activities witnessed. The JMPD and SAPS will explore and introduce mechanisms to improve public participation in combating crime
Orange Farm: Some people have been community safety volunteers for years and are still not recognised by JMPD, because they don't have Grade 12 certificates	The JMPD will engage with the CoJ HR for creative solutions.

Issue raised	Sector response
Ward 36 Roodepoort: There is a problem of speeding in Roodepoort Road and a permanent speed point camera is needed.	Request approval from DPP for permanent speed point camera. Deployment of vehicle patrols on Roodepoort Road.
Ward 65: There are no many graduates in the wards, hence volunteers should be considered for full-time jobs, because they are more experienced.	Applicants who meet the requirement of a vacant job and CoJ HR Policies. People are encouraged to apply.
Ward 35: Patrollers are not taken seriously by Metro Police Officers when they report issues.	Where patrollers are not taken seriously by an MPO, a complaint can be logged with the department's Internal Affairs Unit who will investigate and facilitate resolving the issue.
Ward 35: Some police officers reveal the identity of whistle blowers/informants to the perpetrators, which endangers the lives of the informants.	Individuals are encouraged to report this kind of behaviour to the Internal Affairs. The JMPD will work closely with the SAPS to rid of such elements in the department.
Ward 35: Police and ambulances do not respond to incidents on time.	The JMPD, SAPS and EMS conduct ongoing reviews of response times to incidences and efforts are directed at reducing response times.
Ward 38: Some Volunteers were trained by JMPD and they still don't have proper uniforms.	An inventory will be undertaken and corrective action taken to provide volunteers with uniforms.
Wards 4 and 6: Rivonia Boulevard: Problem with illegal parking.	An enforcement team will be assigned.
Ward 42: People driving without driver's licenses.	Roadblocks and roadside checks will be conducted in the ward.
Ward 32: Drivers disregarding red robots at the intersection of Collin and Main Road. High speed and accidents. Cars parked on sidewalks.	A dedicated traffic enforcement team will be deployed.

Table 10: Governance, legislature, corporate and shared services issues

Issue raised	Sector response
The City's training, learnership and bursary programmes: Clarity was requested on the nature and applicable processes.	A detailed explanation on the relevant processes was given and it was indicated that the City advertises these programmes in local newspapers.
CoJ websites: Request that information should be updated to include legislative committees and applicable contact information of responsible officials.	The sector updates their website annually and will ensure that information related to Corporate and Shared services are reflected accordingly.
Engagement of the youth: Request that the youth be included in all CoJ programmes and projects.	The City's programmes and policies accommodate the engagement of the youth.
Enforcement of OHASA By-Laws: The City should ensure that OHASA requirements are adhered to.	Corporate and Shared Services is only directly responsible for corporate facilities owned by the City, but engages on a regular basis with all other CoJ functions to ensure compliance. Private facilities are regulated by the Development Planning and Urban Management Sector, which will be informed accordingly.
Foreigners: Complaint that foreigners are benefiting more from CoJ projects than SA Citizens and should be addressed.	The City's employment policies are directed by relevant labour laws.
Sector Education and Training Authorities (SETAs): Request that the CoJ monitors the operations of SETAs.	The City has no authority on the monitoring of SETAs, which is a national competency.
Clinic facilities: Complaints clinics that are not maintained or inadequate in Orange Farm Ward One (clinic too small), Lawley in Lenasia (no clinic facilities provided) and Alexandra in 8th Avenue (facility inadequate).	The establishment of Health facilities is the responsibility of the Health sector but the Corporate and Shared Services can provide assistance in this regard if so requested by the Sector.

Issue raised	Sector response
CBOs: General request to assist these organisations.	The City's programmes and policies provide for assistance to these organisations.
Corruption/fraud: Should be attended to as a priority.	The City regards corruption/fraud as a priority and any allegations should be submitted formally to the City's Hotline.
How does the community make inputs into legislative matters?	
	Through Section 79 committee public hearings. Thirty days for the public comment stage in the development of draft policies and By-laws tagged for public participation. By-laws are advertised in news papers, press releases developed and forwarded to all media and journals known to have special interest in the affected areas.
What steps are involved to enable the public to participate in legislative matters?	Attendance of Council and committee meetings (open to the public). Request permission from the chairperson of relevant Section 79 committees to make a submission/presentation at the committee meeting. Petitions could also be submitted to the Office of the Speaker.
How can community interact directly with Section 79 committees?	Submit petitions, which will be directed to PPPC. PPPC will direct the relevant MMC to respond and request MMC to follow up. PPPC can invite MMC and officials to give reports on the issue and can also invite community representative to provide more details. PPPC undertake oversight visits to verify the petition and monitor the quality of work done.
How does the legislature monitor service delivery?	Through scrutinising quarterly performance reports of departments and entities, i.e. comparing actual performance against set targets in the IDP and business plans. Oversight visits and oversight reports in annual report of the City.
How can the community access information on the activities undertaken by committees of Council?	The City Legislature can forward a calendar of committee meetings and the list of items on the respective agendas to all regional offices for inspection by ward committees and the public.
Can CoJ put legislative committees on their website for ease of access by communities?	This is considered to be implemented before the end of May 2009.
Why do councillors fail to convene regular public feedback meetings?	Councillors are required to hold regular (at least monthly) public meetings to provide feedback. Ward governance to develop a year planner of public feedback meetings in consultation with relevant stakeholders.
How does the City educate the public on all the By-Laws?	Pre-public hearings for organised formation and community meetings/workshops in various regions.
How are the By-Laws distributed throughout the City?	Draft policies and By-laws tagged for public participation are distributed to all regional offices and libraries and the City's official website for public participation. Approved policies and By-laws to be accessible at all regional offices, libraries and the official website.
There was a comment that residents in Naturena do not know their ward councillor.	The Office of the Speaker to do an outreach campaign (including Naturena) to inform the community about their ward councillor and his/her role.

Issue raised	Sector response
There was a comment that the ward councillor for Eldorado Park Ext Two does participate in the activities of schools/school governing bodies in the area.	The Office of the Speaker to ensure that ward councillors actively participate in community-based structures (schools, clinics, hospitals, etc) in their respective wards.
There was a comment that councillors hold different leadership capacities in communities thereby prohibiting the community from effective participation, i.e. dominance of councillors in community structures weakens public participation.	Councillors are required to actively participate in various community-based structures within their wards in their capacities as councillors.
There was a comment that Roodepoort councillors do not report back to the community.	Councillors are required to hold regular (at least monthly) public meetings to provide feedback.
There was a comment that officials in regional offices/ multi-purpose community centres are inadequately trained to serve the community.	Office of the Speaker to train frontline staff at regional offices in customer services and relevant training to enable them to serve the public.
It was reported that fraud and corruption is allegedly rife at Orange Farm municipal offices. Councillors and officials are allegedly selling the stands in Orange Farm.	Councillors involved in corruption/fraudulent activities must be reported to the Office of the Speaker for investigation.
How does the executive monitor service delivery?	The City has a performance management system in place.
There was a comment that due to a shortage of teachers at schools, students were encouraged to follow teaching as careers, but there are no bursaries to assist those students to further their studies.	The City has a bursary programme that provides opportunities for youth, as well as responds to the skills needs for the City. The City also provides bridging finance for young matriculates who are awaiting approval of their bursary application.
The community requested more programmes for the youth.	The Office of the Speaker is involved in a student programme for Grade 6 and 11 students and approximately one third of schools in Johannesburg participate. The Community Development Department has programmes for youth development.
Why jobs are given to foreigners in the City? Why is the City granting contracts to foreigners whilst locals only get sub-contracts? Where can people complain about how projects are handled at the grassroots or community level?	Skilled foreigners moved to SA and in some instances the City contracts them. Contracts are based on numbers of factors including skills, price, ownership of the company etc. The most important factor is that the company is recognised as a supplier by CoJ.
In Finetown there are no schools, recreation facilities and libraries. The local youth use drugs. What plans are in place to develop these facilities in Finetown?	Issues regarding schools are provincial competencies and will be referred to the provincial Education Department. The other issues will be investigated.
In Lawley the existing clinic was small and unable to render services to the local population. There are a lot of HIV and AIDS infected people who have to travel for long distances to get ARVs. A request for a larger clinic.	There is a complete roll-out plan for ARV. The issue of a larger clinic will be investigated.
What can the Orange Farm community do to get an industrial zone?	The matter will be investigated.
In Orange Farm there is one small clinic with a few staff who does not reside in the area, resulting in the clinic opening very late and close early due to transport challenge for staff. In 2000 a clinic was promised. What is the progress?	Some public clinics are managed by the City and others by the Provincial Health Department.
Hillbrow police officers are contributing towards the use of drugs/crime, because they arrest a criminal but settle the matter before getting to the police station. The Mayor must do something about drug dealers in the City.	The matter will be investigated in collaboration with the relevant authorities.
Why are there no waste removal services in Ebony Park? Is there waste removal equipment available in this area?	Referred to relevant ME for investigation.
Are suggestion boxes opened and issues addressed?	This is an integral part of the City's consultation process.

Issue raised	Sector response
Why are there no SAPS station, post office and high school in Naturena? The community contributed and built a primary school.	The issue will be investigated.
Some of the local youth participated in a local government learnership programme, but could not complete. What monitoring tools are in place to monitor learnerships?	Issues of quality control will be referred to the relevant providers for comment.
In Orange Farm compliance with the Supply Chain Policy is questioned. External people are given contracts and exploit the locals businesses.	There is a Unit in Economic Development at CoJ which deals with the issue of establishing businesses.
There was a comment that municipal officials were selling stands illegally to people without IDs and that councillors were not doing anything.	In relation to fighting crime, it was indicated that community should work hand in hand with the SAPS.
There is inadequate information at people centres.	It has been noted and recognised that information provided to communities do not meet the requirements.
Employment at CoJ needs to recognized employment equity.	Targets are aligned to national and provincial priorities.
Why are communities in townships not educated on the use of fire hydrants?	There are new fire stations in Dobsonville, Diepkloof and Diepsloot. Community members can request assistance and education and other related programmes.
The road at Lehae in Lenasia is in a bad condition thereby resulting in lack of transport in the area.	The issue will be referred to the relevant department/ ME.
Why can't Council have a separate place or information centres where youth can submit complaints about their issues?	The Youth Desk could be contacted.
The community suggests the relocation of the disability office from Community Development to the office of the Executive Mayor for the purpose of speedy and effective processes in addressing disability issues.	The suggestion has been noted. The City will investigate the possibility and communicate any action taken in this regard.
Ebony Park Phase 1 has a problem with street maintenance.	The issue will be investigated by the relevant department of ME.
Why doesn't the City cut grass in Zola? Open areas demarcated for parks are sold as stands. Why are street lights not working in some sections of Zola, Soweto, despite ongoing reporting?	There are about 180 Informal settlements in the City. The City must know shack and stand numbers for demarcation and fencing. The City has to formalise and regulate all the informal settlements in order to fast track service delivery.
Service delivery in Ward 2 was a problem. Given the 2008/09 budget for roads and lights, how is the project going to be implemented? What is the timeframe? What are the criteria for tarring streets?	Progress reports will be issued via the relevant regional offices.

Table 11: Development planning and urban management issues

Issue raised	Sector response
We need to focus on maintenance of existing assets such as roads, electricity and railways in Melville and Westdene.	Noted. The GMS guides and directs public investment, and medium-term priority areas to address the maintenance of infrastructure in the City's established areas.
Would like to request that two community members are appointed to be information and communication officers that liaise between the City and DP and UM.	To be referred to the regional director for stakeholder management for action.
The corner of Beyers Naude and Ayr Road in Melville is becoming a hot-spot, specifically the public swimming pool. Please inspect.	To be referred to the regional director and Urban Management for action.

Issue raised	Sector response
Ward 78 (Ivory Park): There are many accidents on the freeway.	Noted.
Ward 44 (Meadowlands): There is a vacant property in Meadowlands Extension 12. The community would like to build an MPCC, but they are told that this land is owned by Province.	Referred to Community Development (community halls, recreation facilities etc.).
Braamfischerville: Propose the purchase the property from Rand Leases in order to develop a peoples' centre in the newly built MPCC.	Investment Properties: To be referred to Community Development and Johannesburg Property Company to engage with Rand Leases.
Ward 26: There are contractors working in the ward and the councillor is not informed of contract work undertaken.	To be referred to regional director of Ward Governance.
Ward 93 (Midrand/Kyalami): Lack of action against illegal development and illegal dumping.	To be referred to Development Management for inspection of illegal development and Regional Urban Management for illegal dumping.
Ward 93 (Midrand/Kyalami): Lack of schools, specifically high schools.	To be referred to the Central Strategy Unit.
Ward 93 (Midrand/Kyalami): Traffic congestion and a lack of new roads.	Infrastructure: Roads, pavements, bridges and stormwater to be referred to JRA.
Ward 93 (Midrand/Kyalami): Potholes and traffic lights not working, specifically in New Road.	Infrastructure: Roads, pavements, bridges and stormwater to be referred to JRA.
Ward 93 (Midrand/Kyalami): Lack of parks.	To be referred to City Parks.
Ward 93 (Midrand/Kyalami): No community halls or playing fields in Midrand.	Community halls and sports fields to be referred to Community Development.
Ward 93 (Midrand/Kyalami): Informal taxi ranks.	Referred to Regional Urban Management and JMPD.
Ward 93 (Midrand/Kyalami): Please educate the public on the Growth Management Strategy.	To be referred to Development Planning and Facilitation. Information can be distributed via the regional office.
Ward 44 (Meadowlands): References P97/12/07, P96/12/07 and P98/12/07 have been ongoing since 2007. No communication to date on status of these petitions. Local councillor gives the impression that the officials are not delivering. Officials at Council have now changed. Urgent response needed regarding the status of the requests for development in the area.	To be referred to the Office of the Speaker.
Ward 24: Blocked toilets and burst pipes.	Infrastructure: Sewerage purification and reticulation, as well as water, reservoirs and reticulation to be referred to Joburg Water.
Meredale: Lack of stormwater causing flooding, roads in need of upgrade due to townhouse developments.	Infrastructure: Roads, pavements, bridges and stormwater to be referred to JRA.
Ward 8 (Bushkoppies): Bushkoppies does not appear on any maps. There are no services. There is crime. The RDP houses are built as if there was no survey done.	Requires further investigation by relevant departments and MEs.
Ward 71 (Matholesville): No MPCC or parks. Ward Councillor does not inform people of IDP and other such meetings.	To be referred to City Parks, Community Development and regional office, as well as Ward Governance.
Ward 71 (Matholesville): RBA built houses and promised at a public meeting, where the councillor was present that they would build an MPCC. To date, there has been no progress. The ward councillor is not showing any interest in taking this issue up with RBA.	To be referred to Regional Stakeholder Management and Ward Governance.
Ward 71 (Matholesville): The township has been established without any social infrastructure such as schools and an MPCC, and the community is told that there is no land available. Yet, RBA properties developed the nearby land.	To be referred to JPC to investigate availability of Council-owned land. CSU to engage with Province regarding schools.

Issue raised	Sector response
Ward 71 (Mathoeshville): The municipal hostel in Mathoeshville has a hall and a skills centre, but access to this facility is problematic.	To be referred to Community Development for investigation.
Ward 71 (Mathoeshville): Need to develop information centres closer to where people live.	Noted. To be referred to the regional office and Revenue (Customer Interface).
Ward 71 (Mathoeshville): Need for schools and public transport, as youth drop-out of school because they cannot afford to travel to school.	Infrastructure: CSU to facilitated engagement with Provincial DoE regarding schools.
Ward 65 (Denver): Serious vector infestation in Denver (rats and cockroaches).	To be referred to Environmental Health.
Would like to be given lessons for the construction projects in the ward.	To be referred to Community Development and Economic Development (EPWP).
Braamfischerville: No clinics, police station, schools, street names, roads and stormwater.	To be referred to JRA and Health. CSU to engage with SAPS, Provincial Health and Education.
Ward 3 (Zone 1): No open spaces.	To be referred to City Parks.
Region D: Service defects take too long to be fixed, and ME employees say that they will only fix what is reported. Why can't the City do routine maintenance?	Referred to City Power and ISD.
In Koma Road, between Bondile and Bolani, properties are flooded because of the road upgrading.	To be referred to JRA.
CDWs do not seem to be properly trained on the social aspects of development around the City.	Referred to the Office of the Speaker.
Ward 24 (Freedom Park): No street names, sports and recreation facilities, street lights, clinics, electricity, schools, skills development centre, grass-cutting, shops.	To be referred to City Power, Health and Community Development, Regional Urban Management. The City's Health Department to engage with Provincial Health.
No communication between the ward councillor and the ward committees. The Ward Councillor is corrupt.	To be referred to Regional Ward Governance
What is RBA doing in the area?	To be referred to DPUM.
Ward 78 (Ivory Park): Pegging of the following areas is required: Lindokuhle Ext 12945, Mabena Informal Settlement 6311, Mamtolo Informal Settlement 7975, Mopedi Informal Settlement 11407, Riverside Informal Settlement 12959	To be referred to DPUM, JPC and Housing.
Explore the possibility of formalising Lindokuhle West 12945.	To be referred to DPUM, JPC and Housing.
Ward 51: Vacant site for a fire station is not developed and this is causing a hazard to Jabulani Mall. The Kwa-Xuma building is falling apart (behind Jabulani Mall).	To be referred to EMS.
The tour which was supposed to take place as agreed to at the stakeholder meeting on 20 March 2009 never took place. What is the progress?	To be referred to OEM and Regional Ward Governance.
Ward 86 (Westbury): Area is overcrowded. Need for more housing options.	To be referred to Housing, JOSHCO and JPC.
Ward 29 (Orlando East): Request for development of a cultural village around the circle at Sofasonke Street, the space is used by criminals for criminal activities.	To be referred to Community Development.
Ward 31: By-laws education and ward committee structures.	Refer to Regional Urban Management and Ward Governance.
Ward 16 (Mapetla): Our problem is with the old and improperly installed sewage and drainage system at Mapetla Extension in Thulare and Mokoena Streets.	Infrastructure referred to Joburg Water.

Issue raised	Sector response
Ward 14: We have no sports grounds. In Protea Glen Ext Four there is no development. Storm water a big problem, no parks, no schools.	To be referred to relevant City departments and MEs and schooling issue to DoE in the province.
Ward 21: We need a library, skills development centre, parks and the MPCC	To be referred to Community Development and City Parks.
Ward 80 (Rabie Ridge): We need a shopping complex and remove illegal taxi rank at Kanana Ext Four. Parliament Street must be tarred, New Lani Park must be secured, sewage problem at Ekurhuleni, we need our MPCC. Unemployment.	To be referred to JRA, Joburg Water, Regional Urban Management, JMPD and Economic Development.
Ward 14: We have no sport grounds and Protea Glen Ext Four there is no development, storm water a big problem, no parks, no schools.	To be referred to JRA, City Parks. CSU to engage with Provincial Education.
Ward 5 (Kapok): We have been living in Kapok Informal Settlement in shacks for 20 years. Please bring development.	Noted. Need for further investigation.
Ward 109 Region E: We have a problem with the sewage system when it rains, drains are blocking, install meter boxes for each house hold to avoid illegal connections.	To be referred to Joburg Water and City Power.
Ward 20 (Naledi): What happened with the development to the sports ground around the police station? There are shebeens next to the school, storm water drainage is a problem and street lights are not working.	Roads, pavements, bridges and stormwater Refer to Community Development, Development Management, JRA and Joburg Water and City Power.
Ward 32 (Klipfontein): Service centres (pay points) are very far, streets are not tarred, there are no sports facilities, rubbish trucks come only when it suits them.	To be referred to JRA, Pikitup, Development Management and Revenue.
Houses in Klipfontein were not properly built as the walls are cracking. We are not allowed use our MPCC	Refer to Development Management and Community Development.
Ward 28 (South Crest): The area has been developing for 20 years and a number of sites were identified for parks and those parks we never developed. There is illegal dumping in Kipview Street.	To be referred to Regional Urban Management and City Parks.
Ward 51 (Zola 1): Please upgrade the butt-huts at Zola One, wetland at Zola One and make a bridge, because it is difficult to cross wetlands at Zola Park to the taxi rank.	Referred to roads, pavements, bridges and stormwater to JRA and Transportation.
Ward 9 (Pre-cast Lenasia): We live in the shacks and there are no streets (only passages). We drink the water from the tank and we find condoms etc. There is a big hole or dam and our children will fall in it and criminals killed the people and dumped them there. There is an open space and criminals use that space to rob and rape people.	To be referred to JRA, Water and JMPD. CSU to engage with SAPS.
Ward 30: Informal settlements are always a priority. How do you identify that they have not been given brick houses in their homelands, but people in the townships continue to live in their backyard shacks?	To be referred to Housing so as to engage with Provincial Housing.
Region E Mayibuye: We do not have MPCC and we always hire the hall in Klipfontein. We cannot hold community meetings when it is raining.	To be referred to Community Development.

Issue raised	Sector response
Ward 78 (Ivory Park): We request that the incoming budget must go for informal settlements. People from the squatter camps have been waiting. In the rain the shacks become wet.	Noted.
Ward 78 (Ivory Park): We propose a purging of Informal Settlements in ward 78	Noted.
Congestion in the intersections in the inner city and JMPD not addressing the issue.	To be referred to JMPD.
Ward 4 (Orange Farm): Stretford station has been reconstructed for a year now. We want a mall, maternity hospital and parks for our children	To be referred to City Parks and CSU to engage with Provincial Health.
More information to reach people in time, development conferences and summits. We want offices where we can report immediately on lights, water and electricity.	Referred to regional offices and Regional Ward Governance.
Ward 23 (Kibler Park): Jackson informal settlement.	Noted.
Ward 18 (Eldorado Park): Ext Four, between Alberg Road, Milnerton and Mappella Berg, there is a park that has never been developed for 20 years and long grass. Freedom Park is on its own. Ward 22: Why not build a Health Care Centre for them?	To be referred to City Parks. CSU to engage with Provincial Health.
Midrand: The formalisation of Ivory Park Ward 78 informal settlement must be fast-tracked.	Noted. Refer to JPC.
The issue of stormwater should be addressed as a matter of urgency. RDP houses are built in at a snails pace.	To be referred to JRA.
Ward 43 (Meadowlands): In Zone One Meadowlands there is a park that has not been developed. We want a big screen for 2010 and park space for relaxing.	To be referred to City Parks.
Zone Eight and Seven wetlands to be fixed and upgraded. The open space is big enough. We need more paving next to Zone One.	To be referred to Environment and City Parks.
Rabie Ridge: The Cosmo City style should continue in the other areas because it is fantastic.	Noted.
Building of the cluster houses and the flats will assist the young generation. With low cost rates we can minimise the waiting list for housing and infrastructure, expand clinics and our roads are narrow, some of our new roads are now damaged, humps are needed.	To be referred to Housing, JOSHCO, JPC, JRA.
We as senior citizens are very much concerned about our health. Doctors at clinics and hospitals are not helping us as they work for government and in their own surgeries.	To be referred to Health. Refer to CSU to engage with Provincial Health.
Klipfontien: Information must reach people in time especially if you planning to do something in their areas by using local radios, newspapers. There must be workshops on By-laws and Urban Management Planning. What are you planning about agriculture?	Refer to Regional Urban Management and Environment to engage with GDACE.
Meadowlands: We need to work together with the ward councillors. Transparency is very important. We have many projects in Soweto but unemployment is not reduced. We need policies that will be clear that people from the same community are prioritised for jobs.	To be referred to Regional Ward Governance and Economic Development.

Issue raised	Sector response
Ward 8: Vlakfontein was a squatter camp and now it has developed. We need you people to develop some theatres and libraries and the other problem is that we have a big dam that has killed a child and we need a bridge to cross to the other side.	To be referred to JRA and Community Development.
Rabie Ridge: My concern is a shopping centre in Midrand. We pay R20 (in this life where cost of living is high). Meetings appreciated where our voices are heard.	Noted. Refer to Economic Development.
Ward 96 (Lanseria): We in Lanseria do not have RDP houses, no water, no toilets – we are still staying in the shacks. Even if you can give us the place to stay so that we can build our own houses, but not at Diepsloot because of crime.	To be referred to Housing, JOSHCO, JPC and Joburg Water.
Midrand: They do not give notice when they close water. In other yards there is no RDP. There is no community hall and we hold meetings outside.	To be referred to Housing, JOSHCO, JPC, Joburg Water and Community Development.
Hillbrow: All the developments that are done in the inner city should consider those below the poverty line. We also like to see more of the developments be done to empty buildings to address the challenge of lack of accommodation and overcrowding.	Noted. Refer to Inner City Office.
Meadowlands: We have submitted our petitions regarding development in 2007 and have not been assisted REF NO. P/96/12/07, P97/12/07 AND P98/12/07	To be referred to Office of the Speaker.
Ward 59 (Landrost): Please build a swimming pool for our children in Joubert Park. Open more space for street traders between Noord and Delver Streets.	To be referred to Community Development and Economic Development.
Upgrade MTN Taxi Rank	To be referred to Transportation.
Ward 1 (Orange Farm): We need a library, 24-hour clinic – the one in Stretford only works during the day. Can the city consider free sites in our ward to develop youth Centres?	To be referred to Community Development and the Health Department.
Ward 79 (Ivory Park): I will be grateful if you can help our local councillor to remove informal settlements.	Noted. To be referred to DPUM and Housing.
Ward 6 Wilder's Farm: The population of Wilder's Farm has a small clinic. The provincial stand contributes to crime because Province does not cut grass.	To be referred to Health and Regional Urban Management.
Ward 6 Wilder's Farm: I am concerned about the upgrading of Kanana Park; it is within a school yard. How will it be upgraded for the community? At Kanana we have a housing project, but the streets are bad.	To be referred to JRA.
Pimville: The information is good but it is us residents who must inform the authorities to make them aware of small things that they overlook or not aware of.	The suggestion has been noted.
Lethabong: I want to know why the disability grant stopped when you are still sick.	Noted. To be referred to Community Development to engage with Social Welfare.
Lenasia: In my area there is no development. We are still waiting for you guys to come to make our place a right place.	Noted. Needs further investigation.
Lenasia: In our place there is no development. The trees are falling on shacks and streets are not right and no lights.	Noted. Needs further investigation.

Issue raised	Sector response
Lawley Station: We are still waiting for development. Our places have been waiting so long. We are from Lawley Station. No water, no streets.	Noted. To be referred to DPUM for Lawley to Grassmere Rail Corridor Development Framework.
Zandspruit: Upgrading of Zandspruit was not fully addressed.	Noted. To be referred to DPUM.
Ward 36 Mofolo Village: There is a bridge at Nxumalo Street, which connects Mofolo Village and Dube Village which collapsed and killed people. The bridge is going to collapse again. There is sewage next to the crèche, it is leaking. There is an old structure which was called Eyethu Cinema, which now has become a house for criminals. Dumping spaces to be utilised as in Thokoza Park.	To be referred to JRA, Joburg Water, Pikitup and JMPD.
Ward 31 (Orlando East): Consultation in whatever is constructed. Do not push down our throats, especially sports facilities.	Noted. To be referred to Regional Stakeholder Management.
Ward 82 (Bosmont): The City creating quality urban environment by checking that mining houses do not put mine dump sand containing radiation, cyanide and other dangerous things into the old mine shafts	Noted. To be referred to CSU and Environment to engage with DME and GDACE.
Ward 82 (Bosmont): The different residential areas all have different By-laws for different regions. There is confusion created by the differences, as all citizens are not treated equally, e.g. consent to trade in certain ventures (taverns) from residential premises not applied.	To be referred to DPUM.
Zola South: Check street lights monthly, renew all battered places for our youth, more parks for our kids, please unblock all the street drains and fix potholes.	To be referred to City Power, Community Development, City Parks and JRA.
Pimville: Street lights and sewage drains are not working, paving and grass not cut. There is no development since 1969.	Refer to City Power, Joburg Water and Regional Urban Management.
Kw-Xuma: Check the street lights every month. Please renew the butthuts for youth. The wetland must be a golf place and build the bridge.	To be referred to City Power, Community Development and JRA.
Linden: The grass is long at the corner of First and Malibongwe drives. The lights are not on.	To be referred to Regional Urban Management and City Power.
White City: Next to every mall there is a taxi rank, but people who sell goods outside the mall are being chased away.	Refer to DPUM (Development Management), JMPD and MTC.
Ward 68 Riverlea Ext: George Harrison Park coming soon in NASREC and Main Reef Road-excellent. How is the Community of Riverlea going to get jobs?	To be referred to DPUM and DED for Riverlea Urban Development Framework.
Ward 33 (Rockville): The ward committee is not engaged in planning session. We just see projects launched and implemented without being consulted. We are not empowered by the City	To be referred to Regional Ward Governance and Office of the Speaker.
Ivory Park: Cancelling of contract jobs, taking trains, tollgates, mines, Eskom and Rand Water to the public sector not to be privatised, Labour Department to monitor companies not to Hire people from outside without IDs.	Noted. To be referred to Department of Local Government for interventions.

Issue raised	Sector response
Ward 5 (Lenasia): At Lenasia Ext 13 we want a Community Hall and a play ground for children.	To be referred to Community Development and City Parks
Ward 1 (Orange Farm): We do not have sports grounds, youth centres and skills development centres, we need the number of ambulances to increase and police vans. Development of houses is very slow.	To be referred to Community Development, EMS, Housing, JOSHCO and JPC.
Ward 5: Every thing is going on well, but at the clinic we don't have a maternity ward and as young people we would like to be assisted with jobs, malls or shopping centres.	To be referred to Health and Economic Development.
Ward 5 (Kapok): We don't have electricity, water – no development at all. Our councillor does not care. They say we are moving to Lehae. We live in a dangerous place. There is no transport.	To be referred to Joburg Water, City Power, Regional Ward Governance and Provincial Housing and Education.
Braamfischerville: We are having free spaces which can be used for parks, libraries, community halls. These spaces are no good for us because criminals use them. We do not have places for kids to play. We do not have speed humps.	To be referred to Community Development, JRA and City Parks.
Stormwater drains, street lights and paving.	To be referred to JRA and City Power.
Klipfontein: You are on the right track by trying to balance the imbalances of the past. Service delivery is on track and refuse removal is on schedule.	Noted.
Ward 41 (Meadowlands): make sure JHB becomes a world-class city. Make sure the environment is clean.	Noted.
Alexandra: We request ARP to contact the community with house plans before they build the structures, because at the end people are complaining about the houses. JMPD must educate people about the By-laws.	To be referred to ARP Office and Regional Urban Management for By-law education.
We need to engage youth and give them skills on how to handle the development so that they will stop to destroy our development. Please find a solution about those people living in JHB. In Poortjie we need a taxi rank.	To be referred to Community Development and Transportation.
Pimville: Ensure building compliance for people with disabilities. Compliance with National Building Regulations Act.	Noted. To be referred to DPUM for information.
Ward 65 (Malvern): The MUJCF feels that Malvern, Cleveland, Denver should be included in the inner city zone as they lose out on incentives for Inner City Development, e.g. UDZ Renewable Tax Incentive, Bad Building Project. We need two community centres for ward 65.	To be referred to Community Development, DED and Inner City Office.
Ward 20 (Naledi): We need to be informed about development in the City by ward committee members who are in Development Planning and Urban Management.	To be referred to Regional Ward Governance.
Stretford: The problem is Pikitup and no street names and parks. I would like you to come and see you.	To be referred to Pikitup, DPUM and City Parks.
Rabie Ridge is without a shopping centre and unemployment is a problem, streets are full of potholes, dumping is not removed.	Refer to Economic Development, JRA and Regional Urban Management.

Issue raised	Sector response
Ward 66: Can the public be given a chance to make their own choice on using the BRT or not? Taxi owners must not dictate to them. There must be broad negotiation, not only with the taxi industry, but also ordinary citizens. The BRT must be included in the RSDF.	To be referred to Transportation and DPUM.
Ward 93: What is the City doing about illegal developments and informal taxi ranks around Midrand?	To be referred to DPUM (Development Management).
Ward 44 (Braamfischerville): The status of their request for the City to buy that empty land for business developments. Storm water drainage is also a problem. The City requested to develop an area map for Braamfischerville. CBP process: Is there a report that documents the three priorities that were identified. Taxis will not go into Phase 4 of Braamfischerville.	To be referred to CSU, Transportation, JRA, DPUM and JPC.
Ward 5: Ennerdale has industrial land which they want to use for community projects, but it is not possible because of the moratorium around buying of that land. There are also no jobs in Ennerdale.	To be referred to JPC.
Ward 32: Can the City do something about the area, especially the shacks around Walter Sisulu Square (concern for tourists)?	To be referred to Housing and DPUM.
Ward 5: There is a co-operative of approximately 160 farms. The Province has assisted with boreholes. What can the City offer to assist?	To be referred to Regional Office, Administrative Region G.
Ward 100 (Zandspruit): The community has been consulted regarding the two development options for Zandspruit, but has not received any further feedback or communication.	To be referred to DPUM (Development Facilitation).
Drieziek (Orange Farm): Service delivery is very slow in terms of houses/township establishment.	To be referred to DPUM and Housing. Housing and DPUM to engage Provincial Housing.
Ward 82 (Industria): Community wants a sustainable environment. The groundwater and other water sources are contaminated by industrial pollution.	To be referred to Environment, GDACE and DME.
Ward 79 (Ivory Park): Open spaces can be used for the community, but they are privately owned. How will the City help?	To be referred to JPC.
Ward 79 (Ivory Park): Arts and culture developments are ignored in their area. There are farms, but still no jobs.	To be referred to Arts, Culture and Heritage, Economic Development.
Ward 100: Wanted to know what route is the City going to take in developing Zatsfontein? The petition has been submitted, but there is no feedback yet.	To be referred to Office of the Speaker.
Ward 4: Questioned the monitoring of service delivery around Orange Farm and that development projects are running at a very slow pace.	To be referred to Regional Office, Administrative Region G.
Ward 22: What is being done about empty spaces around the area? Questioned the availability of skills development areas like libraries and that there are two schools, which are not functioning. Concerns about the floods into the residential areas from a river between Tladi and Naledi.	To be referred to JRA and Community Development.
Ward 78: What are the timeframe for developments of informal settlements around Ivory Park in terms of water, electricity and roads?	To be referred to JPC, DPUM and Housing.

Issue raised	Sector response
Ward 81: Raised a concern about the unused building, which has been there for more than ten years. Thugs use it as a hiding place. River Park and Tsutsumani must have a pedestrian bridge.	To be referred to Regional Urban Management and JRA.
Ward 71: The area has not had any developments since 1995 and that when they enquire from the regional office, there is no straight answer. Communication from there is not adequate.	To be referred to regional office.
Ward 3: There is no proper communication from the City's regional office in their area and that youth is not involved in community engagements, hence they resort to crime.	To be referred to regional office and Community Development.
Ward 3: Since 1999 there is no service around Klipfontein View and they don't have a timetable for Pikitup.	To be referred to Pikitup.
Ward 44: Poor response from the regional offices and departments is a concern.	Referred to the regional office.
Ward 77 (Ivory Park): Projects around houses and roads are in order, except for mechanics crowding the residential space. Suggested that space, away from the houses, be provided specifically for the mechanics.	To be referred to DPUM and Urban Development Framework for Bambanani Industrial Park.
Region A Urban Inspector: Suggested that one informal settlement must be chosen for a pilot project.	Noted.
Ward 7: The community must be educated about the JMPD By-laws so that they understand the offences better.	To be referred to Regional Urban Management.
The must City work hand-in-hand with the DoH to complete the housing projects in Diepsloot. Concern about 78 shacks directly under the Eskom power lines. No accessibility for services delivery. Overcrowded and water tankers no access.	Noted. To be referred to DPUM and Housing.
Ward 26 (Motsoaledi Squatter Camp): When will the area be developed?	To be referred to Housing.
Why is there no SAPS station, post office and a high school in Naturena?	Provincial Department of Community Safety and SAPS.
Why are schools in the greater Joburg lacking stationery and some no longer in a good condition?	Provincial Department of Education.

Outreach process

Council adopted the draft 2009/10 IDP Revision, Volume 1 and the Area-based Initiatives, Volume 2, on 26 March 2009 for public comment.

Responses to comments received

Although no formal comments were recorded at the Customer Service Centres, (Regions), comments were received from the Kliprivierberg Conservancy, Booyens Community Police Forum.

The Development Planning and Urban Management will respond directly to the comments from the Booyens Community Police Forum. In general, the City has put in place various mechanisms, plans and policies in relation to the issues raised by the Kliprivierberg Conservancy.

Furthermore, in relation to the issue of Developing Social and Labour Plan, the CoJ has put in place an institutional structure led by the Department of Economic Development to comprehensively deal with this matter.

Phase Three: Inter-governmental engagement and commenting process

This phase includes participation in various sectoral engagement sessions. The Gauteng Department of Local Government, provincial and national counterparts, lead the way. The IDP was submitted to the MEC for Local Government in preparation for the provincial IDP analysis. Provincial and national departments, as well as parastatals are required to comment on issues of alignment and harmonisation to form part of the next IDP and budget processes.

Conclusion

All comments received at the Stakeholder Summit, Section 79 Portfolio Committees, provincial sector departments and individuals have been incorporated into the final IDP 2009/10 Revision. Where applicable, it will form part of the ongoing engagements between the City, various stakeholders and the spheres of government.

The City intends to provide feedback to stakeholders and communities in July 2009 on the final decisions of Council, including the approved 2009/10 IDP and the budget, as well as the City's Service Delivery and Budget Implementation Plan.

Spatial Development Framework (SDF) and Capital Investment Framework (CIF)





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CHAPTER

5

Growth Management Strategy (GMS)

The City of Johannesburg faces a series of direct and indirect challenges that will impact on sustainable growth and development. These include, but are not limited to:

- A desire to see the City facilitate accelerated economic growth (above the National Gross Domestic Product figures);
- A disjuncture between infrastructure provision and development growth patterns;
- National shortage of energy;
- The ongoing challenge to restructure the spatial economy of apartheid settlement; and
- The need to detail where the City is prepared to invest in infrastructure, in terms of priority, medium and long-term.

In response to these challenges, the City developed a comprehensive Growth Management Strategy (GMS) to determine where, and under what conditions, growth can be accommodated. The concept of 'growth management' is widely used internationally to ensure that population and economic growth is supported by the necessary services and infrastructure and at the same time meets spatial and socio-economic objectives.

The GMS is complementary to other strategic policy documents, such as the City's Spatial Development Framework (SDF) and is premised on the six development paradigms of the GDS, adopted in 2006, namely:

- The proactive absorption of the poor;
- Balanced and shared growth;
- Facilitated social mobility;
- Settlement restructuring;
- Sustainability and environmental justice; and
- Innovative governance solutions.

Explicit statements in the GDS include:

'The (future) urban form . . . will be anchored on an efficient public transport system and a world-class network of transport infrastructure.'

'The city form must be changed to bring jobs closer to people and people closer to jobs.'

'Anchored on the Gautrain and a complete refurbishment of current infrastructure, rail will be a mode of choice for many people . . .'

'City functioning must improve to accelerate the pace of delivery of appropriate housing in good locations and to reduce the high cost of having to deliver services on the urban edge.'

' . . . ensure that movement systems in the city directly link with, and are supported by, strong high-intensity, mixed-use nodes and higher residential densities.'

There is a direct relationship with these statements and the development strategies of the SDF relating to strategic densification, nodal management and movement, as well as the Urban Development Boundary. The GMS has built on these policy foundations to determine the growth parameters for the City.

Primary informants of the GMS

Table 1 Total City Capex Budget Breakdown for all Municipal Entities and Core Departments, 2009/2010

Input/Projects into GMS	Questions to be answered	Time-frame
An economic and property perspective that considers status quo and potential growth scenarios	<ul style="list-style-type: none"> • How much growth can the City expect? • In which sectors will this growth occur? • Where is the market tending to direct this growth? 	Completed
Current policy/strategic documentation e.g. GDS, SDF etc.	<ul style="list-style-type: none"> • How much growth does the City want to achieve? • What kind of growth do they want? • Where does the City want to direct this growth? • Where are the City's priority areas? 	Existing
A regional analysis reflecting the development profile of each of the City's administrative regions	<ul style="list-style-type: none"> • What is currently happening in the regions in terms of development? • What are the major property trends in each of the regions? • What are the major development constraints experienced in each of the regions? 	Completed

Input/Projects into GMS	Questions to be answered	Time-frame
A trend analysis system that explains the development trends within the City	<ul style="list-style-type: none"> • Verification of the above inputs/projects • Based on the City's policies, the nature and number of development applications received, as well as the trends in the property market, what can the City anticipate in terms of City growth during the next 5 to 10 years? • Based on this information, how can the City take advantage of the opportunities generated by this situation? 	Completed
Potential growth estimate precincts in and around designated areas	<ul style="list-style-type: none"> • How much growth can currently be sustained in these designated areas? • What needs to be done to accommodate the desired level of growth in these areas? 	Completed
Verification of Infrastructure capacity in these growth estimate precincts	<ul style="list-style-type: none"> • Can the current level of infrastructure in these areas accommodate any future growth? • What needs to be done/how much invested financially in order to accommodate the desired level of future growth? 	Completed
A Land Strategy that indicates the main opportunities for infill and growth	<ul style="list-style-type: none"> • Besides the designated areas, where else can the City accommodate new growth? • Where are the resources in terms of City-owned land and infrastructure capacity that could assist in accommodating future growth? • What needs to be done by the City in order to acquire property/land in designated areas or elsewhere? 	Completed
A completed Informal Settlement database and a framework for formalisation re guidelines and development scenarios	<ul style="list-style-type: none"> • What is the existing backlog for formal housing? • Which settlements have a plan of action? • If addressed in the existing informal settlements, what needs to be done/invested by the City to accommodate the existing backlog together with the anticipated growth? 	Database complete/ Framework In Progress
Northern Detailed Development Frameworks	<ul style="list-style-type: none"> • How will future growth be accommodated in the northern region of the City? • What kind of development will be allowed where? • How will this solve the existing housing backlog in the area? • What are the infrastructure requirements to accommodate this growth and development? 	Completed
Growth Management Areas	<ul style="list-style-type: none"> • How has the City determined geographic priority areas? • What development parameters apply to these areas? • Specifications re: Inclusionary housing and infrastructure 	Completed
A framework of land development incentives and disincentives that would facilitate the appropriate development of the Growth Management Areas	<ul style="list-style-type: none"> • How can the City encourage the market to direct future urban growth to where the City desires? • How can the City ensure that the types of development are desirable/consistent with the City's vision for a specific area? • How can the City and the private sector form partnerships to address appropriate future growth? 	Framework complete, Implementation pending

Figure 1: Densification/Township Trends

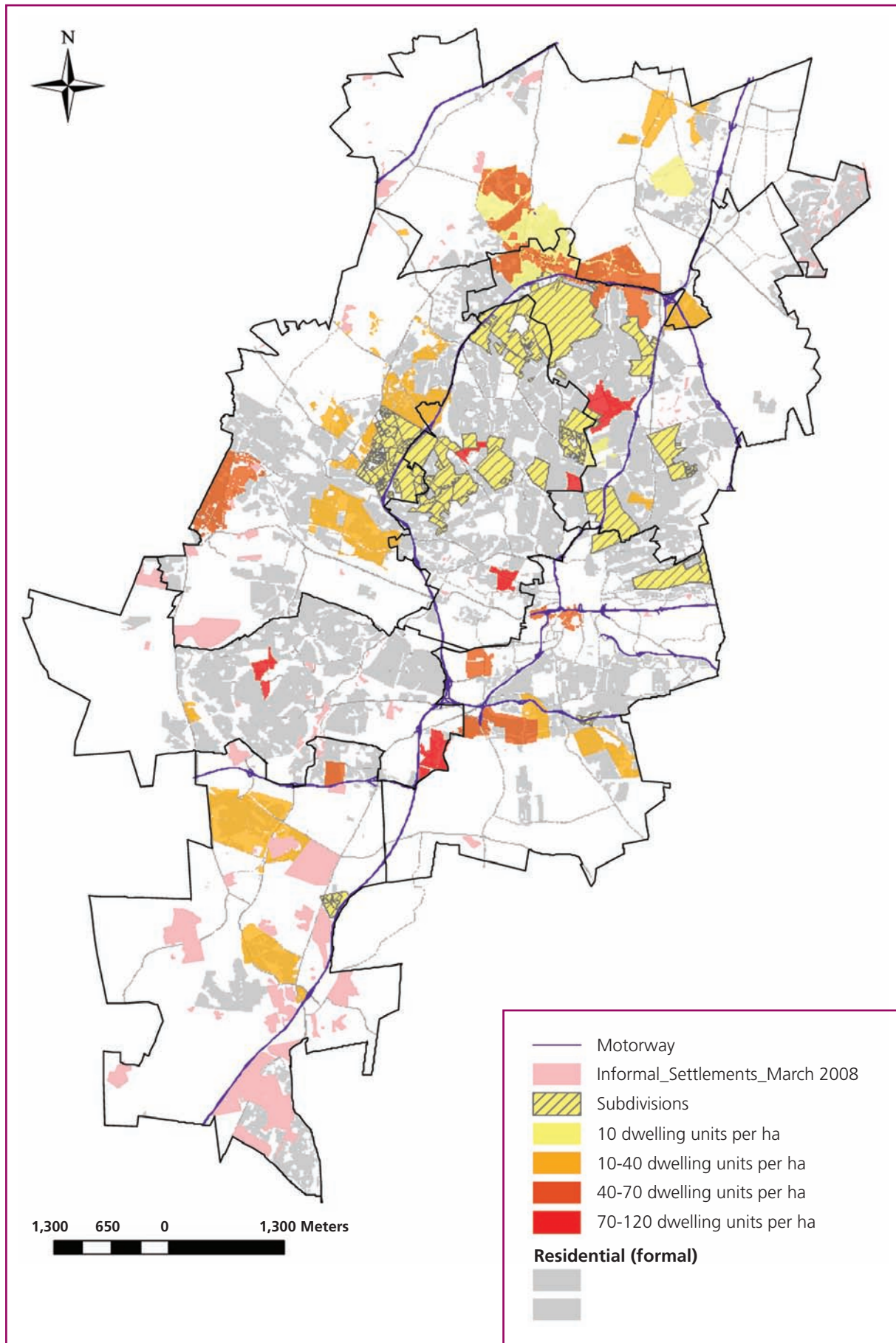
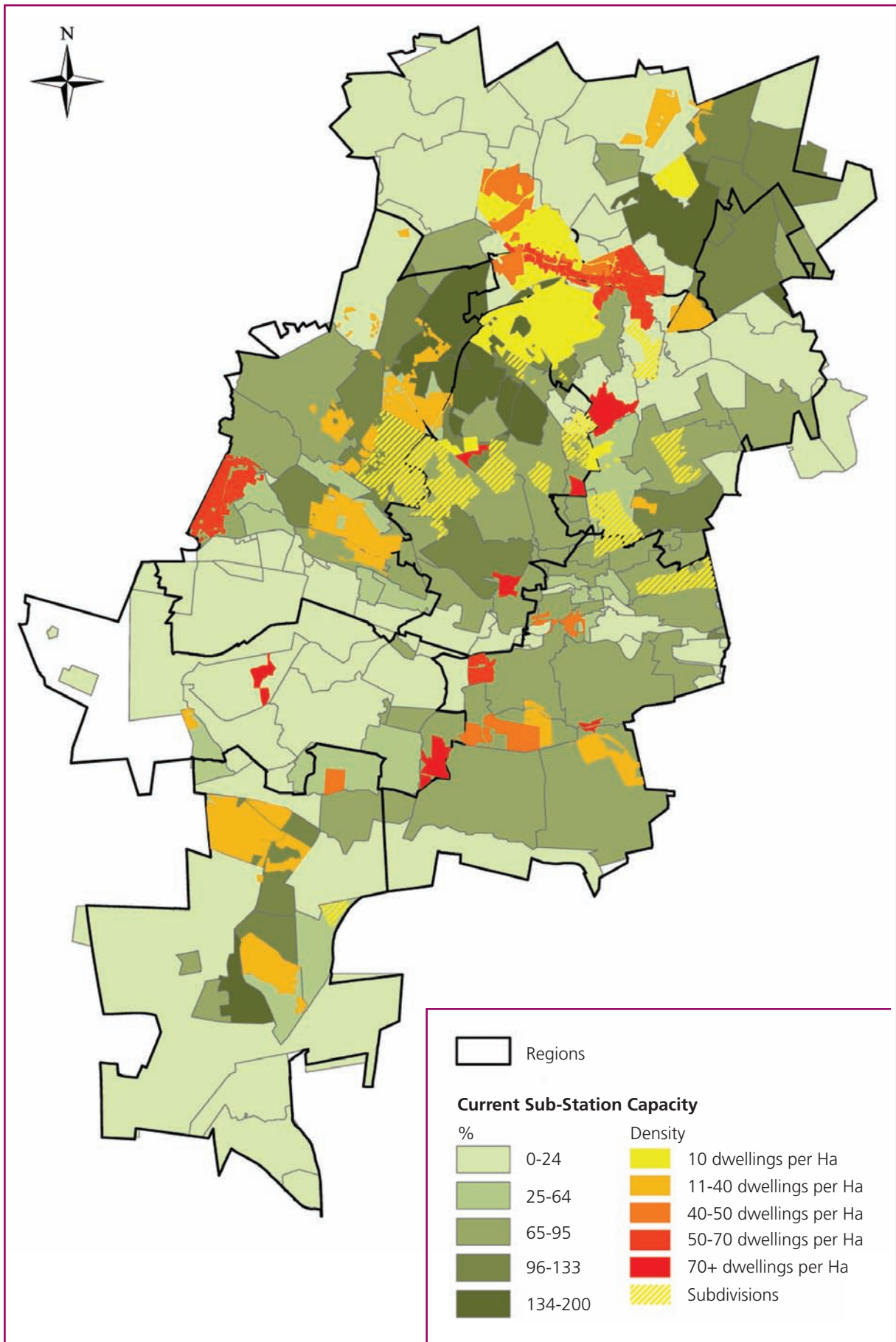


Figure 2: Densification/Energy Capacity



Outcomes of the GMS research: current land use growth patterns

Figure 1 refers to a map that indicates densification trends in the City, assessed by the Department of Development Planning and Urban Management, as well as the location of township establishment applications. Information relating to power and water capacities has been overlaid on these densification areas and a clear correlating pattern of the City's hotspots and the densification areas emerges (Figure 2 referring to a map relating to power). The provision of social amenities has also been hugely constrained in these growth areas and has developed substantial backlogs in respect of public facilities such as schools and clinics, which remain the mandate of the respective provincial departments.

One of the major constraints is in respect of the City's decentralised office space, specifically in the south. The performance of the major office nodes is reflected in Table 2 (Categories A and B). The decline of some nodes, e.g. Braamfontein, Randburg may be attributed to changing land uses, from office to residential and/or re-classification of office space from A/B categories to C-class, referring to downward re-classification.

Table 2: The performance of major office nodes

	2001	2006	Percentage of total market	Percentage change in m ²
Sandton and environment	1 020 042	1 030 950	20,78	1,07
Midrand	356 728	399 589	8,05	12,02
Randburg	459 922	377 399	7,61	(17,94)
Braamfontein	427 788	347 888	7,01	(18,68)
Bryanston/Epsom Downs	242 810	308 970	6,23	27,25
Sunninghill	302 952	304 607	6,14	0,55
Rosebank	281 292	290 840	5,86	3,39
Woodmead	230 093	287 539	5,8	24,97
Bedfordview/Bruma	274 446	282 296	5,69	2,86
Parktown	290 331	256 942	5,18	(11,5)
Millpark	177 825	222 980	4,49	25,39
Rivonia	269 636	207 981	4,19	(22,87)
Illovo	90 301	147 586	2,97	63,44
Constantia Kloof Basin	72 444	140 264	2,83	93,62
Hyde Park/Dunkeld	101 124	104 625	2,11	3,46
Fourways	57 376	102 921	2,07	79,38
Houghton/Killarney	73 091	98 467	1,98	34,72
Melrose/Waverley	22 018	49 741	1	125,91
Total rentable stock	4 750 219	4 961 585		4,45
	Top four in terms of percentage change		Bottom four in terms of percentage change	

Source: SAPOA

In addition to the decentralised office information, Figures 3 and 4 are maps indicating the spatial distribution of retail shopping centres. The map in Figure 3 indicates all shopping centres developed in the City prior to 2000 and over 30 000 m². The map in Figure 4 relates to all shopping centres developed post 2000 over 10 000 m² in extent. A wider distribution of these centres emerges post-2000, with Soweto and the north-west of the City in particular, experiencing substantial retail-related land use growth.

GMS proposals

The City is intent on defining 'growth management areas' that will:

- Differentiate between priority/short- to medium-term development areas, e.g. where the City intends investing City funding and will consider approving development rights; and
- Indicate additional development conditions within the respective management areas, e.g. inclusionary housing, infrastructure provision, incentives, etc.

Figure 3: Regional Shopping Centres pre 2000

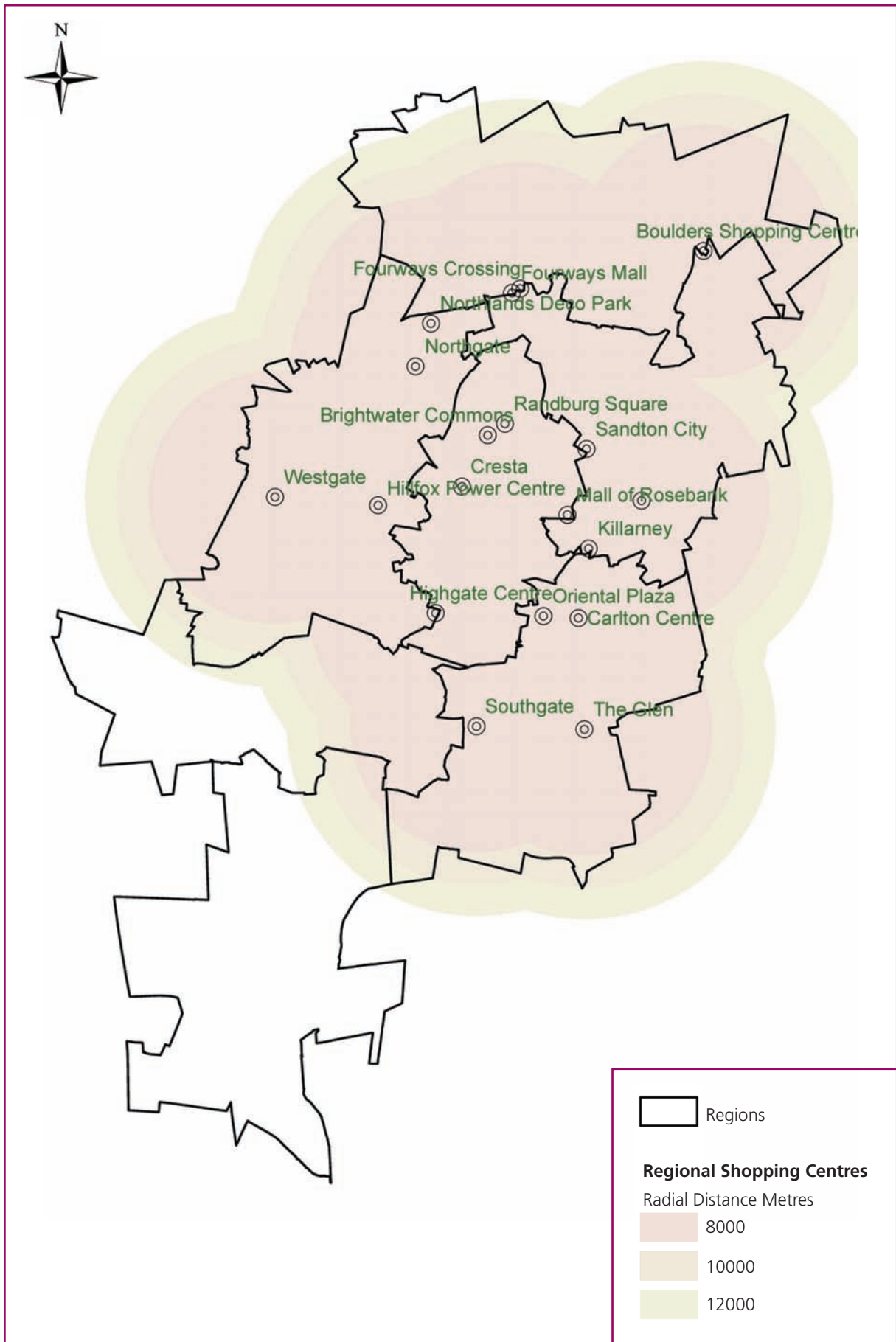
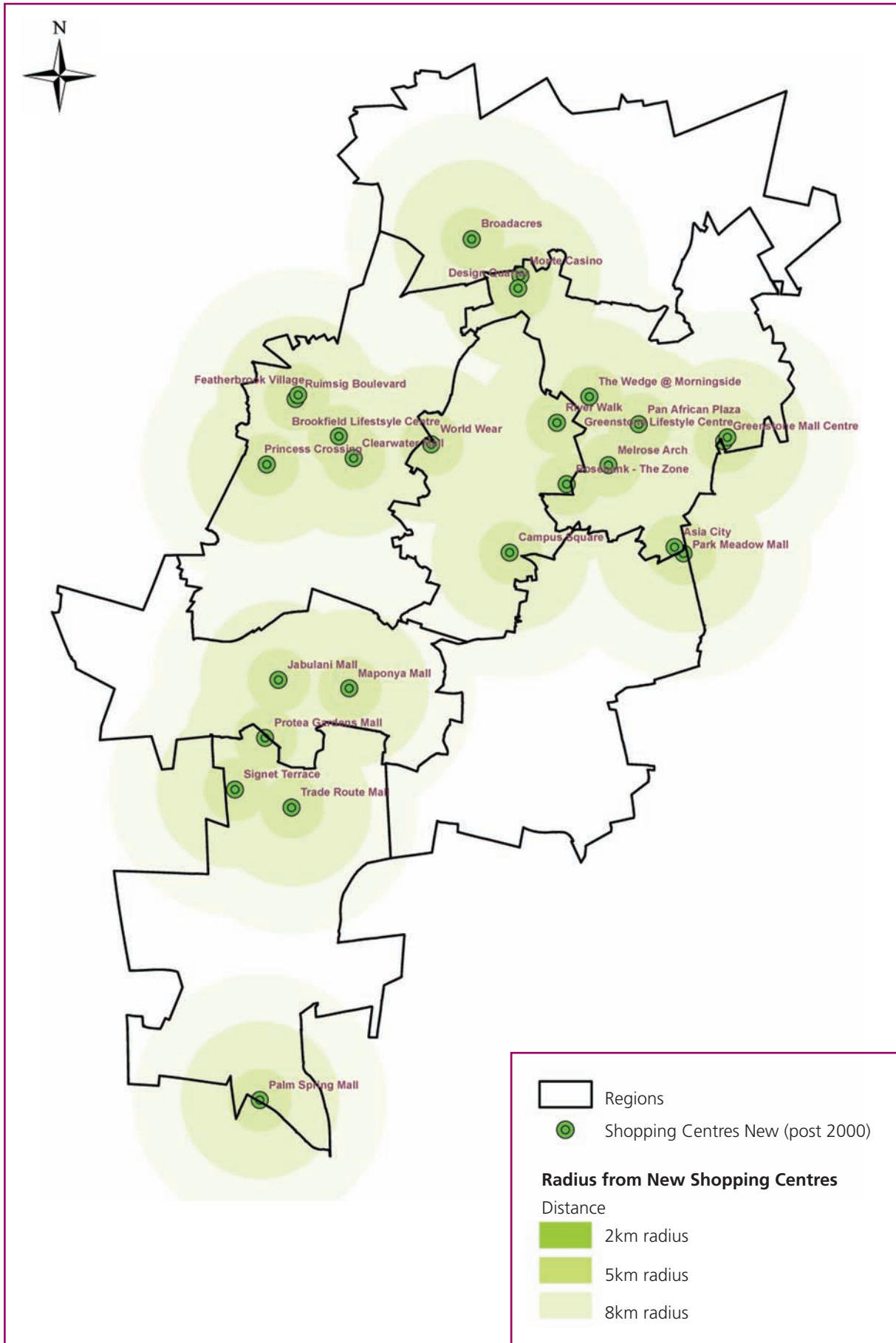


Figure 4: Shopping Centres post 2000



The management areas are indicated below and spatially represented in Figure 5 referring to a map illustrating:

- Public transport priority areas
- Marginalised areas
- Consolidation areas
- Expansion areas
- Peri-urban areas

High priority areas are those located around the priority public transport network: Gautrain, Bus Rapid Transit (BRT) and SARCC rail network (i.e. public transport priority areas) and the marginalised areas. These areas will be the focus for service upgrading in short to medium term, meaning the current situation and within the next five years.

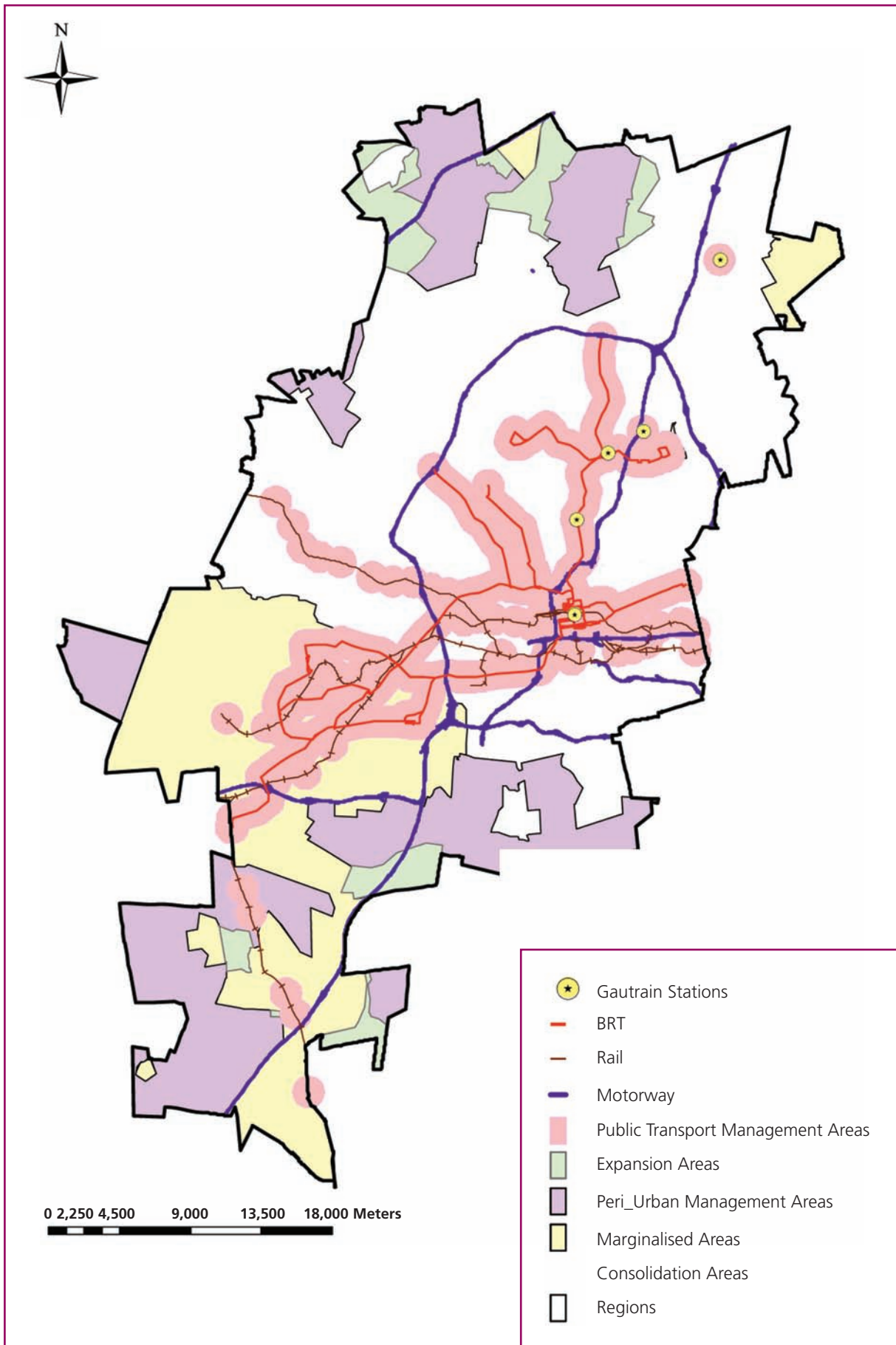
Medium priority areas represent the remaining part of the developed urban environment (i.e. the consolidation areas), as well as some priority expansion areas. Services within the medium priority areas will be upgraded in the medium to longer term, in other words the five to ten-year period. Low priority areas represent peri-urban areas outside the City's Urban Development Boundary and, if at all, will be serviced in the longer term, meaning ten years and after.

Table 3: A summary of the proposed management areas

Management areas	Where?	Why?	Requirements	Considered incentives
Public transport priority areas	CoJ CBD ± 20 growth estimate areas along priority public transport network Transit orientated development areas (± 1 km around rail stations) Industrial areas within 1 km from priority public transport system	To restructure city form and bring jobs closer to people and people closer to jobs. City fabric to ensure more liveable neighbourhoods, and city functioning to improve urban efficiency and promote economic development	Minimum of 20% inclusionary housing Inclusionary housing portion to be provided on site or along BRT distribution network related to the area	Special Rating District Density bonus Fast track applications SMME support Tax rebate for high density inclusionary housing Off – site parking associated with BRT park and ride NB: Application of these incentive dependent on locational aspects
Marginalised areas	Diepsloot/Ivory Park/ Orange Farm Development Programmes Alexandra Urban Renewal Area Soweto Area	To ensure that all people have equal access to proper services and facilities and that the benefits of growth are shared more broadly in the City	Economic development to be promoted as part of selected precinct developments. Focus is on the provision of socio-economic facilities and upgrading of infrastructure. Development to link with public transport	

Management areas	Where?	Why?	Requirements	Considered incentives
Consolidation areas	<p>Includes all developed areas not covered by the previous categories and distinguishes between two sub-categories. Areas located around future public transport routes (BRT phases 2 and 3) and densification/ rezoning allowed subject to services availability)</p> <p>Areas not located around any future public transport routes (very limited further development allowed, irrespective of infrastructure availability)</p>	To optimally utilise existing infrastructure to promote development along future public transport corridors, without compromising the sustainability of the city by over-utilisation of such resources	<p>Areas limited in infrastructure capacity: Allow medium to high-density development, a significant inclusionary housing component, in walking distance from BRT distribution network, subject to infrastructure availability provisions. Areas with significant service backlogs: No further development in short to medium term.</p> <p>NB: Limitations on development type and extent of curtailment to be determined</p>	
Expansion areas (Comprises areas identified to accommodate short to medium-term urban expansion, which are located around future public transport routes: BRT future phases)	<p>Two sub-categories: Socio-economic priority expansion areas (Central-north and Diepsloot) and all southern expansion areas. Market-driven expansion areas (North-western areas, e.g. Lanseria and north-eastern area, e.g. Kyalami)</p>	To facilitate and accommodate growth and expansion only in selected areas around future public transport network, which will enhance the sustainability of the city in the medium to long term	<p>Housing mix premised on 30% subsidy/20% inclusionary/50% bonded/Density: 60 to 125 dwelling units per hectare linked to public transport. Also, economic and social facilities, inclusive within development. Public transport orientation and design for future roll-out. Private sector infrastructure provision in market-driven expansion areas</p>	
Peri-urban areas	Areas beyond the UDB	To prevent low intensity development in areas that will place an unnecessary and unsustainable burden on physical, financial and human resources of the City	No development allowed short to medium/long-term (within the provision of land uses permitted beyond the UDB)	

Figure 5: Growth Management Areas



The development strategies of the Spatial Development Framework (SDF)

In association with the GMS, the City's SDF prescribes a series of development strategies and policy guidelines to address development challenges and to restructure and re-engineer the distorted, existing urban form. The founding principles of the SDF are the creation of a sustainable urban environment, increasing efficiency of the City's various components and facilitating access to urban opportunities.

Table 4: Capex allocation per sector programme

Principle	Outcomes
Sustainability	• 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
Efficiency	• Sustainable economic growth and job creation
	• An efficient and robust urban form and structure
	• Managed growth facilitated within the constraints of infrastructure provision
Accessibility	• An open-space system that is citywide in extent and interconnected
	• 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

To accelerate the delivery of developments that support the SDF's principles of sustainability, accessibility and efficiency, medium and 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 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: Development strategies, trends, the desired urban form and SDF instruments

Development strategies	Past trends	SDF desired urban form	SDF instruments	Objectives
Supporting an efficient movement system	<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 that support public transport and pedestrian movement Focusing development, especially higher density residential uses, in existing public transport infrastructure 	<ul style="list-style-type: none"> Road hierarchy Bus Rapid Transit (BRT) 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

Development strategies	Past trends	SDF desired urban form	SDF instruments	Objectives
Ensuring strong, viable nodes	<p>'Creep' of non-residential uses into residential areas</p> <p>Increasing vacancy rates and declining amenity in key nodal points</p> <p>Unchecked, market-led, speculative nodal development that has placed demands on public investment in infrastructure</p>	<p>A managed hierarchy of nodes within the City</p> <p>Non-residential uses are limited to existing and emerging, managed nodal points</p> <p>Increased profile of the pedestrian and public transport aspects of the nodes</p>	<p>Nodal hierarchy</p> <p>Nodal profiles and boundaries</p> <p>Management guidelines</p>	<p>Ensure clustering of various activities (work, live, play and pray) at appropriate locations</p> <p>Support viable public transport</p> <p>Maximise opportunities and diversity at accessible points</p>
Supporting sustainable environmental management	<p>Emphasis is on private space, i.e. shopping malls, security estates and private open space</p> <p>Lack of functional and connected network of open space</p> <p>New development has outstripped the provision of open spaces and social amenities</p> <p>Stormwater infrastructure exceeded</p>	<p>Emphasis on public space, i.e. pedestrian environment, public parks and facilities</p>	<p>Johannesburg Metropolitan Open Space System</p> <p>Design guidelines</p>	<p>Create a network of open spaces</p> <p>Support sustainable stormwater catchment practices</p> <p>Protect important environmental areas</p> <p>Promote the prevention and reduction of pollution</p>
Initiating and implementing corridor development	<p>Adhoc and unmanaged approach to linear development</p> <p>No consistency in the use of the term 'corridor'</p>	<p>Delineation of two development corridors</p> <p>Focused infrastructure delivery to support corridor development</p> <p>Series of goals and objectives established per corridor</p>	<p>East-west Development Corridor (EWDC)</p> <p>North-south Development Corridor (NSDC)</p>	<p>Determine appropriate interventions and maximise opportunities and facilitate linkages</p> <p>Manage new developments in a co-ordinated fashion</p>

Development strategies	Past trends	SDF desired urban form	SDF instruments	Objectives
Managing urban growth and delineating an Urban Development Boundary	<p>Urban sprawl on greenfield sites</p> <p>Erosion of rural character of the few rural assets of the City</p> <p>Proliferation of subsidised housing initiatives on peripheral locations away from economic and social opportunities</p> <p>Escalating physical and social infrastructure demands and costs for both new infrastructure and maintenance costs</p>	<p>Infill, 'brownfields' developments</p> <p>Abatement of urban sprawl on the periphery of the City</p> <p>Conservation of rural character of areas beyond the Urban Development Boundary</p>	<p>Land use guidelines</p> <p>Subdivision of Land Table</p> <p>Amendment procedures</p>	<p>Combat urban sprawl and create economies of urbanisation</p> <p>Focus on in-fill and redevelopment and support efficient infrastructure provision (capital investment)</p> <p>Provide a mechanism for effective growth management, protect environmentally sensitive areas, agricultural land and open space</p> <p>Support a more efficient urban form that is public transport orientated and support a multi-modal transportation system</p>
Increased densification of strategic locations	<p>Low density/dispersed activities. Market preference for one erf, one unit. Perceptions: increased density equates low-cost housing</p> <p>Wasted land opportunities, e.g. car parking above ground</p> <p>Low coverage and height restrictions</p>	<p>Higher densities and clustered activities in identified strategic locations</p> <p>Co-ordinated investment in infrastructure to support densification initiatives</p>	<p>Strategic Densification Priority Areas</p> <p>Base and minimum density guidelines proposals</p>	<p>Promote appropriate densities and densification</p> <p>Promote the optimal use of existing and future infrastructure and resources</p>
Facilitating sustainable housing environments in appropriate locations	<p>Subsidised housing located on the periphery of the City and its opportunities</p> <p>Lag in delivery of non-residential components of new housing schemes, e.g. clinics/schools</p>	<p>Increased focus on in-fill and regeneration programmes in closer proximity to existing opportunities and infrastructure</p> <p>Range of housing typologies to support the accommodation of various needs</p>	<p>Spatial location and database of the City's informal settlements</p> <p>Housing programme</p> <p>Pilot projects, e.g. Princess Plots</p>	<p>Develop appropriate housing typologies</p> <p>Promote adequate provision of social and economic amenities</p>

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 other strategies can be found in the SDF. Specific objectives and interventions relating to movement, environmental management 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 and 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;
- 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 mixed and specialised 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.

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 provide 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, namely:

- 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 limited capital funding 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 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 and rail stations; 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, 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 approximately R20 billion for the whole project);
- Bus Rapid Transit (BRT) initiative; 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 Lenasia, Kliptown, NASREC, Johannesburg CBD (including Greater Ellis Park), Parktown, Randburg, Rosebank, Illovo, Sandton and Midrand.

The City will actively support higher density residential development proposals within and around these nodes. The core MEs continue to assess density proposals and the impact these would have on existing and planned

infrastructure provision. The City is prepared to invest, to realise the best possible urban redevelopment within these strategic nodes, where upgrading to support these proposals is required.

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, specifically the pilot BRT routes, will assist in these short-term pilot routes, such as Lenasia-Regina Mundi-Parktown-Sunninghill and the medium to long-term interventions of the broader 300 km or longer 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 promote 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 initiatives, 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 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 used the term 'corridor' in many different ways, e.g. 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 provide opportunities for higher densities and integration opportunities.

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 abovementioned 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, representing a distance of over 30 km.

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, of which the most visible of these are 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 and improve the quality of life for the urban poor, as well as 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 in 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 in the 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 also envisaged 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 coordinating public expenditure. The alignment of this central-south section is based on the existing rail infrastructure that links the CBD with Soweto, Lenasia, Ennerdale and Orange Farm, as well as 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 undertaken in the area, including:

- BRT flagship project: Regina Mundi-Parktown-Lenasia;
- 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 (UDB)

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

- Reduce the developmental footprint of the City in order to prevent the excessive consumption of land on the City's periphery;
- Focus on in-fill, redevelopment and densification in strategically demarcated areas;

- Support cost-efficient infrastructure provision;
- Support an urban form that is conducive to the use of public transport;
- Protect environmentally sensitive areas, agricultural land and open space; and
- Provide direction for capital investments for efficient infrastructure provision.

Historically, urban expansion of the City has been encouraged by making more and often less expensive land available for development on the periphery of the city. Peripheral growth has accommodated initiatives to house the urban poor and 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 has made it increasingly difficult for the historically disadvantaged and poor to cope in an urban environment that has become less 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 these historical trends need to be checked and that development trends need to adapt to support broader principles of efficiency, accessibility and sustainability.

The current alignment of the UDB is reflected in Figures 7 and 8, representing the related maps.

Capital Investment Framework (CIF)

The CIF provides the procedure that leads to the implementation of the IDP and the associated components (SDF, GMS and sector plans), as far as infrastructure and the provision of public amenities is concerned. It is the framework through which the City identifies and prioritises capital projects for implementation in the forthcoming financial year.

The CIF has two components. The first is a series of engagements with the sector departments and associated Municipal Entities to identify critical capital projects. The second is the production of a list of capital projects that meet the desired developmental and spatial outcomes of the City. Responsibility for the planning of the CIF sits with the Development Planning and Facilitation Directorate and the Department of Finance. The responsibility for executing the projects, identified through CIF, sits with sector departments.

The purpose of the CIF is to eradicate the service delivery backlogs in poor, marginalised areas. Furthermore, it has to ensure the improvement and the management of existing infrastructure. In order to achieve this purpose the CIF has a number of key objectives, namely to:

- Improve service delivery through infrastructure and services that are planned, delivered, upgraded or managed in an objective and structured manner;
- Prioritise projects and programmes through a strategic and spatially-linked information system, known as the Capital Investment Management System (CIMS);
- Direct future public and private investment by strategically aligning capital budgets between departments and entities to priority areas of the City; and
- Identify types of infrastructure and services planning and implementation choices in a strategic manner.

A full list of the planned capital projects 2009/10 can be found in the IDP document or in the Service Delivery and Budget Implementation Plan 2009/10 (SDBIP). The remainder of this chapter provides:

- An overview of the City's budget and the allocation to the administrative regions;
- A breakdown of the sources of funding for capital projects for the City of Johannesburg;
- An assessment of the extent of coordination between the capital budget and the GDS; and
- An assessment of the extent of coordination between the capital budget and the sector plans, GMS and SDF.

The City's capital budget

Demands placed on the City's capital budget far exceed available resources. As such the City has to be strategic in the choice of projects, identifying only those critical projects that need to be undertaken. As shown in Table 1, the total capital budget for the City is obtained from a number of different sources. It is funded from the tariffs, the rates base, bulk service contributions and external funding, e.g. housing subsidy, Municipal Infrastructure Grant (MIG),

Figure 7: Urban Development Boundary South development open areas

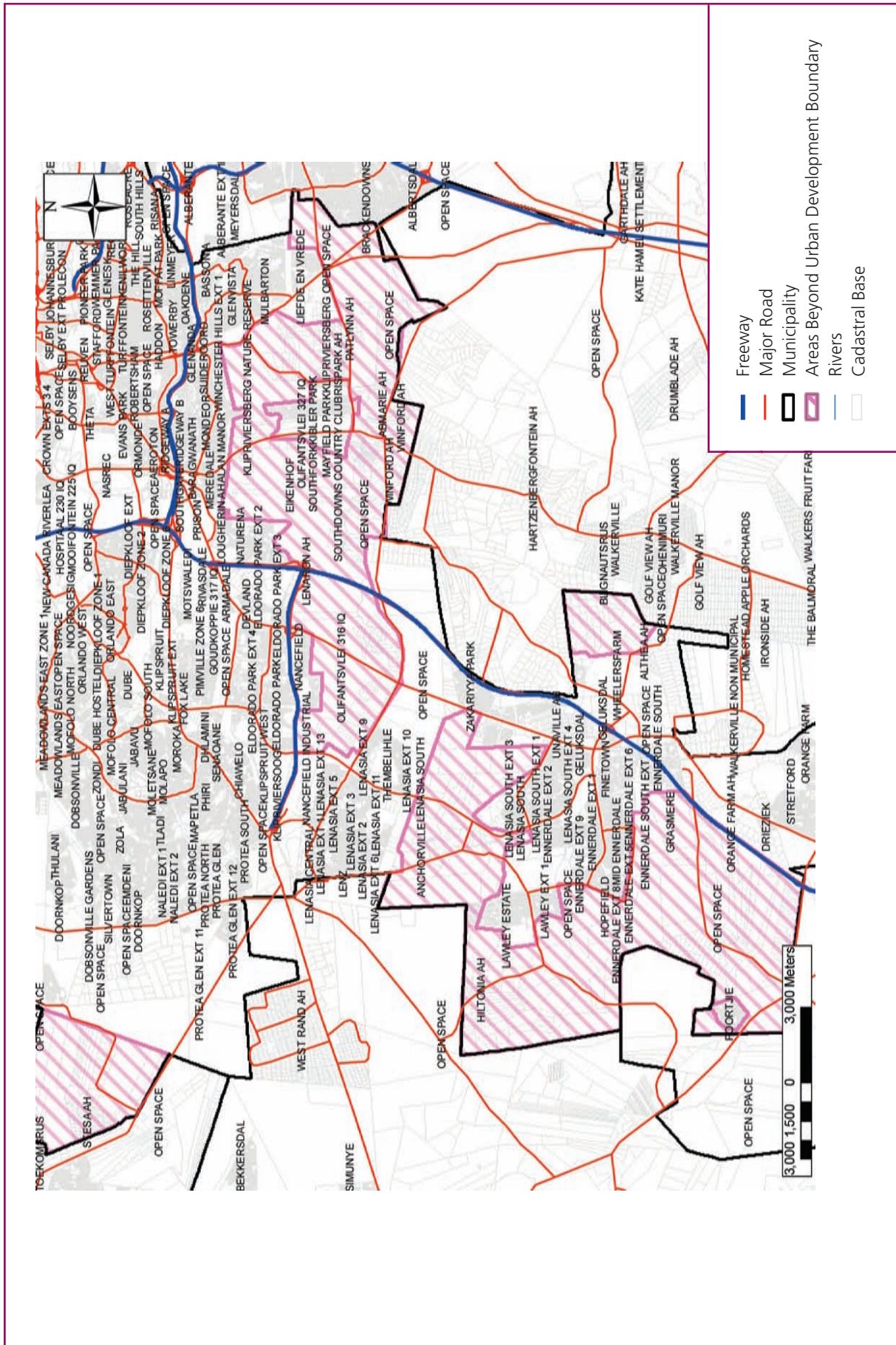
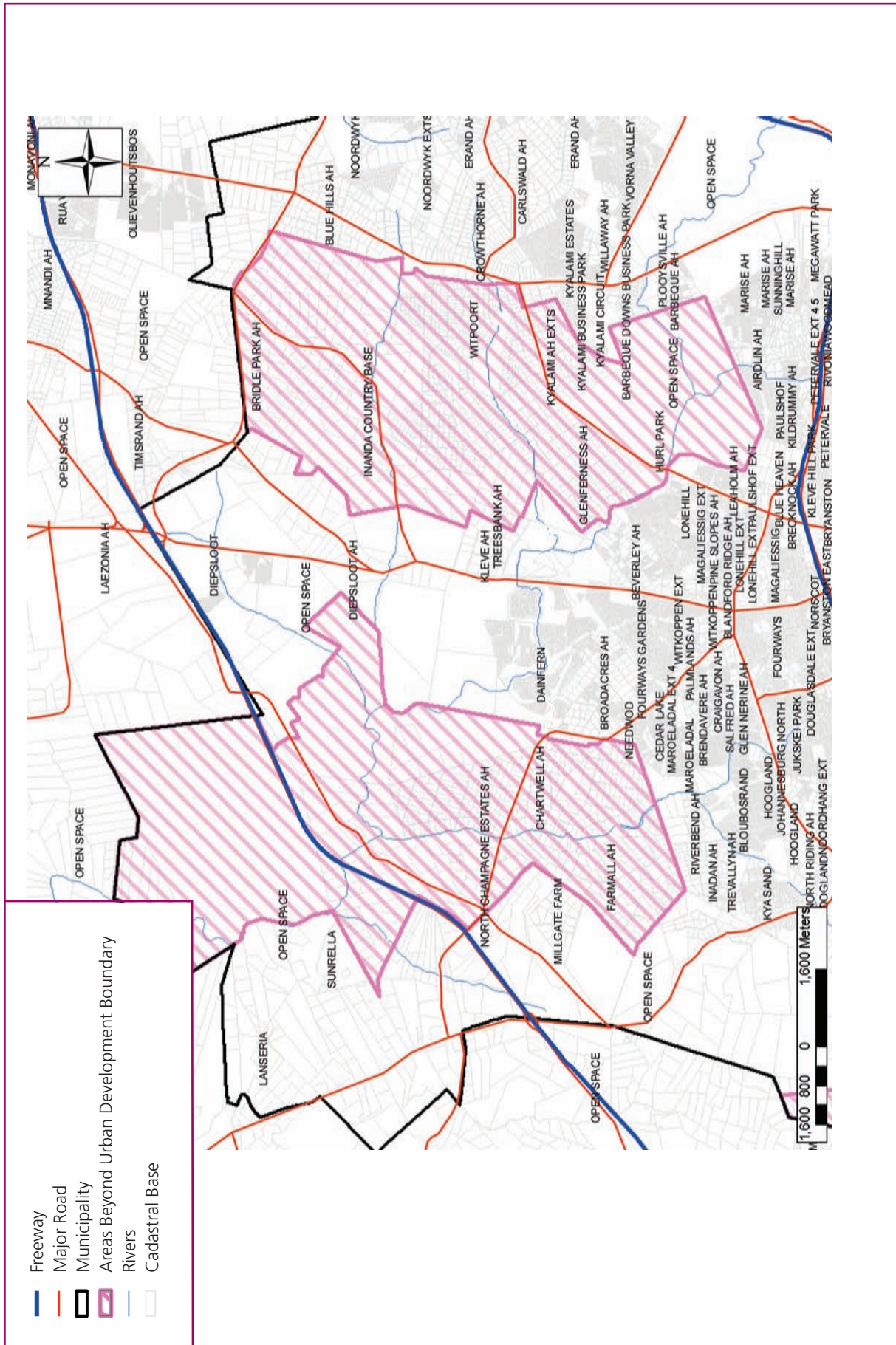
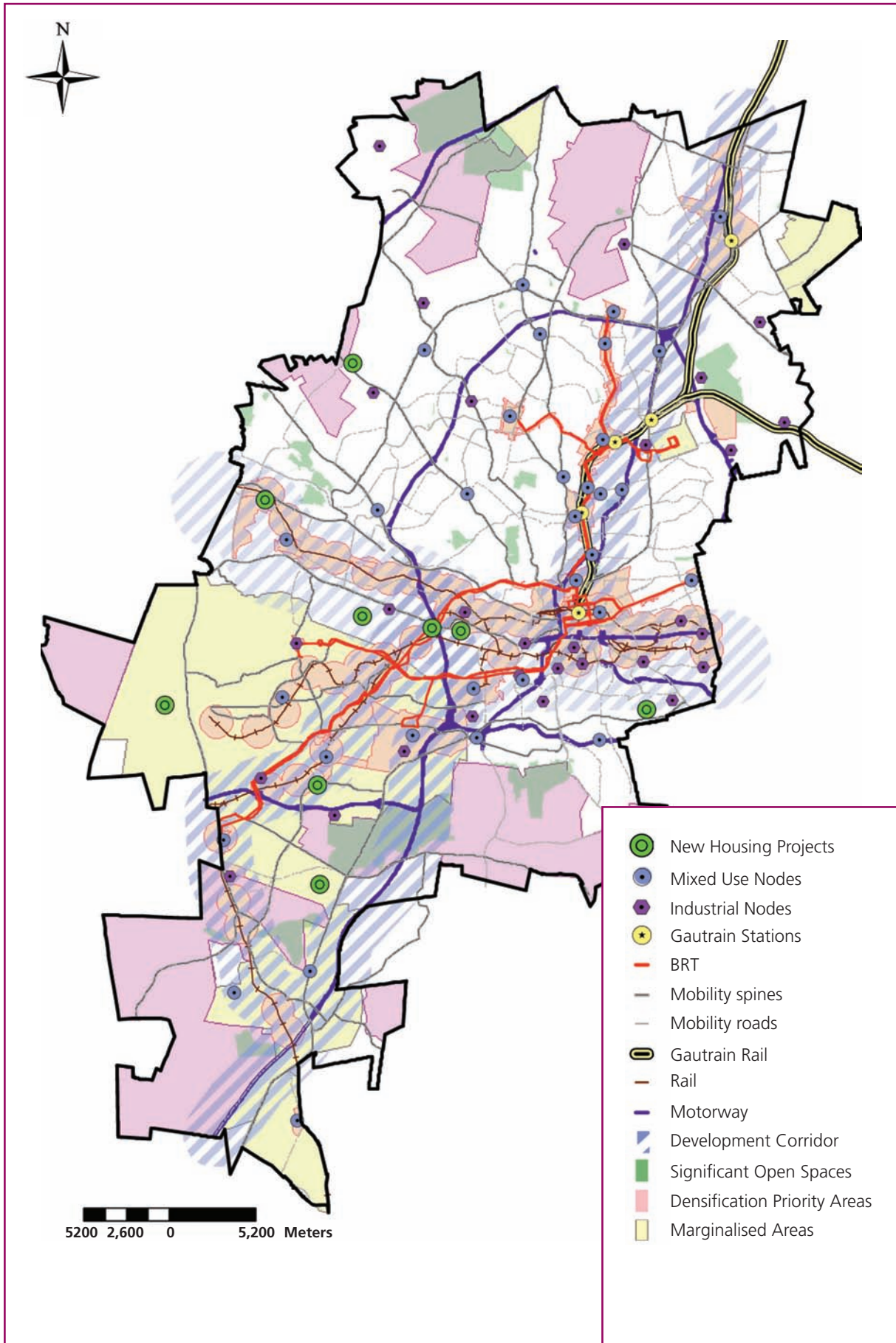


Figure 8: Urban Development Boundary North





Neighbourhood Development Partnership Grant (NDPG), national department grants and loans and provincial department grants and loans.

Figure 1 shows that the majority of the capital budget is from the City's own resources¹. The second largest contributor is national grants, other than MIG. MIG is the third largest source of funds and utilised for the provision of bulk and basic services, as well as focused on providing these services to the poor. The broad breakdown of the respective line departments and Municipal Entities for the 2009/2010 financial year is depicted in the table below, followed by a chart:

Table 6: Total City CAPEX budget breakdown for all municipal entities and core departments, 2009/2010

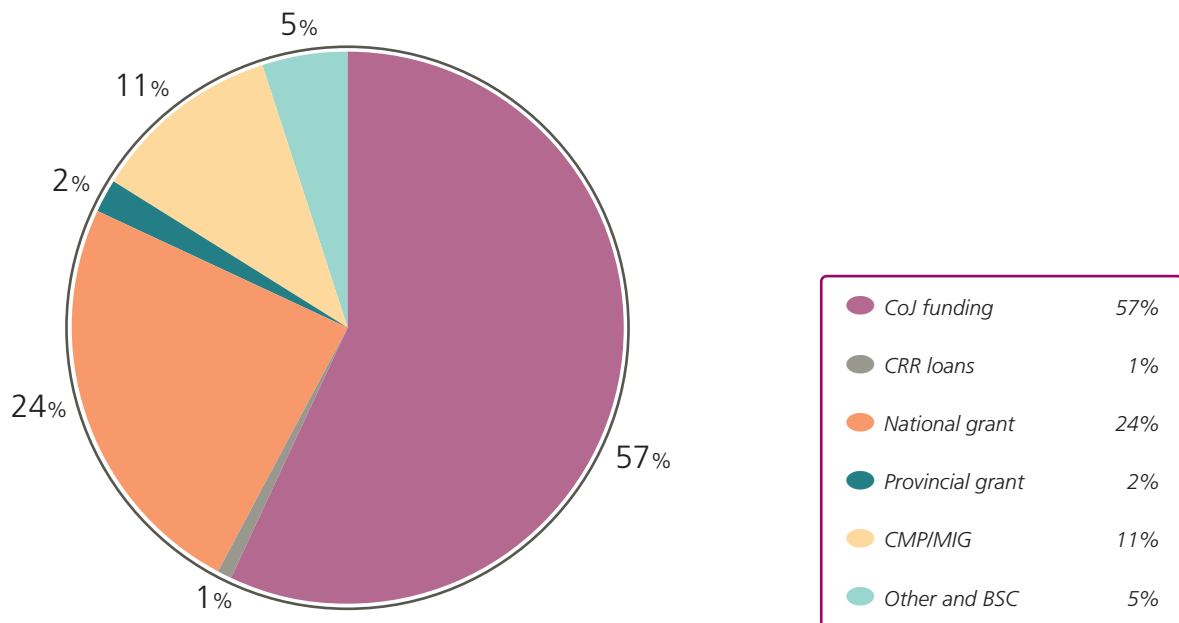
DEPARTMENT VOTE	BUDGET 2009/10 R000	2009/10					
		SOURCE OF FINANCE					
		CoJ Funding (Loans) R000	CRR (Cash) R000	Public Contributions			
				National Grant R000	Provincial Grant R000	CMIP/ MIG R000	Other and BSC R000
CORE ADMINISTRATION							
Economic Development	123 091	56 200	574	66 317			
Environment	1 649	800	849				
Infrastructure and Services	361		361				
Transportation	144 800	91 600	611	52 589			
Community Development: Core	908		908				
Community Development: Libraries	29 416	26 000	3 416				
Community Development: Social Services	3 282	3 000	282				
Community Development: Sport and Recreation	55 129	11 000	1 356			42 773	
Community Development: Arts, Culture and Heritage	382		382				
Health Services	12 572	5 500	2 034			5 038	
Office of the Executive Mayor & Phakama	136 139	135 000	1 139				
Office of the Executive Mayor 2010	346 116	130 000	2 066	167 000		47 050	
Speaker: Legislative Arm of Council	4 151		4 151				
Finance	29 480		1 441			28 039	
Revenue and Customer Relations	1 385		1 385				
Corporate and Shared Services	7 321	5 000	2 321				
Housing	358 401	169 688	1 095		90 000	97 618	

¹ Please note that the chart depicts some divisions (departments/municipal entities) as having '0' budget allocation as these particular divisions' budgets are too small to show as a percentage in comparison to other divisions that have been awarded much larger budgets.

DEPARTMENT VOTE	BUDGET 2009/10 R000	2009/10					
		SOURCE OF FINANCE					
		CoJ Funding (Loans) R000	CRR (Cash) R000	Public Contributions			
				National Grant R000	Provincial Grant R000	CMIP/ MIG R000	Other and BSC R000
Development Planning and Urban Management	171 953	113 100	1 390	33 700		23 763	
Development Planning and Urban Management: Inner City	100 000	100 000					
Emergency Management Services	7 228	6 630	598				
Johannesburg Metropolitan Police Department	835		835				
TOTAL CORE ADMINISTRATION	1 534 599	853 518	27 194	319 606	90 000	244 281	
MUNICIPAL ENTITIES							
City Power	825 871	600 000		70 150		38 021	117 700
Johannesburg Water	690 057	519 000				104 557	66 500
Pikitup	64 310	45 300				19 010	
Johannesburg Roads Agency	162 631	105 600				57 031	
Metrobus	5 260		5 260				
Johannesburg City Parks	51 207	20 350				12 357	18 500
Johannesburg Zoo	18 500	18 500					
Johannesburg Development Agency	56 000	56 000					
Johannesburg Property Company	13 000	13 000					
Johannesburg Fresh Produce Market	20 000	20 000					
Metro Trading Company							
Johannesburg Tourism Company							
Johannesburg Social and Housing Company	95 592	90 776			4 816		
Johannesburg Civic Theatre	1 000	1 000					
Roodepoort City Theatre	200	200					
TOTAL ME's	2 003 628	1 489 726	5 260	70 150	4 816	230 976	202 700
TOTAL CITY OF JOHANNESBURG	3 538 227	2 343 244	32 454	389 756	94 816	475 257	202 700

Figure 9: CAPEX funding sources for 2009/10

ALL CAPEX FUNDING SOURCES FOR 2009/10



CAPEX allocation per region 2009/10

The administrative regions of the City are responsible for the urban management function within their jurisdiction. Unless there are quality infrastructure and public amenities in place, the regions are unable to fulfil their functions meaningfully. Given the limitations on the capital budget, regions that serve largely marginalised and/or poor communities have received the largest allocations. This is represented in Table 7 below. Region F, which includes the inner city, has the largest CAPEX allocation due to the growth of slums in the region, the ageing infrastructure that requires replacement and the importance of the region as an economic growth generator. Region D, Soweto, has the second largest share of CAPEX, due to the historically disadvantaged background of the area and the persistence of poverty. Region G, Orange Farm, arguably the most geographically and socially marginalised area in the City, receives the third highest allocation.

Table 7: CAPEX allocations per region 2009/10

Region	CoJ CAPEX Funding	Total CAPEX Funding
A	R114 246 000,00	R307 598 500,00
B	R123 141 666,67	R300 333 166,67
C	R180 215 985,33	R336 341 985,33
D	R372 538 500,00	R940 633 000,00
E	R174 950 000,00	R537 088 500,00
F	R1 055 092 441,00	R1 849 608 500,00
G	R323 059 500,00	R603 293 000,00

Growth and Development Strategy (GDS), sector programmes and CAPEX allocations, 2009/10

The GDS provides the foundation for capital expenditure allocation in the City through the:

- Identification of 13 sector programmes that mirror the departmental configuration of the City;
- Provision of a policy timeline that is aligned to budget planning cycles; and
- Development paradigm that promotes economic development, environmental sustainability and poverty eradication.

Table 8 below provides an indication of the capital expenditure allocation per sector programme of the GDS for 2009/10. It should be noted that capital expenditure allocations are concentrated in specific programmes, namely infrastructure and basic services, housing, transportation, economic development, spatial form and urban management. The nature of these allocations and projects, associated with the critical sector programmes, will be discussed in another chapter in this document.

Table 8: CAPEX allocation per sector programme of the GDS, 2009/10

Sector programmes	Capex (R)
Economic	156 091 000
Human and community development	90 317 000
Housing	453 993 000
Infrastructure and basic services	1 580 238 000
Environment	71 356 000
Development Planning and Urban Management Sector	327 953 000
Transportation	312 691 000
Health	12 572 000
Public Safety	7 228 000
Financial sustainability	30 865 000
Governance and Administration	493 727 000

Economic Development Programme

A critical aspect of the GDS and IDP is to bridge the divide between the City's first and second economies, to ensure that balanced, equitable and shared growth is attained, as well as to prioritise the development of marginalised areas and disadvantaged communities. The programme seeks to provide critical infrastructure to marginalised areas by addressing the backlogs within the shortest possible time period. The key marginalised areas are Soweto, Diepsloot, Orange Farm and Greater Ivory Park, including the areas of Kaalfontein and Rabie Ridge. From the four prioritised areas, Soweto gains the largest share, as it is a pivotal area for redevelopment, holding vast economic potential.

Another critical aspect of economic growth in the City is the promotion of the first economy, through structures and systems that facilitate the shift of businesses, from the second to the first economy. Critical projects in this regard include the construction of an information hub, the construction of linear markets and the facilitation of cheap broadband for the City.

Infrastructure and Basic Services Programme

The programme includes the full spectrum of infrastructure and social amenities provision for strategic development interventions 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 servitudes;
- Provision of bulk infrastructure to new housing opportunities;
- Public lighting;
- Resolving power outages;
- Addressing stormwater drainage;
- Provision of waste removal services;
- Increasing the overall infrastructure capacity levels of the City to meet rapid development; and
- Implementation of demand-side management interventions.

The capital budget allocated to this programme is approximately R1,16 billion, with Johannesburg Water receiving R519 million, City Power receiving R600 million and Pikitup receiving R45 million.

Environmental Programme

This programme sees to the conservation of the natural and built environment and provides for public open space in the most sustainable manner possible, given constrained resources and urbanisation pressures. The total capital

budget allocated to the Sustainable Environments Programme is R22 million, allocated towards key environmental priorities and towards Johannesburg City Parks.

Housing Programme

This programme focuses on addressing the housing backlog, the eradication of informal settlements and the removal of slums in the City. The programme includes a number of departments with different responsibilities. The 2009/10 budget allocates R169 million for the Housing Department, R90 million for JOSHCO and R48 million for ARP. The total for all Housing related projects in the 2009/10 financial year is R307 million. The CIF prioritises housing projects in terms of the GMS.

Transportation Programme

The Transportation Programme includes the City's transport-related entities, i.e. Transportation Department, Metro Bus, and the Johannesburg Roads Agency (JRA). The City's contribution to the programme is R196 million, of which JRA receives R105 million, the Transportation Department R91 million and Metrobus R0. The main focus of the Transportation Programme concerns the implementation of the Rea Vaya Bus Rapid Transit system (BRT), its link with the Gautrain station developments and transport infrastructure for the 2010 World Cup. The bulk of the BRT funding comes from the National Transport Department.

Spatial Form and Urban Management Programme

Integrating the fragmented nature of the City, upgrading existing public and residential environments and developing sustainable human settlements, forms the thrust of this programme. Areas that are prioritised for funding under this programme are the marginalised areas (detailed above), the inner city, Alexandra and Cosmo City. A key issue in determining the allocation of capital in this programme is the need to regenerate existing developed areas that have been and are in decline, through:

- Upgrading and maintenance of infrastructure;
- Pavement management;
- Stormwater 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 R379 million towards area regeneration projects in the inner city (Region F) and Alexandra (Region E). These funds address the upgrading of infrastructure, housing provision and the provision of social, health and recreation facilities. The Johannesburg Development Agency and the Department of Development Planning and Urban Management have been allocated R241 million and R65 million, respectively, in order to facilitate projects.

Inner City Regeneration

Inner city regeneration is a key focus of the City for the current five-year IDP period, having started in the 2007/08 budget cycle. The City had spent a dedicated, ring-fenced budget of R300 million in 2007/08. In the 2009/10 budget cycle the amount will no longer be ring-fenced, though significant funds will be dedicated to public environment upgrades and housing through the Johannesburg Development Agency and JOSHCO. Other departments will receive funding for inner city projects. Examples include the Bus Rapid Transit system, stormwater reticulation, substation and electrical upgrades, improved refuse removal systems (underground bins), social housing provision and upgrades, as well as social and health facilities.

Key outcomes in the Inner City Charter are defined as follows:

- Through a developmental, not simply regulatory approach, the City will work with all necessary stakeholders to ensure that there is no more unmanaged trading on the streets of the inner city;
- Develop a citywide broadband network in line with international trends in municipal broadband deployment. This will facilitate access to broadband connectivity for businesses in the inner city;
- The City wishes to see an economic resurgence in the inner city, to result in a dynamic, multi-faceted local economy. Envisaged results include an inner city hub of cross-border wholesale and retail trade and related increased entrepreneurship and job creation in the retail, wholesale, freight logistics, tourism and transportation industries. Furthermore, development and marketing of Johannesburg as a world-class business process outsourcing, off-shoring and call centre destination is envisaged;

- The City wishes to see negotiated agreement on options for extension of the UDZ, as well as broader take-up, with a view to achieve balanced and shared growth by increasing BEE participation;
- The City will lead targeted support measures to solve problems that may be weighed in relocation decisions so that key economic institutions maintain and extend their footprint in the inner city;
- The City wishes to see a systematic improvement in the general business environment, with key constraints inherent in the built environment in the inner city being systematically addressed; and
- The City will ensure improved data and information on economic conditions, trends, opportunities and constraints is made easily accessible to investors, interested in the inner city.

Growth Management Strategy (GMS) and Spatial Development Framework (SDF)

The GMS indicates that the City should prioritise the development of public transport priority areas and marginalised areas in the short term. The areas defined reinforce the other GDS programmes and their project priorities. In turn the CIF prioritises infrastructure and public amenity upgrades that are located in those areas defined in the GMS. Projects in these areas should:

- Upgrade existing infrastructure in order to support more intensive land uses and higher density residential development;
- Facilitate the implementation of Phase 1a and 1b of the BRT system;
- Facilitate mobility along important arterials;
- Provide quality pedestrian and cycle facilities, integrated with public transportation facilities;
- Offer economic opportunities to the poor and marginalised;
- Provide necessary public amenities; and
- Integrate transportation modes, especially the existing rail network with the BRT and Gautrain stations.

Figure 10: The percentage split of actual allocations 2008/09

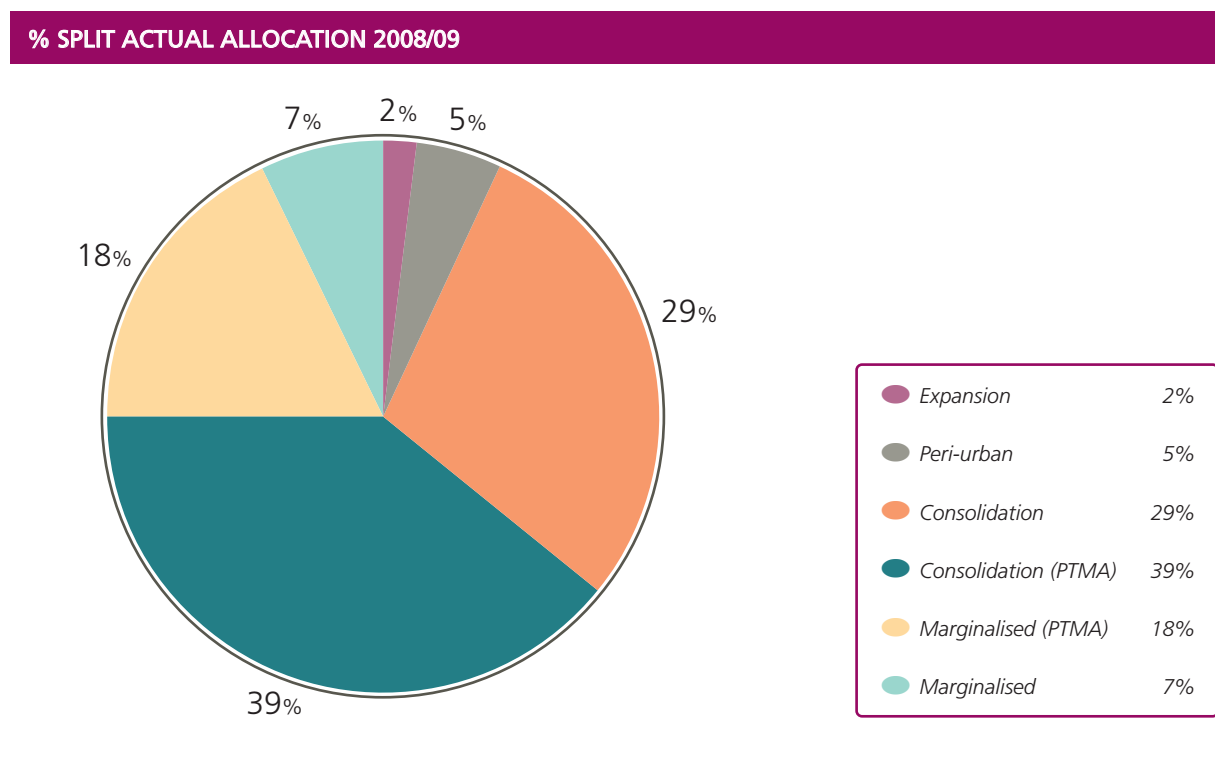
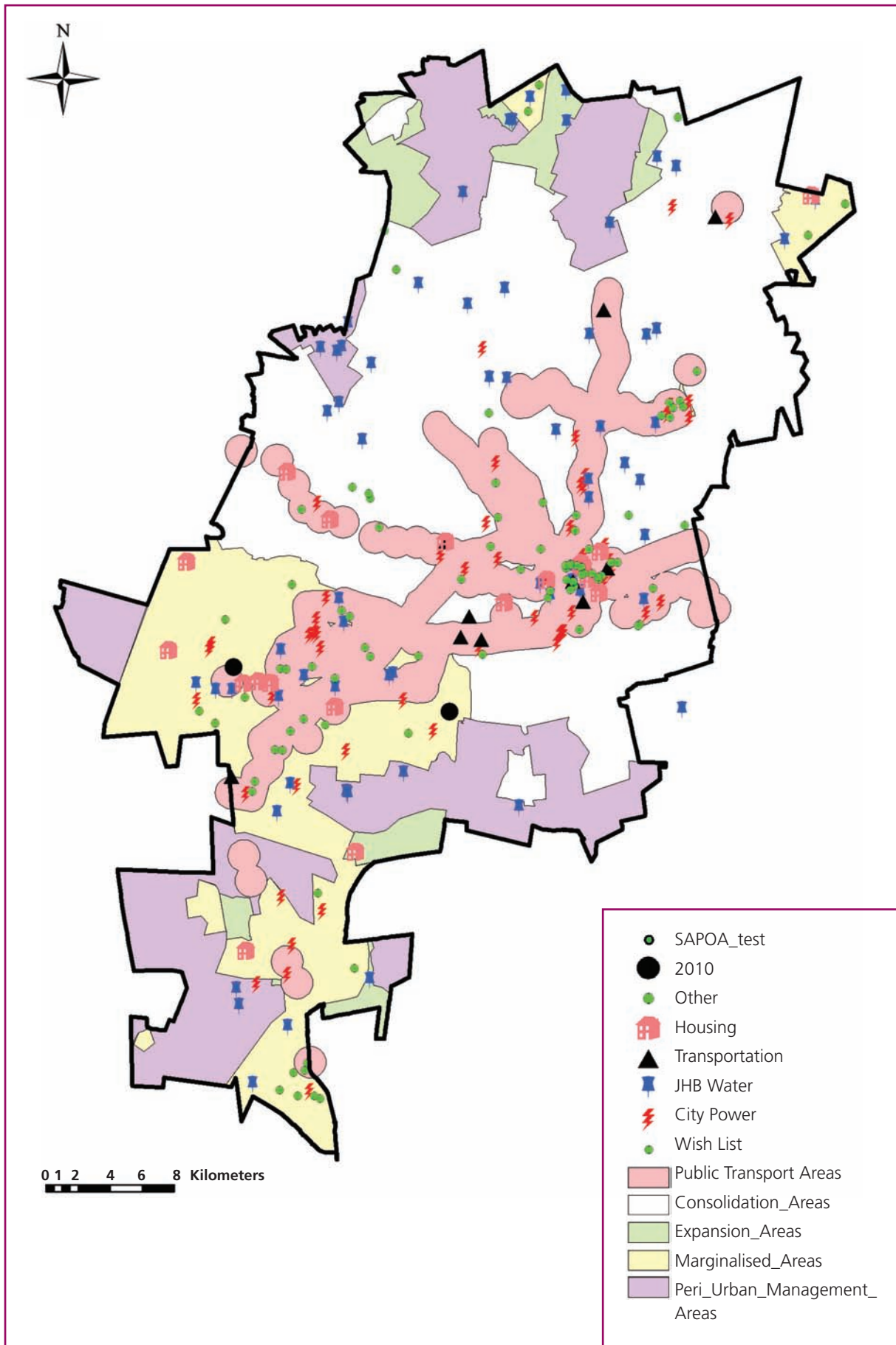


Figure 11: Location of capital projects in relation to GMS development areas



Of the 264 capital projects identified for the 2009/10 financial year, 78% of projects were located in the public transport priority and marginalised areas [Marginalised, Marginalised (PTMA) and Consolidation PTMA categories as per legend] as defined by the GMS. This proves that there is a strong correlation between the allocation of capital expenditure and GMS and projects are following policy imperatives. A possible concern is that 39% of the projects are located within the Consolidation (PTMA), which includes the north-south link of the BRT and the Gautrain stations, while the marginalised areas (townships) only make up a combined 25% of projects. The mitigating factor though is that the Consolidation (PTMA) category also includes the inner city, which is a mayoral priority for the City.

Figure 10 provides a graphic representation of the alignment of 78% of capital projects with the GMS priority areas. The public transport priority areas are coloured in pink, while the marginalised areas are coloured in yellow. The individual projects, by department or municipality, are shown by the icons. It should be noted that to a large extent the GMS public transport priority marginalised areas coincide with the corridor development strategy outlined in the SDF.

Nodal development

The SDF notes the key contribution that strong, viable nodes play as structuring elements within the City. The CIF views nodes, as defined in the SDF and RSDFs, as one of the priority areas for capital expenditure, given the importance of these concentrations of development in promoting economic growth 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 to support increased intensity of uses and residential densification;
- Pavement management;
- Stormwater management;
- Upgrading and maintenance of social, health and recreation facilities;
- Providing public transport facilities; and
- Supporting the Gautrain station and BRT developments.

The nodes involve the following key areas: Sandton, Randburg, Stretford, City Deep, Baralink, Lenasia, Kliptown, Roodepoort, Nasrec, Fourways and Ennerdale. The total budget of the nodal programme is R974 million. This is certainly a significant CAPEX portion and once again shows the City's strategic intent of densifying and compacting the city to enable the provision of infrastructure, services and economic development that will enhance the quality of life for all the City's citizens.

World Cup 2010

The 2010 World Cup programme is aimed at gearing the City for infrastructure requirements. Apart from the 2010 office, the municipal entities and core City departments are directly involved in the upgrading of infrastructure for 2010. This includes City Power, the Johannesburg Development Agency, Johannesburg Water, Social Development (Sports and Recreation) and Transportation. A total of R179 million will be allocated to 2010 in the forthcoming financial year.

Conclusion

Given the limited capital budget available to the City in the current economic downturn and the GDS that makes both social upliftment and economic growth development an imperative, the City must prioritise its capital expenditure. Policy in terms of the sector plans, the GMS, the SDF and local area plans provide guidance in determining capital expenditure. Discussions between and within departments, and with communities, refine the priority capital projects further. Further to these considerations the City strategically prioritises its capital expenditure to:

- Reduce infrastructure backlogs;
- Enhance the physical infrastructure base of the City;
- Improve the levels and standards of services to the residents, businesses and commercial users of the City's infrastructure;
- Attain assets that will improve the quality of life of its residents; and to
- Ensure that the capital expenditure of the City is directed towards sustainable development.

Governance and administrative arrangements





CHAPTER

6

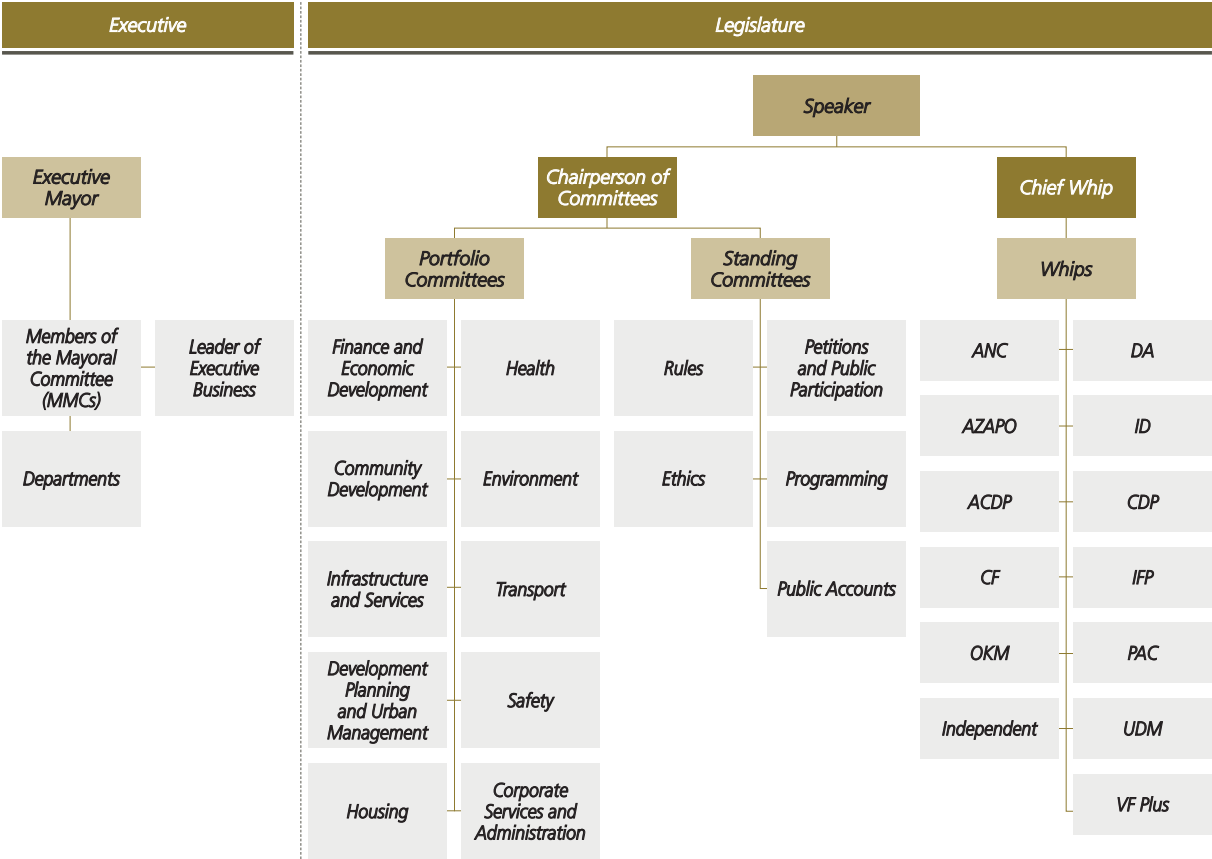
In April 2006 the City approved new governance and institutional arrangements. The governance model comprises the Legislature, inclusive of the roles of the Speaker of Council and the Council's Chief Whip, as well as the Section 79 Portfolio and Standing Committees. The executive arm consists of the Office of the Executive Mayor, Members of the Mayoral Committee (MMCs) and the administration under the leadership of the City Manager.

The City's governance model is underpinned by the following key principles:

- Delineation of powers to separate legislative and oversight roles from executive roles and responsibilities;
- Governance and institutional arrangements to enhance democracy, facilitate citizen empowerment and encourage stakeholder participation and involvement;
- Decision-making powers and accountability, clearly defined and decentralised;
- Expedient and efficient decision-making to ensure the facilitation of effective governance;
- Institutional structures of the City, such as departments, regions and Municipal Entities (MEs) to be considered part of a single group, based on politically-led strategic and policy perspectives; and
- Clear oversight of MEs by the core department.

This chapter outlines and demonstrates how the city's governance and institutional arrangements has been implemented to achieve the vision of a world-class African city.

Figure 1: The City of Johannesburg's governance model



Legislature

The legislature consists of the Council, the Speaker of Council, the Council's Chief Whip, as well as Section 79 Portfolio Committees and the Standing Committees.

Council

The Council comprises 217 elected councillors, 109 ward councillors and 108 proportional representation councillors. The Council, when meeting in plenary, provides an important platform for meaningful debate on issues that affect and require the attention of the City. The Council has three essential but interrelated roles, regarding issues of legislation, oversight and to ensure community and stakeholder participation.

The Council's legislative functions entail the approval of By-laws, policies, the Integrated Development Plan (IDP), tariffs for rates and service charges and the budget. The Council's role in this respect is to consider reports from the Executive Mayor on each of these functions, to consider public discussions and comment, stimulate debate in multi-party portfolio committees and to provide the public platform for citywide interaction. On the basis of the comments the Council is in the position to approve or amend reports or to refer the reports back to the Executive Mayor.

An important development, introduced by the City in 2006, was to separate legislative and executive roles. The Council therefore delegated the executive functions to the Executive Mayor and defined their own role as that of oversight of the Executive. This function is performed by Council (in plenary), the Municipal Public Accounts Committee and the Section 79 Portfolio Committees under the chairpersonship of non-executive councillors. These committees monitor and scrutinise the delivery and outputs of the Executive and may request the MMCs or Heads of Department (HoDs) to account for service delivery and performance.

Council seeks to ensure community and stakeholder participation. The Council, led by the Office of the Speaker, has to facilitate community and stakeholder consultation and participation. Individual ward councillors, in conjunction with elected ward committees, play a critical role in facilitating these participatory processes.

The Speaker of the Council

In terms of Section 160(1)(b) of the Constitution and Section 36 of the Municipal Structures Act, the person elected as chairperson of the council becomes designated as the Speaker. The Speaker performs these duties and exercises the powers delegated in terms of the Municipal Structures Act. Councillor Nkele Ntingane was elected as the Speaker of Council for the 2006/11 electoral term. The Speaker of the Council performs the following legislated functions:

- Presides over Council meetings;
- Ensures that Council meets on a quarterly basis;
- Ensures compliance with the Code of Conduct as set out in the Municipal Structures Act;
- Ensures that Council meetings are conducted in accordance with the rules and orders of the Council;
- Attends to councillors' needs; and
- Organises appropriate training for councillors in order to develop and improve individual skills.

Substantial progress has been made during the last year in capacitating the Office of the Speaker. The head of this office is the Secretary of the Council, Tshepiso Nage, and the functions include:

- The management of the Office of the Speaker;
- Stakeholder relationship management, inclusive of community participation, communications and media management, citizenship, ceremonial and protocol activities, and ward councillor support;
- Institutional development focusing on the development of the institutional model, monitoring and evaluation of policy, research, business of Council, Portfolio and Standing Committees; and
- Strategic support related to finance and legal issues, as well as councillor and ward committee development and administration.

In addition, the Legislature includes the Office of the Chief Whip and the offices of the political parties represented in Council.

The Council's Chief Whip

The Council's Chief Whip is also the Chief Whip of the majority party. The Chief Whip plays a pivotal role in the overall system of governance by ensuring and sustaining cohesiveness within the governing party, as well as maintaining relationships with other political parties. Councillor Bafana Sithole acts as the Council's Chief Whip for the current term of office and has the following functions:

- Ensure proper representation of political parties in the various committees;
- Maintain sound relations with the various political parties represented in the Council; and
- Attend to disputes between political parties.

Section 79 Committees

Section 79 Portfolio Committees perform an oversight role by monitoring the delivery and outputs of the Executive. They are entitled to request departments and MMCs to account for their functions. In line with this responsibility, these committees may summon departments to appear before the Committee, produce required documentation, or provide information. The Portfolio Committees do not have any delegated decision-making powers.

The specific functions of Portfolio Committees include:

- Reviewing, monitoring and evaluating departmental policies;
- Reviewing plans and budgets;
- Considering departmental quarterly and annual reports;
- Examining the link between policy (sector plans) and budgets (business plans);
- Monitoring the implementation of plans;
- Exploring options to increase value for money; and
- Holding the political executive accountable for performance against policies and the City's priorities.

Table 1: Section 79 Portfolio Committees and chairpersons

Chairperson	Committee
Councillor E Ndhlovu	Chairperson of Committees
Councillor S Mogase	Finance and Economic Development
Councillor N Molwele	Infrastructure and Services
Councillor C Seefort	Housing
Councillor P Molekane (acting)	Health
Councillor B Zondi	Community Development
Councillor WN van der Schyf (acting)	Public Safety
Councillor S Cowan	Environment
Councillor M Kubayi (resigned)	Transport
Councillor S Malobane (resigned)	Development Planning and Urban Management
Councillor T Mabotja	Corporate and Shared Services
Councillor B Rajah	Inner City

Standing Committees

Standing Committees are permanent committees established to deal with council-related matters. They have some delegated decision-making powers and are required to submit reports to Council. Councillors chair all Standing Committees, except the Audit Committee, which is chaired by an independent person as per direction of the Municipal Finance Management Act (MFMA).

Table 2: The Standing Committees, their roles and chairpersons

Committee	Chairperson	Roles
Rules Committee	Councillor N Ntingane (Speaker)	<ul style="list-style-type: none"> • Develop and approve rules for proceedings • Determine focus areas in respect of councillor capacitation • Allocate members to the various committees
Petitions and Public Participation Committee	Councillor N Ntingane (Speaker)	<ul style="list-style-type: none"> • Ensure proper and timeous responses to petitions • Ensure enhancement of public participation and rigorous monitoring of all public participation processes and systems • Monitor the community-based planning process • Ensure incorporation of wards' needs into the Council's plans
Ethics Committee	Councillor B Sithole	<ul style="list-style-type: none"> • Ensure the declaration of financial interest and compilation of a register of financial interest on an annual basis • Consider any breaches of the code of conduct for councillors

Committee	Chairperson	Roles
Programming Committee	Councillor N Ntingane (Speaker)	<ul style="list-style-type: none"> Consider and approve items and/or motions on the Council's agenda and agree on the allocation of speaking times for the respective items and/or motion
Municipal Public Accounts Committee	Councillor S Cachalia	<ul style="list-style-type: none"> Political oversight over financial management and accounts Ensure that residents get 'value for money'
Soweto Development Committee	Councillor V Sithole (acting)	<ul style="list-style-type: none"> Drive and manage the regeneration and development of the Soweto area
Inner City Committee	Councillor B Rajah	<ul style="list-style-type: none"> Drive and manage the regeneration and development of the inner city
Audit Committee	Ms J John	<ul style="list-style-type: none"> Review the financial reporting by the external audit committee and review the activities of the internal audit committee Provide independent oversight over financial management and accounts

The Executive

The executive comprises the Executive Mayor and the Mayoral Committee, including the Leader of Executive Business.

The Executive Mayor and Mayoral Committee

The Executive Mayor, 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 with executive powers to manage the daily affairs of the City. This means that he has overarching strategic and political responsibility. Members of the Mayoral Committee are responsible for specific portfolios.

Table 3: Portfolios of Mayoral Committee members

Member of the Mayoral Committee	Portfolio
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 Thomas Phakathi	Public Safety
Councillor Rehana Moosajee	Transport
Councillor Matshidiso Mfikoe	Health
Councillor Christine Walters	Corporate and Shared Services
Councillor Ruby Mathang	Development Planning and Urban Management

Leader of Executive Business

The Leader of Executive Business provides the interface between the executive and legislative branches. Councillor Christine Walter, the MMC for Corporate and Shared Services, was elected as leader of Executive Business for the 2006/11 term. Her roles and responsibilities include:

- Representing the executive branch on Council matters and serving as the link between the executive branch and the legislative branch;
- Ensuring that executive business is effectively passed to Council via the Programming Committee;
- Consulting with the Speaker when the Speaker intends calling a special meeting of Council outside of the scheduled council meetings;

- Consulting with the Speaker for purposes of allocating time for the discussion of matters of public importance on the agenda; and
- Determining which matters are referred to the Speaker and the Section 79 Committees and Council.

Administrative arrangements

The City Manager is Mavela AV Dlamini, who is also the accounting officer, as defined by the Municipal Structures Act. The responsibilities of the City Manager include managing the financial affairs and service delivery in the municipality. He is assisted by the Executive Management Team.

Table 4: The Executive Management Team (EMT) and their responsibilities

Name	Position and responsibilities
Mankodi Moitse	Executive Director: Finance and Group Chief Financial Officer <ul style="list-style-type: none"> • Budget office • Valuations and supply chain management • Treasury, expenditure and accounting • Rates and taxes and the shareholder unit
Uhuru Nene	Executive Director: Housing <ul style="list-style-type: none"> • Policy, research and project management • Contracts, CAPEX, OPEX, debtors, sales and transfers • Regional accommodation • Management and regulatory services
Pilisiwe Twala-Tau	Executive Director: Community Development <ul style="list-style-type: none"> • Arts, culture and heritage services • Community services, including sport, civic theatres, recreation and libraries • Human development co-ordination, including social services and human development support • Policy development and support services
Reuben Denge	Executive Director: Corporate and Shared Services <ul style="list-style-type: none"> • Facilities management • Occupational health and safety • Administration, fleet and contract management • Human resources shared services and labour relations
Jason Ngobeni	Executive Director: Economic Development <ul style="list-style-type: none"> • Economic analysis research and economic development • Skills development and business development • Sector support
Vicky Shuping	Executive Director: Revenue and Customer Relationship Management <ul style="list-style-type: none"> • Citywide revenue management • Electronic and physical channels • Customer relations management • Customer database management
Philip Harrison	Executive Director: Development Planning and Urban Management <ul style="list-style-type: none"> • Development planning (spatial planning) • Land information management • Urban management
Themba Camane	Executive Director: Infrastructure and Services <ul style="list-style-type: none"> • Water management and planning • Energy management and planning, as well as waste management • Management, regulatory and support services • Bulk infrastructure and co-ordination
Refik Bismilla	Executive Director: Health <ul style="list-style-type: none"> • Primary healthcare and public health • HIV/AIDS • Environmental health

Name	Position and responsibilities
Flora Mokgohloa	Executive Director: Environment <ul style="list-style-type: none"> • Environmental policy and strategy • Air quality control • Conservation and open spaces • Management of regulatory services
Lisa Seftel	Executive Director: Transportation <ul style="list-style-type: none"> • Transport planning and innovation • Transport infrastructure and systems • Transport technology and information
Chris Ngcobo	Chief of Police: Johannesburg Metropolitan Police Department (JMPD) <ul style="list-style-type: none"> • Licensing and testing • JMPD operations • Processing, prosecutions, the municipal court and By-law enforcement • JMPD support services, including the academy
Ntombi Gule	Executive Director: Emergency Management Services (EMS) <ul style="list-style-type: none"> • Proactive services and disaster management • Academy • Fire, medical and rescue

The office of the Executive Mayor

Table 5: Departments in the office of the Executive Mayor, reporting directly to the City Manager

Name	Position
Sibongile Mazibuko	Executive Director: 2010 <ul style="list-style-type: none"> • 2010 Planning and development requirements • 2010 Bid book compliance • Project management, operations, funding and management support
Khotso Kekana	Executive Director: Public Liaison <ul style="list-style-type: none"> • Communications • Marketing • Events management
Leonard Radzuma	Acting Executive Head: Johannesburg Risk and Audit Services <ul style="list-style-type: none"> • Internal audit and forensics • Risk management
Patrick Mayaba	Chief Information Officer <ul style="list-style-type: none"> • Information technology • Innovation and knowledge management
Rashid Seedat	Director: Central Strategy Unit <ul style="list-style-type: none"> • Policy and strategy • Integrated Development Plan (IDP) and business planning • Performance management
Karen Brits	Director: Legal and Compliance <ul style="list-style-type: none"> • Legal services • Compliance monitoring • Mayoral Committee support
Lorraine Wilkinson	Director: External Relations <ul style="list-style-type: none"> • International relations • Intergovernmental relations • Protocol
Zandile Ratshitanga	Director: Office of the City Manager
Nomthandazo Tshuma	Head: Private Office of the Executive Mayor

Municipal Entities (MEs)

MEs form a major part of the City's institutional arrangements, which are fully owned companies that operate at an arm's length from the core administration. The 15 MEs are subject to the City's overall strategic and policy direction, while allowing for company boards and management to exercise relative autonomy in the execution of their fiduciary duties and operational responsibilities.

Oversight of the MEs takes place by the responsible portfolio, e.g. the MMC and Department of Transportation oversees the affairs of the Johannesburg Roads Agency (JRA) and Metro Bus. Furthermore, the Shareholder Unit (SHU), located in the Department of Finance, is charged with the following responsibilities vis-à-vis MEs:

- Monitoring enterprise governance, investment performance and business sustainability;
- Monitoring corporate governance policies and practices of the MEs;
- Exercising the City's shareholder responsibilities;
- Playing a regulatory role; and
- Ensuring compliance with legislation and the City's reporting requirements.

Table 6: MEs, the chief executive officers and/or managing directors and their portfolios

Municipal Entity	Name	Portfolio
City Power	Silas Zimu	Infrastructure and Services
Johannesburg Water	Gerald Dumas	Infrastructure and Services
Pikitup	Zami Nkosi	Infrastructure and Services
Johannesburg City Parks	Luther Williamson	Environmental Management
Johannesburg Zoo	Stephen van der Spuy	Environmental Management
Johannesburg Roads Agency	Dudu Maseko	Transportation
Metrobus	Herman van Laar	Transportation
Johannesburg Development Agency	Lael Bethlehem	Development Planning and Urban Management
Johannesburg Property Company	Helen Botes (acting)	Finance and Economic Development
Johannesburg Tourism Company	Lindiwe Mahlangu	Finance and Economic Development
Metropolitan Trading Company	Alfred Sam	Finance and Economic Development
Johannesburg Fresh Produce Market	Kgosientso Ramokgopa	Finance and Economic Development
Johannesburg Theatre (Johannesburg Civic Theatre)	Bernard Jay	Community Development
Johannesburg Promusica Theatre (Roodepoort Civic Theatre)	Maretha Smit	Community Development
Johannesburg Social Housing Company	Rory Gallocher	Housing

Human resources

The City of Johannesburg is committed to an efficient human resources system and has reviewed a number of policies in order to ensure effective staff development. Currently the City employs 25 204 people, of which 14 801 are employed in the core departments.

Employment equity

Employment equity is adhered to, to comply with the Employment Equity Act and redress past imbalances. More than eighty percent of the Section 57 employees are black, inclusive of African, Asian and Coloured employees. Other employment equity targets have also been met.

Table 7: Employment equity distribution

	African	Coloured	Indian	White
Target	74% (EAP)	7,6%	2,6%	19,8% (EAP)
June 2007	79%	5,6%	2%	13,4%
December 2007	81,2%	5,4%	2%	11,4%
May 2008	81,5%	5,3%	2%	11,2%

Skills development

The City implemented a number of skills development projects, inclusive of the City's Workplace Skills Plan, internship, learnership, bursary and subsidised education schemes, as well as the National Treasury minimum competency requirement project.

The internship scheme provides tertiary students with practical learning experience, while the learnership scheme targets unemployed youth who are given an opportunity for theoretical and practical learning, culminating in a nationally recognised qualification. The City currently has 256 people participating in internships and/or learnerships. Bursaries are also provided to the youth and there is an emphasis on developing employees through a subsidised education scheme.

Human resource policy review

All human resource policies are currently in the process of being reviewed and submitted for approval to the Mayoral Committee and Council. These include:

- Career Development Policy
- Employment Equity (EE) Policy
- Disability Management Policy
- Job Evaluation Policy
- Flexi Time Policy
- Master Data Management Policy
- Organisational Structure Development and Maintenance Policy
- Payroll Management Control Policy
- Personnel File Archives Policy
- Remuneration Policy
- Sexual Harassment Policy
- Succession Planning Policy
- Talent Acquisition Policy
- Training and Development Policy

Retention strategy

In response to the ever-increasing competition for skills in the marketplace and the loss of much needed skills by the City and the MEs, the City embarked on an extensive investigation into a group retention strategy and policy. Initial feedback indicated that the City needs to widen its scope and deal with talent management as a whole, which includes retention. A proposal has been tabled to establish a Talent Management Forum. Further proposals tabled are:

- A review of the fixed term contract versus the permanent employment regime;
- A complete skills audit to be conducted across the CoJ group, inclusive of MEs and core departments;
- Salary surveys and benchmarking exercises to be conducted for the whole CoJ group every two years, instead of every four years in terms of the current practice;
- All job descriptions within the CoJ group should be reviewed by the same service provider/consultant to ensure consistency; and
- Generic job descriptions should be developed for MEs and departments.

By dealing comprehensively with talent management, issues such as attraction, recruitment, career growth and development, as well as succession and retention can all be addressed holistically.

Performance management





CHAPTER

7

The Performance Management System (PMS) is one of the mechanisms through which the City aims to improve organisational and individual performance to enhance service delivery. The PMS was originally designed in June 2001 and subsequently revised to respond to the experience of implementation, legislative requirements and other imperatives.

Legislative framework for performance management

Legislation that governs performance management in local government includes the Municipal Systems Act, 32 of 2000 (MSA), the Municipal Planning and Performance Management Regulations, 2001 (MPPMR), the Municipal Finance Management Act, 53 of 2003 (MFMA) and the Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers, 2006.

Municipal Systems Act, 32 of 2000

The MSA requires all municipalities to promote a culture of performance through the establishment of a PMS, which must set key performance indicators and targets, as well as monitor, review and report on municipal performance, based on indicators linked to the Integrated Development Plan (IDP), including the national indicators prescribed by the Minister responsible for Local Government.

Municipal Planning and Performance Management Regulations, 2001

In 2001, the Minister of Provincial and Local Government published the MPPMR, which require a municipality to ensure that its PMS complies with the requirements of the MSA, demonstrate the operation and management of the PMS, clarify roles and responsibilities, as well as ensure alignment with employee performance management and the IDP processes.

Municipal Finance Management Act, 56 of 2003 (MFMA)

The MFMA requires the Mayor to ensure that the performance agreements of Section 57 employees comply with the requirements of the MSA to promote sound financial management and are linked to measurable performance objectives, approved with the budget and included in the Service Delivery and Budget Implementation Plan (SDBIP).

Local Government: Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers, 2006

In August 2006, the Department of Provincial and Local Government promulgated Regulations for Section 57 managers, by setting out how the performance of municipal managers and their direct reports has to be planned, reviewed, improved and rewarded. The regulations provide for the conclusion of performance agreements and personal development plans.

Performance Management Framework

The PMS is the primary mechanism to monitor, review and improve the implementation of the IDP and to assess the progress made in achieving the objectives set out in the IDP. It is an integrated approach that links citywide to individual level performance management. The City's IDP informs the development of key areas of performance and targets across the performance levels. The key performance areas and indicators of performance, contained in the organisational scorecard, are cascaded into departmental and municipal entity scorecards, as well as into individual scorecards. This ensures the appropriate alignment between organisational and individual performance. Performance management therefore forms part of a strategic management approach to ensure integration with the city strategy, planning and budgeting. The approach enables the City to improve planning and budgeting, effectively monitor and measure performance to enable transparent and convincing reporting on achievements. As such, the City's organisational PMS facilitates increased accountability, learning, improvement and decision-making.

Implementation of the Performance Management System

The PMS is implemented to reflect the relationship between organisational and individual performance. At the level of the organisation it entails the translation of the IDP and sector plans, as derived from the Growth and Development Strategy, into the Service Delivery and Budget Implementation Plan (SDBIP) or city scorecard. The City Manager is the custodian of the city scorecard and agrees with the Executive Mayor, as representative of the Employer, on the delivery aspects of the scorecard. The Performance Audit Committee (PAC) reviews the performance of the City Manager in implementing the organisational or city scorecard. Organisational performance is monitored through assessment of progress on the implementation of the city scorecard and reported on a quarterly basis through SDBIP reports. The quarterly SDBIP reports are consolidated to inform the City's annual performance report for submission to the Auditor-General, the MEC for Local Government and other relevant stakeholders as legislated by the MSA.

The departmental business plans create linkages between organisational and individual performance. The business plans are derived from the sector plans and inform the development of the Executive Directors' (Section 57 employees) scorecards, which are an endorsement of the City Manager's scorecard. All the Section 57 employees sign performance agreements for the financial year, as required by the MSA. The signing of performance agreements and the development of scorecards are elements of performance planning, which is part of the City's PMS cycle that covers performance planning, coaching, reviewing and rewarding stages.

The individual scorecards include strategic performance objectives, key performance areas and indicators and targets for which the Section 57 employees are responsible. The Executive Directors, in collaboration with the City Manager, develop the delivery content of their scorecards. During implementation the City Manager frequently conducts coaching sessions with the individual Executive Directors to identify areas of performance weaknesses requiring development and support. Personal development plans, in support of the incumbent, are developed and agreed upon for implementation.

Progress on the implementation of the individual scorecards is assessed and monitored on a quarterly basis, using a five-point rating scale, ranging performance from unacceptable to outstanding. This forms part of the performance reviewing stage in the PMS cycle. The City Manager conducts one-on-one performance assessment sessions with the Executive Directors. The PAC further moderates the assessment results of the Executive Directors and recommends the final ratings to the Mayoral Committee. Individual performance is monitored and reported on, on a quarterly basis through the action-driven balanced scorecard reports, which inform departmental quarterly reports based on the implementation of the business plans.

The rewarding stage of the PMS cycle involves the payment of performance bonuses in recognition of outstanding performance, or the correction of unacceptable performance through intensified personal development plans. The payment of performance bonuses for Section 57 employees occurs after the tabling of the annual report to ensure consistency between individual performance and the reported organisational achievements.

Challenges with the implementation of the Performance Management System

The changing nature of the performance management environment requires continuous revision of the PMS to ensure relevance and effectiveness. In response, the City has to introduce new aspects into the system to ensure consistency with the changes, including legislative compliance requirements.

Core Competency Requirements

The 2006 Municipal Performance Regulations for Section 57 managers prescribe the criteria for assessing employee performance, based on two components, namely the Key Performance Areas (KPAs) and Core Competency Requirements (CCRs). The KPAs account for eighty percent of the final assessment, while the CCRs make up twenty percent. The City is in a process of ensuring that the CCRs are incorporated into the Section 57 employee scorecards for 2009/10 and exploring mechanisms and criteria for their assessment, such as the 360 degree feedback, customer satisfaction survey etc.

Evaluation Panel

The 2006 Municipal Performance Regulations for Section 57 employees further prescribe the establishment of an evaluation panel to evaluate the performance of all the Section 57 employees, including the City Manager. This entails approving the final performance ratings, based on the Performance Audit Committee's recommendations. The City is currently developing terms of reference for the establishment of the Evaluation Panel.

Performance management for Municipal Entities

The institutional arrangements within the City of Joburg consist of the core municipal administration, made up of the various departments, as well as the MEs, acting as the City's service delivery agents, in the form of Section 21 companies. The MEs are headed by chief executive officers or managing directors, who report to their respective boards of directors and ultimately accountable to the Executive Mayor as the shareholder. The City is in the process of ensuring that the performance management systems and practices within MEs are aligned with those of the core departments.

Roles and responsibilities related to the PMS

Regulation 7(2)(c) of the MPPMR requires municipalities to clarify the roles and responsibilities of each role player, including the local community, in the functioning of the PMS. In the City these roles are defined as described below.

Johannesburg Risk Audit Services (Internal Audit)

Johannesburg Risk Audit Services play an internal performance auditing role, which includes monitoring the functioning of the PMS and compliance to legislative requirements. The internal audit role also involves assistance in validating the evidence provided by Executive Directors in support of their performance achievements.

Performance Audit Committee

The committee monitors the quality and integrity of the performance management system, to ensure equity and consistency in the application of evaluation norms and standards. The committee further provides impartial recommendations on performance ratings to the Mayoral Committee, following the completion of objective appraisals.

Evaluation Panel

The Evaluation Panel evaluates the performance of Section 57 employees, including the City Manager's performance, through approval of their final performance ratings, based on the Performance Audit Committee's recommendations.

Executive Mayor and Members of the Mayoral Committee

The Executive Mayor and the Members of the Mayoral Committee manage the development of the municipal PMS and oversee the performance of the City Manager and the Heads of Department.

Council and Section 79 Committees

The Council and the Section 79 Committees play an oversight role and consider reports from the Mayoral Committee on the functioning of different portfolios and the impact on the overall objectives and performance of the municipality.

Community

The community plays a role in the PMS through the annual IDP consultation processes, which are managed by the Office of the Speaker, working in close collaboration with the Central Strategy Unit.

Response to the 2007/08 findings of the Auditor-General

The following table shows the findings of the Auditor-General on the City's PMS for the 2007/08 financial year. The table also details the City's comments and action plan in response to the findings.

Table 1: The 2007/08 findings of the Auditor-General

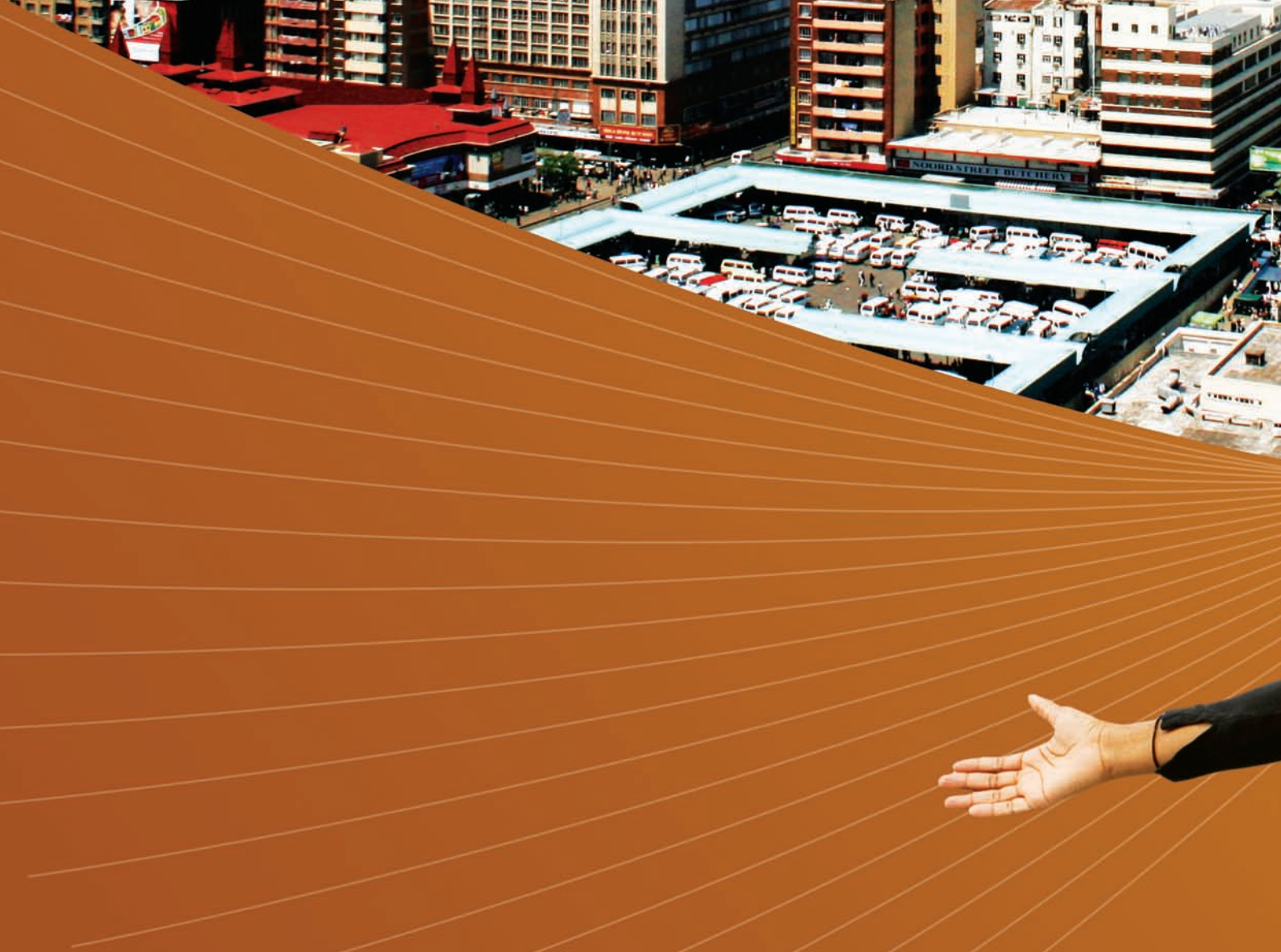
AG's comments	CoJ comments	Actions to be taken
Issue No 1: Inconsistent reporting of information		
Municipal circular No. 11, issued on 14 January 2005, page 2 paragraph 1 states: "requires that the annual reports must be aligned with the planning documents and the municipal budget for the year reported on to facilitate easy understanding and to enable the linkage between the plans and the actual performance". Contrary to this requirement, even though the Annual Performance Report and the Integrated Development Plan (IDP) were aligned, the municipality's performance planning documents (Budget and Service Delivery and Budget Implementation Plan (SDBIP)) did not include the predetermined performance objectives as stated in the IDP.	The issue was first identified in the 2006/07 performance audit. Since the 2007/08 IDP and SDBIP were already approved at the time of the audit, it was impossible to retrospectively amend the IDP and the SDBIP to ensure compliance for the 2007/08 Annual Report. However, the 2008/09 IDP/SDBIP approved in May/June 2008 are fully compliant and the amendments will be reflected in the 2008/09 Annual Report.	The 2008/09 IDP/SDBIP, approved in May/June 2008, are fully compliant and the amendments will be reflected in the 2008/09 Annual Report.
Issue No 2: Performance agreements not signed timeously		
Inspection of the performance agreements for the 2007/08 financial year indicated that some performance agreements were not signed within one month after the beginning of the financial year, i.e. before 31 July 2007 as prescribed by the MSA and the Regulations.	Agree to the audit finding and will ensure that performance agreements and scorecards for all senior managers and staff are signed timeously.	The 2008/09 performance agreement and scorecards for all Section 57 employees were signed timeously (31 July 2008).

AG's comments	CoJ comments	Actions to be taken
Issue No 3: Variances between planned and actual performance results		
There were various instances where there were significant variances between planned and actual performance results.	The annual report will be updated accordingly to include explanations on major variances.	Update annual report to include explanations on major variances.
Issue No 4: Internal audit function		
<p>Regulation 14(1)(c) of the Local Government: Municipal Planning and Performance Management Regulations, 2001 requires that the municipality's internal auditors must:</p> <ul style="list-style-type: none"> Continually audit the performance measurement of the municipality; and Submit quarterly reports on their audits to the municipal manager and performance audit committee. <p>Even though internal audit conducted performance audit after financial year-end, the audit was not conducted continuously during the year.</p>	<p>Agree with the audit finding. A detailed process plan is to be developed to guide performance auditing within the City on a continuous basis and capacitating of internal audit will be prioritised.</p>	<p>A detailed process plan is to be developed to guide performance auditing within the City on a continuous basis and capacitating of internal audit to will be prioritised.</p>
Issue No 5: Actuals don't agree with source documents		
<p>Issue 5.1 The evidence provided to support the performance information reported in the annual report was materially inconsistent with the ADBS Report and Evidence Checklist from Housing.</p>	<p>Issue 5.1 Agree with the audit finding. However, the source document used by the City to review and monitor performance is the ADBS report and not the checklist. Upon the inspection of evidence the AG audited the checklist instead of the ADBS report.</p>	<p>The Annual Report will be amended to reflect the actual performance for 2007/08 financial year as audited by JRAS prior to tabling to Mayoral Committee and Council in January 2009.</p>
<p>Issue 5.2 Through inspection of the CBP/PHP Database 2007/08 Ivory Park, it was identified that the database may not be accurate because some of the beneficiaries were accounted for more than once, thereby rendering the accuracy of the actual performance questionable.</p>	<p>Issue 5.2 Agree with the audit finding. The duplication is attributable to human error and has since been corrected.</p>	

Conclusion

The City will continue to review the PMS in terms of the evolving nature of performance management. The review process involves amendments to current policy to ensure full legislative compliance and alignment of performance management across the City.

Sector plans





CHAPTER



INTRODUCTION

The basis for the annual review of the Integrated Development Plan (IDP) is not only legislated, but is also critical for the City to continually update its plans. This review primarily focused on the five-year IDP sector plans and development of delivery agendas, outlining key outputs and targets for the next financial year. This review process also aligns and informs departmental and municipal entity (ME) business planning and budgeting on an annual basis and is used to align inter-departmental planning and city plans to those of provincial and national sector departments.

Departments and MEs reflect on the immediate priorities brought on by communities' needs, business and growth demands, implementation capacity, available resources and, where necessary, have revised some of the five-year objectives and IDP programmes in line with the principles of the GDS.

Structure of sector plan

The 2009/10 sector plan describes briefly the sector, by indicating the responsible department and MEs. The sector plan also highlights key challenges and opportunities it's facing, the legislative framework it operates within, and reports against the IDP five-year sector indicators and its contribution towards the 2010 FIFA World Cup.

The 2009/10 IDP consists of thirteen sector plans, namely:

- Community Development
- Corporate and Shared Services
- Economic Development
- Environment
- Financial Sustainability
- Governance
- Health
- Housing
- Infrastructure and Services
- Legislature
- Public Safety
- Spatial Form and Urban Management
- Transportation.

This chapter also makes reference to the Auditor-General's findings (2006/07) in terms of the sector indicators with specific five-year targets. Each sector reflects progress to date as well as targets set for 2009/10.

IDP five-year sector indicators

Community Development

The Community Development sector indicators are informed by the five-year IDP strategic objectives of addressing social exclusion and building a safe and healthy society with special emphasis on vulnerable groups, i.e. women, children, youth and people with disabilities.

Indicator	Five-year target (2006/11)	Progress against the five-year target	2009/10 delivery agenda
Percentage of projected eligible population registered for expanded social package.	80%	No history on new Expanded Social Package but 119 000 indigent on current register. Registration to commence in July on new package.	50%
Percentage integration of City of Johannesburg (CoJ) social package services with relevant departments – Home Affairs, UIF, Social Development and SASSA.	90%	No history prior to 2008. Programme at 85% since inception.	60%

Indicator	Five-year target (2006/11)	Progress against the five-year target	2009/10 delivery agenda
Percentage of child-headed households registered in CoJ database receiving social assistance (according to Batho Pele principles).	90%	226 registered child-headed households with 409 children. 100% of children receiving social assistance. 159 of these have individual learning and career development plans.	60%
Number of participants placed in formal employment or independent contractor/entrepreneurs.	17 000	5 172	<ul style="list-style-type: none"> • 6 000; • Seventy small poverty alleviation projects through skills centres; • Implementation of Social Mobility Summit recommendations at regional level; • Computer training to be expanded to the other three additional clubhouses in the city; • Entrepreneurial programmes run at skills centres; and • Youth incubator programme.
Number of shelters developed for children living and working on the street.	Two in regions F and G.	Two in Region F; however, MoUs with Non-Governmental Organisations (NGOs) who provide shelter and are funded by the City	Ongoing
Percentage of children living/working on the street removed from the inner city.	90%	On-going (inner city)	50%
Percentage of children living/working on the street rehabilitated.	90%	No history (these did not exist before)	60%
Number of caregivers trained.	7 000	920	3 040
Number of orphans receiving support.	35 000	18 388	10 000 orphans assessed and connected with provincial and national interventions. 409 individual development plans for child-headed households.
Percentage development of information on how to access funding from CoJ in four languages.	100%	100% (Braille, Sotho, English and Zulu)	

Indicator	Five-year target (2006/11)	Progress against the five-year target	2009/10 delivery agenda
Number of youth involved in African Literary Development Programme.	22 000	2 251	5 000 (special programme 2010)
Establishment of African Literature bookshop.	One in Region E	One in Region E (Orange Grove)	
Free internet and e-mail at 50% of public libraries.	Forty-two	Zero	Twenty-one
Percentage of computer-based literacy/numeracy centres at half of City's public libraries.	100%	100%	Ongoing
Percentage management and maintenance of sports facilities as per norms and standards policy.	100%	20% (ongoing)	50%
Percentage professional competitive sport development (swimming, tennis, golf, rugby, equestrian, basketball and indigenous games).	85%	85%	Ongoing
Roaming recreation vehicles rolled out.	Regions G, E and A.	Go weekly to day care centres.	One
Percentage development and implementation of heritage strategy for historically disadvantaged areas.	100%	100% Soweto and Alexandra (Credo Mutwa, June 16 Trial, Kliptown, Vilakazi Precinct).	100% (to include Orange Farm, Diepsloot, Ivory Park)
Number of talented youth identified/developed through Creative Industries from historically disadvantaged communities.	1 000	300	350 (establish Creative Industries unit; implement carnival training camp; youth training through music, craft and art bank)
Number of monuments commissioned for cultural icons.	Three monuments of cultural icons.	Two in regions D and F. Proposed bust of Walter Sisulu at Metro Centre.	One
Number of informal sports fields grassed out of thirty-five scoped.	Thirty-five grassed and fenced. Sixteen with ablution facilities.	Twelve grassed. One fenced with ablution facilities. Six currently under construction.	Seven
Recreation streets in historically disadvantaged areas.	Regions B and C	Five in 2007/08 in Jabavu, Bellavista, Bertrams, Senoane, Tshepisong (G, F, D, A and B).	C and E
Revamping and completion of stadia (Rand, Dobsonville and Orlando).	100%	90% 80% (precinct development)	10%
Development of Soweto Theatre.	100% completion and legal process of ME establishment	5% (tender awarded, plans drafted)	70% by June 2010

Indicator	Five-year target (2006/11)	Progress against the five-year target	2009/10 delivery agenda
Number of youth introduced to youth theatre via sponsored tickets.	7 100	1 954 (Roodepoort Theatre) via sponsored tickets	2 575
Productions staged to attract new audiences.	Sixty	Eight (Roodepoort Theatre and JTC)	Twenty-six

Corporate and Shared Services

The core of the Corporate and Shared Services Sector indicators are informed by the City's five-year IDP strategic objectives of building institutional and human capital in advancement of a world-class city. The table below indicates progress against the five-year indicator as well as the delivery agenda for 2009/10.

Indicator	Five-year target (2006/11)	Progress against the five-year target	2009/10 delivery agenda
Percentage improvement in compliance with contractual provisions of the Master Fleet Contract	10%	5%	<ul style="list-style-type: none"> • Identification, monitoring and deviations report on 37 Key Contract Deliverables • Assess and review fleet contract performance citywide in relation to the fleet contract A114 • Negotiate amendments and cost escalations to the fleet contract • Fleet availability maintained above • 90% for SLB and 95% for FML vehicles • Levied penalties for non-compliance to SLA • Development of a strategic plan for the procurement of fleet services beyond 2011
Number of new public conveniences built	17	Cumulative 12: 2 (2004/05) + 5 (2005/06) + 5 (2008/09)	Built five new public conveniences accessible to people with disabilities
Percentage compliance with OHASA building regulations	100%	100%	Bi-annual assessment of all corporate buildings and 100% resolution of all life threatening deviations
Percentage improvement in response rate to Organisational climate survey	10%	0,42%	<p>Establish fully functional Local Labour Forums (LLFs) in all departments and MoEs</p> <p>Revise change management strategy and model for CoJ</p> <p>Implement programme to deal with employee survey initiatives</p>

Economic Development

The Economic Development sector indicators are informed by the IDP objective of ensuring participatory democracy, accountability and responsiveness to the needs of communities.

Indicator	Five-year target (2006/11)	Progress against the five-year target	2009/10 delivery agenda
Number of jobs created through the EPWP programme.	120 000	123 059	120 000
Percentage implementation ² of the Jozi Equity Fund to support SMME development and job creation.	50%	25%	65%
Percentage increase in the City's spend to targeted firms owned by specific categories of historically disadvantaged individuals (BEE, women, disabled, youth, etc.)	70%	65%	70%
Rand value of projects attracted into the City through acceleration and expansion of the Urban Development Zone (UDZ) Tax Incentive.	R15 billion	R3,3 billion	R3,5 billion
Percentage implementation of the Joburg Broadband Network/Project.	100%	80%	50%

Environmental Management

The Environmental Management sector indicators are informed by the five-year IDP strategic objectives of ensuring sustainable development and environmental justice, and providing recreational facilities (developing parks), especially in previously disadvantaged areas of the South.

Indicator	Five-year target (2006/11)	Progress against the five-year target	2009/10 delivery agenda
Number of trees planted on sidewalks, in parks and private properties.	200 000 trees planted	90 738 to date 62 000 in 2008/09	62 000
Percentage reduction in waste disposal to landfill and sorting at source in the City.	15% reduction of waste to landfill (based on the 2006 baseline)	173 tons of waste recyclables and 600 crates of bottles collected.	20 tons of waste from major events to be diverted from landfill Public education and information on best practices on waste handling and impacts
Percentage reduction in air pollution levels.	5% reduction based on 2005 baselines	Basa Njengo Magogo Project rolled out in: <ul style="list-style-type: none"> Alexandra – 10 000 households; and Soweto – 30 000 households 	4 000 additional households in Lenasia <ul style="list-style-type: none"> Three cleaner production initiatives implemented

Indicator	Five-year target (2006/11)	Progress against the five-year target	2009/10 delivery agenda
Percentage improvement in integrity of water courses and in river health.	10 km of water courses rehabilitated 10% improvement in river health	1 125 ha of water courses cleaned up and rehabilitated	Additional 50 km of water courses rehabilitated Implementation of hotspots' improvement plan in five areas
Number of water bodies rehabilitated for ecological and recreational purposes.	Five water bodies	Four water bodies were identified and jointly addressed with CoJ (Florence Bloom BS, Westdene Dam, Zoo Lake and Bruma Lake)	Four water bodies have been identified and prioritised for rehabilitation (JBG Upper Dam, Florida Lake, Alberts Farm and Blue Dam)
Number of wetlands rehabilitated for aquatic habitats and water course.	Five wetlands	Four wetland systems were rehabilitated by end 2007/08	Rehabilitation of (Lenasia/ Orlando Dam) Wetland
Percentage increase in the total land area proclaimed as conserved area.	5% of the city's total area by 2011	Sixty-seven recreational parks and forty-one nature areas submitted for zoning 1 519 ha cleared of alien vegetation through Working for Water and JCP	1 000 ha of land cleared of alien vegetation 40 open space property zoned as open spaces
Percentage reduction in greenhouse gas emissions through flagship projects.	2% reduction Five flagship projects	Two flagship projects: • Retro-fitting of city-owned buildings under way, five out of seventeen completed; and • 222 solar water heaters installed at Cosmo City and ARP	Installation of additional solar water heaters at Cosmo and ARP Retro-fitting of remaining council-owned buildings
Percentage compliance of City's (capital) projects to the EIA regulations.	95% compliance	95% for City's CAPEX projects	Maintain or improve compliance of CAPEX projects
Percentage compliance of strategic projects to EIA specific conditions.	95% compliance	100% ARP 90% Cosmo City 95% Gautrain	Maintain or improve compliance of strategic projects

Financial Sustainability

The Financial Sustainability sector indicators are informed by the IDP objective of ensuring sustainability, accountability, and responsiveness to the needs of the City and supported communities.

Indicator	Five-year target (2006/11)	Progress against the five-year target	2009/10 delivery agenda
Achievement and maintenance of clean audit with matters of emphasis.	Unqualified audit report	Unqualified audit report for 2006/07 financial year	Unqualified audit report
Collection of the recoverable portion of the debtors' book.	R1,8 billion	Average of R3 billion	Reduction of the recoverable portion of the debtors' book by R1,5 billion

Indicator	Five-year target (2006/11)	Progress against the five-year target	2009/10 delivery agenda
Percentage of affirmative procurement (BEE) of total procurement value.	75%	2006/07 – 65% 2007/08 – 70%	Transferred to Department of Economic Development
Ratio of group cost coverage (how many days operational cash covers operational costs).	Ranges between thirty to thirty-five days	47,85 days	Endeavour to keep the target at the target range or higher
Ratio of group debt coverage (the higher the ratio the better).	13:1	22,99 times	Endeavour to keep the target at 13:1 or higher
Percentage of implementation of the new rates policy and valuation roll.	100%	100% implementation by 1 July 2008	Continuation of monitoring the implementation, as well as the annual review of the rates policy
Increase revenue collection.	Determined target (a consistent R6,4 billion per annum)	R13,3 billion	Increase revenue collection to minimum R7 billion
Percentage of collection ratios.	95%	91,5%	Strengthen collection ratio of 91,5% despite the global financial pressures
Percentage of active customers receiving accurate bills for rates and refuse.	99%	84,12% customers receiving bills	95% of rates and refuse account holders receiving accurate bills by June 2010
Long-term domestic credit rating improvement to at least AA rating.	AA	Fitch: credit rating is maintained at A+ Moody's: credit rating was upgraded by two notches to Aa2.za	Maintain at A+
Percentage of clearance certificates and refunds issued within thirty days of application (improvement with regard to turn-around times in respect of clearances).	100% (save for accounts with meter-related matters)	72,7 clearances issued within thirty days	95% clearance certificates and refunds issued within thirty days of application (excluding properties with meter-related issues)
Call answer at Joburg Connect.	90% of calls answered within forty seconds	An average of ninety seconds	An average of sixty seconds
Pursue City's public borrowing programme (DMTN) to raise at least R6 billion to 2010.	Raise capital funding for R6 billion	R3,8 billion	Within the approved R6 billion from the DMTN, the City has borrowed an accumulated amount of R3,8 billion from the beginning of the term with R1 billion planned for 2008/09. The remainder of R1,2 billion will be left for the 2009/10 financial year

Governance and Legislature

The Governance and Legislature Sector Plan is informed by the IDP objective of ensuring participatory democracy, accountability and responsiveness to needs of communities.

Indicator	Five-year target (2006/11)	Progress against the five-year target	2009/10 delivery agenda
Satisfaction ratings of effectiveness of CoJ communication	65% (of Households and Business)	57% (households – 2008 survey) 51% (business – 2008 survey)	2009 survey will be completed by June 2009 and 2010 survey will be done in next financial year
CoJ Household Satisfaction Index (HSI)	70%	63% (2008 survey)	2009 survey will be completed by June 2009 and 2010 survey will be done in next financial year
CoJ Business Satisfaction Index (BSI)	70%	64% (2008 survey)	2009 survey will be completed by June 2009 and 2010 survey will be done in next financial year
Percentage of households that believe corruption is addressed satisfactory	15% (of households) and 10% (of business)	9,8% (households – 2008 survey) 4,5% (business – 2008 survey)	2009 survey will be completed by June 2009 and 2010 survey will be done in next financial year
Percentage of effective functioning Ward Committee	100%	96,3% (105/109) ward committee elections were held and committees are functional	100%
Number of Community Ward Plans Developed	109 ward plans	105 ward plans completed	Consolidate next phase of community-based planning

Health

The Health sector indicators are informed by the five year IDP objectives of providing universal access to health care facilities, as well as implementing the HIV and AIDS awareness and support.

Indicator	Five-year target (2006/11)	Progress against the five-year target	2009/10 delivery agenda
Number of diesel vehicles tested per annum for emissions.	N/A	14 530	7 786
Percentage compliance to water sampling protocol/ programmes for the city – water quality management.	95%	96%	95%
Percentage of council-owned vacant properties where illegal dumping regularly takes place issued/served with statutory notices.	100%	100%	100%
Percentage of non-council owned vacant properties where illegal dumping regularly takes place issued/served with statutory notices.	100%	100%	100%
Number of “No Dumping” signs erected citywide on properties where illegal dumping regularly takes place.	N/A (Ongoing)	269	150

Indicator	Five-year target (2006/11)	Progress against the five-year target	2009/10 delivery agenda
Number of public awareness programmes conducted per region on measures to control vectors.	N/A	Thirty-five	Seven
Percentage of identified hot spot sites serviced by vector control personnel.	N/A	100%	100%
Number of blitzes focusing on nuisance buildings.	N/A	Forty-nine	Seven
Number of campaigns per region on chemical safety and lead awareness.	N/A	Forty-five	Seven
Number of identified informal food traders trained citywide.	N/A	3 153	2 335
Percentage of cases investigated and 85% reported within three working days.	100% of cases investigated and 85% reported within three working days	542 (100%) of cases investigated and 542 (97%) reported within three working days (for 2007/08)	100% of cases investigated and 85% reported within three working days
Number of HIV and AIDS and STI prevalence, awareness and impact surveys conducted in the city.	Every two years	One knowledge, attitude and practice survey conducted in 2007/08	One survey will be conducted in 2009/10
Number of peer educators trained.	400	800 and 400 will be retrained	400 peer educators will be retrained
Commercial sex worker programmes implemented.	Two programmes	Three programmes	One new programme
Percentage of identified hotels with CSW supported as part of the outreach campaign.	100% of all identified hotels	100% of all identified hotels	100% of all identified hotels
Number of fixed facilities providing rapid on-site HIV testing services.	100% (eighty-four) fixed facilities	100% (eighty-four) fixed facilities	Eighty-eight fixed facilities
Number of fixed clinics that offer comprehensive ANC providing PMTCT services.	All fixed clinics providing ANC	Fifty-eight (66,7%)	Eighty-eight (100%)
Number of fixed clinics conducting PCR testing in children.	100% (eighty-four) fixed facilities	100% (eighty-four) fixed facilities	100% (eighty-eight) fixed facilities
Percentage of fixed clinics implementing INH preventive therapy.	100%	100%	100%
Number of new anti-retroviral (ART) sites established in CoJ.	Identify sites in partnership with Gauteng Health Department and NGOs	Three established operational sites	One new site will be established
Number of clinics with extended service hours.	Implement the extension of service hours plan	Five clinics	Two clinics to be added

Indicator	Five-year target (2006/11)	Progress against the five-year target	2009/10 delivery agenda
Number of EMS training sessions per quarter.	Conduct EMS training for all PHC clinical staff	Ninety nurses trained in EMS on a quarterly basis	One EMS training per quarter
Number of staff satisfaction surveys conducted to develop interventions to improve staff morale.	Conduct annual satisfaction surveys	Done annually	Survey to be done
Percentage of regions with functional cost centres.	100%	80%	100%
Percentage of service delivery points with monthly laboratory control systems.	100%	85%	100%
Percentage of service delivery points with monthly pharmaceutical stock control systems.	100%	100%	100%
Percentage of drug stock-out in customised EDL per region.	<5% drug stock out	0,3% drug stock out	<5% drug stock out
Percentage shrinkage on pharmaceuticals at the central pharmacy and clinics.	Not more than 5% shrinkage on pharmaceuticals at the central pharmacy and the clinics	0,68% shrinkage	Not more than 5% shrinkage on pharmaceuticals at the central pharmacy and the clinics
Number of internal audit reports on the pharmaceutical services.	Bi-annual	Bi-annual reports	Annual
Percentage of ward health sector representatives trained.	100%	70% of ward health sector representatives trained	85% of ward health sector representatives trained
Number of training sessions for community structures including traditional healers per annum.	Two	Two per annum	Two
Time taken to respond to service requests, complaints and percentage resolution rate of complaints (as per criterion).	Monthly monitoring of implementation of complaints management system. Response time and resolution rate (targets) as per criterion	Above 95%	95%
Percentage of clinicians trained in early identification of people with mental illnesses.	90% (cumulative)	65,2% (199) clinicians have been trained to date in early identification of people with mental illnesses for the 2006/07 and 2007/08 years	20% additional clinicians trained in early identification of people with mental illnesses including Alzheimer's Disease, Bipolar and Post-natal Depression

Indicator	Five-year target (2006/11)	Progress against the five-year target	2009/10 delivery agenda
Percentage cure rate of New Smear Positive TB patients.	76% (annual target)	73,7% (annualised April 2006 – March 2007)	75% cure rate of New Smear Positive TB patients
Percentage of sputum results received within 48 hours.	90% (annual target)	91% (annualised April 2007 – March 2008)	90% of sputum results received within 48 hours
Number of TB awareness programmes conducted in each region.	TB awareness programmes conducted in each region annually	TB awareness programmes conducted in each region for the 2006/07 and 2007/08 years. The next major campaign will be held in March 2009 as part of World TB Day (24 March 2008)	One TB awareness programme conducted in each region
Number of substance abuse awareness and education programmes conducted at high schools.	Ninety-eight high schools and sixty-three primary schools (cumulative)	Substance abuse awareness and education programmes conducted at fifty-five high schools for the 2006/07 and 2007/08 years. Primary schools have only been included from 2008/09	Substance abuse awareness and education programmes conducted at three high and three primary schools per region
Number of males screened for prostate gland and testicular cancer.	4 690 males screened for prostate gland and testicular cancer	A total of 2010 males were screened for the 2006/07 and 2007/08 financial period	150 males screened for prostate gland and testicular cancer per region
Number of cervical and breast cancer awareness programmes conducted.	Cervical and breast cancer awareness programmes conducted in each region annually	Cervical and breast cancer awareness programmes conducted in each region for the 2006/07 and 2007/08 years	One awareness programme on cervical cancer and breast self-examination in each region
Number of awareness programmes on chronic conditions of lifestyles conducted.	Awareness programmes on chronic conditions of lifestyles conducted in each region annually	Awareness programmes on chronic conditions of lifestyles conducted in each region for the 2006/07 and 2007/08 years	Awareness programmes on chronic conditions of lifestyles conducted in each region
Number of awareness programmes on mental health conducted.	Mental health awareness programmes conducted in each region annually	Awareness programmes on mental health conducted in each region for the 2006/07 and 2007/08 years	One awareness programme on mental health conducted per region
Number of EPI awareness programmes conducted.	EPI awareness programmes conducted in each region annually	EPI awareness programmes conducted in each region for the 2006/07 and 2007/08 years	One EPI awareness programme conducted per region
Percentage (full) immunisation coverage of children under one year.	90% (annual target)	88,5% (July 2007 – June 2008)	90% (full) immunisation coverage of children less than one year old

Indicator	Five-year target (2006/11)	Progress against the five-year target	2009/10 delivery agenda
Percentage of severely malnourished children under five years monitored/followed up.	100% of severely malnourished children under five years old monitored/followed up	411 (100%) of severely malnourished children under five years were identified and were monitored/followed up for the 2006/07 and 2007/08 years	100% of severely malnourished children under five years old monitored/followed up
Percentage of fixed facilities providing comprehensive ANC in the City.	100%	66,7% (fifty-eight of eighty-seven fixed facilities providing comprehensive ante-natal care)	100% of fixed facilities providing comprehensive ANC in the City
Percentage of ANC patients pre-test counselled for HIV.	90%	78,5% of women attending antenatal care at LG facilities were pre-test counselled in 2007/08	90% of ANC patients offered HIV counselling
Percentage increase in cervical cancer screening coverage from the baseline.	5% increase in cervical cancer screening coverage annually	The coverage for 2006/07 was 6,8% (30 422 pap smears) and 6,1% (28 280 pap smears) for 2007/08	5% increase in cervical cancer screening (of target group)
Number of awareness programmes on cervical cancer and breast self-examination in each region.	Cervical cancer and breast self-examination awareness programmes conducted in each region annually	Awareness programmes on cervical cancer and breast self-examination conducted for the 2006/07 and 2007/08 years	One awareness programme on cervical cancer and breast self-examination in each region
Number of awareness and education programmes on reproductive and maternal health in each region, including post-natal depression.	Awareness programmes on reproductive and maternal health conducted in each region annually	Awareness programmes on reproductive and maternal health conducted for the 2006/07 and 2007/08 years	One awareness and education programme on reproductive and maternal health in each region, including post-natal depression and mental health
Number of awareness programmes on teenage pregnancy conducted in high schools.	Ninety-one high schools and sixty-three primary schools (cumulative)	Awareness programmes on teenage pregnancy conducted at forty-three high schools for the 2006/07 and 2007/08 years. Primary schools have only been included from 2008/09	Awareness programmes on teenage pregnancy conducted in three high and three primary schools per region
Number of educational campaigns conducted, focusing on CoJ by-laws and legislation.	N/A	101	Seven (one per region)
Percentage of butchereries inspected for compliance with legislation.	100% of database	(100% of database) 787	(100% of database)
Number of Functional Outbreak Response teams.	Seven Functional Outbreak Response teams in each region	Seven Functional Outbreak Response teams in each region	Seven Functional Outbreak Response teams in each region

Housing

The Housing sector indicators are informed by the five-year IDP target of delivering 100 000 units, as well as affordable housing opportunities through the leveraging of private sector investment in line with the Breaking New Ground principles.

Indicator	Five-year target (2006/11)	Progress against the five-year target	2009/10 delivery agenda
Number of mixed income housing units.	50 000 units	22 872 units	15 000 units
Number of housing units through the Community Builder Programme and People's Housing Process.	30 000 units	13 572 units	10 000 units
Number of rental housing units.	15 000 units	8 916 units	3 000 units
Number of hostel upgrading programmes.	5 000 units	1 103 units	1 600 units

Infrastructure and Services

The Infrastructure and Services sector indicators are informed by the strategic objective of providing universal access to essential services in line with the national and provincial targets, as well as the Millennium Development Goals.

Indicator	Five-year target (2006/11)	Progress against the five-year target	2009/10 delivery agenda
Percentage coverage of basic level ³ of service to all households.	Water 100% Sanitation 100%	Water and sanitation 85% (the remainder of areas are provided with nominal service ⁴)	90% of prioritised areas
Percentage of service connection ⁵ of electricity to all formalised households.	95% by 2011	78%	90% of prioritised areas
Percentage provision of street lighting to all formal and proclaimed informal settlements.	95%	62%	65%
Percentage reduction in electricity usage.	10%	Indicator has not been measured yet since programme commenced recently	10%
Percentage reduction of electricity outages (bulk, medium and low voltage).	30% by 2010	15%	18%
Percentage reduction of electricity losses.	From 3% to 1% (non-technical losses)	2,9%	2%
Percentage improvement of cleanliness levels ⁶ in the inner city	Inner City Charter 100%	Cleanliness levels have improved to Level 2 ⁷	Sustain cleanliness levels at Level 2
Percentage reduction of unaccounted-for water.	25% (physical and commercial losses)	Unaccounted-for water losses averaged at 33,6%	Physical losses 9% Commercial losses 16%

Indicator	Five-year target (2006/11)	Progress against the five-year target	2009/10 delivery agenda
Percentage reduction of waste to landfill site.	15%	5% waste reduction was achieved	7% reduction on green waste At least 10% dry waste diverted to MRFs and private landfills
Percentage collection of waste in all areas (formal and informal areas) once a week.	100%	All areas provided with a standard waste service and sixty-one informal areas received a daily service to improve cleanliness levels	Standard waste service to all areas and daily service to eighty-four prioritised informal settlements 100% coverage of formal areas

Public Safety

The Public Safety sector indicators are informed by the five-year strategic objectives of building a city where life, property and lifestyles are safe and secure so that residents and businesses can live and operate free from crime, threats to public safety, personal emergencies and disaster.

Indicator	Five-year target (2006/11)	Progress against the five-year target	2009/10 delivery agenda
Number of FF/EMTs.	778	278 (to date) 250 to be recruited for 2008/09	250
Number of ambulances.	Sixty	Sixteen delivered Twenty-five for 2008/09	Nineteen
Number of Metro Police Officers (MPOs) employed by 2010.	4 000	Recruited an additional 500 MPOs who commenced training in July 2008 which will bring the total number of MPOs close to 3 000 by the end of December 2008	Recruit and train an additional 1 000 MPOs (appointments will be made based on availability of funds)
Percentage development and implementation of a Safety and Security Readiness Plan for the 2010 FIFA Soccer World Cup.	100%	Safety and Security Readiness Plan fully developed and a total of ten joint simulation and twenty-eight practice sessions (service animals) conducted	Implement the Safety and Security Readiness Plan during the 2009 FIFA Confederations Cup and 2010 FIFA Soccer World Cup
Reduce incidences of crime across the City.	7 – 10% reduction	4% reduction in 2006/07 financial year 0,68% increase in 2007/08 financial year	7 – 12% reduction
Average time taken to respond to incidences of crime in areas covered by CCTV (inner city).	10 minutes	11 minutes	10 minutes
Percentage city area covered by CCTV (CCTV footprint).	100% of the inner city	216 CCTV cameras installed and monitored. Response teams put in place	Link existing CCTV infrastructure of SANRAL, JRA and private sector to CCTV control room

Indicator	Five-year target (2006/11)	Progress against the five-year target	2009/10 delivery agenda
Improved turn-around times for vehicle licensing transactions.	30 minutes	43 minutes in 2006/07 19 minutes in 2007/08	15 minutes
Number of by-law cases prosecuted.	40 000	8 555 cases in 2006/07 18 212 cases in 2007/08 Target of 20 000 cases in 2008/09	20 000 cases
Average time taken to respond to serious road accidents across the city.	15 minutes	27 minutes in 2006/07 20 minutes in 2007/08 Target of 15 minutes in 2008/09	15 minutes
Percentage reduction in the number of annual road fatalities.	30%	12% in 2006/07 11% in 2007/08 Target of 20% in 2008/09	25%

Spatial Form and Urban Management

The Spatial Form and Urban Management sector indicators are informed by the City's five-year IDP strategic objectives of restructuring and re-engineering the current distorted urban form. It also guides the City's key programmes and capital investment initiatives to support economic growth potential.

Indicator	Five-year target (2006/11)	Progress against the five-year target	2009/10 delivery agenda
Percentage building plans approved within 24 hours.	80%	100% of complete building plan applications are approved within 24 hours 35% are approved within 28 days	Turn-around times will be maintained Focus to shift to the quality of decision-making
Percentage implementation of a block-by-block operational plan in nine priority areas per region.	100%	No progress. Budget request submitted in annual budgeting process	Implementation of block-by-block operational plans in all regions with specific focus on CBDs other than the inner city
Percentage implementation of the new approach to regularise informal settlements.	100%	In-situ formalisation and provision of basic levels of service complete by June 2009	Initiate land use regularisation, where feasible
Percentage new development and capital investment that is focused in the short and medium-term priority areas of the City, as defined by the Growth Management Strategy (GMS).	50% of all private investment and 60% of all public investment in the City to be targeted at key growth nodes and focus areas identified by the GMS	Assessment and implementation strategy for one growth management area complete by June 2009	Re-alignment of the Capital Investment Management System (CIMS) to include central tenets of the GMS Ongoing assessment of growth targets and development trends Refinement of development conditions relating to resource management

Indicator	Five-year target (2006/11)	Progress against the five-year target	2009/10 delivery agenda
Finalisation and full implementation of a consolidated town planning scheme.	Three-yearly updates	Consolidated town planning scheme finalised with public comments	Consolidated town planning scheme to be in operation (in accordance with promulgation of provincial regulations)
Maintenance of the aerial photography for the City using new technologies such as pictometry, which enables 3-D viewing and measurement.	2006/09/11	Phase One of CoJ aerial imagery update complete by June 2009	Completion of Phase Two (final phase) of CoJ aerial imagery update complete by June 2010
Percentage implementation of the Inner City Regeneration Charter Plan.	100%	Completion of Inner City Spatial Framework Implementation Plan 100% implementation of 2008/09 Inner City Charter Commitments	Implementation of Inner City Spatial Framework 100% implementation of 2009/10 Inner City Charter Commitments

Transportation

The Transportation sector indicators is informed by the City's five-year strategic objectives of creating a city with a safe and efficient transportation, with a public transport focus, and a well-developed and well-maintained road stormwater infrastructure. With such a transportation culture in place the City will connect business, people and places in a sustainable and cost-effective manner, thereby enhancing the standard of living and quality of life for all inhabitants, the overall competitiveness and growth of the local economy.

Indicator	Five-year target (2006/11)	Progress against the five-year target
Kilometres of Rea Vaya (BRT) implemented	140kms	15kms
Percentage increase of people travelling by public transport	15% per annum	Achieved 78,69% towards a target of 115% by end March 2009
Percentage occupancy to Metrobus	55% of total capacity	61,99%
% improvement levels of Metrobus services to users	80%	Survey to be undertaken in final quarter
% implementation of 2010 Transport plan to meet all 2010 Fifa World Cup bid-book commitments	100%	Ellis Park Public Transport components 78% The 2010 Transport Operational plan is 100% complete and will be tested during the 2009 Confederations Cup. Nasrec Public Transport Projects are 75% complete. 2009 FCC Signage Audit complete
Kilometres of gravel roads surfaced in townships	250kms	6kms
Reduction in traffic signal outages	Less than 1% of signals out on any given day	0,3%

1 Redefined to sport transformation programmes.

2 Implementation means approval of the project and the operationalisation (governance, staffing and systems) of the Fund.

3 Level of Service 1 (LOS 1) water includes water standpipes and water tankers located within a 200 meter radius. LOS 1 sanitation includes VIP for each household, chemical toilets and any other dry on-site sanitation.

4 Nominal services are generally temporary in nature but ensure the provision of the basic services.

5 Service connection completed before or after the construction of housing structure.

6 Based on prescribed service level agreements.

7 Level 2 represents an area predominantly free of litter except for small accumulations in one out of four street corners.



Community Development Sector Plan

INTRODUCTION AND OVERVIEW

Through the Community Development Department, part of this sector's vision is being achieved in pursuit of the City's broader goals of addressing household poverty through safeguarding and supporting of the poor, and addressing inequalities through the championing of rights and opportunities and building prospects for social inclusion. These goals are pursued to ensure a City where community development, personal growth and social mobility are enhanced, so that the challenges of poverty, vulnerability, inequality and social exclusion are fundamentally addressed. The vision, mission and goals are therefore very broad statements, further broadening an already large mandate in response to strategic and political imperatives and priorities, as well as societal demands and expectations.

Community development within the sector cuts across many city departments and several MEs since it relates to the key focus areas aimed at:

- Advancing human development with women, youth, immigrants, displaced persons, people with disabilities (PWDs) and early child development (ECD);
- Conserving and showing artistic expression and heritage;
- Creating opportunities for the upliftment/advancement of communities through sports and recreation; and
- Promoting a culture of reading and learning.

All these focus areas targeted largely at vulnerable groups in the community.

It is a well-known and documented fact that vulnerability often has negative effects on people's general health and well-being, and the concomitants thereof remain a challenge for government at every level. The City, as local government, is at the coalface for mounting community expectations and demands. The sector, being largely socially goal-oriented, experiences a huge challenge in mitigating all the expressed community needs in the face of tight budget allocations. Prioritisation therefore assists in the execution of new projects and in maintaining programme continuity via a balanced system of community/stakeholder participation and alternative funding mechanisms.

Key focus areas

Within the sector, as part of the department's responsibility, the following key focus areas constitute the Community Development Department's IDP programmes. The programmes are:

- City Social package;
- Access to Social Grants;
- Vulnerable Households Support;
- Early Childhood Development (ECD);
- Women Development programme;
- Sustainable Human Settlements (Community Development component);
- Skills Development (Community Development component);
- Public Spaces;
- Public Arts, Cultural Life, Heritage and Theatres Support for the Arts programmes;
- Sports and Development;
- 2010 Soccer World Cup Legacy;
- Youth Development;
- Street Children Opportunity;
- Counter Xenophobia and Common Citizenship;
- NGO/CBO Support programme; and
- PWD Access.

It should be noted that some of the key programmes outlined above are thematically grouped in the sector plan report, e.g., all arts, culture and heritage, social relief and skills development programmes.

Mandate

The mandate continues to expand and it derives from national, provincial and local government legislation. It is informed by the following:

- The Millennium Development Goals (MDGs);
- The Growth and Development Strategy (GDS) and the Integrated Development Plan (IDP) process that includes rigorous community participation;
- The City's scorecard;
- The Mayoral priorities as set out in the recent Budget Lekgotlas held in November 2007 and March 2008; and
- All applicable national and provincial policy and strategic objectives, protocols and agreements as per the constitutional requirements on cooperative governance.

This has been translated into an annual implementation outcome or a detailed departmental business plan.

Sixteen citywide priority interventions were adopted as key in the November 2007 minutes of the Budget Lekgotla. The broadest ones within the sector cutting across many city departments and MEs are:

- Proactive absorption of the poor;
- Facilitated social mobility and equality; and
- Settlement restructuring, whose overall coordination is a Community Development departmental responsibility.

Possible departmental first-priority interventions, in terms of the preliminary Budget Lekgotla November 2007 outcomes (in partnership with relevant city departments and MEs) are:

- Implementation of a revised social package;
- Increased spend on maintaining infrastructure, roads and public facilities (especially in poorer areas); and
- Piloting and implementation of a regulatory framework to ensure that all buildings meet set environmental/demand management standards.

These are further described in the detailed business plan which, once approved by Council, will present the final mandate on the strategic and political priorities in respect of the sector, for operational execution by the department, based on the Council-approved budget choices and allocations.

Challenges and opportunities

Most challenges in the sector relate to funding availability, lack/inadequate/poorly resourced facilities and growing community needs and demands. These are however, being mitigated through partnerships with internal City and external (provincial) departments, non-governmental organisations and the corporate sector. Furthermore, innovative strategies are being used to fund new programmes, implement uniform norms and standards for facilities (including the development of new facilities), and enhancing interactions with community representatives and groupings using the institutional mechanisms already in place.

Within the City, the most critical dependency matrix with regard to the sector's mandate for sustained, proactive and responsive service delivery to communities is with the internal departments of:

- Health (Vulnerable Households Support programme and HIV/AIDS);
- Housing (Sustainable Human Settlements programme, inclusionary housing strategies and regularisation of informal housing);
- Development Planning and Urban Management (Sustainable Human Settlements programme, in terms of the regularisation approach to informal settlements, and accelerated upgrading that must have a basket of social amenities in informal areas);
- Environment (Sustainable Human Settlements programme – regulatory framework for buildings); and
- Economic Development (Skills Development programme and EPWP).

Other internal departments/bodies involved include the JDA (funding support for Sustainable Human Settlements programme and empowerment zones), JRA (Sustainable Human Settlements programme), JFPM (Food programme), JMPD (by-law enforcement, and safety and security programmes), ISD (EPWP) and EMS (disaster management).

The department has structured engagements with its counterparts and continues to enhance the Human Development Task Team outcomes as an institutional forum for such structured engagement.

Apart from the normal scale of activities and projects linked to programmes, and which need to be carried out in the Community Development Department, outlined below are some of the challenges encountered in the implementation of the five-year sector plan thus far.

Access to social package by qualifying households

Human development:

- Partnerships and multi-disciplinary engagement, where there is no mechanism to facilitate partnerships so that delivery is unaffected;
- There is a lack of commitment from various departments in various strategies;
- Social Mobility Summit – the challenge of hosting the summit is that a long wish list, demands and new and increased expectations emerged without the benefit of joint commitments; and
- Change management – skills adaptation is a necessary challenge to be addressed in order to respond to the new departmental business strategy and ethos.

Increased number of City-run or City-supported programmes

ACH:

- Lack of funding in ACH for the Creative Industries portfolio, thus stymieing the economic sectors for craft, music, design; and
- ACH HIV/AIDS Festival may be in jeopardy from 2009 due to the fact that 2008 is the last year that the Royal Netherlands Embassy will fund it.

Literacy and numeracy training programmes

Library and information services:

- CoJ needs to comply with the Carnegie Corporation of New York conditional grant conditions;
- CoJ needs to commit capital funding with respect to expanding direct public access to the internet programme, the inclusion of satellites and to meet Gauteng Provincial Government (GPG) halfway; and
- Insufficient staff in libraries for direct service delivery particularly to accommodate new programmes.

Increased number of developed public spaces (other than formal parks) where citizens can interact freely and safely

Capital projects:

- Funding thereof remains a challenge; and
- Recreation Streets in Alec Gorshel, Borolo Recreation Street in Jabavu, as well as Bertrams and Bellavista Recreation Streets developed and completed.

Steadily increasing percentage of residents who have either participated in or attended a City of Johannesburg led arts, culture or heritage initiative

ACH:

- Need to maintain existing heritage sites and establish new monuments;
- The transfer of the Creative Industries Portfolio from EDU without a budget resulting in the inability of ACH to proactively absorb the poor, especially with regards to resourcing the craft, music, film and design sectors;
- This project is un-funded/under-funded; and
- Operating budget for the centre yet to be secured.

Improved accessibility to sports and recreation facilities and programmes, both in terms of distribution across the city and in terms of average operating hours

Sport and recreation:

- Budget availability still to be finalised.

Xenophobic attacks on migrants to Johannesburg eliminated and tolerance of migrants increased

Human development:

- Social inclusion of the foreign nationals is still a challenge.

The key challenges facing the department for the period 2009-2011:

- Insufficient funds through both CAPEX and OPEX to meet the community needs in terms of provision of new community facilities and adequate maintenance of existing facilities;
- Coordination and impact-centric integration of efforts by all spheres of government to alleviate poverty in the Johannesburg context, both in terms of programmes and funding;
- Institutionalising the Expanded Social Package as a one-stop shop for social services in Johannesburg;
- Working with other spheres of government and the private sector to scale up the Job Pathways programme as a welfare-to-work solution that begins to address the need for effective employment and livelihood strategies amongst Joburg's poor;
- To ensure completion of the Soweto Theatre and put in place effective management and resources;
- Reduction of poverty and increasing the pace of meeting the Millennium Goals by 2014;
- Ensuring all orphans and indigents in the city are in the database and have access to services; and
- Un-funded mandates from other spheres of government.

The key programmes that the department will be implementing for the remainder of the political term:

- Completion of the Mayoral Legacy projects (e.g. greening of soccer fields, Soweto Theatre).
- Siyasizana or the Expanded Social Package (ESP) which is a next-generation approach to targeting and distributing benefits, building a system which aligns levels of subsidies for city services with levels of need, and referring the poor to a range of special needs programmes (including tracking the outcomes), thus becoming a one stop shop for social services.
- Pathways system – work-readiness programme attached to the Expanded Social Package that assesses and streams the jobless into different placement and training channels based on their particular circumstances (including job pathways).
- Rental Subsidy Scheme (component of the ESP) – a radical approach to the issue of shelter for those living on the streets and in deeply informal circumstances, by establishing a system for subsidising private sector rentals (for a limited time) for the poorest residents of the city, specifically those registered on the ESP as homeless.
- Cultural life programmes in poor neighbourhoods.
- Counter xenophobia programmes – namely the Africa History Week programme (focusing on young people and communities from various communities to build understanding and tolerance across cultural boundaries) and the Johannesburg Migration Advisory Committee (made up of various role players from other spheres of government, NGOs and chapter nine organisations to assist in developing regulations on migration issues in the city).

The key programmes that the department is prioritising for the financial year 2009/10:

- Completion of the 2010 training venues;
- The City Expanded Social Package Programme and the Job Pathways System – rolling out registration, ensuring benefits reach those registered and making referrals more effective and efficient;
- Development of the Soweto Theatre and Gauteng Craft Hub; and
- Addressing the challenge of homeless people and children living and working on the street as well as human trafficking.

Revision to the CoJ 2006-2011 IDP

The five-year strategic objectives have been retained and minor additions were made after the last community interactions.

Sector contribution to 2010 FIFA World Cup

The following are projects and programmes the Department of Community Development is currently working on towards 2010:

- Development of formal grassed soccer fields
- Recreation streets/zones
- 2010 training venues
- The Soweto Indoor Aquatic Centre
- The creation of jobs through the EPWP Programme,
- Jabulani Theatre and the Johannesburg Civic Theatre's production "The Boys in the Photograph".

Training venues

The Community Development Department is currently working on the implementation of the final phases of three training venues in preparation for the 2010 FIFA World Cup.

Orlando Stadium

The overall progress of this project is on schedule. Contract to develop the external precinct was awarded in August and work has commenced with earthworks, installation of paving and related works in the piazza at the eastern elevation facing Mooki Street. Installation of seats, tiling, construction of the ticket office and paving and fencing of the external portion of the stadium is now completed.

The process for the procurement of service providers to supply gym equipment, install streetlights and access control has also started and the contracts will be awarded in October.

Lastly, the base layer work on the pitch is being done, including the installation of the sub-soil drainage system to ensure that the pitch is ready for the November 2008 official opening.

Dobsonville Stadium

The development of this stadium is progressing as planned. The installation of kitchen furniture and the gym equipment has been completed. The installation of seats, construction of the ticket office and paving of the internal precinct is well under way and on track for the December scheduled completion.

Contract for the development of the external precinct was awarded in August and the work has started. This contract includes the development of the drop-off zone, public parking, street furniture, turnstiles, landscaping and general lighting and is scheduled for completion in time for the 2009 Confederations Cup.

Rand Stadium

This project is on schedule as planned. Currently the installation of furniture is completed, internal paving and installation of seats is about 60% and 80% complete respectively. Contract for the development of the external precinct was awarded in August and the work has started. The scope of this contract includes paving, parking, street

furniture, turnstiles, landscaping, general lighting, etc . . . and it will be completed well on time for the 2009 Confederation Cup.

Greening of soccer fields

The table below shows the fields undergoing development during the current financial year. With the R8 million funding available during this financial year, ten fields will be developed. The scope of these projects will only cover earthworks, grassing, irrigation systems, steel palisade fencing and landscaping. Appropriate layout plans for these fields have been completed and consultation with the relevant local community structures has also been done. Phase One of the development process for these fields is well on track with the fencing of the sites in progress. Given the outcome of the Budget Legkotla in February 2008, and based on the final indicative budget allocation for capital works, these projects will not all be fully implemented within the current financial year. The figure is likely to be reduced from twenty to ten. Selection criteria will be developed for this reduction.

Fields to be developed during 2008/09 and 2009/10

Field	No. of fields	Scope of work	Status
Emdeni 4167	2	Earthworks, fencing, irrigation, grassing and landscaping	2008/09
Phiri 638	1	Earthworks, irrigation, grassing and landscaping	2008/09
Mapetla 3 388	1	Earthworks, fencing, irrigation, grassing and landscaping	2008/09
Tladi 1 873	1	Earthworks, fencing, irrigation, grassing and landscaping	2008/09
Cnt western Jabavu 5000	1	Earthworks, fencing, irrigation, grassing and landscaping	2008/09
Meadowlands 19331	1	Earthworks, fencing, irrigation, grassing and landscaping	2008/09
Pimville zone 7138	1	Earthworks, fencing, irrigation, grassing and landscaping	2008/09
Moletsane 1804	1	Earthworks, fencing, irrigation, grassing and landscaping	2008/09
Jabulani 2229	1	Earthworks, irrigation, grassing and landscaping	2008/09
Dobsonville 8676	2	Earthworks, fencing, irrigation, grassing and landscaping	2009/10
Zola 6345/6348	1	Earthworks, fencing, irrigation, grassing and landscaping	2009/10
Emdeni 70	2	Earthworks, fencing, irrigation, grassing and landscaping	2009/10
Zola 1851/1853	1	Earthworks, fencing, irrigation, grassing and landscaping	2009/10
Zola ext 16944/6945	1	Earthworks, fencing, irrigation, grassing and landscaping	2009/10
CW Jabavu 3147	1	Earthworks, fencing, irrigation, grassing and landscaping	2009/10
Diepkloof 13141	1	Earthworks, fencing, irrigation, grassing and landscaping	2009/10
Emdeni 6467	2	Earthworks, fencing, irrigation, grassing and landscaping	2009/10

Fields to be developed during 2010/11 financial year

Field	No. of fields	Scope of work	Status
Dobsonville 9353	2	Earthworks, fencing, irrigation, grassing and landscaping	2010/11
Dobsonville 9851	1	Earthworks, fencing, irrigation, grassing and landscaping	2010/11
Meadowlands 15843	1	Earthworks, fencing, irrigation, grassing and landscaping	2010/11
Klipspruit 1 096	2	Earthworks, fencing, irrigation, grassing and landscaping	2010/11
Mapetla ext 1 2 185	1	Earthworks, fencing, irrigation, grassing and landscaping	2010/11
Dobsonville 36/7636	1	Earthworks, fencing, irrigation, grassing and landscaping	2010/11
Dobsonville stadium	1	Earthworks, fencing, irrigation, grassing and landscaping	2010/11
Meadowlands 27130	1	Earthworks, fencing, irrigation, grassing and landscaping	2010/11
Emdeni 4124	2	Earthworks, fencing, irrigation, grassing and landscaping	2010/11
Diepkloof 10243	1	Earthworks, fencing, irrigation, grassing and landscaping	2010/11
Meadowlands 18644	2	Earthworks, fencing, irrigation, grassing and landscaping	2010/11
Dobsonville 8676	2	Earthworks, fencing, irrigation, grassing and landscaping	2010/11
Jabulani 1 340	2	Earthworks, fencing, irrigation, grassing and landscaping	2010/11

In an effort to accelerate the development of the thirty suitable fields identified within the Greater Soweto area and the five fields in the Orange Farm area, funding applications were submitted to MIG and the NDPG. Also, following a meeting held between the MMCs for Community Development and Environment supported by their officials and City Parks, a decision for both departments to work together to ensure the successful roll-out of this programme by 2010/11 at the latest was made.

Recreation streets

With the R1,2 million budget currently available, the department will develop the four sites indicated below. Layout plans for these sites are complete and construction on two of the identified sites will proceed in November 2008. These projects will be completed within the 2008/09 financial year.

Recreation streets to be developed during 2008/09 (these projects could be held back to be implemented in the outer years due to lack of funding):

Site	Erf	Project description	Cost est.	Expected completion
Chiawelo	1438	15m x 15m – fenced perimeter including paving, benches, bins, playground within sandpit, multi-purpose court, landscaping, chess/hopscotch and shade gazebo with table and seating.	R300 000	March 2009
Naledi Ext 1	5829	15m x 15m – fenced perimeter including paving, benches, bins, playground within sandpit, multipurpose court, landscaping, chess/hopscotch and shade gazebo with table and seating.	R300 000	March 2009
Jan Hofmeyer	202	15m x 15m – fenced perimeter including paving, benches, bins, playground within sandpit, multipurpose court, landscaping, chess/hopscotch and shade gazebo with table and seating.	R300 000	March 2009
Lakeside Ext 1	3364	15m x 15m – fenced perimeter including paving, benches, bins, playground within sandpit, multipurpose court, landscaping, chess/hopscotch and shade gazebo with table and seating.	R300 000	March 2009

EPWP

In an effort to contribute towards poverty reduction, the department ensures that the majority of labour is sourced from areas within which projects are being implemented. During the first three months of the financial year, the department created 241 jobs and 99 training opportunities for local communities. The recent award of the external precinct contracts for Rand and Orlando stadiums will greatly contribute towards the creation of additional jobs because of their labour-intensive nature.

EPWP jobs created from July to August 2009:

Project name	Male	Female	PWD	Youth	Total	T.days	Jobs
Orlando Stadium	2 006	221	1	1 235	2 227	12 309	215,95
Orlando Stadium (external precinct)	24	4	0	0	28	265	4,65
Braamfischerville MPCC	164	40	0	81	204	1 013	17,77
Rand Stadium	5	2	0	4	7	164	2,88
TOTALS	2 199	267	1	1 320	2 466	13 751	241

EPWP training opportunities created from July to August 2009:

Project name	Male	Female	PWD	Youth	Total	T.days	Jobs
First Aid 1 and Home Based Care	8	22	0	26	30	2 064	36,21
Finance Management	3	11	14	3	14	462	8,11
Field Management	13	18	0	31	31	2 480	43,51
Business Management	3	11	14	0	14	616	10,81
TOTALS	27	62	28	60	89	5 622	99

Soweto Indoor Aquatics and Sport Centre

The need for an international standard, indoor swimming and gymnastics centre was identified within the City and as a result a site in Soweto (i.e. Orlando in Mooki Street) has been identified for this purpose. The development of this facility will enhance and complete the proposed Soweto Sports Precinct, which will include Orlando Stadium and various other sporting facilities in this area. This centre will greatly contribute towards the promotion of swimming among the previously disadvantaged communities and will give local talented swimmers the opportunity to train and compete in a world-class facility. This centre will also be available to stage local and international competitions.

Designs have been completed for this purpose and detailed investigations already undertaken to ensure that the proposed facility will be Fédération Internationale de Natation (International Swimming Federation), or FINA, compliant. Based on these designs, it is estimated that this facility will cost ±R180 million. Due to financial constraints, there is currently no funding set aside for this purpose within the 2008/09 financial year. However, funding applications have been submitted to the Neighbourhood Partnership Development Grant (NPDG) and MIG. This project also could be held back and implemented in the outer year due to lack of funding in the 2008/09 and 2010/11 financial years.

Jabulani Theatre – Soweto

Following the withdrawal of FNB from the previously awarded contract as a result of the issues raised against its joint venture partner I-Lima, a new contractor Inkanyeli/Motseng has now been appointed and the contract has been signed and finalised.

Phase One of the Jabulani Theatre in Soweto is expected to be completed by June 2010. This 400-seater theatre will greatly contribute towards the development of arts in Soweto and the previously disadvantaged communities within the City.

The Boys in the Photograph

The Johannesburg Civic Theatre and Real Theatre have appointed the creative team for the Johannesburg Civic Theatre's core production for the FIFA World Cup 2010. This production was initially titled "The Beautiful Game" but was renamed "The Boys in the Photograph" in March 2008. This award-winning 2000/01 West End musical hit is an emotionally charged story about young people on the verge of adulthood wanting to love, play soccer and lead normal lives in a city dominated by violence and hatred. It is full of the heart-searing ballads and stirring anthems of composer Andrew Lloyd Webber and author Ben Elton.

With a 100% South African cast and creative team behind the production, Andrew Lloyd Webber and Ben Elton have given their approval for The Johannesburg Civic Theatre to create a completely original production of "The Boys in the Photograph".

"The Boys in the Photograph" will be produced by The Johannesburg Civic Theatre in association with Real Theatre and presented by the City of Johannesburg as a Host City Parallel Event during the FIFA World Cup 2010. The musical will have its official opening night at the Nelson Mandela Theatre on Sunday, 30 May 2010 and will run until Sunday, 8 August 2010.

Financial implications

Excluding the fields done during 2007/08 and those that will be done during 2008/09, thirty more fields have already been identified in the Greater Soweto area alone. To develop these with full ablution and shower facilities, a minimum of R37 million CAPEX is required with normal grass and about R150 million with artificial grass. In addition, to ensure that these fields are properly kept, the OPEX requirement amounts to R300 000 per annum, per field (i.e. maintenance and management costs). The estimated cost for the development of the Indoor Aquatics and Gymnastics Centre in Soweto is R180 million. Whilst there is no funding currently set aside for the Indoor Aquatic Centre and greening of soccer fields, external funding requests have been submitted to NPDG and MIG.

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
<p>Access to social package by qualifying households.</p>	<p>City Social Package programme:</p> <ul style="list-style-type: none"> • Expanded Social Package Policy design and eligibility mechanism approved; • Access to relevant national databases for analytic purposes secured; • Pathways Advisory Centre piloted; • First special needs water desk opened; • Project charter for technical systems development signed off; • Business process planning for registration system completed; and • Proposal report on individual poverty index produced by HSRC/Oxford team, translated in CoJ proposal by Social Package working group. Now being presented for approval. 	<p>City Social Package programme:</p> <ul style="list-style-type: none"> • Full roll-out of the three band system for access water, power, sanitation and rates subsidies; • Pilot Rental Subsidy Scheme; • Pilot Transportation Subsidy Scheme; • Scoping of additional Expanded Social Package components; • Link qualifying older persons to City Social Package; • Link qualifying households to EPWP and other job creation/income generating projects; • Full roll-out of housing subsidy; • Full roll out of transportation subsidy; and • Pilot of additional social package components.
<p>Qualifying citizens are knowledgeable about how to access social grants.</p>	<p>Access to Social Grants programme:</p> <ul style="list-style-type: none"> • Registered indigent ID numbers matched to SASSA database. One additional language medium for updated information on social grants, out of a targeted four has been achieved as well as a Braille version has also been distributed to Regions. • Updated and distributed information booklet on social grants in four languages and Braille. • Registered indigent ID numbers matched to SASSA database. • Formal negotiations opened with SASSA towards an MOU on service and data alignment, which in turn will allow an SLA to be negotiated on a common service frontline. • Campaigns undertaken through presentations to ward committees, stakeholder forums, pamphlet distribution through clinics, ECD Centres, schools, public meetings and community radio talk shows. 	<p>Access to Social Grants programme:</p> <ul style="list-style-type: none"> • Facilitate the distribution of pamphlets in all human development facilities; and • Utilise the newly revamped Community Development web page to provide updated information to the frontline staff.
<p>Increased City-run or City-supported programmes.</p>	<p>Vulnerable Households Support programme:</p> <ul style="list-style-type: none"> • Homework Assistance and Information Literacy programmes: These two citywide educational programmes were initiated from twenty-four libraries and targeted vulnerable groups of children, including orphanages, care centres, individual households, schools and child-headed households. Number of children/youth assisted in 2007/08 was 1 797. 	<p>Vulnerable Households Support programme:</p> <ul style="list-style-type: none"> • Target 409 child-headed households and two vulnerable communities to receive Saturday homework assistance at Orange Farm and Diepsloot libraries;

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
	<ul style="list-style-type: none"> • Implementation of LIS services to prisons is a new programme to be initiated in 2007/08. • Child-Headed Support: Basket services established. Orphans and Vulnerability Strategy implemented. • Food Bank: Partnership with JFPM feeding 6 000 households (25 000 individuals benefiting) and food gardens small-scale poverty alleviation projects. • Wellness programmes: Four programmes focusing on healthy lifestyles, awareness/ educational, social support/old age centres. • Hosted the Social Mobility Summit. • Established a sanctuary for displaced women and children at Hospital Hill. • Sport and Recreation implemented the following programmes: <ul style="list-style-type: none"> – Second International Burn Jamboree; – Burn victims’ programmes, learn-to-swim, environmental education; and – Domestic Workers’ Training programme (cooking and hospitality, child-minding, first-aid, financial management, home management and driving). • The following Sport and Recreation programmes have been continuous: <ul style="list-style-type: none"> – Maths championships participants – Sewing and craft – Arts and culture programmes – Senior citizens programmes – Moms and babes programmes – Health lifestyles, fabric printing, aqua-aerobics. 	<ul style="list-style-type: none"> • Render a library service at Leeukop and Johannesburg prisons; • To increase the number of beneficiaries and participating libraries subject to available resources; • To maintain services to two prisons; • 15 000 orphans assessed and connected with provincial and national interventions; • All CHH identified in 2008/09 have individual development plans; • 4 000 households involved in homestead gardens as part of the exit strategy; • Seventy small poverty alleviation projects through skills centres; • Linking 50% of cooperatives and projects. Department of Trade and Industry business support programmes to facilitate linkages with the formal business sector; • Citywide wellness programme developed and implemented; • Expand the Older Persons-Headed Household programme to benefitting 1 500 gogos and mkhulus; • Care centre for older persons extended to Regions G and F; • Implementation of Social Mobility Summit recommendations at regional level; • Establishment of sanctuaries for displaced women, children and migrants in Regions A, D, E, and F; • Establishment of two Job Pathways’ sites; • Establish centre for rehabilitation against substance abuse; • Establish centre for day-care of senior citizens; • Expand Burns Therapeutic Recreation interventions; • Expansion of programmes for youth and women; • Programmes for seniors, women, caregivers, nannies and the disabled will be increased; • Focus on skills development, life skills and quality of life; • Empowerment programmes in terms of the physical development of the toddler and primary school child, as well as youth to be employable, but also transfer of skills to peers; and • Wellness programmes focusing on socialisation, exercise and on self-help and self-preservation programmes.

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
<p>Increase percentage of ECD facilities able to improve on their grading in terms of vulnerability index.</p>	<p>Early Childhood Development (ECD) programme:</p> <ul style="list-style-type: none"> • Ready to Read development programmes are operational in sixty-five centres attached to fifteen library sites across the CoJ; • The ECD programme uses book-based activities to give children from communities with no tradition of a reading culture the pre-literacy skills needed for success at school; • This programme provides the ECD centres with theme book packs that are changed on a regular basis; • 1 655 volumes were purchased in 2007/08 to the value of R92 704; • Regional library staff provided training to sixty-five caregivers in the crèches in the use of books. Caregivers were monitored, evaluated and enrolled for refresher courses if necessary; • Two training workshops were held for library staff on "Using books with young children"; • ECD Census of facilities is updated annually; and • 342 ECD caregivers trained. <p>Enrichment programme:</p> <ul style="list-style-type: none"> • Forty-six centres benefited. As part of an enrichment programme, toys are made out of waste and assistance with Sick Room equipment, blankets, and mats from UNICEF, playground material and road signs from JMPD are made at various ECD centres. • Pennyville Crèche and ECD developed. • An Enforcement Standards Framework for ECDs developed in partnership with Health, Development Planning, Emergency Management Services, and JMPD in consultation with Province. • Disaster management plans drawn for each ECD facility controlled by the City. • ECD is now part of the Human Development Directorate's institutional design and is a fully fledged unit within the Directorate. • Holiday Programmes versus learn to swim, water safety, sport and recreation activities, health education, after-care facilities and playschools operate from recreation facilities. The fact that they are on-site gives recreation officers the opportunity to do Kiddies' Olympics and indigenous' games development opportunities. 	<p>Early Childhood Development (ECD) programme:</p> <ul style="list-style-type: none"> • Target of ECD centres and caregivers to be increased to eighty-five respectively; • Target of ECD centres and caregivers to be increased to 100 respectively; • Establish City ECD Fund; • Update City ECD Census; • 500 caregivers trained; • Enrichment programme reaching seventy centres; • Two ECD centres established (Braamfischerville and Vlakfontein); • Enforcement of safety standards framework on all ECD facilities controlled by the City; • Implement the two components of the enforcement framework; • 50% of untrained ECD practitioners identified in the 2008/09 census to be provided with accredited training; • 120 ECD facilities to benefit from the Enrichment programme; • Develop a monitoring and evaluation system, based on the ECD facility 'vulnerability index' to assess effectiveness of ECD programmes; • The skills development programme for developing viable economic entities to benefit twenty-eight centres, • Provide all targeted crèches with a basket of subsidies to be negotiated with rates department and utilities; and • To increase the number of kids involved in the programmes and Kiddies Olympics to be extended to other metro councils.

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
	<ul style="list-style-type: none"> • Regional Kiddies Olympics culminating into citywide Kiddies Olympics. Target 2 000 kids from the ages of four to six. • Water Safety campaign with Swimming South Africa for all pre-school and school-going children in informal settlements. Targeting 50% informal settlement children. 	
<p>Increased range of activities empowering women and increased representation of women in City activities.</p>	<p>Women Development programme:</p> <ul style="list-style-type: none"> • As part of the Women Development Strategy, LIS Directorate actively engaged in a 365 Days Against Abuse of Women and Children Campaign with men as the target group and encouraging women to come forward and seek assistance. This is an initiative to extend programmes from sixteen activism days to ongoing programmes. • LIS have delivered fourteen information empowerment events across the City to promote the inclusion and development of women. Events completed focused on subjects such as health, business opportunities, rights of domestic workers, etc . . . 515 women benefited from the 2007/08 events. • Focus for 2008/09 to be on family literacy for women (new programme) • Skills development programme run as part of Africa Day in Diepsloot. • Partnership with NID for annual Women’s Day programme. • Exhibitions at Joburg Art Gallery. • Women’s dialogues at Hector Pieterse Museum. • Women Behind the Wheel programme at James Hall Museum of Transport. • The Department procured services from previously disadvantaged groups – women, youth, and PWD, of which R13 323 558,35 benefitted women-owned companies. • Within 2007/08, 1 275 jobs and training opportunities were created for women under the EPWP. • 365 Days of Activism programme. • Women Day Celebration. • Regional Women’s Forums launched as citywide events. • Fifty-four women in Regions E and G received SAQA accredited training certificates in homecare courses including safety, HIV/AIDS, cooking and baking and child-minding. • Sport Administration course. • Women’s Day Canoe Race. 	<p>Women Development programme:</p> <ul style="list-style-type: none"> • To implement a new empowerment programme at 12 libraries to equip especially women with family literacy/ numeracy skills. This will assist women to develop reading and comprehension skills to promote a culture of reading with family members/friends/children • To increase the number of participating libraries to sixteen; • Establishment of the Craft Training Centre which will provide training opportunities for women crafters; • Establish the Women in Photography programme; • Empowering, educate, and support them on how to source quotations, fill in tender documents, ensuring they are registered on the City’s supplier database and also have access to other opportunities outside the City; • Implement the revised 365 Days of Activism programme; • Review the Women Development Strategy; • Facilitate the women cooperatives in each of the skills centres; • Roll-out training in other Regions and training in civic rights and obligations and OHASA related matters; • Enablement of procurement benefits forty women-owned companies; • Implement and monitor the revised Women Development Strategy citywide; and • Implement the framework for homeless women citywide.

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
	<ul style="list-style-type: none"> • Gauteng Ladies Cricket is using Southern Suburbs Recreation Centre as their home ground for U16, U19 and Senior teams. • Three sports administration and management courses per region. • Implement empowerment programme to equip women with family literacy skills. • Promotion of women involvement in the sport industry and NGOs. 	
<p>Improved proportion of residents within 5 km of key social infrastructure.</p>	<p>Sustainable Human Settlements programme:</p> <ul style="list-style-type: none"> • Improved access to library facilities are provided in targeted informal settlements involving literacy teaching, reading programmes and provision of study material. • Services are provided from containers and available rooms in Community Development facilities. • The service is called a LIS Satellite Service point – the services are aimed at primarily pre-school and primary school children in an attempt to instil a culture of reading at an early age, while access is also provided to recreational reading material such as newspapers and magazines for the unemployed youth living in the targeted areas. In addition, literacy teaching would be offered. A satellite is open for a limited time every week, using staff from the nearest permanent library as well as library relief staff allocated to the specific region. • Two satellites were established in 2006/07 and are being maintained (Leratong and Zamimpilo). Current services include the lending of books, homework assistance, storytelling and the ECD Ready to Read programme which send containers with books to crèches and trains caregivers to deliver educational themes and storytelling. • In 2007/08 a satellite service was established in Klipfontein View (room in Community Centre) and LIS received a commitment from Exclusive Books to provide a fully equipped container to a site in Region G. In 2008/09 this commitment will be acted on and finalised. • 2006/07 <ul style="list-style-type: none"> – Skills: Vlakfontein, Pimville, Diepsloot; – Multipurpose: Dlamini, Protea South, Finetown and Braamfischer Phase One; – Library: White City, River Park; – Youth Centres: Pimville, Umthombowalwazi; and – ECD: Diepsloot. 	<p>Sustainable Human Settlements programme:</p> <ul style="list-style-type: none"> • Satellite service at Zamimpilo to be relocated to Pennyville; • Additional services to be established at Vlakfontein in Region G and Braamfischerville in Region C; • Negotiations under way with Exclusive Books to provide funding for an additional satellite service in possibly Kliptown/Lehae; and • Additional site to be identified and a service implemented subject to budget and resources.

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
	<ul style="list-style-type: none"> • 2007/08 <ul style="list-style-type: none"> – Multipurpose: Braamfischer; – Lombardy Golf Driving Range – Two Tshepisong Multi-purpose Courts – Arthur Ashe Upgrade – Orlando Stadium/Dobsonville Stadium. 	
<p>Greater number of users benefitting from assisted literacy and numeracy training at City libraries and targeted skills development programmes.</p>	<p>Skills Development programme:</p> <ul style="list-style-type: none"> • LIS have initiated the following skills development programmes with special focus on youth and women: <ul style="list-style-type: none"> – Internet access at public libraries; and – In support of the Premier’s Twenty Township Initiative Strategy, twenty libraries were identified in the Soweto area to receive free internet access. • Free internet access (and e-mail facilities) at libraries will benefit the public with the following: <ul style="list-style-type: none"> – Internet access linked to Career Development Management, Business Development database and Labour Market Information database (developed by DED); – Internet access supported by professional guidance from librarians; – Radically improved access to information for study, research and self-improvement; and – Equity in information access (everyone share in better information). • Preliminary site inspections were completed to establish the positioning of internet workstations. • Timeframes were not adhered to by the IT partners. Commitment from partners and CoJ capital funding is necessary to continue with this project. 	<p>Skills Development programme:</p> <ul style="list-style-type: none"> • Implement first phase of the project and provide internet access to twenty selected libraries by June 2008; • Implement one group training session by skilled staff in the retrieval of Council/Community information; • Submit business plan to secure additional funding to extend the project to more libraries; and • Implement the internet project at all libraries across the CoJ, subject to the commitment of the IT partners and sufficient funding from the CoJ.
	<p>Literacy training:</p> <ul style="list-style-type: none"> • Economic inequalities are addressed by providing literacy training at libraries across the CoJ; and • LIS used the Profit programme to provide traditional literacy classes and Media Works programme to deliver computer-based training. Beneficiaries in 2007/08 amounted to 793 and 166 learners registered for exams. 	<p>Literacy training:</p> <ul style="list-style-type: none"> • Target of 600 learners (150 women) enrolled and to ensure that 150 learners are registered for exams; and • Number of beneficiaries to increase to 650 and 180 learners registered for exams. 50% of libraries in CoJ to provide literacy training.
	<p>Business workshops/events and opportunities:</p> <ul style="list-style-type: none"> • Business workshops/events were hosted by fourteen libraries focusing on the youth on subjects such as starting a business, business plans, financial services, tender processes etc. 540 beneficiaries recorded in 2007/08; and 	<p>Business workshops/events and opportunities:</p> <ul style="list-style-type: none"> • To increase the number of participating libraries to eighteen.

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
	<ul style="list-style-type: none"> Delivering of active guidance and information services on business opportunities is enhanced by making Business Collections/Entrepreneurial Corners available at twelve targeted libraries. 	<ul style="list-style-type: none"> To maintain existing business corners and upgrade an additional 12 business collections to also include pamphlets, newspapers and BRAIN online information; and To promote the service more effectively and continue to host eighteen events and maintain and upgrade existing business collections with external partners.
	<p>Career Development Management:</p> <ul style="list-style-type: none"> Career guidance was delivered by thirty-four libraries and 2 333 beneficiaries were assisted in 2007/08; and Career guidance training for thirty staff to provide the service. 	<p>Career Development Management:</p> <ul style="list-style-type: none"> To increase the number of beneficiaries to be assessed to 500; and To increase beneficiaries to be assessed to 600 and link this project to the internet subject to cooperation from DED.
	<p>Mass Reading Development programme:</p> <ul style="list-style-type: none"> Two mass reading development programmes targeting the participation of 150 schools were implemented across the CoJ. The two competitions held were "Battle of the Books" and "Story Skirmish". Participation by 2 304 children. Two additional programmes operational at selected libraries are "Reading Holiday @ Your Library" and "Circles of Reading". 540 planned fun-filled events were held such as treasure hunts, puppet shows, story sessions etc. to entertain children and youth. Libraries Psyched 4 Science campaign held with special focus on model building competition for secondary schools, a Science Scuffle Quiz for primary schools and a career expo on science and technology promoting knowledge and awareness of science, mathematics and technology. Beneficiaries/participation total for 2007/08 amounted to 2 188 youth. Seven "Psyched 4 Science" excellent collections were established at selected libraries across the CoJ. 	<p>Mass Reading Development programme:</p> <ul style="list-style-type: none"> Four programmes operational by June 2009 and "Reading Holiday @ Your Library" implemented at thirty-eight libraries; Initiate new competition for indigenous material; Follow the existing format and increase the number of participants; Extend the Reading Holiday programme in partnership with selected Recreation Centres; and To follow the existing format and establish an additional seven excellent collections at targeted libraries subject to available budget and resources.
	<p>Establish a Centre of Excellence in partnership with Carnegie Corporation of New York:</p> <ul style="list-style-type: none"> 70 000 existing special collection items have been linked to the database; Material has been purchased to upgrade the collections on jewel design, music, study collections, etc; and Equipment was purchased for the digitisation of the news cuttings collections and curriculum-based school project files. 	<p>Establish a Centre of Excellence in partnership with Carnegie Corporation of New York:</p> <ul style="list-style-type: none"> Complete the next phase of the project/ operational business plan; Initiate the digitisation project pending progress by IT partners; 40 000 additional items to be linked to the database;

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
	<p>Information Services at eighty-four library service points:</p> <ul style="list-style-type: none"> • Provision of loan material, study material and reference services were delivered to the community at eighty-four service points across the CoJ; • Relevant material and other resources were processed and delivered to all eighty-four service points, satellite services and the five major GDS programmes; and • Capital projects: Through EPWP projects created 1 972 jobs and trained 774 people to date within the current financial year. A total of 2 746 jobs and training opportunities created within the 2007/08 financial year. <p>Entrepreneurial programme:</p> <ul style="list-style-type: none"> • Call centre training with 200 young people trained; • Youth Business Incubator sites such as Hydroponics Farming and Orange Farm skills centre; and • ECD caregivers trained on sewing, cooking and catering, basic computer literacy, business development, financial management, call centre, welding, brick-laying, home-based care, child protection, arts and craft. 	<ul style="list-style-type: none"> • Upgrading of the public library building to start in November 2008; and • To implement the next phase of the approved business plan in 2009/10 if conditional grant is renewed. <p>Information Services at eighty-four library service points:</p> <ul style="list-style-type: none"> • To deliver study, reference and learner services on prescribed standards and by skilled staff at twenty selected libraries; and • To maintain the existing services and increase the number of selected libraries to forty in total. <p>Entrepreneurial programme:</p> <ul style="list-style-type: none"> • In partnership with DED, to rationalise the Skills Hub programme; • Introduce Life Skills programme and implement training on tendering and procurement in all skills centres; • In partnership with DED, develop one group of cooperatives per region operating within a consortium/franchise model; • Each region to facilitate ten innovative small-scale poverty alleviation projects in the skills centres targeting beneficiaries in the indigence database of poor households; • Facilitate the training of SMMEs and cooperatives on tendering and procurement; • Business skills training for those in the second/survivalist economy; and • Expand the services offered in the existing techno hubs (life skills, youth advisory services and computer training).
<p>Increased number of developed public spaces (other than formal parks) where citizens can interact freely and safely.</p>	<p>Public spaces programme:</p> <ul style="list-style-type: none"> • Ellis Park Precinct; • Hillbrow/Berea/Yeoville Public Art programme; • Planning of the Jabulani Precinct; • Kliptown – Walter Sisulu Square; • Redevelopment of the Hector Pieterse Memorial; • Orlando Ekhaya; and • Fietas development. 	<p>Public spaces programme:</p> <p>Extension of the roll-out of upgrading and development of spaces through the use of public art across the regions.</p>

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
	<p>2006/07 Grassing Projects</p> <ul style="list-style-type: none"> • Alexandra Three square field; • Wembley Stadium upgrading three fields; • Pimville youth field; • Vlakfontein field; • Dlamini Multi-purpose fields; • Zoolake (irrigation upgrade); • Dobsonville ext 3 fields; and • Dlamini Multi-purpose. <p>Within 2007/08 financial year twelve soccer fields developed. To develop ten in 2008/09.</p> <p>Four Recreation Streets/Zones developed:</p> <ul style="list-style-type: none"> • Bertrams • Bella Vista • Tshepisoong • Senaoane • Jabavu. 	<p>Grassing Projects</p> <ul style="list-style-type: none"> • Two in Emndeni 4167 • Phiri 638 • Mapetla 3388 • Tladi 187 • Cnt Western Jabavu 5000 • Meadowlands 1933 • Pimville Zone 7138 • Moletsane 1804 • Jabulani 2229 • Emndeni 6467 • Dobsonville 8676 • Zola 6345/6348 • Emndeni 70 • Zola 1851/1 853 • Zola ext 16944/6945 • CW Jabavu 3147 • Diepkloof 13141.
<p>Steadily increasing percentage of residents who have either participated in, or attended, a CoJ led arts, culture or heritage initiative.</p>	<p>Public Arts programme:</p> <ul style="list-style-type: none"> • Arts Alive • Africa Day programme • Carnival • Disability Festival • Remembrance Sunday • HIV and AIDS Festival • Museums and galleries exhibitions programmes. 	<p>Public Arts programme:</p> <ul style="list-style-type: none"> • Annual programmes as listed and Freedom Parades in Soweto and Alexandra.
<p>Improved accessibility to sport and recreation facilities and programmes, both in terms of distribution across the city and average operating hours.</p>	<p>Sports and Development programme:</p> <p>Sport Administration courses to expand sport programmes.</p> <ul style="list-style-type: none"> • Women's Day Canoe development; • Ladies Cricket development; • Learn to swim; • Soccer, rugby, netball, softball, volley ball coaching clinics in regions with federations; • Tennis development programmes; • Athletics; and • Equestrian development in Soweto. 	<p>Sports and Development programme:</p> <ul style="list-style-type: none"> • Expansion of the Mayoral Cup programme to other metro councils; • Expansion of the Kiddies Olympic programme into other sporting codes; and • Subsidisation of needy students identified for training on equestrian programme.
<p>Xenophobic attacks on migrants to Joburg eliminated and tolerance of migrants increased.</p>	<p>Counter-Xenophobia and Common Citizenship programme:</p> <ul style="list-style-type: none"> • Migrants help desk established in Region F, G and C; • Public seminar and community dialogues have been implemented citywide; • A Migration Unit has been established and incorporated within the Human Development Directorate; • Annual City Carnival includes foreign nationals; • Anti-Xenophobia Awareness campaign facilitated in partnership with the Department of Home Affairs, CORMSA and Lawyers for Human Rights; • Establishment of satellite MHD offices in two regions; 	<p>Counter-Xenophobia and Common Citizenship programme:</p> <ul style="list-style-type: none"> • Inter-cultural dialogues to be run; • Establish year-long community dialogues and seminars aimed at improving tolerance towards migrants in the city; • Expand MHD satellite offices to a further four regions; • Set up a migrants' advisory committee; • Staff up a migration unit; • Ubuntu Cup will be expanded to include more participants and be a marketing tool for the city;

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
	<ul style="list-style-type: none"> Steering committee with social working groups focusing on transitional shelter and trading; Counter-Xenophobia campaign culminating into a citywide event (Ubuntu Cup); and Intercultural dialogues, Ubuntu Cup, Africa Day Celebrations and community awareness programmes as part of the sport and recreation programmes drives. 	<ul style="list-style-type: none"> Information and awareness campaign in all seven regions to encourage immigrants to make use of Council-presented programmes and facilities; Africa Day Celebration, value-added programmes and marketing drives will expand the programmes further; The Recreation Mobile vehicle will be driving this programme with marketing material and programmes encouraging participation; Develop and implement a citywide awareness campaign on human trafficking; and In partnership with 2010 office, train 200 trainers on counter-xenophobia strategies.
Increased range of youth activities and youth representation in city activities.	<p>Youth Development programme: The following events were held focusing on the youth and to improve on the development of special skills.</p> <ul style="list-style-type: none"> JoLife: One African Literary Festival with three literary development programmes and four major events were held with emphasis on indigenous publishing, intellectual products and the celebration of African writers. <p>Development programme:</p> <ul style="list-style-type: none"> Writing competition: Total of 230 entries received. There were eighteen overall winners in the different categories and age groups. Cultural exchange dialogues: Intercultural platforms to encourage the youth to discuss different cultures, music and literature were held at the Florida Library and Jabavu Library. 300 youth attended both sessions. Poetry/Short Story workshops: An interactive writing workshop facilitated by Prof. Maake was held at Diepsloot Library and attended by twenty-three enthusiastic youth who were given an opportunity to demonstrate their talents. A second workshop was held in Emndeni with thirty youth attending. <p>Festival events:</p> <ul style="list-style-type: none"> A Gala Evening was held on 14 March 2008 at the Civic Centre to award prizes for winners of the poetry and writing and reading competitions. 250 people attended which included the MMC, ED, media, parents, etc. Book discussion on "Things Fall Apart" by Chinua Achebe was held at Museum Africa on 15 March 2008 and thirty people attended the event which was facilitated by Prof. Maake, Walter Chakele and Liza Combrink. 	<p>Youth Development programme:</p> <ul style="list-style-type: none"> To follow the existing format and increase the number of beneficiaries to a minimum of 1 200; To establish an African Literature bookstore; To follow the existing format and increase the number of beneficiaries to 2 000 in celebration of the 2010 World Cup Soccer Competition; To maintain and upgrade the African Literature bookstore; Annual programmes with increased focus on youth development through the museums and galleries; Set up youth advisory centres City-wide youth forum; Implementation of Gateway project; Implementation of HIV/AIDS 46664 programme; Leadership and entrepreneurial project; Youth policy; Revised youth development strategy; City-wide drug abuse programme; Joburg youth services programme; Enablement of procurement benefit for forty youth-owned companies; Career development programme facilitating placement of youth in internships, learnerships and exchange programmes targeting 250 youth; Develop and implement a citywide entrepreneurial programme; Implement the Youth Policy as approved by Council; 14 000 young people to have benefited from the Drug Abuse programme; 7 000 young people participate in Joburg Youth Service programme; 10 000 serve through the Youth Empowerment Zones;

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
	<ul style="list-style-type: none"> • Storytelling Festival was held on 17 March 2008 at Alex 8th Ave Library. The African Theatre Group and Nomsa Mdlalose told exciting stories. • A Poetry Festival was held on 18 March 2008 in Lenasia. 200 learners attended the activity which included poetry performances by well-known poets. • A total number of 1 301 beneficiaries were reached in 2006/07 and 950 in 2007/08 by the literary festivals and the development programmes. <p>Carnivals and forums:</p> <ul style="list-style-type: none"> • Youth forums at the Hector Pieterse Museum; • Gerard Sekoto Youth Festival at Jhb Art Gallery; • JHMT – youth programmes; • Tours for orphans; • Procured services from the previously disadvantaged groups (i.e. women, youth, and PWD), of which R3 225 123,64 benefited youth-owned companies. • Action zones identified for Umsobomvu funding; • Youth forums and regional forums established; • Youth diversion: Gateway project for youth offenders implemented in partnership with Khulisa; • HIV/AIDS 46664 programme; • Youth Unit has been set up; • Youth War Forums being resuscitated; and • Youth Summit held. <p>Street Children Opportunity programme:</p> <ul style="list-style-type: none"> • A pilot sanctuary for children has been established in Region F; • Street Children Summit held; • A citywide policy on street children has been developed; and • Outreach work taking place in Region F through an inner city partnership. 	<ul style="list-style-type: none"> • 700 young people participate in mentorship programme; • Implementation of the sanctuary pilot; • Setting up an additional sanctuary; • Revised policy on children living and working on the street and an implementation plan; • Implement an All Night Shelter programme (ensuring that there is no person sleeping on the city streets); • Implement a No More Street Life programme (ensuring a 60% reduction of children on the streets); and • Establish children's shelters in two additional regions.
<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> <ul style="list-style-type: none"> • LIS provided a service to ten old age homes in 2006/07 involving the provision of loan collections of suitable books to the homes, especially in disadvantaged areas for on-site use. • Additional four homes for 2007/08 include Andries Meyer and the Nirvana old age homes in Lenasia, Millenium Centre in Kensington and Eventide Home in Emmarentia. 	<p>PWD Access and Support programme:</p> <ul style="list-style-type: none"> • To maintain existing loan collections and extend the support programmes to an additional seven old age homes; and • To maintain and upgrade the existing loan collections;

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
	<ul style="list-style-type: none"> • Enhancement of services to old age homes through the implementation of support programmes such as reading circles, talks, etc . . . were implemented in seven homes to assist with illiterate/low literacy levels of residents. • Additional 425 large print books were purchased to the value of R243 450. • Approximately 3 223 senior citizens have access to the programme at the operational fourteen old age homes and 17 200 items were circulated. • All arts, culture and heritage facilities are PWD accessible. • There is a resident dance programme at Museum Africa for PWDs (partnership). • Procured services from previously disadvantaged groups (i.e. women, youth, and PWD) of which R 1 331 114,50 benefitted PWD-owned companies. • Disability desk set up. • A draft policy on disability has been developed. • Eleven PWD placements in internship programmes within Community Development. 	<ul style="list-style-type: none"> • To monitor and evaluate the impact of the support programmes; • Development and implementation of policy on disability; • Enablement of procurement benefits for twenty PWD-owned companies. • Career development programme facilitating placement of PWD in internships and possible permanent jobs. Targeting 100 PWDs; • Implement one citywide programme for children with disabilities for all seven regions; and • Develop a programme to address the need for support required by old age homes.
<p>Increase the spend on NGOs and CBOs targeting programmes at vulnerable and poor households.</p>	<p>NGO and CBO Support programme:</p> <ul style="list-style-type: none"> • Street Opportunity Support programme: removal of children from the streets; • Development of sanctuary for street children; • Hosted Street Children Summit; and • Sourced four buildings for office space and programmes for NGOs and CBOs that complement the City's programmes. 	<p>NGO and CBO Support programme:</p> <ul style="list-style-type: none"> • Implementation of the sanctuary pilot; • Setting up an additional sanctuary; • Revised policy on children living on the street and implementation plan; and • Corporate management of buildings accommodating NGOs and CBOs.



Economic Development Sector Plan

INTRODUCTION AND OVERVIEW

The Department of Economic Development (DED) is the command centre for economic growth in the City, engaging pro-actively with all roleplayers to create the enabling environment for accelerated, shared and sustainable growth. While the department is responsible for the overall coordination and strategic direction of the economic development in the city, the other key role players are the four MEs that fall under it. Other role players include national and government departments and organised business.

The Finance and Economic Development Portfolio is made up of the core Department of Finance and Department of Economic Development and municipal entities, which are Metro Trading Company, Johannesburg Property Company, Johannesburg Tourism Company and Johannesburg Fresh Produce Market. The Department of Economic Development is responsible for developing policies and strategies to the extent that acceleration and shared and sustainable growth is achieved. The four municipal-owned entities in turn act as implementing agents. The core department therefore has an oversight function on the business of the four entities. This oversight role also encompasses the service delivery monitoring function of the four entities together with corporate governance and financial sustainability with the support of the Office of Finance. Due to the cross-cutting nature of economic issues, the core departments are also responsible for other economic catalytic functions that cannot be delegated to other departments. Such functions include:

- Development of policies and strategies;
- Regulatory and enforcement;
- Compliance monitoring and reporting; and
- Catalytic projects.

In this context, some of the deliverables that the eight directorates within the department are responsible for, include:

- Implementing the skills strategy jointly with SETAs, Gauteng Department of Education, FETs and private sector;
- Rolling out telecommunications infrastructure via BPO and broadband;

- SMME development and support through various institutional arrangements;
- Investment facilitation;
- Monitoring Broad Based Black Economic Empowerment (BBBEE);
- Monitoring economic trends;
- Policy and programme integration; and
- Service delivery agreement and compliance.

Challenges and opportunities

There are many reasons to believe that the Joburg economy, in line with national and international trends, will come under pressure over the short to medium term. The main negative factors are outlined below.

The skills shortage has been well documented and is a negative constraint throughout South Africa. The skills shortage is a factor of both inadequate numbers of suitable graduates, particularly in engineering and sciences and the emigration of skilled people. Since Joburg's economy is based on higher skills sectors, this is particularly important

The mainstay of the Joburg economy is the financial services sector which is under pressure as a result of rising interest rates, higher consumer debt and falling international equity markets.

The rapid rising fuel prices are having a serious impact on Joburg since it plays a major role as a freight and logistics hub. The City is dependent on road transport to move workers around and a large number of key items (such as food and fuel) have to be transported by road to the City.

The City faces some significant infrastructure constraints, largely around transport and electricity supply which significantly impacts on economic growth. The retail sector is also under pressure as consumers' disposable income falls. The retail sector is a key source of new employment opportunities for semi-skilled and young people. Lastly significant in-migration is placing heavy pressure on the City infrastructure as well as on land availability and property prices.

In 2005 the CoJ embarked on a process of reviewing its existing City Strategy, Joburg 2030, as well as consolidating the various strategic perspectives that exist across the City. The outcome of this process is a City Growth and Development Strategy (GDS).

Central to the review process was the assumption that the 2030 strategy had too heavily emphasised economic growth constraints and failed to provide direction in respect of human development initiatives (the principle assumption being that high economic growth would go a long way to solving the City's challenges). The 2005 Human Development Strategy went some way to addressing this gap. Overall the City had no single coherent story that described its understanding of economic development.

Central to the Johannesburg Growth and Development Strategy is therefore a development paradigm. This paradigm underpins the City's analysis of challenges and opportunities, its future vision, and its longer term strategic choices. In some ways this can be seen as the economic and development mandate for the city.

This development paradigm is a proposal for the route that the city should take to move towards its goals, given what can be said about which approach will feasibly bring the city to its goals fastest and easiest and/or with the greatest certainty of success. This statement of the optimal course of action for the City is based on a set of well-reasoned judgements about how it can best navigate evolving circumstances, by capitalising on available opportunities and managing emerging risks.

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

Below are the DED catalytic projects that will lead us on the right path to sustainable economic growth and development:

- Jozi Equity Fund (JEF or also known as the SMME Fund or SMME Equity Fund): An innovative venture to provide equity financing to support the City's own projects by developing the SMME business;

- Dirang Ba Bohle (DBB) Community Finance Institution (formerly known as the Community Bank): A micro finance institution to assist the City of Johannesburg's emerging entrepreneurs to access financial services and credit extension;
- Soweto Empowerment Zone (SEZ): A cluster-based SMME empowerment park to support, promote and formalise Soweto-based micro, small, and medium businesses;
- Inner City Property Scheme (ICPS): A programme to upscale, reconfigure and rejuvenate the inner city through the advancement of black property investors and the provision of adequate transitional housing;
- The Skills Hub: A primary delivery mechanism of the skills strategy that will involve the provision of the strategic direction, management and oversight of economically-driven skills development programmes to address unemployment and poverty alleviation;
- ICT Skills Hub: ICT skills development located in less advantaged communities (Orange Farm and Yeoville) and provision of business centre services;
- BPO Precinct: Key growth sector for job creation through targeted investment promotion into Johannesburg and the inner city in particular;
- Johannesburg Broadband Network Project (JBNP): A municipal broadband referred to as 'Digital' or 'Smart City' to ensure information age appropriateness whilst reducing telecommunication costs;
- City of Johannesburg/Johannesburg Chambers of Commerce and Industry Trade Point Initiative: Catalytic interventions providing trade related training that is key to helping emerging enterprises go global and access international markets;
- The Expanded Public Works Programme: Resulting in the creation of over 100 000 public works jobs and set to increase further, including learnerships created and all projects being EPWP compliant;
- Premium Hall at the Johannesburg Fresh Produce Market (JFPM): Creating value-added services to attract new clients and increase turnover and mitigate the threat of alternative markets; and
- Linear Markets: Providing formal sustainable trading space in the inner city, Cosmos City and, in future, Alexandra, Soweto, and Orange Farm.

Revision to the CoJ 2006-2011 IDP

This is an informal review of the Economic Portfolio five-year IDP sector plan since the re-establishment of the department as a stand-alone department in 2006, with the first review undertaken during the 2007/08 IDP annual review period. Most changes to the five-year objectives were instituted with the first revision. Only minor changes are effected with this revision and these include:

- Introduction of a separate five-year objective and associated IDP programmes focusing on poverty alleviation and job creation. The roll-out of the Dirang Ba Bohle Finance Institution is vital to achieving this objective. In order to show economies of scale and be accepted as key to bridging the current gap, especially in this turbulent economic downturn. This programme will be done jointly with external financial institutions, thus reducing the risk to CoJ.
- The skills programme has been consolidated to encompass the implementation of a skills hub.

Economic Development Sector Plan

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
Measured increase in sectoral diversification and growth in sectors targeted for city support.	<p>Sector Support programme: Support tourism, and especially the emerging tourism sector, by developing a well-publicised Joburg tourism package targeting both the local and international markets.</p> <ul style="list-style-type: none"> • 2010 tourism strategy approved and implementation to start (JTC/SS); • Tourism Signage plan approved – roll-out to begin (JTC/SS); • Mayoral report submitted for approval of the development of medical database as Medical/Health and Tourism Sector intervention (SS); 	<p>Sector Support programme: Support tourism, and especially the emerging tourism sector, by developing a well-publicised Joburg tourism package targeting both the local and international markets.</p> <ul style="list-style-type: none"> • Develop a database of medical tourism services offered in Joburg to promote internationally via JTC (SS); and • Facilitate second year of Joburg Shopping Festival (SS).

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
	<ul style="list-style-type: none"> • Launch of Jozi Shopping Festival took place on 16 September at Fourways View (JTC/SS); and • JTC participated in the following exhibitions – SAACI, African Hair and Beauty, IASP, IFORS, HICA and e-tourism (JTC). 	
	<p>Support the emergence and growth of the BPO industry:</p> <ul style="list-style-type: none"> • Identified the BPO Precinct (SS); • Investor facilitation commenced – DED partnership, contact in Gauteng and identified three investors (HCL – India/ CONVERSO and BARCLAYS UK) (TI); and • Inward investment in the inner city of R100 million and 1 000 new seats in the inner city (SS). 	<p>Support the emergence and growth of the BPO industry:</p> <ul style="list-style-type: none"> • 1 500 trained learners within the BPO sector with 80% employment rate (SS); and • Broadband telecommunications policy framework and by-laws (PPI).
	<p>Support the massive expansion of the small construction industry:</p>	<p>Support the massive expansion of the small construction industry:</p> <ul style="list-style-type: none"> • Target funding from the Jozi Equity Fund towards SME participating in City-owned and City-driven construction projects; and • Formation of ten business and construction co-ops for disabled persons (TBU).
	<p>Through a process of rigorous ongoing assessments, identify other industries to support and appropriate methods to support them (other sectors include wholesale and retail, medical, health and property):</p> <ul style="list-style-type: none"> • The City’s Economic Development Policy and Strategy Framework was approved by Mayoral Committee in November 2008 (PPI); • The Investment Incentives Policy Framework was finalised in February 2009 (PPI); • Consultants have submitted second part of the Development of Investment Initiative Policy Framework Report (PPI); • Final report incorporating the Investment Opportunities and Implementation programme has been submitted for the Urban Agribusiness Initiative – investment projects (SED); and • Consultants submitted a draft of the manufacturing strategy. Final strategy has been deliberately delayed to obtain at least 100 responses to an industry survey to better unpack constraints/needs of the industry (SS). 	<p>Through a process of rigorous ongoing assessments, identify other industries to support and appropriate methods to support them (other sectors include wholesale and retail, medical, health and property):</p> <ul style="list-style-type: none"> • Development of strategic plans/concept papers for the implementation, monitoring and evaluation of the Economic Development Policy and Strategy Framework (PPI); • Establishment of an advanced manufacturing incubator in underserved areas (SS); and • Development of strategic plans/concept papers for the implementation, monitoring and evaluation of the Entrepreneurship Policy Framework (PPI).

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
	<p>Support the Information and Communications Technology Sector:</p> <ul style="list-style-type: none"> • Linked to the JBNP. 	<p>Support the Information and Communications Technology Sector:</p> <ul style="list-style-type: none"> • Implementation of the Joburg Broadband Network Project (JBNP) (SS); and • Roll-out of four additional techno centres in partnership with Community Development (SS).
	<p>Lead the development of a nationally and internationally recognised 'creative city' by providing support to cultural/creative industries:</p> <ul style="list-style-type: none"> • Linked to TBU programmes. 	<p>Lead the development of a nationally and internationally recognised 'creative city' by providing support to cultural/creative industries:</p> <ul style="list-style-type: none"> • Support the production of a film documentary for ex-combatants (TBU); and • Facilitate the book writing programme on the history of armed attacks (untold stories) and freedom songs – musical CD jointly with Amandla Group (TBU).
Increase in the rate of formation of new businesses.	<p>Emerging Industries Support programme:</p> <p>Facilitate development of current contractors into sustainable small businesses (in Construction and Materials Supply Sector).</p> <ul style="list-style-type: none"> • Linked to the Jozi Equity Fund and policy development. 	<p>Emerging Industries Support programme:</p> <ul style="list-style-type: none"> • Development of the Second Economy Policy Framework and Strategy Framework (PPI).
	<p>Facilitate access to commercial and industrial property more suitable to the space requirements of start-up firms:</p> <ul style="list-style-type: none"> • 86,77% OPEX spend awarded to BEE (JPC); • 69,40% CAPEX spend awarded to BEE (JPC); and • 54,1% BEE participation in private sector property and construction sector (JPC). 	<p>Facilitate access to commercial and industrial property more suitable to the space requirements of start-up firms:</p> <ul style="list-style-type: none"> • Linked to SED programmes.
	<p>Develop and operationalise a regional equity fund:</p> <ul style="list-style-type: none"> • Business case and concept approved by Mayoral (SMME); • The implementation manager has been appointed (SMME); • Grant conditions finalised by an external lawyer (SMME); • Discussion with other funders is ongoing, awaiting firm commitments; • Launch plan in place (SMME); • Co-location of the JEF with the SMME directorate (SMME); and • Operationalise JEF (governance structures, staffing and systems) (SMME). 	<p>Develop and operationalise a regional equity fund:</p> <ul style="list-style-type: none"> • Fund additional number of SME participating in City-owned/City-driven projects (SMME); and • Through the grant agreement, the JEF is obligated to disburse at least 50% of its capital by the third year of operations (SMME).

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
	<p>Support development of emerging industries through the City's own targeted procurement:</p> <ul style="list-style-type: none"> • Jozi Equity Fund financial and business model is completed and caters for the City's own targeted procurement by providing capital to assist SMMEs (SMME); and • Development of the SMMEs' policy framework (SMME). 	<p>Support development of emerging industries through the City's own targeted procurement:</p> <ul style="list-style-type: none"> • Linked to Jozi Equity Fund.
<p>Reduce the rate of closure of firms in the City.</p>	<p>Industry Restructuring Support programme: Facilitate and support the restructuring of older and declining industrial areas to provide industrial space more conducive to industry regeneration.</p> <ul style="list-style-type: none"> • The feasibility study completed and consultative session held as well as meetings with neighbouring municipalities for the expansion of Lanseria Airport for the CoJ (SED); • Four out of seven phases of the study completed and a consultative session held with all key stakeholders (SED); • Industrial Parks Study completed and consultative session held. Awaiting Mayoral approval (SED); and • Evaluation of all proposals for the Township Economic Development has been completed and awaiting finalisation from Department of Housing (SED). 	<p>Industry Restructuring Support programme: Facilitate and support the restructuring of older and declining industrial areas to provide industrial space more conducive to industry regeneration.</p> <ul style="list-style-type: none"> • Citywide Township Economic Development programme (SED).
<p>Across City and municipal-owned entities, increased spend on new products and services that can be commercialised.</p>	<p>Research and Development Support programme: In partnership with existing national and provincial support agencies and sponsors or facilitate R and D funding for new industry segments.</p> <ul style="list-style-type: none"> • Linked to projects managed by the Targeted Beneficiary programme. 	<p>Research and Development Support programme: In partnership with existing national and provincial support agencies and sponsors or facilitate R and D funding for new industry segments.</p> <ul style="list-style-type: none"> • Development of strategic plans/concept papers for the implementation, monitoring and evaluation of the Targeted Groups and Economic Support Policy and Strategy Framework (PPI and TBU); and • Economic Summit for targeted beneficiaries (TBU).
<p>Expand the total volume and value of exports of goods and services in real terms.</p>	<p>Economic Connectivity programme: Implement a defined number of strategic projects (legacy projects) that enhance the image and position of Johannesburg as the financial, business services and trading hub: 'Mall of Africa'. City as a cross-border wholesale and retail trade hub linked to goods transport facilities and systems, especially for lower-income, cross-border shoppers.</p> <ul style="list-style-type: none"> • Published key marketing and tourism information brochures (JTC and SS); 	<p>Economic Connectivity programme: Implement a defined number of strategic projects (legacy projects) that enhance the image and position of Johannesburg as the financial, business services and trading hub 'Mall of Africa'. City as a cross-border wholesale and retail trade hub linked to goods transport facilities and systems, especially for lower-income, cross-border shoppers.</p> <ul style="list-style-type: none"> • Target 100 potential investors (TI); • Facilitate ten investment promotion projects (TI);

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
	<ul style="list-style-type: none"> • Promoted business tourism through twelve advertorials and advertising (JTC and SS); • Initiated the Johannesburg Flagship Magazine, produced brochures and newsletters (JTC and SS); • Forty-four firms assisted in export readiness training (TI); • Fifty-four SMMEs participated in export activities (TI); • Facilitated the establishment and provision of world class tourist information services for thirty-eight SMMEs (JTC and SS); • Facilitated the participation of four SMMEs in Meetings Africa Exhibition (JTC and SS); • Facilitated the grading of twenty B and B (JTC and SS); • Participated in three investment promotion activities (TI); • Targeted thirty-three companies in four locations (TI); and • Facilitating two companies. One on expansion and the other to establish an African office (TI). 	<ul style="list-style-type: none"> • Investment Incentives Policy Framework – development of strategic plans/concepts for implementation, monitoring and evaluation (PPI); and • Roll-out of touch screens in addition to portals in 200 locations (JTC).
	<p>Facilitate large inward investments through information provision and targeted facilitation support:</p> <ul style="list-style-type: none"> • Investment promotion strategy document awaiting Mayoral approval (TI); • Eight SMMEs exhibited at the Soweto Festival 24 to 28 September 2008 (TI); • Eight SMMEs met up with a Nigerian delegation organised by JCCI under the BITSA on 23 September 2008 (TI); • Three SMMEs attended the GEMS in London 1 to 3 September 2008 (TI); • Seven SMMEs participated in Asia Expo October 2008 (TI); • Five SMMEs participated in the Cuba Trade Fair; • Export promotion strategy is being finalised for approval by Mayoral Committee (TI); • Participated in the South African Investment Roadshow to China and Hong Kong and the South African Trade and Investment Conference in Cape Town (TI); • Targeted thirty-one potential investors (TI); and • Export promotion draft strategy is in the process of being completed by consultants (TI). 	<p>Facilitate large inward investments through information provision and targeted facilitation support:</p> <ul style="list-style-type: none"> • 200 SMMEs trained to export (TI); • Eighty SMMEs to implement export strategies (TI); • Establish a Johannesburg services export cluster (TI); • Develop a Trade and Investment Promotion website (TI); • Develop and launch investment marketing material cost of doing business and investors’ toolkit (TI); • Establish a Johannesburg exporters’ database; and • Facilitate the formation of ten business entities for ex-combatants (TBU).

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
	<p>Promote business tourism through information provision, the conference bureau, etc:</p> <ul style="list-style-type: none"> • Initiated three bids (JTC); and • Various institutions are being consulted with the possibility of developing and implementing the integrated skills development programme focused on training in the tourism industry (JTC). 	<p>Promote business tourism through information provision, the conference bureau, etc.</p> <ul style="list-style-type: none"> • Linked to JTC Convention Bureau and destination marketing.
	<p>Improve perceptions of visitors and investors towards Johannesburg:</p> <ul style="list-style-type: none"> • Linked to trade and investment promotions programmes and JTCs destination marketing. 	<p>Improve perceptions of visitors and investors towards Johannesburg:</p> <ul style="list-style-type: none"> • Linked to trade and investment promotions programmes and JTC destination marketing.
<p>Improve the profile of Johannesburg, both on the continent and internationally, as a core centre of finance, business and trade.</p>	<p>International Positioning programme: 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.</p> <ul style="list-style-type: none"> • Targeted investment promotion strategy completed and awaiting Mayoral approval (TI); • Showcased the destination through attendance at the World Travel Market exhibition in London and at four local exhibitions (JTC); • Formulated and activated the marketing and brand strategy (TI); • JTC participated in South African tourism roadshows that took place in Kenya, Tanzania and Nigeria. These roadshows provided a platform to undertake PR activities for the recent xenophobic attacks on foreign migrants (JTC); • JTC has won two international bids namely Miss World Pageant 2008 and Tourism Business Conference (JTC); • Monthly JBF meetings are hosted with key stakeholders (TI); • Showcased the destination through attendance at the World Travel Market exhibition in London and at four local exhibitions (TI); • Formulated and activated the marketing and brand strategy (JTC); • Foreign investor database has 500 companies (TI); and • The City has trained 154 SMMEs and also exposed a number of SMMEs to international and national exhibitions generating potential sales to the value of R4 million (TI). 	<p>International Positioning programme:</p> <ul style="list-style-type: none"> • Development of the Brain Exchange and Expatriate Talent/Expertise Circulation Policy Framework and Implementation Plan (PPI); • Development of a framework and implementation plan for the City's engagement with economically active migrants living in the City (PPI); • Leverage R1 billion of private sector investment (JPC); and • Improve the City of Joburg's ranking from 133 to 100 (JTC).

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
	<p>Provide investor services and aftercare:</p> <ul style="list-style-type: none"> • This is also part of the DED targeted investment promotion strategy (TI); and • Database of foreign and local investors established (TI). 	<p>Provide investor services and aftercare:</p> <ul style="list-style-type: none"> • Linked to DED targeted investment promotion strategy.
<p>Increased savings rate of households in the City as assessed through various surveys.</p>	<p>Household and Community Savings programme:</p> <p>Support the formation of savings and investment co-operatives and facilitate their access to an expanded range of banking products.</p> <ul style="list-style-type: none"> • The co-operative policy and strategy has been completed and approved by the Mayoral Committee (SMME). 	<p>Household and Community Savings programme:</p> <ul style="list-style-type: none"> • Linked to Dirang Ba Bohle Finance Institution.
<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> <p>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> <ul style="list-style-type: none"> • The City has currently trained 154 SMMEs and also exposed a number of SMMEs to international and national exhibitions generating potential sales to the value of R4 million (TI). <p>Make and Buy-Local programme:</p> <p>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. Work with targeted businesses to encourage and facilitate the re-start of local production.</p> <ul style="list-style-type: none"> • JFPM has appointed two transaction advisors and a facilitator for the Premium Hall (JFPM). 	<p>Make and Buy-Local programme:</p> <p>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> <ul style="list-style-type: none"> • Linked to trade and investment programme. <p>Make and Buy-Local programme:</p> <p>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. Work with targeted businesses to encourage and facilitate the re-start of local production.</p> <ul style="list-style-type: none"> • Finalise the design, operations and logistics plan and begin construction of JFPM Premium Hall (JFPM).
<p>Increase in the City's spending to targeted firms owned by specific categories of HDI (BEE, women, disabled, youth, etc.).</p>	<p>BEE Support programme:</p> <p>Expand and widely market the current BEE database.</p> <ul style="list-style-type: none"> • Introduced two BEE agents to the trading floor (JFPM); • Discussions with supply chain and OCIO on how to integrate the two databases have commenced (SMME); • An RFP to be issued to revamp the current BEE database (SMME); • The City's BBBEE Policy and Strategy Framework and Three Year Action Plan were approved by Mayoral Committee in July 2008 (PPI); • Targeted Groups Economic Support Policy and Strategic Framework to be completed by April 2009 (PPI); and • Development of the database and strategy for potential sources of external funding for DED projects and programmes – draft report received and is being reviewed (PPI). 	<p>BEE Support programme:</p> <ul style="list-style-type: none"> • Widely marketed integrated BEE database (SMME); • Activity report indicating usage of the BEE database (SMME); • Collection of data of disabled persons particularly young women with BEE companies (TBU); and • Introduce one BEE project (JFPM); and • Introduce one BEE agent (JFPM).

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
	<p>Expand and continuously refine the City's own targeted procurement:</p> <ul style="list-style-type: none"> • The ongoing consultation on the draft SMME strategy (SMME); • Awaiting approval of the SMME strategy and its interventions by the Mayoral Committee, in particular: <ul style="list-style-type: none"> – Jozi Rising – Certified City Business Programme – Partnership Scheme – Skills Grant (SMME); • Thereafter immediate implementation of the strategy as per the implementation plan to commence; • Integration between Jozi Rising and BEE database. Refer to BEE database (SMME); and • Develop a preferential procurement policy with supply chain for approval by Mayoral Committee (SMME). 	<p>Expand and continuously refine the City's own targeted procurement:</p> <ul style="list-style-type: none"> • Rolling-out of Jozi Rising to JEF SMEs, techno hubs and other community development facilities; initially estimated at 2 000 SMMEs per month. Refer to Jozi Rising, JEF and techno hubs (SMME).
	<p>BBBEE Support programme:</p> <p>Maximise the economic opportunity for BEE firms through creative use of the City's property portfolio.</p> <ul style="list-style-type: none"> • Approval of Inner City Property Scheme in September 2008 (ICPS); • Completion of the Inner City Property Scheme Financial Model (ICPS); and • Stakeholders engagements and road shows for Inner City Property Scheme is under way (ICPS). 	<p>BBBEE Support programme:</p> <p>Maximise the economic opportunity for BEE firms through creative use of the City's property portfolio.</p> <ul style="list-style-type: none"> • Implementation partnership of the ICPS (ICPS).
	<p>Catalyse opportunities for BEE through creative public-private partnership:</p> <ul style="list-style-type: none"> • Through the Business Place/Jozi Rising, the Soweto Festival and other projects the City assists enterprises to access City and other opportunities (SMME); and • The City sponsored the Soweto Festival that was held between 2 and 28 September 2008. Festival has a targeted focus on SMMEs who are sponsored by Standard Bank so as to exhibit (SMME). 	<p>Catalyse opportunities for BEE through creative public-private partnership:</p> <ul style="list-style-type: none"> • Integration between the Jozi Rising and BEE database. Refer to BEE database (SMME); and • Ongoing implementation of the BEE strategy (SMME).
	<p>Where feasible and appropriate, work with other agencies established by other spheres of government to ensure that HDI entrepreneurs have access to other institutional and financial support:</p> <ul style="list-style-type: none"> • Refer to progress on JEF, Jozi Rising and Dirang Ba Bohle (SMME); • Through the Business Place, the City assists enterprises to access institutional and financial support (SMME); and • Alignment of projects and programmes with other spheres of government and bordering municipalities – report finalised and will be presented to the Mayoral Committee in April 2009 (PPI). 	<p>Where feasible and appropriate, work with other agencies established by other spheres of government to ensure that HDI entrepreneurs have access to other institutional and financial support:</p> <ul style="list-style-type: none"> • Targeted Groups Economic Support Policy and Implementation Strategic Framework and development of strategic plans/ concepts for implementation, monitoring and evaluation (PPI); and • Refer to progress on JEF, Jozi Rising and Dirang Ba Bohle (SMME).

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
	<p>Where feasible and appropriate, facilitate the support to all city departments and MEs:</p> <ul style="list-style-type: none"> • Linked to other targeted procurement and SMME support programmes. 	<p>Where feasible and appropriate, facilitate the support to all city departments and MEs:</p> <ul style="list-style-type: none"> • Steering committee and forum to increase the City's openness to targeted firms, report targeted spending trends to EDs and Mayoral committee task team to address contract specific underperformance (SMME).
<p>Increased role of co-operatives in the city's economy, and increased number of informal traders in city-managed market spaces, graduating into formal businesses.</p>	<p>Informal and Community Sector Support programme: 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.</p> <ul style="list-style-type: none"> • Construction work on Quartz and Hoek Street 1 to be completed (MTC and SMME); • The consolidated Linear Markets business plan was approved by the Mayoral Committee (MTC and SMME); • The RFP for the development of informal trading policy implementation plan and 2010 (including communication and implementation strategy) has been completed (SMME); • 2010 by-laws, incorporating input from traders, were approved by Mayoral Committee (SMME); • Draft amendments to the current informal trading by-laws have been gazetted and published in all major newspapers for comments (SMME); • Hoek Street segment 3: <ul style="list-style-type: none"> – Negotiations with the private sector have concluded with documents finalised and all legal agreements signed by stakeholders (MTC and SMME); – Alternative arrangements for relocation during construction ongoing (MTC and SMME); and – Construction to commence once the plans have been approved (MTC and SMME); • Quartz Street Linear Market pavement finalised in three segments, constructors are busy with the fourth block (SMME/MTC); • Thirty-nine co-operatives established and in the process of finalising business plans. Five traders have graduated into formal trading (MTC/SMME); • There is an informal trading programme that is run by Wits University, and W and R Seta relating to the training of informal traders (MTC/SMME); and • Baseline research to develop MTC database on all traders in the City is in progress. 1 700 smart cards have been rolled out (MTC and SMME). 	<p>Informal and Community Sector Support programme:</p> <ul style="list-style-type: none"> • Demarcation and promulgation of restricted and prohibited areas in collaboration with legal and JMPD; • Implementation of Confederations Cup and 2010 informal trading strategy; • Implementation of by-laws enforcement framework that includes street trading by-laws and ensures that stalls are replaced with Linear Markets (SMME); • Noord Street Linear Market (MTC); • Wanderers Street Linear Market (MTC); and • Roll-out of 3 600 smart cards in MTC managed facility.

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
	<p>Facilitate a package of support for small manufacturing co-operatives:</p> <ul style="list-style-type: none"> • The co-operatives strategy has been completed and approved by the Mayoral committee in October 2008 (SMME); <p>• Ten co-operatives have been registered – a further ten are in the progress of being registered (MTC and SMME);</p> <ul style="list-style-type: none"> • A database of existing co-operatives is available (MTC); • MTC has registered twenty-nine Close Corporations (MTC); and • MTC has achieved 25% of its implementation plan for the development of an incubation facility for its traders (MTC). <p>Work with stakeholders to roll out a Dirang Ba Bohle Finance Institution that enables SMMEs, including co-operatives and informal traders, to build a credit record and access an expanded range of financial products:</p> <ul style="list-style-type: none"> • Discussions with Department of Housing to jointly roll-out the Dirang Ba Bohle Finance Institution are continuing (SMME); • Business case and concept approved by Mayoral Committee (SMME); • Discussions are continuing between the Department of Housing, DED, JPC and Community Development to jointly roll out the Dirang Ba Bohle Finance Institution (SMME); • DED to identify and invite potential NGOs, NPOs, CBOs, or any suitable not-for-profit organisation to undertake the operations of DBB (SMME); • Launch plan in place (SMME); and • Co-location of the DBB with the SMME directorate (SMME). 	<p>Facilitate a package of support for small manufacturing co-operatives:</p> <ul style="list-style-type: none"> • Establishment of a co-operative office within the City (SMME); and • Support existing co-operatives within the City, and facilitate the establishment of new co-operatives (SMME). <p>Work with stakeholders to roll out a Dirang Ba Bohle Finance Institution that enables SMMEs, including co-operatives and informal traders, to build a credit record and access an expanded range of financial products:</p> <ul style="list-style-type: none"> • Continue to fund SMMEs through pilots in Diepsloot and Orange Farm (SMME); • Based on the pilot results implement full roll-out of DBB (SMME); and • Expression of interest to attract private sector funders (SMME).
<p>Increased number of beneficiaries reached by City-facilitated skills development initiatives.</p>	<p>Skills Development programme: In partnership with business, develop an expanded bursaries programme that will massively increase the flow of bursaries to university and FET learners.</p> <ul style="list-style-type: none"> • Included as part of the business case and plan modelling of the Skills Hub. Refer to progress on the skills strategy. 	<p>Skills Development programme:</p> <ul style="list-style-type: none"> • Facilitate skills audit of disabled persons on the database to be collected (TBU); • There are an estimated 3 500 destitute ex-combatants in and around Johannesburg, some semi-skilled. However, they are unable to find jobs. Funds for training will be provided for forty participants who meet the criteria (TBU).

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
	<p>Develop a City skills strategy focused on the skills supply/demand chain that first leads to the identification of a list of critically scarce skills in the city, to guide other initiatives:</p> <ul style="list-style-type: none"> • Implementation of the Skills Strategy has commenced including: <ul style="list-style-type: none"> – Approval of the business case and plan modelling of the Skills Hub by the Mayoral Committee; and – The RPL'ing of over 2 000 artisans has been completed. 	<p>Develop a City skills strategy focused on the skills supply/demand chain that first leads to the identification of a list of critically scarce skills in the city, to guide other initiatives:</p> <ul style="list-style-type: none"> • Source funding from strategic partners (DoL/NSF/private sector/etc.) (SMME); and • Rolling out of the City's skills strategy through the Skills Hub including LMID, RPL etc. (SMME).
	<ul style="list-style-type: none"> • Appointment of two service providers to expedite the items below to be finalised: <ul style="list-style-type: none"> – The certification ceremony of the 1 561 'artisans' who were successfully RPL'd (SMME); – Setting up of the panel of 'artisans' who are ready to be contracted; – Phase 2 of the RPL Project which targets the RPL'ing of up to 1 000 ex-military veterans; and – Implementation of the Skills Hub. • Launch plan in place; • Co-location of the Skills Hub with the SMME directorate; • Operationalise the Skills Hub (governance structures, staffing and systems) (SMME); and • Integration of economically driven skills projects within the City (SMME). 	
	<p>Work in conjunction with educational institutions and the business community to ensure that educational institutions supply the industries with the relevant skills:</p> <ul style="list-style-type: none"> • On-going process of funding approximately twenty students per year with Wits Plus, to supply the industries with the accounting skills and business-related skills (SMME); • Initial discussions are currently underway with the Department of Research at Vaal University of Technology with a focus on developing technical skills at graduate level and targeting critical skills shortages at post-graduate and doctoral levels (SMME); and • MTC, together with Transportation Department, implemented customer care training for two taxi operators (MTC). 	<p>Work in conjunction with educational institutions and the business community to ensure that educational institutions supply the industries with the relevant skills:</p> <ul style="list-style-type: none"> • Linked to the City's Skills Strategy (SMME).

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
	<p>Work with universities and FET colleges to increase the intake of more learners in career paths that are linked to current economic skills' needs:</p> <ul style="list-style-type: none"> • Included as part of the business case and plan modelling of the Skills Hub. Refer to progress on the skills strategy (SMME). 	<p>Work with universities and FET colleges to increase the intake of more learners in career paths that are linked to current economic skills' needs:</p> <ul style="list-style-type: none"> • Linked to the City's Skills Strategy (SMME).
	<p>Develop a next-generation EPWP that expands the range of training beyond the current offerings:</p> <ul style="list-style-type: none"> • 123 079 EPWP jobs created up to the end of the second quarter of the fourth year of implementation (EPWP); • Nine officials received training in NQF 5 and NQF 7; • A total of twenty-nine learnership projects for EPWP Vuku'phile Learnerships were approved; • EPWP office participated in two-cities' network engagement. The first one was at the Umsunduzi Municipality on 29 July 2008. The second one was a bi-monthly EPWP-inclusive Cities Network meeting; and • Hosted EPWP Lekgotla with all CoJ departments and MEs to address the following: <ul style="list-style-type: none"> – Institutional arrangements – Training strategy – Task rates – Review of EPWP policy. 	<p>Develop a next-generation EPWP that expands the range of training beyond the current offerings:</p> <ul style="list-style-type: none"> • Participate in Five-Cities' Network Reference groups and hosting one session. Convene ten MANCO meetings and eight EPWP SCM meetings. Participate in four national EPWP learning forums (EPWP); • Train sixty city officials in NQF 5/7. Train 100 officials on MIS and EPWP reporting templates (EPWP); • Monitoring of learnerships' implementation for all City departments and entities (EPWP); • Increase EPWP branding and marketing (EPWP); • Organise at least twenty tours of work to at least fifty projects (EPWP); and • Absorption of disabled into training programmes (TBU).
	<p>Within 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> <ul style="list-style-type: none"> • Targeted Groups Economic Support Policy and Strategy Framework being developed and should be finalised by May 2009 (PPI); • The City sponsored the Soweto Festival, which has a targeted focus on youth through the Youth and Careers Expo (SMME); and • The SMME Directorate is working closely with the Human Development Directorate within the Community Development Department regarding the implementation of the Youth Strategy and the Turnaround Strategy for Skills Centres – both central mechanisms for up-scaling skills and work-related programmes targeting vulnerable groups such as youth (SMME). 	<p>Within 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> <ul style="list-style-type: none"> • Linked to the City's skills strategy (SMME).

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
	<p>Combined Skills Development programme (various):</p> <ul style="list-style-type: none"> • Linked to informal trader development and skills development programme. 	<p>Combined Skills Development programme (various):</p> <ul style="list-style-type: none"> • Support the ex-military combatants in start-up and emerging businesses with skills entering into labour market (SMME); • Up to 3 500 informal traders trained through business skills programme and enrolled in mentorship programme which seeks to link traders with business opportunities (SMME); and • Train up to 1 500 informal traders through partnership (SMME).
<p>Economic base of under-developed areas of City increased over five years.</p>	<p>Area-based Economic Development programme:</p> <p>Design and roll-out an intervention strategy within townships and under-developed areas, e.g. the Alexandra Renewal Programme, Soweto Development Initiative, and the Soweto Empowerment Initiative, to accelerate economic development.</p> <ul style="list-style-type: none"> • Launch of Soweto Five Year Economic Development Plan and Business Summit (SED); • Bara central 50% completed (SED/JPC); • Southern farms and Misgund 10% completed (SED/JPC); • Rietvlei 70% completed (SED/JPC); • Orlando Ekhaya phase 2, 90% completed (SED/JPC); • A township economic development programme is being developed and roll-out began in July 2008 (SED); • Evaluation of proposals for Region Special Economic Development Plans for B and E has been finalised and service provider appointed (SED); • Security services have been contracted for the SEZ, and have been upgraded to armed guards (Special Projects); • Electrical cables have been re-installed for the SEZ (Special Projects); • Logo for the SEZ has been finalised and a report submitted for the Mayoral Committee meeting for January 2009 (Special Projects); and • Secured URL for the SEZ (www.sowetoempowermentzone.com) (Special Projects). 	<p>Area-based Economic Development programme:</p> <ul style="list-style-type: none"> • Implementation and coordination of Five Year Soweto Economic Development Plan (SED); • Accelerate the roll-out of the SEZ (Special Projects); • Part implementation of the Deep South Economic Development Plan (SED); and • Establish one BEE distribution centre in previously disadvantaged area (JFPM).

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
	<p>Market and implement the inner city Urban Development Zone:</p> <ul style="list-style-type: none"> • Successfully promoted the UDZ tax incentive. Recorded private sector investment worth R6,4 billion cumulatively (SED); • Minister of Finance has extended the UDZ by five years from 2009 to 2014 as contained in the budget speech tabled before parliament on 20 February 2008 (SED); and • The UDZ tax Incentive programme has been re-launched and submission made to National Treasury regarding the re-demarcation of the new boundaries to cater for shadow areas (SED). 	<p>Market and implement the inner city Urban Development Zone:</p> <ul style="list-style-type: none"> • Marketing and implementation of the Urban Development Zone programme and Region F Economic Development Plan (SED).
	<p>Assist with the restructuring and renewal of industrial areas, inter alia by exploring the introduction of demolition (or other) incentives:</p> <ul style="list-style-type: none"> • A citywide agri-business strategy and implementation plan has been finalised and is awaiting Mayoral approval (SED); and • Better Building programme has been extended into a wider mandate and renamed as the Inner City Property Scheme (ICPS). 	<p>Assist with the restructuring and renewal of industrial areas, inter alia by exploring the introduction of demolition (or other) incentives:</p> <ul style="list-style-type: none"> • Linked to SED programmes.
	<p>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:</p> <ul style="list-style-type: none"> • This is an on-going project and focus on rigorous economic development intervention. The department is currently developing a proactive strategy to hamper inner cities' economic decay (SED); and • MTC has formulated a sustainable facility management strategy document (MTC). 	<p>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.</p> <ul style="list-style-type: none"> • Implementation of projects emanating from the Regional Economic Development Framework (Region A, B, C, D and E) (SED); and • Leverage R500 million to facilitate improvement in the south of Joburg and inner city (JPC).

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
	<p>Investigate feasibility and, where appropriate, design and roll-out key economic infrastructure and other support in areas of future economic opportunity; notably Kya Sands/Lanseria and in and around the Gautrain stations:</p> <ul style="list-style-type: none"> • An Airport Economic Feasibility Study and Special Economic Zone initiative has been completed and is awaiting Mayoral approval (SED); • Findings of the study presented to external and internal stakeholders (SED); • Service provider has been commissioned to undertake feasibility study completed by June 2008 with roll-out and implementation starting in 2008/09 (SED); • Architectural and layout plans for Marlboro and Midrand are being carried out (SED); and • The Airport City Spatial and Economic Zone report to be presented to Mayoral Committee in April 2009 for approval on the recommendations on the way forward (SED). 	<p>Investigate feasibility and, where appropriate, design and roll-out key economic infrastructure and other support in areas of future economic opportunity; notably Kya Sands/Lanseria and in and around the Gautrain stations:</p> <ul style="list-style-type: none"> • Detailed Airport Economic Development Plan (SED).
	<p>Facilitate improved urban management in targeted areas:</p> <ul style="list-style-type: none"> • Linked to sector support programmes. 	<p>Facilitate improved urban management in targeted areas:</p> <ul style="list-style-type: none"> • Roll-out of the BPO precinct and ceremonial launch (SS).
<p>Reduce 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).</p>	<p>Conducive Environment programme: Investigation of incentive packages to support specific sectors.</p> <ul style="list-style-type: none"> • Discussions under way with potential service providers to define the scope for the Economic Impact Assessment Framework (PPI). 	<p>Conducive Environment programme:</p> <ul style="list-style-type: none"> • Assessment of economic programmes with those in other spheres of government and bordering municipalities to determine synergies (PPI); • Assessment of the Economic Regulatory Framework (PPI); and • Projects and Programme Impact Assessment Framework (PPI).

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
	<p>Conducive Environment programme: Facilitate the extension of cost effective broadband ICT infrastructure to all businesses.</p> <ul style="list-style-type: none"> • The tender process for the Joburg Broadband Network Project has been completed. The City owns substantial amounts of assets in the form of fibre and negotiations are underway to secure the use of fibre networks of SANRA. By securing these negotiations the City will have a substantial footprint to form the basis of the JBNP (SS); and • Broadband by-laws currently being redrafted by the service providers and they should be ready for consideration by stakeholders in mid March 2009 (PPI and SS). 	<p>Conducive Environment programme: Facilitate the extension of cost effective broadband ICT infrastructure to all businesses.</p> <ul style="list-style-type: none"> • Linked to JBNP (SS).
	<p>Introduce a citywide survey to identify other/changing micro-economic constraints (e.g. restrictive regulations) on investment and systematically address these where appropriate:</p> <ul style="list-style-type: none"> • Assessment of by-laws with negative impact on economic activity to be completed by June 2009 (PPI). 	<p>Introduce a citywide survey to identify other/changing micro-economic constraints (e.g. restrictive regulations) on investment and systematically address these where appropriate:</p> <ul style="list-style-type: none"> • Projects and Programme Impact Assessment Framework (PPI).
	<p>Economic Support programme: Provision of economic development information to serve as input in economic policy and strategy formulation for the City.</p> <ul style="list-style-type: none"> • 2008 Annual Economic Review completed (ER); • Economic growth forecasting model for the City completed (ER); • Presented the 2008 Annual Economic Review to the Mayoral Committee in September 2008 (ER); and • Presented the quarterly presentation to the Economic Development Sub-Committee on the state of the South African economy and implications to the economy of the City in September 2008 (ER). 	<p>Economic Support programme:</p> <ul style="list-style-type: none"> • Economic Data Subscriptions (ER); • Annual Economic Review (ER); • Economic Development Resource Centre (ER); • Quarterly presentations on the state of the economy and its implications to the City (ER); • Regular economic column contribution to the DED Newsletter (ER); • Bi-monthly economic development seminars (ER); • Economic Development Advisory Panel – semi annual meetings (ER); • Update of the City's economic growth forecasting model including different budget scenarios for the City (ER); and • Economic data and profile of all CoJ Regions (ER).

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
<p>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).</p>	<p>Skills Development programme: 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.</p> <ul style="list-style-type: none"> • The LMID service provider recommended, to be appointed subject to budget availability. 	<p>Skills Development programme: 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.</p> <ul style="list-style-type: none"> • Integrate the labour market information database with the Skills Hub and other economically driven skills programmes within the City (SMME).
	<p>With partners, support skills development that will feed emerging industries with large job-absorption potential (e.g. call centre staff, construction, and telecommunications):</p> <ul style="list-style-type: none"> • BPO sector has been identified as a sector able to absorb large pools of labour, especially women and youth (SS); • There has been an expression of interest by Indian Call Centre to partner with the City (SS); • Database of property to be catalogued. SMME incubator devised and identified (SS); • Finalisation of the Implementation and Roll-out Plan for the Skills Hub is currently under way and includes setting up of targeted focus groups with various stakeholders for the Hub including business sector, employers, FEIs and HEIs, SETAs and relevant government departments such as the DOL and DTI. Refer to progress on the Skills Hub (SMME); and • Work has commenced between EPWP and skills programme on building an EPWP dataset that will form part of the Labour Market Information Database (SMME). 	<p>With partners, support skills development that will feed emerging industries with large job-absorption potential (e.g. call centre staff, construction, and telecommunications):</p> <ul style="list-style-type: none"> • Linked to skills development programme.

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
100% City of Johannesburg compliance with all relevant legislation.	<p>100% City of Johannesburg compliance with all relevant legislation:</p> <ul style="list-style-type: none"> • Ensured procurement protocols, processes and practices are in line with all relevant legislation (ME); • Ensured alignment to CoJ budgeting processes and methodology (ME); • Compiled and finalised four ME business plans jointly with MEs (ME); • Monitored and evaluated four ME quarterly reports (ME); and • Monitored ME turn-around strategies to ensure sustainability (ME). 	<p>100% City of Johannesburg compliance with all relevant legislation:</p> <ul style="list-style-type: none"> • Compilation and finalisation of four ME business plans jointly with MEs (2009/10) (ME); • Monitoring and evaluation of quarterly reports of four MEs (ME); • Regular monitoring of MEs' turn-around strategies (ME); • Ensuring procurement protocols, processes and practices are in compliance with MFMA (ME); • Alignment to the City's budgeting processes and methodology (ME); and • Continuity and sustainability (ME).
Financial Management programme	<p>Financial Management programme: Implement all necessary Operation Clean Audit initiatives to enhance and facilitate proper management of systems in adherence to GAMAP principles.</p> <ul style="list-style-type: none"> • Continuous engagement and support of Directorates and MEs to ensure compliance and achievement of clean audit. 	<p>Financial Management programme:</p> <ul style="list-style-type: none"> • Provide support to MEs and Directorates to ensure clean audit (ME).
	<p>Keep personnel expenditure to acceptable levels to release funds for aggressive service delivery improvements:</p> <ul style="list-style-type: none"> • Personnel costs are currently within prescribed limits as prescribed by National Treasury (ME); and • Ensured compliance with the City's administration policies and procedures (ME). 	<p>Keep personnel expenditure to acceptable levels to release funds for aggressive service delivery improvements:</p> <ul style="list-style-type: none"> • Compliance with the City's administration policies and procedures (ME); and • Manage personnel costs within prudential limits as prescribed by National Treasury (ME).
Enterprise-wide Risk Management programme	<p>Enterprise-wide Risk Management Programme:</p> <ul style="list-style-type: none"> • Through an integrated enterprise-wide risk management framework across the City, identify other risks that may affect the City, and work to mitigate their impact. 	<p>Enterprise-wide Risk Management Programme:</p> <ul style="list-style-type: none"> • Manage risk management process in conjunction with JRAS (ED).



Environmental Management Sector Plan

INTRODUCTION AND OVERVIEW

The Environmental Management Portfolio has been in existence since the new Mayoral term started in March 2006. Its establishment was to ensure that environmental sustainability issues are high on the City's agenda in line with international trends. The growing awareness about climate change issues and the recognition that local environmental concerns have a global dimension provide an opportunity for the city to put these concerns at the centre of global development debate and to respond accordingly and appropriately to such concerns. Johannesburg as an aspirant world-class African city intends to be globally recognised as taking proactive response to environmental global concerns.

The Environment Portfolio is made up of the Environment Department, Johannesburg City Parks (JCP) and the Johannesburg Zoo. The Environment Department is responsible for developing policies and strategies for conservation and biodiversity. Johannesburg Zoo and Johannesburg City Parks act as implementing agents. The Environment Department therefore has an oversight function on business of the two entities. This oversight role also encompasses the service delivery monitoring function of the two entities together with cooperative governance and financial sustainability, with the support of the Office of the MMC. Due to the cross-cutting nature of environmental issues, the core department is also responsible for other environmental functions such as:

- Development of policies and strategies;
- Regulatory and enforcement;
- Compliance monitoring and reporting; and
- Oversight on environmental performance of the city in general.

Within this context, the department therefore has the following directorates responsible for:

- Air quality and climate change;
- Natural resources management;

- Environmental regulatory and compliance services;
- Waste management and regulation;
- Policy integration and integrated awareness; and
- ME service delivery monitoring.

Johannesburg City Parks is responsible for the management of the City's parks, cemeteries and nature conservation whilst Johannesburg Zoo provides conservation education, research and recreation functions to the citizens of the City.

Challenges and opportunities

The Environment Sector is confronted by a number of challenges that may affect its service delivery mandate. The attempts to mitigate the impact of these challenges have provided major opportunities for the department to efficiently and effectively deliver on its mandate.

The legislative and policy environment that gives guidance to the work of the Department is ever-changing and thereby expanding the scope/mandate of the department. The department participates in ongoing legislative processes of relevant departments such as the Department of Environmental Affairs and Tourism, the Department of Minerals and Energy and the Department of Water Affairs and Forestry. The department also engages with the provincial Department of Agriculture, Conservation and Environment on any legislative and policy initiatives. Through this process the City anticipates and prepares for implementation of new policy and legislative requirements. There is also participation at SALGA environment sub-committees to ensure alignment with neighbouring municipalities.

Since the establishment of the Department, notable successes include the establishment of a dedicated Directorate for Air Quality and Climate Change. This is considered the first for a city in South Africa. This has been due to the recognition that cities are at the centre of climate change response. South Africa is a signatory to some of the international treaties and conventions designed to deal with the emerging multi-lateral environmental issues. The department also participates in the international and national forums and initiatives to address these issues.

Johannesburg experiences high levels of air pollution due to reliance on private vehicles and the burning of fossil fuels such as coal for space heating and cooking, specifically in low-income areas. The establishment of the Directorate for Air Quality and Climate Change has led to implementation of specific programmes to respond appropriately. The implementation of the Rea Vaya Bus Rapid Transit System, alternative coalburning methods and education and awareness programmes, to mention a few, will go a long way in contributing to a reduction in emissions and improvement of poor air quality levels. An awareness programme on how to burn coal efficiently, Basa Njengo Magogo (BNM), has been implemented in Soweto and Alexandra and will be rolled out until the end of 2009. This programme has led to notable behavioural changes in fire lighting methods to reduce emissions.

The Directorate of Natural Resource Management has been established to respond to challenges on biodiversity, conservation, open spaces and catchment management. Whilst surface water quality remains a challenge mainly due to blocked sewers, ageing and inadequate infrastructure and littering carried via the stormwater drains into Johannesburg's rivers, there has been some progress in terms of responding to the issues. Quarterly reporting with specific action plans to address pollution is in place. A hotspot action programme has also been implemented to respond to recurrent hotspot areas. Appropriate institutional mechanisms have been put in place to deal with this issue. There is collaboration with appropriate government departments, forums, communities and the private sector to do river clean-up and rehabilitation. Catchment management rehabilitation remains a key priority in the attempt to reverse environmental degradation. The rehabilitation of the southern catchment, the Klipriver/Klipspruit Greening and Rehabilitation project, is one of the biggest projects for the department and is implemented by JCP. Further to this is the completion of rehabilitation plans for Bruma Lake and Zoo Lake, including rehabilitation of the Jukskei catchment. The department, working with Johannesburg Roads Agency and Johannesburg Water, is intervening directly on stormwater management and sewer maintenance respectively.

The availability of landfill air-space and accessibility creates a challenge of illegal dumping in the City. The department regulates the transportation and movement of waste in the City through its waste-licensing programme, whilst Johannesburg Metro Police undertakes enforcement. The Directorates of Waste Management and Regulation develop waste policy, which in turn is implemented by Pikitup and other service providers, through licensing. The department is working with the Infrastructure and Services Department, Environmental Health and Pikitup to ensure that a proactive strategy is implemented to reduce illegal dumping. The strategy includes doing a feasibility study on changing the current practice of waste storage, collection and disposal to explore material recovery throughout the City. It is imperative to note that in order to meet the Polokwane Declaration targets there is a need to have a 360-degree turn on the current waste management practice by the City, its municipal-owned entities and other waste generators and service providers.

As a rapidly urbanising city, there is a lot of development pressure on valuable environmental resources and this falls under the scope of the Directorate of Environmental Regulatory Services.

Environment is a specialised field and in order to understand the good or bad changes caused by anthropogenic factors, sophisticated scientific monitoring systems and specialised skills are required to inform decision-making and enforcement. Although the department has secured resources to deal with this challenge, more funding will be required for expansion of some of the scientific monitoring systems. The mandate of the department is ever-expanding.

The City of Johannesburg is known as the Urban Jungle. However, it is evident that parks and trees that make up this urban forest occur predominantly in the northern, as opposed to the southern parts of the City. Through Johannesburg City Parks, the department has a huge programme of developing parks and planting trees in the previously disadvantaged areas of the South.

Revision to the CoJ 2006-2011 IDP

This is a second review of the Environmental Portfolio Five-Year IDP Sector Plan since the re-establishment of the Department as a stand-alone department in 2006, with the first review undertaken during the 2007/08 IDP annual review period. Most changes, particularly to the five-year objectives, were instituted with the first revision. Only minor changes are effected with this revision and these include:

- Introduction of a separate five-year objective and associated IDP programmes focusing on provision of burial space. This was informed by the increasing demand for sustainable burial spaces in the long-term due to an increase in deaths, and the challenges of availability of such spaces. There is therefore a need for Johannesburg City Parks to identify and prioritise short-term and long-term programmes in addressing these challenges.
- The implementation of the Extended Public Works Programme has also been included as a new strategic goal. Johannesburg City Parks and Johannesburg Zoo creates more than 1000 jobs through EPWP, thus contributing to social and economical development of communities. Further JCP intends to pursue accreditation with the Local Government Sector Education and Training Authority (LGSETA) in order to provide EPWP training in the green industry. This training will ensure that environment best-practices are integrated in the programme as well.
- One of the programmes aimed to increase the Johannesburg Zoo animal collection to 3500. Currently the number of species has been increased to 2700 animal species; however the Zoo foresees challenges in attaining the original goal. The Temple of Snakes feature has not been completed, and when complete will only increase animal collection numbers by 100. Further there are challenges in capital funding of other features to increase the number of species. This programme has therefore been revised to a 2800 animal collection.
- 100% achievement of compliance and projects (CAPEX/Flagship) unattainable have target changed to 95%.

Initiatives towards meeting the GDS principles

Environment is responsible for the coordination of the two following GDS indicators:

- **Indicator 13, total city ecological footprint in square kms:** The data required to measure this indicator is not readily available hence the department has commissioned a study to assist in the collation of information to measure this indicator, with an intention of integrating this information into the current five-year IDP programmes.
- **Indicator 14, number of days per annum that air pollution is within the city's air quality guidelines:** The Department monitors air emissions through its air quality stations and has recently added two new stations. This information is reported as part of departmental quarterly reports.

Key programmes for the remaining term

The Environment Portfolio assessed its mid-term performance and came up with the following key programmes that will ensure that the department achieves its five-year objectives and subsequently the City's long term goals:

Water resources (rivers, impoundments and wetlands) improvements

- Ongoing water quality interventions in identified water quality hotspots – Mshenguville, Alexandra/Wynberg, Bosmont, Bruma Lake, Princess Dump, Kaalspruit;
- Implementation of Klipriver/Klipspruit Legacy project – Dlamini and Orlando Dube nodes; and
- Rehabilitation of Lenasia and Orlando Dam wetland.

Air quality improvements

- Roll-out Basa njengo Magogo domestic reduction programme in Lenasia, monitor and report on impact of this initiative;
- Undertake air quality licensing and permitting as per CAPCO delegations; and
- Introduce incentive schemes for voluntary reduction of air emissions – industries and vehicles sector.

Waste Management

- Continue with waste minimisation initiatives during major events;
- Establish an enforcement unit and undertake aggressive by-law enforcement targeting illegal dumping sites; and
- Conduct region-specific education and awareness campaigns.

Climate change mitigation and adaptation programmes

- Complete retro-fitting of council-owned buildings programme;
- Undertake the greening of BRT and install solar water heaters (ARP and Cosmo City); and
- Determine flood-prone areas.

Demand-side management

- Introduce demand-side management by-law (energy);
- Review water service by-law; and
- Conduct demand-side management education and awareness campaigns.

Biodiversity and open space management

- Facilitate proclamation of identified conservation areas and nature reserves;
- Increase number of learners visiting the Zoo through introducing interactive programmes;
- Increase number of disadvantaged learners visiting the Zoo;
- Undertake re-zoning and zoning of open spaces through implementing Open Space Master Plan and ensuring correct zoning in development applications; and
- Develop parks in Jabavu, Chiawelo and Diepkloof.

Mainstreaming of environmental issues

- Continue with compliance monitoring of strategic projects (Gautrain, Cosmo City and ARP), City's CAPEX projects and private developments;
- Integration of information from the State of the Environment Report and catchment management policy into City's planning tools such as RSDFs and the SDF; and
- Ensure the capacity building and training of planners and MEs on environmental requirements.

Sector response to community issues

The City went through a comprehensive public participation process during March and April 2008, which included regional summits hosted per ward, and stakeholder summits. During these summits three issues were prioritised per ward. A broad range of environmental issues were raised from these engagements, indicating an improved awareness of the importance of environmental issues, as well as significant contribution of environmental management in improving the lives of citizens. These included the following areas:

- **Biodiversity and conservation management:** Official recognition and protection of identified conservation areas within wards;
- **Wetlands and river protection:** The need to protect wetlands and rivers for future generations, as well as to minimise health-associated impacts as a result of degraded watercourses;
- **Waste minimisation initiatives:** The establishment of recycling facilities, which will reduce waste going to landfill sites while also providing job opportunities to the community;
- **Parks development:** Upgrade and maintenance of parks, to contribute towards beautification of wards in general; to contribute towards social development and to provide a safe environment for children to play in; and
- **Open space management:** Open space management is critical in catering for social community needs and preventing crime as unmaintained open spaces promote crime and illegal dumping.

The department and MEs (City Parks and Johannesburg Zoo) provided a detailed response on how these issues will be addressed. There are already ongoing programmes to deal with some of these issues, such as a proclamation of conservation areas with biodiversity assessment study conducted; the identification of areas to be proclaimed/protected; the re-zoning of open spaces; the protection and rehabilitation of watercourses, including an ongoing rehabilitation programme in the upper Jukskei; and the ongoing Klipriver/Klipspruit Legacy Project focusing on eco parks development and wetlands protection within the identified corridor.

Request for park developments and upgrades (Jabavu, Chiawelo, Diepkloof and Meadowlands) have been included in the 2009/10 cycle.

Sector contribution to 2010 FIFA World Cup

The 2010 World Cup is around the corner with a number of major projects such as upgrading of stadia having been implemented by the City in preparation of an event of this magnitude. The following are amongst the programmes implemented by the sector in preparation of 2010:

- **2010 Greening programme:** This programme includes the beautification of road islands; the development of eco-parks; and the rehabilitation of the Klipriver/Klipspruit corridor. Much work has been done already with thirty-four eco-park nodes already designed and actual development of eco-parks and wetland rehabilitation completed in some parts of the corridor.
- **Green Goal standards:** FIFA has made available its green goal standards; the City will develop operational plans/guidelines to ensure that these standards are implemented.
- **Waste management:** The Environment Department has started implementing waste management initiatives during major events, which focus on waste separation, thus promoting recycling and the re-use of waste generated during events. Guidelines for waste management during events have also been developed and are currently being implemented.
- **2010 CAPEX projects:** The department also ensures that the 2010 projects implemented by the City comply with relevant environmental regulations, such as NEMA, through compliance monitoring. Further, the department ensures that the projects are prioritised by approving authorities, i.e. GDACE, to help fast track implementation.

Environmental Management Sector Plan

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
<p>10% improvement in integrity of water courses.</p> <p>10% improvement in river health.</p> <p>10km of watercourses rehabilitated.</p> <p>Two water bodies rehabilitated for ecological and recreational purposes.</p> <p>10% improvement against water quality requirements set for the river reserve.</p>	<p>Ecological Reserve Preservation programme and River Health programme:</p> <ul style="list-style-type: none"> • Catchment policy and storm water by-laws and framework completed as facilitated through JRA; • Conceptual designs for the rehabilitation of Upper Jukskei have been completed and Record of Decision (ROD) received; • Status quo assessment of two priority impoundments, i.e. Bruma Lake and Zoo Lake, completed and improved aesthetic and bio-aquatics life (birds, fish and aquatic vegetation) as a result of ongoing maintenance done at Westdene Dam, Moroka Dam, Dorothy Nyembe dam, Blue Dam and Florida Lake; • Klipriver/Klipspruit Legacy Project – completed open space master plan design for thirty-one nodes, Mapetla and Mofolo Wetland and Regional Parks and Dorothy Nyembe nursery; and • Detailed designs and development of Dlamini node, Phase Three development of Mapetla Wetland Park, further development of Mofolo node and Development of the Eco-Parks (Ubuntu node and Mofolo South node). 	<p>Ecological Reserve Preservation programme and River Health programme:</p> <ul style="list-style-type: none"> • Implementation of Klipriver/Klipspruit Greening and Rehabilitation Project – Dlamini and Orlando West nodes; and • City-wide flood-line determination.

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
<p>100% completion of wetland audit for protection of wetlands.</p> <p>Five wetlands rehabilitated for aquatic habitats and watercourse.</p>	<p>Management of Wetlands programme:</p> <ul style="list-style-type: none"> • Wetlands audit of all wetlands across the City completed and a clean-up of seven wetlands to date as part of the long-term rehabilitation programme; • River bank stabilisation was undertaken at Mapetla Wetlands Park, as well as Diepkloof Spruit through SANBI Working for Wetlands programme; and • Other wetlands that were rehabilitated include Florence Bloom, Bosmontspruit, Lenasia and Vodacom wetlands. 	<p>Management of Wetlands programme:</p> <ul style="list-style-type: none"> • Rehabilitation of Lakeside and Orlando Dam wetlands.
<p>To increase the total land area proclaimed as conserved area from 1.3% to 5% of the City's total area.</p>	<p>Biodiversity Protection programme:</p> <ul style="list-style-type: none"> • Preliminary zoning baseline data and zoning for priority conservation areas completed; • Compiled and submitted a consolidated list of potential areas for proclamation, which included approximately sixty-seven recreational parks, and forty-one nature areas; • Five ecological management plans were developed for the following areas: Kloofendal Nature Reserve, Kloofendal, Cosmo City, Melville Koppies, Rietfontein and The Wilds, for implementation according to legislation; • Biodiversity assessment completed; • 1519 ha cleared of alien vegetation through Working for Water and JCP; • Biodiversity and Conservation Environmental Education programme reached approximately 23 772 during 2006/07 and 19 684 beneficiaries during 2007/08 fiscal years (a total of 43 456 beneficiaries to date); • Approximately 173 units of wildlife game have been accounted for in all reserves that have capacity; • Develop and implement a long-term local biodiversity strategy for CoJ; and • Development and implementation of eco-tourism business case for selected conservation areas. 	<p>Biodiversity Protection programme:</p> <ul style="list-style-type: none"> • Development and implementation of ecological management and development of master plans for selected conservation areas; and • Continue with protection of sensitive habitats diversity, capacity building and training.

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
<p>To enhance the city's bio-diversity through the Zoo, Botanical Gardens and nature reserves (green belts).</p>	<p>Johannesburg Zoological and Botanical Gardens:</p> <ul style="list-style-type: none"> • 2700 species available at the Zoo; • Some of the attraction features completed at the Zoo include Discovery Centre, Bears to Lemurs/Madagascar, with Temple of Snakes to be completed soon; 	<p>Johannesburg Zoological and Botanical Gardens:</p> <ul style="list-style-type: none"> • Initiate benchmarking programmes that link Joburg Botanical Garden with other national and international botanical gardens and research tertiary institutions;
	<ul style="list-style-type: none"> • Interactive snake demonstration added to programme at Discovery Centre; • Hosted two bio-diversity and two Year of the Frog events; • Completed Arbor Day event – 2 988 learners attended; • The Zoo has seen 67 648 visitors in the first two months of 2008/09, well on track to reach target of 480 000 visitors annually. Number of learners seen in first two months is 16 276; and • Developed and implemented strategies to increase the number of disadvantaged groups visiting the Zoo. 2 429 disadvantaged learners have already visited the Zoo this year for free. 	<ul style="list-style-type: none"> • Establish partnerships to promote biodiversity programme • Development of a research based Environmental Education Centre and continue with participating in research projects to protect endangered species; • Continue to increase the number of animals in Zoo through developing internal husbandry manual; • Produce and manage eight active animal stud-books and initiate programmes to improve and ensure animal well-being; • Continue with increasing the number of learners visiting the Zoo annually through introducing and implementing interactive programmes at the Zoo for education and recreational purposes; • Increase the number of disadvantaged learners visiting the Zoo; • Increase the number of visitors visiting the Zoo annually to 500 000 and create incentives for return visits; and • Continue to host bio-diversity events.
<p>To establish a network of open spaces that contribute to social and environmental opportunities.</p>	<p>Metropolitan Open Space System Implementation programme:</p> <ul style="list-style-type: none"> • Completed Open Space Development Framework and also completed ground-truthing of seven key open space areas worthy of inclusion into green network; • Development of open spaces and parks completed – Avalon cemetery upgrade, Diepsloot cemetery, Lenasia cemetery, crematoria, Diepkloof Park extension, Chiawelo Park development, Diepkloof Memorial Park (Extreme Park Makeover), Pioneer Park and Cosmo City parks; • Five parks were upgraded in the 2007/08 financial year in the inner city complementing the Inner City Charter Commitments – Pieter Roos, Edith Cavell, Alec Gorshel, Donald Mckay and JZ de Villiers Parks; • City beautification – twenty-six road islands developed/upgraded; and • Development of Green Servitude Regulatory Tool for CoJ. 	<p>Metropolitan Open Space System Implementation programme:</p> <ul style="list-style-type: none"> • Continue with implementation of Open Space Master Plan developed for four regions; • Review of open space by-laws; • At least forty open spaces properly zoned as public open spaces; and • Ground-truthing done at Kloofendal and surrounds, Klipriviersberg NR and surrounds, Rietfontein NR, Pimville Koppies, Lower Klipriver (Lenasia) and three areas within Region G.

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
	<p>Burial Space Programme:</p> <ul style="list-style-type: none"> • Primary developments of Diepsloot and Waterval cemeteries have been completed with additional development being rolled out over the next five years. These two cemeteries can provide a primary amount of 520 000 graves. • Additional sites at Avalon and Olifantsvlei have been identified and are going through the EIA process, ready for development within the next two years. 	<p>Burial Space programme:</p> <ul style="list-style-type: none"> • Upgrade of Lenasia and Avalon cemeteries.
<p>To increase the number of trees on sidewalks and in parks and private properties by 200 000.</p>	<p>City Greening programme:</p> <ul style="list-style-type: none"> • Over 91 000 trees have been planted at the end of 2007/8 versus the target of 200 000 with tree number 90 990 planted in celebration of Nelson Mandela's 90th birthday. 62 000 more trees to be planted; • Total of 6165 trees planted (excluding 3 000 street trees) at Cosmo and Alexandra Renewal Projects; and • Memorial Tree programme introduced in July 2008. 	<p>City Greening programme:</p> <ul style="list-style-type: none"> • Develop Beautification Master Plan (design) for 2010 and beyond; and • Continue with the tree-planting programme: 62 000 trees target.
<p>5% Reduction in air pollution levels from a baseline index of (2005), within specific pollution categories.</p>	<p>Air Pollution Prevention programme:</p> <ul style="list-style-type: none"> • Completed BNM demonstration project in Alexandra (10 000 households) and Soweto (30 000 households); • Vehicle emissions reduction strategy completed and two voluntary testing programmes implemented as part of awareness creation; • Completed licensing and permitting strategy for scheduled processes; • Completed audit of 500 boilers in the City; • 70% completion of an emissions inventory, i.e. domestic data, part of vehicle data and industries, and all air quality sources and pollutants have been mapped; • Voluntary rating scheme developed for industries and vehicles; • Completion of emissions inventory, linked to Green House Gas inventory; • Dispersion modelling – quantification of emission sources and implications for planning; and • Development of Cleaner Production (CP) Process guidelines for selected industries, 	<p>Air Pollution Prevention programme:</p> <ul style="list-style-type: none"> • Implementation of targeted interventions to reduce air pollution in the domestic sector (BNM roll-out in Lenasia); • Regulation and enforcement in respect of air emissions from industrial sources – CAPCO delegation; • Implementation of voluntary rating and incentive schemes within industry and vehicles sector; and • Implementation of identified cleaner production initiatives (state-owned medical facilities, crematoria, boilers)

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
<p>Action plans implemented to address pollution hotspots (four areas).</p> <p>10% improvement against water quality requirements set for the river reserve.</p>	<p>Water Pollution programme:</p> <ul style="list-style-type: none"> Continued with implementation of Water Quality Monitoring programme and hotspots programme (Klipriver, Bosmontspruit, Princess Dump, Mshenguville and ARP); Continued with engagement of relevant stakeholder forums to address water pollution challenges and pollution incidents and non-compliance issues investigated and referred for corrective action; Ongoing Upper Jukskei litter trap and river clean-up initiatives – 32 511 kg of litter removed; and Maintenance and river clean-up for specific areas done through EPWP programme. Removed 32 511 kg of waste to date and forty-two people employed. 	<p>Water Pollution programme:</p> <ul style="list-style-type: none"> Implementation of Water Quality Monitoring programme in line with the Surface Water Quality Enhancement Plan; Continue with clean-ups and maintenance of Upper Jukskei (litter trap maintenance); and Ongoing interventions in water quality hotspot areas – five areas identified.
<p>15% reduction in tonnages of waste disposed to landfill based on 2006/07.</p>	<p>Waste Minimisation programme:</p> <ul style="list-style-type: none"> Waste minimisation programmes implemented at ARP and Cosmo City include piloting of crushers for construction rubble recycling and minimisation, waste clean-up and education and awareness training for 3400 people and licensing of construction vehicles. Separation of waste at source during major events and diverted more than 173 tons of waste from disposal by landfill at city events and through awareness and clean-up campaigns. Established guidelines on waste separation at events and operations of buy-back centres. Facilitated the establishment of a buy-back centre at Orange Farm, Alexandra buy-back centre, Cosmo City buy-back centres and Zondi buy-back centre improvements. Registered, renewed and licensed more than 740 waste service providers; More than 3300 fines were issued for non-compliance with waste management by-laws; and Waste minimisation strategy for Region F. 	<p>Waste Minimisation programme:</p> <ul style="list-style-type: none"> Waste separation at source (major events) through waste management strategy and regulations; Waste minimisation initiative with production/manufacturing companies; Waste management monitoring through Waste Information System (WIS); Continue with registration and licensing of waste service providers; Compliance monitoring for city-owned and privately-owned landfill sites; and Regulation and enforcement in respect of waste By-laws.

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
2% reduction in GHG emissions through flagship projects.	<p>Climate Change Mitigation programme:</p> <ul style="list-style-type: none"> • 170 and fifty-two solar water heaters installed at Cosmo and ARP respectively and beneficiaries trained on use of technology and its benefits. Further roll-out planned. • Retro-fitting of five council-owned buildings completed and further retro-fitting of twelve council-owned buildings under Clinton Climate Initiative planned. • Project Idea Notes (PIN) for BRT CDM and Cosmo City CDM completed, currently undertaking CDM PDD process. • Implementation of emission reduction strategy with Ekurhuleni and Tshwane. 	<p>Climate Change Mitigation programme:</p> <ul style="list-style-type: none"> • Facilitation of implementation of retro-fitting for remaining council buildings; • Facilitation of implementation of solar water heaters (Cosmo City and ARP); • Greening of BRT – resource efficiency measures; and • Climate proofing.
To improve City's resilience to climate change impacts.	<p>Climate Change Adaptation programme:</p> <ul style="list-style-type: none"> • Climate Change Action Plan completed; • Completion of general vulnerability assessment; • Implementation of sector-specific initiatives; and • Detailed studies undertaken, e.g. storm water, flooding, risk assessment, cost-benefit analysis. 	<p>Climate Change Adaptation programme</p> <ul style="list-style-type: none"> • Identification of flood-prone areas within the City; and • Continue with climate change vulnerability assessment and implementation of identified initiatives.
Demand-side Management.	Draft DSM energy by-law	<ul style="list-style-type: none"> • Finalisation of DSM energy by-law; • Development of Water Conservation and Demand Strategy Action Plan; and • Review of water services by-law.
Establish and strengthening institutional mechanisms to implement environmental strategies within the City.	<p>Institutional programme:</p> <ul style="list-style-type: none"> • Established inter-governmental relations with the GDACE and DME, IGR forum planned with Gauteng metros on matters pertaining to environmental management; • Provincial liaison meetings on Environmental Implementation Plan for Gauteng; • Established citywide awareness forum with MEs and core departments; and • Continued with participation in the DANIDA-funded programme on Urban Environment Management and Climate Change. 	<p>Institutional programme:</p> <ul style="list-style-type: none"> • Continue with strengthening inter-governmental partnerships (national, provincial and local) and other private institutions; and • Continue with information-sharing sessions with Gauteng metros through two seminars annually.

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
To integrate environmental best-practices and principles in key city plans and programmes.	<p>Mainstreaming of Environmental Issues Citywide programme:</p> <ul style="list-style-type: none"> • Environmental policy principles included in comments on development applications; • Generic Environmental Management Plan completed; • Environmental Compliance strategy in place as overall framework to guide environmental compliance; • Environmental legislative requirements incorporated into CIMS; • Capacity building training on environmental legislative requirements of Land Use Management, Building Control and the Johannesburg Roads Agency; and • Implementation of the Modderfontein/ Kyalami EMF. <p>Environmental Awareness and Communication programme:</p> <ul style="list-style-type: none"> • Hosted successful Climate Change Summit during World Environment Week (Summit, June 2008). • A number of Environmental Education programmes were implemented: Greening the Workforce including greening of schools, schools holiday programme, public exhibitions, environmental competitions and theme day celebrations. • The Environmental Education programme reached approximately 23 772 during the 2006/07 and 19 684 beneficiaries during 2007/08 fiscal years (a total of 43 456 beneficiaries to date). 	<p>Mainstreaming of Environmental Issues Citywide programme:</p> <ul style="list-style-type: none"> • Incorporation of wetlands protection, wetlands audit outcomes catchment management policy, state of the environment, greening requirements (tree planting and servitudes) into IDP process and other key city planning tools; • Continue with annual capacity building training on environmental requirements for planners and MEs (Part Three); and • Information repository/database on sustainability indicators. <p>Environmental Awareness and Communication programme:</p> <ul style="list-style-type: none"> • Conduct three awareness programmes on water resource management (KK); • Organise awareness on domestic and vehicle air emissions through BNM and car-free days campaigns; • Conduct waste management campaigns in at least four regions; • Continue with resource efficiency programme in additional seven schools and initiate a schools' ambassador programme; • Design and promote a schools environmental awards programme as part of the provincial Bontle ke Botho (clean and green schools) campaign; • Conduct resource efficiency campaigns with households through media advertising and theme day celebrations and region specific awareness campaigns; and • Arrange youth summit on environmental capacity building as part of World Environmental Day and Youth Month in June.
	<p>Environmental Management System:</p> <ul style="list-style-type: none"> • Completed Environmental Management System and launched the environmental policy statement and roll-out of Waste (paper) Recycling programme in the City through Environmental Management System. 	<p>Environmental Management System:</p> <ul style="list-style-type: none"> • Continue with EMS awareness-raising internally; • Commence awareness with external businesses and industry; and • Encourage EMS implementation in three targeted businesses and industry.

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
	<p>Legislative and Policy Reform programme:</p> <ul style="list-style-type: none"> • Inclusion of environmental requirements in town planning processes; • Commented on the National Environmental Management Environmental Laws Amendment Bill and the NEMA EIA proposed amendments; and • Commented on the Land Use Bill Review of open space and tree by-laws. 	<p>Legislative and Policy Reform programme:</p> <ul style="list-style-type: none"> • Continue to investigate legislative changes that impact on the operations of the entities.
90% compliance to environmental legislation to ensure continual improvement of the City's projects	<p>Compliance Monitoring programme (CAPEX and flagship projects):</p> <ul style="list-style-type: none"> • Compliance of flagship projects and City CAPEX above 90%. 	<p>Compliance Monitoring programme (CAPEX and flagship projects):</p> <ul style="list-style-type: none"> • Ongoing monitoring of compliance of flagship projects and city's capital projects with respective frameworks; and • Review of NEMA amendments and new EIA Regulations.
To develop and maintain an integrated environmental management information system.	<p>Scientific data management systems in respect of air, water and waste and analysis of trends to inform future planning and decision making:</p> <ul style="list-style-type: none"> • State of Air Report completed; • State of Environment Report and State of the Energy Report under way; and • Continued with streamlining existing plans/policies/strategies to inform RSDFs (GIS spatial layer). 	<p>Scientific data management systems in respect of air, water and waste and analysis of trends to inform future planning and decision making:</p> <ul style="list-style-type: none"> • Continue with updating and maintenance of an integrated information management system; • Monitor change in State of Environment Report through environmental indicators; and • Continue updating spatial plan with new environmental information.
Enhance growth in the EPWP programme	<p>EPWP programme:</p> <ul style="list-style-type: none"> • Total of 3 596 new jobs created through EPWP programme; and • Total of 1 424 people trained to date. 	<p>EPWP programme</p> <ul style="list-style-type: none"> • Creation of 4 000 jobs through EPWP.



Financial Sustainability Sector Plan

INTRODUCTION AND OVERVIEW

The Financial Sustainability Sector is entrusted with the responsibility of coordinating the City's efforts through formulation and enforcement of policies, rules and regulations to facilitate financial sustainability. This sector oversees good governance and provides for equitable and affordable service to the City's citizens. The sector is further responsible for ensuring financial balance between the municipal entities, core administration and other relevant stakeholders, i.e. other spheres of government, business, civic society and international partners; as well as compliance with relevant legislation, regulations and governance practices. Whilst performing the above functions this sector also ensures compliance with the Municipal Finance Management Act (MFMA), thus acting to meet the current developmental changes.

The Financial Sustainability Sector finds itself in an era of environmentally prudent revenue collection, financial strategy and financial and funding planning. This creates a juxtaposition of sustaining, and even increasing revenue collection, yet making green choices to save depleting natural resources and satisfy all sector expectations. The mandatory 10% power conservation and investment on solar geysers is one example. These are extraordinary times that compel the sector to sustain and protect infrastructural investment amidst the global financial turmoil.

Minister of Finance, Trevor A Manuel, Budget Speech 2009 informs that, 'In the past ten months, the International Monetary Fund has revised its forecast for global growth in 2009 no less than five times, from 3,8% in April last year to its current estimate of just half a percent'. When the minister provided an outlook for the South African economy, he pointed out that '... growth in 2009 is forecast to be 1,2%, the lowest rate since 1998 ... Several sectors have retrenched workers and the pace of job losses may accelerate further'. It is against this background that the 2009/10 deliverables for the Financial Sustainability Sector Plan are contextualised.

The Financial Sustainability Sector comprises of two departments, the Finance Department and Revenue and Customer Relations Management (R & CRM). These departments share the following long-term goals:

- Empowered customers enjoying highest standards of customer care and responsiveness;
- 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;
- A city with stable and growing revenue streams;
- Expanding range of capital funding options, supported by strong capital finance risk management; and
- Sustained excellence in financial management.

The Finance Department has, as its long-term mandated goal, the efficient management and sustainability of the City's finances. This is embodied in the structure of the department, which seeks to address all the financial aspects of running the City. The department therefore has strong interactions with the Municipal Entities (MEs), particularly through its shareholder unit which monitors the enterprises' governance with the view of maximising shareholder value in the interests of the community. It also ensures the maintenance and development of infrastructure while maintaining the financial viability and sustainability of the MEs through optimal utilisation of assets.

The Finance Department is primarily responsible for the following:

- Planning and allocation of budgets according to IDP and ensure effective cash flow management, loan financing, investment planning and financial risk management;
- Manage centralised treasury functions and act as the City's central banker, which involves managing the primary bank accounts, borrowings, investments and financial risk management for the City and its MEs;
- Develop and review the City's rates policy and ensure effective billing of rates, manage and monitor performance standards across the revenue value chain;
- Draw up and implement general and supplementary valuation rolls for the City in terms of relevant legislation;
- Enable an effective control environment to ensure compliance with acceptable financial and accounting practices, ensuring that the City maintains an effective, efficient and transparent financial and risk management and internal control systems while also providing financial administration functions. Set up group financial policy and framework and monitor group financial performance and reporting;
- Develop and implement an effective and efficient supply chain management system; and
- Reviewing, monitoring and overseeing of the affairs, practices, activities, behaviour and conduct of the MEs to satisfy the CoJ that the MEs affairs and businesses are being conducted in the manner expected and in accordance with commercial, legislative and other prescribed or agreed norms.

The core functions of the Revenue and Customer Relations Management (R & CRM) Department includes, amongst others, the following areas:

- Collection of revenue for rates and services;
- Credit management in respect of rates and services;
- Facilitation and implementation of the billing cycle from inception;
- Management of citywide customer relations through a single customer view;
- Management of the citywide policy and strategy in respect of CRM; and
- Overseeing electronic and physical CRM channels.

R & CRM Department is the face of the City of Johannesburg and therefore inherently works with all departments and municipal-owned entities. Therefore, while the department is not directly responsible for the management of municipal entities, functions of the department are intertwined with the operations of the municipal-owned entities. The department relies on municipal-owned entities on functions such as the reading of meters, to enable the department to produce an accurate bill, issuing of prompt statements, etc.

Revision to the CoJ 2006-2011 IDP

The following revisions are proposed in the Financial Sector Plan to guide deliverables for 2009/10 and beyond:

Five-year strategic objective	Five-year IDP objective/programmes	Reason for change
Availability of cost effective capital finance to fund the capital programme.	Pursue the City's public borrowing programme (Domestic Medium-Term Notes) to raise at least R6 billion to 2010.	Within the approved R6 billion from the DMTN the City has borrowed an accumulated amount of R3,8 billion from the beginning of the term, with R1 billion planned for 2008/09. The remainder of R1,2 billion will be left for the 2009/10 financial year.
Over the five-year term an average of 10% of city-wide capital spending funded through public private partnerships.	Public-Private Partnership programme.	Due to the legislation not being passed at the time of the IDP signing off, it is therefore difficult to quantify the 10% as it has a lot of other interactions. The sector will however continue to provide progress on the implementation of this IDP programme.

Financial Sustainability Sector Plan

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
Completion of Programme Phakama to ensure full business integration across the value chain.	<p>Programme Phakama:</p> <ul style="list-style-type: none"> • Institutionalised readiness for implementation of Programme Phakama; • Process and transaction training on track; • Finalisation of in-scope staff migration completed; and • System design completed and tested. <p>Responsive Customer Care:</p> <ul style="list-style-type: none"> • Complaints raised versus resolved at 99%; • Scripting in four different languages; and • Embracing new business demands MPRA, new Social Package. 	<p>Programme Phakama:</p> <ul style="list-style-type: none"> • Programme Phakama implementation; • 200 employees trained on SAP processes; • Migration of staff and budget provision; • A drive towards optimisation of Customer Service Centre, • Implementation of the Extended Social Package; • Fifty-one employees trained on new Social Package (one per contact centre); • Additional staff to respond to customers; • Technology improvement on the contact centre; • Reduction in time taken to answer calls; • 100% readiness to implement key strategic projects; • Sustain 70% customer satisfaction despite forces of NCA, MPRA and credit control; and • Reduce number of outstanding queries by 3%.

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
<p>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>Average 95% rate of collection of billed revenue.</p>	<p>Maximise revenue collection and billing:</p> <ul style="list-style-type: none"> • Increase in revenue collection to R7,4 billion against financial turmoil in the world. 	<p>Maximise revenue collection and billing:</p> <ul style="list-style-type: none"> • Increase in revenue collection; • Address interim readings reducing impact on refunds and clearance figures; • Increase revenue collection to minimum R7 billion; • 100% continued support in the implementation of the Inner City Property Scheme, as well as focus on clearances and refunds in the inner city; and • Increase telephone collections.
	<p>Financial control and reporting:</p> <ul style="list-style-type: none"> • Staff trained to respond to the NCA, monitoring and evaluation against its implementation; and • Staff trained on Municipal Property Rates Act, 2004 (MPRA) implementation. 	<p>Financial control and reporting:</p> <ul style="list-style-type: none"> • 100% compliance with NCA; and • Support the implementation of MPRA.
<p>70% customer satisfaction in respect of billing.</p>	<p>Refunds and clearances efficiencies:</p> <ul style="list-style-type: none"> • Increase of active customers receiving bills to 80%; • 96% refunds issued within 30 days; and • 72% clearance certificates issued within 30 days. 	<p>Refunds and clearances efficiencies:</p> <ul style="list-style-type: none"> • Accurate billing management; • Phase pilot – automation of clearance processes; • 95% clearance certificates and refunds issued within 30 days of application (excluding properties with meter-related issues); • 70% properties on the billing system metered and billed with accurate bills; • Increase in active customers receiving bills to minimum of 83%; and • 95% of rates and refuse account holders receiving accurate bills by June 2010.
<p>Implementation and management of new rates policy and valuation roll with minimum disruption.</p>	<p>Revenue Base Management programme:</p> <ul style="list-style-type: none"> • Implement the new rates policy, taking into account the full implications of the shift to valuing both site and improvements, the opportunities for rebates, etc. 	<p>Revenue Base Management programme:</p> <ul style="list-style-type: none"> • Effectively implement the Municipal Property Rates Act on SAP; • Manage applications for rebates; • Manage the rates tariffs per category of property; • Further development and review of the rates policy, including developments with regard to special rating areas, proposals on density and linking the policy to geographic areas; • Monitor impact of the policy and tariff structure to inform possible policy changes; • Review the policy on an annual basis in line with the budget process and legislation; • Assist the Appeal Board with appeals against the general valuation roll; • Data collection and preparation of the 2012 general valuation roll; and • Formulate and implement supplementary valuation roll.
	<p>Rates Policy:</p> <ul style="list-style-type: none"> • Rates policy drafted and implemented on 1 July 2008; • Extensive communication and consultation to raise awareness and educate public with regard to Act and policy took place; and • Annual review of policy. 	
	<p>Valuation Roll:</p> <ul style="list-style-type: none"> • Draft general valuation roll was finalised in December 2007 with the total of the draft value being R600 billion and thereafter handed to the Municipal Manager on 31 January 2008. • Comments from the general public on the general valuation were allowed until formal objection process began in February 2008. 	

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
	<ul style="list-style-type: none"> • Public participation strategy with phases was developed and implemented.; • Briefing sessions with ward councillors and ward committees, electronic newsletters, adverts on weekly basis, special newsletters, training manuals for staff, business breakfasts, various radio and TV interviews, meetings with interest groups, brochures and helpdesk created; • The roll contains 784 323 entries with a total market value of R708,4 billion. The current general valuation roll (prepared in 2001) contains some 540 000 entries with a total market value of R42 million; • A total of 11 086 written and telephonic queries were received, while a further 20 136 were received on the website; • Notices were mailed to property owners informing them of their new values and the objection process; • Provisional valuation roll was opened for public inspection for 90 days from 27 February until 27 May 2008; • 80 000 notices, that were mailed to owners in terms of the MPRA were returned by the Post Office as undelivered (mostly sectional title owners); • The objection process statistics are as follows: <ul style="list-style-type: none"> – Number of visits to the valuations website 1 033 680; – Number of GV roll searches 55 700; – Number of visits to venues 23 992; – Number of email enquiries 11 985; – Number of web queries 1 405; – Number of formal objections 21 021; and – Number of formal late objections 337. • Objections were due to: <ul style="list-style-type: none"> – Values being too high/low 17 254; – Incorrect owner or property details 771; – Incorrect property category 2 277; – Omissions from the roll 560; and – Properties containing a NIL value 159; • Rates policy and valuation roll were implemented on 1 July 2008; • Implementation of the first supplementary valuation roll in terms of the Municipal Property Rates Act to supplement the new general valuation roll, which became effective 1 July 2008; and • Developed a supplementary valuation roll based on the market value of both site and improvements of all properties that had not been included in the GV roll since 1 July 2007 (date of valuation). 	

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
	<p>Reduce the cycle between general valuation rolls from four to three years:</p> <ul style="list-style-type: none"> Investigate and plan to institutionalise a three-yearly update of the general valuation roll. 	<p>Reduce the cycle between general valuation rolls from four to three years:</p> <ul style="list-style-type: none"> Develop an Automated Mass Valuation system that would be able to assist with the mass valuation of properties, specifically residential; and Plan the next general valuation roll for implementation on 1 July 2012.
<p>A city with stable and growing revenue streams.</p>	<p>Credit Control Enforcement:</p> <ul style="list-style-type: none"> Expansion of credit control by 21,4%. 	<p>Credit Control Enforcement:</p> <ul style="list-style-type: none"> Strengthened credit management controls through 10% reduction of areas where no credit control is taking place, i.e. seventy-two areas; Revisit credit control policies and compliance; Increase in the number of e-statements received by City customers on the current baseline; and Management of ATTCOL for purposes of enhancing collection of arrears accounts.
<p>Equitable and competitive tariff system that is informed by national inflation data and targets, comparable metros and circumstances of citizens to ensure affordability.</p>	<p>Tariff Management programme:</p> <ul style="list-style-type: none"> Evaluation on the tariff methodology to assess whether it is relevant to the current changes in local government and is industry specific, has been concluded; Finalised analysis of departmental tariff structures in respect of four policy attributes namely: <ul style="list-style-type: none"> – affordability/fairness/equity – sustainability/competitiveness – cost-reflectivity – transparency. Workshops were held to critically analyse the proposed tariff model. Out of these meetings it was agreed that tariff determination needs to respond to the current challenges facing the City. The final tariff proposals have responded to the key issues raised in all the meetings; Tariff by-laws approved in June 2008; and Amendment of tariff policy approved in August 2008. 	<p>Tariff Management programme:</p> <ul style="list-style-type: none"> Ensure compliance to the amended tariff policy by the City and continuously monitor its implementation; Enhance engagements with regulators and bulk services providers to help the City make long-term decisions on tariff determination; and Review the impact of the preferred options to elicit additional fees charged by the City.
<p>A budget system, structure and format that enables sound resource allocation decisions.</p>	<p>Budget Reform programme:</p> <ul style="list-style-type: none"> Revise the budget format to facilitate flexible programme-based budgeting; Define the overall budget process to enable more effective case-building by departments and MEs, as well as more empowered political decision-making and allocations between programmes; Business case template and guidelines were created in November 2007; A business case document was developed and used for 2008/09 budget process; 	<p>Budget Reform programme:</p> <ul style="list-style-type: none"> Develop systems that align the financial system (chart of accounts) to reflect reporting on programme in order to ensure proper monitoring; and Investigate evaluation tools in the market.

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
	<ul style="list-style-type: none"> • Programme budgeting guidelines and template populated by individual departments and MEs – developed 2008/09; • These were sent to finance managers for completion and submitted to Budget Office prior to budget panel meeting (January 2008); • Business case documents were analysed and allocations were done based on the cases submitted (February 2008) for indicative allocation; and • The revised budget management policy was implemented from 1 July 2008. 	
Stabilisation of fiscal architecture within which the City operates.	<p>Fiscal Risk programme:</p> <ul style="list-style-type: none"> • Through engagements with National Treasury, explore options to replace RSC levies with local revenue instrument strongly linked to economic growth; • Scoping document prepared that analyses the need for additional revenue sources; • Identified potential additional and alternative resources for the City in terms of its characteristics, revenue generation, incidence on group and the overall economic impact; • Preliminary legal investigation with regards to the various alternatives and requirements to implement each; and • Recommendations with regard to the preferred option and project plan developed for further action. 	<p>Fiscal Risk programme:</p> <ul style="list-style-type: none"> • Continuous interaction with National Treasury and participate in SALGA, FFC and other forums; and • Continuous interaction with Finance Working Team on the creation of the REDS.
Improvement in unit cost and allocative efficiency.	<p>Expenditure Review programme:</p> <ul style="list-style-type: none"> • Develop methods for evaluating unit cost efficiencies in expenditure on key services and conduct regular benchmark comparison studies with comparable metropolitan municipalities; • Completed implementation of ABC at EMS; and • Started the implementation of ABC at corporate HR. 	<p>Expenditure Review programme:</p> <ul style="list-style-type: none"> • Develop an expenditure review document for department and ME's on an annual basis; and • Introduce additional functions to Activity Base Costing.
Availability of cost-effective capital finance to fund the capital programme.	<p>Capital Financing programme:</p> <ul style="list-style-type: none"> • Pursue the City's public borrowing programme (Domestic Medium Term Notes) to raise at least R6 billion to 2010; • Within the DMTN, explore and if appropriate offer a retail bond; • Pursue the City's public borrowing programme in the Eurobond market through a Euro Medium Term Notes Programme (EMTN); • Establishment of SME Fund; • DMTN programme was updated to include retail bonds; 	<p>Capital Financing programme:</p> <ul style="list-style-type: none"> • Issue funding annually and explore alternative instruments such as commercial paper (CPs) in line with budget; • Increase the average duration of the City's bond and loans in order to close the assets and liability gap; • Tap the retail bond as an alternative funding source as and when necessary within the approved R1 billion; and • Establish a funding framework for SME.

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
	<ul style="list-style-type: none"> • The retail bonds, also known as the JoziBond, were issued 21 September 2007, in three tranches of two, three and five years; • The advertising, media campaign and community awareness programme began 1 August 2007; • The Financial Advisory Intermediary Services (FAIS) compliant call centre went live on 1 August 2007; • The initial primary offering opened on 8 August and closed on 7 September 2007; • The bonds were listed on the Johannesburg Stock Exchange (JSE) on 21 September 2007; and • Thereafter the secondary market was opened. • A total of R156 865 million was raised; the split is as follows: <ul style="list-style-type: none"> – R8 843 million for the two-year bond; – R20 722 million for the three-year bond; and – R1 273 million for the five-year bond. • The retail bonds are linked to three-month JIBAR and the rates are JIBAR +5 basis points (bps) for the two-year, JIBAR +25 bps for the three-year and JIBAR +40 bps for the five-year. • The department has, on behalf of the City, raised a total R1 956 785 000 in the current year, i.e. JoziBond (R156 785 000 issued in September 2007) and CoJ05 (R1 800 000 000 in June 2008). 	
<p>Over the five-year term, an average of 10% city-wide capital spending funded through public-private partnerships.</p>	<p>Public-Private Partnership programme:</p> <ul style="list-style-type: none"> • Where appropriate and within a policy framework, raise project finance for specific infrastructure projects such as the BRT, refurbishment of the stadiums and surrounding areas and other 2010 related capital projects; • Waste Treatment Technology Project registered with National Treasury; • National Treasury has in principle approved R2,8 million for pre-feasibility studies for City Power and Pikitup projects; and • Put in place the policy frameworks to enable a variety of public-private and public-public partnership initiatives. 	<p>Public-Private Partnership programme:</p> <ul style="list-style-type: none"> • Investigate the best and optimal funding structure for each specific project depending on future projected cash flows, risk and time lines; • Future procurements of PPP projects will be done in terms of the City of Johannesburg MFMA PPP Guidelines; and • Register approved PPP projects with National Treasury.
<p>Stakeholder relationships.</p>	<ul style="list-style-type: none"> • Develop and maintain stakeholder relationships. 	<ul style="list-style-type: none"> • Develop and maintain stakeholder relationships.

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
<p>Long-term domestic credit rating improvement to at least AA.</p> <p>Achievement of clean audit.</p>	<p>Financial Management programme:</p> <ul style="list-style-type: none"> • Implement all necessary Operation Clean Audit initiatives to enhance and facilitate proper management of systems in adherence to GAMAP principles and dictates. • Accounting policies have been changed to be in line with the 3 GRAP, 8 GAMAP and SA GAAP statements. • The City participated in the development of the Discussion Paper on Financial Instruments. The Discussion Paper was approved during September by the ASB. • The fixed asset policy has been updated and is in the process of being approved. • A month-end pack has been developed and rolled out to all the departments. These packs are completed by the relevant department and reviewed by the Group Accounting Division and any issues raised are addressed by the relevant department. • Reporting as contained in SAP and BW has also been improved. • Issued declaration forms to all HODs and MDs to build management commitment to receiving an unqualified audit report. • Currently submitting quarterly reports to the Audit Committee – high level monitoring of action plans on AGs findings and highlighting areas that need more attention. • Follow up exercise on 2006/07 management letters was conducted to avoid repeats of AG findings. <p>Procurement protocols, processes and practices.</p> <ul style="list-style-type: none"> • Procedure manual. • The procedure manual was approved for adoption city-wide. These procedures will provide guidance to the City's officials in the procurement of goods and services, which would serve to improve the governance in the SCM arena. • Train the trainer workshops have been conducted for the City's SCM practitioners during the months of July and August 2008. • The Sector has issued practice notes to cover the following issues: <ul style="list-style-type: none"> – Unacceptable increase in deviations and ratifications from prescribed SCM practices; – Management of SCM related queries and advices thereof; – Standard format of submission to Bid Adjudication Committees; 	<p>Financial Management programme:</p> <ul style="list-style-type: none"> • Management of control environment to ensure maintenance of a clean audit; • Implement programmes that ensure compliance with applicable standards while influencing the same standards; • Continue to ensure the matching of CAPEX and OPEX through internal budgeting processes; and • Review financial reporting systems and mechanisms with a view to improving and ensuring current and future compliance with regulations.

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
	<ul style="list-style-type: none"> – Internal controls on risk management triggers (red flags) in respect of the procurement of goods on quotations for amounts up to a value of R30 000; – Internal control and risk management triggers (red flags) in respect of quotations for goods and services for amounts greater than R30 000 and less than R200 000; – Composition, mandate, role and functions of the Bid Specification and Evaluation Committees and the format of submission to the respective adjudication committees; – Compliance to SCM policy by all users; – Reporting requirements in terms of SCM policy; – Practical use of suppliers on the approved panel; and – Expenditure payment to all suppliers who have met all the requirements as stipulated in terms of the contract regarding quality, exact specification, etc. 	
	<p>Demand management:</p> <ul style="list-style-type: none"> • The demand management process at the City of Johannesburg started off with a workshop in October 2007, to create a common understanding of demand management, knowledge of the practical steps for implementing demand management in each of the departments' environments and an understanding of the timelines and information required in order to compile a Demand Management Plan; • A process flow of the demand management process was developed; • In order to support the process, Acquisition Management Plan templates were developed and distributed to all the internal stakeholders; and • Each department populated the Acquisition Management Plans and these were then consolidated and sent to each department for sign-off. 	<p>Demand management:</p> <ul style="list-style-type: none"> • Identification of sourcing strategies so as to realise cost-saving initiatives.

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
	<p>BEE/SMME empowerment:</p> <ul style="list-style-type: none"> The Supplier Day was held to educate SMMEs on procurement processes and to create awareness on the opportunities available within the City. Five hundred SMMEs attended the event. Various stakeholders were present and they were the Department of Trade and Industry (DTI), Gauteng Enterprise Propeller (GEP), The Business Place (TBP), South African Revenue Service (SARS), Mendi, Gauteng Shared Service Centre (GSSC) and OHASA. MEs were also invited to display and advertise their services to SMMEs. 	<p>BEE/SMME empowerment:</p> <ul style="list-style-type: none"> Moved to the Department of Economic Development as from the 2009/10 financial year;
	<ul style="list-style-type: none"> Keep personnel expenditure to acceptable levels to release funds for aggressive service delivery improvement. Benchmark (salaries to operating expenditure 30%) achieved: <ul style="list-style-type: none"> – 2008 – 26% – 2009 – 28% Produce quarterly and monthly SDBIP reports in line with National Treasury circular. Continued to improve all financial reporting systems and practices and compliance to relevant regulations in order to reduce annual effort by ensuring over-all budget performance monitoring and reporting. 	<ul style="list-style-type: none"> Manage personnel costs within prudential limits (percentage of personnel costs to operating expenditure) as prescribed by National Treasury; Salaries to operating benchmark is budgeted not to be more than 30%; Continuous improvement of the financial report system; and Produce quarterly and monthly SDBIP reports in line with National Treasury circular.
Sustained excellence in financial management.	<p>Completeness of revenue:</p> <ul style="list-style-type: none"> Matched accounts reaching more than 90%; Fostering completeness of revenue partnering with property value chain; and Implementation of Land Information System (LIS). 	<p>Completeness of revenue</p> <ul style="list-style-type: none"> Incremental concise completeness of revenue project; and Data purification.

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
<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> <ul style="list-style-type: none"> • Asset register updated for the year ending 30 June 2008; • Reconciled fixed asset register to the Deeds Office and the unbundling of townships process is still ongoing; • The fair value adjustments have been performed on assets; • The process of reviewing the useful life of assets is currently in place. Investment properties have been identified and disclosed separately; and • Asset register updated timeously, including newly registered properties. 	<p>Asset Management and Maintenance programme:</p> <ul style="list-style-type: none"> • Continuous update of the movable and immovable asset registers; • Develop a medium and long-range assessment of maintenance requirements on all current and planned assets, taking into account growth projections, etc; and • Define and develop a framework for the city's infrastructure audit.



Governance Sector Plan

INTRODUCTION AND OVERVIEW

The Governance Sector Plan incorporates key programmes to enhance the relationship between the political and administrative centre of council. These programmes aim to promote governance mechanisms and innovations in the areas of communication, strategic planning, information and knowledge management, legal and compliance, risk management and internal audit, as well as the 2010 FIFA World Cup project. The departmental heads of these divisions report directly to the City Manager who in turn is accountable to the Executive Mayor. The sector plan also identifies key activities to ensure effective functioning of the offices of the City Manager and the Executive Mayor.

The executive arm of the City of Johannesburg comprises of the Executive Mayor and the Mayoral Committee. The Executive Mayor is the Head of the executive since the executive powers are vested in him to manage the affairs of the City.

Challenges and opportunities

The Office of the Executive Mayor is not immune from challenges emanating from the dynamic social and business environment. The challenge facing the Office of the Executive Mayor is how to deal with those issues proactively. The following are key focus areas in the Office of the Executive Mayor:

- To achieve clean audits;
- To ensure a seamless and consolidated integrated planning, budgeting and performance-management system;
- To ensure 100% compliance with all relevant legislation;
- To ensure 100% protection of the City's legal rights and interests to prevent negative financial implications;
- To facilitate an active and mutually beneficial interaction with selected neighbouring municipalities and selected sister cities;
- To ensure minimal disputes between different spheres;
- To strengthen the accounting officer's capacity to ensure that statutory obligations are met;
- To ensure effective interface between administration and political office-bearers;

- To ensure execution of responsibilities as the head of Administration;
- To improve communication with citizens on the City's service delivery;
- To optimise current Information and Communications Technology (ICT);
- To comply fully with FIFA requirements as a major host city for the 2010 FIFA World Cup; and
- To ensure soccer fans experience the best hospitality whilst visiting the City resulting in a sustainable legacy.

The City of Johannesburg has strategically taken advantage of the identified opportunities in addressing the above challenges. Such opportunities form a basis in addressing the critical challenges facing the Office of the Executive Mayor:

- Political leadership has inspired confidence on the part of other spheres of government, civil society and city stakeholders in its ability to provide a vision for the future and its ability to implement;
- A highly stable set of political structures including the Council, Mayoral Committee and portfolio committees;
- A well-capacitated municipality anchored on competent managers that are able to effectively deliver a sustainable level of service;
- A solid foundation in terms of legal compliance, risk management and internal audit;
- Favourable and stable information technology environments; and
- Extensive existing inter-governmental and international relationships.

Governance Sector Plan

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
<p>A better informed citizenry on all matters pertaining to the City's service delivery.</p>	<p>Better equipping the Executive Mayor, members of the Mayoral Committee and senior officials with media skills that will enable them to better tell the City's delivery success stories to the communities through media:</p> <ul style="list-style-type: none"> • Adopt collaborative approach with politicians and officials in taking advantage of available media platforms and programmes to the benefit of the City and its residents. • Diversify use of media platforms to enhance awareness of the City's success stories. • Improve on networking strategy with media stakeholders. • CoJ politicians and officials (including the MEs) received media training to help increase positive coverage on CoJ. This focused on key aspects of media handling techniques such as: <ul style="list-style-type: none"> – Understanding the journalistic process and dealing with its twists and turns; – Pin-pointing critical issues that need to be communicated to target media; – Identifying your messages and packaging them in sound bytes; – Meet the journalist's need for a story while promoting your own corporate message; – Shaping your responses to increase the likelihood of being quoted; – Acknowledging 'questions from hell' and spinning them to your advantage; and 	<p>Better equipping the Executive Mayor, members of the Mayoral Committee and senior officials with media skills that will enable them to better tell the City's delivery success stories to the communities through media:</p> <ul style="list-style-type: none"> • Enhance proactive media coverage on CoJ success stories with sustained good news story initiatives through collaboration and interdependency with other CoJ departments and entities. • Continue eliminating negative reporting about the City; however proactively highlighting areas where there are challenges to meet with citizen's expectations as well as possible interventions thereof. • Continuously exploring new and more creative methods of disseminating positive stories about CoJ achievements. • Strike a balance in utilising both print and electronic media and continue to encourage politicians and senior officials to host media briefings and participate in debates. • Identify strategic good media representatives and encourage them to write independent stories on service delivery.

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
	<ul style="list-style-type: none"> – Using body language and voice techniques to project a media-friendly personality. • Started interdependency relationship with officials and politicians who were media-trained. MMCs, EDs and MDs are featured in interviews and articles in the mainstream and community media. This interdependency is based on a structured approach to proactively take advantage of media opportunities (through interviews, media briefings, press statements, etc.) to showcase the CoJ service delivery success stories. • Moved from primarily focusing on print media to an approach that focuses on both print and electronic media (including community media). • This proved successful during the Opening of Council, Budget Day Polio and Measles vaccination, Jozibond, Soweto Festival, Growth and Development Summit, Inner City Summit and the Safety Awareness campaign. • Moved from a focus that is confined to maintaining healthy relations with journalists to one that includes forging synergies on areas of mutual interest with the management and owners of the media. Examples include: <ul style="list-style-type: none"> – Discussions were held and agreements reached with the management of the Caxton group and also with Editor and Editor in Chief of The Star. This resulted in greater understanding in each other's areas of interest and priorities and agreement on areas of greater collaboration. This greater understanding lead to spin-offs such as The Star running sympathetic articles on the Metro bus strike where employees demonstrated against the union leadership. – In another instance, the Saturday Star ran articles simplifying by-laws for free in instances where such education material would usually be classified as advertorial and the space charged for according to advertising rates. – Another free advertorial piece was the ten page supplement on the CoJ 2010 FIFA Soccer World Cup participation and preparedness. 	

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
	<ul style="list-style-type: none"> – In the Case of Caxton there is significant improvement in attendance and coverage of City-organised events where in the past one could almost count on them shunning the City. These include the Mayoral Road-show and Inner City Summit amongst others. • Introduced and executed an approach of effective containment of negative media issues through more effective media monitoring and the proactive drawing up of holding statements for standing burning issues, these include the court ruling on eviction and Property Rates Act. 	
<p>Promote Joburg as the world-class African City.</p>	<p>Creatively and effectively utilise marketing platforms, campaigns and opportunities to add value to CoJ by showcasing its unique achievements, attributes and the opportunities it offers, while at the same time positively influencing stakeholder perceptions about CoJ (locally, nationally, in the continent and internationally):</p> <ul style="list-style-type: none"> • Stepped up the promotion and building of the CoJ brand by providing in-house training to internal stakeholders and suppliers regarding compliance in the application of the CoJ corporate identity. • Promoted positive image of CoJ to local, African and international stakeholders by placing advertisements in local, national, continental and international publications. • Introduced an integrated approach to the utilisation of exhibitions and displays that market CoJ by instilling collective approach amongst CoJ departments and MEs (such as the Rand Show and New Years Eve Countdown). • Designed and obtained FIFA approval for the composite logo for the 2010 FIFA World Cup. • Was the first Host City to publicly launch the composite logo for the 2010 FIFA World Cup. • Completed and obtained FIFA and Mayoral Committee approval of the 2010 FIFA World Cup integrated marketing and communications strategy from 2007/08 until the completion of the tournament in 2010. • Introduced concept of ROI of 1:2 for key campaigns with a view to ensuring a value adding focus permeates through all marketing campaigns. 	<p>Creatively and effectively utilise marketing platforms, campaigns and opportunities to add value to CoJ by showcasing its unique achievements, attributes and the opportunities it offers, while at the same time positively influencing stakeholder perceptions about CoJ (locally, nationally, in the continent and internationally):</p> <ul style="list-style-type: none"> • Use above the line (ATL) media such as print, billboards, radio, electronic media and TV where affordable to showcase CoJ service delivery achievements nationally, continentally, and internationally, targeting local residents, businesses and visitors; • Build CoJ logo through improving corporate identity (CI) compliance holding training and roadshows on CI application across all departments and MEs. Continue with CI audit as a measure for CI compliance; • Develop a partnership with the corporate institutions to focus on marketing initiatives that showcase CoJ as the world-class African City; • Extending the integrated approach to the utilisation of exhibitions and displays that market the City by introducing a more interactive marketing component; • Increase the number of trade shows and exhibitions targeting local, regional and International audience; and • Achieve a positive ROI across all campaigns, targeting a 1:4 achievement for ATL campaigns.

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
Stage high profile events that showcase the City as a world-class African City.	<p>Stage events that portray the City internationally as providing excellent hospitality and facilities that are conducive to first class convenience and enjoyment:</p> <ul style="list-style-type: none"> • Staged the Joburg Open Golf Tournament which not only showcased the CoJ's ability to stage high profile events but also having world-class hospitality and facilities. • Had the Soweto Marathon starting and ending in Soweto for the first time and drew interest from athletes outside Soweto. • Drew greater number of participants and interest for key annual partnership events like the 94.7 Cycle Challenge and the 702 Walk The Talk. • Produced the draft for the 'Easy Guide to Organising Safe Events' in CoJ. 	<p>Stage events that portray the City internationally as providing excellent hospitality and facilities that are conducive to first class convenience and enjoyment:</p>
Embed risk management culture throughout the City.	<p>Enterprise-Wide Risk Management programme:</p> <ul style="list-style-type: none"> • Conduct risk management workshops as part of risk assessment; • Consolidate, revise and update Top Ten Risks for the City; • Implement Business Continuity Policy and Framework; • Provide risk control standards and best practise controls across the City; and • Research on risk exposures against City's objectives. 	<p>Enterprise-Wide Risk Management programme:</p> <ul style="list-style-type: none"> • Integrate and align risk management into citywide processes e.g. budget cycle and business plans; • Evaluate the risk exposures against City's objectives; • Conduct annual strategic risk assessments for the entities and departments; • Conduct annual operational risk assessments for all directorates within the City and check adequacy of controls as well as report on the implementation of the action plans; • Embark on risk awareness campaigns through training and information sharing forums; • Implement City's Business Continuity Framework monitor and report on the Business Continuity for the departments and entities; and • Implement risk control standards and best practice controls across the City.
Fraud, maladministration and corruption reported must be within acceptable levels.	<p>Ethical Government programme:</p> <ul style="list-style-type: none"> • Continuous fraud awareness campaigns and risk workshops involving approximately 3 500 staff members to be conducted; and • Whistle-blowing and timely follow-up on matters reported through the anonymous fraud hotline. 	<p>Ethical Government programme:</p> <ul style="list-style-type: none"> • Out-sourcing of projects that require specialised skills/expertise; • Strengthening cooperation with outside partners, e.g. SAPS, City's Business Forum, etc.; and • Implementation of Anti-Fraud and Anti-Corruption Plan.
Retain a clean external audit report.	<p>Internal Audit Development programme:</p> <ul style="list-style-type: none"> • Develop a risk-based Audit Coverage Plan for 2008/9 and submitted to the Group Audit Committee for approval • Fully implement and execute the risk-based Audit Coverage Plan • Active member of international Internal Audit Activity leadership organisation • Additional Municipal Entity outsourced their Internal Audit activity to JRAS • Supporting role to Project Phakama and Rapid Bus Transit project 	<p>Internal Audit Development programme:</p> <ul style="list-style-type: none"> • Contributed towards the achievement of a clean audit report for the City for 2009/10; • Issued 100% of planned audit reports for 2009/10; • Risk-Based Audit Coverage Plan for 2009/10 approved by Group Audit Committee; • Active member of international Internal Audit Activity Leadership Organisation; • Additional municipal entity out-sourced their internal audit activity to JRAS;

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
		<ul style="list-style-type: none"> • Supporting role to Project Phakama and Rapid Bus Transit project; • Strengthening of partnerships with other spheres of government – National Treasury, GSSC, high capacity metros and local municipalities; and • Close working relationship with Auditor-General.
<p>Optimise information and communications technology (ICT) delivery environment.</p> <p>Embark on initiatives to optimise the current ICT environment through:</p> <ul style="list-style-type: none"> • Providing a stable, robust, enabling and secure technology environment so that technology and information can be used to improve and transform service delivery. <p>These initiatives are also aimed at reducing the existing computing environment costs by a noticeable percentage over the next five years.</p>	<p>Infrastructure and architecture optimisation:</p> <ul style="list-style-type: none"> • Hardware to consolidate forty-one out-of-life servers into the blade server environment has been procured and installed. This has resulted in a reduction in maintenance and support costs. • We have replaced 60% of obsolete desktops and realised improvement in user productivity due to less downtimes. • We have deployed the latest anti-virus software to protect the City's computing environment against threats and malicious code. • We have installed the infrastructure for CoJ Core and MEs to run on their own Virtual Private Networks and hence reduce reliance on Telkom and reduce telecommunication costs. Also, MEs that have multiple sites use the installed wireless technologies to connect the CoJ network and the multiple sites. This has led to the remote sites getting access to information and computing resources at reduced costs. 	<p>Infrastructure and architecture optimisation:</p> <ul style="list-style-type: none"> • Provide leading-edge, cost-effective, secure, on-demand capacity network, computing and systems infrastructures to support business operations, collaboration requirements and maximise the citizen's role in decision-making. • Implementation of the Enterprise Information Management strategy which will result in achievement of high availability systems, maximum efficiencies and cost savings. • Educating and creating awareness to CoJ employees and contractors of CoJ IT policies, procedures and standards. • Improve information security policies, controls and processes to mitigate risk, counter emerging information threats and vulnerabilities and ensure compliance with acts, regulations and legislation.
	<p>SAP Technology programme:</p> <ul style="list-style-type: none"> • We continue providing infrastructure and architectures to enable the CoJ SAP programmes to be implemented successfully and optimally. • The technologies to implement the Unified Customer Contact Centre (UCCC) for enablement of the improvement in Customer Relations Management (Phakama) have been procured and are ready for installation on securing of the UCCC building by the User Department. • The CoJ SAP Competency Centre has been approved by the Mayoral Committee and has been accredited by SAP AG as aligning to best practice support processes and this will enable CoJ to realise the return on their SAP investment and improved business processes. • Application Portfolio Management. 	<p>SAP Technology Programme:</p> <ul style="list-style-type: none"> • Continuous improvement of the Customer Contact Centre IT Architecture Management and Control to enable CoJ improvement in customer relations management. • Integrate the disparate systems to enable real-time information exchange between SAP and legacy systems. • Improvement in service delivery and service support process in the SAP Competency Centre to ensure the City derives maximum value out of the SAP investment. • Application Portfolio Management.

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
<p>Develop sophisticated ICT community.</p> <p>The aim is to architect and create the delivery environment in a manner that supports the broader ICT for development agenda in economically disadvantaged communities.</p>	<p>ICT Training programmes.</p> <p>Joburg Broadband Network Project.</p> <p>Free Telecoms Zones (FTZ) Project.</p> <p>2010 Systems and Information Technology and Telecommunications Implementation Plan.</p> <ul style="list-style-type: none"> • The definition and evaluation of demo networks and technology specification for the Joburg Broadband Network Project has been completed. This project is undertaken together with the Economic Development Unit (EDU). • The sites for the FTZ (Phase One) have been identified. Awaiting the roll-out of the JBNP. • The 2010 ICT implementation plan has been completed and approved. We have completed the 2010/Internet Kiosk Bid evaluation. 	<p>ICT Training programmes.</p> <p>Joburg Broadband Network Project.</p> <p>Free Telecoms Zones (FTZ) Project.</p> <p>2010 Systems and Information Technology and Telecommunications Implementation Plan.</p> <ul style="list-style-type: none"> • Continue supporting the broader ICT for development agenda in economically disadvantaged communities through the Joburg Broadband Network Project. • Continue to collaborate with the DED for a successful implementation of the FTZ project. • Continue providing and refining the architecture, infrastructure and services to support collaboration across the City and its partners, other government entities, customers and suppliers. • Continue collaborating with the CoJ 2010 Office and other stakeholders to deliver on the 2010 systems and information technology and telecommunications requirements. • Continue with the operation of the CIO Forum with the focus on ensuring that there is synergy, transparency, communication, collaboration, economies of scale, and no duplication between the City's and ME ICT initiatives.
<p>Develop and enhance programmes for efficient and improved service delivery.</p> <p>The main intention for this initiative is to support the changing business needs through:</p> <ul style="list-style-type: none"> • Designing and implementing a baseline enterprise architecture to support the changing business environment; • Enabling the application, infrastructure and service change strategy, and • Enabling an Enterprise Knowledge Management environment. 	<p>Implement an Enterprise Systems Framework for the CoJ and MEs (GIS/Spatial Information Project):</p> <ul style="list-style-type: none"> • The GIS/Spatial Information Strategy project has been initiated together with the DPUM Department. The Spatial Information Strategy Information Policy project definition workshop was held on 18 September 2008 and the draft project definition report is in distribution for comment. 	<p>Implement an Enterprise Systems Framework for the CoJ and MEs (GIS/Spatial Information Project):</p> <ul style="list-style-type: none"> • Continue with the operation of the CIO Forum with the focus on ensuring that here is synergy, transparency, communication, collaboration, economies of scale and no duplication between the MEs and the City's initiatives.

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
<p>Innovation and knowledge management.</p> <p>Deliver the business intelligence the CoJ requires to enable the best possible governance decisions to be made.</p> <p>Deliver forums and technology to facilitate the creation and promotion of learning, sharing and informed culture.</p> <p>Promote good governance and create learning, sharing and informed culture with the aim of transforming the City of Johannesburg into a world-class African City through the innovative use of technology, information and knowledge.</p>	<p>Implementation of the Knowledge Management Business Case Delivery Agenda:</p> <p>As part of 2008/09 knowledge management and innovation delivery agenda, JIKE implemented the following programmes:</p> <ul style="list-style-type: none"> • A high-level three-year (2008–2011) knowledge management implementation blueprint to support GDS/IDP deliverables. • Appropriate systems and processes have been put in place to assist with the identification and collection of strategic CoJ Knowledge repository for central storage and re-use as part of institutional memory. • Development and implementation of an action plan on how to ensure integration of city initiatives through the provision of relevant knowledge content, decision support, knowledge processes and knowledge capacity across the city and municipal-owned entities (improved KM Portal). • Procurement of appropriate KM tool that will enable CoJ to manage its knowledge assets effectively whilst also creating a platform for seamless knowledge sharing and promoting a culture of learning. • Development and implementation of a matrix tool for capturing and sharing key learnings from various study tours undertaken by the City's leadership and senior officials. • A comprehensive Integrated Innovation Strategy which will assist with promoting innovation through mentoring as well as addressing innovation barriers and craft end-to-end innovation processes, including development of innovation measurement mechanism and sustainability. • Continued with the implementation of the Ideation methodology in investigating possible solutions to five identified city service delivery challenges during 2008/09. • JIKE provided the facilitation during the piloting of the Ideation methodology and ensured that Ideation champions from the different departments committed to a plan of action regarding the actual resolutions of the identified challenges. 	<p>Implementation of the Knowledge Management Business Case Delivery Agenda:</p> <ul style="list-style-type: none"> • Continue with the implementation of the CoJ Innovation Strategic Framework as part of promoting collaboration and harnessing the innovation potential of the city more effectively. • Procurement and implementation of an integrated knowledge management solution tool across CoJ core departments and municipal-owned entities enabling capturing and dissemination of up-to-date strategic organisational knowledge repository, ensuring the storage and re-use of the City's institutional memory. • Continue promoting a culture of team learning in partnership with corporate human resources through structured workshops for employees on KM Frameworks, which will empower participants with relevant skills and knowledge to implement and sustain major knowledge management initiatives. • Continue with the implementation of the Ideation Programme that encourages innovative thinking and finding creative solutions for addressing key service delivery challenges faced by the City. • Continuous improvement in documenting KM Case Studies of key CoJ service delivery initiatives as part of the City's Institutional Memory programme.

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
<p>100% City of Johannesburg and MEs' compliance with all relevant legislation.</p>	<p>Legal Compliance programme:</p> <ul style="list-style-type: none"> • Compliance monitored in accordance with legislation against a compliance register; • Legal opinions and advice were provided in respect of potential risk areas to ensure full compliance with legislation and to prevent any legal risk; • First quarterly group report (core city departments and its MEs) in the process of being prepared; • The financial interests register being updated in respect of core city officials and their direct reports up to Level 4; and • Fruitless and wasteful expenditure is monitored and reported. 	<p>Legal Compliance programme:</p> <ul style="list-style-type: none"> • Achieve compliance with new identified critical legislation by all departments and MEs; • Identify recurrent new areas of non-compliance, establish the reasons and ensure that corrective measures are implemented; • Quarterly group reports (core city departments and MEs) to be drafted on an ongoing basis in order to identify critical new areas of non-compliance, indicating the effect and implications thereof on the Compliance Register; • On an ongoing basis, update register and monitor financial interests of core city officials up to Level 5 and expand register to include MDs of MEs and their direct reports; • Further ensure that it is reviewed and compared against supplier database in order to ensure that contracts are not entered into where family members have an interest in such companies; and • Improve measures to prevent, monitor and report on fruitless and wasteful expenditure.
<p>100% protection of City's legal rights and interests to prevent negative financial implications.</p>	<p>Legal Support programme:</p> <ul style="list-style-type: none"> • All legal opinions completed within the agreed timeframes and in accordance with brief received from client in terms of applicable legislation; • Ensure that policy (in terms of legal advice given) is being adhered to and that legal procedures are followed; • Quarterly report being done to advise the Mayoral Committee which areas and issues gave rise to litigation; • Human resources and constitutional matters were identified as new areas that gave rise to litigation and relevant stakeholders and bodies were engaged; • Excellent management of litigation; • Prepared presentations and briefed all departments in terms of constitutional challenges; • Legislation was identified and amendments formulated. Meetings to be held with provincial and government departments to discuss; • Inner City Charter commitments completed and 2010 by-laws in promulgation process; and 	<p>Legal Support programme:</p> <ul style="list-style-type: none"> • Further improve the rendering of legal advice and opinions by continuous legal development and briefing to client departments; • Devise damage control mechanisms where approved policies were not adhered to, despite advice that was given in terms of the approved legal guidelines and ensure timeous intervention by bringing matters to the attention of the City Manager; • Advise Mayoral Committee strategically on new areas and issues that give rise to litigation and submit quarterly reports; • Identify additional new areas that give rise to litigation and engage relevant stakeholders and bodies; • Monitor management of litigation; • Identify new constitutional or other legal challenges, prepare presentations and brief departments and MEs so that proactive measures can be put in place;

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
	<ul style="list-style-type: none"> • Four by-laws in the process of being drafted. 	<ul style="list-style-type: none"> • Identify new legislation, formulate amendments where necessary, liaise with affected departments and discuss proposals with other spheres of government in order to reach consensus before promulgation. Review impact of new legislation and provide training where necessary; • Monitor implementation of Inner City Charter commitments and advise 2010 Unit proactively; and • Monitor implementation of by-law programme by reviewing existing or drafting new by-laws. Due to budget constraints, successful implementation may be affected.
<p>100% provision of secretarial support programme to Mayoral Committee and sub-committees.</p>	<p>Legal Executive Decision-Making Support programme:</p> <ul style="list-style-type: none"> • Systems have been improved to ensure seamless flow of reports; • Improved tracking system linked the decisions to performance management systems and the City's Integrated Development Plan; • Done quarterly reports on the implementation of decisions; and • Executive business tabled in council was monitored on a monthly basis and reports submitted to Mayoral Committee were monitored bi-annually. 	<p>Legal Executive Decision-Making Support programme:</p> <ul style="list-style-type: none"> • Additional improvements to be identified and implemented on systems for agenda and minutes and flow of reports; • Monitor implementation of decisions to ensure that City's Integrated Development Plan is updated accordingly; • Report quarterly on implementation of decisions to keep abreast of developments; and • Monitor reports submitted to Mayoral Committee and ongoing executive business tabled in council.
<p>Increased percentage of residents who are aware of the opportunities to participate in planning and service delivery (annual survey).</p> <p>Increased percentage 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> <p>Strengthen the mechanisms by which the results/outputs of community participation processes influence policy-making, prioritisation, resource allocation, planning and administrative action.</p> <ul style="list-style-type: none"> • Completed conceptualisation and initiated implementation of Phase Two of the Community-Based Planning (CBP) process. 	<p>Public Participation Improvement programme:</p> <ul style="list-style-type: none"> • Consolidation of all ward plans.

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
<p>A seamless strategic and integrated planning and budgeting.</p>	<p>Integrated Planning and Performance Management programme:</p> <ul style="list-style-type: none"> • Continue to refine the integrated strategic planning, integrated development planning, business planning, budgeting and target setting process; • Commenced review of the 2009/10 Integrated Development Plan (IDP); • Initiated facilitation of 2009/10 departmental business plans; and • Have not commenced work on the 2009/10 Service Delivery and Budget Implementation Plan (SDBIP). • Build an IDP programme implementation monitoring and oversight system: <ul style="list-style-type: none"> – Continue to focus on the link between IDP programme commitments and reporting in the SDBIP and Annual Report; – Initiated new format quarterly SDBIP performance reports (including mid-year report); and – Substantial progress on 2007/08 Annual Report. • Continue to strengthen the performance management system (PMS): <ul style="list-style-type: none"> – Initiated the revision of the PMS; – Initiated process for alignment of performance management system of municipal entities with the City's PMS; – Work under way to develop and institutionalise the use of an effective tool for collecting, collating and analysing performance data to ensure effective performance monitoring and reporting (that is compatible with the SAP system); and – Undertaking key performance management process (reviews, scorecard). <p>Through targeted troubleshooting arrangements, deal timeously and effectively with evidence of deteriorating performance to proactively avoid administrative and service breakdowns.</p> <ul style="list-style-type: none"> • Work initiated for pilot peer review process. 	<p>Integrated Planning and Performance Management programme:</p> <ul style="list-style-type: none"> • Continue annual strategic planning processes; • Review and approval of the 2010/11 Integrated Development Plan (IDP); and • Facilitation of 2010/11 departmental business plans and formulation and approval of 2010/11 Service Delivery and Budget Implementation Plan (SDBIP). • Build an IDP programme implementation monitoring and oversight system: <ul style="list-style-type: none"> – Continue reporting against IDP programme commitments in the SDBIP and Annual Report; – Development of quarterly SDBIP performance reports (including mid-year report); and – Development and approval of Annual Report for 2008/09 (full audit by AG). • Continue to strengthen the performance management system (PMS): <ul style="list-style-type: none"> – Ensure effective functioning of the Performance Audit Committee and Performance Evaluation Panel; – Further implementation and consolidation of revised performance management policy; – Implement the performance management framework of municipal entities with the City's PMS; – Consolidation of tool for collecting, collating and analysing performance data; and – Facilitate key performance management processes. – Implementation of peer review process, taking into account the pilot.

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
<p>Clear progress on making the Global City Region idea a practical reality.</p>	<p>Global City Region (GCR) programme:</p> <ul style="list-style-type: none"> • Assist where required with the finalisation of a Gauteng Global City Region Strategy. • Within the framework of the inter-governmental arrangements established by the strategy, work concretely with other municipalities and provincial departments on a key set of large five-year projects. • Incorporating lessons from the project approach, work with other municipalities and other spheres of government to develop inter-governmental delivery platforms (involving joint planning, implementation and spending) that will enable better co-ordinated development in future. • With other stakeholders decide on the future functional integration of key local and provincial economic development agencies (e.g. tourism agencies). • Participated in various provincial processes. • Convened a Mayoral GCR discussion and finalised approach at Mayoral Committee. 	<p>Global City Region (GCR) programme:</p> <ul style="list-style-type: none"> • Internal processes/communication of GCR initiative; • Assist on finalisation of Gauteng 2055 strategy; • Participation in revision of GCR road map; • Participation in OECD territorial review; • Continue to play an active role in GCR processes; and • Implement a CoJ GCR programme.
<p>Provide strategy and policy support to politicians and administration.</p>	<p>Strategy and Policy Enhancement programme:</p> <ul style="list-style-type: none"> • Strengthen and support inner city development <ul style="list-style-type: none"> – Continue to drive Inner City Charter Partnership Forum processes (including tracking of Charter progress); and – Continue to support selected Inner City Charter commitments (e.g. bad buildings strategy). • Develop policies and strategies to guide City's planning through provision of well-researched quality data and develop an integrated platform to enable central access to strategic information collected at multiple points across the City: <ul style="list-style-type: none"> – Initiated process to develop and implement a systematic programme to build holdings of strategic information/ data collected internally and by selected external bodies. – No progress on critical assessment of years of customer satisfaction survey data against evidence of service delivery successes. 	<p>Strategy and Policy Enhancement programme:</p> <ul style="list-style-type: none"> • Inner City Charter Partnership Forum processes (including tracking of Charter progress). • Expand and enhance strategic information holdings; and • Continue to develop customer satisfaction surveys.

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
	<ul style="list-style-type: none"> • Strengthen the City's governance model through prompt response to political and administrative requests: <ul style="list-style-type: none"> – Substantial progress on finalisation of Executive Mayor's Mid-Term Report; – Initiated process for the next revision of the Growth and Development Strategy; and – Various requests by Executive Mayor and City Manager have been responded to. • Undertake strategic planning for 2010 in order to ensure that it leaves a legacy that contributes to the City's IDP and GDS: <ul style="list-style-type: none"> – Discussions held with 2010 Office to ensure delivery of CSU 2010 commitments. • Ensure the inclusion of GDS principles in the City's planning through proactive promotion of GDS principles: <ul style="list-style-type: none"> – On-going work to ensure inclusion. 	<ul style="list-style-type: none"> • Initiate work on the Executive Mayor's end of term report; • Implementation of Executive Mayor and City Manager's requests for policy and strategy development; and • Lilongwe mentorship. • 2010 case study for the 2009/10 financial year. • Initiate research programme to enable review of Growth and Development Strategy.
<p>Active and mutually beneficial interactions with identified sister cities.</p>	<p>Strategic, Systematic, Beneficial And Coordinated International Relations programme:</p> <p>All local governments throughout the world are facing similar challenges: rapid urbanisation, depleting resources, and on-going demands for improved service delivery. This suggests that there is much that municipalities can share. Foreign cities, supported by national governments are eager to share information with the City of Johannesburg as the gateway to Africa and as a premier city on the Continent. Cooperation has taken place in three ways:</p> <ul style="list-style-type: none"> • Twinning agreements; • Project co-ordination; and • Information sharing. <p>During the period under review, the City of Johannesburg has entered into five formal partnerships, four project-level partnerships, and six partnerships devoted to research. An additional formal partnership is in the planning phase.</p> <p>Currently, the City has:</p> <ul style="list-style-type: none"> • Five formal partnerships; • One pending formal partnership; • Four project-level partnerships; • Approximately eight partnerships in discussion or research; and • Two newly identified partnerships. 	<p>Strategic, Systematic, Beneficial And Coordinated International Relations programme:</p> <ul style="list-style-type: none"> • ERD assisted by National Treasury assistance unit to complete citywide external relations diagnostic; • ERD assisted by National Treasury (TAU) for capacitation and develop a Turnaround Strategy; • ERD assisted by National Treasury (TAU) with Review MIR Policy; • ERD Stakeholder Management Strategy; • Consolidate the African Agenda; • Facilitate implementation of existing Twinning Agreement; • Coordinate all international engagements; • Resource mobilisation for partnership projects; • Continued advice and strategic support on external relations to the City of Johannesburg; • Strategic engagement with and participation in multi-lateral organisations; and • Facilitate twinning with rural municipality in SA.

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
Well-established Protocol programme.	Effective and streamlined protocol arrangements throughout the City: <ul style="list-style-type: none"> • Support the Executive Mayor on protocol-related matters as well as establish and strengthen relations with the Diplomatic Corps. 	Effective and streamlined protocol arrangements throughout the City: <ul style="list-style-type: none"> • Provide protocol support for the City of Johannesburg.
Strong Inter-governmental relations.	Implementation of Inter-Governmental Relations Framework Act through the City's IGR Strategy: <ul style="list-style-type: none"> • The section has a draft MoU with GSDM, as well as developing a project co-operation with Naledi (NW); • The section engaged with the other three rural municipalities in draft areas of co-operation; • Further, the section is charged with implementation of Thusong Centre in Maonya Mall in Soweto; • The section has also managed to engage with DLG to prevent future inter-governmental disputes that might lead to litigation; • The section participates actively in GCR and briefs City on developments; and • The section has also assisted with CoJ participation in SALGA Gauteng and national processes in support of EM being Chairperson thereof. 	Implementation of Inter-Governmental Relations Framework Act through the City's IGR Strategy: <ul style="list-style-type: none"> • Coordinating of inter-governmental project; • Inter-governmental participation; and • Monitoring and evaluation of ER programmes/project.
Ensure effective interface between the administration and political office-bearers.	Administration and Political Interface programme: <ul style="list-style-type: none"> • Monitoring meetings between the Executive Mayor, members of the Mayoral Committee and the City Manager are taking place as per the year planner; and • Regular meetings are taking place in line with the year planner between the Executive Mayor, members of the Mayoral Committee, the City Manager, relevant Heads of core departments and municipal-owned entities. 	Administration and Political Interface programme: <ul style="list-style-type: none"> • Continue ensuring that the Executive Mayor is capacitated to deal with the demands of the Confederations Cup and 2010 FIFA World Cup; • Improve agenda setting process for Executive Mayor and MMC interfaces; and • Improve interaction between the Executive Mayor and Mayoral Committee with members of the community and other stakeholders (Mayoral road shows, community meetings, stakeholder forums).
<p>Ensure execution of responsibilities as political head of the City, including monitoring and reviews.</p> <p>Support the Executive Mayor's external political interface.</p> <p>Support the Executive Mayor's social responsibility.</p>	Executive Mayor's Support programme: <ul style="list-style-type: none"> • Mayoral Committee and its sub-committees meet regularly as per year planner. • Council and its committees meet regularly as per year planner. • Performance Management Panel to monitor the City's performance as per the prescribed cycle. All Section 57 employees are assessed accordingly. 	Executive Mayor's Support programme: <ul style="list-style-type: none"> • Strengthening organised inter-governmental integration and alignment through coordination and participation; • Strengthening ways for Executive Mayor to perform his duties as Chairperson of SALGA, Co-President of UCLG and board member of ICLEI and other organised local government structures; • Strengthen interaction between the City and ANC Regional Office through alignment of activities; and • Perform his social responsibility as the Executive Mayor to the residents and citizens of Johannesburg as and when it is necessary.

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
	<ul style="list-style-type: none"> • Interface between the Executive, Party (ANC) and the Speaker takes place regularly in a structured manner. • Interface between the City, members of the community and other stakeholders takes place regularly in the form of individual meetings, community meetings, site inspections and through Mayoral road-shows. • Working relations functioning well between the Private Office and SALGA National office. Strategies worked out on how to support him as the Chairperson of SALGA and Co-President of UCLG and other organised local government-related programmes. • Relationship established with the ANC regional, provincial and national office to ensure effective support to the Executive Mayor in his government role and as Chairperson of the Region. 	
<p>Fulfil FIFA's contractual requirements (Compliance)</p>	<p>The things we must do to fulfil our contractual obligations in terms of the Bid Book</p> <p>Stadiums</p> <p>Soccer City – The construction of the stadium is still on track and is well within FIFA timelines and is due for completion in December 2009</p> <p>Ellis Park – All works as per the original contract, as well as additional items, are complete and handed over. The stadium was completed in December 2008 and underwent snagging in January 2009. FIFA inspected the stadium as part of their quarterly technical inspections in February 2009.</p> <p>The Orlando Pirates vs Kaiser Chiefs Derby will be held on 2 May 2009 wherein the integrated operational plans of the departments and MEs will be tested.</p> <p>Work in the stadium included the construction of a parking garage for 1 200 cars, seating stand in the northern entrance, installation of a new pitch and turnstiles</p>	<p>Completion and handover of the Soccer City and Ruimsig Stadiums including the respective precincts</p>

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
	<p>Training venues The construction of Orlando Stadium was completed in October 2008 and the stadium was inaugurated by the Executive Mayor, Councillor Amos Masondo, on 22 November 2008. The stadium was completed on time and within budget</p> <p>The refurbishment of Rand and Dobsonville Stadiums was completed on time and within budget.</p> <p>The refurbishment of Ruimsig Stadium will be undertaken in the 2009/10 financial year as budget provision has been made in that financial year</p> <p>Stadium Precinct Clean safe and beautiful City</p> <p>SOCCER CITY PRECINCT Upgrading of Stadium avenue Scope of works: Landscaping, paving of the walkways, streetlights and patching of the road in some sections. Overall progress is 35%</p> <p>Pedestrian Bridge and Promenade Scope of works: Construction of a bridge Promenade linking the Expo Centre with Soccer City stadium. Overall progress is 75%</p> <p>Public Transport Hub Scope of works: Construction of a Public Transport facility which will be able to accommodate Buses, Taxis and BRT Buses. The facility is situated to the South of the railway lines and North of the Johannesburg Expo Centre. Overall progress is 75%</p> <p>2010 Compliance and Legacy Infrastructure Scope of works: Construction of platforms for 2010 Compliance, upgrading of Soccer City Avenue to include landscaping, streetlights, walkway paving. Infrastructure for the FIFA hospitality etc. Overall progress is 0%</p>	<p>Completion of the upgrade including the installation of streetlights</p> <p>Completion of the construction of the pedestrian bridge and promenade on time for the arrival of the media house that will be based at the JEC</p> <p>Completion of the construction of the hub</p> <p>Completion of the construction by 30 March 2010 as per the project timelines</p>

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
	<p>New Nasrec Train Station – SARCC Scope of works: Improve access and mobility by providing new stairs and lifts</p> <p>Install new signage</p> <p>Minor enhancements to station elements</p> <p>Improve access and mobility for Special Needs Persons</p> <p>Overall progress is 70%</p> <p>ELLIS PARK PRECINCT UPGRADE</p> <ul style="list-style-type: none"> • Beit Street Scope of works: Urban upgrade of Beit street from Sherwell to upper Ross <p>100% completed</p> <ul style="list-style-type: none"> • Transport square (phase 2) Scope of works: Construction of taxi rank to accommodate taxis and buses during events phase 2 involves modifications to the square in terms of a new office, more wash bays and two islands <p>Overall progress is 50%</p> <p>Sports Precincts Scope of works: Construction of the area between Ellis Park and JHB stadiums to comply with FIFA requirements</p> <p>Overall progress is 99%</p> <p>Concourse and Currey Street Upgrade: package 1 Scope of works: Concourse is the upgrade of the 2 pedestrian tunnels located at Ellis Park and transport square. Currey Street upgrade involves new paving to side walks, street lighting</p> <p>Overall progress is 82%</p> <p>Doornfontein Station Precinct Upgrade: package 2 Scope of works: Involves new paving to sidewalks, upgrade street lighting, new street furniture and road markings</p> <p>Overall progress is 85%</p>	<p>Finalisation of the ticketing system to be used and the completion of the construction of the new station by July 2009</p> <ul style="list-style-type: none"> • Transport square (phase 2) Completion of the construction of transport square

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
	<p>Voorhout and Miller Street: package 4 Scope of works: New paving of sidewalks, upgrade street lighting, new street furniture and road markings Overall progress is 75%</p> <p>Bertrams Park and Maurice Freeman Park: package 3 Scope of works: The urban upgrade of the park Overall progress is 70%</p> <p>Doornfontein Train Station upgrade Scope of works: To build a 4 500m² concourse station above the platforms. Overall progress is 55%</p> <p>ORLANDO STADIUM PRECINCT Orlando Stadium Outer Precinct walkways Scope of works: Construction of a pedestrian walkway around the stadium precinct, installation of sleeves (for street lights and irrigation), street lights and bollards. This work is now 100% complete.</p> <p>Orlando Train Station Upgrade of station.</p> <p>DOBSONVILLE STADIUM PRECINCT Dobsonville Stadium Outer Precinct Upgrading Scope of works: Construction of a pedestrian walkway around the stadium precinct, including installation of sleeves for street lights and irrigation, and bollards. This work is now 100% complete.</p> <p>RAND STADIUM PRECINCT Rand Stadium Outer Precinct walkways Scope of works: Construction of a pedestrian walkway around the stadium precinct including the installation bollards along the walkway. This work is now 100% complete.</p> <p>Dobsonville and Orlando Stadium Precincts Lighting Contract Scope of works: Installation of lighting on the pedestrian walkways at Dobsonville and Orlando Stadium. The work at both Dobsonville and Orlando Stadium is now 100% complete.</p>	<p>Completion of the projects as per the scope of works</p>

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
	<p>TRANSPORTATION Reliable, efficient and safe public transport system including the management of the traffic around the stadiums.</p> <p>Phase 1A of the BRT will be completed in time for the Confederations Cup.</p> <p>(For detail refer to Transportation Sector Plan)</p> <p>PARK AND RIDE FACILITIES Bezuidenhout Park (As and When Paving and Ablution contract) Scope of works: Paving of the parking area, painting of parking bays and construction of an ablution facility.</p> <p>This work is now 100% complete.</p> <p>AUDIT AND DESIGN OF ROAD TRAFFIC SIGNS FOR THE 2009 FIFA CONFEDERATION CUP AND 2010 WORLD CUP Scope of works: Provide road traffic sign regime along designated primary routes, protocol and main routes identified for the Confederations Cup and World Cup events to guide visitors to the main event locations, as well as to the supporting infrastructure such as Fan Parks, Park and Ride facilities and the major transportation hubs.</p> <p>Audit and design is 95% complete and manufacturing process in progress.</p> <p>International Broadcasting Centre and ICT</p> <ul style="list-style-type: none"> • Upgrade of Johannesburg Expo Centre The city is hosting the International Broadcast Centre (IBC) which will be based at the Johannesburg Expo Centre (JEC) Nasrec. <p>A development programme was approved for the upgrading of the Expo Centre facilities to bring them to the standard required by FIFA. The main works will commence in May 2009 after the Easter Show and will be completed for handover to FIFA in January 2010.</p>	<p>Launch of Phase 1B for the 2010 Soccer World Cup</p> <p>Testing of the facilities during the build up events to be held in the City</p> <p>Audit, design and installation of the road traffic signs specific to the 2010 World Cup</p> <p>International Broadcasting Centre and ICT</p> <ul style="list-style-type: none"> • Upgrade of Johannesburg Expo Centre The majority of upgrade of the Expo Centre has been programmed for the second half of 2009 as the Expo Centre must be allowed to operate normally for as long as possible before the handover of the IBC to FIFA and Host Broadcast Services (HBS). The works are to be completed by December 2009 to allow for the facility to be handed over to HBS on 1 January 2010 as per agreement with FIFA.

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
	<p>• Accommodation Project The City has appointed a developer to carry out the Host City Accommodation project adjacent to the IBC.</p> <p>Applications for EIA approval and the Site Development Plan (SDP) have been submitted to enable the developer to commence work on site in April 2009.</p> <p>Rights Protection Unit The By-Laws were published under Local Authority Notice 224 in Provincial Gazette Extraordinary No.36 of 16 February 2009.</p> <p>The Exclusion zones approved are in the public participation process.</p> <p>A Rights Protection Unit has been established under the By-Law Enforcement Unit of the JMPD, in compliance with FIFA requirements, to police the by-laws in respect of ambush marketing.</p> <p>Safety and Security The first full-dress rehearsal of the Safety and Security Operational Plan was successfully carried out at the 30 August 2008 South Africa vs Australia rugby test at Ellis Park.</p> <p>Full implementation of the general safety and security operational plan took place during the inauguration of Orlando Stadium (21 to 23 November 2008).</p> <p>The Safety and Security Strategy for both the Confederations Cup and World Cup have been presented to Fifa, operational plans based on this strategy have been developed in conjunction with the Local Organising Committee and the SA Police Services</p> <p>The operational plan for the Confederations Cup is now being developed and the lessons learned from the inauguration of Orlando Stadium and the Confederations Cup will be fed into the operations plan for the World Cup.</p> <p>Relationships have been established with international bodies such as the UN Inter-regional Crime and Justice Institute and German law enforcement agencies to exchange inputs on safety and security best practices.</p>	<p>• Accommodation Project Completion of the units must be achieved by March 2010 to be available for use by the media personnel operating from the IBC</p> <p>Legacy usage of the broadcast and connectivity infrastructure Target and finalise agreements for the usage of the infrastructure with the following industries:</p> <ul style="list-style-type: none"> • Film and video industry • BPO sector • ICT users (financial institutions, internet and knowledge hubs) • Media and communication education and training institutions <p>Rights Protection Unit Continued training of the unit</p> <p>Safety and Security Employment of additional 1 500 JMPD officers</p> <p>Refurbishment of the Martindale facility for the World Cup and installation of all key systems</p> <p>Risk identification for 2010</p> <p>Signing of Memorandum Understanding with other local authorities/municipalities</p> <p>Procurement of communication tools – electronic billboards, Z-cards, etc – to inform visitors of the necessary safety and security protocols</p> <p>Further strengthen relationships with Safety and Security bodies</p>

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
	<p>Supporting Infrastructure Supporting infrastructure projects critical to both successful delivery of the World Cup and longer-term improved services include:</p> <ul style="list-style-type: none"> • Electricity Ellis Park Laying of 11kV cables from Siemert Road to Ellis Park Precinct Reconfiguration of standby cable from Fort Substation to Ellis Park Precinct <p>Training Venues Electricity connection to training venues has been established. Reconfiguration of network for back-up to Ruimsig Stadium.</p> <p>BRT Supply Designs are 80% complete and installation is in progress.</p> <ul style="list-style-type: none"> • Water Upgrade of Parktown and Dunkeld reservoir Water and sewer condition audit around match and training venues • Waste management Installation of multi-purpose litter bins at stadiums and other key points Finalisation of staff training requirements 	<p>Supporting Infrastructure Supporting infrastructure projects critical to both successful delivery of the World Cup and longer-term improved services include:</p> <ul style="list-style-type: none"> • Electricity Ellis Park Upgrading of an Existing 88/11kV Siemert Road Substation to 3 x 45MVA transformer Substation and other reticulation projects related to 2010 SWC Installation of new electrical distributors in the Nasrec precinct Upgrade of Doornfontein/Fort standby generators Upgrade of Siemert Road sub-station Installation of stable temporary connections for fan parks Upgrade of lighting on routes to Nasrec 132kV/11kV Crown sub-station • Water Upgrade of Yeoville, Crown Gardens reservoirs Upgrade of Yeoville supply line Parktown and Dunkeld upgrades • Waste management Installation of multi-purpose litter bins at stadiums and other key points Purchase and operation of additional waste removal trucks and new mechanical sweepers
<p>Deliver an outstanding fan experience (Leverage)</p>	<p>Marketing A 2010 marketing strategy has been approved and is in place</p> <p>The first phase of a stakeholder engagement project was launched, culminating in a Summit for citizens at the Johannesburg Expo Centre in April 2008 during the 2008 Rand Show.</p> <p>A Countdown Clock has been erected next to the main entrance to the Civic Centre in Braamfontein and unveiled by the Executive Mayor on 9 October 2008.</p> <p>Launch of the CoJ website, with the latest updates on Joburg's state of readiness as well as useful information on the World Cup, with links to other web pages linked to the World Cup.</p> <p>Approval of the Host City Poster by FIFA and the subsequent launch.</p>	<p>Marketing Mobilisation of 1000 000 signed up members of the Joburg United team</p> <p>Marketing of the Host City Poster through promotional material</p> <p>Distribution of 2010 News Letter</p> <p>Hosting of the Opening and Closing Ceremonies for the Soccer World Cup at Soccer City Stadium</p> <p>Promotion of the Host City Poster</p>

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
	<p>Involvement in the international Soccerex expo at the Sandton Convention Centre working together with the Gauteng Provincial Government from 23 – 26 November 2008</p> <p>Hosting of the Confederations Cup draw together with LOC and FIFA on 22 November 2008</p> <p>Inauguration of Orlando Stadium by the Executive Mayor.</p> <p>Participated in the Sony Feva Pitch, a festival of soccer champions from all South African Provinces, on 25 November 2008 held at the Nelson Mandela Square in Sandton City</p> <p>Hosting of the opening and closing ceremonies for the Confederations Cup</p> <p>Attendance and promotion of the City at the 2009 Durban Indaba</p> <p>Soccer Legends Contracts have been signed with 20 soccer legends to take part in a series of events leading to the Confederations and World Cups that began with the inauguration of Orlando Stadium in November 2008.</p> <p>The legends have been provided with a uniform and are being paid a monthly stipend</p> <p>A Schools program is being finalised</p> <p>Fan Parks The following venues have been confirmed as official Fan Parks:</p> <ul style="list-style-type: none"> • Innes Free Park In Sandton, North of Joburg • Elka Stadium in Soweto, South of Joburg <p>Site plans of all the venues have been developed and submitted to FIFA for approval.</p> <p>Public Viewing site (SWC) Public viewing sites for the Soccer World Cup will be established at Walter Sisulu Square and Mary Fitzgerald Square.</p>	<p>Soccer Legends The legends will be part of the Stakeholder Mobilisation process that will be going to schools, churches, community based organisations and business</p> <p>The legends will also be undertaking soccer clinics at schools</p> <p>Fan Parks Appointment of a service provider/event management agency</p> <p>Finalisation and approval of design and layout</p> <p>Public Viewing site (SWC) Appointment of a service provider/event management agency</p> <p>Finalisation and approval of design and layout</p> <p>Sourcing of sponsorship for the Public Viewing site</p>

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
	<p>Public Viewing site (Confederations Cup)</p> <ul style="list-style-type: none"> Mary Fitzgerald square in the Inner City <p>Appointment of a service provider/event management agency to run Public Viewing site for the Confederations Cup at own cost</p> <p>Finalisation of the design and layout for the public viewing area</p> <p>Allocation of trading space for SMMEs/ Informal Trader</p> <p>Ticketing</p> <p>The prices and categories for tickets for the 2010 FIFA World Cup™, as elaborated by the ticketing sub-committee set up jointly by FIFA and the South African Local Organising committee (LOC), were approved by the Organising Committee for the FIFA World Cup</p> <p>FIFA has received 200000 applications for the Confederations Cup and is planning bulk sales to companies to boost sales</p> <p>Accommodation</p> <p>Database of accommodation establishments updated in consultation with Johannesburg Tourism Company and MATCH AG.</p> <p>The City is not contractually obligated to fund accommodation, but it is working very closely with MATCH, the FIFA organising company, to assist in partnering with local hotels, lodges, guest houses and bed-and-breakfast establishments to secure a wide range of accommodation for the FIFA family. To date, 135 hotels (6628 beds) and more than 250 non-hotels (981 beds) have been signed up by MATCH.</p> <p>Grading by MATCH AG of establishments have signed up in collaboration with the Tourism Grading Council of SA.</p> <p>19 new hotels are being built in the City and surrounding areas, six are in Sandton, one each at Four Ways and Woodmead and the rest in the CBD and to the south.</p> <p>City beautification</p> <p>To date 132 094 trees have been planted in previously disadvantaged areas and newer residential areas where there is a lack of trees and greenery</p> <p>Branding of Metro Centre with Host City Poster</p>	<p>Ticketing</p> <p>Assist LOC/FIFA in the distribution of the tickets allocated to the ticket fund</p> <p>Accommodation</p> <p>Plans to extend more basic accommodation include:</p> <ul style="list-style-type: none"> Engagements and finalisation of accommodation with universities and student residences around the city Establishment of a temporary tent city, to be set up and run by an external company. The tent city will be self-funding through participation by the private sector <p>City beautification</p> <p>Planting a further 68 000 trees up to June 2010 with a goal of planting 200 000 trees by June 2010.</p> <p>Branded welcome kiosk and branded foyer at OR Tambo Airport</p>

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
	<p>Host City and Confederations Cup branding along major routes, ie William Nicol, Jan Smuts, N1, N3, N12, R24, M1, and Malibongwe Drive.</p> <p>Horticultural improvements to entry points to the City, ie Old Potchefstroom Road, Soweto</p> <p>Tourism The JTC has developed a '2010 Brand Activation Campaign' as part of its overall tourism strategy, this include: Commercial Display Area at Ellispark, Outdoor, Electronic Media (Radio/TV), E-Mail Viral Competition Campaign, 50 Day Countdown Campaign with Independent Newspaper.</p> <p>JTC is busy with Tourism development within the tourism industry including SMME development, the grading of BandB's, the standardisation of small tour operators' and tour guiding services, developing tourism initiatives in all areas of Johannesburg, etc. such as tour route and tourism infrastructure development, signage</p> <p>Participation in several road shows – Indaba Durban 2008, Explore South Africa in Sao Paulo, Brazil – including media briefings and travel agent seminars in Tanzania, Kenya, Nigeria, Uganda, London and at the Beijing Olympics conducted by Johannesburg Tourism</p> <p>Engagement of local tour operators to package Joburg's leisure destinations for the Confederations Cup visitors</p> <p>Training and orientation of City Ambassadors who will be ready for the Confederations Cup</p> <p>Tourism signage. Currently in progress, erection of tourist-friendly signage on all major routes and in tourism nodes as well as at entry and exit points around the city.</p>	<p>Wrapping of trees with decorative lighting</p> <p>Event flags along major routes and branding parks with these flags</p> <p>Branding informal trading stalls</p> <p>Education campaign to ensure customer friendly approaches</p> <p>Decorating the inner city walkway – branding CoJ buildings, major streets, taxi ranks and bus terminals and decorating Mandela Bridge</p> <p>Branded 2010 information kiosks in shopping malls, parks, museums, entertainment zones and other places of interest</p> <p>Branding of Metro busses and all CoJ Fleet</p> <p>Tourism Plans to optimise the tourism spin-off of the events include:</p> <p>Ongoing destination marketing.</p> <p>Above the line and below the line activities are planned to position the city in the international spotlight.</p> <p><i>Tourism skills development.</i></p> <ul style="list-style-type: none"> – Training: Training of SMMEs in customer service and efficient operation of accommodation, commercial and entertainment venues. – Training on the international tourism industry. <p><i>Tourist information services.</i> Ensuring that the right information about quality attractions readily available and attractive to tourists of all cultures and languages</p>

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
	<p>Stakeholder Mobilisation Series of workshops in each of the City's regions to engage with the public and inform them of the initiatives underway to stage the World Cup</p> <p>Workshops held with the core departments and MEs to give an update on the City's state of readiness</p> <p>Launch of Joburg United during the Rand Show 2008</p> <p>Africa Conference with SALGA</p> <p>Volunteers South Africans were invited to apply to become volunteers for the Confederations Cup and a registration process was undertaken. A total of 36 000 South African registering their intent with 17 262 applicants registered in Joburg alone. Of these, 3000 were evaluated for security clearances and 2000 were short-listed for interviewing.</p> <p>1 165 (605 LOC and 550 CoJ) volunteers have been selected to undergo training in customer service, communications skills, conflict and time management and emergency and safety procedures.</p> <p>Allocation and deployment of volunteers to city departments and MEs</p>	<p>Stakeholder Mobilisation Finale of the stakeholder summit Establishment of database of supporters, target of 1000 000 supporters by 2010</p> <p>Involvement of Soccer Legends in taking the message to schools, churches, business and civil society</p> <p>Resuscitation of Soccer/Football in schools</p> <p>Integration of Soccer and Soft-skills</p> <p>Workshops to be held with Community Based Organisations, Churches, and Business</p> <p>Volunteers Management of the Volunteer process for the Soccer World Cup.</p>
Create long-term benefits for the citizens (Legacy)	<p>The following projects were approved by Mayoral Committee as the city's 2010 Legacy Projects</p> <p>ORLANDO INDOOR SPORT CENTRE The area for the proposed centre has been identified on the existing rugby fields along Mooki Street Orlando East. Additional sporting facilities within this area include Orlando Stadium, Orlando Community Centre and multipurpose courts. The transportation within this area is well established.</p> <p>Designs have been completed</p>	<p>ORLANDO INDOOR SPORT CENTRE Secure funding through the private sector to augment the already allocated funding</p>

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
	<p>GRASSING OF SOCCER SPORT FIELDS A total of 100 informal soccer fields were identified and scoped for potential development as part of the Mayoral Grassing projects. 52 fields were found to be suitable for development whilst 48 were found unsuitable due to various reasons such as, site ownership, zoning of the suitable sites, 12 fields were developed during 2007/08 and 10 more are currently being developed for the 2008/09. Details are covered in the Community Development Sector Plan.</p>	<p>GRASSING OF SOCCER SPORT FIELDS Resolution of the issues regarding the remaining sites and the greening thereof.</p> <p>11 fields will be completed in the 2009/10 FY</p>
	<p>STREET FURNITURE Hillbrow, Berea Extension: Public Art</p> <p>Scope of work Provision of public art in Hillbrow and Berea. The public art will primarily comprise large iconic art works distributed through out Hillbrow, Berea and Yeoville.</p> <p>Provision of public art: 70%</p> <p>Inner City Street Furniture – 761 bins have been installed around Ellis Park and the Inner City</p> <p>DIEPKLOOF HOSTEL Scope of works: Redevelop Diepkloof hostels into 1000 family units.</p> <p>Progress to date:</p> <ul style="list-style-type: none"> • 108 completed units have been • 100 Transitional Residential Unit (TRU) are completed • Assisting to fast-tracking installation of services. • Negotiations with Landowners (i.e. Ivory Tusk Investment) of the Portion of land South of the Hostel are underway, focussing on:- <ul style="list-style-type: none"> – Land Evaluation – Buying the land for further Development. 	<p>DIEPKLOOF HOSTEL Installation of water taps, electricity, electric plugs and geysers on occupation of the units by the beneficiaries</p> <p>Employment of Established Contractors to complete the project</p>

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
	<p>KLIPSPRUIT VALLEY REGENERATION Mofolo Park Development Progress ongoing and details are captured in the Community Development Sector Plan.</p> <p>Orlando Dube Node Progress ongoing and details are captured in the Community Development Sector Plan.</p> <p>SOWETO THEATRE A Site has been identified in Jabulani by Community Development. A development contract has been signed with developers that will bring in about 50% of the funding. Sod turning ceremony in February 2009 officiated by Executive Mayor, Councillor Amos Masondo and Minister of Art, Culture and Heritage, Minister Pallo Jordan.</p>	<p>KLIPSPRUIT VALLEY REGENERATION Development of the nodes along the River Ecological management of the river system</p> <p>SOWETO THEATRE Completion of the construction according to the project timelines</p>
	<p>Parallel Events <i>Africa Under One Roof</i> An exhibition to showcase the art and craft of Africa under one roof for the duration of the World Cup as part of the African Legacy Programme which aims to ensure Africa's full participation in the event by using several outlets to promote Africa's image globally.</p> <p>A service provider has been appointed to manage and stage the project and the project will be launched in May 2009</p>	<p>Parallel Events <i>Africa Under One Roof</i> Signing up of artists from the participating countries in Africa</p> <p>Commissioning of the artwork</p>
	<p><i>Football for Hope</i> The Roles and Responsibilities have been agreed and signed with FIFA</p> <p>Operational plans for transportation, marketing and safety and security are in the process of finalisation</p> <p>Completion of upgrade of No: 3 Square which has a multi-purpose sports complex, club house, soccer field and a range of other playing areas</p>	<p><i>Football for Hope</i> Completion of the accommodation units</p> <p>Hosting of the Football for Hope tournament</p>

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
	<p>Boys in the Photograph A reworked production of the hit musical, the Beautiful Game, by Anrew Lloyd Webber and Ben Elton.</p> <p>Unprecedented sale of tickets including corporate ticket sales</p>	<p>Boys in the Photograph</p> <ul style="list-style-type: none"> • Rehearsals • Move-in to theatre • First preview performance • Opening (media) night



Health Sector Plan

INTRODUCTION AND OVERVIEW

The business planning process is done annually as part of strategic planning and sets the agenda for the upcoming financial year. The five-year sector plan and its strategic objectives remain the focal point as it incorporates the political imperatives and the GDS principles. The strategic objectives and deliverables thus become pivotal in the development of the departmental service delivery plan and identification of key priorities for all managers and units. The finalised business plan is then utilised for development of the departmental scorecard, which becomes the framework for all scorecards of senior managers in the department.

In the City of Johannesburg the challenges facing Health are similar to those facing the rest of the country and are made worse by historical factors such as fragmentation, inequity and lack of access to basic infrastructure such as health facilities, water, sanitation, etc. The Occupational Specific Dispensation (OSD) of the public service has negatively affected the department's attempts to recruit resulting in high staff turnover that tends to negate all the positive strides achieved.

Despite these challenges, the Health Department has improved the TB cure rate and immunisation coverage, and has increased the core package of services being provided at its clinics. The department has also started piloting extended service hours in some of its clinics. In addition, the department has, in conjunction with NGOs, established three ART (Anti-Retroviral Treatment) sites and plans to increase these by two more in the 2009/10 financial year.

The objectives within the Health Department are to increase access to services by making primary health care available to all citizens; ensure the availability of safe, good quality essential drugs in health facilities; and rationalise health financing through budget re-prioritisation.

The following key deliverables have been identified as areas that will receive specific attention in 2009/10:

- Strengthening primary health care through increasing service hours in selected regions;
- Significantly reduce the number of mobile points clinics;

- Facilitate functional integration and rationalisation of health facilities;
- Intensifying efforts in respect of HIV and AIDS through programme implementation and coordination with other spheres of government and non-governmental organisations (including business and community-based organisations);
- Improving access to ante-natal care services and improving the TB cure rates;
- Strengthening the preventive and promotive health initiatives of the City through integrated health campaigns and outreach programmes;
- Consolidating the City's focus on Environmental Health Services (Municipal Health Services) through promotional, educational and enforcement programmes.
- Upgrading of some of the health facilities near the 2010 FIFA World Cup Stadia.

Revision to the CoJ 2006-2011 IDP

There has been no major change to the 2006-2011 IDP programme except for the targeted efforts towards the HIV and AIDS Prevention programme. The key focal areas for this programme include Jozi Ihlomile, a home-based care outreach project as well as the construction of a clinic in Lawley in Region G.

Health Sector Plan

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
Environmental Health Plan to prevent and minimise environmental pollution.	Pollution, Prevention and Reduction programme: <ul style="list-style-type: none"> • Compliance monitoring of all identified sources of air pollution on an ongoing basis; • Air pollution emissions measurement; • Imbawula Project; • Noise contouring requirements for new developments; • Noise compliance monitoring; • Water pollution monitoring; and • Illegal dumping prevention programmes. 	Pollution, Prevention and Reduction programme: <ul style="list-style-type: none"> • Fifty identified households in informal settlements/informal food traders provided with smokeless imbawulas; • 7 786 diesel vehicles tested per annum for emissions; • 95% compliance to sampling protocol/programmes for the City – water quality management; • Statutory notices served on 100% of identified council-owned vacant properties where illegal dumping regularly takes place; • Statutory notices served on 100% of identified non-council owned vacant properties where illegal dumping regularly takes place; and • 150 'No Dumping' signs erected citywide on properties where illegal dumping regularly takes place.
An integrated and well-resourced system in place for environmental health certification, monitoring and enforcement.	Environmental Health Risk Management programme: <ul style="list-style-type: none"> • Develop a seamless approach to health and 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. • 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. 	Environmental Health Risk Management programme: <ul style="list-style-type: none"> • A seamless approach to health and safety surveillance has been implemented and operationalised. No complaints or negative feedback has been received in this regard; • 100% implementation of a developed plan for a single point of certification;

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
	<ul style="list-style-type: none"> • Increase the number of Environmental Health Officers in the field based on actual workloads. • Reduce the risk of vector-borne diseases through targeted vector control programmes in selected hotspots (key targeted areas to include Alexandra). • Develop a clear set of health and safety guidelines for all new CoJ capital projects, and ensure 100% compliance with these (as assessed through CIMS). 	<ul style="list-style-type: none"> • 100% implementation of a system to monitor compliance and enforcement for all municipal health functions; • Twenty Environmental Health Officers employed subject to availability of funds; • Eight pest control staff employed subject to availability of funds; • One visit per year to mortuary/funeral undertaker; • One public awareness programme conducted per region on measures to control vectors; • 100% of identified hotspot sites serviced by vector control personnel; and • 100% compliance of health and safety guidelines for all new health departments' capital projects in the City.
<p>At a consistent rate of monitoring and enforcement, reduced incidence of non-compliance with environmental health regulations and set standards.</p>	<p>Environmental Health Promotion programme:</p> <ul style="list-style-type: none"> • 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. • Working across City departments and with a range of external partners, assist proprietors and residents who have demonstrated the need and limited financial capacity to upgrade to the applicable standards. • Run five city-wide campaigns to promote public awareness around the safe handling and storage of chemicals. • Develop and run an on-going health promotion and education campaign targeting food handlers. 	<p>Environmental Health Promotion programme:</p> <ul style="list-style-type: none"> • One blitz per region focusing on nuisance buildings; • 100% of identified ECD facilities inspected; • One training workshop in conjunction with Community Development on ECD legal requirements; • One campaign per region on chemical safety and lead awareness; and • 2 335 identified informal food traders trained citywide.
<p>To reduce the risks of potential outbreaks and effectively contain outbreaks when occurring</p>	<p>Communicable Disease Outbreak Response Improvement programme:</p> <ul style="list-style-type: none"> • 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; • Identify areas of greatest risk in each region and institute preventative measures to mitigate communicable diseases; • Review systems and procedures to ensure immediate investigation of selected notifiable conditions; and • Coordinate and monitor outbreak response where necessary. 	<p>Communicable Disease Outbreak Response Improvement programme:</p> <ul style="list-style-type: none"> • Health Department's surveillance system integrated into the CoJ Disaster Management System; • Mopping-up activities undertaken in identified areas of low routine immunisation coverage; • 100% functional Outbreak Response teams in each region; • 100% of cases investigated and 85% reported within three working days.

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
Improved awareness of HIV and AIDS risks, prevention methods and available services.	<p>HIV prevention programme:</p> <ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> – Targeting of prevention campaigns and care services; – Demand for household infrastructure services, and – The scale of the City’s social package. • Expand an ongoing programme of information provision and community mobilisation, with a special focus on peer education campaigns in hostels (including males), informal settlements, commercial sex workers, and amongst the youth. 	<p>HIV prevention programme:</p> <ul style="list-style-type: none"> • Three peer education programmes implemented in hostels; • 180 peer educators trained (including traditional healers); • Three peer education programmes implemented in informal settlements; • Two youth programmes implemented; • Three Commercial Sex Workers (CSW) programmes implemented (one new); • 100% of identified hotels with CSW supported as part of the outreach campaign; • 100% of identified hotels with CSW with at least one peer educator each; • Fifty new community-based condom distribution points established; and • Two additional sites per region distributing female condoms.
Reduce rate of HIV infections.	<p>HIV Prevention programme:</p> <ul style="list-style-type: none"> • Increase access to, and promote acceptability of, Voluntary Counselling and Testing (VCT) and Prevention of Mother to Child Transmission (PMTCT); • Improve identification of, and care for, infants at risk of HIV and AIDS in and through facilities; and • Improve integration between TB screening and VCT services by ensuring referral between services within and across facilities. 	<p>HIV Prevention programme:</p> <ul style="list-style-type: none"> • 100% of fixed facilities (eighty-eight clinics) providing rapid on-site HIV testing services; • 100% of fixed clinics (eighty-eight clinics) conducting PCR testing in children; and • 100% of fixed clinics implementing INH preventive therapy.
City-wide access to comprehensive HIV and AIDS support services to ensure effective medical care for people infected and affected by HIV and AIDS.	<p>Medical Care and ART Roll-out Support programme:</p> <ul style="list-style-type: none"> • 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. • Ensure availability and marketing of access to Post Exposure Prophylaxis (PEP) at all clinics, including traditional healers. • Strengthen syndrome-related management of STIs and treatment of, or referral for, opportunistic infections. • Strengthen integration with TB Control programme. 	<p>Medical Care and ART Roll-out Support programme:</p> <ul style="list-style-type: none"> • 100% of regions with access to comprehensive HIV and AIDS management treatment programmes in the CoJ; • 100% of fixed facilities (eighty-eight clinics) providing rapid on-site HIV testing services; • 100% of fixed clinics that offer comprehensive ANC providing PMTCT services; • 100% of fixed clinics (eighty-eight clinics) conducting PCR testing in children; • One new anti-retroviral (ART) site established in CoJ; • One community awareness campaign in each region to raise awareness on availability of PEP services; • 100% provision of comprehensive STI management at all fixed clinics; • 100% of fixed clinics implementing INH preventive therapy; and • 50% newly diagnosed HIV positive patients tested for TB.

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
<p>City-wide 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> <ul style="list-style-type: none"> • Expand Jozi Ihlomile and other community outreach programmes that identify people/households in need, and provide HBC referrals to services, etc. • With other departments, scale up nutrition programme such as the Food Bank to support individuals living with AIDS. • 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. • With other departments, support orphans and child-headed households, inter alia by providing psycho-social services, facilitating access to schooling, etc. • Ensure that AIDS affected households benefit from the revised Social Package. • Scale up PWA support to ensure 100% access in all wards. 	<p>HIV and AIDS Community Care and Capacity Development programme:</p> <ul style="list-style-type: none"> • Expand Jozi Ihlomile programme at two new sites (eighteen existing sites); • Implement outreach programme in Poortjie (Region G); • Maintain Jozi Ihlomile programme at eighteen sites; • One community HIV and AIDS Forum established; • One new food garden per region in community-based facilities established; • 100% wards with access to PLHWA support groups and HBC programmes; • One HIV and AIDS community support and information centre established; and • Two PLWHA forums established in the City.
<p>Monitoring the rate of CoJ staff absenteeism and departure attributable to HIV and AIDS.</p>	<p>Workplace Wellness HIV and AIDS programme:</p> <ul style="list-style-type: none"> • 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; • Expand prevention campaigns specifically targeting City staff; • Ensure 100% access to VCT services for city staff; • Across all city departments and municipal-owned entities, facilitate staff access to comprehensive HIV and AIDS programmes, including ART; and • Increase access to extended EAP services for all employees. 	<p>Workplace Wellness HIV and AIDS programme:</p> <ul style="list-style-type: none"> • 100% maintenance of workplace wellness, HIV and AIDS forums established (regions, departments and entities); • 100% access to EAP for employees infected and affected by HIV and AIDS; • 100% compliance with minimum standards on HIV and AIDS in the workplace; • 100% of CoJ departments/entities/regions conducting awareness programmes to reduce/prevent risk and new HIV infections; • 100% implementation of integrated Workplace Wellness, HIV and AIDS programme by departments and regions; • 100% access to HIV and AIDS counselling services for CoJ employees; • 100% access to comprehensive HIV and AIDS Management Treatment (including ART) to CoJ employees; • Seventy managers trained on HIV and AIDS programme; • 400 Workplace Wellness and HIV and AIDS peer educators retrained; • Three citywide workplace HIV and AIDS awareness campaigns conducted; and • Quarterly monitoring of the rates of absenteeism and departures attributable to HIV and AIDS.

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
<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> <ul style="list-style-type: none"> • Promote access and convenience by extending operating hours in clinics; • Extend satellite mobile points clinics into full five-day operating facilities; • On the basis of a PHC audit, ensure functional integration in services with provincial health facilities, and synchronise referral systems; • Undertake a five-year health facilities capital development plan; • Ensure adequate staffing in PHC facilities, and the multi-skilling of PHC staff; • Promote Patients’ Rights Charter and Batho Pele principles through ongoing customer-care training; • Improve community involvement by facilitating the training and empowerment of community structures that liaise with clinics (including traditional healers); • Assess waiting times in health facilities and proactively address causes wherever possible; • Implement a complaints management system, systematically monitor and assess the results, and take remedial action where necessary; and • Promote early identification and referral of people with mental illnesses. 	<p>Primary Health Care Strengthening and Expansion programme:</p> <ul style="list-style-type: none"> • Two additional clinics with extended service hours activated; • 30% implementation of the developed 3 – 5 CAPEX Plan including 2010 priorities; • Percentage implementation of completed annual PHC training plan (HRD plan); • 10% annual increment on PHC clinically trained nurses from baseline; • One EMS training session per quarter; • 100% completion of revised PHC facility-based organograms; • One staff satisfaction survey conducted to develop interventions to improve staff morale; • 50% implementation of developed staff recruitment and retention strategy; • 100% regions with functional cost centres; • 100% service delivery points with monthly laboratory control systems; • 100% service delivery points with monthly pharmaceutical stock control systems; • Less than 5% drug stock-out in customised EDL per region; • Not more than 5% shrinkage on pharmaceuticals at the central pharmacy and the clinics; • Quarterly waiting times’ assessments conducted at clinics; • 85% of ward health sector representatives trained; • Two information sharing workshops for community structures per annum, including traditional healers; • Monthly monitoring of implementation of Complaints Management System – response time and resolution rate (targets) as per criterion; • 90% of PHC staff trained in customer-care training; • Percentage improvement in customer satisfaction levels in PHC facilities as measured by annual survey; • 20% of clinicians trained in early identification of people with mental illnesses including Alzheimer’s disease; and • Percentage capacitation of training and research unit.

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
<p>Improved TB cure rates across the City.</p>	<p>Tuberculosis Control programme:</p> <ul style="list-style-type: none"> • Strengthen TB treatment programmes to improve detection, reduce treatment interruption rates and improve cure rates; and • Improve case holding through effective utilisation of Community Health Workers (CHW). 	<p>Tuberculosis Control programme:</p> <ul style="list-style-type: none"> • 75% cure rate of New Smear Positive TB patients; • 8% or less interruption rates; • 85% of newly diagnosed (New Smear Positive) placed on treatment; • 95% TB patients on Directly Observed Therapy (DOT); • 90% of sputum results received within 48 hours turn-around time; and • One TB awareness programme conducted in each region.
<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> <ul style="list-style-type: none"> • 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 males. • Establish partnerships and inter-sectoral collaboration to extend reach and impact of health promotion activities. • Intensify health promotion interventions that encourage healthy lifestyles and to raise awareness around chronic non-communicable illnesses so as to enable early recognition and timely health-seeking behaviour. • Expand the provision of chronic care services at all fixed facilities and effectively communicate the availability of these services. • Promote mental well-being through integrated and proactive health promotion campaigns. 	<p>Comprehensive and Integrated Health Promotion programme:</p> <ul style="list-style-type: none"> • Two health professionals per region trained in health promotion; • Substance abuse awareness and education programmes conducted at three high and three primary schools per region; • Males screened for prostate gland and testicular cancer per region (150); • Cervical and breast cancer awareness programmes conducted in each region; • Awareness programmes on chronic conditions of lifestyles conducted in each region; • One support group established and maintained per facility; • 100% of fixed facilities providing chronic care; and • One awareness programme on mental health conducted per region.

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
<p>Five-yearly improvement across a selected set of national indicators of child-health:</p> <ul style="list-style-type: none"> • Percentage immunisation coverage for children under one year; • Percentage measles coverage under one year; • Zero cases of confirmed measles and polio; 	<p>Children and Youth Health programme:</p> <ul style="list-style-type: none"> • 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. • Develop and conduct community awareness programmes on the need for immunisation in each region, and ensure the availability of an EPI in all areas of the City. • Develop and conduct community awareness programmes to prevent typical childhood health risks, accidents and injuries. 	<p>Children and Youth Health programme:</p> <ul style="list-style-type: none"> • 100% of ECD centres visited to conduct integrated awareness programmes (with Environmental Health); • One EPI awareness programme conducted per region; • 90% (full) immunisation coverage of children under one year;
<ul style="list-style-type: none"> • Percentage Vitamin A coverage in children under one year; and • Incidence of severe malnutrition per 1 000 uninsured children under five years. 	<ul style="list-style-type: none"> • Implement growth monitoring of children less than five years old for early identification of growth faltering. • Review and ensure effective implementation of the IMC strategy. • Ensure provision of Prevention of Mother to Child Transmission (PMTCT) programme at all fixed clinics that provide comprehensive ante-natal care (ANC). • Establish at least one Youth Friendly Health Service per region to encourage and facilitate youth access to health care. 	<ul style="list-style-type: none"> • 90% measles coverage of children under one year; • One awareness programme on prevention of childhood accidents and injuries (including lead poisoning) conducted in each region; • 100% of severely malnourished children monitored/followed up; • 90% Vitamin A coverage in children under one year old; • 85% weighing rate of children under five years old; • 90% of facilities with IMCI trained PNs implementing IMCI strategy; • 100% provision of PMTCT at fixed clinics that provide comprehensive ANC; • 100% of fixed clinics (eighty-eight clinics) conducting PCR testing in children; and • One additional YFS site established per region.

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
<p>Five-yearly improvement across a selected set of national indicators of women's health service provision:</p> <ul style="list-style-type: none"> • Percentage of ANC patients tested for HIV; • Percentage Vitamin A coverage in post-partum mothers; • Percentage coverage of cervical cancer screening; and • Percentage contraception coverage. 	<p>Women's health programme:</p> <ul style="list-style-type: none"> • Ensure provision of comprehensive ante-natal and post-natal care at all fixed clinics in the City; • Provide family planning services at all clinics and facilitate referral in order to ensure access to Choice of Termination of Pregnancy (CTOP) services; • Strengthen breast and cervical cancer screening in all clinics and run awareness and education programmes on reproductive, maternal and women's health in all regions; and • Ensure promotion and referral to PEP services, including counselling in the community. 	<p>Women's health programme:</p> <ul style="list-style-type: none"> • 100% fixed facilities providing comprehensive ANC in the City; • 90% of ANC patients offered HIV counselling; • 25% of Vitamin A coverage in post-partum mothers; • 35% contraception coverage in women fifteen to forty-five years (uninsured); • 5% cervical cancer screening coverage of target group; • One awareness programme on cervical cancer and breast self-examination in each region; • One awareness and education programme on reproductive and maternal health in each region, including post-natal depression and mental health; and • Awareness programmes on teenage pregnancy conducted in three high and three primary schools per region.
<p>Reduce environmental health risks.</p> <p>Improve accessibility to, and quality of, service at primary health care clinics and undertake comprehensive and integrated health promotion.</p>	<p>2010 Soccer World Cup programme:</p> <ul style="list-style-type: none"> • To ensure that the environmental health requirements in terms of the environment, food control (including food establishments and accommodation establishments) are addressed and complied with; • Improve compliance to environmental health by-laws and legislation; • Upgrade health facilities near stadiums/ practice venues and increase staffing for PHC services to operate for extended hours; • Implement integrated health promotion activities with focus on environmental health, HIV and AIDS and STIs; and 	<p>2010 Soccer World Cup programme:</p> <ul style="list-style-type: none"> • One educational campaign per region conducted focusing on CoJ by-laws and legislation; • Statutory notices served on 100% of identified council-owned vacant properties where illegal dumping regularly takes place; • Statutory notices served on 100% of identified non-council owned vacant properties where illegal dumping regularly takes place; • 100% of butcheries inspected for compliance with legislation (as per database);

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
	<ul style="list-style-type: none"> • Ensure compliance by health facilities to cope with emergencies and disasters, in collaboration with EMS and Disaster Management. 	<ul style="list-style-type: none"> • 95% of identified food premises issued with certificate of acceptability as per R918; • Two visits per year conducted at all public conveniences; • One public awareness programme conducted per region on measures to control vectors; • 100% of identified hotspot sites serviced by vector control personnel; • One blitz per region focusing on nuisance buildings; • Two additional clinics with extended service hours; • 30% of identified clinics upgraded and renovated; • Three peer education programmes implemented in hostels; • 150 peer educators trained (including traditional healers); • Three peer education programmes implemented in informal settlements; • Two youth programmes implemented; • 100% of identified hotels with CSW supported as part of the outreach campaign; • 100% of identified hotels with CSW with at least one peer educator; • One EMS training session per quarter; • 100% functional Outbreak Response teams in each region (seven); and • 100% of outbreak response cases investigated and 80% reported within three working days.



Housing Sector Plan

INTRODUCTION AND OVERVIEW

The delivery of 100 000 housing units is one of the key integrated development planning interventions for the City in this Mayoral term. To date approximately 46% of this delivery target has been achieved. In the first two years of the Mayoral term the focus has been on the identification and planning of new housing projects. The 2009/10 financial year will witness the substantial delivery of housing on large projects such as Lufhereng (Doornkop), Lehae Phase Two, Kanana Park, Kliptown and Princess, amongst others.

Many of the housing political priorities for the 2009/10 financial year will remain the same and in line with the strategic objectives of the Five-Year Integrated Development Plan. These areas of focus are strongly aligned to the City's key programmes which are the inner city, 2010 and the formalisation and regularisation of informal settlements. In addition it is also interesting to note that the issues that have been raised through the community feedback sessions are also aligned to the priorities and programmes that are reflected in the sector plan. Many of these issues are currently being addressed in the 2008/09 financial year.

Although much has been achieved to date with regard to the IDP programme for the Mayoral term, significant work and delivery is still required to be able to achieve on the targets that have been identified. Thus the 2009/10 financial year is considered a crucial one for delivery, notwithstanding some of the challenges that have been highlighted in the sector plan.

Strategic objectives

The strategic objectives of Housing are:

- On a progressive basis, and over the longer term, all residents in inadequate housing to access affordable, safe and decent accommodation;
- Meet housing needs at all levels of the housing ladder through accelerated facilitation and supply, and effective management, of a diverse range of products for purchase or rental;

- A fully functional secondary housing/property market in all parts of the city, so that all households can realise economic value from investing in their residential assets;
- Quality of the City's existing and future housing stock is enhanced and maintained; and
- Increased liveability and sustainability of all residential communities, with equitable access to green spaces, social and cultural differences, transportation and economic opportunities, and adoption of green housing practices and technologies.

Political priorities

Many of the programmes that were identified in the City's Five-Year IDP and Housing Sector Plan remain a priority. The following areas continue to be a focus for the City in 2009/10:

Formalisation of informal settlements

Together with the Department of Development Planning and Urban Management (DPUM) and the Gauteng Department of Housing, CoJ Housing will increase its efforts to formalise informal settlements in the City. To this end, feasibility studies on all informal settlements have been undertaken and a programmatic approach to formalisation is currently being finalised.

The 180 settlements where feasibilities have been undertaken have been classified into the following categories:

- Upgrading projects: These comprise sixty-five settlements and are being implemented either by the City of Johannesburg Housing Department or the Gauteng Province;
- Relocation projects: These comprise sixteen settlements and are implemented either by the City of Johannesburg Housing Department or the Gauteng Province;
- Programme linked settlements: These comprise twenty-eight settlements linked to programmes that will formalise housing for beneficiaries over the long term. This will be implemented by both CoJ Housing and the Gauteng Province;
- Regularisation Projects: These include twenty-three settlements and are managed by the Department of Development Planning and Urban Management; and
- Settlements not linked to any of the aforementioned projects: Forty-eight settlements are currently not linked to any project or programme. The key challenge in addressing the development needs of these settlements is accessing and securing additional land.

Rejuvenation of the inner city and older centres

The inner city remains an area of priority for the City. Increased housing delivery for all levels of the housing ladder is required to cater for demand. However, the focus of the City is to ensure that the poor are catered for in the supply market. To date the City has been working with the Province, social housing institutions, private developers, and other stakeholders to increase the scale of delivery and deepen the reach of affordability, so that the housing needs of lower income households are addressed.

One component of the Housing Action Plan is to develop temporary accommodation. The purpose of this accommodation is to provide interim shelter for households that are living in unsafe buildings. In the 2007/08 financial year approximately 1 400 beds were developed in the inner city as temporary accommodation.

In addition to temporary accommodation the focus will be on increasing the supply of medium to longer-term rental accommodation, such as transitional housing, communal housing and social housing. Already JOSHCO, the City's social housing company, has been proactive in acquiring buildings and planning the delivery of communal and social housing stock in the City. It is anticipated that two buildings will be refurbished in 2008/09 and a further three buildings will be completed by 2009/10.

In addition some of the problems around the deteriorating inner city buildings will be considered as part of the framework of the Inner City Property Scheme, as introduced by the Department of Economic Development.

Delivery of 100 000 units by 2011

As a key area of focus, the City is mobilising its resources as well as engaging with other stakeholders to ensure that the delivery of 100 000 housing units in this Mayoral term is achieved. The 100 000 units target includes the delivery of 15 000 rental housing units, 30 000 housing units through the Community Builder Programme and the People's Housing Process programme, 5 000 units through the re-development and conversion of hostels, and

50 000 mixed-income housing units. As at the end of the second quarter of the 2008/09 financial year, a total of 46 463 housing units have been developed and facilitated within this programme in the current Mayoral term.

The Pennyville project near New Canada Station showcases some of the components that should be delivered as part of the mixed-income housing programme and has set a standard to which all new housing in the City must achieve, reflecting a choice of tenure, typologies, affordability and relevant social and educational facilities. In attempting to improve on the sustainability of these areas, the CoJ Housing in consultation with the Department of Economic Development and the Community Department is exploring ways in which economic activities by communities are facilitated so that housing can be used as an economic asset by the residents.

Secondary property market

The implementation of projects under the Neighbourhood Partnership Development Grant programme, funded by National Treasury, will also be a key area of focus in the 2009/10 financial year. The planning and design of the projects would have been completed in the 2008/09 year. Although some implementation is anticipated in 2008/09, the majority of the delivery is programmed for the 2009/10 period. The Department of Housing has already structured partnerships with a number of other relevant city departments, provincial departments and municipal-owned entities to support the roll-out of identified projects. By the end of 2009/10 the outcomes of stimulating the secondary property market, as well as contributing to sustainable human settlements, should become more realisable and evident.

Hostel re-development

In the City of Johannesburg there are a number of staff and public hostels. In implementing the hostel Re-development programme, the focus of the City is on the re-development and conversion of staff hostels, while the Gauteng Department of Housing is addressing the re-development and conversion of public hostels.

Development on the following staff hostels are currently being implemented or planned by the City via JOSHCO: City Deep, Van Beek, Selby, Anthea and Klipspruit hostels. The critical component of the re-development is to ensure that these spaces that were previously sterile and unhealthy environments, become mixed-income rental accommodation and integrated spaces, where the previous hostel residents are integrated with the communities.

The focus of the provincial government is the re-development of the public hostels in the City under the Community Residential Units (CRU) programme introduced by the National Department of Housing. The province has already commenced with construction on Diepkloof Hostel, Dube Hostel, Meadowlands Hostel and the Orlando Women's Hostel in the Soweto region. Planning work has been initiated on the hostels in the inner city including Jeppe, Denver and George Gogh cluster. It is anticipated that during the 2009/10 financial year a minimum of 1 600 units in hostels will be re-developed. The target for the Mayoral term is 5 000 units and during the first two years of the Mayoral term only 480 units were achieved. However; the extensive injection of funding through the CRU programme will assist in up-scaling the delivery of units under this programme.

Addressing the housing gap

The strategic objective of this programme is to 'address the housing ladder gap by facilitating private sector delivery of affordable rental and home ownership'. This strategic objective is currently being addressed through the implementation of the Mixed-income Housing programme. The Pennyville project again demonstrates how this is being implemented together with the private sector (Diliculu) to provide rental accommodation in the gap market.

The City is facilitating the delivery of housing projects by the private sector so as to ensure that gap market products are available. In this regard the City has determined that the product mix in mixed-income housing should include approximately 25% gap housing.

Proficient management of City stock

The focus of this Mayoral term is on the transfer of the public housing stock from the department to qualifying beneficiaries and to JOSHCO. As of the end of June 2008, 3 350 units had already been transferred to JOSHCO.

The signing of lease agreements is a critical component of the management of the housing stock. In the 2007/08 financial year the City has focused on ensuring that with all new allocations, lease agreements are signed and, where this has not happened in the past, these instances are rectified. As at the end of June 2008, 90% of all lease agreements had been signed. The rental collection for this period has also increased to 65% of billed amounts.

Challenges and opportunities

In developing new housing and managing current housing stock, a number of challenges arise. If not adequately addressed, these challenges can impact on housing delivery and the housing environment in the City. Some of the challenges include:

Demand for housing exceeding supply

Like so many other cities across the world the demand for housing within Johannesburg far exceeds the supply. The existence and growth within informal settlements, over-crowding in inner city buildings, back yard shacks, the number of people that have registered on the previous housing waiting list and, more recently the demand database, reflect the increased demand for housing.

For many reasons such as capacity constraints, inadequate resources, lack of affordable land, unaffordable products, etc. the supply of housing has been impacted. This has resulted in the limited supply of housing by both the private and public sector. In the current Mayoral term, as previously articulated, the City is targeting the delivery of 100 000 housing units through its own means or through the facilitation of other role players in the sector.

Although the 100 000 units will make a significant delivery impact, it is recognised that the demand will still continue to exceed the supply.

Land

There are a number of challenges that are experienced with regard to land, these include:

- Lack of availability of well located land;
- The increased cost of land to undertake housing development;
- Acquiring privately-owned land where settlements already exist;
- Limited funding for land acquisition; and
- Lengthy procurement processes that impact on the timeframes for acquisition and which in turn have a negative impact on the cost of land.

Management of housing stock

Majority of the housing stock that is owned by the City is very old. Over the years inadequate budgets have been allocated for the maintenance of the housing stock and this has impacted on the quality of the stock. In addition, the unwillingness of people to pay for rentals has also contributed to there being inadequate funding to service and maintain the housing units.

These problems are not limited to the City of Johannesburg and the experiences both nationally and internationally reflect that the management of housing stock by municipalities has been challenging.

As previously indicated some of the challenges are being addressed through the:

- Transfer of stock where possible to individual households;
- Transfer of stock to JOSCO to manage under the Social Housing or Community Residential Units programme; and
- Regularisation of tenants and signing of lease agreements.

Managing internal growth within the informal settlements

For many new migrants to the City, informal settlements are generally the first areas in which they seek accommodation. Although few settlements were established in the past years, the increase in households in existing settlements has been significant.

Whilst it is much easier to identify and prevent new informal settlements from mushrooming, it is much more difficult to observe internal growth immediately as it occurs.

Although the City has an approved process to respond to the growth in settlements, the lack of capacity, especially in terms of enforcement, compromises the process. In attempting to curb the internal growth, the Housing Department is currently numbering all the shacks in informal settlements, keeping a register of the households and undertaking regular visits and monitoring of the settlements.

Evictions and court judgements

Addressing the phenomenon of bad buildings in the inner city requires an increase in the delivery of housing, especially affordable rental accommodation. Through the Inner City Charter process an Inner City Housing Action Plan has been developed reflecting the range of housing interventions that must be implemented.

The recent court judgements however are placing the City under increasing pressure to provide temporary or emergency accommodation in terms of the National Housing Programme for Housing in Emergency Circumstances. Even in the case of private evictions the City has to respond with possible emergency housing accommodation.

Revision to the CoJ 2006-2011 IDP

The Housing Sector Plan in the whole has not fundamentally changed, save for the following amendments:

Five-year strategic objective	Five-year IDP objective/programmes	Reason for change
Create new housing opportunities for people with special needs (aged, child-headed households, HIV and AIDS affected/infected households, street children, etc).	Special Needs Housing programme	Create new housing opportunities for people with special needs, e.g. disabled persons. Currently via national and provincial housing policies, disabled persons are the only grouping of people that are able to access housing opportunities under the Subsidy Scheme.

2010 FIFA World Cup

The following projects reflect how the Housing Department is contributing to 2010:

Diepkloof Hostel re-development

The re-development of the Diepkloof Hostel is considered a 2010 legacy project, as it is situated at the main entrance to Soweto in close proximity to the FNB stadium, the Soweto Empowerment Zone and the Klipspruit Rehabilitation project.

An Urban Design Framework has been approved for the hostel re-development with emphasis also on the façade of the building. The re-development was initiated by the Housing Department of the City. However, the current re-development and conversion of 1 000 units is being implemented by the Gauteng Department of Housing.

International Broadcast Centre Accommodation Project

The International Broadcast Centre Accommodation facility will see the development of 200 residential units, each consisting of two bedroom units, thus accommodating 400 journalists that will be covering the FIFA 2010 World Cup. The City has awarded a contract for the development of 200 flats. One hundred of the flats to be developed will be transferred to JOSHCO. Funding from the City together with possible subsidies from the province will be utilised for the development of the 100 units for JOSHCO. The remainder of 100 units will be financed and owned by the selected developer.

Housing Sector Plan

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
Formalise all settlements located on state land. 50% of informal settlements formalised or upgraded to a minimum level of basic services.	Informal settlement formalisation: <ul style="list-style-type: none"> To date general plans have been approved in fifty-one settlements; and Feasibility studies have been completed for 180 informal settlements. 	Informal settlement formalisation: <ul style="list-style-type: none"> Twenty settlements have been targeted for general plan approval; Secure ownership or land availability for projects on state and private land; and 2 000 stands to be fenced.

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
Develop a set of interventions to improve the quality of backyard accommodation.	Backyard Accommodation programme: <ul style="list-style-type: none"> • 750 units have been completed as a pilot project in Orlando; • 520 units have been completed on the Alex Far East Bank project; and • Using alternative technology methods, 200 units have been completed in Zola. 	Backyard Accommodation programme: <ul style="list-style-type: none"> • Support at least five small landlords in township areas and new housing projects; and • Facilitate the development of 100 units to be managed by small landlords.
Structure partnerships with stakeholders to promote an inner city and older centres residential accommodation programme.	Inner City and Older Centres Residential Upgrade programme: <ul style="list-style-type: none"> • In 2007/08 approximately 4 000 rental units were developed by stakeholders in the inner city and older centres. 	Inner City and Older Centres Residential Upgrade programme: <ul style="list-style-type: none"> • Delivery of the 3 000 rental units, under the 100 000 units programme will also be facilitated in the inner city and older centres; and • Implement rental housing projects in line with Inner City Spatial Development Framework currently being developed by DPUM.
Upgrade 5 000 units through a hostel upgrading programme that is sensitive to issues of affordability and quality living environments.	Hostel Conversions programme: <ul style="list-style-type: none"> • 1 103 units have been re-developed or converted in hostels in City Deep, Alexandra (M2), Diepkloof, Dube, Meadowlands and Orlando Women's Hostel. 	Hostel Conversions programme: <ul style="list-style-type: none"> • 1 600 hostel units will be developed; • Management and Asset Management programme with GDOH will be completed by June 2010; and • Finalise land rights development agreements with province.
Create new housing opportunities for people with special needs.	Special Needs Housing programme: <ul style="list-style-type: none"> • Approximately 246 units for special needs have been developed to date; and • An open day for people with disability to be convened during March 2009. 	Special Needs Housing programme: <ul style="list-style-type: none"> • Implement projects in line with the national and provincial policies once finalised; and • At least seventy housing units to be developed for disabled persons (average of ten per region).
In partnership with province and other stakeholders, develop and manage temporary/emergency housing stock.	Temporary/Emergency Housing programme: <ul style="list-style-type: none"> • More than 1 400 beds have been provided for temporary/emergency accommodation. 	Temporary/Emergency Housing programme: <ul style="list-style-type: none"> • Develop and facilitate 500 beds for temporary accommodation.

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
<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 the Community Builder programme, and 50 000 mixed-income housing units.</p>	<p>Housing programme:</p> <ul style="list-style-type: none"> • CBP/PHP – 13 572 units developed; • Rental – 8 916 units developed; and • Mixed-income – 22 872 units developed. 	<p>Housing programme:</p> <ul style="list-style-type: none"> • Develop 10 000 units through CBP/PHP; • Develop 3 000 rental units; and • Deliver 15 000 mixed-income housing units.
<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> <ul style="list-style-type: none"> • Pennyville project currently being implemented together with ABSA Bank to address rental accommodation in the gap market. 	<p>Housing Ladder Gaps Delivery programme:</p> <ul style="list-style-type: none"> • Facilitate the implementation of Fleurhof, Kanana Park, Lehae Phase Two and Lufhereng projects to provide at least 3 000 units for gap housing.
<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:</p> <ul style="list-style-type: none"> • Secured R109 million in capital funding for stimulating the secondary property market; and • Feasibility studies completed and projects identified for design and implementation. 	<p>Secondary Property Market:</p> <ul style="list-style-type: none"> • Identified projects in Braamfischerville and Vlakfontein, e.g. roads and stormwater upgrading, construction of police stations, construction of MPCC, street lighting, greening, rehabilitation of parks, sports facilities, etc. will be implemented in partnership with the relevant departments and MEs.
<p>Promote good management and maintenance of City housing stock and associated infrastructure.</p>	<p>City Public Housing Stock Upgrade and Transfer programme:</p> <ul style="list-style-type: none"> • 60% rental collection achieved; • 90% of lease agreements have been signed; and • 3 350 units have been transferred to JOSHCO. 	<p>City Public Housing Stock Upgrade and Transfer programme:</p> <ul style="list-style-type: none"> • Achieve 70% rental collection; • Implement the asset management and maintenance plan for public housing; and • Transfer public stock units to JOSHCO in line with the approved transfer programme.

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
<p>Introduce the Sustainable Human Settlements approach to all new housing developments.</p>	<p>Sustainable Human Settlements programme:</p> <ul style="list-style-type: none"> • Held workshop with various departments and stakeholders to communicate research on sustainable human settlements; • Developed operational plans and systems for achieving sustainable human settlements in housing projects; and • Social facilities facilitated on housing projects, e.g. Pennyville. 	<p>Sustainable Human Settlements programme:</p> <ul style="list-style-type: none"> • Construction of 2 000 alternative technology housing units; • Implement infrastructure and community facilities projects in Zola, Orlando – New Canada, Braamfischerville and Vlakfontein as part of the NDPG programme; • Support at least five small landlords in township areas and new housing projects; and • Facilitate the development of 100 units to be managed by small landlords.



Infrastructure and Services Sector Plan

INTRODUCTION AND OVERVIEW

The Sector's primary responsibility, as envisaged in the GDS, is to ensure that the City's services infrastructure (water, electricity and waste management) is maintained and its capacity is continually improved in order to provide safe, reliable and affordable services to all citizens and stakeholders. To deliver on this mandate, the Infrastructure and Services Department (ISD) has, through coordinated and integrated planning with municipal-owned entities (Joburg Water, City Power and Pikitup) and relevant city departments, translated the vision into measurable objectives and programmes outlined in the five-year sector plan, and serve as a service delivery framework for the entire sector. The role of the ISD in this regard is to provide leadership and guidance in the delivery and implementation of key programmes by MEs towards the realisation of Growth and Development Strategy objectives.

Since the beginning of the term (2006-2011), the sector has progressively realised the objectives it had set out to achieve which focused mainly on improving the socio-economic conditions of the citizens. These areas include the following:

- Increasing access to basic services and reducing service delivery backlog;
- Developing Asset Management Plans to address infrastructure upgrade and maintenance issues which will in turn improve service efficiencies and contribute towards the realisation of the City's special programmes, i.e. 2010, inner city and EPWP; and
- Implementing Demand-side Management to effectively conserve water, waste and energy resources and sustain services.

Although the population growth within the City has affected the roll-out and the outcomes of certain programmes, the overall performance so far indicates a fair progression towards the achievements of the five-year targets.

Access to water and sanitation as at end December 2008 was at approximately 85%, whilst approximately 78% of households (inclusive of Eskom-supplied areas) had access to electricity services. All areas within the City are provided

with standard waste management services and efforts to improve the level of cleanliness in those informal settlements with increased levels of waste-generation were accelerated. In this regard approximately 61% settlements are provided with a daily cleaning service.

In line with the City's approved expanded social package, households listed in the indigent list are receiving free basic services. A certain amount of maintenance-related ward priorities identified towards the end of the 2007/08 financial year, are currently being addressed and would be given priority in 2009/10.

Outages related to network malfunctioning have decreased by 4% from eighty-one to seventy-eight compared to last financial year's performance, due to the continuous investment on infrastructure upgrade. Approximately 37 750 mega-litres of water, with a rand value of R116 million, have been saved through the implementation of Operation Gcin' Amanzi.

To reduce consumption levels of water and electricity, various Demand-side Management (DSM) consumer-oriented initiatives were undertaken and these include the installation of pre-paid meters, geyser ripple control, refurbishment of gas/diesel turbines, CFL and solar water heaters. The impact of the above initiatives cannot however, not be quantified at this stage however, as implementation is still in its initial phases.

To contribute towards the reduction of unemployment, the sector created more than 24 000 job opportunities which benefited mainly the youth.

Whilst there has been some progress towards the achievement of set objectives, the following areas remain the sector's concerns:

- Inadequate resources to address both the condition of the City's ageing services infrastructure, which continues to deteriorate, and carry out key special programmes, i.e. 2010 and inner city; and
- Effective delivery of basic services in line with formalisation of informal settlement programme.

Since we are nearing the end of the five-year term, to accomplish the above, the Sector has refined its strategies and programmes to focus on accelerating delivery through prioritisation. However, it is worth noting that for certain programmes this becomes a challenge, particularly for infrastructure upgrade and maintenance as it requires substantial investment to enhance its condition. Despite its increasing backlog, CAPEX funding has declined over time, and the indicatives for the 2009/10 financial year show a further 17% and 30% decrease for City Power and Joburg Water. This has necessitated a change in approach for the planning period, the sector will categorise its projects and prioritise implementation of those that are critical to service delivery requirements. Projects that cannot be funded for 2009/10 will be implemented in the subsequent years subject to minimal disruptions to service delivery.

In the delivery of basic services the sector will continue to engage various and critical stakeholders on the programme and also prioritise community requirements, identified through community based programmes. The priorities include the following:

- Public lighting
- Sewer and water upgrade
- Electrification
- Recycling services and waste collection and illegal dumping.

The focus of the 2009/10 delivery agenda will generally be on the implementation of programmes that would prioritise communities' needs, thus ensuring accelerated access to services, increased infrastructure capacity and effective conservation of resources for the realisation of IDP, MDG and national objectives.

Challenges and opportunities

Basic Services Programme (BSP)

The programme seeks to increase access to basic services to all households within the City. The national targets which envisaged water and sanitation provision to all households by 2008 and 2010 have recently been revised by the National Department of Water and Forestry (DWAF) to year 2014. The electricity backlog is expected to be eradicated by December 2012.

BSP has four sub-programmes, namely Electrification, Waste, Water and Sanitation Services, designed around the core business areas. It is implemented in the context of the City's over-arching plan, which intends to formalise informal areas driven by Housing and Planning Department. The plan prioritises areas and informs levels of service required,

enabling other city programmes, including BSP, to initiate the delivery process. The City Community Ward priorities and the outcomes of the customer satisfaction surveys also form an integral part of the programme.

According to the 2007 Community Survey released by Statistics South Africa, the City has a total household population of 1 165 014 with more than 25% residing in informal dwellings. The sector's focus therefore is to reduce the service delivery backlogs which are estimated to be growing at 7% per annum in these informal areas.

Water and sanitation services

As at the end December 2008, the City's water and sanitation coverage stood at approximately 85%. The percentage represents the number of households which have access to LOS 1¹ and/or 3². To address the backlog, the sector is providing rudimentary services to the remaining 15% through mobile and stationary water tanks and chemical toilets. The focus however for 2009/10 and the remainder of the term will be to upgrade these households to a higher level of service, in line with informal settlement formalisation and upgrade, as well as the Housing Development programme.

The rolling out of water and sanitation services to informal settlements effectively remains one of our most pressing challenges. This is due to a number of factors ranging from constraints posed by densification to settlements established on privately-owned land. It is understood that the integrated formalisation plan of these areas will accelerate the delivery and realisation of the City's GDS and IDP targets. The sector is working closely with various City programmes, i.e. formalisation of settlement and housing upgrades, in order to prioritise water and sanitation delivery in these areas.

Energy services (electrification)

The electricity coverage within the City's area of jurisdiction (inclusive of Eskom-serviced areas) is estimated to be 78%. As at end December 2008 over 73 000 households had access to electricity through the implementation of the electrification programme. Although considerable progress has been made towards the reduction of the electricity backlog, the slow roll-out of the housing programme and the formalisation process have been a major constraint. The sector continues to provide services in areas which have been formalised.

Waste management services

Although formal and informal areas within the City currently receive a minimum (once a week) level of waste service, there is a general consensus among the stakeholders of the need to improve the quality in certain informal settlements. This is due to the high rate of waste generation in these areas, which results in daily cleaning services being required. These services will be implemented through a community-based cleaning programme, which has already been rolled out in sixty-one informal settlements. The plan is to roll-out the programme to all informal settlements that have more than 2 000 households.

The growth of formal businesses, pedestrian traffic volumes and informal trading has resulted in a substantial increase in waste volumes in the inner city. In general this has led to unacceptably low levels of cleanliness. Together with the inner city office, Pikitup is implementing various cleaning initiatives to achieve acceptable levels of cleanliness in identified block precincts.

Formalisation of informal settlements

Although the department is confident that many of the targets it has set for next year will be achieved, there remains a genuine concern about the pace at which the identified informal settlements are currently being formalised. The successful implementation of the basic services programme to these previously under-serviced areas (informal settlements) is dependent on the formalisation of the Informal Settlement programme, which is the responsibility of both the Housing and Development Planning departments.

As part of this programme 182 settlements have already been identified and registered. However, registration does not confer full legal recognition to these settlements. What is still required is for these settlements to be re-zoned in terms of the City's Town Planning Scheme and the Development Facilitation Act (DFA) of 1995. Re-zoning will give residents recognition through issuing occupation permits, while using the DFA to consolidate existing rights in land and allow for full ownership of property at a later stage, within the same process. Basically the two regulatory frameworks offer certain tenure options for residents.

¹ Water standpipe within 200 meters radius and VIP toilets per household

² Water-borne sewer system

According to studies by the Housing Department, a large proportion of these 182 settlements can be developed in situ, or where they stand. The studies found that a sizeable number of informal settlements were well situated in geo-technically stable environments. They were also in close proximity to established neighbourhoods and would be easily integrated within these existing communities.

Despite all this, the process of formalising these settlements is moving at a very slow pace with the result that we have been unable to roll-out the basic services programme with the speed that is required if we are to achieve the national targets.

Demand Side Management programme

- **Energy:** The shortage of electricity as evidenced by the constant outages and load-shedding in the beginning of this year has had an impact on how the sector delivers electricity services to users within the City. In this regard, the department together with City Power has developed a Demand Side Management programme which will assist in minimising the consumption of electricity and ultimately with the availability of electricity supply in the country.
- **Water:** South Africa falls under the category of countries defined as water-scarce and is listed as being amongst the world's top thirty, which are defined as water-scarce. It is predicted that if the current consumer habits persist the country will become water-stressed by 2025. Gauteng province will however experience water shortage by 2015. To prevent this situation, the sector will continue to implement Demand Side Management programmes, which includes education and awareness campaigns, reducing water losses through the installation of pre-paid meter, refurbishing/rehabilitating infrastructure and removal of wasteful devices.
- **Waste:** On an annual basis, the City manages approximately 1,4 million tons of waste, which is deposited at four landfill sites. The substantial increase (10% to 14% per annum) in waste volumes has resulted in an accelerated reduction of landfill airspace. Various DSM initiatives such as waste re-use, recycling and minimisation programmes are already at different stages of implementation. The department together with Pikitup will introduce a waste treatment technology project, which will assist the City to meet the Polokwane Declaration of diverting waste from landfill by at least 70% by 2022.

Infrastructure upgrade and maintenance programme

For 2009/10 the sector will prioritise the implementation of infrastructure projects which will ensure successful delivery of the 2010 SWC, BRT, inner city and other critical City projects. Operational plans are currently being developed in order to establish areas which require intervention and minimise the level of service interruption.

Revision to the CoJ 2006-2011 IDP

The objectives and programmes highlighted in the 2008/09 Sector Plan have not been revised.

Initiatives towards meeting the GDS principles

Most programmes that the sector implements would contribute towards the social upliftment of the poor within the City, job creation and ensuring sustainability of services. The alignment between these programmes and GDS principles is outlined below.

Proactive absorption of the poor

Basic Services programme: According to the latest data provided by the Planning Department, the City has estimated a total of 220 000 households in the informal areas. The implementation of this programme will facilitate access to basic services in these areas and by the poor in general, in line with GDS and national government targets. For the 2009/10 financial year, informal settlement will be provided with access to basic services through Thonifho and Electrification programme.

Sustainability and environmental justice

Demand Side Management programme: The implementation of programmes such as landfill gas to energy project, waste minimisation projects, use of alternative sources of energy and approaches to minimise/optimize the use of electricity, will contribute to the achievement of the above strategic principles. The waste projects will minimise the negative impact on the environment as a result of waste management operations, and energy projects will contribute towards the minimisation of the use of scarce resources through the implementation of the Demand Side Management programme.

Balanced and shared growth

The implementation of DSM projects will necessitate direct capital investment in the City, which will result in economic growth and job creation.

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
<p>Extend access to basic services to all households.</p>	<p>Implementation of Electrification Programme to 95% of formalised households³ by 2011:</p> <ul style="list-style-type: none"> • Out of a total of 1 169 048 households, 78%⁴ have access to electricity services. <p>Provide street lighting to 95% of formal areas which include proclaimed informal settlements:</p> <ul style="list-style-type: none"> • 62% coverage in formal areas and 12% in informal areas has been achieved. 	<p>Implementation of Electrification Programme to 95% of formalised households⁵ by 2011:</p> <ul style="list-style-type: none"> • To extend the service to 90% of prioritised households. <p>Provide street lighting to 95% of formal areas which include proclaimed informal settlements:</p> <ul style="list-style-type: none"> • To provide street lighting to 65% of formal areas including proclaimed informal and prioritised high crime areas
	<p>Implementation of waste collection optimisation plan to ensure waste collection in all areas:</p> <ul style="list-style-type: none"> • Collection of waste once a week in all areas has been achieved, and quality and service standard has improved in most areas. 	<p>Implementation of waste collection optimisation plan to ensure waste collection in all areas:</p> <ul style="list-style-type: none"> • Provide daily cleaning to informal settlements with more than 1 000 households and provide appropriate receptacles in targeted informal settlements; and • Roll-out 240 litre bins to formalised areas and underground receptacles in targeted areas.
	<p>Improve cleanliness levels in the inner city and street cleaning in all areas:</p> <ul style="list-style-type: none"> • Cleanliness levels within the City have improved. 	<p>Improve cleanliness levels in the inner city and street cleaning in all areas:</p> <ul style="list-style-type: none"> • Maintain inner city level 2 cleanliness and extend the street cleaning service city-wide; • Facilitate enforcement of by-laws; and • Eradicate 100 illegal dumping spots.
	<p>Improve waste service delivery standards in prioritised informal areas:</p> <ul style="list-style-type: none"> • As at end December 2008, sixty-one Informal areas were provided with a daily cleaning service. 	<p>Improve waste service delivery standards in prioritised informal areas:</p> <ul style="list-style-type: none"> • Establish new depots in Orange Farm and Haylon Hill; • Complete RCR collection by 17:00 and provide 100% coverage; and • Implement community education and awareness campaigns.
	<p>Installation of water standpipes and the construction of VIPs to cover all households by 2011:</p> <ul style="list-style-type: none"> • 85% of households have access to water and sanitation services. 	<p>Installation of water standpipes and the construction of VIPs to cover all households by 2011:</p> <ul style="list-style-type: none"> • Extend water services to 90% of households prioritised by Housing through Formalisation of Informal Settlements programme.
	<p>Allocation of free basic water, electricity and waste:</p> <ul style="list-style-type: none"> • All households registered in the City's indigent list are provided with free basic water, electricity and waste (FBE and FBW). 	<p>Allocation of free basic water, electricity and waste:</p> <ul style="list-style-type: none"> • Continue with FBW of 10 kl plus 4 kl to indigents; • Continue with FBE from 50 to 100 kWh per household and reduce FBE threshold from 802 to 500 kWh; and • Provide free waste collection services for households with property value below the threshold of R150 000.

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
Upgrade infrastructure and reduce maintenance backlog to meet capacity requirements.	<p>Design and implement long-term asset management strategy and plan for waste, water and energy:</p> <ul style="list-style-type: none"> • Reduce electricity outages by 50% in year 2010 (bulk, medium and low voltage); and • A total of R117 million has been invested on infrastructure upgrade, refurbishment and maintenance. 	<p>Design and implement long-term asset management strategy and plan for waste, water and energy:</p> <ul style="list-style-type: none"> • Priority will be given to infrastructure projects that will ensure delivery of City's special programmes, i.e. 2010, inner city and BRT; • Implement asset management plans; • Accelerate implementation of infrastructure refurbishment programmes; • Implement three landfill airspace optimisation projects; • Integrate and maintain weighbridge system to SAP; • Design and implement alternative fleet models for yellow plant and operations; and • Design and implement maintenance system for underground bins, composting plant, incinerator, depot and garden sites infrastructure.
	<p>Reduce electricity outages by 50% in year 2010 (bulk, medium and low voltage):</p>	<p>Reduce electricity outages by 50% in year 2010 (bulk, medium and low voltage):</p> <ul style="list-style-type: none"> • Reduce network-related bulk outages from seventy-eight to seventy-six.
Reduce unaccounted-for and non-revenue electricity and water losses.	<p>Implement Infrastructure Refurbishment programme and install pre-paid meters to reduce losses to 25% by 2011 for water, and from 3% to 1% by 2011 for energy:</p> <ul style="list-style-type: none"> • The amount of unaccounted-for-water losses was 33,6% and 3% for energy. 	<p>Implement Infrastructure Refurbishment programme and install pre-paid meters to reduce losses to 25% by 2011 for water, and from 3% to 1% by 2011 for energy:</p> <ul style="list-style-type: none"> • Implement a policy to reduce losses; and • Resume implementation of OGA and removal of illegal electricity connections and reduce losses to 25% for water.
Implement DSM programmes and innovative technologies.	<p>Develop and implement comprehensive demand side management programmes for waste, water and energy services:</p> <ul style="list-style-type: none"> • Undertake a coherent and comprehensive research programme to provide accurate information on users' consumption needs and behaviours, especially among the poor; • Implement at least five innovative new technologies in service delivery; and • Various DSM initiatives are currently being implemented by MEs, the projects include the following: <ul style="list-style-type: none"> – Waste services: Composting facility, garden sites, material recycling facilities and rubble crushing plant; – Water: Installation of pre-paid meters in all new developments initiated by Housing Department and implementation of OGA; and – Energy: Geyser control, appointment of ESCOs for CFL replacement, Rueven site – electronic ballast, lighting management and replacement fittings. 	<p>Develop and implement comprehensive demand side management programmes for waste, water and energy services:</p> <ul style="list-style-type: none"> • Continue with the implementation of all identified and funded DSM programmes; and • Commissioning and monitoring the implementation of the Landfill Gas to Energy (LFG) project.

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
Establish RED 4.	<p>Participate in activities that lead up to the establishment of RED 4:</p> <ul style="list-style-type: none"> The process of establishing RED 4 has commenced and should be substantially complete by June 2009. 	<p>Participate in activities that lead up to the establishment of RED 4:</p> <ul style="list-style-type: none"> Conduct a due diligence (sale of assets) on City Power business and implement the Municipal Systems Act Section 78 process.
Minimise waste to landfill, in line with the Polokwane Declaration.	<p>Reduce, re-use and recycle at least 15% waste by 2010.</p> <p>50% green waste diverted to compost facilities by 2010.</p> <p>Develop and implement strategy to increase landfill capacity.</p> <ul style="list-style-type: none"> About 38 756 tons have been diverted away from landfill through recycling and composting activities. 	<p>Reduce, re-use and recycle at least 15% waste by 2010.</p> <p>50% green waste diverted to compost facilities by 2010.</p> <p>Develop and implement strategy to increase landfill capacity.</p> <ul style="list-style-type: none"> Implement waste reduction and treatment project; Develop legislation that will enable minimisation of waste generation; Process 7% green waste and divert 10% dry waste to MRFs and private landfills; Implement builders' rubble plant at Marie Louise and Goudkoppies; Continue with the implementation of project waste separation at source; Establishment of two garden sites and a composting plant at permitted sites; and Develop landfill strategy.
Improve waste management services.	<p>Implement turn-around strategy for business improvement through cost management, revenue generation by 2007 and improved service delivery:</p> <ul style="list-style-type: none"> Waste management turn-around strategy has been developed and significant gains have been realised on improving operational efficiencies. 	<p>Implement turn-around strategy for business improvement through cost management, revenue generation by 2007 and improved service delivery:</p> <p>Continued implementation of the turn-around of the waste management service which includes:</p> <ul style="list-style-type: none"> Activity-based Costing to reflect the true costs of providing a service; Business Process Re-engineering and process documentation; Performance management system to track corporate and individual performance; Tariff and funding model for budgeting; Human resource development to improve HR productivity through various initiatives; and Development of new and delisted cells.
Policy development and by-law review.	<p>Formulate policies and by-laws that will facilitate effective service delivery:</p> <ul style="list-style-type: none"> The draft policy on energy DSM is currently being developed. 	<p>Formulate policies and by-laws that will facilitate effective service delivery:</p> <ul style="list-style-type: none"> Formulate and implement policy on conventional and pre-paid meters for water and electricity; Development of DSM policy and by-law on electricity and draft the by-law; and Formulate policies and by-laws that will facilitate effective service delivery and separation at source.

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
Service delivery monitoring and evaluation.	<p>Introduce and maintain quality service monitoring system for at least three years that can inform regular stakeholder engagement:</p> <ul style="list-style-type: none"> • Frequent service delivery inspections are conducted as means to improve and address the customer perception survey outcomes. 	<p>Introduce and maintain quality service monitoring system for at least three years that can inform regular stakeholder engagement:</p> <ul style="list-style-type: none"> • Develop and implement a service delivery monitoring system.

3 The electricity coverage here excludes Eskom-serviced areas.
4 The electricity coverage includes Eskom-serviced areas.
5 The electricity coverage here excludes Eskom-serviced areas.



Legislature

Sector Plan

INTRODUCTION AND OVERVIEW

Local Government has a responsibility to actively promote and facilitate 'participatory democracy'. The Constitution of the Republic of South Africa defines the role of local government in Section 152, Act 108 of 1996, as the custodian of "democratic and accountable government for local communities".

The development of the 'Johannesburg Model' as an integral part of developing participatory democracy within South Africa places significant responsibilities on the Legislature, Office of the Speaker and specific legislative departments to ensure that there is a clear model for other councils that is realistically replicable in different environments, cost-effective and easily understood and implemented. The implementation of clearly defined 'participatory democracy' and the associated separation of powers, if successful, will inform legislative changes and will be replicated in other councils in South Africa.

There is a very clear constitutional requirement to facilitate and actively encourage the involvement of communities and community-based organisations in the planning and service delivery, which is within the scope of the constitutional responsibilities of local government, as well as participation in implementation, where possible and appropriate, and oversight and scrutiny of service delivery and the targets set in the existing plans in general, but specifically, ward-based planning and the Integrated Development Plan.

Community participation is not simply a matter of compliance with the legislation's minimum requirements. Participatory democracy is also informed by manifesto commitments and the recognition that appropriate sustainable service delivery requires close cooperation by communities with elected representatives, and councillors and the

electorate to experience participatory democracy that is ongoing and sustainable. This requires that councillors work closely with the communities they represent and that there is effective oversight and scrutiny of both the Executive and the Administration to assist in the attainment of the City's strategic agenda.

Effective engagement and the creation of 'participatory opportunities' and the encouragement of their effective utilisation, requires careful consideration of the minimum legal requirements for consultation. Where possible, their extension to ensure time frames that are not only realistic from an Executive and Administrative point of view, but also the needs of communities. This is a focal point of this year's work, building on the developments of the 2008/09 financial year.

The Legislature of the City of Johannesburg Metropolitan Municipality, by resolution of council, has developed long-term strategic objectives for this term of office, 2006-2011, to facilitate the separation of powers between the Legislature and the Executive, Executive Mayor and members of the Mayoral Committee and the Administration, who are responsible for service delivery. 2009/10 is the last year for the implementation of new activities in this term of office and the 'bedding down' of existing activities, as the final year of the term, 2010/11, will be required for full operationalisation of all successful pilots.

The five-year strategic objectives of the Legislature, set out in its Strategic Plan are as below (as per Sector Plan). The strategic objectives were critically evaluated in the financial year 2008/09 and significant changes were made:

- Ensure that the local democratic process is recognised as legitimate by the communities of Johannesburg through their ongoing participation;
- Build a viable and sustainable participatory process through the development of a citizenship culture and the capacitation of role players to participate effectively;
- Build an effective, efficient co-operative and transparent institution in order to fast-track the implementation of the City's Strategic Agenda;
- Ensure the accountability of government through effective oversight and scrutiny;
- Transform the government model to incorporate best practices with respect to separation of powers, public participation, accountability and transparency and protocol; and
- Strengthen the capability of the Office of the Speaker and its staff to deliver exceptional value to their internal and external customers.

The function and activities of Stakeholder Relationship Management include:

- Community dialogue, including ward-based planning;
- Petitions and assisting in the development of a responsive administration to the articulated needs of community;
- Communications and Media Management for the Legislature;
- Civic education;
- Citizenship for all communities and internally;
- Student councils;
- Ceremonial and Protocol activities for the Legislature in general and the Private Office of the Speaker in particular; and
- Support for ward councillors in term of their responsibilities to their constituencies.

The functions of Strategic Support include:

Implementation approach

- Formalises the identified areas that require immediate action as a project/programme that will adopt a transformational approach, together with an educative and participative change management approach;

- Management by project with a dedicated team to ensure governance, delivery against agreed timelines and reporting of progress and/or risks and issues;
- Management of resources from within Strategic Support and City of Johannesburg to ensure alignment and effectiveness as well as a skilled consultant to manage the overall administration of the local legislature; and
- Ensure integrated change management strategies that include stakeholder management, leadership involvement and communication.

Critical success factors for this approach

- The day-to-day operational work be separated from project work;
- Resources must be allocated to the project so that there will be sufficient focus on the task at hand;
- OOS members to be trained up to ensure a culture of delivery;
- Leadership commitment through sufficient project sponsoring; and
- The department has a specific identity, to maintain a high level of awareness among stakeholders.

Between 2006 and the present day the CoJ has initiated reforms aimed at the enhancement of participatory democracy through the development of participatory opportunities and democratic accountability, which seek to realise the following objectives:

- Strengthen the role of the council and councillors, and enhance council and the role of its committees in the ongoing oversight and scrutiny of the Executive and Administration, with progressively increased participation by communities, organisation and individuals, to assist in the attainment of the City's strategic agenda;
- Ensure effective participation by communities and individuals in policy development, implementation and critical evaluation of the performance of the Administration;
- Ensure more meaningful debates on local issues within committees that affect the citizens and communities of the City of Johannesburg and the progressive development of plans that are clear, concise and meaningful to communities to facilitate effective engagement;
- Creating opportunities within council meetings for critical, constructive debate that is relevant and meaningful to the constituencies that councillors serve; and
- Progressively enhance and institutionalise sound governance and the culture of citizenship within all aspects of governance.

With respect to the Department of Stakeholder Relationship Management, the key features of the new governance model include the following:

- Participatory democracy and participatory opportunities within the separation of powers between the executive and legislative functions of local government, with a view to strengthening the executive's capacity for effective implementation of the strategic agenda and efficient service delivery, while at the same time strengthening the legislative and oversight role of councillors, council and committees of council and their ongoing engagement with communities, organisations and individuals.
- Strengthening the council's oversight role through the effective engagement by non-executive Portfolio and Standing Committees ('section 79 committees'), with the diverse communities and interested parties in Johannesburg, and where appropriate, defined external persons or organisations.
- Progressively increase the capacity and scope and scale of the activities of the Petitions and Public Participation Committee to evaluate the development of participatory democracy in Johannesburg, responsiveness of the administration to the identified and articulated needs of communities through the all-needs and planning processes, including petitions, community-based planning and other forms of participatory democratic engagement with communities, community-based organisations and special interest organisations.

- The progressive development of effective two-way ongoing communication with communities and associated civic education to enhance and increase participatory opportunities.
- The development of a culture of citizenship within identified stakeholders and communities.

Challenges and opportunities

As previously stated in the Governance Section of the 2008/09 amendments to the Integrated Development Plan (2006-2011), change is always a challenge and the Johannesburg Model seeks to ensure there is increased accountability and responsiveness of the Administration and Executive to the elected representatives of communities, within the Strategic Agenda as resolved by council.

The objective is to not only ensure compliance with the requirements of the Constitution and existing legislation, which clearly articulates the need for participatory democracy and community involvement in governance and manifesto commitments; but to ensure that the developed model informs improved legislation and practical implementation of participatory democracy within Johannesburg and a realistic replicable model for use by other councils, within a progressively aligned legislative framework.

The Johannesburg Model is not simply a pilot for local government as it is critical that there is awareness of the interrelationship of policy development and service delivery between, and within, different spheres of government.

However, the final development of the model faces genuine challenges given the differences within provincial and national legislation, and the constitutional detail and attention to these two spheres of government compared to that of the local government sphere. This cannot be resolved without changes to legislation.

The comparative constraints of local government legislation compared to other spheres of government has, regrettably, negatively impacted on the effectiveness of the pilot with respect to the separation of powers between the Legislature and Administration, and to a lesser degree between the Legislature and Executive, and the associated progressive development of oversight and scrutiny by the Legislature. It is believed that what should have been a creative tension has been partially resolved in 2008/09 and that legislative amendments will ensure a legislative framework that facilitates finalisation of the pilot and its replication.

Initiatives towards meeting the GDS principles

The vision contained in the Growth and Development Strategy (GDS) are long-term, citywide and outcome-based. They have specific relevance to the changing role of the Legislature with specific reference to the development of sustainable 'good governance', through innovative governance solutions. However, improvements in the oversight and scrutiny through the new Portfolio and Standing Committees are also an important development in ensuring that the vision statement, what city we would like to see in the year 2030, and the 'strategic agenda' of the City, are attained.

Therefore, the focus of the Johannesburg Model on the building supportive critical oversight and scrutiny, as an integral part of the institutional design, will facilitate the strategic agenda, which is wider than the development of good governance. The Johannesburg Model is an important feature for the attainment of the long-term strategic objectives within each of the twelve sector areas, as defined within this IDP revision. Each service delivery sector, and the responsible Executive Mayoral Committee Member cluster, are vertically aligned to the scope of responsibility and the terms of reference of individual Portfolio Committees.

The question of sustainability is a critical underpinning factor of the GDS. In terms of the Johannesburg Model, sustainability is not limited to Johannesburg, but the development within the innovative phase 2006-2010 of a clear replicable, best-practice design that can be utilised by local government within South Africa in the new 2011-2016 term of office.

The GDS requirement of sustainable indicators, which are clearly those of the City, and show citywide performance rather than simply a top-down articulation of the City manager's performance indicators, has previously been identified as a challenge by the Auditor-General. The ability of the portfolio committees to critically evaluate the quality and alignment of policy development to the intentions of the GDS, with the quarterly evaluation of performance against the stated targets within the IDP, is an important dimension in assisting the Mayoral Committee Members to attain their specific stated outcomes.

Sector contribution to 2010 FIFA World Cup

The contribution made by the legislative arm of council is focused on assisting the local regulatory framework of by-laws governing the 2010, to be streamlined and passed through council. This is done through public participation and hearings on how communities can input and influence the drafting of such by-laws. Furthermore the legislative arm of council exercises oversight and scrutiny on all aspects of governance of the City, including the 2010 FIFA Soccer World Cup project.

Programmes planned for 2009/10

IDP programmes as per departmental objectives	Delivery agenda/detail
Ensure that communities are mobilised to participate and engage in collective action with the City towards the achievements of its goals and initiatives, i.e. MRM, Anti-corruption, etc . . .	Completion of replicable public participation model for local government and national conference on participatory democracy to launch the said model: <ul style="list-style-type: none"> • One community mobilisation strategy document; • Approved community mobilisation plan; and • Implemented community mobilisation programmes.
Ensure communities experience that their voice is heard and heeded by council and government.	Evaluate scope and scale of stakeholder data against representative targets and make recommendations on priorities for 2011/16 in terms of community participatory opportunities: <ul style="list-style-type: none"> • Annual publication and circulation of public participation framework.
Ensure that the Legislature of the City is regarded as the benchmark in Local Government Model development.	Evaluate local government protocols and develop a manual for use by local sphere of government: <ul style="list-style-type: none"> • Approved community feedback and dialogued component report published.
Ensure an effective and efficient legislative process resulting in efficient and aligned policy development and implementation.	Ensure that ward communities and councillors measured by evaluation of project equity and decentralisation: <ul style="list-style-type: none"> • Approved councillor performance evaluation system.
Ensure that the legislative arm of council and its role players are fully capacitated to ensure their effective and qualitative participation in the legal legislative process.	Develop proposals for improvements in the legal framework of councillors' code of conduct to ensure high ethical standards aligned with citizenship culture: <ul style="list-style-type: none"> • Recorded community and councillor input agenda and information system.
Ensure an effective and efficient corporate system to enable accelerated delivery by the office.	Develop and make recommendation for legislative changes and model policy of law making, oversight and scrutiny, including standing orders to enhance participatory democracy and management of annual cycles: <ul style="list-style-type: none"> • Approved legislative amendments and strategy results published and circulated.
Ensure that the legislative arm of council and its role players are fully capacitated to ensure their effective and qualitative participation in the legal legislative process.	Implement at least ten legacy programmes that enhance the Johannesburg Model: <ul style="list-style-type: none"> • Degree of compliance to code of conduct published and circulated.

IDP programmes as per departmental objectives	Delivery agenda/detail
Ensure an effective and efficient legislative process resulting in efficient and aligned policy development and implementation.	Implement transparency framework guided by the A Act and PAIA: <ul style="list-style-type: none"> • Results of circulated and published transparency information.
Ensure an effective and efficient legislative process resulting in efficient and aligned policy development and implementation.	Undertake overseas study tours by committees of council and implement transparency framework guided by A Act and PAIA: <ul style="list-style-type: none"> • Evaluated framework results implemented and approved.
Ensure the accountability and transparency of the executive to and by the legislative arm of council.	Publish and circulate best practice oversight, scrutiny systems: <ul style="list-style-type: none"> • Evaluated best practice framework results implemented and approved.
Ensure the accountability and transparency of the executive to and by the legislative arm of council.	Develop Section 79 committee business plan: <ul style="list-style-type: none"> • Report on benchmarks on oversight and scrutiny.
Ensure the accountability and transparency of the executive to and by the legislative arm of council.	Conduct IDP review and budget analysis: <ul style="list-style-type: none"> • Developed terms of reference for CFFG.
Ensure that the legislature of the City is regarded as the benchmark in local government model development.	Evaluate programmes' performance of committees: <ul style="list-style-type: none"> • Updated report on protocol framework and improved baseline target.
Ensure an effective and efficient corporate systems to enable accelerated delivery by the office.	Implement tracking system of council and committee resolutions: <ul style="list-style-type: none"> • Number of petitions and council resolutions published.
Build a culture of high performance in the Office through the institutionalisation of the Batho Pele and Citizenship principles.	Undertake research seminar series: <ul style="list-style-type: none"> • Results of evaluated oversight and scrutiny framework.
Ensure that communities are mobilised to participate and engage in collective action with the City towards the achievements of its goals and initiatives, i.e MRM, Anti-corruption, etc.	Oversight of annual report of the City: <ul style="list-style-type: none"> • Oversight report analysis.
Ensure that the legislative arm of council and its role players are fully capacitated to ensure their effective and qualitative participation in the legal legislative process.	Establish a Batho Pele principle forum and appoint champions: <ul style="list-style-type: none"> • Appointed Batho Pele champions and principles displayed at service points.
Ensure an effective and efficient legislative process resulting in efficient and aligned policy development and implementation.	Build a culture of high performance and citizenship through customer focus service charter and appoint champions: <ul style="list-style-type: none"> • Approved and signed scorecards, signed and approved performance agreements and quarterly evaluation framework of senior staff.
Ensure an effective and efficient corporate system to enable accelerated delivery by the office.	Ensure budget and business plan adequately reflect need of OOS: <ul style="list-style-type: none"> • Approved annual business plan and budget.
Ensure an environment conducive to high performance.	Development of well-resourced and supported human capital: <ul style="list-style-type: none"> • Approved service charter and quality assurance system implemented.
Build a culture of high performance in the Office through the institutionalisation of the Batho Pele and Citizenship principles.	Undertake a safe working environment and compliance audit: <ul style="list-style-type: none"> • Compliance audit report.
Development, evaluation and enhancement of the Johannesburg Government Model and supporting Legislative Framework.	Document the replicability of the model and proposed legislative changes to effect oversight and scrutiny: <ul style="list-style-type: none"> • Research and publications of the model with concrete proposed legislation changes.

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
<p>To ensure that the local democratic process (LDP) is recognised as legitimate by the communities of Johannesburg through their on-going participation.</p>	<p>Ensure that communities are mobilised to participate and engage in collective action with the City towards the achievement of its goals and initiatives, i.e. Izimbizos, MRM, Anti-Corruption etc.</p> <ul style="list-style-type: none"> • Brand and communications strategy including Community Mobilisation Strategy programme and plans implemented and evaluated against the targets in said strategy. <p>Ensure that communities experience that their voice is heard and heeded by council and government:</p> <ul style="list-style-type: none"> • Participatory Democracy Community Dialogue Strategy implemented against the representivity index and evaluated against the targets in said strategy; and • Participation framework dialogue and feedback component implemented. 	<ul style="list-style-type: none"> • Critically evaluate participation opportunities and engagement between 2006 and 2009; • Completion of a replicable public participation model for local government and national conference on participatory democracy and to launch said model; • Re-evaluation of the CoJ annual cycle and local and legislative requirements for public consultations; • Complete recommendations on legislative changes to deepen participatory democracy; • Evaluate the scope and scale of stakeholder data against representivity targets and make recommendations on priorities for 2011-2016 in terms of community participatory opportunities; and • Completion of the communication targets for 2009/10 as defined within the communication strategy of council, critical evaluation of said strategy and development of generic model local government communication strategy for replication.
<p>Build an effective, efficient co-operative and transparent institution in order to fast-track the implementation of the City's Strategic Agenda.</p> <p>Ensure an effective and efficient legislative process resulting in efficient and aligned policy development and implementation.</p> <p>Ensure the transparency and the accessibility of information.</p>	<ul style="list-style-type: none"> • Implementation of an electronic correspondence and archiving system which facilitates transparency and the Accessibility Framework is aligned with Promotion of Access to Information Act 2 of 2002 and the National Archives Act 1996. 	

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
<p>Ensure the accountability of Government through effective oversight and scrutiny.</p> <p>Ensure the accountability and transparency of the Executive to and by the legislative arm of council.</p> <p>Enable the accountability and transparency of the Legislature to and by the public</p>	<ul style="list-style-type: none"> • Oversight and Scrutiny Framework implemented that informs and is vertically aligned with oversight and scrutiny legislation and initiatives of other spheres of government through joint portfolio committees and stakeholder workshops; and • Critical Friend Focus Groups for media, public participation and citizenship, terms of reference and targets established and at least three meetings per group held. 	<ul style="list-style-type: none"> • Review the implementation of vertical and horizontal oversight and scrutiny by portfolio committees and set up model for replication; and • Evaluation of Critical Friend Focus Groups and recommendations for the future.
<p>Transform the government model to incorporate best practices with respect to separation of powers, public participation, accountability, transparency and protocol.</p> <p>Ensure that the legislature of the CoJ is regarded as the benchmark in Local Government Model development.</p> <p>Ensure an inclusive and co-operative approach to the development of the Johannesburg Government Model to facilitate the ease of adoption.</p> <p>Development, evaluation and enhancement of the Johannesburg Government Model and supporting legislative framework.</p>	<ul style="list-style-type: none"> • Local Government Protocol guidelines developed and published in line with National Protocol review; • Corporate identity for the Legislature completed and implemented for all aspects of the legislature's work; • All local government legal participatory requirements reviewed and local requirements developed and implemented that enhance participatory democracy; and • Johannesburg Government Model annual review undertaken, changes implemented, historical record kept and packaged for critical evaluation. 	<ul style="list-style-type: none"> • Evaluation of local government protocols and the development of manual for use by local government; and • Make recommendations for legislative changes and model policy/by-laws/standing orders for the enhancement of participatory democracy by extending participatory opportunities through the management of the annual cycle plans.

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
Strengthen the capability of the Office of the Speaker and its staff to deliver exceptional value to their internal and external customers.	Conduct Needs Analysis Survey (implementation recommendation – combine with wellness needs analysis).	<ul style="list-style-type: none"> • Establish and implement reviewed organisational structure; • Implement Human Resources Sub-Directorate; • Establish a Finance Sub-Directorate; • Establish Legal Sub-Directorate; • Ensure councillor affairs and support services are optimally functional; and • Allocate the financial and procurement requirements for existing/new positions.
Ensure an environment conducive to high performance (quality of work life within a safe physical environment).	Identify potential learning programmes (ideally at NQF level 5).	<ul style="list-style-type: none"> • Identify planned projects in IDP and business plan and implementation plan drawn out; • Seek agreement on a budget costing model; • Implement the OOS budget process plan; • Inform and train employees; and • Identify information and records that are to be handed over from Corporate and Shared Services.

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
<p>Develop and nurture human capital at all levels within the office.</p> <p>Build a culture of high performance in the office through the institutionalisation of the Batho Pele and Citizenship principles.</p>	<p>Conduct Skills Gap Analysis (includes budget training).</p> <p>Design programme.</p> <p>Roll-out training (including all administration).</p>	<p>Undertake high level design of programme – aspects will include:</p> <ul style="list-style-type: none"> • Financial literacy and management; • Balanced lifestyle; • Health topics; • Computer skills; and • Conduct impact assessment on the current wellness centre and identify elements that can be leveraged on, and address the gaps appropriately.



Public Safety Sector Plan

INTRODUCTION AND OVERVIEW

The vision of the Public Safety Sector is to build a city where property and lifestyles are safe and secure so that the residents and businesses can live and operate free from crime, threats to public safety, personal emergencies and disasters. In an effort to ensure that the sector is still on the right course with regard to the achievement of this vision the Public Safety Sector Plan was reviewed not only to assess the progress made but also to close the gaps that may have existed in the path to the achievement of the vision. Largely, the sector plan is aligned and seeks to achieve the ideals and strategic principles of the City's Growth and Development Strategy, the Mayoral Priorities as well as the other feeding documents like the City Safety Strategy.

The review of this plan further takes into account the alignment issues with regard to other departments in the City, its entities as well as provincial and other national priorities relating to the core business of the sector. The other input that has been taken into account is the community inputs and feedback given on various instances and engagements.

The Johannesburg Metropolitan Police Department (JMPD) and the Emergency Management Services (EMS) are jointly responsible for rendering safety services to the people of Johannesburg.

Johannesburg Metropolitan Police Department (JMPD)

The core services of the Johannesburg Metropolitan Police Department (JMPD) is defined on the basis of its legislated mandate and encompasses the following programmes:

Crime prevention

The overall objective of the Crime Prevention programme is to reduce crime and violence in Johannesburg by leveraging visible policing and technology, and addressing the underlying causes of crimes, as well as the needs of vulnerable groups, such as women and children.

By-law enforcement

The overall objective of the By-law Enforcement programme is to address the urban decay, crime and grime, by enforcing City by-laws and leveraging visible policing and technology.

Road traffic management

The overall objective of the Road Traffic Management programme is to reduce road and pedestrian fatalities and to create greater compliance to road traffic regulations and road safety practices by enforcing road traffic regulations and leveraging visible policing and technology.

Emergency Management Services (EMS)

The core business of Emergency Management Services (EMS) is to save lives and property through proactive interventions, and prevention programmes, as a way to mitigate the costs of risk coverage for the City's inhabitants whilst at the same time continually enhancing our ability to render a fast, reliable and highly skilled response to any kind of emergency situation (reactive).

Proactive

- Fire Safety: This directorate focuses on by-law enforcement, code application, flammable liquids and events management.
- Disaster Management: The directorate focuses on disaster planning, mitigation and recovery, and Public Information, Education and Relations (Pier) and BESAFE centres.

Reactive (operations)

- Emergency medical response
- Fire-fighting
- Command and control centre
- Search and Rescue, Hazmat and Diving Unit.

In fulfilling the above mandates, both departments are required to perform their functions in accordance with certain prescribed acts, regulations and by-laws, which guide and inform strategies, policies, procedures and practices. These obligations largely define the nature in which the departments need to conduct their business. The following are some of the key pieces of legislation that govern the core functions of the Public Safety sector.

- Criminal Procedure Amendment Act [No 42 of 2003]
- Disaster Management Act of 2002
- Gauteng Ambulance Act of 2002
- National Prosecuting Authority Amendment Act [No 61 of 2000]
- National Road Traffic Amendment Act [No 21 of 1999]
- White Paper on Safety and Security, 1998
- Prevention of Organised Crime Act [No 121 of 1998]
- Gauteng City Improvement Districts Act 12 of 1997
- The Constitution of the Republic of South Africa, 1996
- National Crime Prevention Strategy, 1996
- South African Police Service Act 68 of 1995
- Fire Brigade Services Act
- The City of Johannesburg By-Laws
- The Joburg City Safety Strategy
- Health Professions Council of South Africa
- SANS 10090 and NFPA
- Sports and Events Bill Sports and Events Bill.

Strategic direction

The sector identified the following long-term goals in terms of the IDP chapter on Public Safety;

- An orderly and safe urban environment;
- City free from fear of crime and violence;

- Effective regulation of road traffic in the interest of road safety across the city; and
- A proactive and effective emergency response and disaster management capability.

Further, the following five-year strategic objectives were identified aimed at contextualising the strategy of the sector:

- Improved city-wide compliance with regulations designed to enforce a safer urban environment;
- Reduce incidents of crime by 7% to 10%;
- Reduce the incidents of crimes against women and children by 7%-10%;
- Reduce road fatalities by 30%;
- Reduce pedestrian fatalities by 30%;
- Greater compliance to road traffic regulations and road safety practices;
- Enhanced economic efficiencies through traffic mobility;
- A proactive well-capacitated disaster management and emergency response maintained at 100% state of readiness;
- Communities aware of dangers and empowered to assist in mitigating disasters;
- Efficient and effective response to emergency incidents; and
- Vigilant custodianship of safety prescripts.

Challenges and opportunities

With the increasing demand for emergency services in the City it becomes necessary for both departments to engage in an even more proactive approach to achieving its mandate. The increasing demand is exacerbated by the rapid increase in the population figures due to immigration, increase in crime, illegal trading, illegal occupation of buildings and open spaces, rapid increase in the number of major events held in the City, as well as the exponentially growing demand for the service.

Although it remains imperative to ensure that adequate capacity exists to respond to any emergencies and disasters that may emerge, it remains critical that proactive community empowerment is explored. This approach will significantly reduce emergency calls, therefore creating safer communities. Through its volunteer programme, EMS continues to make this approach a reality and creating a safer city. This is also viewed as a mitigation mechanism which enhances disaster management preparedness for the city.

The xenophobic attacks experienced by the city remain vivid to the minds of many and has tested the city's preparedness and resilience to various kinds of disasters. On the one hand it has fostered the need for world-class communication; and coordination on the other. This demonstrated clearly that disaster management, policing and emergency response is not a one-department function but of the whole city and there is therefore a call for coordination mechanisms.

The funding for ambulance services emanates from province in the form of subsidies, and additional revenue is generated from ambulance fees. The fire, disaster management and support services component is funded directly by the City by means of rates and taxes.

It is important to note that whilst the volumes in relation to emergency services are increasing, the revenue collection is not improving at the same rate. This can be attributed to the profile of the customers that are categorised as indigent and are subsidised by the City in terms of the social package. This category includes:

- Children that are six years and younger;
- Maternity patients; and
- Uninsured patients that have been registered with the City as indigents.

One of the emerging challenges that remain unclear and therefore unresolved is the provincialisation of ambulances. Although this issue has been on the table for more than four years there seems to be very minimal progress despite the take-over programme being defined. This negatively impacted on employee morale as well as the resourcing of this critical component in terms of staffing and vehicles. The City's decision to procure its own ambulances will assist the City in not only mitigating the risks regarding events but also close the gap with regard to response vehicles. It should be mentioned that EMS last got ambulances from GPG in late 2006.

Events, escorts (funerals and VIP) and other major functions around the City further deplete already scarce emergency resources. The JMPD and EMS are required to ensure the safety of all people who attend these events and functions, leaving other areas short of resources to attend to emergency situations that may arise. Ways to address the growing

demand for these services are being explored, such as charging organisers for the service and providing a supervisory role over private security and emergency personnel.

The shortage of skills continues to rear its ugly head in the sector, particularly for the specialised skills like the ALS and fire engineering among other areas. This though is a national phenomenon and is not limited to Joburg. Through the EMS Medical Academy the organisation is making strides to address the skills gap that exists in the country.

Response to emergencies remains a challenge for both departments. EMS in particular has been experiencing challenges around the turn-around times, particularly for areas like Orange Farm and Diepsloot which affect the quality of service rendered. This is mainly due to the lack of health facilities in these areas resulting in prolonged mission times for EMS. This was further exacerbated by the hospital closures where ambulances are diverted to other hospitals.

Revision to the CoJ 2006-2011 IDP

Most of the refinements are around the targets as this is the period where some of the interventions must be wrapped up due to the FIFA Confederations Cup and 2010 World Cup. It is for this reason that more work has been done around the programme contents, particularly with the intensification of the emergency response improvement, disaster management, crime prevention and traffic management.

Sector contribution to 2010 FIFA World Cup

The sector will continue to prepare and equip itself to fulfil its safety and security responsibilities to the City while hosting of the FIFA 2010 Soccer World Cup.

Sector contribution to inner city

The Sector commits to continued focus on safety and security in the inner city, to meeting the commitments in the Inner City Charter and to undertake enforcement activities as it relates to the Inner City Integrated Safety and Security Plan.

Public Safety Sector Plan

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
Improved city-wide compliance with regulations designed to enforce a safe urban environment	Safe and secure urban environment: <ul style="list-style-type: none"> • Roll-out of Joburg City Safety programme methodology through the development of the JCSP Toolkit; and • One set of safety-design guidelines for developers and home-owners (CPTED). 	Safe and secure urban environment: <ul style="list-style-type: none"> • Continue the roll-out of the Joburg City Safety programme methodology in the City of Joburg with CoJ role players and stakeholders; and • CPTED guidelines to be put in a CoJ regulatory framework.
	External management of the built environment components: <ul style="list-style-type: none"> • Focused Law enforcement operations (18 212 municipal court cases prosecuted); • By-law citations issued: <ul style="list-style-type: none"> – Illegal street trading – 6144 citations; – Illegal posters and signage – 2222; – Waste management – 2652; and – Illegal connections – 2578. • Dedicated law enforcement teams established to address park safety and illegal connections (water and electricity); • Introduce a communication campaign to raise the level of public awareness of the existing City by-laws • Dedicated park safety unit has been established and twenty-seven park safety profiles and safety plans were developed; • CPTED interventions at parks for parks' safety plans; and • Development of an Integrated Inner City Safety and Security Plan. 	External management of the built environment components: <ul style="list-style-type: none"> • Continue with focused law enforcement as it relates to: <ul style="list-style-type: none"> – Illegal street trading; – Illegal dumping and littering; – Illegal postage and signage; – Illegal connections (water and electricity); and – Parks patrol; • Assign dedicated resources to respond to infringements identified through CCTV; and • Assign dedicated resources to implement deliverables of the Inner City Charter and Integrated Inner City Safety and Security Plan.

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
	<p>Community Outreach programme:</p> <ul style="list-style-type: none"> • Continue to conduct awareness programmes relating to: <ul style="list-style-type: none"> – Road safety, – Social crime prevention and – City By-laws to all multi-cultural groups, NGOs, business stakeholders, taxi industries, schools and churches. 	<p>Community Outreach programme:</p> <ul style="list-style-type: none"> • Develop and implement schools' safety plans; • To enhance and sensitise communities' awareness levels with regard to social crime prevention issues and facilitate access to services; • To encourage reporting of cases; • To assist with the establishment, strengthen and sustain Community Safety Forums;
	<ul style="list-style-type: none"> • Provision of funeral escort services; and • Improved participation with Community Policing Forums. 	<ul style="list-style-type: none"> • Implement social crime prevention activities at ward level; • To support the establishment of Youth Desks to implement social crime prevention programmes affecting young people; and • To reform the outlook of youth about drugs and create safer and drug free communities.
<p>Reduce incidents of crime by 7 – 10%</p> <p>Reduce incidence of crime against women and children by 7 – 10%</p>	<p>Crime Prevention programme:</p> <ul style="list-style-type: none"> • An Integrated Inner City Safety and Security Plan has been developed which creates a structured and targeted approach to enforcement; • Lighting master plan developed for Joubert Park; • Youth at Risk project implemented; • New CCTV footprint developed and implementation plan; • Increased the CCTV cameras to 216; • Dedicated rapid response team (forty-eight MPOs and five vehicles); • Foot patrollers in CCTV coverage area; • Increased Metro Police officers by an additional 450; and • Conducted focused crime prevention interventions – 102 major crime interventions with the SAPS. <p>Successes</p> <ul style="list-style-type: none"> • 14 263 arrests across the City: <ul style="list-style-type: none"> – Arrests for driving under the influence of alcohol; and – Arrests for illegal firearms (priority police precincts) • 1508 arrests for possession of drugs (priority police precincts); and • Conducted seven formal safety awareness campaigns. 	<p>Crime Prevention programme:</p> <ul style="list-style-type: none"> • Revise deployment plan to ensure increased police visibility and improved response to reported crime; • Increase the number of undercover operations, joint strategic roadblocks, and building searches; • Step up efforts to address the underlying causes of crime (alcohol, drugs and firearms) through focused joint interventions: <ul style="list-style-type: none"> – Roadside check points; – Stop and search operations; – Undercover operations; and – Closure of illegal liquor outlets. • Compliance inspections of second hand dealers, scrap metal dealers and panel beating shops; • Recruit and train an additional 1 000 MPOs (500 in January 2009 and 500 in June 2009) to meet the target of 4 000 MPOs by December 2009; • Recruit and train additional 1 000 MPOs (depending of availability of budget); • Continue to strengthen response capacity in CCTV coverage area; • Additional MPOs to conduct rapid response and foot patrols; and • Engage with SANRAL, JRA and private sector to link existing CCTV infrastructure to central control room.

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
	<p>Women and Child Safety programme:</p> <ul style="list-style-type: none"> • Two women and child safety audits conducted (Rabie Ridge and Protea South); • Introduced interventions at parks, transport nodes, bad buildings and public open spaces; • Trained Metro Police officers in victim support; • Conducted Safety Awareness Campaigns targeted at vulnerable groups (women, school-going children and the elderly) in collaboration with Department of Community Safety; and • Increased visibility of Metro Police officers at places where vulnerable groups conduct their business or places of entertainment (e.g. perimeter of pension pay points and shopping malls). 	<p>Women and Child Safety programme:</p> <ul style="list-style-type: none"> • Conduct additional women and child safety audits; • Address safety threats raised in women and child safety audits; • Provide training and support for the establishment of networks of men to act as advocates for women and child safety through a range of community engagements; • Continue to ensure high visibility at pension pay points, transport nodes, schools, shopping malls and other places of entertainment; • Train additional MPOs in victim support; and • Continue to conduct safety awareness campaigns targeted at vulnerable groups (women, school-going children and the elderly).
<p>Reduce road fatalities by 30%</p> <p>Reduce pedestrian fatalities by 30%</p> <p>Greater compliance to road traffic regulations and road safety practices.</p> <p>Enhance economic efficiency through traffic mobility.</p>	<p>Traffic safety enforcement and traffic flow management:</p> <ul style="list-style-type: none"> • Reduced road fatalities and accidents by 11%; • Conducted targeted roadblocks in order to reduce the number of accidents in which driver impairment is a factor; • Continued with electronic speed enforcement operations; • Increased ‘smart roadblocks’ to apprehend offenders with outstanding fines and warrants of arrest; • Conducted roadside check points to check driver and vehicle fitness; • Participated in road safety awareness campaigns with the Road Traffic Management Corporation; and • Enforcement outputs: <ul style="list-style-type: none"> – 3 974 794 fines issued for speeding violation; – 95 416 fines issued for vehicle defects; – 97 974 fines issued for driver duties; and – 10 183 unroadworthy vehicles discontinued. 	<p>Traffic safety enforcement and traffic flow management:</p> <ul style="list-style-type: none"> • Further reduce road fatalities by between 17% and 20%; • Identify and target hazardous locations to reduce accidents and fatalities at these locations; • Intensify interventions to apprehend offenders for driving under the influence of alcohol; • Increase in the number of arrests; • Increase in the number of successful prosecutions and convictions; • Intensify speed enforcement interventions; • Stricter enforcement around vehicle roadworthiness and driver responsibilities; • Revise deployment plan to ensure improved response to accidents and traffic flow; and • Plan and execute more roadblocks and roadside checkpoints.

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
<p>A proactive well-capacitated disaster management and emergency response maintained at 100% state of readiness.</p>	<p>Disaster Management programme:</p> <ul style="list-style-type: none"> • Comprehensive City's risk assessment completed and high profile threats identified; • Multi-disciplinary simulation exercises for the top ten risks conducted throughout the City and to continue; • Disaster Management Centre Project Manager and Project Plan done through JRA; • Tender process on track; • Volunteer database established and has 1600 (600 already trained) volunteers currently; and • Procedure manual developed and information streams identified. 	<p>Disaster Management programme:</p> <ul style="list-style-type: none"> • Continue with testing the state of readiness for the top ten identified risks; • Conduct simulation exercises in 85% of the completed match venues and training venues to assess the state of readiness; • 100% implementation of the volunteer database; • 100% implementation of the mutual aid response team; • 85% completion of the Disaster Management Centre; • Achieve 100% operational readiness of the Disaster Management Centre; and • 100% implementation of the Emergency Communication Network.
<p>Communities aware of dangers and empowered to assist in mitigating disasters.</p>	<p>Community Disaster Mitigation Information programme:</p> <ul style="list-style-type: none"> • Karabo Gwala safety campaign defined and will be re-launched soon; • Safe paraffin, stoves and candle campaigns continue in hotspots like Mangolongolo, George Goch, Denver, Alexandra and Orange Farm; • The early warning systems in place with the weather services and other relevant institutions; • Although the by-laws with regard to swimming pools and smoke detectors are in the fourth draft, their marketing continues; 	<p>Community Disaster Mitigation Information programme:</p> <ul style="list-style-type: none"> • Roll-out of Karabo Gwala a community safety campaign; • Promoting safer sources of energy for cooking, heating and lighting; • Implementation of the City's Injury Prevention programme; • Partnerships with institutions like the CSIR and the weather service will be important for the early warning systems;
	<ul style="list-style-type: none"> • The risk watch curriculum was rolled out in all public schools across the City; and • More than 11% decline in pedestrian accidents was realised through joint interventions with organisations like JMPD, Department of Transport and JRA. 	<ul style="list-style-type: none"> • Implementation of 70% of Waste/Veld Fire Reduction programme; and • Implementation of the Fire Prevention and Energy Use Management programme in high risk informal settlements.

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
Efficient and effective response to emergency incidents (100%).	<p>Emergency Response Improvement programme:</p> <ul style="list-style-type: none"> • 150 FF/EMTs (fire-fighter/emergency medical technicians) have been appointed; • Sixteen new ambulances were delivered and specifications for the other twenty-five ambulances are being finalised; • Six stations identified, specifications drawn and EPWP Quantity Surveyor appointed; • Equipment Committee appointed and currently working on requirements; and • Tender process being followed for the new equipment. 	<p>Emergency Response Improvement programme:</p> <ul style="list-style-type: none"> • Ensure 100% operational status of the Professional Reservist Association; • Procure ambulance system (eighteen ambulances) to address the risks associated with response times for events in the City; • 85% implementation of the twinning agreement programme of action (three-year programme); • Eight fire station renovations as part of the Facilities Revitalisation programme, which will include replacement/revitalisation of equipment and facilities; • Implement the final three-year Equipment Replacement programme; • Appoint 150 FF/EMTs to further improve response capacity; and • Roll-out the Home Finder programme to other hotspots as identified.
Vigilant custodianship of safety prescripts	<p>Improve compliance to by-laws:</p> <ul style="list-style-type: none"> • By-laws in the fourth draft currently and should be finalised during the course of the year; • Station Commander for the Fire Investigations' Unit appointed and is working closely with SAPS Forensic; • Strategic (corporate) buildings in the City identified; • Inspections conducted and disaster plans developed; • All hazardous material in the City are being inspected for compliance with the code and the Act; • Accredited accommodation identified and will be inspected for compliance; and • Dangerous Goods Unit has been capacitated with the champions identified. 	<p>Improve compliance to by-laws:</p> <ul style="list-style-type: none"> • Promote awareness and compliance to swimming pool by-laws; • Ensure 100% establishment and capacitating of the Fire Investigations Unit in fire safety; • 100% compliance of the strategic buildings to the City's by-laws; • 100% compliance of all 2010 match and training venues to safety prescripts; • Ensure 100% prosecutions of the repeat building safety offenders; and • Conduct an audit of the extent of exposure by the City to hazardous materials (extent of unlicensed operations).



Spatial Form and Urban Management Sector Plan

INTRODUCTION AND OVERVIEW

The department renders strategic spatial planning for the City, producing documents such as the City's Spatial Development Framework (SDF) and the seven Regional Spatial Development Frameworks (RSDF), as well as precinct plans and Urban Development Frameworks (UDFs) for key development nodes such as the Gautrain precincts. Through the Corporate Geo-Informatics (CGIS) function, the department is the custodian of the City's cadastral data, which has applications and impacts in non-spatial areas such as billing and revenue. The department also has a legislated regulatory responsibility for processing town-planning applications, outdoor advertising applications and building plans, and for enforcing town planning and building controls. Through its seven regional offices, DP and UM renders an urban management and service delivery monitoring function, whose primary concern is to ensure the maintenance of acceptable service levels across the City.

The department has an oversight responsibility over the Johannesburg Development Agency (JDA) and plays a key role in the Alexandra Renewal Programme (ARP), the Inner City Regeneration Programme and the Cosmo City development.

The department is the custodian of the City's Capital Investment Management System (CIMS), and thus plays a critical role in guiding and directing the City's capital budget, through the Capital Investment Framework and Service Delivery and Budget Implementation Plan (SDBIP).

Long-term objectives and strategic policy directions

The department is the City's lead department in spatial and settlement transformation. By implication, it is the responsibility of the department to ensure that the spatial and other decisions taken now will contribute to the best possible pro-poor outcome for the future of Joburg, i.e. what decisions do we take now to place the City on a growth trajectory towards equality, sustainability, efficiency and accessibility?

The first decade of the new century may be seen as a transitional one in which powerful new trends emerged¹, but existing or traditional trends still persisted. There are many uncertainties into the future but a number of trends – some very positive – can be identified and collated into a long-term urban view for the City, which may inform our policy choices and investment decisions. The department acknowledges that a new city is in the making, as developments in the latter part of the decade suggest that we may be on the cusp of a more fundamental shift in development patterns, the effects of which are likely to become strongly apparent in the next five to ten years. There are at least five major interrelated reasons for this, and it is from these development trends and events that the department is determining its strategic policy direction.

Firstly, we have a responsibility to work towards a more just and equitable City of Joburg. The department is aware of the need to confront the duality which continues to characterise the City. As such, there is renewed focus on finding a practicable solution to existing informal settlements as well as the need to demonstrate progress against the Millennium Development Goal of formalising informal settlements by 2014.

This, together with the need to bring all parts of the City into appropriate planning and regulatory frameworks has resulted in the Department (in partnership with Housing) developing a bold programme towards the legal regularisation of informal settlements and the development of regulatory tools and capacities to ensure that health and safety standards, and the protection offered by the state, is extended to these areas, while formal township establishment processes are under way. The department will in the 2008/09 financial year establish a dedicated Regularisation Unit, and commence with the regularisation of identified informal settlements. In 2009/10, the department will, inter alia, continue to initiate re-zonings (where feasible), pursue the ownership of settlements on privately-owned land and prepare budgets for the provision of basic levels of service.

Closely linked to the regularisation of informal settlements is the establishment of sustainable human settlements in which design guidelines and the measurement of the quality of life through sustainability indices are paramount.

We also have a responsibility to work towards a well-governed and managed City in terms of service delivery. The department will continue to focus on its urban management function through the Regional Urban Management Plans and operational plans. Specific attention will be paid to the Regional Urban Management Monitoring System in the 2008/09 and 2009/10 financial years.

Secondly, decision-makers, spurred by events such as the FIFA World Cup in 2010, have realised how poor public transport is in South African cities. In 2006, the City responded to the challenge by announcing the construction of a Bus Rapid Transit system – modelled on the TransMilenio in Bogota, Colombia – and construction began in 2007. The Department is responding by accepting public transit systems as the backbone for future growth in the City, and has prioritised Transit-Oriented Development (TOD), which promotes mixed-use, walk-able neighbourhoods within a 400 metre radius of transit-stopping points.

An equal emphasis is being placed on non-motorised transport (NMT), and the Department will in the 2008/09 financial year conclude an NMT concept plan for the City, with phased implementation of the plan scheduled to commence in 2009/10.

Thirdly, the property boom has left in its wake serious deficits in bulk infrastructure, which has prompted the department to introduce a Growth Management Strategy (GMS) that will shape spatial patterns into the future, by addressing the current disjuncture between growth patterns and infrastructure provision. The infrastructure capacity deficits include bulk electricity, bulk water, sewer, road space, and landfill space. The areas most affected are also the areas where development has been most rapid, including along the northern and north-western edge of the City. The GMS responds to this challenge by ensuring that future capital investment is prioritised in areas where growth is desired and expected. Over the next five years, capital investment by the City will be strongly focused around public transit systems, including traditional rail, the Gautrain, and the BRT, and developers will receive incentives to locate in these areas. In the next five to fifteen years, however, some expansion will happen in the northern parts of the City between the built-up areas of Johannesburg and Tshwane. Hence the department will continue to engage with neighbouring municipalities and metros not only in terms of growth management, but also in the context of the evolving Global City-Region, so as to negate unhealthy competition, and foster an ethos of cooperation and coherence.

¹ The proliferation of decentralised shopping malls, the growth of informal settlements, strip development along major arterials, the rapid decline of the inner city, development on the edge of the City and mass roll-out of RDP housing.

A key component of the GMS is the Land Strategy, which aims to guide the acquisition and disposal of City-owned and other land in support of the Growth and Development Strategy and the GMS. In 2008/09, the Department will focus on the assessment of ten growth areas identified in the GMS. In 2009/10, the Department will continue to assess growth targets and development trends through a GIS-based Trend Analysis System, and refine the development conditions relating to resource management.

Fourth, the electricity crisis that dominated the headlines early in 2008, focused attention on the energy-efficiency of development. This has reinforced the shift towards public transport but it has also brought about a hugely increased awareness of the environmental performance of buildings – specifically issues such as orientation, materials, solar cells, roof gardens, water conservation systems, low energy alternatives to air conditioning, and the use of natural lighting and ventilation. It is likely that national government will introduce regulations to support energy efficient development but the Department is, in the interim, concluding detailed guidelines for energy efficiency and has introduced energy efficiency as a criterion for evaluating all new developments. Fears of water stress by 2014 and rapidly depleted landfill space, have added to the new awareness of resource limitations and will impact on development patterns.

Fifth, although oil prices have declined during the recession, fossil fuels are a scarce resource and prices will rise once more as economic growth is restored. In this context, urgent questions are being asked about the sustainability of traditional (twentieth century) forms of urban development.

Our current response to the oil crisis may have enormous implications for our future ability to sustain urban life. There are, however, fortunately, indications that city governments and citizens in some parts of the world, at least, are responding to the economic (and moral) imperative to shift patterns of consumption. These responses include the growing use of hybrid-electric combustion engines, increasing ridership on public transport systems, the use of non-motorised transport such as bicycles, and a new interest in development within the traditional inner city, and along transit routes.

In Johannesburg, as in other South African cities, it is too early to speak of the death of sprawl or the end of car-oriented suburbanisation, but it is clear that patterns of development, and of property value, are shifting.

As a result of the five factors outlined above, we are likely to see:

- The continued strengthening in the relative position of the inner city, the City's major transit-related hub (although there may be continued pressures in the inner city in terms of housing, servicing, and social support, and even turbulence as the mix of population continues to provoke tensions);
- Massive targeted investment around the Gautrain stations, beginning in Rosebank and Sandton, and then continuing in Midrand and Marlboro;
- A refocusing of investment, and also a re-orientation of property value, towards other transit related areas – along the BRT and traditional rail;
- The emergence of new mobility systems such as bikeways;
- The shift away from the enclosed mall near the freeway interchange towards the (resuscitated or newly created) 'high street' along a public transit network;
- The increased resource-efficiency of buildings and other development;
- New areas of focus for development, e.g. the currently severely underutilised mining belt and the area around Lanseria Airport on the Johannesburg, Mogale City, and Tshwane border; and
- The *in-situ* regularisation of informal settlements and the establishment of sustainable human settlements on appropriately located land.

Throughout our planning, there is a need to ensure that planning processes are participatory and that the outcomes of planning are more equitable. This year, the department will continue its active participation in the **Ward-Based Planning** process that is driven by the Office of the Speaker. The department will extend assistance to communities in poorer parts of the City to ensure that they are able to compile their own precinct plans to guide developments in their areas. This is currently the case in wealthier parts of the City. Capacity will also be secured to drive the implementation of the upgrading of marginalised areas programme.

The congruent IDP programmes that frame the department's sector plan to address the above trends are contained in the table below:

IDP programme	Description	Responsible directorate/ agency
Nodal programme	Compilation of detailed precinct plans and development frameworks, promoting high density, mixed-use, mixed-income developments in strategic nodes such as the BRT routes and train stations in the marginalised areas. This is premised on an appreciation of the integrative opportunities offered by public transportation systems and terminals.	Development Planning and Facilitation
Density programme	Compilation of detailed precinct plans and development frameworks, promoting high density, mixed-use, mixed-income developments in strategic nodes such as the BRT routes and train stations in the marginalised areas. This is premised on an appreciation of the integrative opportunities offered by public transportation systems and terminals.	Development Planning and Facilitation
Economic Area Regeneration programme	The department will, through the JDA and in close collaboration with departments such as Economic Development, intensify the work currently being undertaken in the key economic areas in the city. In the year ahead focus will be on strengthening the role played by decentralised nodes in promoting growth and job creation. Developments in nodes such as Stretford will move to implementation while urban management will be a priority in nodes such as Roodepoort, Florida, Lenasia, Midrand, to halt decline in these areas.	Johannesburg Development Agency (JDA)
Integrated Public Investment programme	Implementation of all public sector infrastructure investment to support priority nodal development, movement, urban renewal and other city priorities.	Development Planning and Facilitation
Upgrading of Marginalised Areas programme	The planning for the redevelopment of Diepsloot, Ivory Park and Greater Orange Farm has been finalised and the focus is now on gearing the requisite resources for implementation.	Development Planning and Facilitation
Informal Settlements Regularisation programme	A new approach to the formalisation of informal settlements has been finalised and adopted by the City. During the 2008/09 financial year, the institutional capacity to deliver on this will be in place and work will commence on the progressive in situ formalisation of settlements where it is deemed feasible to do so.	Development Management and regional offices in collaboration with the Departments of Housing and Infrastructure Services
Inner City Regeneration programme	The department will continue to play the coordinating role to make sure that various core departments and MEs meet their charter obligations. In addition, the urban upgrades currently under way in Hillbrow, Berea and Yeoville will be extended into the City. The focus of this is to complete projects in the Hillbrow, Berea and Yeoville areas; to start upgrade work in the Doornfontein and New Doornfontein areas (as aligned to the Greater Ellis Park project of the JDA); and to begin to create a meaningful open space system that links in a west/east direction across the inner city. The urban management function will also be enhanced to include support for the establishment of CIDS in those parts of the inner city where it is deemed most appropriate to do so.	Inner City Office
Growth Management programme	GMS 1 was completed in 2007/08. GMS 2 will focus on finer grained analysis, the introduction of incentives to give effect to GMS, as well as embedding GMS into the City's resource allocation logic and processes.	Development Planning and Facilitation

IDP programme	Description	Responsible directorate/ agency
Sustainable Human Settlements (SHS) programme (spatial development component including urban design)	This programme is aimed at increasing investment in affordable housing, in close proximity to public transportation and designated nodes, and to design and implement codes to create safer communities, legibility, functionality and aesthetics of the urban environment.	Development Planning and Facilitation
(New) Single Land Use Management System programme	In the year ahead, the consolidated town planning scheme will be promulgated, and this should result in significant qualitative and quantitative improvements in land use management processes.	Development Management
(New) Land Use Management Application programme	To process all town planning applications to conclusion while maintaining turn-around times. Focus will be shifted from turn-around time improvements to quality decisions.	Development Management
(New) Building Control Application programme	To process all building plans and outdoor advertising applications to conclusion while maintaining turn-around times. Focus will be shifted from turn-around time improvements to quality decisions and quality control.	Development Management
(New) Electronic Archiving System For Building Plans programme	To implement the electronic archiving system for building plans.	Development Management
(New) GIS for Outdoor Advertising programme	To develop a system that will operate on the City's GIS to record all approved outdoor advertising applications spatially.	Development Management
(New) Land Use and Building Control Law Enforcement programme	To investigate all alleged contraventions and resolving them while improving on turn-around times. To adjust the current law enforcement system to respond to urban management in the regions.	Development Management
Urban Management programme	The intensity which characterises urban management in the inner city will be spread to at least three priority areas per region. The Regional Urban Management Plans (RUMPs) and the extent to which the process of the community-based plans unfolds in each of the seven regions will largely inform towards this.	Urban Management Coordination and Special Projects
GIS System Development programme	Automate, enhance and integrate prioritised spatial information processes and systems.	Corporate Geo-Informatics (CGIS)
Spatial Information Maintenance programme	Development and maintenance of core spatial datasets according to service level agreements.	Corporate Geo-Informatics (CGIS)
Spatial Information Dissemination Service programme	The focus will be on increasing the number of people who access the City's cadastral information via corporate geo-informatics and on implementing the new Land Information System (LIS) and Property Value Chain (PVC).	Corporate Geo-Informatics (CGIS)
Geo-Science Skills Development and Research and Development programme	Plans for innovative spatial information service solutions implemented.	Corporate Geo-Informatics (CGIS)

Revision to the CoJ 2006/11 IDP

This year, new IDP programmes which address the quality dimension of development management decision-making in the City have been added, as have programmes to initiate the change-over from hard copy to electronic archiving and record-keeping. The Development Application Management Improvement programme, for example, has evolved into the Single Land Use Management System programme. The Corridor Development and Mobility Routes programmes have been incorporated into the Nodal and Density programmes. The Urban Design programme has been incorporated into the Sustainable Human Settlements programme.

The Department now has twenty IDP programmes, as described in the table above.

The programmes have been developed in response to the department's core mandate. However, due to current stringent fiscal constraints, not all of these IDP programmes will receive funding. The unfortunate implication is that while the Department will retain the twenty programmes in the 2006-2011 IDP, not all of the programmes may be implemented, particularly those that have not historically received funding.

Table 2 below gives a clear indication of the programmes or aspects of programmes that will be either funded or un-funded. However, priority programmes such as the Regularisation of Informal Settlements and the Inner City Regeneration programme will remain funded to ensure their successful implementation during the current Mayoral term of office.

Further, if a programme is un-funded, this does not imply that work will not continue. Where feasible, the Department will endeavour to implement alternative strategies for funding programmes, including cutting back on selected internal operational expenditure categories, without impacting on service delivery to the citizens of the City.

Table 2: Funded and un-funded IDP programmes

IDP programme	Funded or un-funded	Responsible directorate/ agency
Nodal programme	Funded	Development Planning and Facilitation
Density programme	Funded	Development Planning and Facilitation
Economic Area Regeneration programme	Funded	Johannesburg Development Agency (JDA)
Integrated Public Investment programme	Funded	Development Planning and Facilitation
Upgrading of Marginalised Areas programme	Funded – funding to allocate dedicated capacity to these programmes at the regional level was not granted.	Development Planning and Facilitation
Informal Settlements Regularisation programme	Funded	Development Management and regional offices in collaboration with the Departments of Housing and Infrastructure Services
Inner City Regeneration programme	Funded	Inner City Office
Growth Management programme	Funded	Development Planning and Facilitation

IDP programme	Funded or un-funded	Responsible directorate/ agency
Sustainable Human Settlements (SHS) programme (spatial development component, including urban design)	Partially funded. Specific funds for a dedicated urban design unit have not been granted. Urban design input will be facilitated within existing capacity and/or via consultants on a project-by-project basis.	Development Planning and Facilitation
(New) Single Land Use Management System programme	Partially funded. The process of re-classifying all properties within the City in terms of the consolidated scheme is unfunded.	Development Management
(New) Land Use Management Application programme	Partially funded. Processes to improve the quality of decision-making while maintaining the current turn-around time are already being undertaken within existing capacity.	Development Management
(New) Building Control Application programme	Partially funded. Processes to improve the quality of decision-making while maintaining the current turn-around time are already being undertaken within existing capacity.	Development Management
(New) Electronic Archiving System for Building Plans programme	Un-funded. Alternative funding mechanisms will be investigated.	Development Management
(New) GIS for Outdoor Advertising programme	Un-funded. Alternative funding mechanisms will be investigated.	Development Management
(New) Land Use and Building Control Law Enforcement programme	Limited funding available. Service delivery to continue within existing resource allocations.	Development Management
Urban Management programme	Partially funded. Funding for additional capacity in the regions to roll out urban management on a block-by-block basis was not granted. Urban management initiatives will continue within current human resource allocations.	Urban Management Coordination and Special Projects
GIS System Development programme	Limited funding available to complete acquisition of latest aerial photography.	Corporate Geo-Informatics (CGIS)
Spatial Information Maintenance programme	Limited funding available.	Corporate Geo-Informatics (CGIS)
Spatial Information Dissemination Service programme	Limited funding available.	Corporate Geo-Informatics (CGIS)
Geo-Science Skills Development and Research and Development programme	Funded	Corporate Geo-Informatics (CGIS)

The City's Annual Stakeholders Summit was held at the Johannesburg Expo Centre on 28 March 2009.

The majority of the issues raised at the Spatial Form and Urban Management Sector Commission related to service delivery in terms of social and bulk engineering infrastructure, job creation and housing. These broad service delivery issues have been referred to the relevant departments and municipal entities. In summary, the issues that related directly to the sector are:

- The formalisation of informal settlements;
- The implementation of selected capital projects around the City, e.g. Stretford Station Node;
- Development control; and

- Urban management (visible service delivery, by-law enforcement, and ward governance).

The issues relevant to the Spatial Form and Urban Management Sector will be addressed within the department's operational expenditure allocation, i.e. daily operations. There are therefore no direct operational or capital budget implications that emanated from the Annual Stakeholders Summit.

Integrated development planning and public investment

Metropolitan and provincial alignment

An initial round of meetings with our neighbouring metros and municipalities took place as follows:

- Ekurhuleni/Sedibeng on 22 August 2008;
- Tshwane on 26 August 2008; and
- Mogale/West Rand on 10 September 2008.

Discussions have centered on spatial planning alignment and information sharing relating to projects/processes and regulated spatial plans (e.g. SDF). Concepts such as corridors, nodes and urban boundaries have been the focus of the discussion. The synthesis of these first round discussions will be collated into a draft Mayoral Committee report and/or presentation that will be presented to all the neighbouring municipalities prior to submission into the committee cycle. A draft internal discussion document is presently being prepared.

A meeting with SARCC/Intersite took place on 9 September 2008. The department presented the plans it has completed in previous financial years that relate to rail-based initiatives, and those it is currently working on. The discussions focused on the current priorities of SARCC/Intersite, and which of the two parties' projects were deemed priority (e.g. Stretford came out as being a priority for both).

To further advance metropolitan and provincial alignment, the department has prepared a report that considers cross-border development issues, within the context of the emerging Global City Region (GCR) concept and rationale.

The report seeks to synthesise the issues in an objective manner and against the backdrop of the emerging GCR philosophy. The report has been completed with full cooperation and inputs from the respective neighbouring municipalities and Provincial Department of Economic Development.

The report was approved by the Executive Mayoral Committee in February 2009.

Metropolitan and national alignment

The Department coordinates the citywide administration of the conditional grant funds received from National Treasury through the Neighbourhood Development Partnership Grant (NDPG). The grant aims to stimulate and accelerate investment in poor, under-served residential neighbourhoods such as townships, by providing technical assistance and grant financing for municipal projects that have a distinct private sector element.

The NDPG priority areas are townships, RDP and low-income housing estates, homeland areas, town centres and informal settlements.

The City will prepare a Township Renewal Agenda and related programme to better coordinate the projects that are being undertaken by the various core departments and municipal entities. All NDPG-funded projects within the City will fall within the ambit of this agenda and programme, such that integrated development planning, public investment and leveraging of private sector investment is realised and optimised through the coordinated expenditure of the grant funds.

Departmental contribution to the 2010 FIFA World Cup

The department will provide support to the 2010 FIFA World Cup Soccer event by way of urban management and by-law enforcement.

It is intended that the regions will ensure that transport routes and areas around stadiums and fan parks are clean and maintained throughout the event. This relates specifically to Region D (Soweto), Region F (Inner City, NASREC) and Region E (Innes Free Park). All regions are affected in terms of transport routes, hospitality establishments, tourist attractions, etc.

By-laws will also be enforced, specifically within, and immediately around, the stadium perimeters.

Departmental contribution to the Inner City Regeneration programme

A comprehensive mapping of by-law contraventions, including illegal uses of public spaces and identification of buildings that indicate deterioration, illegal occupation and by-law contravention have been completed. Service breakdown mappings have also been completed but need to be redone at the cost of R500 000. The illegal occupation of public spaces is being reviewed.

An ongoing assessment of the systems and procedures for logging and responding timeously to citizen and stakeholder complaints of service breakdowns and by-law infringements has been undertaken. However, there are a few problems experienced with the system and a tailored device is required. The Region F Nerve Centre has been created and its systems are under review. The sustainability of the Nerve Centre and strategic value add components do require on-going operating funding.

An operational plan for continuous, integrated block-by-block operations/blitzes by multi-disciplinary teams of by-law enforcement and service delivery specialists will be completed. The operational plan has divided the inner city into four quadrants and, within each quadrant, a number of zones. In each zone, the multi-disciplinary law-enforcement and service delivery teams have successively identified key by-law infringement and service breakdowns and are working to eliminate these. Once key by-law infringements and service breakdowns are addressed the blocks will be handed over to area managers and teams of urban inspectors for regular re-inspections and further interventions as required. Each of the four quadrants has one area manager and a team of roving urban inspectors. Operational plans for the block operations are annually reviewed. The Region F Offices have exceeded their 2008 target by doing twenty-two per year in all four quadrants. Urban management structures and systems will include:

- Sustainability and value add demands ongoing operating funding;
- Capacity to detect, record and analyse all occurrences of urban management problems in the inner city;
- An electronic system of data gathering, recording and communication of service breakdowns and by-law contraventions piloted;
- Capacity to report urban management problems to the relevant city departments and/or municipal entity, and then oversee the satisfactory response to the problem; and
- Specialist capacity to respond to unique urban management challenges in the inner city such as bad buildings. Capacity to more effectively liaise with stakeholders in efforts to detect and respond to urban management challenges. The capacity to more effectively interface with the existing City Improvement District System is still under way.

The region has personnel on CID boards and seeking grant funding as dedicated capacity is required for the CIDS.

The operational plan for block-by-block interventions and re-inspections will be refined over time, with the form of operational interventions being adjusted to take account of the unique circumstances presenting in different zones. Research and development will be undertaken to address specific problems. Safer and better prototype manhole covers, able to resist theft and vandalism, still have to be found.

Specific popular media and signage that clearly communicates key by-laws have been implemented. The City of Johannesburg, together with a range of stakeholders, will roll-out a comprehensive by-law education programme across the inner city. This will be followed up with targeted measures to alert people to the law in key locations, with smaller campaigns on an annual basis. Together with other stakeholders the City will develop a range of creative alternative mechanisms to punish by-law infringements. This may include the introduction of satellite courts. A finalised By-law Enforcement Capacity Development Plan with specific attention paid to the requirements in the inner city will be rolled out over the three-year period. By December 2010, the City will have fully capacitated all its by-law enforcement functions in various departments. In the interim, the City will immediately augment by-law enforcement capacity in key departments. The enlargement of the JMPD by-law enforcement team dedicated to the inner city, and the leasing of additional vehicles. The development of systems in Emergency Management Services to monitor fire-safety risks in bad buildings is in place.

Capacity and systems will be established in the City to ensure that relevant departments and the SAPS are able to provide input on all liquor licence applications, to ensure that licences are not granted in places where there are already too many outlets or liquor-related problems. The urban management operational plan with zone-by-zone interventions and re-inspections, is aimed at targeting illegal liquor outlets. The City recognises the negative impact that poor urban management and by-law enforcement has on the ability of developers to secure finance for development, and maintain their properties in a manner that secures regular payment. This affects the pace of residential development. Residential developers can take comfort that these issues are being given a high priority. Day

and night blitzes are undertaken by Region F. Arrests and confiscations are made but the system is proving unsustainable. Street patrollers, CDWs and community liaison officers are working well.

Spatial Form and Urban Management Sector Plan

It is important to note that some programme deliverables on the 2009/10 delivery agenda will be affected by the fiscal constraints referred to in Table 2, and will require a review of implementation timeframes. The delivery agenda for 2009/10 therefore must be read in view of the comments on funding availability in Table 2.

Table 4: Spatial Form and Urban Management Sector Plan

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
Enhancement of the intensity of existing well-functioning nodes and transformation of declining nodes to enable mixed-use, mixed-income, high-density development. Planned development of three new economic nodes in selected marginalised areas.	Nodal programme: <ul style="list-style-type: none"> Urban Development Frameworks were completed in 2007/08 for all the Gautrain, and some traditional rail stations, throughout the City; and Inner City Regeneration Charter. 	Nodal programme: <ul style="list-style-type: none"> Assessment and determination of new spatial form for dysfunctional industrial nodes; and Further rail-based studies/development frameworks.
Increase in densities in nodes along public transportation routes, in support of defined spatial structure.	Density programme: <ul style="list-style-type: none"> Inner City Regeneration Charter; and Density standards for informal settlements. 	Density programme: <ul style="list-style-type: none"> Further rail-based studies/development frameworks; BRT – continue construction of sections of the BRT; Identification of future phases of the BRT system; and Continued implementation of the BRT trunk routes, NASREC BRT and ICDS.
Implementation of all public sector infrastructure investment to support priority nodal development, movement networks, urban renewal and other City priorities.	Integrated Public Investment programme: <ul style="list-style-type: none"> Inner City Regeneration Charter. 	Integrated Public Investment programme: <ul style="list-style-type: none"> Global City-Region cross-border alignment plan; Continued focus on aligning CAPEX investment tools between City and province; and Continued coordination and management of the grant funding received from the Neighbourhood Development Partnership Grant (NDPG).
<p>Minimised demand for investment and services on the urban periphery. Optimal utilisation of investment within the urban core (land, infrastructure and capital expenditure).</p> <p>Optimal utilisation of investment within the urban core (land, infrastructure and capital expenditure).</p>	Growth Management programme: <ul style="list-style-type: none"> Completion of GMS 1; and Completion of the Land Strategy. 	Growth Management programme: <ul style="list-style-type: none"> Assessment and implementation strategy for one GMS growth area; Re-alignment of Capital Investment Management System (CIMS) to include central tenets of the GMS; On-going assessment of growth targets and development trends, i.e. monitoring the outcomes of the GMS; and Refinement of development conditions relating to resource management.

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
<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:</p>	<p>Economic Area Regeneration programme:</p> <ul style="list-style-type: none"> • Greater Newtown Development: Structural repair of Kippies Building and Worker’s Library; • Greater Ellis Park: Completion of Sports Precinct, Bertrams Regeneration Project and SAHRA process on Bertram’s priority block; • Fashion District: Urban upgrade along Pritchard and President; • Park Station Precinct: Creation of a new holding space for long distance buses and taxis; • Yeoville regeneration: Upgrade of Yeoville Recreation Centre and completion of Yeoville library; • Diagonal Street: Public environment upgrade; and • NASREC: Completion of Stadium Avenue and FIFA overlay as per 2010 office, Phase 1.
	<p>Upgrading of Marginalised Areas programme:</p> <ul style="list-style-type: none"> • All marginalised areas programmes captured and prioritised on CIMS according to Lekgotla outcomes. 	<p>Upgrading of Marginalised Areas programme:</p> <ul style="list-style-type: none"> • Continued implementation of the Vilakazi Street Precinct upgrades; • Continued implementation of the Greater Kliptown Precinct upgrades; • Implementation of multi-year Soweto Urban Growth programme; • Continued implementation of Urban Development Frameworks for Diepsloot Activity Street, Diepsloot Government Precinct, Bambanani Industrial Node and Stretford Node; • Implementation of Diepsloot District Node UDF; • Integrated spatial development framework for Region G; • Continued implementation of the Alexandra Renewal Programme; • Continued implementation of the Cosmo City programme; and • Formulation of three community driven precinct plans in marginalised areas.

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
	<p>Informal Settlements Upgrading programme (with Housing Department):</p>	<p>Informal Settlements Upgrading programme:</p> <ul style="list-style-type: none"> • Finalisation of township establishment applications that are currently in progress; • Pursue ownership of settlements situated on government and private land, where feasible; • Initiate land use regularisation, where feasible; • Develop layout plans for each settlement in conjunction with relevant MEs and core departments; • Prepare budgets for basic level of services (LOS), including soft services (mobile clinics, libraries, etc); and • Where necessary to relocate, link with approved Housing programmes.
	<p>Inner City Regeneration programme: <i>NB: timeframes for implementation are being reviewed.</i></p>	<p>Inner City Regeneration programme:</p> <ul style="list-style-type: none"> • Economic development: Deliverables relating to informal trading and the roll-out of linear markets; business process outsourcing and broadband telecommunication; economic development programme and targeted support to economic sectors; package of incentives-targeted support to key economic anchors; critical information package. • Arts, culture, heritage and public spaces: New public spaces developed; public events and public art rolled out; profiling of inner city as cultural capital; supporting the advancement of arts and culture production; key iconic spaces identified; key priority streets and precinct areas identified; Inner City Urban Design Implementation Plan; roll-out of public environment upgrade plan to Fordsburg/Pageview/Doornfontein open spaces; and continued programme in Hillbrow Berea via R200 million capital budget.

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
		<ul style="list-style-type: none"> • Urban management and safety and security: Capacitation and sustainability of Regional Urban Management Plan; expanded by law enforcement and education; waste management improvements; increased visible policing; continued roll-out of CCTV creative approaches to eradication of bad buildings; priority disaster prevention, management and mitigation plans; rolled-out targeting of illegal liquor outlets. • Community development: Continued support to NGOs; expanded support to vulnerable groups; roll-out emergency shelters; roll-out of extended social package; expanded support to Early Childhood Development; enhanced support for migrants and refugees; rehabilitated and expanded sport and recreational facilities; continued support to Hillbrow Health precinct and assistance to community-based health outreach programmes; expansion of library programmes; continue to build participatory processes and community involvement. • Residential development: Roll-out of Inner City Housing Action Plan; further action to ensure 'getting the basics right'; further rates and tariff issues resolved; roll-out of further transitional accommodation; incentives for inclusionary housing progressed; further package of incentives; extend access to benefits of the social package; launch and progress the new Inner City Property Scheme (old Better Buildings programme); Joshco provided with buildings for development of social housing (ten to fifteen in total in next two years); sectional title interventions rolled-out; five further Residential Improvements Districts supported; continued upgrade of informal settlements and hostels.

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
		<ul style="list-style-type: none"> • Transportation: Roll-out of Bus Rapid Transit System; implementation of International Transit and Shopping Centre advanced; integrated off and on street parking programmes implemented; new/refurbished taxi facilities rolled out; traffic and pedestrian safety programmes rolled out; further mobility and alleviation of congestion programmes. • Pageview, Vrededorp and Fordsburg: Urban upgrade of major gateways and streets in Pageview and Fordsburg. • Hillbrow, Berea: Upgrade of Pullinger Kop and Ekhaya Neighbourhood Park. • Doornfontein: Urban upgrade of major streets in Doornfontein and New Doornfontein. • Retail Improvement District: Complete detailed design and phase 1 construction for Retail Improvement District. • Urban management: Continued implementation of the five-year urban management plan.
<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 percentage (or number) of areas that have achieved a minimum acceptable level of SHS.</p> <p>Design and implement codes to create safer communities, legibility, functionality and aesthetics of the urban environment.</p>	<p>Sustainable Human Settlements programme (spatial development component, including urban design):</p>	<p>Sustainable Human Settlements programme:</p> <ul style="list-style-type: none"> • Implementation of SHS development indices; • Publication of Transit Oriented Development (TOD) guidelines for the City; and • Incorporation of Energy Efficiency guidelines, norms and standards into spatial plans and consolidated town planning scheme.
<p>New Land Use Management System implemented.</p> <p>Package of mechanisms and instruments to facilitate regeneration implemented.</p> <p>Creative re-zoning for mixed-use development.</p>	<p>Single Land Use Management System programme:</p>	<p>Single Land Use Management System programme:</p> <ul style="list-style-type: none"> • Consolidated Town Planning Scheme to be in operation (in accordance with promulgation of provincial regulations); and • Implement regulatory mechanisms to give effect to inclusionary housing.

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
<p>Compliance with City's legal obligations in terms of the various town planning and building control legislations that relate to the regulation and management of land use and building construction.</p>	<p>Land Use Management Application programme:</p>	<p>Land Use Management Application programme:</p> <ul style="list-style-type: none"> • Processing of all town planning applications to conclusion while maintaining turn-around times. Focus will be shifted from turn-around time improvements to quality decisions.
	<p>Building Control Application programme:</p>	<p>Building Control Application programme:</p> <ul style="list-style-type: none"> • Processing of all building plans and outdoor advertising applications to conclusion while maintaining turn-around times. Focus will be shifted from turn-around time improvements to quality decisions and quality control.
	<p>Electronic Archiving System for Building Plans programme:</p>	<p>Electronic Archiving System for Building Plans programme:</p> <ul style="list-style-type: none"> • Implementation of an electronic archiving system for building plans.
	<p>GIS for Outdoor Advertising programme:</p>	<p>GIS for Outdoor Advertising programme:</p> <ul style="list-style-type: none"> • Development of a system that will operate on the City's GIS to record all approved outdoor advertising applications spatially.
	<p>Land Use and Building Control Law Enforcement programme:</p>	<p>Land Use and Building Control Law Enforcement programme:</p> <ul style="list-style-type: none"> • Investigation of all alleged contraventions and resolving them, while improving on turn-around times; and • Adjustment of the current Law Enforcement System to respond to urban management in the regions.
<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 programme:</p>	<p>Urban Management programme:</p> <ul style="list-style-type: none"> • Ongoing identification of regional priority areas and hotspots; • Implementation of urban management monitoring system in all regions; • Public environment upgrades in 2010 sports precincts and around stadia; • By-law enforcement for 2010 stadium perimeters; and • Implementation of the inner city model to all regions with specific focus in CBDs (Soweto, Randburg, Roodepoort and Alexandra).

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
Automate, enhance and integrate prioritised spatial information processes and systems.	GIS System Development programme: <ul style="list-style-type: none"> • Spatial analysis to support planning decisions; • Renew CoJ aerial imagery; • Incorporate property related processes (that are currently excluded) into the Land Information System (LIS); and • Enhance the Internet Mapping Service (IMS). 	GIS System Development programme: <ul style="list-style-type: none"> • Development of Spatial Growth Management Application Phase 2, completion of Phase 2 (final phase) of CoJ aerial imagery update; • Roll-out of urban management monitoring system to other regions; • Inclusion of the housing process in the Property Value Chain and LIS; and • Implementation of IMS enhancements to property text, Inner City and Planning Themes.
Develop and maintain core spatial datasets according to service level agreements (SLAs).	Spatial Information Maintenance programme: <ul style="list-style-type: none"> • Implement street addresses for CoJ; • Verify zoning data; and • Create the sectional title dataset. 	Spatial Information Maintenance programme: <ul style="list-style-type: none"> • Increase in internet and IMS hits; • Training of mapping website users through internet-based training (e-learning) for IMS; and • Capture of metadata for all new datasets.
Provide accessible spatial information dissemination services for the CoJ community.	Spatial Information Dissemination Service programme: <ul style="list-style-type: none"> • Improve the usage of spatial information; • Train clients (internal and external) to expand use of GIS; and • Comply with Spatial Data Infrastructure Act in terms of data dissemination requirements. 	Spatial Information Dissemination Service programme: <ul style="list-style-type: none"> • Completion of street address verification, allocation and implementation project for the City; • Phase 2 of electronic zoning certificates; and • Capture of sectional titles for the City.
Ensure innovative, world class spatial information service solutions.	Geo-Science Skills Development, Research and Development programme: <ul style="list-style-type: none"> • Provide integrated access to spatial information (within CoJ and including MEs); and • Include an additional IMS theme related to 2010. 	Geo-Science Skills Development, Research and Development programme: <ul style="list-style-type: none"> • Approve solution for integrated access to spatial information; and • Undertake research and user-requirement analysis for additional IMS theme, e.g. related to 2010.



Transportation Sector Plan

INTRODUCTION AND OVERVIEW

The Transportation Department continues to deliver on its mandate in terms of the 2003-2008 Integrated Transport Plan (ITP), which was updated in 2004 and has been approved by Council, the Gauteng MEC for Public Transport, Roads and Works and the Minister of Transport.

This department, together with the Johannesburg Roads Agency (JRA) and Metrobus form the Transportation Cluster, with the Transportation Department providing a strategic leadership, oversight and contract management function on behalf of the City over the JRA and Metrobus.

Challenges and opportunities

In the current climate and context, the key external challenges facing the transport sector include:

- Traffic congestion and increased private car use;
- Providing accessible, affordable and safe public transport;
- Ageing road infrastructure and ageing public transport vehicles (buses and taxis);
- Delivering a successful 2010 transport experience; and
- Unstable transport industry in the global economic crisis.

The key internal challenges facing the Transport Department include:

- Funding for road infrastructure and public transport provision;
- Capacity, especially in respect of engineers and running new public transport systems such as the Bus Rapid Transit System; and
- Poor information management.

However, there are also significant opportunities for the transport sector, the primary one being the opportunity to significantly transform public transport in the City making it safe, affordable and accessible, thus increasing the

number of public transport users, leading to reduced congestion, improved quality of life for all residents and the economic development potential of the city.

Other opportunities that the BRT system offers is changing the spatial form of the city and moving away from its apartheid origins and enabling one of the biggest broad-based black economic empowerment initiatives in our country through the taxi industry becoming the operators of this system.

Legislative framework

The Transportation Department draws its mandate from the following legislation:

The Constitution (No 108 of 1996)

National Transport Legislation

- National Land Transport Transition Act (No 22 of 2000)
- Urban Transport Act (No 78 of 1977)
- SA National Roads Agency Ltd and National Roads Act (No 7 of 1998)
- National Road Traffic Act (No 93 of 1996)
- Road Traffic Management Corporation Act (No 20 of 1999)
- Administrative Adjudication of Road Traffic Offences Act (No 46 of 1998)
- Transport Appeal Tribunal Act (No 39 of 1998)
- Cross Border Road Transport Act (No 4 of 1998)
- Road Accident Fund Act (No 56 of 1996)
- National Roads Act (No 54 of 1971).

Gauteng Transport Legislation

- Gauteng Public Passenger Road Transport Act (No 7 of 2001)
- Gauteng Transport Infrastructure Act (No 8 of 2001)
- Gauteng Transport Framework Revision Act (No 8 of 2002)
- Gauteng Provincial Road Traffic Act (No 10 of 1997)
- Gauteng Rationalisation of Local Government Affairs Act (No 10 of 1998)

Five-year perspective

Vision

The vision for the Transportation sector is as follows:

A city with a safe and efficient world class transportation system, with a public transport focus, and a well-developed and well-maintained roads and stormwater infrastructure, able to connect businesses, people and places in a sustainable and cost-effective manner, 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.

Goals and five-year strategic objectives

In order to achieve the above, seven long-term goals were developed which have been amended to take into account the current conjuncture. These are:

- A community aware of, and committed to, a core set of values so that all road and public transport users can travel and be safe.
- Improved access and reduced travelling time for residents to employment, education, recreation and markets, through implementing an innovative public transport which is well aligned with the City's Spatial Development Framework and is safe, affordable, accessible, convenient and comfortable.
- Development and maintenance of a quality and environmentally friendly road, traffic-signaling and stormwater infrastructure network across the city.
- Environmentally sustainable transport infrastructure and systems including the promotion of public transport and non-motorised transport choices.
- A transformed transport industry which is customer-focused and maximises broad-based black economic empowerment.
- An efficient freight transport and logistics infrastructure to position Johannesburg as a 'gateway city' in relation to national and international markets.

- Well-resourced and skilled Transportation Department and related municipal-owned entities able to implement the mandate of the City of Joburg.

Flowing from the above goals, we set out the five-year strategic objectives:

Goal	Strategic Objective
Values and Safety	<p>To improve the safety of road and public transport users through:</p> <ul style="list-style-type: none"> • Contributing to reducing number of traffic accidents; • Introducing traffic safety measures in all wards including signage and traffic calming; • Improving the safety of our facilities and infrastructure and looking at measures to reduce the possibilities of crime and vandalism in our facilities and on our infrastructure; and • Running safety awareness programmes. <p>To improve awareness in our communities of Johannesburg's transport history.</p> <p>To improve awareness of transport services including public transport offered in the City of Joburg.</p>
Systems	<p>To ensure integration of public transport across modes and providers so as to offer highest quality of service, maximise ease of public shift to public transport and maximise efficiencies that can be achieved.</p> <p>To improve public transport in the City of Joburg and reduce travelling times of the public through:</p> <ul style="list-style-type: none"> • Introduction of a new Public Transport System (BRT Rea Vaya); • Improve levels of service of Metrobus; and • Ensuring that Gautrain infrastructure and services are well integrated with other transport modes and services. <p>To meet bid book commitments of transport services in respect of the FIFA 2010 World Cup and ensure that World Cup 2010 transport infrastructure is designed so as to ensure lasting value for the City.</p> <p>To improve the mobility of people with disabilities through:</p> <ul style="list-style-type: none"> • Specific public transport programmes; and • Improved accessibility in the design and construction of sidewalks, traffic signalling, etc . . .
Infrastructure	<p>To implement a citywide gravel roads surfacing programme.</p> <p>To re-surface roads so that the Visual Conditions Index improves at 2% per annum.</p> <p>To construct new roads to improve mobility and in newly developed areas.</p> <p>To maintain our road network including traffic signalling, stormwater and road markings to meet the following targets:</p> <ul style="list-style-type: none"> • Reduction in traffic signal outages to less than 1% of all signals out on a given day; and • 100% of all major intersections provided with adequate road signs. <p>To improve stormwater infrastructure and management.</p>
Environmental sustainability	<p>To reduce congestion and emission levels by improving the modal split between commuter public vs. private transport through:</p> <ul style="list-style-type: none"> • Introduction of travel demand programmes; • Improved off-street and on-street parking provision, pricing and management; and • Awareness campaigns of the impact of private car use on air quality, climate change, etc. <p>To increase the percentage of residents who can use non-motorised transport (walking or cycling) to work, shops and schools.</p> <p>To implement energy efficient measures, use recyclable energy and cleaner production technologies in all aspects of transport including:</p> <ul style="list-style-type: none"> • More energy efficient buses; and • Solar traffic signals. <p>To look at new ways of managing stormwater taking into consideration the increasingly built-up nature of the city, changes in climate and the opportunities of new technology.</p>

Goal	Strategic Objective
Industry transformation	<p>To increase the formalisation, productivity, sustainability and profitability of the taxi industry (mini bus and metered) through:</p> <ul style="list-style-type: none"> • Supporting taxi recapitalisation; • Supporting and enabling the taxi industry to become part of the Bus Rapid Transit System Rea Vaya; and • Improving and regulating public transport facilities including depots, ranks, lay-byes and stops. <p>To modernise the Metrobus operations including fare collection.</p> <p>To support and enable BBBEE and EPWP in all aspects of the transport sector.</p>
Freight	To facilitate the speedy movement of freight around, in and out of the City so as to enable economic development.
Well-resourced department	<p>To ensure skills development, mentorship and retention strategies to develop and retain staff.</p> <p>To provide a working environment which is conducive to high levels of productivity.</p>

It should be noted that many of the goals and strategic objectives are interrelated and are categorised in the above way to facilitate planning and public consultation.

IDP programmes

Within each goal, and to delivery on each strategic objective, programmes have been developed together with a one-year delivery agenda. These are described in detail on the Transportation Sector Plan below.

It is also important to note that the introduction of the Rea Vaya Bus Rapid Transit System has become a major intervention with an impact beyond the transport sector. It aims to introduce efficient and quality public transport in the City, transform the taxi industry and also contribute to turning around the spatial form of the City.

The Transport Department also has a major responsibility in terms of the upcoming 2010 FIFA World Cup. Ensuring that all visitors and spectators are safely and speedily transported is a critical determinant for a successful tournament.

The key programmes of both the Transportation Department and the two MEs (Metrobus and JRA) are spelt out below:

Goal	Programme
Values and Safety	<p>Travel Values programme.</p> <p>Safety programme including awareness and implementation of ward-based traffic safety measures, transport information and awareness.</p>
Systems	<p>Integration and promotion of public transport.</p> <p>Bus Rapid Transport Rea Vaya.</p> <p>Metrobus modernisation and improvement.</p> <p>Support to Gautrain.</p> <p>Accessibility for people with disabilities.</p> <p>2010 Transport Management Plan.</p>
Infrastructure	<p>2010 transport infrastructure (N17 Road link, NASREC and Ellis Park precincts).</p> <p>Gravel Roads Surfacing programme.</p> <p>Road Infrastructure Development programme.</p> <p>Road Resurfacing programme.</p> <p>Road Maintenance programme.</p> <p>Traffic Signal Upgrade and Maintenance programme.</p> <p>Signage.</p> <p>Storm Water Management programme.</p> <p>Public Transport Facilities programme.</p>
Sustainability	<p>Travel demand management.</p> <p>Non-motorised transport.</p> <p>Carbon Credits programme.</p> <p>Introduction of more energy efficient infrastructure and vehicles including buses, traffic signals, etc.</p>

Goal	Programme
Industry transformation	<p>Incorporation of taxi industry into BRT. Taxi recapitalisation and regularisation. Contractor development. EPWP</p> <p><i>Freight:</i> Freight management.</p> <p><i>Well-resourced department:</i> Skills development and retention strategy Wellness programme.</p>

Due to budgetary constraints not all community requests at the IDP Regional Summits can be met in a single financial year.

Transportation Sector Plan

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
<p>To improve the safety of road and public transport users through:</p> <ul style="list-style-type: none"> • Contributing to reducing number of traffic accidents; • Introducing traffic safety measures in all wards including signage and traffic calming; • Improving the safety of our facilities and infrastructure and looking at measures to reduce the possibilities of crime and vandalism in our facilities and on our infrastructure; and • Running safety awareness programmes. 	<p>Implementation of Travel-Values programme:</p> <ul style="list-style-type: none"> • External communication has begun in public transport facilities in each region; • A train-the-trainer programme was implemented during the October Transport Month 2008; • Travel Values have been incorporated into the Mascot and Mobile Education programme; • Values inscribed at head office building and to be extended at the Bara, Midrand Ivory Park and Randburg taxi ranks; • Safety education, including the use of the Mascot and Mobile Education Unit, at schools in Ivory Park, Soweto, inner city, Orange Farm and Alexandra, as well as traffic training at the BE SAFE centres located in these areas; • An extensive ward-based process in partnership with CSIR identified two traffic safety interventions per ward, one of which will be implemented by JRA by June 2009; and • Industrial theatre based on safety issues and values is being developed. 	<p>Implementation of Travel-Values programme:</p> <ul style="list-style-type: none"> • Distribution and production of media (billboards, pamphlets, etc . . .); • Outreach to communities and schools including through mascot, mobile unit, and industrial theatre; • Promotion of fraud and vandalism hotline numbers; • The focus will shift to those aspects of safety not covered by other programmes (e.g. implications of blocking storm water drains) and the need for community responsibility; • Extending engineering, education and enforcement interventions to Rabie Ridge, Tshepiso, Orange Farm, Tembisa, Braamfischerville, Durban Deep, and Diepsloot with 175 awareness programmes; • Continue with the implementation of the public sector law enforcement strategy in partnership with JMPD and other MEs; • Implementation of priority number two for each of the 109 wards as detailed in the Community Road Safety Plan.

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
<p>To improve awareness in our communities of Johannesburg's transport history.</p> <p>To improve awareness of transport services, including public transport offered in the City of Joburg.</p>	<p>Transport Information and Awareness programme:</p> <ul style="list-style-type: none"> • Book on history of Transport, called "The People Shall Move" published; • Successful implementation of the 2008 October Transport Month; • Metrobus and JRA call centre staff have moved to Operation Phakama facility; and • Ongoing information on traffic interruptions as a result of implementation of BRT. 	<p>Transport Information and Awareness programme:</p> <ul style="list-style-type: none"> • Continue to implement the October Transport Month; • Print more transport history books for school libraries in disadvantaged communities; • Ensure that the Joburg Connect service operates effectively in respect of JRA, Metrobus and Rea Vaya services; • Together with JRA provide traffic tips to road-users; • JRA – ensure that all road-users are aware of traffic disruptions as a result of upgrading and maintenance of roads (JRA) and introduction of the BRT.
<p>To ensure integration of public transport across modes and providers so as to offer highest quality of service, enable shift to public transport, maximise efficiencies and sustainability and reduce congestion.</p>	<p>Integrated Transport Plan programme:</p> <ul style="list-style-type: none"> • Participated in provincial bus contract re-structuring and Gautrain bus service rationalisation; and • Terms of Reference for the review of ITP 2009-2013 have been completed but not implemented due to shortage of funds. 	<p>Integrated Transport Plan programme:</p> <p>Review of Integrated Transport Plan with a specific focus on:</p> <ul style="list-style-type: none"> • Ensuring that City of Joburg's public transport network is appropriately integrated into Gauteng and nationwide transport networks; • Seeking sustainable funding solutions for public transport, possibly through congestion pricing; • Implementing relevant sections of the new National Land Transport Act; • Developing a toll revenue sharing model with the Gautrain Freeway Improvement Scheme; • Managing the division of road space between private and public car use including freight; • Seek practical ways of maximising integration of public transport networks, e.g. ticketing by working together with all public transport providers; and • Ensure harmonisation of fares as much as possible across modes, including Gautrain, BRT, provincial subsidised buses and taxis.
<p>To improve public transport in the City of Joburg and reduce travelling times of the public through introduction of a new Public Transport System (BRT Rea Vaya).</p>	<p>Bus Rapid Transit – Rea Vaya programme:</p> <p>Completion of Phase 1A of BRT Rea Vaya by mid-June 2009 for Confederations Cup incorporating:</p> <ul style="list-style-type: none"> • 25 km of dedicated lanes, including from Regina Mundi to Ellis Park and Inner City Distribution System; • Twenty stations constructed; • 143 buses purchased and funding for them secured; • BRT Control Centre upgraded; • Probity advisor overseeing risk management; • Revised institutional structure; and 	<p>Bus Rapid Transit – Rea Vaya programme:</p> <p>Phase 1B of Rea Vaya by mid-May 2010 for Soccer World Cup incorporating the following extensions:</p> <ul style="list-style-type: none"> • Remainder of ICDS; • Sections 3, 4 and 5; • Parktown to Sandton section; • Martindale Control Centre; • More bus operator companies contracted; • Rea Vaya Agency fully functional;

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
	<ul style="list-style-type: none"> • Negotiations with taxi industry to be part of Bus Operating Contract. <p>In respect of Phase 1B:</p> <ul style="list-style-type: none"> • 2 km of dedicated lanes implemented; • Thirty-eight additional kilometres planned; • Fifty-eight additional stations planned; and • EIA in progress. 	<ul style="list-style-type: none"> • JRA – design and implementation of Intelligent Transport System (ITS) components of BRT.
<p>To improve public transport in the City of Joburg and reduce travelling times of the public through modernisation and improved levels of service of Metrobus.</p>	<p>Metrobus-Specific programme:</p> <ul style="list-style-type: none"> • Values programme taken to Metrobus employees and passengers; • Continuous communication with Passenger Forum and satisfaction surveys; • Improved fleet management through replacing the existing Fleet Anywhere with the Enterprise Asset Management System of Oracle; • Thirty-three of forty learners offered employment at Metrobus; • Wellness training of fifteen supervisors on HIV and AIDS in August 2008; • Safety and security at Metrobus upgraded, including the installation of electric fencing and CCTV systems at depots; • Ten old ERF buses refurbished in order to enhance the condition of the fleet; • The conversion of operating licenses commenced; and • Metrobus involvement in the BRT concluded. 	<p>Metrobus-Specific programme:</p> <ul style="list-style-type: none"> • Implement fare evasion strategy; • The Values programme will be continually entrenched by means of regular communications with staff and passengers; • Implement Enterprise Asset Management Module; • Reschedule service timetable for 2010; • An effective functioning Commuter Forum with a formal constitution representing Metrobus passengers will be in place; • Customers will be able to access Metrobus routes on the City's GIS; • Training of forty drivers on articulated buses; • Training of Peer Group Educators on HIV and AIDS; • More CCTV cameras and security towers will be implemented in order to curb pilfering of spares, etc. in depots; • Provision will be made in respect of sixty buses for internal refurbishments and thirty double-deck buses for external refurbishments; • To fit all Metrobus buses with anti-siphoning devices on the fuel tanks; and • Participation in BRT Phase 1b, as agreed.
<p>To improve public transport in the City of Joburg and reduce travelling times of the public through ensuring that Gautrain infrastructure and services are well-integrated with other transport modes and services.</p>	<p>Gautrain Support programme:</p> <ul style="list-style-type: none"> • Infrastructure Integration Committee has been set up and a common understanding has been reached; and • Good integration achieved so far at Park, Rosebank and Sandton BRT stations. 	<p>Gautrain Support programme:</p> <ul style="list-style-type: none"> • Construct Park, Rosebank and Sandton BRT stations with full integration; and • Continue with the Gautrain integration forum to ensure integration and/or harmonisation of: <ul style="list-style-type: none"> – Ticketing – Fares – Feeder and distribution routes – Public transport promotion – Bus shelters laybys and stops.

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
<p>To meet bid book commitments in respect of transport services for the FIFA 2010 World Cup and ensure that World Cup 2010 transport infrastructure is designed so as to ensure lasting value for the City.</p>	<p>2010 World Cup programme:</p> <ul style="list-style-type: none"> • The N17 in the vicinity of NASREC, in partnership with SANRAL, progressing well ahead of schedule; • Completion of pedestrian walkways at Orlando, Dobsonville and Rand Stadium; • Completion of Beit Street precinct; • New Doornfontein Transport Square and taxi facility will be completed by June 2009; • Pedestrian promenade and public transport hub to be completed by June 2009; • Unable to appoint a service provider for the accreditation of 500 metered taxis due to budgetary constraints; • Signage audit for the 2009 Confederations Cup and the 2010 FIFA World Cup was completed in January 2008 and signs are being manufactured; • Four Park and Ride simulations have been done including the Orlando Stadium launch; and • Completion of 2010 High Level Transport Plan in November 2008. 	<p>2010 World Cup programme:</p> <ul style="list-style-type: none"> • N17 by December 2009; • NASREC and Ellis Park Precincts completed; • Implementing the 2010 Operational Plan by: <ul style="list-style-type: none"> • Providing Park and Ride services to all World Cup venues to meet the travel demand; • Two Park and Ride simulations to be done in preparation for the 2010 FIFA World Cup; • Accreditation of public transport vehicles in partnership with province • All permanent and temporary signage requirements met; and • Communication campaign to meet 70:30 public transport split.
<p>To improve the mobility of people with disabilities through:</p> <ul style="list-style-type: none"> • Specific public transport programmes; and • Improved accessibility in the design and construction of sidewalks, traffic signalling, etc . . . 	<p>Transport Access Improvement programme:</p> <ul style="list-style-type: none"> • Both BRT station and bus specifications incorporate provision for people with disabilities (PWD). 	<p>Transport Access Improvement programme:</p> <ul style="list-style-type: none"> • Build BRT stations and procure BRT buses according to PWD specification; and • Metrobus disability service.
<p>To implement city-wide gravel roads surfacing programmes.</p>	<p>Gravel Roads Surfacing programme:</p> <ul style="list-style-type: none"> • During the 2008/09 financial year the Gravel Roads programme has been rolled out in the following areas: <ul style="list-style-type: none"> – Orange Farm (13,3 km) – Ivory Park (3,3 km) – Diepsloot (3,3 km) – Doornkop (6,6 km). 	<p>Gravel Roads Surfacing programme:</p> <ul style="list-style-type: none"> • JRA – proceed with the Gravel Roads Upgrade programme on the basis of the Mayoral priority list and the allocated budget; and • Gravel Roads programme will be rolled out in Orange Farm, Ivory Park, Diepsloot, Doornkop and Braamfischerville.

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
<p>To construct new roads to improve mobility and in newly developed areas.</p>	<p>Roads Infrastructure Development programme:</p> <ul style="list-style-type: none"> • K43 has been stopped due to illegal informal settlement; • Bolani Road is in the planning phase with outstanding work to be completed; and • Investigations have been conducted for Odendaal Road and other access roads. 	<p>Roads Infrastructure Development programme:</p> <ul style="list-style-type: none"> • Upgrading of Jules Street in Malvern; and • Finalise investigation into possible construction of Crownwood Road in partnership with private sector.
<p>To resurface roads so that the Visual Conditions Index improves by 20% per annum.</p> <p>To manage other organs of state and private sector that works on our network so that their reinstatements enhance, and not lead to further deterioration of, the road network.</p>	<p>Road Infrastructure Maintenance and Upgrading programme:</p> <ul style="list-style-type: none"> • The VCI study completed and presented to Mayoral Committee. The VCI across the network has dropped from 74% (2003) to 68% (2008); • 110km to be re-surfaced by end of financial year; and • In respect of Gautrain, a full visual inspection was conducted of all haulage routes prior to construction and to be repeated after construction of Gautrain. Province will re-instate the routes to their original condition with a seven-year functional life. 	<p>Road Infrastructure Maintenance and Upgrading programme:</p> <ul style="list-style-type: none"> • Based on the survey on the Visual Condition Index conducted in 2008/09, implement the re-surfacing programme on 10 km of road (this programme is dependent on funds available); • Monitor the impact of the Gautrain on our road network and ensure that reinstatement takes place according to agreed-upon standard. A technical expert will be appointed to assist with the monitoring of the Gautrain project; • Manage other organs of state and private sector that work on our road network so that their reinstatements enhance and not lead to further deterioration of the road network; and • Improve management of way-leaves by appointing dedicated officers to enforce by-laws and penalties.
<p>To maintain our road network including traffic signalling storm water and road markings to meet the target of reduction in traffic signal outages to less than 1% of all signals out on any given day.</p>	<p>Traffic Signal Upgrade And Maintenance programme:</p> <ul style="list-style-type: none"> • All five designs completed for the new installations; • Upgraded 141 intersections by end of December 2008 to comply with SARTSM standards; • Complete 101 revised phases to reduce congestion at intersections; • Percentage signalised intersections out at any given period (excluding power) for July 2008 to December 2008; • Undertaken 3 965 proactive inspections at signalised intersections by end of December 2008; and • Connected 130 intersections to the remote monitoring station by end of December 2008. 	<p>Traffic Signal Upgrade And Maintenance programme:</p> <ul style="list-style-type: none"> • Complete upgrade of traffic signal to comply with 2010 requirements; • Roll-out of remote monitoring solutions for traffic signals; • Installation roll-out of Uninterrupted Power Supply (UPS) along major routes; • Initiate pilot programme for solar traffic signals; • Installing twenty-five new signalised intersections; • Upgrade fifty signalised intersections; • Update legal compliance at 500 signalised intersections; • Connect 450 traffic signals on the remote monitoring station; and • Implement revised traffic signal phasings at 150 intersections.
<p>To maintain our road network including traffic signalling storm water and road markings to meet the target of:</p> <ul style="list-style-type: none"> • 100% of all major intersections provided with adequate road signs; and 	<p>Road Signage Upgrade programme:</p> <ul style="list-style-type: none"> • Road Signage Audit for 2010 World Cup done and road signs will be implemented in time for the 2009 Confederations Cup and 2010 World Cup; 	<p>Road Signage Upgrade programme:</p> <ul style="list-style-type: none"> • Implement installation of new approved street names in proclaimed townships (subject to confirmation by CoJ Planning Department);

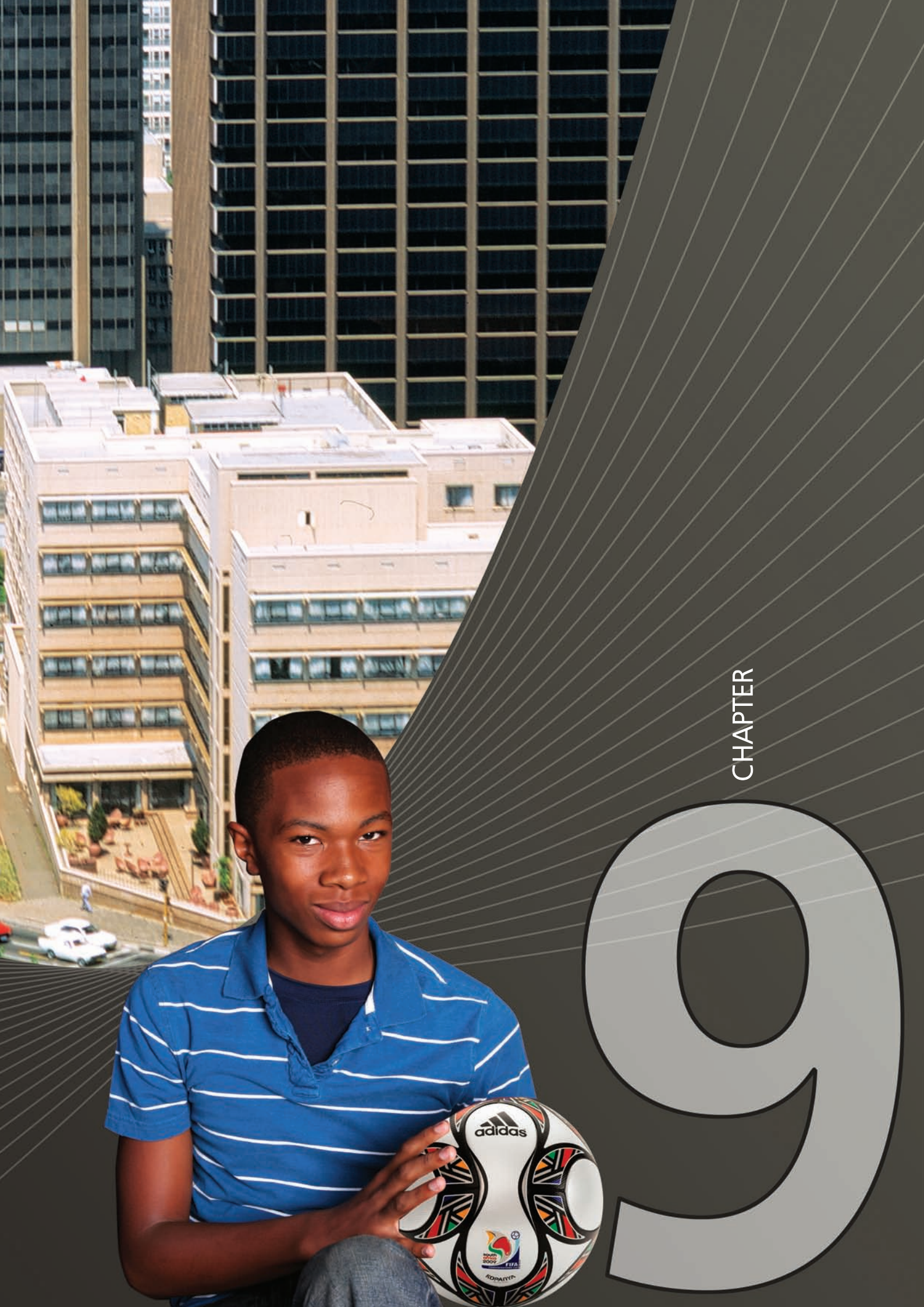
Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
<ul style="list-style-type: none"> • 2010 signs in place. 	<ul style="list-style-type: none"> • 250 street name signs implemented in Diepsloot for the period July to August 2008; and • Completed 267 kilometres of lane markings for the period July to end of December 2008. 	<ul style="list-style-type: none"> • Installation of permanent and temporary signs for 2010 FIFA Soccer World Cup; • Repaint 1 800 kilometres of road markings; • Replace 1 000 missing/damaged street name signs; • Replace approximately 5 000 missing/damaged road traffic signs; and • Implement thermoplastic paint on 250 kilometres of lane markings.
<p>To improve storm water infrastructure and management.</p> <p>To look at new ways of managing storm water taking into consideration the increasingly built-up nature of the city, changes in climate and the opportunities of new technology (from goal on sustainability).</p>	<p>Stormwater Development and Management programme:</p> <ul style="list-style-type: none"> • Investigating all open stormwater channels in order to cost them in Orange Farm, Diepsloot and Ivory Park; • Audit of major stormwater drain (15%); • Major drain capacity analysis (20%); and • Infill master-planning in Midrand and Ruimsig. 	<p>Stormwater Development and Management programme:</p> <ul style="list-style-type: none"> • Kliptown stormwater upgrade – Low Level Bridge; • Upgrading of stormwater reconstruction and rehabilitation of the Bez Valley catchment; and • Upgrading of the Bosmont catchment.
<p>To improve public transport facilities (ranks, depots, lay-byes and stops).</p>	<p>Public Transport Facilities and Infrastructure programme:</p> <ul style="list-style-type: none"> • Twenty semi-formal ranks, 150 BRT stations and 150 stops and lay-byes were designated; and • Consultation with the Legal Department, Department of Economic Development and JPC on the preparation for the new shelter contract is ongoing. Will involve funding from advertisers for 600 bus shelters. 	<p>Public Transport Facilities and Infrastructure programme:</p> <ul style="list-style-type: none"> • Additional twelve semi-formal ranks, 200 stops and lay-byes to be designated; • Continue with the implementation of fifty shelters on non-BRT routes; • MTC to manage additional five formal ranks; • Midrand Taxi Rank to be upgraded; • Together with the JDA identify and procure land for cross-border buses; and • Revisit proposal and funding model for International Transit and Shopping Centre (ITSC).
<p>To reduce congestion and emission levels by improving the modal split between commuter public vs. private transport through:</p> <ul style="list-style-type: none"> • Introduction of travel demand programmes; 	<p>Travel Demand Management programme:</p> <ul style="list-style-type: none"> • The department initiated an e-mail response from the public highlighting their suggestions for the reduction via the Joburg website in respect of TDM; 	<p>Travel Demand Management programme:</p> <ul style="list-style-type: none"> • To accelerate studies and the implementation of:

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
<ul style="list-style-type: none"> Improved off-street and on-street parking provision, pricing and management; and Awareness campaigns of the impact of private car use on air quality, climate change, etc . . . 	<ul style="list-style-type: none"> Parking policy approved by the Mayoral Committee to guide the process of defining the management strategy; and Variable Working Hours (VWH) and telecommuting being investigated. 	<ul style="list-style-type: none"> Travel demand management measures; Park and Rides as part of legacy strategy to reduce congestion; Form of congestion and/or parking pricing; Revised City's parking policy to accommodate new public transport developments; and Communication and awareness campaign in respect of the above.
<p>To increase the percentage of residents who can use non-motorised transport (walking or cycling) to work shops and schools.</p>	<p>Environmental Management programme:</p> <ul style="list-style-type: none"> Extensive NMT measures introduced at Ellis Park and NASREC Precincts as part of 2010 plan but which will also leave a legacy and be a flagship for NMT; and Council has approved Non-motorised Transport Framework. 	<p>Environmental Management programme:</p> <ul style="list-style-type: none"> Implementation of NMT Framework within budget constraints; and JRA – implement Environmental Management Programme Phase Three (Monitoring and Evaluation).
<p>To implement energy efficient measures, use of recyclable energy and cleaner production technologies in all aspects of transport including:</p> <ul style="list-style-type: none"> More energy efficient buses; Solar traffic signals; and Asphalt plant. 	<p>Sustainable Transport programme:</p> <ul style="list-style-type: none"> CDM application process has been mapped out and Project Idea Note (PIM) has been approved by DME as the first step in the CDM application process; Project within Metrobus to pilot CNG on buses as well as retro-fitting buses to be able to use CNG; and Study completed on JRA Asphalt Plant and upgrading approved by Board. 	<p>Sustainable Transport programme:</p> <ul style="list-style-type: none"> BRT to continue to procure Euro Four buses with low emission standards; Develop full CDM application report and submit it; Conduct emissions' measurements; Roll-out of Metrobus pilot in respect of CNG and/or other ways of reducing CO² emissions through bus propulsion systems; JRA – finalise the refurbishment and upgrading of the asphalt plant; JRA – implement environmental management standards in terms of air quality and handling and disposal of materials during the refurbishment of the plant; and JRA – install 22 000 LED modules at traffic signals.
<p>To increase the formalisation, productivity, sustainability and profitability of the taxi industry (mini bus and metered) through:</p> <ul style="list-style-type: none"> Supporting taxi recapitalisation Supporting and enabling the taxi industry to become part of the Bus Rapid Transit System Rea Vaya; and 	<p>Taxi Industry Normalisation programme:</p> <ul style="list-style-type: none"> On-going taxi and bus operator negotiations in respect of BRT including the signing of an MoU; Resurrection of Public Transport for commuter structures; and 	<p>Taxi Industry Normalisation programme:</p> <ul style="list-style-type: none"> Enabling the taxi industry to form bus operating companies to manage BRT as well as to benefit from the BRT value chain; Metered taxi accreditation strategy implemented in time for 2010 but also to leave a legacy;

Five-year strategic objectives	IDP programme and key achievements	2009/10 delivery agenda
<ul style="list-style-type: none"> Improving and regulating public transport facilities including depots, ranks, lay-byes and stops. 	<ul style="list-style-type: none"> All 1 013 non-conflicted routes have been aligned in preparation for conversion of permits to operating licences. 	<ul style="list-style-type: none"> Support opportunities for the taxi industry to benefit from the 2010 transport plan; A Transport Forum with all relevant public transport stakeholders will be established to meet monthly; Ongoing support to National and Gauteng Province with taxi recapitalisation and conversion of operating licences; Public transport law enforcement; Create new jobs through BRT construction; and Create new jobs through BRT implementation.
<p>To support and enable BBBEE and EPWP in all aspects of the transport sector.</p>	<p>BBBEE and EPWP programme:</p> <ul style="list-style-type: none"> Supported ±120 emerging contractors in JRA to date; 597 jobs created on JRA's capital programmes; and BRT will deliver approximately 800 by May 2009. 	<p>BBBEE and EPWP programme:</p> <ul style="list-style-type: none"> JRA – empower and support ten new emerging BBEE contractors; JRA – increase our BEE spend from around 70% to 75%; and JRA – create 500 new jobs through CAPEX programme within disadvantaged areas.
<p>To facilitate the speedy movement of freight around, in and out of the City so as to enable economic development.</p>	<p>Freight and Logistics programme:</p> <ul style="list-style-type: none"> Commissioned study on improving freight management at City Deep. 	<p>Freight and Logistics programme:</p> <ul style="list-style-type: none"> Together with JMPD monitor overloading at City Deep; Implement City Deep freight management strategy with other stakeholders; and Through the Johannesburg Business Forum, set up a working group with industry to look at ways of working together to improve mobility in the City.
<p>To ensure skills development, mentorship and retention strategies to develop and retain staff. To provide a working environment which is conducive to high levels of productivity.</p>	<p>Mentorship and Skills Development programme:</p> <ul style="list-style-type: none"> Introduce formal mentorship for professionals in partnership with Metrobus and JRA. 	<p>Mentorship and Skills Development programme:</p> <ul style="list-style-type: none"> JRA – develop 800 youths in road-related skills (National Youth Commission programme); JRA – develop and place ten civil engineering students under the Internship programme; Training of 40 drivers on articulated busses; and Training of Peer Group Educators on HIV/AIDS.

Key IDP strategic interventions





CHAPTER

9

Key IDP strategic interventions

The well-being of the residents is paramount to the City of Johannesburg. Improved health, safety, economic activity and quality of life are critical dimensions of the set of strategic objectives that will determine the service priorities for the City over the medium term.

In preparation for the September 2008 Mayoral Budget Lekgotla, the City undertook a mid-term strategic sector assessment of key IDP interventions. The key IDP interventions, identified two years ago at the City's 2007/08 Mayoral Budget Lekgotla, include the following:

- HIV and AIDS awareness and support;
- Measuring poverty and the implementation of the revised social package;
- Growth Management Strategy;
- Basic services programmes;
- Formalisation of informal settlements;
- Rea Vaya Bus Rapid Transit (BRT) Project;
- Inner city upgrading and regeneration through the Inner City Charter;
- Economic development initiatives to achieve nine percent growth per annum;
- Stimulating a functioning secondary property market;
- Acceleration of housing delivery and leveraging the private sector in mixed development;
- Revised rates, tariff and metering framework to ensure equity and affordability in service charges;
- Energy, water and waste demand-side management;
- Greening of the City;
- Shared services delivery model;
- Targeted crime prevention safety initiatives;
- 2010 FIFA World Cup facilities, compliance requirements, fan experience and legacy projects; and
- Gender mainstreaming.

The exercise had to assist in assessment and reporting on the implementation of interventions and the measure of annual progress. On the basis of these assessments the programmes for the remainder of the electoral term were to be defined. It emerged that there was progress in general as far as some of these interventions were concerned, e.g. Rea Vaya BRT, World Cup 2010 projects and inner city programmes. Many of these key interventions involved responsibilities that cut across departments, Municipal Entities (MEs) and various spheres of government. The interventions also contribute to a number of GDS principles. The aforementioned assessments framed the manner in which departments and MEs reviewed the IDP sector plans for 2009/10, as well as the respective programmes for the remainder of the electoral term.

HIV and AIDS awareness and support

HIV and AIDS awareness and support is one of the six Mayoral Priorities. It aims to improve face-to-face education and provide access to anti-retrovirals (ARV). The City applies a community-based model to address the challenges of those affected by the disease through the HIV and AIDS Community Care and Capacity Development Programme. As part of this process the City implemented the Jozi Ihlomile campaign to train community volunteers in prevention, care and support, voluntary counselling and testing (VCT), ARV, efficacy training, prevention of mother-to-child transmission awareness and tuberculosis treatment.

The Jozi Ihlomile project has been extended to four additional sites and home-based care has been initiated. During the remainder of this electoral term, the focus on HIV and AIDS will intensify through a vigorous, holistic approach to the pandemic. The City's participation in the national prevalence surveys in 2006 revealed an emerging downward trend in new infection rates. Johannesburg's current prevalence rate of 30,6% is below the Gauteng average. The City's long-term goal is to reduce HIV and AIDS prevalence and incidence rates, as well as the impact on communities. The scale of prevention and treatment measures will be increased and targeted awareness campaigns will take place. For the remainder of the term the City will escalate the door-to-door education and expand community support programmes. The programme for home-based care providers will expand, specifically emphasising education and training.

The City has also firmed up its partnership with other spheres of government and non-government organisations through the Johannesburg Aids Council that is chaired by the Executive Mayor, constituted of the Members of Mayoral Committee and Council Officials and Managers, various leaders of Civil Society Organisations, Health and Education Professionals.

Measuring poverty and the implementation of the revised social package

Delivery of services is critical for the citizens of Johannesburg. Closely tied to this is the implementation of the revised social package to provide a single-window approach to social assistance delivery and also alter the targeting mechanism to an individually tied poverty index. In this regard, the indigent households, currently standing at 1 19 000, receive a package of ten kilolitres free water per household per month and 100 kilowatt free basic electricity.

The Job Pathways programme was launched and the first Special Water Needs desk has been opened. The remainder of this electoral term will see the full roll-out of this system for access to water, power, sanitation and rates subsidies. The housing and transportation subsidy schemes will be piloted and rolled out. Additional social package components will also be piloted. The CoJ wants to implement a social support programme for deserving citizens to ensure that people do not become destitute.

Growth Management Strategy

Economic growth cannot be divorced from spatial development. The Growth Management Strategy is an innovative approach to spatial decision-making and key to the City's role in steering future settlement patterns away from segregation. It will examine current trends in the provision of bulk infrastructure and prioritise capital investment in bulk infrastructure. Respective areas will be designated as high, medium or low priority. This aims to address the current disjuncture between infrastructure provision and development growth. The Land Strategy has been completed. With regard to development planning and urban management, the City implemented the Development Application Improvement Programme. There has been a substantial improvement in turnaround times, for example:

- Complex township establishment applications, which formerly took an average of three years, now take only nine months;
- Rezoning application periods have been reduced from ten months to just more than seven months;
- The average time for the post-approval process has been reduced from six months to just over two months; and
- Turnaround time for simple building plan applications is a remarkable 24 hours.

The remainder of this electoral term will continue to assess growth targets and development trends and in 2010/11 a review of the first three years of GMS implementation will be completed.

Formalisation of informal settlements

The formalisation of informal settlements is a critical project aimed at the Millennium Development Goal to eradicate informal settlements by 2014. The intention of the Informal Settlements Programme is to formalise existing informal settlements. The approach to formalisation of informal settlements includes the following objectives:

- To bring a level of security to residents living in the informal settlements. This deviate from the standard township establishment processes which are long and tedious.
- To stimulate and create an environment conducive to investment by concerned individuals, families and the state.
- To provide legal recognition (regularisation) to occupants within informal settlements and individually pegged stands and fencing.

A feasibility study was done on the status of informal settlements. Action plans for each category of formalisation are currently in process and the remainder of this term will see the finalisation of township establishment applications, the preparation of budgets for the provisioning of basic services and the conclusion of the related rezoning. The roll-out of this programme and the associated upgrading of informal settlements is a challenge that will be pursued with vigour. The City will prioritise extending public infrastructure to informal settlements so that residents have access to basic services.

Basic services programme

The basic services programme aims to eliminate backlogs and extend access to water and sanitation services to all residents by 2011 and electricity by 2012. At the end of 2007/08 about 84% of the 1 169 048 households in the City

had access to water and 76,7% had access to adequate sanitation. There is electricity supply to 78,4% of all households, inclusive of Eskom-supplied areas. A number of programmes are linked to this IDP intervention, including the Service Delivery Improvement Programme that set out to reduce electricity billing losses from three to one percent and reduce electricity outages by 50% in 2010. In the first three quarters of 2007/08, 52 unplanned electricity outages were recorded, representing almost 50% reduction in the number of outages for the year. The City is also working on ways to ensure that infrastructural networks function optimally. This requires day-to-day maintenance, as well as proactive measures to address leakages and infrastructural inefficiencies. City Power liaises with Eskom to implement a load shedding management plan and develop demand-side management plans to respond to the electricity shortages experienced in early 2008. The City also intends to introduce a programme aimed at intensifying its programme to conserve water and ensure the reduction of unaccounted for water. To date, over 4% of waste has been diverted from landfills through recycling and compost initiatives.

During the remainder of this electoral term an additional 20 000 households will receive water connections and 40 000 households in informal settlements will receive new water and sanitation connections. The Thonifho project will provide LOS 1 for water and sanitation to an additional 38 000 households and 34 000 households will have electricity.

The annual target of 60% cleanliness (Level 3) within the City has been exceeded as a result of the introduction of three shifts in high density areas and additional capacity to clean the inner city by private contractors.

Rea Vaya Bus Rapid Transit (BRT) Project

The City's commitment to improved public transport is making great strides through the BRT project. BRT extends work that had already been started on developing a Strategic Public Transport Network (SPTN) for the city. The network was designed to link major nodes with high-activity public transport routes. The all-inclusive public transport system that integrates not just different modes, but different operators and patrons in the transport sector, has been developed through participatory and consultative processes. In preparing for the Confederations Cup, the City intends to roll out Phase 1A of Rea Vaya BRT by 1 June 2009, incorporating 300 kilometres of trunk routes, 18 stations, a BRT operating company, a control centre and fare system, AVL, VMS and CCTV. The implementation of Phase 1C of the BRT, which includes the construction of routes from Sandton to Sunninghill, Sandton to Alexandra, Orlando to Dobsonville, Nancefield to Jabulani and Regina Mundi to Lenasia will be completed by the end of the mayoral term.

Inner city upgrading and regeneration through the Inner City Charter

Work in the inner city has grown tremendously with the implementation of the Inner City Charter. The charter appeals to stakeholders to envisage the future inner city as a place that:

- Will be developed in a balanced way in order to accommodate a variety of people and interests;
- Remains as the vibrant business heart of Johannesburg with an increased emphasis on residential density and therefore become a key residential node;
- Will not be a dormitory for the poor but an exclusive enclave of loft-apartments, galleries and coffee shops.

Upgrading of the public environment and spaces have seen depressed areas being boosted. Housing development and additional safety measures (through increased CCTV cameras and dedicated response teams), the urban development zone tax incentive as well as a disaster management programme is being implemented. The success of these initiatives is evident in the investments that poured into the inner city from both public and private sector. Development initiatives will continue, including the implementation of the Deep South Economic Development Plans and the escalation of housing delivery in the form of both temporary accommodation and city-led social housing. Public transport receives specific attention.

Economic development initiatives to achieve nine percent growth per annum

Economic development is one of the six Mayoral Priorities and aims to create shared economic growth and employment opportunities. There is a focus on labour intensive sectors and to create an enabling environment for SMMEs. There are programmes targeting the second economy and economic stimulation of previously marginalised areas. In 2007 the City hosted the then State President in the first ever Presidential Imbizo in Johannesburg. The key outcome of the Imbizo was the consensus about a nine percent economic growth rate.

However, given the recent economic meltdown it is likely that economic growth may slow down and as a result the City may not escape unscathed. The City nevertheless remains committed to economic growth targets. The economic development initiatives are vital and require concerted efforts to ensure that we continue to provide employment opportunities. Planning in a number of areas, such as support of the ICT sector, skills development and beneficiation programmes, BEE and emerging industry support programmes and the informal and community sector support programme are under way. There is an urgent need to focus on implementation and delivery of these programmes to ensure that the commitment to economic growth and job creation can be realised. Medium-term interventions include:

- Create sustainable jobs at scale through the capital programme, e.g. EPWP;
- Focus on labour intensive sectors;
- Create an enabling environment (easy access to finance opportunities) for SMMEs;
- Facilitate the provisioning of technical skills required for economic growth;
- Focus on safety and security;
- Target programmes for the second economy, the growing middle class, the third economy and the poorest of the poor; and
- Economic stimulation of previously marginalised areas.

Stimulating a functioning secondary property market

The City is committed to stimulate the secondary property market in historically disadvantaged areas. This will be done through investment in infrastructure by both the public and private sectors. Feasibility studies have been completed and the next two financial years will see the completion of a number of critical projects in Braamfischerville including, the construction of a taxi rank, greening of the area, the construction of a library and the construction of a satellite police station, the construction of a bulk bridge to link Braamfischerville and Tshepisoong, as well as the construction of a sports complex in Vlakfontein, a taxi rank and a multi-purpose complex centre.

Acceleration of housing delivery and leveraging the private sector in mixed development

The acceleration of housing delivery is both a key IDP intervention and a commitment of the ANC to better the lives of South Africans. The City has set a target to deliver 100 000 well-located and good quality housing opportunities over the five-year term. This includes the delivery of 15 000 rental housing units, 30 000 housing opportunities through the Community Builder Programme, 50 000 mixed-income housing units and the upgrading of 5 000 hostels into family units. The rental programme is on target. Over 30 000 units have been delivered by the City to date and work will be stepped up in the remainder of this term to ensure that commitments are met.

Revised rates, tariff and metering framework to ensure equity and affordability in service charges

The revised rates, tariff and metering framework will ensure equity and affordability in service charges. The draft rates policy was tabled for public comments in July 2007. Comments focused mainly on affordability of rates, as well as fears about the affect on vulnerable residents, e.g. pensioners. Requests were also received for special rating areas and tariffs for sectional title properties. Approximately 755 written comments were submitted and more than 26 public meetings were held. The new rates policy was implemented in July 2008. The City is currently monitoring the implementation of the rates policy and evaluation roll, as well as the tariff policy, in line with the relevant legislation.

Energy, water and waste demand-side management

Energy, water and waste demand-side management interventions are critical. The City embarked on a number of innovative technology programmes to allow consumers to regulate and ultimately reduce their usage of municipal services. Demand-side management has advantages for the City, residents and the environment. To date over four percent waste has been diverted from landfills through recycling and compost initiatives. Energy and water demand-side management projects have been implemented and in the next two financial years we should see further improvements. Energy efficient requirements of building plans will be implemented, as well as waste-to-energy and the gas-fired energy regeneration projects.

Greening of the City

Greening of the City remains one of the key commitments for the term of office. The City committed to planting 200 000 trees by the 2010. To date more than 100 000 trees have been planted, with another 100 000 planned for the remainder of this term. Nine new parks were developed and eleven parks and seven cemeteries were upgraded.

Rehabilitation of Klipriver, Jukskei River continues and more open spaces are being created. The City has committed itself to grass 101 soccer fields, mainly in the South and formerly disadvantaged areas. More than 50% of the target has been met. By 2011, six new regional parks and two new cemeteries will be developed and garden competitions will be introduced.

Shared services delivery model

The City's shared services delivery model will combine resources, systems, operations and activities into a single centre that can be utilised by a variety of people. The sector concluded the first phase of the programme and ensured the successful implementation of the Human Resources Transactional Shared Services Centre for all core departments. It is fully operational. During the initial phase the necessity to determine mechanisms to quantify cost savings was specifically noted and measures were implemented to quantify costs during follow-up phases.

The further implementation and consolidation of all shared services projects are currently in process for both core departments and municipal entities. Furthermore, assistance will also be given to municipal entities in implementing the City's governance models in line with the City's approach to enhance integration.

Targeted crime prevention and safety initiatives

Crime remains a deterrent to investment and a threat to the safety and well-being of citizens. The intervention of the City has ranged from the installation of CCTV cameras, training of men and women as Metro police officers, increased visibility, cutting of grass and shrubbing of specific areas, policing by men and women in private clothes, deploying police in hotspots areas and involving members of the community and civil society in crime prevention through the community police forum and patrols. The 2010 FIFA World Cup brings an added emphasis to this priority in terms of the safety of the thousands of expected visitors. This is an essential requirement to ensure the success of the event. JMPD assigned dedicated police officers to priority police stations such as Booysens, Hillbrow, Johannesburg Central, Honeydew and Moroka to strengthen crime-fighting. JMPD patrols at transport nodes, parks and areas with high incidents of crime has significantly improved.

In the area of social crime prevention, metro police officers are being trained in victim support skills. The community outreach unit of the JMPD visited over 300 schools to raise awareness about substance abuse and dangerous weapons. More than 190 businesses were also visited to educate women on domestic violence and abuse.

Currently the Karabo Gwala Safety campaign has been implemented and a disaster management centre has been set up. Work on the safety strategy for the 2010 World Cup is ongoing. The City also works hard at tackling the underlying causes of crime and addressing the needs of vulnerable groups. Initiatives in these areas will continue and hundred percent visible policing at pension pay-points and transport nodes will be in place by the end of this term. Improved surveillance technology will be implemented, as well as improved traffic control and management in order to give effect to the City's commitment to road safety. The City is committed to root out crime of any kind, contravention of By-laws, even in the City's own administration. The focus is on clean and ethical governance.

2010 FIFA World Cup facilities, compliance requirements, fan experience and legacy projects

The strategic vision for Joburg 2010 is to 'host the best World Cup ever'. This vision means that the CoJ must surpass the rigorous standards of excellence set by predecessors and combine it with the warmth, generosity and welcome of an African experience. In order to achieve this vision, a framework has been developed that identifies the three levels and imperatives of delivery.

Fulfil FIFA's contractual requirements (compliance)

FIFA requires various contractual commitments and obligations, specified in the government guarantees and the host city agreements, inclusive of specific aspects pertaining to stadiums, training venues, safety and security, city By-law implementation, accommodation, ICT, marketing and branding, etc.

Delivery of an outstanding fan experience (leverage)

This refers to optimisation of all the leveraging that can be gained from the infrastructure and services required for the event to guarantee the fans a superb experience. The focus is on the needs of the fans and the media that will be in the City for the event in 2010. Investment in the World Cup 2010 is to ensure experiences beyond expectation in terms of the resources and services available.

Create long-term benefits for the citizens (legacy)

The World Cup is a unique opportunity for the City. The energy it generates should be mobilised to ensure long-term and sustainable benefits to the citizens long after the event is over. In principle this is a legacy project.

The City is conscious of the obligations as the host of the opening and final matches, as well as FIFA's International Broadcasting Centre and Local Organising Committee headquarters. The City will be hosting the Confederations Cup in June 2009 and this event will assist us in highlighting gaps and areas requiring attention so that we can deliver an exceptional World Cup. The aforementioned means that there can be no excuses for poor fan mobility, inadequate infrastructure capacity, inadequate safety and security and inadequate accommodation and poor service culture. In general terms, the City's preparations for 2010 remain on schedule and within budget. A number of local and international inspection teams, observers and media representatives already expressed satisfaction with progress. The 2010 World Cup is discussed in detail in Chapter 10.

Gender mainstreaming

The City of Johannesburg is committed to ensure that gender mainstreaming remains a priority. This is a response to both the Beijing Platform for Action and Gender Policy Framework for local government, adopted in 2008 by the Department of Provincial and Local Government (DPLG) and the South African Local Government Association (SALGA).

Gender mainstreaming needs to provide a gender perspective in all projects to ensure that past gender-based discrimination and inequality issues are addressed. Mainstreaming a gender perspective for engagement in the planning and implementation of projects should emphasise that women must also benefit and that gender awareness is prioritised.

The City is aware that the involvement of senior leadership and executive management is critical to the initiative of gender mainstreaming and as a result, ensured that political leaders, including the Speaker of Council, Councillor Ntingane, Member of Mayoral Committee for Community Development, Councillor Mayathula-Khoza and Member of Mayoral Committee for Corporate and Shared Services and also the Leader of Executive Business, Councillor Walters champion this initiative. Their involvement is an affirmation of the City's commitment to gender mainstreaming as an institutional responsibility and to provide political guidance in the implementation.

In 2009/10 the City will highlight gender mainstreaming in new programmes, departments and MEs by creating awareness of the effect of the strategy. The City will also undertake gender awareness training for councillors and members of the executive management.

In 2010/11 we will see the inclusion of a gender equity focus in the performance management contracts for the first three levels of management, as well as the development of a monitoring and evaluation system. Furthermore, departments and municipal entities will be required to collect, analyse and disseminate gender-related statistics and roll-out gender mainstreaming in all of their projects. The City of Johannesburg, through these initiatives, will ensure that the prioritisation of gender equity forms part of policy and strategic documents, such the Growth and Development Strategy (GDS), the Integrated Development Plan (IDP) and the budget.

2010 FIFA World Cup





CHAPTER

10

The greatest show Africa has ever seen

In May 2004, on that emotional day when FIFA's Sepp Blatter slowly opened the envelope to announce the host of the 2010 FIFA World Cup, it was the start of the greatest show Africa has ever seen. Who will ever forget the tension of the moment as Blatter revealed: 'South Africa'? The cheers and hooting of millions of people was the beginning of Johannesburg's process to start preparing for 2010.

Years of work is about to bear fruit. The stage for this event has been set and it will probably be the biggest event this generation of Johannesburg's citizens is likely to experience. So far, well over a million tickets have been sold for the World Cup to take place in the nine host cities in South Africa. It is remarkable in that it is merely the first phase of ticket selling. Sixteen of these games will be played at two venues in the City, namely Soccer City and Ellis Park. Both these venues are destined to become iconic stadiums known across the globe, in similar fashion to London's Wembley Stadium and the Rose Bowl in Los Angeles.

An estimated 300 000 to 485 000 visitors will start pouring into Johannesburg from late May 2010. The numbers are important for planning, to optimise the investment and for creating the vibe, excitement and an electric, all-consuming atmosphere that will shout South Africa and Johannesburg to the world. The essence, however, will be the experience fans and visitor will have during the World Cup. In this respect Sibongile Mazibuko, the Executive Director of the 2010 Office stated:

'For many years to come we want to look back with pride on this great event. But even more, we want to use the experience of putting it together as a springboard for a leap into the future.'

The World Cup and the Confederations Cup are about thousands of visiting fans joining the millions of fans at home to engage in these great shows. However, there is much more to these events. The City is spending R9 billion and the private sector is weighing in with an additional R6 billion. Although the intense focus is primarily on the month-long World Cup, there is an outward sign of a deeper, passionate belief that this event will be a catalyst for a surge in development in the City. Many of those involved in the planning and preparatory work continually remind themselves that important events will come and go. The spin-offs are vital and the chance to encourage investment in infrastructure, as well as material and human resources, unlocked potential in the City, which could stretch far into the future. So, the real prize is what lies beyond 2010.

After 2010 South Africans and the citizens of Johannesburg will be able to look back on three catalytic events that have shaped this country and prepared it for a unique role in Africa and on the world stage. These events are the freeing up of political activity in 1990, the first democratic elections in 1994 and the World Cup in 2010. The first two events set the platform and created new opportunities. It will be the World Cup that uses the platform to usher in a new era of development unparalleled in our time.

Getting the task done

Michael Knight, the Olympics Minister, remarked on the success of the 2000 Sydney Olympics saying that the people who made it happen were those who had a constructive anxiety, an awareness of the cost of failure and the benefits of success. Those who were paralysed by fear of failure or just confident they'd pull it off were not of much use. These words by the man credited with pulling together and leading the team that so successfully delivered the 2000 Sydney Olympic Games, regarded as 'the best games ever', resonate with the City of Johannesburg. The World Cup is by far the biggest and most challenging project the City has ever tackled, so the 'constructive anxiety' has been there from the start.

In January 2007, the 2010 Office held a strategy planning workshop to align the Council in a unifying strategy and vision 'to host the best World Cup ever'. It is the mantra that motivates and drives the CoJ to reach beyond delivering just an adequate World Cup. All the projects that make up the 2009 Confederations Cup and 2010 World Cup programmes were grouped into seven clusters, namely:

- Cluster one: Two match venues and precincts, four training venues and precincts;
- Cluster two: Support infrastructure, transport, ICT and environment;
- Cluster three: Health, disaster management, safety and security;
- Cluster four: Marketing, tourism, fan and viewing parks, accommodation, city beautification, FIFA events, volunteers and business closures;
- Cluster five: Mayoral Legacy Projects (greening soccer fields, indoor sports hall, Diepkloof hostel upgrade, the Soweto Theatre and Klipspruit rehabilitation);

- Cluster six: Parallel events, namely Africa Under One Roof exhibition, Boys in the Photograph musical, Football for Hope, Soccer Legends and stakeholder mobilisation and communication; and
- Cluster seven: Operational Management of the Confederations Cup and World Cup events.

The sheer numbers involved in expenditure, visitors expected and tasks to be accomplished are daunting and this sustains a high level of 'constructive anxiety'. The 2010 World Cup is the biggest programme the City of Johannesburg has ever undertaken. However, we have to look at what has been created, the stimulus to development and the anticipated rewards. The two stadiums, namely the 94 000-seater Soccer City and the 61 000-seater Ellis Park, are already landmark venues for international sporting and entertainment events.

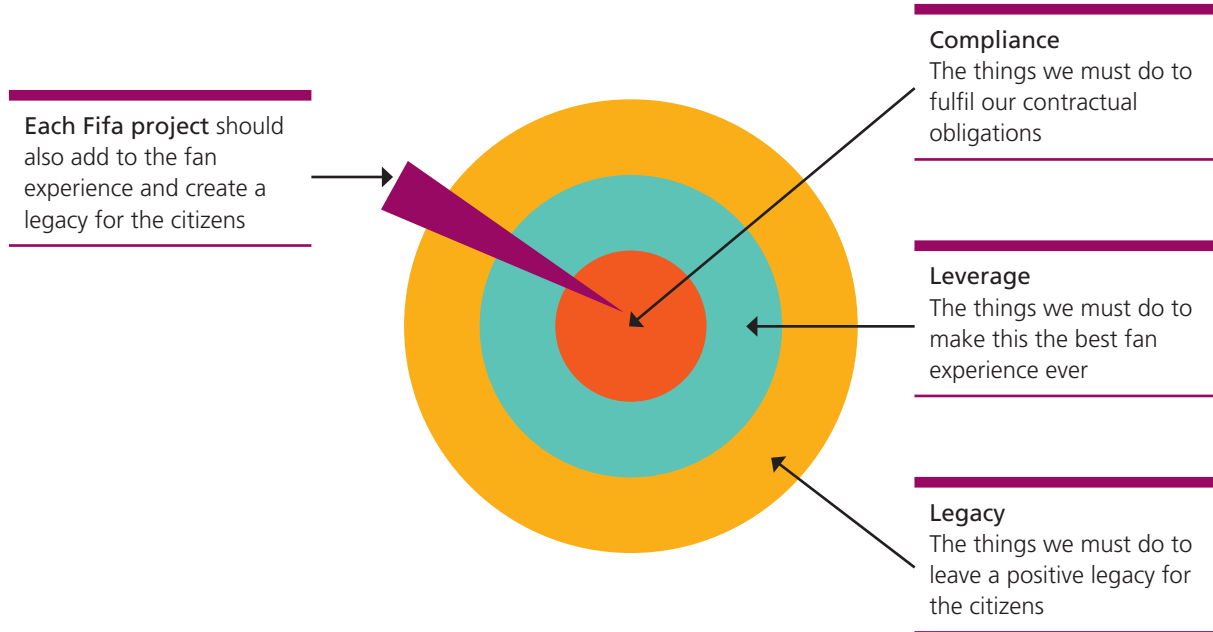
Other developments include:

- Four upgraded training venues of international standard at the Orlando, Rand, Dobsonville and Ruimsig Stadiums, adding to the wealth of world-class facilities.
- Public viewing sites that will give thousands of people the opportunity of sharing in the unique World Cup experience in safe environments.
- The upgrading of the precincts around each of the venues, creating something entirely new and a platform for future development.
- Major improvements to basic infrastructure, such as water and electricity, in areas that will support present and future economic growth.
- The opportunity to catapult green technologies for instance, new methods of managing and dealing with waste into the mainstream and riding on the back of this, launch public education campaigns to gain buy-in for new solutions.
- A new transport infrastructure that will revolutionise mobility in the City. Two systems, Rea Vaya Bus Rapid Transit and the Intelligent Transport System, are leading the charge to re-plan and integrate all transport modes, including Gautrain, to build a integrated public transport system, which is efficient, reliable and safe.
- An IT infrastructure that will leapfrog the City into an era of affordable electronic connectivity through the world-class information and communication technology network being installed at NASREC, allowing for a hub for the film industry, Business Processing Outsourcing (BPO) sector and knowledge sectors.
- A dramatic change to the face of Soweto by creating a 'green legacy' that will be achieved through rehabilitation of the Klipspruit river system and the re-development of Orlando in the area of Soweto Theatre, as well as the sports and aquatic centre and a burgeoning new CBD.
- Strengthening the Safety and Security Department with the appointment of additional metro police officers to enable better security.
- New and additional equipment for primary healthcare facilities.
- Energising the marketing of the City using the Confederations Cup and the World Cup to re-brand Joburg and project it on the world stage as a "World-class African City".
- Facilitating rapid and extensive growth of new accommodation in that nearly 3 000 new hotel rooms will serve the City well into the future as a tourism and investment destination.
- Public fan and viewing sites that will give thousands of Joburg citizens safe venues while sharing in the unique World Cup experience.

This portfolio of achievements, already in place or under construction, give the confidence that the City will indeed meet the three-fold goal set more than two years ago to:

- Successfully plan, finance and deliver the 19 projects that would ensure full compliance with FIFA requirements for staging the 2010 World Cup.
- Leverage each of these projects to optimise the experience of fans (18 of the FIFA-required projects directly influence or add to the potential of a positive fan experience).
- Maximise the long-term benefit to the City and the citizens from the direct investment of at least R15 billion – R9 billion from the public sector and R6 billion from the private sector.
- A beautification revolution throughout the City is turning formerly depressed zones into places of recreation and refreshment. This includes the planting of 200 000 trees, many in Soweto and other under-served areas, as well as new street furniture, the upgrading of parks and street art for inspiration.
- Many events are planned to entertain and showcase the creative talents in the City and the continent. The emphasis is on an integrated African continent.

Figure 1: A graphic illustration of the goal-setting exercise



Economic impact

The economic impact of the World Cup programme is a vital interest to the City. As a result, there has been a strong emphasis on ensuring benefits from the huge construction programmes are spread to both small sub-contractors and suppliers. By the end of January 2009 Soccer City had created about 20 000 jobs, including 746 people who were trained from scratch by the contractors. In the same period a total of R426,8 million had been spent on local small sub-contractors, local suppliers and major sub-contractors with empowered equity status (two-thirds of these 21 major sub-contractors have 50% or more black ownership). Since construction started in earnest the expenditure channelled to BEE sub-contractors rose from 52% in 2007/08 to almost 54% in 2008/09 according to the Grant Thornton Economic Impact Analysis of World Cup Spend (November 2008).

Training of volunteers

However, there is more than bricks and mortar in the experience. Thousands of volunteers, trained and uniformed, will 'represent' both the Confederations Cup and the World Cup to fans and visitors. They will meet and greet visiting fans who will turn to them for everything from: 'How do I get to Soccer City, Mate?' to 'Where can I find a doctor?' Then there is also the obvious one: 'Where's the best place to get a good South African meal?'

Getting onto the volunteer programme could be a life-changing experience for those chosen. There was a positive response from the public in that over 17 000 applied to become volunteers. Only 2 000 could be selected to be trained for the Confederations Cup, but the number will increase for the 2010 World Cup.

Volunteers will be trained in communication and hospitality skills, in cultural exchange and sensitivity, in handling conflict human relationship, in general knowledge and detailed understanding of the City. All these foundation skills will equip the volunteers in skills relevant to the tourism industry.

Where it all will happen

As the City's 2008/09 financial year wind-up, the Confederations Cup will kick off at Ellis Park with eight teams representing their continents and South Africa's team as the host. Five games will be played at Ellis Park, starting on 14 June 2009. The South Africa versus Iraq game will open the tournament. This will be the perfect trial run for the 2010 World Cup and will give some of the City's core services, especially those related to transport, safety, security and stadium management, a real feel for an international soccer festival.

The stadiums

The refurbishment of Ellis Park was completed in December 2008 and handed over to FIFA in February 2009. The immediate stadium precinct, the sports area, Doornfontein Square, main access roads, parks and Doornfontein Station were 80% complete at that stage and will be ready well in time for the Confederations Cup. The Rea Vaya Rapid Bus Transit system and the two match venues are the City's largest investments for the World Cup, totalling R1,190 billion and with National Treasury adding the balance of R2,042 billion. Ellis Park has been completed and is ready for action.

There have been challenges. FIFA, for instance, has specific technical requirements for the match venues, which are still subject to negotiations between the City and the soccer body in terms of the financial implications. In addition, there is a shortfall in funding for Soccer City in escalations that were out of the control of both the City and the contractors. This issue is being resolved through applications for additional government funding. A key outcome for the financial year will be the successful conclusion to one of the largest, single construction projects the City has ever undertaken.

Training venues

Johannesburg, the only city with two match venues, must provide four training venues for the international teams for preparations. These four training stadiums were identified early on and refurbishment of three has been completed successfully. The training venues are Orlando, Rand and Dobsonville stadiums. The fourth stadium, Ruimsig, needs minimal refurbishment and will be completed during 2009 financial year.

The new 40 000-seater Orlando Stadium, standing on the historic site of the original Orlando Stadium, will provide a massive boost to football in the city in general and in Soweto in particular. A successful inaugural event was hosted on 22 November 2008 with a Premier Soccer League (PSL) matches involving Soweto clubs, Orlando Pirates, Moroka Swallows and Kaizer Chiefs. The renovated Rand and Dobsonville stadiums provide further legacy benefits to football in South Africa. Both of these stadia are ideally sized for the PSL and the National First Division clubs to use and there should be significant demand for them in future.

Fan parks and public viewing sites

The German World Cup experience has shown that fan parks are almost as important for the fan experience as the stadia. They are the venues where visitors and locals can gather in large numbers to view the matches on large screens in a 'safe-crowd' atmosphere. They have grown in importance with each World Cup and much is expected in this regard by FIFA and football fans, in general. The total investment in the four stadiums and their precincts, when completed, will be about R4,151 billion, according to the Grant Thornton Economic Impact Analysis of World Cup Spend in Joburg. About 80% of the expenditure was on the construction and refurbishment of the stadiums and 20% on the precincts.

There will be two official FIFA fan parks, namely Innes Free Park in Sandton and Elka Stadium in Soweto, both still in the planning phase. Four elements of the infrastructure for the parks are currently taking shape, inclusive of the completion of the fan management strategy, a full risk analysis, a site management plan, including the details of the safety and security role, transport, ablution facilities and a financial model negotiated by the City, FIFA and the LOC. The City identified two areas as public viewing sites. These are not official FIFA fan parks, but optional additional fan zones, namely Mary Fitzgerald Square in Newtown and Walter Sisulu Square in Kliptown. They are not part of the City's contractual agreement with FIFA. The CoJ will be able to manage them independently to provide free public viewing of World Cup matches on large screens and give fans a sense of the World Cup excitement. The City is looking for sponsorships to equip the sites.

The backbone of 2010

Power

The City's 2010 power plan has been designed to ensure that there is secure power distribution throughout the city for the duration of the events. Priority upgrades have been identified and funded. All these projects to support both the Confederations Cup and 2010 World Cup are well under way and will be completed in time for the first event in June 2009. The main elements of the power projects include:

- Electrical distributors and street lighting in the Nasrec and Ellis Park precincts;
- Electrical supply for the Bus Rapid Transit system and to the northern gateways;
- A reliable supply of electricity to all traffic lights and the Intelligent Transport System;
- The upgrade of Doornfontein/Fort standby generators and the Siemert Road sub-station; and
- Temporary power for the fan parks.

Water

Water supply has also been secured with major projects completed, or due for completion during 2009, inclusive of Yeoville and Crown Gardens reservoirs and supply lines, as well as Parktown and Dunkeld. Water audits around each of the stadia have been completed.

Transport

The total expenditure on transport, inclusive of the Rea Vaya BRT and other transport infrastructure will be approximately R4,108 billion, of which the City and National Treasury share the burden. Apart from construction, transport has swallowed the greatest share of the budget. Some of the transport structures must be in place to meet

FIFA requirements for easy access of stadiums. The long-term benefit is the re-shaping of the face of transport in Johannesburg in the future.

The transport strategy has the two events in mind, but the long-term needs of the City were the defining motivation. A pro-public modal split based on a 70/30 ratio in favour of public transport was the target. It should revolutionise transport patterns in the city and make a significant difference to the lives of many people in terms of affordability, accessibility and travelling time. It is a strategy aimed at transport integration in terms of the existing freeway system, Bus Rapid Transport, in particular the north-south corridor that links Soweto, through Parktown to Sunninghill with extensions to the match venues and the inner city distribution system. Integration also refers to the Gautrain Rapid Rail Link from the airport to Sandton, as well as future links and upgraded Metrorail links (Park Station, Nasrec, Ellis Park and Orlando). Some of the specific elements of the transport plan are:

- Nasrec Hub as a critical transport node for Soccer City, the IBC and the Nasrec precinct. It links with Soccer City via a new pedestrian bridge and promenade. It will be completed in good time for the World Cup.
- The Rea Vaya Bus Rapid Transit System (BRT), started by Johannesburg, is the first public transport project to be initiated by a local authority in South Africa. BRT could manage 300 000 passengers with ease, interpreted as between 40 000 and 150 000 a day. An estimated 70% of visiting fans intend using public transport. While the need for the BRT is independent of the transport needs for the World Cup, the implementation has been fast-tracked in order to meet the 2010 needs. Phase 1, which will provide linkages between the City and Nasrec and Ellis Park precincts, is currently under construction and will be completed for the World Cup. The 143 buses were ordered in December 2008 for use when the Confederations Cup takes place.

The new transport system has three main aims, namely to channel public transport into focused, high frequency corridors, to provide improved access between residential areas and economic nodes and to allow for better law enforcement on public transport. The system will consist of exclusive median bus lanes along key routes and separate, closed median stations every half kilometre or so. Complementary and feeder routes will use smaller buses. High-peak bus frequencies of three to five minutes and 18-hour daily operations between 05:00 and 23:00 are planned. A GIS-based BRT control centre will be developed. The business model fully incorporates bus and taxi operators into this mass transport mode. There have been ongoing negotiations with the taxi industry.

The Inner City Distribution System is another element in the total transport mix to improve the flow and integration of inner city traffic within and through the City. It is currently under construction, with work in Hillbrow and Joubert Park being completed.

The Intelligent Transport System will give transport authorities the tools to make more informed transport decisions that will improve the overall operations of the entire City transport system, inclusive of buses, taxis, motor vehicles and Rea Vaya BRT. The ITS control room at Martindale, the automatic fare system, CCTV and passenger and route information systems are at various stages of planning and implementation and will be completed in time for the World Cup.

Park and Ride is the final leg of the transport strategy to reduce the number of private vehicles near the stadiums. Park and Ride facilities will spread around the city and the following sites have been identified, namely Marks Park and Rand Stadium for Soccer City matches, as well as Wits University West Campus and Bezuidenhout Park for Ellis Park matches. The key challenge facing Park and Ride is the attitude of consumers. South Africans have been spoilt with easy access for individual motor vehicles. The future will have a much greater emphasis on public transport modes.

A Park and Ride desk is one of the ideas being investigated to manage the service and give the public a ready contact point. A communication and marketing strategy is being developed to position Park and Ride facilities in the minds of fans and spectators as a convenient mode of transport to sporting venues. Private sector involvement is also being sought for the development and improvement of the facilities around the City.

Safety and security

A warm welcome, good, affordable accommodation and a safe and secure environment are possibly the most important elements in the context of World Cup supporters. In contribution to safety and security, an additional 1 500 JMPD officers will be employed. A Rights Protection Unit has also been set up, in compliance with FIFA requirements, to police the By-laws regarding ambush marketing and business practices that may damage FIFA Soccer World Cup partners. Training of the unit started nearly a year ago in July 2008.

The first full-dress rehearsal of the Safety and Security Operational Plan was successfully carried out at the South Africa versus Australia rugby test at Ellis Park in August 2008. Full implementation of the general safety and security operational plan took place during the inauguration of Orlando Stadium in November 2008. The latter operation was

a great success and a big improvement on the August trial run. It also indicated an excellent level of cooperation with the SAPS, other CoJ departments and MEs. A risk identification exercise has also been carried out and contingency plans are developed.

The funding allocated to Safety and Security will cover the development of an integrated IT platform that will ensure interaction between Safety and Security and other key departments, e.g. Transport. Additional equipment to improve operational efficiencies, including vehicles, dogs, horses and protective gear will also be funded. Communication tools, e.g. electronic billboards, Z-cards are designed to inform visitors of the necessary safety and security protocols. The proposed four courts will be in operation for the duration of the World Cup

The operational plan for the Confederations Cup is now being developed and the lessons learned from the inauguration of Orlando Stadium will be fed into the operations plan for the World Cup.

Disaster management

Any event of this scale embodies enormous risk in terms of the potential for a disaster, so there needs to be a fully equipped structure in place to manage these risks. Emergency Management Services developed an Emergency Preparedness Strategy that includes a fully-equipped Disaster Management Centre. The City allocated seed funding for the centre so the challenge is to find funds needed to properly establish it. The interim plans to meet the needs for this service are:

- The JRA Control Room will be used as the Joint Command back-up centre and will be fully operational for the Confederations Cup. This centre will house JRA, BRT, EMS, 2010 office, JMPD and SAPS.
- Phase 1 of the Command Centre will be in place by 1 June 2009.
- Refurbishment of the Martindale facility for the World Cup will be done by December 2009 and all key systems will be in place by April 2010.
- Employment of key personnel is on schedule and risk identification for 2010 is in place.
- A MoU with other local authorities is also in place, and
- The procurement of a Hazmat unit and disaster bus is under way.

Health

This is a particularly challenging area for the City. Health care facilities are continually strained by the extensive demands by local people and people from across the country's borders. In preparation for the two events, the City budgeted for the upgrading of clinics in critical areas and the purchase of new medical equipment and computers. There are also plans to employ more staff for health services to deal with the expected surge in demand for medical services. A grant from the National Department of Health will allow for the purchase of equipment for testing and for staff training. The Environmental Health officials have been proactive in accrediting accommodation establishments and the training and accreditation of food vendors, as well as vector control.

Information and communication technology

The global audience for the World Cup can be several billion people. The World Cup is primarily a broadcast and media event and will be broadcasted to 214 countries from the IBC. At least 3 000 of the world's media are expected to be based at Nasrec as part of the 17 000 media people expected to pour into South Africa to cover the event. That is why the much vaunted ICT infrastructure has to be installed as it is critical for the successful delivery of the event.

The City liaises with Telkom and Sentech to ensure full integration of the City's projects with the national ICT planning and implementation processes. A project management team has been appointed to manage the upgrading and refurbishment of the Johannesburg Expo Centre at Nasrec in preparation for the IBC. Work began in February 2009. Work also started on the apartments in the IBC precinct to house some of the media. The apartments will be converted into housing after the event.

Waste management

New technologies for managing and recycling waste at source, using underground bins, will be used for the first time in South Africa at the stadiums. In addition there is an emphasis on implementing sustainable waste management strategies and leveraging off the World Cup to introduce new approaches in the City.

A green World Cup

Soccer City will use rainwater, caught in massive containers, for irrigating the fields. Grey water will be recycled for use in the ablution facilities at the venues. The greening of the World Cup is a priority, especially after Germany's success in this area. The City will use this emphasis to extend awareness campaigns and to introduce better waste recycling, as well as improved environmental practices among the general public.

Welcoming the world on our doorstep

Johannesburg prides itself in striving to be a World-Class African city. When the planes begin to land at OR Tambo International Airport and the fans pour into Johannesburg, it will be the time for the City to show its mettle. The preparatory work is under way to brand Johannesburg through the eyes of media windows across the globe. It is also an opportunity for Johannesburg to become established as Africa's premier tourism and business destination. It is the first time since 1994 that there will be so much focus on this part of Africa and Johannesburg in particular.

A marketing strategy has been approved and will burst into full bloom during the next months. Some of the World Cup marketing initiatives in 2008/09 were:

- The first phase of a stakeholder engagement project, culminating in a summit for citizens at the Johannesburg Expo Centre during the 2008 Rand Show;
- The Joburg United team project, encouraging CoJ employees and citizens to prepare to deliver the 'fan experience' through a united and warm welcome to visitors;
- The Countdown Clock, erected next to the main entrance to the Civic Centre in Braamfontein;
- The CoJ website, modified and extended and now carrying the latest updates on Joburg's state of readiness, as well as useful information on the World Cup with links to other World Cup-related web pages;
- The FIFA-approved Host City Poster, launched jointly with other host cities and the local organising committee in January 2009;
- The City's involvement in the international Soccerex Expo at the Sandton Convention Centre;
- Hosting of the Confederations Cup Final Draw at the Sandton Convention Centre;
- Hosting of the World Media at the inauguration of Orlando Stadium and dinner hosted by the City on their behalf;
- Inauguration of Orlando Stadium; and
- Hosting of the Sony Feva Pitch at the Nelson Mandela Square.

Accommodation

The sheer size of the wave that will hit Johannesburg in June of 2010 is daunting! Of the 485 000 visitors that many experts anticipate will attend the event and go through the City during the course of the World Cup, 94 000 are expected to stay here for the duration of the event. Another 140 000 are expected to stay for shorter or longer periods. Add to this the 13 000 officials, their guests and sponsors and the four international teams expected to base in Joburg and you have a City that will be humming.

The City is not contractually obligated to fund accommodation, but it is working very closely with MATCH, the FIFA organising company, to help them partner with local hotels, lodges, guest houses and bed-and-breakfast establishments to secure a wide range of accommodation for the FIFA family. To date, 135 hotels (6628 beds) and more than 250 non-hotels (981 beds) have been signed up by MATCH.

Part of the work done by MATCH has been to grade establishments that sign up in collaboration with the Tourism Grading Council of SA. This will provide a more reliable quality of accommodation than has happened before in the city. The aim is to ensure fans have the best experience possible in the City, from their welcome, to accommodation, to access to matches and fan park venues.

Accommodation of the right kind and quantity will be a critical component of the fan experience and the large number of hotels and other accommodation under construction is a welcome legacy for a City that has been under-supplied with tourism facilities. Of the 19 new hotels in the City and surrounding areas, six are in Sandton, two in Fourways and Woodmead respectively and the rest in the CBD and to the south. There are plans to extend more basic accommodation to include universities and student residences around the city. A tent city, managed by an external company, to forestall the problem of fans sleeping on the streets, in parks and in railway stations will be in place as well. This tent city will be self-funding through participation by the private sector.

Tourism

Hosting the World Cup and Confederations Cup will contribute directly and indirectly approximately R50 billion to the City. This emerges from the Grant Thornton study which took statistics from 2005 and extrapolated these to 2011. In addition, the study found that, over this period 482 331 people should find jobs through the activity generated by the events. In the same period the national and local government will get tax revenue of R12,5 billion. This can be an outstanding return on the huge investment.

Several projects are planned to leverage the benefits that the hundreds of visitors will bring to the City. Johannesburg Tourism conducted media briefings and travel agent seminars in Tanzania, Kenya, Nigeria, Uganda, London and at the Beijing Olympics and participated in several road shows, Indaba Durban 2008 and Explore South Africa in Sao Paulo, Brazil.

Local tour operators have also been engaged to package Joburg's leisure destinations for the Confederations Cup visitors. By the first quarter of 2009, about 70% of targeted destination marketing internationally has been completed in preparation for the Confederations Cup and about 30% of the destination marketing for the World Cup target audiences during the same period.

Plans to optimise the tourism spin-off of the two events include:

- Ongoing destination marketing of above and below the line activities are planned to position the city in the international spotlight.
- Tourism skills development is a project to train SMMEs in customer service and efficient operations of accommodation, commercial and entertainment venues. Training includes information on the international tourism industry, good experiences for tourists, tourist expectations of providers of hospitality and business operations.
- Tourism signage involves the erection of tourist-friendly signage on all major routes and in tourism nodes, as well as at entry and exit points around the city. Current signage is inadequate and this project is vital to ensure a tourist-friendly city.
- Tourist information services, to encourage tourist to stay and spend, are underpinned by compelling attractions and multi-lingual information packages.
- Johannesburg Tourism Company is in the process of developing a new website that will be ready by May 2009.

City beautification

Plans for the 2009/10 year include:

- Greening of the City remains of the key commitments for the term of office. The City committed to planting 200 000 trees by the 2010. To date more than 100 000 trees have been planted, with another 100 000 planned for the remainder of this term. Nine new parks were developed and eleven parks and seven cemeteries were upgraded;
- A branded welcome-kiosk and foyer at OR Tambo International Airport;
- Wrapping of trees with decorative lighting;
- Event flags along major routes and branding parks with these flags;
- Branding informal trading stalls;
- An education campaign to tidy up informal trading and ensure customer friendly approaches;
- Decorating the inner city walkway and branding CoJ buildings, major streets, taxi ranks and bus terminals, as well as decorating Mandela Bridge; and
- Branded 2010 information kiosks in shopping malls, parks, museums, entertainment zones and other places of interest.

Business closures

Business closure represents one of the controversial compliance issues within the FIFA requirements. In terms of the Host City Agreement, which the CoJ and the other eight host cities signed with FIFA, certain constraints have to be imposed on businesses:

- Those that are not FIFA partners, but within one kilometre radius of the two match venues, will have to close on match days;
- No marketing or advertising for any brands other than FIFA's partners or affiliates will be allowed within the one kilometre radius; and
- No construction work will be allowed in the proximity of the match venues and along key routes.

In October 2008 the CoJ approved a new set of by-laws that will deal with these FIFA-required provisions to prevent ambush marketing and control certain commercial activities on World Cup match days. The JMPD Compliance Unit will be responsible for policing. One of the more controversial aspects is the possibility of having to use the By-laws to stop certain commercial activities at specific times during June 2010. The CoJ Department of Economic Development has done a scoping exercise to determine the true cost of business closures.

Showcasing the City

The soccer may be the reason for the people to pour into the City, but a lot of creative energy is required to keep tourists entertained. Several major events are planned.

Africa Under One Roof

This will be an exhibition to showcase the art and craft of Africa under one roof for the duration of the World Cup. It is part of the African Legacy Programme which aims to ensure Africa's full participation in the event by using several outlets to promote Africa's image globally. The intention is to draw artists from all over Africa and to position the City as an art capital. The exhibition will be at Museum Africa in Newtown, or a similar venue, and starts two weeks prior

to the World Cup and ends two weeks after the final. A service provider has been appointed to manage and stage the project.

Boys in the Photograph

This is an Andrew Lloyd Webber musical with a soccer theme that will be staged at the Civic Theatre during the World Cup. A fully South African cast and creative team will stage this show. The musical will be produced by the Johannesburg Civic Theatre in association with Real Theatre and will open on 30 May 2010 and run to 8 August 2010.

Football for Hope

This is an official part of the 2010 FIFA World Cup and is built on the theme of 'Development through football'. It will take place in Alexandra at No Three Square, which has a multi-purpose sports complex, club house, soccer field and a range of other playing areas. The operational part of the event will be funded by FIFA's corporate social division, the Street Football Movement. The CoJ will provide funding for the infrastructure services such as water, emergency services, safety and security. Discussions are under way with FIFA regarding certain of CoJ's requirements and the roles and responsibilities of each party. The festival organising team started operating from CoJ offices in Wynberg in February 2009. Approximately 360 volunteers will be deployed for this event, which kicks off with a pre-festival from 25 June to 2 July 2009. The main tournament takes place from 3 to 10 July 2010.

Soccer legends

The soccer greats of South Africa's past will have a starring role in the major events. At meetings between CoJ and the Soccer Legends Association an agreement, whereby the soccer legends will receive an appearance fee and suitable outfits, was concluded. At least 20 soccer legends will take part in a series of events that began with the inauguration of Orlando Stadium in November 2008.

FIFA events

In the build-up to 2009 and 2010, there are a number of official FIFA events that will also help to position the World Cup and build the excitement. They will also hold major benefits by showcasing the best of the city's art and culture, including dance and music.

The legacy will live on

When all is said and done and the road show, the World Cup, moves to Brazil, the real impact and contribution of this event will be evaluated. The City is determined that this assessment will give full marks for the legacy that will be left from the energy and investment that made the World Cup possible. The catalyst for the single biggest legacy project came from Executive Mayor, Amos Masondo. Before the 2006 World Cup in Germany, the Executive Mayor began promoting the idea of leveraging of the multi-billion investment in the World Cup to change the face of Soweto through catalytic projects that would make significant contributions in housing, sport, culture and the environment. Additional funding enabled these projects and they were planned and set in motion. Today, they are changing the face of Soweto. An estimated R785 million is being spent on projects that have a direct legacy attached to them, such as the Mayoral Project.

Greening soccer fields

Many areas in Soweto have open spaces used as soccer pitches that are inadequate for any proper games. The decision was that one legacy would be to green these fields, contributing not only to an improvement in the lives of the residents, but also to the future skills development of young footballers. In total, 101 fields in Soweto were identified for possible greening and 52 were found to be suitable. Between 2006 and 2008 18 fields were completed. In 2008/09 ten more fields will be developed, grassed, irrigation systems installed, landscaped and fenced. In 2009/10 a further 11 fields will be completed.

Indoor sports hall

This facility will be located on the rugby fields in Orlando East and link to the Orlando Stadium and the Orlando multi-purpose courts. Designs have been completed for this centre, which will also house an Olympic-standard swimming pool.

Soweto Theatre

The first phase of the theatre design is complete and construction started in February 2009 with completion expected by June 2010.

Diepkloof hostel upgrade

This is a very significant project, involving the upgrade of an old hostel complex into family accommodation. It is a symbolic transformation of the single-sex hostel reminiscent of the influx control years of apartheid into a healthy,

new housing estate. The redevelopment work is carried out by CoJ but the project falls directly under the Gauteng Provincial Government. The project is about 70% complete. The first 84 units were completed in the first half of 2008 and 1000 more were scheduled for completion by December 2008. In total 1424 units will be delivered and 2 778 residents have been registered as beneficiaries. A major problem is the electrification. City Power is negotiating with Eskom to secure provisioning of an interim electrical supply.

Street furniture

The impact of this project is already visible. Some of the initiatives include:

- Benches, lighting and multi-purpose bins in Hillbrow, Berea and Yeoville;
- Mosaics on the Nugget Street waterfall and paving art in Hillbrow, Yeoville and Berea;
- Public art in the five parks in Hillbrow, Yeoville and Berea;
- New lighting in the Transport Square in Doornfontein;
- Mosaic artwork at the Bara Taxi Rank; and
- Paving and street lighting in Nasrec.

Klipspruit River rehabilitation

The Klipspruit River runs through the heart of Soweto and can provide a recreational and sporting environment for the residents. A clean-up will contribute greatly to the overall environmental rehabilitation of the City's water sources and courses. Much of the rehabilitation work on the southern portions of the Klipspruit River has been completed and has already turned a polluted stream into an attractive recreational venue.

Four technical and environmental reports guided the complete rehabilitation of this river system. The whole project is due for completion in 2016. When completed, the river will provide a series of eco-parks, trails and picnic sites equipped with ablution facilities, irrigation systems, water features, play equipment, bird hides and board walks. The project is already providing a visible and positive legacy through the vastly improved environment on the eastern side of Soweto. The Orlando-Dube node and the Mofolo south node are due for completion in June 2009.

Stadia precincts

The precincts around each of these stadiums are also upgraded in terms of the FIFA requirements and in terms of the long-term strategy for urban renewal. Improvements include parking, transport and general landscape enhancements to the precincts. All work on the precincts will be completed by December 2009.

The Nasrec Urban Design Framework, when completed in April 2010, will project the region as a world-class sport, tourism and exhibition hub that will accelerate economic development and link Soweto to the City heartland through an integrated, rapid and affordable transport system and a commercial precinct. This is a critical legacy component of the stadium development, as it begins to address the historical segregation of the City from its south-western suburbs. The following is in process or completed:

- The new transport hub and promenade linkage to the stadium is 55% completed;
- Work started in February 2009 on both the International Broadcast Centre (IBC) and the media village apartments, which are part of the precinct;
- The Bus Rapid Transport links (Phases 1a and 1b) are completed or under construction; and
- The N17 and feeder roads, Stadium Drive and Golden Highway, are at design finalisation stage or under construction and completed in time for the World Cup.

This means that the City is on track to achieve full completion of Soccer City and its precinct development well before kick-off in 2010. As indicated, the long-term benefits of the stadium and precinct development are enormous. Not only will the city boast a world-class sporting facility, but the development of the precinct in terms of transport, visual appeal, infrastructure and housing will go a long way to bridge the development gap from the city centre to the south-west.

Conclusion

The City invested considerable energy and resources into planning and implementing both the Confederations Cup and the World Cup. The evidence of the success of these endeavours to date is the achievements that are visible to all. Together they will transform the City in terms of the stadiums and their changing precincts, dramatic improvements to public transport and the emerging IT complex at Nasrec that will revolutionise connectivity for citizens, once it has served the World Cup. Furthermore, private sector involvement, the changing face of safety and security, greening and legacy projects and upgraded infrastructure will be a platform for future development.

