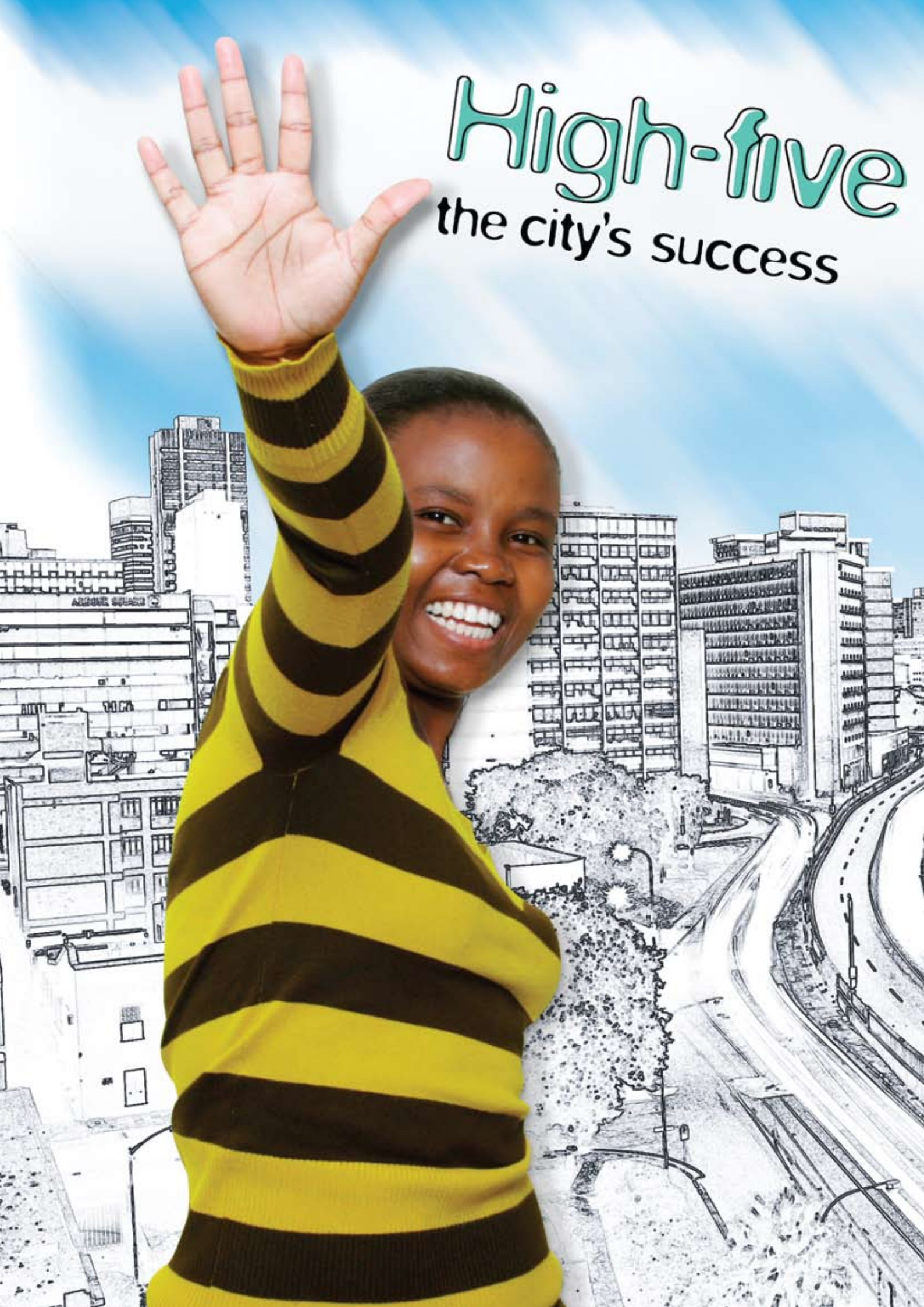


# High-five

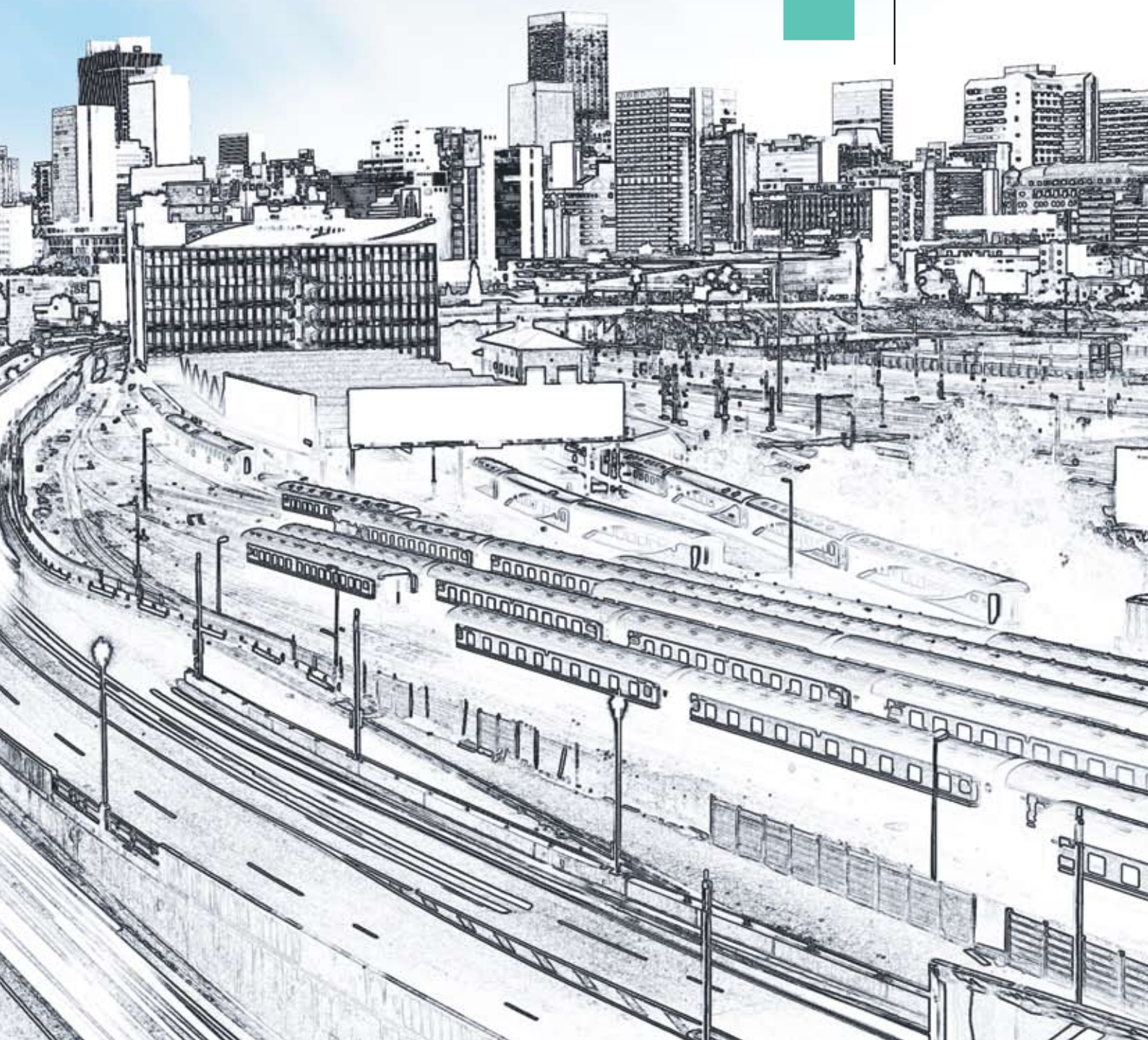
the city's success



# Inter-governmental alignment

Chapter

# 4



## Introduction

The City acknowledges that there is a need to strengthen Inter-governmental Relations (IGR) systems in order to ensure that the efforts to provide services to communities are coordinated and that the implementation of priority programmes is accelerated. The IGR Framework Act 13 of 2005 requires all spheres of government to coordinate, communicate and effectively align integrated service delivery. The Act gives legislative expression to inter-governmental alignment, which refers to the following:

- Alignment of budgets across all spheres of government;
- Consult other organs of state (including inter-municipal cooperation);
- Coordinate actions on policy to maximise impact;
- Avoid unnecessary and wasteful duplication of efforts;
- Share information across spheres and respond promptly to community needs; and
- Ensure joint participation in inter-governmental structures.

## Alignment of national and provincial policies and strategies

The City has 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 Medium-term Strategic Framework (MTSF).

The NSDP highlights the national spatial priorities in terms of the 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 and should speak to both national and provincial plans and vice versa.

## Provincial and national priorities

Effective integration, coordination and alignment of the actions of the government's three constitutive spheres remain a central ingredient in the quest to provide basic services to all, progressively improve the quality of life, as well as to eradicate the dualistic nature of the South African economy.

The Minister of the National Planning Commission, Mr Trevor Manuel pointed out that the Integrated Development Plans of municipalities and the Provincial Growth and Development Strategies will need to take into account the priorities identified in the Medium-term Strategic Framework (MTSF). This could bring all spheres of government closer to the ideal of integrated and aligned planning outcomes.

Post the 2009 national and provincial elections, Government identified five priority areas for the next five years, namely creation of decent work and sustainable livelihoods, education, health, rural development, food security and land reform and the fight against crime and corruption. These priority areas have been adopted by the Gauteng Executive Council as a framework for the development of the Gauteng-wide Priorities and Programme of Action.

On 25 June 2009, the Premier's inaugural meeting was held. All the senior managers in Gauteng Provincial Government (GPG) and local government attended the meeting at Birchwood Hotel and Conference Centre. The purpose of the meeting was to provide the Premier with an opportunity to outline the vision, strategic national and provincial priorities and the provincial programme of action.

On 14 August 2009, the MEC for Local Government and Housing visited the City of Johannesburg with an aim to engage the City's Leadership on the plans for the 2009/10 financial year, as well as plans for the remainder of political term of office. The discussions included the following critical areas:

- New oversight function;
- Orange Farm service delivery issues and the formalisation of informal settlements;
- Financial management and viability, the governance framework and labour relations;
- 2010 FIFA Soccer World Cup preparedness;
- Progress with the implementation of the Municipal Property Rates Act, and
- Urban renewal, 20 priority townships and energy efficiency initiatives.

Some of the specific issues that were raised with the MEC included the following:

- Decentralisation/provincialisation of Primary Health Care (PHC) facilities;
- SMME development;

- Alexandra Renewal Programme (ARP);
- Shelter for migrants;
- Provincial Housing subsidies; and
- Kliptown development.

In addition to the aforementioned, at a technical level various engagement processes took place between the City officials and provincial counterparts, with an aim of aligning programmes. At a political level, the identification of the provincial-wide priorities and the Medium-term Strategic Framework (MTSF) for both provincial and local government in Gauteng occurred within the framework of the Gauteng Executive Council Lekgotla that was held from 9 to 11 September 2009.

### Gauteng-wide priorities and programme of action

On 23 September 2009, the Gauteng Executive Council approved the Gauteng-wide Priorities and Programme of Action. The section below details how the City's 2010/11 IDP responded:

#### Creating decent work and building a growing, inclusive economy

- The City supported the revision of the regulatory environment for planning and land use, especially the approval processes for development, and
- The City committed itself to participation in the summit, which is aimed at formulating a Gauteng-wide response to the recession.

#### Promoting quality education and skills development

- The City will continue to engage with its provincial counterparts in the implementation of skills development initiatives.

#### Better health care for all

- The City requested that the GPG enters into discussions with the City on provincialisation of Emergency Medical Services (EMS) and the position of primary health care services, and
- The City would like to further engage province regarding the extension of operating hours in public health institutions.

#### Stimulating rural development and food security

- The City would like to further engage province on the issues of food security and the establishment of food banks.

#### Intensify the fight against crime and corruption

- The City supported the initiatives with respect to crime and corruption.

#### Building cohesive and sustainable communities

- Intensified universal access to basic infrastructure services was strongly supported, and
- The City would to continue work with the province and other stakeholders in implementing demand-side management.

#### Strengthening the developmental state and good governance

- The City supported the initiatives aimed at enhancing good governance.

The City strongly supports the overall direction of the Gauteng-wide Priorities and Programme of Action, which is fully consistent with the City's Growth and Development Strategy and Integrated Development Plan. The City commits itself to cooperating with the GPG on the key programmes outlined in the Programme of Action. However, certain areas of inter-governmental cooperation, namely primary health care, emergency services and spatial development planning needs further engagement between the City and the GPG.

### The MEC's comment on the 2009/10 IDP revision

In terms of section 32(2) of the Municipal Systems Act (MSA), the MEC for Local Government is required to comment officially on Municipal IDPs. The Gauteng MEC for Local Government and Housing (DLGH), Mr Kgaogelo Lekgoro,

provided comment on the City's 2009/10 IDP. The comment was structured around three distinct, but interlinking sections, summarised below.

### **The MEC's comments on generic issues:**

#### ***Poor inter-municipal planning***

The establishment of the Global City Region (GCR) observatory and academy are examples showing that Gauteng is forging ahead with the GCR vision. A critical ingredient of the GCR is the willingness and ability of municipalities to plan together. However, inter-municipal planning, both at the service delivery and local economic development levels, remains poor, even among the metros which constitute the economic triangle within the GCR footprint. As an intervention, a process and platform should be set in place, with the assistance of Office of the Premier, to:

- Explore possible areas of common interest;
- Develop agreement on programme design, project prioritisation, resource allocation and sequencing of interventions (one-space economy), and
- Monitor implementation.

#### ***Planning for migration***

Gauteng is the smallest province in South Africa, yet the most populous with the biggest economy. It is attractive to both local and foreign migrants. Consequently there is a surge of informal settlements, particularly in the economic hubs. IDPs continue to be silent on initiatives by municipalities to plan for migration in relation to service delivery and growth targets. Planning and budgeting must therefore, henceforth:

- Account for moving targets;
- Future requirements in service delivery and infrastructure, and
- Housing, at a regional context (outflows and inflows).

#### ***Access to land***

Issues of availability and/or acquisition of land within the targeted municipal space are consistently cited as a critical hampering factor. IDPs point to limited understanding of patterns of ownership, challenges of affordability and time lags in transfers. A critical factor in the built environment and economic is bottlenecks of land availability and acquisition should be unlocked. A number of municipalities are confronted by challenges of land evictions and/or land invasion. Both of these are part of the contributing factors towards the surge of informal settlements and service backlogs are growing. As an intervention:

- Audits and strategies should be synergised at an inter-governmental level (provincially coordinated);
- Land use management systems need to be implemented in a manner that re-orientates land development patterns in line with national, provincial and local strategic priorities, and
- Effort should be in place to exploit all acquisition mechanisms, available maximally and to draw linkages between land restitution (claims) process and land development priorities.

#### ***Millennium Development Goals (MDGs)***

The united, national MDGs continue to serve as a vital benchmark against which services should be delivered, so as to create a humane society. Thus above all else, it is critical for local government to continue planning and delivering services in a manner pursuant of the MDGs. Mechanisms, both institutional and financial, should be put in place to this effect.

#### ***Energy***

South Africa experiences an energy crisis, which manifested both in the power outages, as well as rising fuel prices. It will be vital for municipalities to understand the crisis, not in electricity-specific terms, but to adopt a more holistic understanding, which will enable the development of interventions that can address the crisis in its many dimensions. Alternative sources of energy will be important in efforts aimed at contributing to the reversal of heavy reliance on fossil fuels (non-renewable) and the identification of alternative renewable and clean energy sources (wind, solar, etc).

#### ***Clean audits***

The Minister of Cooperative Governance and Traditional Affairs has recently launched Operation Clean Audit. The aim is to ensure that all of government obtains clean audits by 2014. This is yet another pointer to the commitment to ensure good financial management and viability. Six of the 15 municipalities in Gauteng have received unqualified audit opinions. Whilst there is a national target of achieving clean audits by 2014, the province is working towards

obtaining this by 2010. Thus municipalities must work closely with DLGH which, in collaboration with the South African Chartered Accountants (SACA), will have measures in place to ensure:

- The Improvement in the functionality of audit committees and oversight committees in municipalities;
- Rolling out the implementation of Section 79 Committees in municipalities;
- Strengthening the functionality of the Municipal Public Accounts Committees (MPAC), and
- Implementation of information technology (IT) solutions in municipalities to support areas such as document management systems, which is critical for audit purposes.

### **The MEC's comment on municipal-specific issues**

#### ***Inequality gap***

A deliberate emphasis is placed, following the April 2009 national and provincial elections, on enhancing the quality and pace of the delivery of services, e.g. in health and education, but also bridging the inequalities that have opened and sharpened over the past 15 years. Moreover, there is an emphasis on growth anchored around job creation and the building of sustainable livelihoods. Consequently, in line with one of the City's key priorities of "proactive absorption of the poor", linkages must be drawn between:

- The 9% economic growth target and an explicit, time-bound gini-coefficient target (to reverse the current 0,7 and to curb any future growth in the existing figure), and
- Industrial support programmes, investment attraction initiatives and quality employment opportunities generated. Despite the fact that all the various efforts detailed in Chapter 8 of the IDP, particularly those in the Community Development Sector Plan, moving towards reduction of socio-economic and spatial disparities and a clear gini-coefficient target, would assist to measure the impact on the quality of life of these various initiatives in the City.

#### ***Human trafficking***

This is identified as one of the priority areas to receive programmatic attention and intervention in the 2009/10 financial year. The City's connectedness to global networks and circuits, usually celebrated and even programmatically nurtured at political, economic and socio-cultural levels, the City provides a strategic centre (either as a transit point, or a marketplace) in human trafficking networks and activity. With the hype of activity that the 2010 FIFA Soccer World Cup will inevitably generate, there is likely to be an increase in activity around this area. Programmatic responses, currently not identified and enunciated in the final 2009/10 IDP, are therefore urgently required. It may necessarily include an assemblage of an inter-governmental, multi-disciplinary task force, as well as a focus on awareness and education on this issue.

#### ***Creative Industries (CI)***

There are various notable efforts in nurturing arts, culture and heritage as discernible from the Community Development Sector Plan. The CI portfolio should remain a central champion of most of these initiatives, largely to sustain the economic dimension of these various activities and to aid and celebrate the unique culture of the city, in line with the concerted effort towards building sustainable livelihoods. The CI portfolio therefore, following its transfer from the Department of Economic Development, should be adequately resourced, especially fiscally, to assist with enhanced capacity to fund the craft, music, film and design sectors in poor communities in particular and throughout the City in general.

#### ***Rail***

The varied initiatives, among them the Gautrain and the Bus Rapid Transit (BRT) systems, towards an efficient, affordable, accessible and integrated transport system do not incorporate the Passenger Rail Agency of South Africa (PRASA) networks and operations. This network, not accounted for in the Transport Sector Plan initiatives in the 2008/09 IDP, is a critical resource that cannot be ignored. Initiatives in this regard, very much in line with national priorities detailed in the MTSF, would assist to complete the public transport systems programmes of the City.

### **MEC's comments on the new provincial and national priorities**

#### ***Building a developmental state***

- Build an effective, accountable state and an active citizenship;
- Focus on improving the capacity and efficacy of the state (Planning commission, Vision 2025) and utilise the SDF as an instrument for joint planning and alignment;
- Improve the delivery and quality of the public service (single public service finalisation, improve technical skills in critical areas of basic service delivery and develop a core set of indicators);
- Development of a common dataset and integrate and monitor the work of State-owned Enterprises (SOEs);

- Finalise the powers and functions review and unqualified audit opinions for municipalities in the province, and
- Build partnerships and strengthen democratic institutions and activities, community development workers (CDWs).

### ***Accelerated growth, decent work and sustainable livelihoods***

The MTSF emphasise improved support systems and structures (i.e. infrastructure, training, regulations, marketing support and finance) for economic activities with potential to create work. Interventions may include:

- Sourcing mineral processing and extraction diversification for export;
- Accelerated public work schemes (construction, community work, cultural activities);
- Support for lead sectors (automobile, chemical, metal fabrication, tourism, clothing and textile, forestry, light manufacturing and construction);
- Focus on areas with growth potential to promote the production of capital and intermediate goods, and
- Rural development, agrarian reform and integrated and sustainable urban development.

### ***Building economic and social infrastructure***

This has to be anchored in a detailed and upcoming integrated infrastructure development strategy. The infrastructure investment programme, aimed at increasing the access, quality and reliability of public services, will be a central pillar to development to:

- Create a strengthened role for development finance institutions and the private sector in project financing;
- Build, renew and maintain electricity infrastructure (generate, distribute, and reticulate) towards self-sufficiency and alternative sources of energy;
- Improve logistics infrastructure (with an emphasis on increasing rail usage);
- Develop accessible, efficient, reliable and affordable public transport infrastructure, and
- The Land Use Management Bill (which will also assist in addressing land-related challenges raised already) is soon to be finalised in line with the sustainable human settlements formation programme and addressing basic services targets (water, electricity, sanitation), as well as the maintenance of existing infrastructure.

### ***Comprehensive rural development strategy, land and agrarian reform and food security***

The spatially differentiated and poverty concentrations and the National Spatial Development Perspective (NSDP) are likely to be reviewed to:

- Fast-track land reform;
- Provide institutional support (including water harvesting, irrigation schemes, implements and inputs);
- Shield valuable agricultural land;
- Ensure 60% satisfaction of food requirements through own production by 2014;
- Improve rural transport (including logistics), skills development and development of rural Further Education and Training (FET) facilities and agricultural colleges;
- Rural town revitalisation by developing a rural nodal system. The neighbourhood development partnership grant (NDPG) is to be extended to rural towns); and
- Improve light manufacturing, tourism and cultural work opportunities in rural areas and develop cooperatives in rural areas (including a one-stop shop to provide all the necessary support for cooperatives).

### ***A strengthened skills and human resource base***

- Improve the quality of outcomes through enhanced educator and management skills and improve learning environments (including the provision of adequate infrastructure) from Early Childhood Development (ECD) centres to Higher Education and FETs;
- Improve the health profile of the country;
- Improve access and quality (in relation to infrastructure, human resources, shortened response times, etc), and
- A national health insurance system will be phased in.

### ***Intensified fight against crime and corruption***

- Municipalities to develop and implement anticorruption strategies, and
- A possible review of the Community Policing Forums (CPFs).

### ***Building cohesive, caring and sustainable communities***

- The provision of comprehensive social assistance and social insurance [social transfers, unemployment insurance fund (UIF), basic services, etc], and

- Development and strengthening of community organisations [school governing bodies (SGBs), street committees, CPFs, etc] and nation-building.

### Sustainable resource management and use

Climate change, water as a resource, biodiversity loss and the energy crisis structure the context to:

- Build local energy manufacturing capacity;
- The creation of green jobs (e.g. wildlife management, waste services, ecosystems rehabilitation, etc);
- The creation of an incentives and disincentives regime for environmental protection and bio-diversity conservation;
- Water for growth development strategy, and
- Climate change mitigation strategies in considering the triple bottom line.

### DLGH Priorities

- Enhanced participatory democracy (review of CDW programme, resource ward committees and implement effective feedback mechanisms);
- Improve the revenue collection system, and
- Focus on the need to develop and enforce by-laws and improve service delivery.

### Johannesburg's provincial IDP sectoral engagements

Roundtable discussions were held 5 and 6 October 2009. Sector departments, from the City and the province, were invited to participate in the session. It 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:

- Ensure that the City's sector departments take the Budget Lekgotla 1 issues into account;
- Provide a platform for departments to articulate their proposed priorities for the 2010/11 financial year as agreed at the sectoral workshops;
- Allow the panel to comment on the draft delivery agenda, prior to tabling the sector plans at Section 79 Portfolio Committees for comment, and
- Address issues of dependency and alignment between City departments and their national and provincial counterparts.

Table 4.1 Some of the issues raised at the roundtable discussions

Responsible agent	Issue
Environmental Management	<ul style="list-style-type: none"> <li>• Need to monitor activities that may contribute to climate change.</li> </ul>
Transportation	<ul style="list-style-type: none"> <li>• The management of the taxi industry in relation to the BRT;</li> <li>• Engagement on issues of safety and security of the Rea Vaya BRT; and</li> <li>• Engagements between provincial government and JRA regarding MIG funding for the upgrading of gravel roads.</li> </ul>
Health	<ul style="list-style-type: none"> <li>• Finalise issues of occupational-specific dispensation for professional nurses, staff shortages and the decrease in the subsidy allocation for HIV and AIDS social mobilisation programmes;</li> <li>• Promotion of healthy lifestyles;</li> <li>• Support for the commercial sex workers; and</li> <li>• Maximise utilisation of facilities, e.g. multipurpose centres that can accommodate clinics.</li> </ul>
Development Planning and Urban Management	<ul style="list-style-type: none"> <li>• Continue engaging DED and Transnet (PRASA) on the issues of urban development boundaries and provincial urban edge and the urban development frameworks for traditional rail precincts.</li> </ul>
Housing	<ul style="list-style-type: none"> <li>• Improve communication regarding the housing delivery programme;</li> <li>• Accelerate the formalisation of informal settlements; and</li> <li>• Intensify efforts of leveraging from the private sector, especially in the development of low income housing.</li> </ul>
Legislature	<ul style="list-style-type: none"> <li>• Intensify community outreach process,</li> </ul>



Responsible agent	Issue
Economic Development	<ul style="list-style-type: none"> <li>To indicate the total exposure and risks associated with the broad band project (risk of investment versus return of investments).</li> </ul>
Financial Sustainability	<ul style="list-style-type: none"> <li>Develop a clear process in dealing with defaulters, especially the City's employees and councillors; and</li> <li>Focus on the functionality of the call centre.</li> </ul>
Public Safety	<ul style="list-style-type: none"> <li>Clarify the roles and responsibilities with regards to emergency housing; and</li> <li>Roll-out of additional metro police officers during 2010 FIFA Soccer World Cup.</li> </ul>
Community Development	<ul style="list-style-type: none"> <li>Integrated roll-out plan for the provision of community facilities in line with the human settlement programmes;</li> <li>Accelerate programmes aimed at skills development for the youth; and</li> <li>Continue engagements with provincial counterparts regarding grants and upgrading of facilities, etc.</li> </ul>
Infrastructure and Service Delivery	<ul style="list-style-type: none"> <li>Ensure that alternatives are explored as part of demand-side management;</li> <li>Accelerate infrastructure roll-out and maintenance; and</li> <li>Alignment of CAPEX investment projects and an integrated plan to address infrastructure backlogs.</li> </ul>

### Provincial IDP analysis

Post the tabling of the draft 2010/11 IDP on 25 March 2010, the document was forwarded to the DLGH for comment. The ongoing engagement between the City and the Gauteng Department of Local Government and Housing will convene the IDP analysis week in April 2010. On this occasion provincial and national departments and parastatals provide comment in relation to the issues of alignment and harmonisation, prior to the final approval of both the IDP and the budget.

### Local Government Turnaround Strategy

In 2009, the Department of Cooperative Government and Traditional Affairs (CoGTA) undertook a nation-wide assessment of the state of local government. The concluding State of Local Government report identified key priority areas to focus on, in order to ensure that we can restore the confidence of our people in local government. These include:

- Huge service delivery and backlog challenges, e.g. housing, water and sanitation;
- Poor communication and accountability relationships with communities;
- Problems with the political administrative interface;
- Corruption and fraud;
- Poor financial management, e.g. negative audit opinions;
- Number of (violent) service delivery protests;
- Weak civil society formations;
- Intra- and inter-political party issues negatively affecting governance and delivery, and
- Insufficient municipal capacity due to lack of scarce skills areas.

Following this, a Presidential Imbizo was held on 20 October 2009 in Khayelitsha. This forum aimed to reach agreement on the work that needs to be done to improve the performance of local government. The National Indaba on Local Government, convened on 21 to 22 October 2009 by the Minister for COGTA, deliberated and agreed on the development of the Local Government Turnaround Strategy (LGTAS).

The LGTAS, approved by Cabinet in December 2009, aims at achieving the following:

- Ensure that municipalities meet the basic service needs of communities;
- Build clean, effective, efficient responsive and accountable local government;
- Improve performance and professionalism in municipalities;
- Improve national and provincial policy, oversight and support, and
- Strengthen partnerships between communities, civil society and local government.

Gauteng Provincial EXCO approved implementation of the LGTAS in February 2010. This was followed by a consultative workshop for mayors and municipal managers to outline the implementation process for Gauteng.

### Part 1: Concise strategic and contextual overview

The government is essentially about the well-being of the people, service to the people and a local democracy that seeks, amongst others, to empower ordinary citizens. Ours is not simply a representative democracy, which is only about voting every five years. It is a participatory democracy that seeks to ensure that people are involved in issues of local government and development. Local government represents:

- The sphere of government closest to the people;
- Local democracy in action;
- Public representatives focused on ensuring that day-to-day service delivery needs are met, and
- Municipal employees, officials and managers embracing a positive work ethic and the Batho Pele principles.

The objectives of local government are defined in the Constitution, to:

- Provide democratic and accountable government for local communities;
- Ensure the provision of services to communities in a sustainable manner;
- Promote social and economic development;
- Promote a safe and healthy environment, and
- Encourage the involvement of communities and community organisations in matters of local government.

The municipality should therefore strive, within its financial and administrative capacity, to achieve the aforementioned objectives. During the late 1990s, in the local government transition period, Johannesburg was confronted by major governance, institutional and financial crisis. In order to address this situation, a turnaround strategy was implemented during the 2000/06 term of office. By the 2006 local government elections, the benefits of these interventions were clear, namely:

- Political stability;
- Major improvements in service delivery;
- Implementation of municipal bonds to provide capital financing;
- System and culture of participatory governance built;
- A working system of ward committees in place, with an estimated 70% optimal functioning;
- An integrated development planning, budgeting, business planning and performance management system to provide a seamless, integrated cycle of strategic planning and management;
- Solid improvements in the credit rating;
- Operation Clean Audit in place, and
- Key service delivery achievements, including the tarring of all gravel roads in Soweto.

The period 2000/06 could therefore be classified as a period where a solid, stable foundation for improved governance and service delivery had to be built. While progress was achieved, a number of key challenges still faced the City. These include urbanisation and migration, economic development and job creation, service delivery, poverty, urban renewal and regeneration, the impact of globalisation, e.g. bridging the digital divide and the impact of the recession.

#### The GDS and the five-year IDP

Service delivery in the City of Johannesburg is informed by a series of large-scale, long-term strategies and plans. The overarching strategy in the City is the GDS. This informs the mayoral priorities and provides a framework for the City's five-year IDP.

The GDS charts the long-term strategic course, and makes some of the bigger, overarching decisions about what should be prioritised to accelerate growth, reduce poverty, build sustainable settlements and empower communities. The IDP defines the medium-term path. It spells out where the City needs to be after five years, and how to get there. This is a requirement of policy and legislation. The Municipal Systems Act states clearly that the IDP must include, "A vision for the long-term development of the municipality". It must also include "development strategies which must be aligned with any national or provincial sectoral plans and planning requirements".

During the 2006/11 term of office, the City aimed to consolidate gains made in the previous term, provide continuity and address gaps and the outstanding challenges. The development of both of these documents assisted in ensuring that the City was able to strategically plan and allocate resources to achieve its vision.

At the heart of the GDS is the development paradigm made up of six core development principles. These six principles are:

- *Proactive absorption of the poor*: Given the City's acknowledgement that the needs of the poor must be prioritised, it will work to facilitate the transition of "the poor", identified as new households, new internal and circular migrants, those in hostels, informal settlements and historical ghettos, youth and refugees.
- *Balanced and shared growth*: The City will continue to keep the cost of doing business as low as possible, but will also aim to ensure that the benefits of growth are shared more broadly.
- *Facilitated social mobility and equality*: Through shared growth and other measures people must be assisted "out of poverty". This is critical for the future development of Johannesburg.
- *Settlement restructuring*: Restructuring includes bringing jobs closer to people and people closer to jobs.
- *Sustainability and environmental justice*: This implies that Johannesburg must become a more "sustainable city" by anticipating and managing the effects of environmental change. It also means promoting "environmental justice", 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*: 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.

In addition, mayoral priorities are as follows:

- Economic growth and job creation;
- Health and community development;
- Housing and services;
- A safe, clean and green environment;
- A well-governed and managed city, and
- HIV and AIDS.

The five-year IDP spells out a number of key programmes to achieve the long-term goals identified by the City, including to:

- Deepen democracy and promote good governance
  - Implementation of the City's governance model
- Ensure basic service delivery
  - Electrification roll-out
  - Programme Thonifho
  - City-wide cleaning programme and refuse collection
- Address job creation and accelerate economic development
  - Implement key economic development programmes
- Target poverty and advance human development
  - Roll-out of the Expanded Social Package
- Urban Regeneration
  - Inner City
  - Urban management of all CBDs
- Consolidate HIV and AIDS initiatives
  - Implementation of Jozi Ihlomile
- Ensure financial sustainability and enhance Batho Pele
  - Attainment of Clean Audit
  - Implementation of new rates and tariffs policy
  - Focus on customer care and stakeholder management
- Create sustainable human settlements
  - Creation of 100 000 housing opportunities
  - Formalisation and regularisation of informal settlements
- Enhance integrated transportation
  - Rea Vaya Bus Rapid Transit system

- Improve community safety
  - Targeted crime prevention, traffic management and safety initiatives
- Advance sustainable development agenda
  - Greening of the City by planting 200 000 trees
  - Implementation of Demand-side Management initiatives
- Develop and implement strategic projects
  - 2010 FIFA Soccer World Cup
  - Roll-out of Programme Phakama

### **Municipal Turnaround Strategy**

Given the challenges that remain for the City, which are similar to those identified in the State of Local Government Report, we will focus our attention on strategies to address these issues. These are detailed according to the following:

- Extensive service delivery and backlog challenges, e.g. housing, water and sanitation;
- Poor communication and accountability relationships with communities;
- Problems with the political administrative interface;
- Corruption and fraud;
- Poor financial management, e.g. negative audit opinions;
- Number of (violent) service delivery protests;
- Weak civil society formations;
- Intra- and inter-political party issues negatively affecting governance and delivery; and
- Insufficient municipal capacity due to lack of scarce skills areas.

## **Part 2: Supporting Performance Information**

### **Service delivery and backlogs**

#### ***Bulk service challenges***

A number of bulk service challenges exist for the City. These include:

- Electricity intake points, of which Sebenza and Quattro are nearing capacity. City requires R3 billion for refurbishment of these, but needs to access additional funding from the private sector or other spheres of government.
- There is a challenge with available space for waste water treatment works, referring to:
  - Joburg Water has a roll-out plan to address this;
  - Southern treatment works is a challenge as it is nearing full capacity, and
  - Further engagement with Sedibeng will continue around development of Regional Sewer Development Plan.
- Solid waste disposal airspace in relation to:
  - The compost plant (in Robinson Deep) will no longer be constructed due to budgetary constraints, which will increase available airspace, and
  - Inter-municipal engagement will continue with Emfuleni to assist Pikitup in serving areas such as Orange Farm.
- In terms of cemeteries the steady population increase has resulted in a serious strain on availability of land for cemeteries. Current availability of cemeteries is nearing full capacity, e.g. Avalon cemetery. The City is investigating alternative burial methods to optimise available space, as well as:
  - Further development of Diepsloot cemetery, and
  - The EIA for Olifantsfontein cemetery is complete.

#### ***Basic services***

As evident by the high numbers of service delivery protests in the last year, delivery of basic services remains a challenge, despite the City's enormous efforts in this area. We are aware of this and have prioritised basic service delivery in our programmes. The Basic Services Programme aims to extend access to basic services to all households in the municipality. Roll-out of this programme has seen access to water reach 96%, access to basic sanitation reached 95%, provision of free basic water and electricity to registered indigents and access to electricity of 92%.

### **Overview at mid-year**

- Water
  - Provision of Level of Service 1 water and sanitation hampered by delays in process of formalising informal settlements, and

- Unaccounted for water losses remain a serious concern as they have continued to rise over the past three years, increasing from 31% in 2006/07 to 34,7% by mid-2009/10.
- Electricity
  - Additional households, provided with access to electricity in formalised areas, were reached, beyond the mid-year target (1 996 against 1 700);
  - Unaccounted for electricity losses were maintained within the mid-year target, averaging 12,54%, against a targeted 13,5%. Various ongoing initiatives have been undertaken to minimise unaccounted for electricity, including meter audits, removal of illegal connections, conversion to pre-paid metering and customer education campaigns, and
  - Demand-side Management initiatives assisted in the reduction of water and electricity consumption. The services recorded reductions beyond anticipated targets.
- Waste Management
  - Daily cleaning service has been extended to 119 informal settlements. This has far exceeded the targeted 86 settlements for the financial year. Cleaning services include street cleaning, eradication of illegal dumping spots, environmental education and awareness campaigns aimed at minimising incidences of illegal dumping.

### **Housing**

The City also has a five-year programme to build 100 000 houses. To date just over 56 000 houses have been built.

#### **Overview at mid-year**

- The housing delivery targets in 2009/10 substantially revised due to budget adjustments and reduction of the housing subsidy from provincial government;
- The revised housing delivery target is 8 000 housing units against the original target of 20 000, which is a 60% reduction in housing delivery. This has an adverse effect on the housing delivery programme achievement of 100 000 housing units by the end of the Mayoral Term, and
- The reduction of the 1996/97 housing backlog is largely dependent on the provincial Ziveze programme.

#### **Formalisation of informal settlements**

In April 2008, Council adopted a new approach, entitled “Informal Settlements – Formalisation and Upgrade”. Currently there are 180 informal settlements within the municipal boundaries, comprising approximately 200 000 households. The formalisation of informal settlements programme intends to give people living in informal settlements the right to occupy and use the land, subject to certain conditions. In addition, as settlements are formalised, basic services are provided to those households.

Work is currently being undertaken to develop a simplified method to transfer funds from provincial government to the City. Flagship projects, such as Alexandra Renewal Programme and other initiatives that have been implemented jointly with our provincial counterpart, namely housing delivery, formalisation of informal settlements, as well as big infrastructure projects, inform this process. Delays in the development of layout plans have hindered progress on the formalisation of informal settlements.

#### **Urban regeneration**

Urban management is about managing all aspects of the urban environment. In the past few years the City has had considerable successes with urban regeneration and renewal projects, including:

- The inner city, which has seen substantial investment in regeneration programmes and projects. The Urban Development Zone has also encouraged investment to the value of R1,456 billion, and
- Other CBD regeneration projects in place in areas such as Randburg, Roodepoort and Lenasia.

#### **Marginalised areas**

Urban renewal projects in marginalised areas include:

- The impact in Soweto of urban renewal projects, which are conspicuous and visible. These range from the Kliptown Walter Sisulu Square of Dedication, the housing project, the Bara Taxi and Bus Facility, the Soweto Empowerment Zone and the R1 billion Orlando Ekhaya project;
- Alexandra, where the impact has been in terms of the Alexandra Renewal Projects (ARP), improved roads, bridges, public ablutions, the stabilisation of the Jukskei River bank, improvement of stormwater drains, increased electricity accessibility and improved housing, primary health and libraries, and

- Additional work that has been done in areas like Doornkop, Greater Ivory Park, Orange Farm and Diepsloot. All of these are areas that still require significant attention in terms of both service provisioning and economic development.

However, there remains a need to ensure greater effort at addressing urban management and turning dormitory townships like Soweto, Alexandra, Diepsloot, Orange Farm, Eldorado Park and other similar areas into viable sustainable settlements.

### ***Conservation and demand-side management***

The Demand-side Management Programme is critical in addressing the goal of sustainable development. The City is therefore implementing a number of initiatives around this programme. In 2008/09 implementation of the Demand-side Management Programme resulted in a reduction of waste to landfill site. In addition, development of demand-side (energy) by-laws is underway, which underpin the energy efficiency guidelines. Insufficient funding has hindered the achievement of some targets.

### ***Getting the basics right***

The City has identified a number of key issues that remain, namely:

- Potholes and unmaintained roads;
- Non-functioning traffic lights;
- Unsecured and stolen manholes;
- Bonfires and homeless people;
- Blocked stormwater drainage;
- Uncut grass and shrubs;
- Stolen electricity cables;
- Uncollected rubbish and dirty streets;
- Unremoved rubble; and
- Posters.

In its effort to address service delivery challenges, the City has to intensify its urban management interventions and by-law enforcement. A Joint Operations Committee (JOC) has been established to assist in monitoring and coordination. This forum ensures that there is regular interaction between different service delivery departments and entities in order to provide an improved and accelerated programme. However, the delivery of basic services is still of concern, which the City identified as a key lever for change in this MTAS.

### ***Communication and accountability***

The City's commitment to public participation and consultation is based on constitutional and legal obligations and the governance model. In line with the LGTAS, the City will ensure strengthening of the role and representation of ward committees and will work with all role players in this process. Furthermore, a revision of the ward committee governance model is currently being undertaken.

### ***Making participation relevant and communication***

The City engages in extensive processes of public participation to ensure that it empowers communities and improve communication. These include mayoral roadshows, izimbizos, as well as regional and city-wide stakeholder summits. Over the years, the City has witnessed a significant increase the number of participants at outreach and consultation events. These initiatives have provided that City with an opportunity to communicate its key programmes for the medium term and also to outline how issues raised by communities will be addressed. The City has also implemented various measures aimed at monitoring turnaround times on query resolutions (customer feedback) and improvement of the call centre performance and functionality.

### ***Facilitating a responsive administration***

The City has implemented Community-based Planning (CBP), which ensures qualitative community inputs into the City's planning processes and has provided insight on the challenges facing communities. In addition, CBP allows for a higher level of connectivity between the government and citizens.

### **Political-administrative interface**

The City has developed an oversight and scrutiny framework. In this regard, a simplified reporting format has been developed that can be utilised by councillors, community and the media in their reporting of the outcomes of council and committee meetings.

The City has also undertaken a revision of the Delegations Framework to facilitate and improve the political-administrative interface. Capacity building programmes are ongoing to ensure that councillors and committees are able to engage sufficiently with reports and policy recommendations of the Executive. The budget of the Office of the Speaker has been increased in line with this mandate. Through these initiatives, the City aims to ensure greater oversight and accountability by the Executive to Council.

### **Corruption and fraud**

The City takes decisive and bold action against anyone found to be looting state and public resources. To date fraud awareness campaigns have been conducted. There has been successful partnering with SAPS on fraud investigations and reports on the effectiveness of controls have been tabled with the Group Audit Committee. However, procurement and supply chain management processes must be strengthened. The City's Ethical Government Programme will continue in 2010/11, with an aim to complete 90% of all reported investigations.

### **Financial management**

The current financial year started against the backdrop of a recession. The economy shrunk by about 6,4% in the fourth quarter of the 2008/09 financial year. This put particular pressures on the City's finances, coupled with the effects of the Occupational Specific Dispensation adjustments in-year and the fact that the City chose to accelerate the 2010 FIFA Soccer World Cup capital project.

### **Financial strategy**

In order to address pressures on City finances, CoJ developed a City Financial Turnaround Strategy, which entailed, amongst other things, the following:

- A rigorous analysis enabling a response to key challenges;
- Ensuring that the City sustains a path to long-term financial health;
- Be sensitive to the poor, in order to ensure affordability to all classes of households and that it remains attractive to business;
- Ensure that the service delivery and development agenda of the City remains intact;
- Three phases:
  - Phase 1: Stabilisation, referring to the short-term of one to two years;
  - Phase 2: Consolidation, referring to the medium-term of two to three years; and
  - Phase 3: Sustainability, which is long-term.

To date the following has been achieved as a result of the financial strategy:

- Improvement in query resolution and shortening the turnaround time;
- Vigorous credit control initiatives are beginning to bear fruit in the crease in the collection rate to 92%, and
- Various City departments and MEs are collaborating in the effort to clean the data sources within the City.

Other ongoing challenges around financial sustainability in the City include:

- Billing and metering issues;
- Customer services requires attention in order to facilitate satisfactory response times, better management of complaints and efficient responsiveness by the City;
- Programme Phakama intends to address these issues by streamlining processes and integrating the City's billing system. This will ensure full business process integration across revenue the value chain; and
- The new valuation roll completed.

While we believe that the City is out of the slump experienced towards the end of last year and beginning of this year, we will remain vigilant in ensuring the City's finances remain stable. We are also confident that we will end the financial year with a surplus in the budget.

### **Violent service delivery protests**

There is an identified trend that most protests continue to occur in informal settlements in largest metros. The primary reason for violent service delivery protests in 2009 and 2010, identified by residents, media and research, is that of poor service delivery. Other reasons identified include:

- Poor communication between local government and communities;
- Political division in communities;
- Population growth;
- Urbanisation/migration issues;
- Unemployment; and
- Poverty.

The City is aware of the challenges listed above and through various interventions (including better communication initiatives, addressing service delivery backlogs, poverty and unemployment) aims to address these challenges.

Interventions and responses are detailed in other parts of the City's municipal turnaround strategy.

### **Civil society formations**

The NGO Support Programme and Civic Education is an attempt by the City to address weak civil society formations. Initiatives include:

- The establishment of special and sectoral forums, e.g. Joburg AIDS Council and the Inner City Charter Partnership Forum, Joburg Migration Advisory Committee and the Rea Vaya BRT Steering Committee;
- The City's ward-based Jozi Ihlomile Programme is now running in 24 informal settlements and has employed 480 volunteers on a full-time basis. Through this programme we reached 48 100 households;
- In collaboration with various NGOs, the City has implemented the Street Opportunity Support Programme, which is aimed at removing children from the streets and developing a sanctuary for street children;
- The City hosted a street children summit and acquired four buildings for office space and programmes for NGOs and CBOs that complement the City's programmes; and
- Capacity building projects are in place, aimed at both CBOs and NGOs.

### **Insufficient municipal capacity**

There is an ever increasing competition for skills in the market place and a loss of skills by the City and MEs to other role players in the job market is apparent. Skills shortages and capacity issues therefore remain a serious challenge for the City. Specific strategies have been developed in an attempt to correct this and ensure sufficient human capacity and institutional knowledge to deliver services, including:

- The Retention Strategy to identify and analyse key indicators to turnover and aimed at ensuring that employees are satisfied, committed and motivated, as well as keep down costs related to employee turnover, both direct costs (replacement and training costs) and indirect costs (lower productivity and reduced customer/client loyalty), and
- The Talent Acquisition Policy to identify the need to recruit and select quality and suitably qualified employees, as well as quality employees with potential for development.

## **Part 3: The TAS template**

*Table 4.2 Municipal Turnaround Template: pre-2011 priority areas*



No.	Priority turn around focal area	January 2010 (Current Situation/ Baseline)	Target for December 2010 <sup>1</sup> (Changed Situation)	Municipal Action	Indicators <sup>2</sup>	Unblocking action needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget	
								Allocated <sup>3</sup>	Projected
<b>1. Basic Service Delivery</b>									
1.1	Access to water	96%	2 500 (households with water and sanitation service upgraded from nominal to LOS1)	Mid-year: 174	% coverage of basic level of service to all households (Water 100%; Sanitation 100%)  % reduction of unaccounted for water (25%)	Ongoing interaction with other spheres of government on various matters related to this sector	Full time: 2677	OPEX: R 1 353 354 000 CAPEX: R576 057 000 Income: R1 353 646 000	
1.2	Access to sanitation	95,2%							
1.3	Access to electricity	92,2%	4 000	Mid-year: 1 996	% of service connection of electricity to all formalised households (95% by 2011)  % provision of street lighting to all formal and proclaimed informal settlements (95%)  % reduction in electricity usage (10% to 3% requested due to budget reprioritisation)  % reduction of electricity outages (bulk, medium and low voltage) (30% by 2010)  % reduction of electricity losses from 3% to 1% (non-technical losses)	Ongoing interaction with other spheres of government on various matters related to this sector	Full time: 1921	OPEX: R835 000 000 CAPEX: R754 274 338 Income: R7 334 523 000	
1.4	Refuse removal and solid waste disposal	100% receiving weekly service	86 informal settlements to receive daily service	Mid-year: 119	% improvement of cleanliness levels in the inner city  % reduction of waste to landfill site (15%)  % collection of waste in all areas (formal and non-formal areas) once a week (100%)	Ongoing interaction with other spheres of government on various matters related to this sector	Full time: 3 700 Part time: 2 377	OPEX: R1 146 000 000 CAPEX: R42 079 000 Income: R1 146 000 000	

No.	Priority turn around focal area	January 2010 (Current Situation/ Baseline)	Target for December 2010 <sup>1</sup> (Changed Situation)	Municipal Action	Indicators <sup>2</sup>	Unblocking action needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget	
								Allocated <sup>3</sup>	Projected
1.5	Access to municipal roads				Kilometres of Rea Vaya (BRT) implemented (140 km) % increase of people travelling by public transport (15% p.a.) % occupancy to Metrobus (55% of total capacity) Kilometres of gravel roads surfaced in townships (250 km) Reduction in traffic signal outages (than 1% signals out on any given day)	Ongoing interaction with other spheres of government on various matters related to this sector	Full time: 1 465	OPEX: R472 942 000 CAPEX: R119 031 000 Income: R478 837 000	
1.6	Formalisation of informal settlements	180 informal settlements	20 revised to 12	Mid-year: 0 (4 settlements have been relocated to other formalised areas)	% implementation of the new approach to regularise informal settlements (100%)	Ongoing interaction with other spheres of government on various matters related to this sector		<b>Building regulations</b> OPEX: R41 983 000 Income: R46 900 000 <b>Municipal Planning</b> OPEX: R16 000 000 <b>Housing</b> (see below) <b>Basic service delivery</b> (see above)	
1.7	Access to housing	68,2% have access to formal housing 9,2% room on shared property 8,4% informal dwelling in backyard 10,4% informal dwelling in informal settlement	Units built through CBP and PHP: 9 000 revised to 3 000 Houses built in mixed income developments: 8 000 revised to 3 000 Hostel units converted to family units: 1 000 Rental units built: 2 000 revised to 1 000 Units refurbished from temporary accommodation in inner city: 300	Mid-year: 2 011 Mid-year: 434 Mid-year: 0 Mid-year: 144 Mid-year: 0 No access to provincial database	No. of mixed income housing units (30 000 units) No. of housing units through the Community Builder Programme and Peoples Housing Process (50 000 units) No. of rental housing units (15 000 units) No. of hostel upgrading programmes (5 000)	Housing delivery targets were substantially revised due to budget adjustments and the reduced housing subsidy from province. Reduction of 1996/07 housing backlog is largely dependent on Provincial Ziveze programme – inaccessibility of provincial data is a key impediment.		<b>Housing</b> OPEX: R675 011 000 CAPEX: R358 401 000 Income: R553 407 000 <b>JOSHCO</b> OPEX: R66 022 000 CAPEX: R95 592 000 Income: R49 710 000	

No.	Priority turn around focal area	January 2010 (Current Situation/ Baseline)	Target for December 2010 <sup>1</sup> (Changed Situation)	Municipal Action	Indicators <sup>2</sup>	Unblocking action needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget	
								Allocated <sup>3</sup>	Projected
1.7	Access to housing (continued)		Reduction in 1996/97 housing backlog in relation to provincial database: 30%						
1.8	Indigent register updated	119 000 households	N/A	N/A	% of projected eligible population registered for Expanded Social Package (100%)	None	N/A	N/A	
<b>2.</b>	<b>Public Participation</b>								
2.1	Functionality of Ward Committees	100%	100%	N/A	Number of community ward plans developed (109)	None	N/A	N/A	
2.2	Broader public participation policies and plans	In place		N/A	Number of participants. Community mobilisation strategy and plan (evaluated community mobilisation strategy)  Part participation framework (post-electoral enhanced participation framework)	None			
2.3	Public communication systems	In place				None			
2.4	Complaints management systems	In place				None			
2.5	Feedback to communities	In place				None			
<b>3.</b>	<b>Governance</b>								
<b>3.1</b>	<b>Political Management and Oversight</b>								
3.1.1	Stability of Councils	Stable	Stable	N/A	Score (217) achieved in councillor participating in subsidised education programs (councillors productive beyond term of office. Total number of career guidance subsidised education)  50% achieved of councillor citizenship index (evaluated 100% citizenship target)				
3.1.2	Delegation of functions between political and administration	Done	N/A	N/A	N/A	None			
<b>3.2</b>	<b>Administration</b>								
3.2.1	a) Recruitment and selection policies and procedures developed	Done	N/A	N/A	Labour stability trend as reflected by percentage positive improvement in CoJ organisational climate survey results (+ 2% (Target 52%))	None	N/A	N/A	

No.	Priority turn around focal area	January 2010 (Current Situation/Baseline)	Target for December 2010 <sup>1</sup> (Changed Situation)	Municipal Action	Indicators <sup>2</sup>	Unblocking action needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget	
								Allocated <sup>3</sup>	Projected
3.2.1	b) Policy on suspension of employees developed				% improvement in the customer satisfaction rating of Human Resources services by line departments (+ 20% (Target 70%)) % implementation of CoJ 2007/08 workplace skills plan(100%) % compliance to diversity management strategy (employment equity, disability management as well as gender mainstreaming) (100%)				
3.2.2	Vacancies (Top 4- MM, CFO, Planner, Engineer)	1 vacancy (Planner)	0	Fill the vacant position	% implementation of FMM and OHASA services delivery model for core departments (100%) % improvement in client satisfaction levels for administrative support services (20%)	None			
3.2.3	Vacancies other S57	2	0	Fill the vacant positions		None			
3.2.4	Top 4 appointed with signed performance agreements	100%	100%	N/A		None			
3.2.5	All S57 with signed performance agreements	100%	100%	N/A		None			
3.2.6	Organisational performance management system developed	Yes	Yes	N/A		None		N/A	
3.2.6	Skills development plan for employees	Yes	Yes	N/A		None		N/A	
<b>3.3</b>	<b>Labour Relations</b>								
3.3.1	a) LLF meetings convened as planned b) Organisational rights procedure developed	Yes	N/A	N/A	Labour stability trend as reflected by % positive improvement in CoJ organisational climate survey results (+ 2% (Target 52%))	None		N/A	

No.	Priority turn around focal area	January 2010 (Current Situation/ Baseline)	Target for December 2010 <sup>1</sup> (Changed Situation)	Municipal Action	Indicators <sup>2</sup>	Unblocking action needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget	
								Allocated <sup>3</sup>	Projected
<b>4. Financial Management</b>									
4.1	Revenue enhancement programme developed	Yes	N/A	N/A	Report by Auditor-General (Clean audit report by the Auditor-General) Increase revenue collection (Annually determined target (a consistent R6,4 bn per annum)	None	N/A	N/A	
4.2	Debt management programme developed	Yes	N/A	N/A	% improvement with regards to turnaround times in respect of clearances (annually determined target (overall target 60%) % increase in active customers receiving bills (Annually determined target (overall target 82%)	None			
4.3	Cash flow management model developed	Yes	N/A	N/A		None			
4.5	Funding plan shows capital expenditure	Yes	N/A	N/A		None		CoJ CAPEX:	
4.6	Clean audit plan developed	Yes	N/A	N/A		None		N/A	
4.7	Submission of annual financial statements	Yes	Submit as legislated	N/A		None		N/A	
4.8	% MIG expenditure by end of financial year							2008/09: 70%	
4.9	Asset management register developed	Done	N/A	N/A				N/A	
4.10	Supply Chain Management policy applied in a fair and transparent manner (e.g. open tenders, Bid Adjudication committee established)	Yes	N/A	N/A		None			
<b>5. Local Economic Development</b>									
5.1	Municipal contribution to LED	EPWP: 2008/09 created 47 899 jobs	EPWP Target: 25 000	Continue with promotion of EPWP in City	No. of jobs created through the EPWP programme (120 000) No. of jobs created through the implementation of the Property Boom-share Strategy (4 000) % implementation of the Jozi Equity Fund to support SMME development and job creation (50%)	Ongoing interaction with other spheres of government on various matters related to this sector		OPEX: R143 478 000 CAPEX: R105 823 000 Income: R49 049 000	

No.	Priority turn around focal area	January 2010 (Current Situation/ Baseline)	Target for December 2010 <sup>1</sup> (Changed Situation)	Municipal Action	Indicators <sup>2</sup>	Unblocking action needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Budget	
								Allocated <sup>3</sup>	Projected
5.1	Municipal contribution to LED (continued)				% reduction in the cost of doing business (35% baseline to be established per category)  % increase in the City's spending to specific targeted firms owned by specific categories of HDI (BEE, women, disabled, youth, etc) (70%)  Rand value of projects attracted into the City through acceleration and expansion of the Urban Development Zone (UDZ) Tax Incentive (15 billion)				
5.2	LED Plan aligned to the PGDS; adopted by Council	Yes	N/A	N/A	% implementation of the destination branding and marketing strategy of Johannesburg (100%)	None	N/A	N/A	

## Conclusion

Building an effective developmental state and a cohesive and caring society will require a collective effort from all spheres of government. The IDP continues to serve as a critical instrument through which the developmental agenda of government will be pursued. To this effect, IDP processes continue to provide a valuable platform for inter-governmental alignment and joint planning, which is a critical requirement for the success of government initiatives.