Delivering Diphetogo
End of Term Report
Executive Mayor Herman Mashaba
Foreword by the Executive Mayor

On the 3rd of August 2016, the residents of Johannesburg rejected the status quo of the previous two decades, and voted for change. With a clear mandate from the electorate, the Democratic Alliance (DA), with the support of six formal coalition partners – including the Inkatha Freedom Party (IFP), African Christian Democratic Party (ACDP), Al Jama-ah (AJ), Congress of the People (COPE), Freedom Front Plus (FF+) and the United Democratic Movement (UDM) – and backed by the Economic Freedom Fighters (EFF) on an ‘issue by issue’ basis, formed the first multi-party government in the City’s history.

It was through this highly complex arrangement that I was elected as the Executive Mayor of the City on the 22nd of August 2016, and undertook a journey to deliver the change the residents had demanded.

The past three years have seen the multi-party government come to grips with challenges far beyond what we expected to find in the City. As a businessman, I thought I was familiar with many of the challenges facing not only Johannesburg, but South Africa at large, including rising unemployment, growing inequality and endemic corruption. It was not until I was charged with tackling these issues on behalf of the City’s 5 million residents, that I was fully able to appreciate their impact on the lived experience of our people.

Indeed, in the private sector one has the luxury of being academic about both the challenges we face, as well as the solutions required to fix them. In government, one has no such luxury. The past three years have seen our complex governance arrangement struggle on a daily basis to make slow but persistent progress in turning Johannesburg into a City that works. As I have long maintained, a Johannesburg that works, is a South Africa that works.

My time as the Executive Mayor has been the most arduous of my life. Running a City with 33,000 employees and a budget approaching R65 billion is a formidable task. Despite this, I look back on the past three years with a feeling of profound gratitude for the opportunity I was given to make a difference in the lives of the City’s residents.

My experiences have brought into sharp focus the plight of South Africans who, 25 years after Apartheid, are still denied the dignity of meaningful employment. My eyes have been opened to the daily struggle of our people who live in poverty, often without access to basic sanitation, while a small politically-connected elite have grown wealthy at their expense. Above all, I have been touched by the deep desire of the vast majority of residents to see our City and our Country succeed.

I would like to express my deepest appreciation for the support offered to me by the Members of the Mayoral Committee, my caucus, my political partners, the devoted staff in my Private Office, as well as the City’s administration led by City Manager, Dr Ndlovu. Turning around a City as large and complex as Johannesburg requires a concerted effort by scores of like-minded and equally dedicated individuals working in tandem. It was a privilege to be lead such a team.

Lastly, I would like to thank the City’s 5 million residents, including civil society and the private sector, for giving the multi-party government your support. The successes we have achieved over the past three years were achieved not by myself, but through a collective effort involving many partnerships. Experiencing the willingness of fellow residents to be a part of delivering change has been an inspiration.

There can be no doubt that change takes time. A large ship turns slowly, but turn it will. I am proud of what we have achieved over the past three years and leave the City knowing that we have delivered Diphetogo, “real changes”.

Cllr Herman Mashaba
Executive Mayor of the City of Johannesburg
August 2016 to November 2019
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<td>African Christian Democratic Party</td>
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<td>AG</td>
<td>Auditor-General</td>
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<td>AJ</td>
<td>Al Jama-ah</td>
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<td>BRT</td>
<td>Bus Rapid Transport</td>
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<td>CAPEX</td>
<td>Capital Expenditure</td>
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<td>CCTV</td>
<td>Closed Circuit Television Network</td>
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<td>COJ</td>
<td>City of Johannesburg</td>
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<td>COPE</td>
<td>Congress of the People</td>
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<td>Democratic Alliance</td>
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<td>EBAT</td>
<td>Evidentiary Breath Alcohol Test</td>
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<td>Economic Growth Strategy</td>
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<td>Emergency Management Services</td>
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<td>EPWP</td>
<td>Expanded Public Works Programme</td>
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<td>FF+</td>
<td>Freedom Front +</td>
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<td>GDS</td>
<td>Growth and Development Strategy</td>
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<td>Group Forensic and Investigative Services</td>
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<td>Inner City Revitalisation Plan</td>
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<td>IFP</td>
<td>Inkatha Freedom Party</td>
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<td>IIIOC</td>
<td>Integrated Intelligence Operation Centre</td>
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<td>IIIOC</td>
<td>Intelligent Integrated Operational Command</td>
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<td>IMATU</td>
<td>Independent Municipal and Allied Trade Union</td>
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<td>iRIS</td>
<td>Interim Reporting Information System</td>
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<td>Johannesburg Metro Police Department</td>
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<td>JMPD</td>
<td>Johannesburg Metropolitan Police Department</td>
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<td>Johannesburg Roads Agency</td>
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<td>Level of Service</td>
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<td>Priority Economic Zones</td>
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<td>PPE</td>
<td>Property, Plant and Equipment</td>
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<td>Persons with Disabilities</td>
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<td>RDP</td>
<td>Reconstruction and Development Programme</td>
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<td>SAMWU</td>
<td>South African Municipal Workers Union</td>
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<td>Spatial Development Framework</td>
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<td>Small, Micro and Medium Enterprises</td>
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<td>SRA</td>
<td>Special Ratings Areas</td>
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<td>UDM</td>
<td>United Democratic Movement</td>
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Introduction

The 2016 Local Government Election saw a multi-party government take office for the first time in the City of Johannesburg since the end of Apartheid. A coalition of seven parties¹, together with the support of the Economic Freedom Front (EFF) on an ‘issue by issue’ basis, elected Councillor Herman Mashaba, representing the Democratic Alliance (DA), as the Executive Mayor of the City of Johannesburg on the 22nd of August 2016.

Executive Mayor Mashaba served in this position for just over three years, announcing his resignation on the 21st of October 2019, effective on the 27th of November 2019.

This document serves to outline some of the City’s greatest successes in the past three years, which should be seen as an indicator of what can be achieved through competent and caring leadership. It serves to highlight the work of the multi-party government led by Mayor Mashaba as it sought to deliver on its “mandate for change.”

Inherited backlogs

Soon after coming into office, the multi-party government came to grips with the magnitude of the challenge at hand. While the previous administration had painted Johannesburg as a “World Class African City,” the truth behind the propaganda was that the problems plaguing the City were more severe than previously imagined.

Corruption was endemic and entrenched at all levels of the civil service, service delivery was lacklustre, and the City was faced with a R170 billion backlog in infrastructure.

These local concerns were exacerbated by national economic conditions inflicted by the so-called “lost years” of the Zuma-administration, which had resulted in unemployment, inequality and poverty nearing record highs.

Addressing these challenges required more than a mere change in political leadership, but a wholesale change in the way the City functions. Residents of Johannesburg could not afford another government that followed a “business-as-usual” approach.

Strategic evolution

With this in mind, Mayor Mashaba adopted what became known as the 10-Point Plan as the multi-party government’s immediate response to the challenges facing the City. The 10-Point Plan was well captured by the Executive Mayor in the early days of his government:

1. “A recognition by the administration in our City of the coalition arrangement imposed by the electorate in Joburg. This is necessary to help us move forward with speed and have respect for the electorate’s wishes. Coalitions are not aberrations of elections. They arise when residents do not hold faith in any single political party. We are required to work together, because of this. So far the collaboration has seen a number of creative solutions to the challenges the City faces, making our government stronger.

2. Joburg must run a responsive and pro-poor government. This City can be business-friendly and pro-poor at the same time. In fact, the two must go hand in hand if we wish to stimulate our City’s economic growth. The majority of our budget will be directed to poor communities in Johannesburg.

3. Plans and policies must be aligned for the City to work towards achieving a minimum of 5% economic growth by 2021. Without this growth,

¹Democratic Alliance (DA), Inkatha Freedom Party (IFP), Freedom Front Plus (FF+), African Christian Democratic Party (ACDP), Al-Jama-ah (AJ), United Democratic Movement (UDM) & Congress of the People (COPE)
the joblessness of 891,000 residents cannot be overturned. Almost one in three of our residents are without work, with the youth of our city being the biggest casualties of this epidemic. The winds of national economic uncertainty must be countered by our City achieving the right environment for growth and job creation.

4. Create a professional public service that serves Joburg residents with pride. Johannesburg must be served by a professional civil service, capable of professionally serving the residents of the City through any government elected. The civil service must become highly skilled, competent and performance driven.

5. Ensure that corruption is public enemy number one in Joburg. The days of a gentle slap on the wrist or re-deployment to another department are over. Those found guilty of corruption must go to jail and stolen money will be reclaimed. An ethical culture must be achieved in the City.

6. Complete the official housing waiting list and get it signed-off. We are initiating the processes that will audit the housing list, so that its integrity is beyond question. The housing list will be transparent and fair – there will be no special favours for the connected few.

7. Produce within 60 days a report on the number of incomplete houses built by the City and the Province where construction has ground to a halt. Housing remains one of the City’s biggest challenges and we undertook to produce a list of all semi-completed housing units within the City. We plan to take over the completion of over 3,000 housing units where work has ground to a halt. City Power has initiated the process of electrifying these units to ensure that their handover to assigned beneficiaries can be fast tracked.

8. Fast track the handover of title deeds. The handover of title deeds is a top priority of this administration, to afford beneficiaries of housing the dignity of home ownership, transferrable to their kin.

9. Use one of our clinics as a pilot project to investigate possibilities of availing our health facilities to residents for extended hours. To launch a pilot study of extending the operating hours of the Princess Clinic in Roodepoort, as a basis to roll-out extended operating hours clinics throughout the City.

10. Revive the Inner City to bring people and business back into the heart of our City. Over the years, the Johannesburg Inner City has suffered from gross neglect, with crime, drugs and filth becoming commonplace. The revitalisation of our Inner City is pivotal in our quest to unleash Joburg’s economic potential and realise our target of a minimum of 5% economic growth. We are analysing all City-owned buildings with the intention of converting them into affordable, low cost housing for our residents to accommodate workers closer to their places of work. These buildings will also be converted into affordable commercial spaces for the benefit of small businesses and entrepreneurs.”

While the 10-Point Plan would serve as the governance blueprint for the multi-party government in their early days, the adoption of the first Integrated Development Plan by the new political dispensation in May 2017 saw the approval of five Growth & Development Outcomes and nine Mayoral Priorities by Council:

The Growth & Development Outcomes serve as the City’s long-term planning objectives and included the following:

1. A growing, diverse and competitive economy that creates jobs
2. An inclusive society with enhanced quality of life that provides meaningful redress through pro-poor development
3. Enhanced, quality services and sustainable environmental practices
4. Caring, safe and secure communities
5. An honest, transparent and responsive local government that prides itself on service excellence
The nine Mayoral Priorities give effect to these and serve as the planning guidelines for the City’s various administrative structures:

1. Promote economic development and attract investment towards achieving 5% economic growth that reduces unemployment by 2021.
2. Ensure pro-poor development that addresses inequality and poverty and provides meaningful redress.
3. Create a culture of enhanced service delivery with pride.
4. Create a sense of security through improved public safety.
5. Create an honest and transparent City that fights corruption.
6. Create a City that responds to the needs of citizens, customers, stakeholders and businesses.
7. Enhance our financial sustainability.
8. Encourage innovation and efficiency through the Smart City programme.
9. Preserve our resources for future generations.

These Outcomes and Priorities sought to strike a necessary balance between ensuring that the most vulnerable groups in Johannesburg benefitted from the City’s developmental agenda, while equally ensuring that rate-payers received quality services in a sustainable manner. This required a delicate balancing act of the City’s limited resources.

While retaining the Outcomes and Priorities as its guiding strategic light, the 2018/19 Integrated Planning Process saw the introduction of the Diphetogo programme as a means to refine the strategic response of the multi-party government to the challenges facing the City.

The basic premise underlying Diphetogo – a SeSotho word that means “real changes” – was that for too long the City has attempted to do too much, with too little. The result of this had seen the City’s infrastructure network decay to the point where large sections exceed their useful lifespan.

In practical terms, this meant a shift in the City’s approach to the budget with necessary trade-offs being made to allow for a greater focus on infrastructure investment and service delivery in order to start making significant inroads into the City’s R170 billion infrastructure backlog.

To this end, the key aspect of the Diphetogo programme was to accelerate change through narrowing the City’s focus to the most critical needs of its residents, which required tough decisions on how to direct its limited resources. Over time this saw a shift in spending on infrastructure and housing from 58% of the capital budget in the 2016/17 financial year, to 71% in 2019/20 in the last budget passed by Mayor Mashaba’s administration.

While Johannesburg still has a long way to go as a City that truly provides a safe, caring home filled with opportunities for its residents, the past three years have had a significant impact on the City’s trajectory. The trend of a corrupt and apathetic government has been reversed, and the City of Johannesburg is now moving toward being an entity of which its residents can be proud.

**Outcome 1: A growing, diverse and competitive economy that creates jobs**

At the core of the City’s vision of a growing, diverse and competitive economy that creates jobs is the need to create an enabling environment in which the private sector can thrive and create much-needed employment for the residents of Johannesburg. Access to private sector employment opportunities provides the best pathway to improved livelihoods for the residents of Johannesburg. The City undertook a variety of measures to improve the ease of doing business in Johannesburg, in an attempt to capitalise on the city’s vast potential.

The City’s approach to economic development is guided by the Economic Growth Strategy (EGS), adopted by the Mayoral Committee in 2018.

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The EGS is based on the principle of enabling a business-friendly environment through fixing the basics: improved service delivery, accountable and professional governance, and increased public safety.

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The EGS is anchored in the foundation of The Business Friendly City, supported by six pillars.
The Business Friendly City: Establish Johannesburg as a city that is open for business through improving the ease of doing business in the city.

1. Investment, Attraction, Expansion and Retention: Facilitate and promote inwards investment, take action to prevent disinvestment, and provide services to ensure that existing investments are maintained, renewed and expanded.

2. Space-Economy Synergy: Address the legacy of Apartheid spatial planning by creating increased access to economic opportunities closer to where residents live.

3. Strategic Sector Targeting: Provide support to specific sectors that have potential for high-employment growth.

4. Entrepreneurial City: Reduce barriers to entry for entrepreneurs and provide business support measures to entrepreneurs and sustainable job creation.

5. Leverage the City of Johannesburg: Develop and empower the City’s workforce to contribute to economic growth.

6. Environmental and Resource Sustainability: Promote sustainable practices that contribute to economic development within the framework of the Paris Climate Accord.

The EGS provides a guideline for City departments and entities and provides a set of principles and interventions that have to be implemented in planning processes Citywide.

Bringing investment to the City

The role of an effective government is to create an enabling environment, in which the economic potential of individuals and businesses flourish. In 2016/17 the city achieved R4.5 billion in facilitated investment. By the end of 2017/18 the City nearly doubled its annually facilitated investment by bringing in R8.7 billion. The trend of doubling year-on-year inwards investment was repeated again in the following year, when the city achieved R17.3 billion in facilitated investment by the end of the 2018/19 financial year.

The City’s Draft Investment Incentives Policy was published for public consultation in October 2019. The core goal of the policy is to improve Johannesburg’s offering as an investment destination, through introducing a set of measures and packaging available incentives that are aligned with the City’s EGS. These include the establishment of a business-friendly environment, attracting new investors, retaining existing investors, decreasing the cost and risk of doing business in Johannesburg, promoting the City as an investment destination and creating a predictable and non-discriminatory regulatory environment and reducing administrative issues.

Reclaiming the Inner City and turning it into a construction site

In 2017, the City launched the Inner City Revitalisation Plan as a mechanism to make City-owned properties available to the private sector, on a long-term lease basis, for mixed-used development including affordable accommodation, and student accommodation.

During the first two phases of the project, 84 properties were made available by Council with the private sector being invited to submit development proposals.
Following the completion of a competitive tender process, these properties were awarded to developers starting in 2019. These developments are expected to generate R22 billion in investment, create 11,000 jobs in the construction sector, and deliver over 6,500 affordable housing units with rentals starting at R900 per month.

As part of Phase 3, a further 70 properties were made available by Council and ultimately awarded by the end of September 2019 following a competitive bidding process. These properties are expected to result in another R10 billion in investment, create 10,000 additional jobs, and deliver 5,000 housing opportunities.

The City has also identified 37 abandoned factories across the City as part of the process of making City-owned properties available to the private sector for development. These properties will yield nearly 3,000 housing opportunities in multi-storey buildings. In October 2019, Council passed a resolution to expropriate the 37 factories in question, which allows the City to put the properties out to tender, with the intention of allowing private developers to create as many housing units as possible.

**The Inner City in Numbers**
- 154 properties released to developers, plus 37 factories identified for release
- An estimated R32 billion in investment unlocked
- Estimated 21,000 construction jobs created
- Approximately 14,500 affordable housing opportunities created

In addition to the City’s Inner City Revitalisation Plan, a number of private sector initiatives are worthy of mention. One such partner is the DiverCity Urban Property Fund which will be investing R2 billion into the Inner City. The investment targets the redevelopment of the ABSA Tower Main and Jewel City, and includes 520 affordable apartments, child-care facilities, a public park and integrated public transport facilities.

**Empowering those seeking opportunity**

In the efforts to provide empowerment to those seeking opportunities, the City established Opportunity Centres, and invested in youth empowerment and artisan training as opposed to the dysfunctional SMME Hubs inherited from the previous administration.

Opportunity Centres are spaces where entrepreneurs, small, medium and micro enterprises (SMMEs) and job-seekers, including the youth, can be connected to opportunities and services that can help them gain critical skills in pursuing their business aspirations.

The Centres offer a range of quality services aimed at improving the chances of success through collaborating with the South African Revenue Services, Companies and Intellectual Property Commission, South African Institute of Chartered Accountant, Small Enterprise Development Agency the Innovation Hub, and private sector partners (including ABSA, Discovery, the Trust for Urban Housing Finance, uMastandi, 22 on Sloan and Smart Procurement World). In addition, expert trainers assist these small businesses to be more competitive in tendering for City contracts, opening the field to more small businesses to compete in and environment, which previously they could not access.

*By November 2019, the City had opened seven Opportunity Centres in Diepsloot, Roodepoort, Alexandra, Soweto, Klipfontein, the Inner City, and Montclare. The City also launched the Orange farm Business Centre, similar to an Opportunity Centre, but in partnership with Discovery.*

*Through these efforts, 36 246 SMMEs have been supported from 2016/17 to 2018/19 with the kind of support that increases the prospects of harnessing the potential of small business to generate considerable employment.*

The City also saw a significant increase in procurement spend on SMMEs. During 2018/19, a total of 49% of procurement was spent on SMMEs – a significant
increase from 2016/17 and 2017/18 which only saw 5% of procurement being spent on SMMEs.

The multi-party government has also instituted programmes that specifically aim to target and benefit unemployed young people in Johannesburg. Over the past year, 200 young people underwent artisan training through the Community Capacitation for the Provision of Youth Artisan Skills project. The training was administered by the City as part of a joint pilot project with the University of Johannesburg. The artisans have emerged as plumbers, electricians, brock-layers and tilers into an industry in which most are approaching retirement age.

JOSHCO also registered over 7,000 youth through the Greater Eldorado Park Youth Skills Development Centre. These young men and women were trained in Project Management and Call Centre Operations - skills that are much sought after in a modern community.

Joburg Theatre provided music and drama tuition programmes to nearly 2,000 youths – providing them with opportunities for in-depth talent and skills development, and opening up opportunities for future employment in the arts.

Additionally, skills development programmes designed specifically to empower young women were launched, with the objective of providing them with economic independence. Nearly 300 women were empowered through these programmes.

Finally, in an effort to further assist those in search for job opportunities, the City embarked on the development of the Opportunity Seekers Database (OSD).

The database is to serve as a resource where qualifying persons (unemployed South African citizens) can register to benefit from temporary work opportunities in the City on a fair and rotational basis.

The OSD has been designed to be a universal access online platform from which job seekers – including SMMEs, entrepreneurs and people seeking employment – can access opportunities provided by the City such as artisan training, SMME support, short-term work opportunities and learnerships. It will connect unemployed residents to the ever-growing need to match expanding levels of service delivery that requires workers. The software development for the OSD has been completed, and the OSD will be rolled out in phases, starting in November 2019, with a full roll-out planned by February 2020.

Under the multi-party government, the City has also provided over 55,000 EPWP work opportunities from 2016/17 to 2018/19.

Providing economic growth and development

In working towards increasing economic growth in Johannesburg, the City approved a new Priority Economic Zone Framework (PEZ) in February 2019. The main objective of the framework is to identify priority economic areas and sectors, and define a set of interventions that will promote their growth and development.

The Framework serves to inform the economic development efforts of the City, make recommendations with respect to the provision and planning of new infrastructure, and indicate areas of concern, with a focus on maintenance, renewal and upgrading. In doing so, the Framework seeks to stimulate economic growth, create jobs, promote spatial transformation, and enhance City competitiveness. The Framework has identified the following areas as priority economic zones:

- Region A: Lanseria & surrounds, Kya Sands and Ivory Park
- Region B: Randburg and Industria West
- Region C: Roodepoort and Florida
- Region D: Klipspruit
- Region E: Wynberg
- Region F: Joburg Central, City Deep & Steeledale and Aeroton & Soweto Empowerment Zone
- Region G: Lenasia West
**Special Ratings Areas Policy**

Special Ratings Areas (SRAs) are voluntary member organisations linked to an identified geographical area within a city (often also referred to city improvement districts), and have proven to have significant economic development knock-on effects. SRAs provide top-up basic services, such as cleaning and public safety, to their members, in addition to serving as a platform for engagement with the City.

The City adopted an amended SRA Policy and By-Law at the end of 2019, after extensive public consultation with private sector organisations. The amended policy and by-law is aimed at encouraging the establishment of more SRAs and to improve the working relationship between existing SRAs and community groupings and the City.

**Public Transformation and Empowerment Policy**

The City of Johannesburg’s Transport Department has historically followed an approach of ensuring that the adverse impact that the roll-out of the City’s Bus Rapid Transport (BRT) system has on the mini-bus taxi industry is minimised.

To this end, a new Public Transformation and Empowerment Policy was adopted. In essence, the City’s approach is based on the ideal of providing taxi drivers and owners more sustainable economic opportunities through provision of preferential access to the economic opportunities created by the expansion of BRT routes. This policy provides more detail on how the City will approach its engagements with the taxi-industry in order to ensure a fair distribution of economic opportunities.

**Outcome 2: An inclusive society with enhanced quality of life that provides meaningful redress through pro-poor development**

The residents of Johannesburg still live with the legacy of the country’s past, visible in the uneven development of the different communities that make up the City. This necessitates an approach by local government, which is both pro-poor and provides redress. Vulnerable and poor residents of the city must be supported to access a better quality of life through key interventions.

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**Investing in improved and more accessible healthcare to residents of Johannesburg**

**Improving access to primary healthcare**

In 2017, the multi-party government introduced the extended and integrated service delivery strategy in primary healthcare facilities, starting with a pilot project at Princess Clinic. This strategy enables city-owned clinics to operate during extended hours of service.

Since the introduction of the strategy, extended hours of services have rolled out to 27 clinics across Johannesburg.

Through the extended hours offered at the health facilities, the City has been able to afford patients the flexibility of attending to their personal needs instead of wasting time at a clinic. Accessing services during extended hours also eases overcrowding at facilities with high patient volumes and has a potential to improve the retention of in-care treatment.

In addition to the extension of clinic hours, six new clinics were opened during the administration’s time in office.

These include River Park, Westbury, Thoko Mngoma, Freedom Park, Noordgesig and Hillbrow Clinic.

In 2016 the City started to roll out an Electronic Health Record System called eHealth@joburg in 79 of the
primary health care facilities operated by the City. The system will ensure secure storage of patient information, immediate transfer of patient information and better, safer, faster access to healthcare. Thus far, eHealth@joburg has been configured in 79 clinics, and the setup has been completed in 69 of these.

Furthermore, in the effort to take healthcare to the poorest communities, the City initiated the procurement of mobile health clinics to provide primary healthcare to areas not serviced by a ‘brick and mortar’ facility. Nine mobile clinics were procured during the 2018/19 financial year, and one was donated by PPC Cement, making for a total of 10. The first mobile clinic was launched in August 2019.

**Six mobile clinics are currently operational, with three more delivered and the last pending delivery. The mobile clinics are taking healthcare to the poorest communities.**

In 2019, the City of Johannesburg Metropolitan Council Pharmacy in Langlaagte was opened. The upgraded facility provides pharmaceutical services to all 79 city clinics, 27 provincial clinics, and 70 private providers who assist with family planning. The pharmacy provides acute, chronic, family planning and immunisation services.

In addition, new central chronic medication dispensing and distribution pick-up point facilities were opened at four city clinics (Bophelong, Hikensile, Rabie Ridge Multipurpose Centre and Thuthukani Clinic). The pick-up point facilities ensure that patients have greater access to life-saving medicine.

**Fighting substance abuse**

Substance abuse remains a primary concern among City residents, with many young people falling prey to addiction and criminality often associated with substance abuse in the absence of meaningful employment.

At the beginning of the term in office, there were no substance abuse facilities operated by the City of Johannesburg to provide assistance to those who could not afford private facilities. In response to this, the City launched the Community-based Substance Abuse Programme to offer services free of charge.

**Investing in housing opportunities in the city**

The residents of Johannesburg still live under the legacy of Apartheid-era spatial planning. Apartheid spatial planning sought to push many communities to the very fringes of the City and locked them far away from economic opportunities. As such, the City made it an urgent priority to respond to the challenge of how spatial planning and housing could be addressed to assist those in need.

There has been significant financial contribution from the multi-party government to ensure that the provision of housing is a priority.

**During the 2018/19 financial year 15% of the City’s capex budget was allocated to housing – this is the largest housing budget in the City’s history.**

To further prioritise housing supply in the city, Council adopted the Inclusionary Housing Policy in 2019, as well as conducted a Nodal Review that seeks to create a more inclusive and integrated city over time.

The Nodal Review is a policy aimed at further detailing and implementing the objectives of the Spatial Development Framework (SDF). It reinforces the goals of the SDF through promoting densification in well located areas, or mixed-use nodes, rather than sprawl or peripheral development, far from jobs and urban
amenities. The Nodal Review aims to implement the development principles set out in the Spatial Planning and Land Use Management Act: spatial justice, spatial sustainability, efficiency, spatial resilience and good administration.

The Inclusionary Housing Policy demands and incentivises private developers to dedicate 30% of new residential developments to affordable housing. This policy seeks to ensure that densities are increased in a manner that facilitates the coexistence of people belonging to varied income profiles. The densification process will be implemented in an around current nodes, as well as the new ‘general urban zone’.

The City’s strategy to addressing the complex housing challenges is multi-dimensional and involves a combination of RDP housing, social housing, informal settlement upgrading, site and service projects, as well as partnerships with the private sector.

In terms of mixed housing space, the City has provided 6,261 units over the last three years, despite declining grant funding from the National Government.

These opportunities have arisen largely from the City’s mega projects including Fleurhof, Lufhereng, South Hills and Riverside. RDP housing has been complemented by site and service projects, entailing pieces of land being demarcated and title deeds being issued to beneficiaries. Services were installed on each plot providing sewer, water and electricity connection.

From 2016/17 to 2018/19 the multi-party government transferred 8,587 title deeds to beneficiaries and developed 7,857 social housing units.

Other Housing Policies

To give effect to the City’s priority of providing safe and affordable housing, the City has developed a number of policies that are currently out for public consultation. These include:

- **Serviced Stands Policy**: Provides the policy framework required to increase the rollout of serviced stands as a key method of addressing the housing backlog, especially for those who can build for themselves, while providing for a systematic way for the City to allocate and administer serviced stands.

- **Temporary Emergency Accommodation Provision Policy**: This policy provides a guideline for the City and its officials in the event of emergencies, including natural disasters and as a result of human interventions, which result in homelessness and precipitate a requirement for temporary accommodation or shelter to be provided.

- **Housing Allocation Policy**: This policy provides a new approach to allocating housing opportunities that prioritises the poor, disadvantaged groups and special needs categories. This paves the way for an open and transparent list that allows residents to benefit from housing projects in a fair, transparent and equitable manner.

Providing services to informal settlements

Over 280 informal settlements have been identified in the City of Johannesburg with many people living without the dignity that arises from even the most basic forms of services or sanitation.

One of the major commitments for this administration was to undertake a pro-poor approach to development.
In an effort to bring dignity to thee communities, the City prioritised providing basic services to those living in informal settlements.

To this end, the City provided 9,987 unit structures in informal settlements with access to electricity for the first time.

Further to this, as of 2018/19 87% of households in informal settlements had access to water at minimum LoS1, and 42% had access to sanitation at minimum LoS1.

The city has also provided over 11,000 ablution facilities by means of chemical toilets and water tankers to various informal settlements without basic sanitation in areas including Zamimpilo, Lusaka view, Mariting, South Drieziek, Phumula Mqashi, Violet Chauke, Hambanathi, Mayibuye Township and Alexandra Township.

Building inclusivity and cohesion in the city

Similar to the programme to operate extended hours at City-run clinics, the City also embarked on a process to extend the operating hours at identified City-owned libraries.

Subsequently, extended operating hours have been introduced in 11 libraries across the seven regions of the city.

Libraries in Jabavu, Sandton, Orange Farm, Ennerdale, Ivory Park North, Florida, Protea North, Yeoville, City Library and Diepsloot will now be open from 1-5pm on Saturdays.

The City’s libraries also run an e-Learning Services Programme, which has been nominated for the United Nations’ (UN) World Summit on the Information Society (WSIS) Prize 2019. The WSIS is a unique two-phase UN summit that was initiated in order to create an evolving multi-stakeholder platform aimed at addressing the issues raised by ICTs through a structured and inclusive approach at the national, regional and international levels.

The number of participants in the e-learning programmes in the libraries has increased from 12 000 in 2016/17 to 41 665 in 2018/19.

The City has also finalised its Policy for People with Disabilities and made it available for public comment. This policy introduces interventions to increase the number of people with disabilities (PWDs) employed by the City and to ensure that PWDs have equal access to opportunities through the integration and mainstreaming disability issues across social development practices into existential departmental policies, strategies and programmes.

Insourcing of security guards in cleaners in the City

In 2017 the City announced the insourcing of security personnel in the City of Johannesburg to do away with the exploitation of workers by middlemen through a departure from the previous model of contracting security companies owned by politically-connected individuals. While the middlemen would receive (on average) R12,000 per security guard, the guards themselves were only paid R4,000 per month and often treated poorly by these companies.

By the end of the 2018/19 financial year, the insourcing of security guards occurred over two phases with the first phase leading to the insourcing of 2,726 security guards and the second phase leading to the insourcing of 1,459 security guards.

A total of 4,185 security guards are now enjoying take home salaries that have increased by a minimum of 50%, along with the benefits of full-time employment.
At the same time, the City initiated the insourcing of cleaning services in Johannesburg. This project has gone a long way to providing job security and dignity to this important class of worker while maintaining the cost of the service to the City.

A total of 1,879 cleaners were insourced. Their salaries almost doubled at no additional cost to the City.

Assisting residents with debt rehabilitation

Many poor residents struggle to pay their municipal accounts. Until now there has been no proper mechanism to deal with this issue, and as such consumer debt has continued to rise.

The debt rehabilitation programme aims to bring about a new approach to the increasing number of debtors in the City. Through the programme, the City will be able to ensure that defaulting customers are brought back into good standing on their municipal accounts.

Qualifying customers will receive immediate relief through a 50% debt write off. If the customer complies with all the requirements of the programme, which include keeping their current accounts up to date and allowing for regular inspection of metered services, then the remaining outstanding debt will be written off over a three-year period.

Outcome 3: Enhanced, quality services and sustainable environmental practices

As the level of government that is closest to residents of Johannesburg, the City acknowledges its role in the crucial responsibility of providing access to quality and affordable services, safe roads and well maintained public infrastructure.

We believe in the creation of a city where residents do not have to worry about potholes, broken street lights and crumbling infrastructure. To achieve this vision, the City’s development plan, backed by budgetary commitments, is focused on improving access to basic services that enhance the quality of life of the residents in Johannesburg.

The City further acknowledges its role as a global citizen with a high carbon footprint. As South Africa’s leading city-economy, Johannesburg is cognisant of its responsibility to be a leader in adopting measures aimed at combating climate change and its related impacts.

Addressing the inherited public infrastructure and service delivery challenges

With a manifesto to drive significant change in the lives of Johannesburg residents, in 2016 the new administration was confronted by fundamental public infrastructure backlog, poor service delivery and maladministration that had an impact on water security, energy supply and efficiency, waste reduction, sustainable services and the city’s environmental practices.

Infrastructure backlogs exceeding R170 billion characterised the service delivery landscape.

- A total of 4,000 km of broken roads and 700 crumbling bridges arose from a R18 billion backlog in the City’s transport network.
- A staggering housing backlog of over 300,000 units has led to a legacy of land desperation, backyard dwellings, and shack farming.
- Electricity outages produced from a R60 billion backlog in the City’s electricity network resulted in over 170,000 power outages each year.
- Water stoppages resulting from a water network backlog of R18 billion which sprung over 45,000 leaks, losing 107 billion litres of water each year.
- In addition, there were over 280 informal settlements in which City’s residents lived in the most appalling conditions, and fraud, corruption
and maladministration were institutionalised in the management of the City’s housing projects.

Upon entering office, the multi-party government prioritised efforts to tackle the inherited backlogs. Over the past three years, the City had to fix issues related to underspending on critical service delivery infrastructure. This administration has focused on enhancing quality services and ensuring sustainable environmental practices by prioritising residents’ access to quality and affordable basic services and well-maintained public spaces.

The Diphetogo-programme has been a key mechanism to achieve this objective and ensure a more reliable infrastructure network conducive to economic growth and development.

In addition to the shift in capital expenditure towards engineering infrastructure and housing through the Diphetogo programme, spending on repairs and maintenance has doubled from 2% to 4% of Property, Plant and Equipment ratio (PPE) by the end of the 2018/19 financial year.

Repairing and maintaining water and sewer pipes

Upon taking office, the administration inherited massive challenges relating to water losses through leaks and bursts in the City’s water network. The multi-party government placed emphasis on the repairs and maintenance of the City’s water infrastructure and network, as well as significant capital investment into Joburg Water.

In addition to this, the City has reached 99% compliance with drinking water quality standard on E.Coli (SANS 241).

In November 2019, the City launched the newly completed balancing tank at Bushkoppie Wastewater Treatment Works in Soweto. This R152 million project was initiated to improve compliance with effluent standards and allow for better control of the incoming flow of sewage to the Bushkoppie Works.

Stabilising the electricity grid through the refurbishment of substations, and bulk infrastructure

In response to the unreliable electricity network in Johannesburg, City Power introduced a bulk infrastructure renewal programme under the multi-party government. This included the upgrading of substations, high-voltage overhead cables as well as underground cables, and replacing copper cables with aluminium bundled conductors which are less prone to theft.

Many of the City’s substations were built decades ago and have not been able to keep up with the increasing demands of the growing communities they now serve. The greatest number of power outages are as a result of demand exceeding the supply.

Indeed, 27% of the City’s transformer network had exceeded its useful lifespan by 2017, with the next 45% at 75% of its useful lifespan.

As such, the multi-party government focused on refurbishing substations as the first initiative to stabilise the city’s electricity grid.

From 2016/17 to 2018/19 a total of 198.6km of water pipes were replaced. In addition to this, a total of 125.9km of sewer pipes were replaced during the same period.

As a result, the City saw a decline in total pipe bursts experienced in the City from 2016/17 to 2017/18 and a further decline in 2018/19. This is the first sustained decline in the number of bursts over the past seven years. Furthermore, in 2018/19, the City saw the first decline in the number of sewer blockages experienced since 2012/13.

During 2018/19, 91% of pipe bursts were restored within 48 hours of notification, and 96% of sewer blockages were cleared within 24 hours of notification.
Major substation upgrades include:

- **Roosevelt Park Substation.** The project had a R133 million budget to be spent over a 3-year period. The upgrade will provide greater redundancy to Franklin Roosevelt Park, Northcliff, Linden and surrounds. The newly refurbished substation was launched on the 22nd November 2019 and is fully operational.

- **Sebenza substation,** launched in February 2019, is a new state of the art substation and the biggest of its kind in the southern hemisphere. The R1.2 billion investment is the biggest substation to be built in South Africa in the last 10 years. Areas that will benefit from the additional capacity include Modderfontein, Gresswold, Sandringham, Alexandra, Athol Oaklands, Rosebank, Melrose and Parkhurst. The substation will energise 30% of the population of the City of Johannesburg.

- **Lehae substation,** situated in Lehae Township was initiated and constructed to cater to the expanding Lehae Township.

- The newly built **Heriotdale substation** was opened in April 2019. The substation will add significant ability to the Johannesburg power grid, thereby ensuring that more residents have access to electricity and a reliable supply thereof.

- In November 2019, City Power successfully reopened **Nancefield substation** in Soweto.

- Additional substations being upgraded include Wilropark substation, Mondeor substation, Mulbarton substation, Pennyville switching station, Waterfall substation, Hopefield substation, Eldorado Park substation.

**Installing public lights in the city**

The ailing state of public lighting spurred the multi-party government to dramatically increase the budget for new public lighting, as well as the maintenance of public lighting.

**As a result, a total of 6,336 public lights were installed by the multi-party government over three years.**

In terms of maintenance, the 2018/19 budget saw a dramatic increase in the allocation for public lighting repairs, up from R1.6 million in 2017/18 to R21.8 million in 2018/19.

**Cleaning up the city**

Executive Mayor Mashaba made the cleaning up of the City a key campaign pledge, an initiative embraced by Pikitup.

While 92.6% of residents within the City have access to basic refuse removal, areas such as the Inner City require additional resources to make up for the daily influx of residents, while illegal dumping is a persistent problem throughout the City.

In response to this, an additional cleaning shift (or third shift) was introduced in the Inner City while additional resources were made available to service informal settlements.

**As a result, 100% of all City recognised Informal Settlement households are now being provided with integrated waste management services.**

In an effort to combat the strain on the City’s landfill sites, mandatory ‘Separation at Source’ has been implemented across the City. As such, there has been an increase in waste diverted from landfill from 14.2% in 2016/17 to 15.7% in 2018/19.

The City has also sought to incorporate informal waste pickers, or recyclers, into the waste economy in the City. Pikitup has embarked on a process to register waste pickers in 2019, with sorting facilities being
provided by the City at targeted sites. Region D was the first region to start the registration, with 1,200 waste pickers registered to date.

The registration affords waste pickers with training opportunities and to benefit from waste minimisation value chain projects.

The City of Johannesburg also won the prestigious Waste Pickers Integration in the Municipal System 2019 award, which recognises local and metropolitan cities that have excelled at all levels of sustainable development. The Department of Environment, Forestry and Fisheries honoured the City for its continuous and devoted implementation of the Waste Act and waste minimisation.

**A Re Sebetseng**

In 2015, Mayor Mashaba visited Rwanda and was in awe of how clean the country was. In particular he was inspired by the cleanliness of the capital city, Kigali.

Upon investigation he learned this was not simply a function of dedicated clean-up crews, but the product of a nation-wide communal effort known as Umuganda, initiated under the leadership of President Kagame. The word Umuganda translates as ‘coming together in common purpose to achieve an outcome.’ Importantly, the program requires that on the last Saturday of every month each resident is required to donate four hours of their time to cleaning the country.

Based on his experience in Rwanda, the Executive Mayor decided to launch a similar initiative in Johannesburg aimed at cleaning up the city.

As a result, **A Re Sebetseng was officially launched on 14 August 2017.**

**A Re Sebetseng** translates as ‘let’s get to work’ and shares the values of Umuganda insofar as it aims to encourage communities to work together to build a Johannesburg that works.

As such, **A Re Sebetseng has become a monthly citywide cleaning campaign, which thrives to encourage the city’s residents to take care of the environment, and seek to promote a culture of reducing, re-using and recycling waste.**

The initiative has received wide-ranging support from ordinary residents, civil society and the private sector with thousands of City-dwellers joining the monthly cleanup.

In March 2019, the Executive Mayor, together with the Executive Mayor of the City of Tshwane, Stevens Mokgalapa, and the Executive Mayor of Midvaal Municipality, Bongani Baloyi, launched an expansion of the monthly **A Re Sebetseng volunteer clean-up**
campaign to the municipalities of Tshwane and Midvaal in an effort to make it a provincial initiative.

Improving road conditions in the City of Johannesburg

Roads and bridges

Upon entering into office, the City identified a major backlog in terms of roads. A total of 4,000 km of broken roads and 700 crumbling bridges arose from an R18 billion backlog in the city’s transport network.

As the chart above indicates, 32% of roads’ surface conditions are in a poor or very poor condition, against a target of less than 10%. Similarly, 27% of roads’ structural condition are in a poor or very poor condition compared to a target of less than 5%.

Noting the importance residents place on road conditions, work immediately started on road resurfacing, rehabilitation and reconstruction as well as bridge refurbishment.

Since 2016, a total of 938 lane km of roads have been resurfaced, and 88 km of gravel roads have been upgraded to surfaced roads.

In addition to the roads, the city’s bridge network also needed attention.

From 2016/17 to 2018/19 902 bridges have been maintained.

Construction is in progress on the M1 Double Decker Bridge, due to be completed before the end of the year. Repairs on the closed section of the M2 highway was completed on schedule end of October 2019.

Potholes

Another issue plaguing the roads of Johannesburg has been that of potholes. From 2015/16 to 2016/17 there was a 22% increase in the repairs of potholes reported, while there was a 45% increase in the number of repairs of potholes logged from 2016/17 to 2017/18.

In an effort to improve pothole repair efficiency, the Johannesburg Roads Agency has also been testing the Jetpatcher road rehabilitation solutions system. This is a system that assists the JRA to accelerate the patching of potholes and current workload, while upskilling the existing workforce.

During February 2019, the Jetpatcher system was used to repair 2,700 potholes, averaging just under 200 potholes per day.
Traffic signals

Much needed to be done with respect to managing signal downtime at traffic lights and intersections throughout the City.

Since coming into office, there has been a 20% reduction in traffic signal downtime relating to technical faults.

The introduction of a ‘No Joint Policy’ saw the cabling of the City’s busiest traffic intersections being dug up and re-laid. This sought to reduce faults stemming from cables that are joined together following a cable break, which increases their vulnerability to short circuits.

During the term in office, 182 intersections were re-cabled with a subsequent 72% reduction in faults at re-cabled intersections.

The City has also accelerated the installation of uninterrupted power supplies to priority intersections to prevent downtime related to power outages.

Providing Visible Service Management

The Visible Service Delivery Committee was established by the Executive Mayor to create a platform, on a monthly basis, for all the senior managers in the City’s service entities and departments to engage with the regional operations of the City to address and expedite visible service delivery blockages, delays and queries. The Committee focuses on services that are funded by both the capital and operational budget, such as grass-cutting, potholes, storm-water maintenance, public lighting, refuse collection, road maintenance to name a few.

The committee achieves the following:

- To monitor the performance of departments, entities and regions in relation to critical service delivery failures and assessment of immediate impact.
- To ensure co-ordination between departments, entities and regions within the City of Johannesburg Municipality on all matters relating to service delivery.
- To ensure that relevant departments, entities and regions are given an opportunity to make input and comments on reports.
- To monitor and ensure implementation of projects and operational plans relating to service delivery.
- To conduct oversight visits in areas requiring the City’s attention.
- To ensure the intended outcome for the City, a safe, clean, green, well serviced and the development of economic hubs for the City.
- To finalise allocation of emergency funding to respond to critical service delivery failures.
- To strategically intervene at a political level where performance is not at a desired level.
- To address all policy concerns and impediments.
- To manage the reallocation of resources by entities and departments.
- To respond to urgent service delivery interventions and priorities.

Introducing a new Service Standards Charter

In July 2018, the Mayor’s Office initiated a process to compile a new Service Standards Charter for the City, which offers the residents of Johannesburg assurance on time-bound and quality service provision. Through the transparent implementation of service standards, the City’s residents can trust that we will deliver...
services within a specified timeframe and to a certain quality. Service standard targets are important to guide the employees of the City to work toward achieving and delivering to our residents and to work consistently to surpass these standards.

On a monthly basis, the service standards report is presented to the Visible Service Delivery Committee, chaired by the Executive Mayor, and poor performance is addressed with the senior managers of the City with remedial action taken where applicable and excellent performance praised.

Outcome 4: Caring, safe and secure communities

The City recognises the importance of providing a safe environment in which residents can live, work and play. To this end, the City is employing basic yet innovative measures to restore the rule of law and improve Johannesburg’s reputation of being an unsafe city. Through the expansion of the metropolitan police force, a zero-tolerance approach to corruption, increased emphasis on by-law enforcement and the capacitation of the criminal justice system, the City is making great strides in creating an environment where residents are safe and secure.

At the end of the 2018/19 financial year, the average performance of the 155 service standards was 71% across the City’s departments and entities.

This data allows the City to establish a baseline for improved annual performance, and creates verifiable data to ensure that our residents receive quality services.

Capacitating the JMPD

Coming into office, it became apparent that the Johannesburg Metro Police department (JMPD) was under-capacitated as it had a fraction of the officers needed to properly police the streets of Johannesburg. With the shift system, JMPD averaged only around 800 officers on duty on any shift on a given day. This considered against the geographical area of Johannesburg, and the wide-ranging responsibilities of the JMPD, made it impossible for the then understaffed JMPD to restore and maintain the rule of law.

In 2017 in an effort to capacitate the JMPD, the City embarked on the recruitment of an additional 1,500 JMPD officers.

The recruitment process started in early 2017 with the recruits being inducted in October 2017. Training commencing in November of the same year.

The first 1,000 new graduates were welcomed into the JMPD ranks in November 2019.

In addition, 171 traffic wardens joined the JMPD in November 2018. The traffic wardens are former EPWP employees who were previously trained to perform traffic pointsman duties. In February 2019, the JMPD also welcomed 28 new sergeants, 24 of them are females.

Finally, the City also established a dedicated K9 Narcotics Unit at the end of 2016 to wage the war on drugs. The K9 Narcotics Unit was launched to strengthen the City’s ability to act against traffickers and drug peddlers.
Improving municipal courts

Additional policing manpower means very little unless the City could ensure that those found violating city laws were appropriately dealt with through the legal systems. By-law enforcement has to be aided by municipal courts to ensure that offenders are made to answer to the law.

To this end, the City has been working to improve the effectiveness of the Municipal Courts and ensuring that the existing JMPD officers training necessary to up-skill the officers ability to ensure citations are properly recorded.

Through these interventions, the prosecution rate within municipal courts has increased from 4% in November 2018 to 25% in June 2019

Other key initiatives include the approval granted by the Director of Public Prosecutions in December 2018 for the Evidentiary Breath Alcohol Test (EBAT) to be used as evidence in court against drunk drivers. The first EBAT machine was launched on 21 December 2018. These machines will assist to increase the success rate of convictions related to drunk-driving.

Launching the Integrated Intelligence Operation Centre (IIOC)

Over the past three years the City has invested heavily in a state of the art IIOC to serve as the nerve centre for the City’s law enforcement operations. The IIOC houses the emergency call centre while also monitoring the City’s CCTV network.

Whilst the City’s IIOC monitors City-owned CCTV cameras 24 hours a day, a speedy and effective response is very important.

In May 2019, the City launched the IIOC Reaction Unit – a new team of 100 JMPD officers focusing on combating street crimes reported on a daily basis in the inner city. The Unit will bolster this crime-combating technology with a team of dedicated quick-attack officers. The officers will be undercover in both marked and unmarked patrol vehicles and will be deployed to hotspots identified in areas like Braamfontein, Yeoville, Hillbrow, Doornfontein and other parts of the inner city. The Unit will respond within three minutes with guidance from the IIIC.

Since the launch of the IIIC Reaction Unit, there has been a notable crime reduction in the Inner City.

Enforcing by-laws and bringing back rule of law through Operation Buya Mthetho

In 2018, under the leadership of Chief of Police David Tembe, the City launched Operation Buya Mthetho (“take back the law”).

Buya Mthetho is a new multi-departmental operation aimed at increasing police visibility, enforcing by-laws and to bring back the rule of law to the City of Johannesburg.

A key initiative of Buya Mthetho is targeting residents who can afford to pay for rates and services but instead consume those services illegally. Since its inception, over R1.3 billion in lost revenue has been recovered.

In March 2019, the JMPD launched the Buya Mthetho hotline pilot project where reckless and negligent driving as well as by-law infringements across the City can be reported. The hotline allows residents to report reckless and inconsiderate road behaviour along with other by-law infringements. They will be able to upload footage onto the WhatsApp-based hotline where after JMPD will follow up and take the necessary actions.
In order to improve emergency response time, the City initiated a fleet replacement programme for its Emergency Management Services (EMS) vehicles with the aim of replacing and updating the ageing and damaged fleet. The renewal included fire and rescue vehicles and was a long-awaited and much needed service delivery initiative which directly impacts the lives of the city’s residents.

In June 2019, EMS unveiled 42 newly acquired ambulances which replaced the broken down and aging fleet. This brought the EMS fleet to 101 ambulances servicing the city.

In addition to this, the City embarked on a record procurement of fire engines and other disaster management vehicles. In September 2019 the City received 15 rapid intervention vehicles. These vehicles are a critical resource within EMS since firefighters are able to use them for first response. In addition, 15 skid vehicles were added to the existing Grass Fire vehicles.

In May 2019, the City’s Public Safety Department started the first phase of the R16.4 million upgrade to nine of the city’s fire stations. Brixton Fire Station, Berea Fire Station, North Fire Station, Diepkloof Fire Station, Florida Fire Station, Dube Fire Station, and Sandton Fire Station will receive upgrades to its infrastructure, buildings and its BeSafe centres, which have been instrumental in educating communities on fire safety and creating emergency response unit from these residents. Upgrades at Lonehill and Eldorado Fire Stations have already been completed.

The upgrade of the fire stations also include replacing legacy infrastructure with more modern equivalents, the bay doors for instance are a welcomed new feature to the fire stations which allow or faster dispatch of fire engines in the case of emergencies, furthermore they are far more cost effective and easier to maintain.

As a result, there has been an improvement in EMS response times.

From 2016/17 to 2017/18 the percentage of priority 1 medical calls responded to within 15 minutes increased from 60% to 84%, and the percentage of fire calls responded to within 15 minutes increased from 63% to 74%.

Outcome 5: An honest, transparent and responsible local government that prides itself on service excellence

An honest, transparent and responsive local government that prides itself on service excellence can only be achieved where government is honest, responsive, transparent and productive. The City acknowledges its responsibility towards all of its residents, and is implementing measures to ensure that residents can trust that their government is acting in their best interests. This requires honest communication from the side of government about what it can and cannot achieve within its current limitations, as well as a willingness to listen to the concerns of residents and respond appropriately. Moreover, this requires a professional public service dedicated to serving the City’s residents with pride.
Fighting corruption in the City

The local government elections of 2016 signified residents’ demand for change as well as their rejection of corruption, which had become synonymous with the previous administration.

It is for this reason that Executive Mayor Mashaba declared corruption as Public Enemy Number 1 and took immediate steps to fight this scourge.

Accordingly, the City established an anti-corruption unit, headed by General Shadrack Sibiya to address the challenge of corruption within the City.

Since the unit’s launch, 6 000 cases has been under investigation totalling more than R35 billion in transactions. The Hijacked Buildings Unit has identified 643 hijacked properties in the city, and 44 properties have been returned to their rightful owners.

Bringing financial stability to the City

As of September 2019, the City’s preliminary Annual Financial Statements reflect that the City ended its 2018/19 financial year in vastly improved financial position.

The City closed the 2018/19 financial year with R5.3 billion in cash reserve while spending 91.3% of its capital budget.

It is important to note that this is the first time in the City’s history that Johannesburg has sustained this level of grant expenditure for two consecutive years. While these numbers are subject to the changes arising from the audit process with the Auditor General (AG), there is no doubt that the City’s finances are stable and steadily improving. The City is currently in the healthiest financial position it has ever been.

In addition to this, National Treasury’s preliminary Local Government Revenue and Expenditure Results ranked the City of Johannesburg as the top performing metro in South Africa in terms of aggregate revenue (at 98.5% of budget revenue) and second only to Buffalo City in terms of expenditure (at 97.5% of budgeted expenditure).

The City of Johannesburg accounts for more than half of the investments held by municipalities in guaranteed endowment policies (sinking funds), used to service long-term debt. The City currently holds R2.7 billion in its sinking fund, out of the R4.7 billion held by municipalities in total. This further highlights the health of the City’s finances and ability to service loans.

The City achieved an unqualified audit opinion for 2016/17 and 2017/18. Despite many challenges faced, the AG has found that the City remains in a position to meet its financial obligations, which will allow for continued service delivery to the City’s residents.

Improving procurement oversight

Procurement practices have a major impact on the City’s financial stability. In recognition of this, the City has reviewed and amended its Supply Chain Management Policy to improve the way in how procurement is managed within the City. The changes to the Policy are made with cognisance that a policy can only have a limited impact, and are thus aimed at also improving internal processes and practices. The major changes include alignment to the City’s strategic objectives, increased ethical standard requirements and included accountability measures for breach of ethical standards, increased training requirements and expansion of the scope of consequence and performance management to ensure that non-compliant service providers are held to account and that the City gets better value for money.

Stabilising labour relations

The multi-party government inherited labour relations in Johannesburg which was fraught with difficulties, tensions and past instances of disruptive strike actions. Our residents have paid the price for this in the past.

In order to bridge the divide between the City and organised labour, the City of Johannesburg and its trade unions - the Independent Municipal and Allied
Trade Union (IMATU) and the South African Municipal Workers Union (SAMWU) – made history on 16 August 2019 with the signing of a Memorandum of Understanding (MoU) to improve cooperation and provide for more structured labour relations. The MoU establishes a framework which will:

1. Establish a partnership between IMATU, SAMWU and the City in the budget planning processes of government. As representatives of employees in the City, organised labour has a critical perspective in the execution of service delivery.
2. Drive performance management in the City in such a manner as to accelerate service delivery and generate a more conducive working environment for employees to serve our residents.
3. Require IMATU, SAMWU and the City of Johannesburg to partner together in ensuring allegations of fraud, corruption and malfeasance are investigated and outcomes are implemented. There are further requirements to protect those who report wrong doing from any form of prejudice or intimidation.
4. Establish the principles of a labour relations environment that achieve greater levels of stability through an open-door policy, requirements to engage in good faith and from a problem solving perspective.
5. Set out the requirements of a labour relations engagement framework which will provide the mechanisms to achieve stability in our labour relations. Specifically achieving additional steps aimed at resolving issues in dispute before they rise to the level of strike action.
6. Ensure that the City does not provide recognition to unrecognised trade unions as per the stipulations of the Labour Relations Act.

Under this MoU, each of the parties will hold each other to account in a manner that forms a healthy relationship between government and organised labour. The MoU requires the City and organised labour to be accountable for the actions of those they represent, and provide the requisite leadership to prevent breakdowns in labour relations.

The signing of this MoU is a historic moment in local government labour relations. It is a massive achievement for the residents of Johannesburg and employees of the City. By finding the common ground between organised labour and the City, a framework has been developed which offers a future of greater stability in our work of delivering change to our residents.

**Institutionalising a professional public service**

In acknowledgement of the necessity of a competent and professional civil service as the cornerstone of a capable state, the City launched a skills audit of its workforce.

The audit, being conducted in phases, is aimed at understanding existing skills and competencies and identifying skills mismatches and gaps. The findings of the audit are used to address any skills-shortages through employee empowerment and training.

The skills audit for Levels 2 through 6 have been completed, and the City will introduce measures to ensure that identified skills-gaps are addressed.

**Introducing iRIS**

iRIS (Interim Reporting Information System) was launched by the Executive Mayor and City Manager in July 2017, as a tool to assist Members of the Mayoral Committee, Managing Directors and CEOs of municipal entities as well as Executive Directors of departments to manage the City’s project performance and expenditure of its capital budget. The system requires City departments and entities to report on project milestone data, expenditure data, and project performance data on a monthly basis. The value-ads of the iRIS include:

- The City of Johannesburg has a central repository of all projects that the city is implementing across all entities and departments.
The level of transparency assists senior managers to activate interventions, and address non/poor performance in a time-sensitive manner.

- Multiyear planning and budgeting is enhanced as information is accessible to all senior management, which mitigates the historical culture of silo planning.
- It maximises expenditure of projects, which has a positive effect on the City accessing further funding and bigger grants from National Treasury.
- It supports the strategic objectives of improving repairs and maintenance and increasing capital spend in underdeveloped wards or areas of the City.
- It enables better upfront planning and screening of Capital projects to ensure that the most feasible and implementable projects are submitted for funding in the Budget Cycle.
- It acts as an early warning system on project finance performance and eliminates hockey-stick pattern of expenditure.
- It allows the City to build a historical audit trail.
- It allows senior management to share project management best practise and advice across entities and departments.
- It allows the City to move money around projects that have zero expenditure or are in distress due to poor performance at the mid-year adjustment to projects that require additional investment.

**Gaging residents’ feedback**

The City has always prioritised the capturing of the views of residents in an effort to be more responsive to their needs. To this end, it conducts the Household Satisfaction Index and the Quality of Life Survey every second year.

There has been an increase in both the Household Satisfaction Index and the Quality of Life Survey. The Household Satisfaction Index measures residents’ level of satisfaction on core/basic services, community services, by-law enforcement, as well as the JMPD.

*Overall the Household Satisfaction Index increased by 12 points.*

The Quality of Life Survey also saw an increase from 2015/16 to 2017/18. This indicates an increase in levels of satisfaction and the quality of life experience among the residents of Johannesburg.