Implementing the Joburg 2040 Strategy

1. Agriculture and Food Security

The key objective for the Agriculture and Food Security priority is to address poverty and income inequality. The City recognises the need for immediate poverty alleviation measures (focusing on the poor and vulnerable) and poverty eradication in the long term to ensure self-reliant Communities. The Agriculture and Food Security priority is intended to generate employment and sustainable livelihoods and is an important part of food security. The City’s focus is on a multi-pronged approach which will include actively supporting and providing incentives for small-scale growers to provide a steady support of fresh produce from the urban food system, improve access to markets and ensuring that the City has various strategies and policies in place to realise the right to food.

Key South African policies related to this priority include the Integrated Food Security Strategy (2002), the Zero Hunger Strategy (2009), and the strategic objectives identified by national government in the Medium Term Strategic Framework 2009–2014 entitled Together Doing More and Better. The national government Outcome 7 Delivery Agreement frames food security policy by addressing food availability, accessibility, utilisation and Affordability. In contributing to the national agenda, the City has adopted Agriculture and Food Security as one of its key priorities.

Data released by Global Insight in 2008, stated that 21.6% of Johannesburg’s households still lived below the poverty income level. This can be attributed to high unemployment levels that contribute to high inequality levels evident in the City’s Gini coefficient of 0.63 in 2009. Existing studies on food security in the city indicate that the levels of food insecurity among the poor neighbourhoods are as high as 42%. Food prices in Joburg are also a major factor affecting poor households’ food security. Factors further hampering access to affordable nutrition for many residents includes an under-developed public transport system, too few local markets and a high proportion of income spent on the
food bill. Finally, diseases of lifestyle are the fastest growing cause of death among both poor and middle class. This is not just about the availability of healthy food but about the choices people make.

Key outcomes of this priority include:

Within areas that are identified as highly food insecure, ensure a reduction in food insecurity by 50% Incentives and create an enabling environment for high value food commodities e.g. vegetables, fruit & animal products to be sold locally linking small farmers in their own areas Agribusiness Ventures and Farm Enterprises providing fresh, locally grown food for growing urban population and viable food procurement and distribution systems Work with large food retailers, distributors and manufactures to create a localised system through which to ensure food security Sustained visible multimedia and programmatic intervention in collaboration with multi stakeholders working towards a prosperous, healthy, productive citizenry

*The focus of interventions is on the following:*

1. **Small scale initiatives targeting specific areas**

The initiatives are geared at responding to a shortage of food in specific areas in the city. This will require the identification of farm space in the targeted areas to support the development of communal farms. The proposed model of business organisations to undertake this farming would be through cooperatives organised by the City.

2. **Small scale initiative household level**

Small scale initiative household level will look at food security within a household. The key initiatives include Food for Waste Communal Garden and Food Gardens supported in all household beneficiaries

3. **Large scale farming**

This initiative involves farms ranging from one hectare to over 100 hectares to be harvested to sell to food retail giants. The proposed model for business organisations to facilitate these entities includes cooperatives organised by the City for the Small farmers and those leased to a private SMME
4. Capacity to transform into manufactured food
There is a need to build capacity to transform food into manufactured food. The approach is to work with the Small Enterprise Development Agency (SEDA) through the GDED(GEP) incubator on food processing.

5. Market access
In order to facilitate access to markets the City and other partners will contribute in the following ways:

- Use of existing legislation for market access
- Infrastructure development that will involve storage facility, processing, cold storage and transportation
- Capacity building: to meet quality and safety requirements
- Training and mentorships
- Resource management

The success of the project at the city level requires a strong collaboration with other spheres of government. In this regard a Technical Task Team has been set up with the Gauteng Department of Agriculture to facilitate the coordination efforts within the city. The National Department of Social Development has facilitated engagement with the National Development Agency and South African Social Security Agency on the possibility of supporting the city’s initiative through funding of the proposed people’s restaurants and procurement of local produce by the state institutions namely hospitals, schools, children’s homes and old age homes.

A Memorandum of Understanding with the Gauteng Enterprise Propeller will lead to expert support to the city’s initiative and support for the emerging farmers.

Projects / interventions

- Urban Agriculture and Food Resilience Support
- Urban Agriculture Support
- Support Emerging Farmers(training & establishment of storage facilities)
- Facilitating urban Agriculture/Agribusiness
- Identification, packaging and disbursement of agriculturally viable land
Agro-processing hubs/packing houses

- Urban Agriculture Support
- Facilitate land use change when requested and prepare planning framework to promote agriculture
- Review housing developments that are inconsistent with the new approach
- Priority areas identification and/or densification
- Land assembly for housing development
- Food Gardens (homestead & Communal)
- Food For Waste
- Food Bank
- Nutritional programme
- Preventative Public Awareness programmes
- Promotion of active lifestyle
- Environmental Health Risk Management Programme
- Rating system for food safety compliance (restaurants and vendors)
- Roll out of multi-dimensional campaign promoting healthy eating and healthier living
- Education on food production programme
- Promote healthy eating and healthy lifestyle through productions in collaboration with departments and entities

2. Engaged Active Citizenry

The strategic intent of the Active and Engaged Citizenry priority is to ensure that residents of Johannesburg take an active role in their communities and that they are engaged and participate as involved members of society. The key elements of the priority include the following:

- Identifying the Community based planning objectives and pilot to test the programme;
- Conceptualise the community based planning by regional customer/citizen engagement (including service and facilitation of service delivery such as crime prevention, traffic management, by-law development and enforcement), community and local priorities, development of integrated and intelligent/smart community profiles, stakeholder engagement;
- Develop a resourcing plan to achieve the CBP model;
- Cost and phase the development of corridors based on priorities
- Human development and social cohesion
Key outcomes

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

Strategic Interventions: A ward based approach to active citizenry is envisaged using a multi-centric model to promote active and participative citizenry and this is embedded on a better understanding of residents’ needs and issues, organisational culture change, proactive engagement, continuous citizen interaction, creation of social capital, community based planning and budgeting, advancing the ideals of responsible citizenry, civic education and empowerment

Projects / interventions

As contained in the policy document:

- Review and simplify methods for community empowerment
- Develop community learning modules
- Facilitate Public lectures & dialogues
- Capacity building
- Community outreach approach, plan and coordination amongst departments
- Community empowerment and engagement in ward and community development
- Initiation of area driven strategic partnerships in all regions
- CBP roll out plan across all regions;
- Phased implementation of CBP across the wards: All Wards (130 Wards)
- Alignment of the process to the IDP
- Completed Framework for neighbourhood
Urban Management

- Identification of stakeholders across various sectors in the region
- Phased plan of engagement (implementation) with various stakeholders
- Memorandum of Understanding signed with all identified priority stakeholders with clear programme of action.
- Regional Stakeholder Audit
- Completed One Stop Walk in Centre and Citizen Interface Model
- Tested in 2 regions
- Roll out in all seven regions

Conduct interviews among households in the CoJ to generate information to assess perceptions about service delivery, governance, development priorities and communication preferences to contribute to setting priorities for service delivery and improving communication between the CoJ and its customers and to assist the CoJ in determining the social, economic and material needs of the community and in improving the quality of their lives.

- Galvanised Communities around the GDS 2040 Vision and Objectives
- Citizen Satisfaction Survey: Organisational performance linked to citizen satisfaction
- Terms of references for policy framework
- Approved Policy
- Roll out of policy provisions across the city
- Customer service charter
- Adoption and institutionalisation
- Door-to-door public education (Health literacy)
- Community Empowerment and Activation
- Neighbourhood Urban Management Partnership and Community Driven Services
- One Stop Walk in Centres and Single Window Citizens Interface
- Preventative Public Awareness programmes
- Ward based Primary Health Care outreach teams piloted to achieve community health profiles + health literacy
- Outreach to schools through in-curricular/afterschool programme formats including the following focus areas: Substance abuse, teenage pregnancy
- Preventative Public Awareness programmes /Initiatives targeting Orphans and vulnerable children
- Neighbourhood Urban Management Partnership and Community Drive Services
- Schools festival
- Workshops for community theatre organisations and schools
- Future audience development
- High performance sports academy
- IRCOS Project – Multipurpose centres model
- One Stop Walk in Centres and Single Window Citizens Interface
- Awareness to curb infrastructure vandalism
- Awareness on DSM measures

3. Resource resilience

Economic growth is strongly interrelated with the demand for water, electricity, liquid fuel and mining. Managing limited natural resources as well as the consequences of using these natural resources is thus very important. This means that the City needs to secure ecological sustainable development and the use of natural resources while furthering justifiable economic and social or human development. Johannesburg is also faced with emerging global challenges related to resource efficiency and the environment:

- Erratic and unpredicted rainfall patterns as a result of climate change;
- Anticipated water scarcity and growing water demand which places pressure on the City since it imports water from outside of province;
- Water availability is also threatened due to ground water reserves which have become contaminated with highly acidic water polluted with heavy metals and some uranium due to mining activities;
- Increasing oil prices will add a further burden on already vulnerable communities as transport cost for food and clothing will rise.

The City therefore needs to explore and invest in new innovative measures that will not only protect the City’s life-supporting ecosystems, but will enhance the quality of life of its citizens. The concept of resource sustainability includes the following key aspects:

- The air that we breathe
- The water we use and the natural water resources
- Biodiversity
- Fossil fuels and other minerals and materials
- Integrated waste management

The aspects outlined above can be translated into the following key strategic focus areas and desired outcomes:

<table>
<thead>
<tr>
<th>STRATEGIC FOCUS AREA</th>
<th>DESIRED OUTCOME</th>
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<tbody>
<tr>
<td>Air Quality Management &amp; Climate Change Impacts</td>
<td>Clean air – mitigate against mine dust</td>
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<td></td>
<td>Reduced GHG emissions</td>
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<td></td>
<td>Adaptation to climate change impacts</td>
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<td></td>
<td>Quality of river health – respond to mine dump situation</td>
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<td>Bio-diversity Protection</td>
<td>Protection of eco-systems and bio-diversity</td>
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<tr>
<td>Waste management and minimization</td>
<td>Minimize waste to landfill sites</td>
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<td></td>
<td>Reduce environmental pollution</td>
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<tr>
<td>Infrastructure planning and coordination</td>
<td>Resilient infrastructure</td>
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<td></td>
<td>Asset management</td>
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<td>Consolidated infrastructure plan</td>
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<td>Community empowerment and activism</td>
<td>Behavioural change around DSM &amp; environmental sustainability</td>
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Increased resource exploitation, pollution and waste production have resulted in multi-dimensional social, political, economic and environmental challenges. Water needs to be conserved and recycled; energy generation must become ‘greener’; a mix of cleaner forms of energy must be adopted.

In addressing Resources Sustainability, the key challenges as per the National Development Plan must also be addressed namely: poverty, inequality and unemployment. A number of interventions have been identified, together with the desired outcome. These are included in the table below.
### Table: Overview of interventions and required outcome

<table>
<thead>
<tr>
<th>Project</th>
<th>Overview</th>
<th>Problem Statement</th>
<th>Required Outcome</th>
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</thead>
<tbody>
<tr>
<td>1.</td>
<td>Water is central to economic production and the well-being of our residents, yet most of the city’s water is imported from Elsewhere. The challenge for Johannesburg is to make the most efficient use of the water imported, to explore complementing the water supply with alternative sources and to ensure that the downstream quality of the rivers is not affected by poor quality effluent from wastewater treatment works, polluted storm water runoff and overflowing sewage systems.</td>
<td>The air that we breathe is a natural resource that is also threatened with economic growth and progress. Human activities such as using transport to move around, living and working generates emissions into the air that pollutes the air that we breathe as human beings but also threatens the ozone layer that protects the earth (and the city) from global warming.</td>
<td>To ensure a minimum level of clean air To reduce carbon emissions</td>
</tr>
<tr>
<td>2.</td>
<td>In respect of air, the focus is on the ambient air quality to ensure that emissions from the various sources are within acceptable standards and to further determine appropriate reduction strategies to address effects of air pollution.</td>
<td>The secure and safe supply of water and the protection of essential water resources are critical to the economic existence of the City as well as for the well-being of our residents. Protecting water quality and ensuring that supply of water meets demand is therefore the real challenge for Johannesburg. -With regards to the safe supply of water, Johannesburg has the dual challenge of water scarcity and the increasing cost of water provision and network maintenance. With regards to the protection of essential water resources such as catchment water management as well as ground water, Johannesburg faces the challenges of increasing flood risks, pollution of water courses and underground water which limit the potential of using these resources to supplement current water supply.</td>
<td>To ensure long term water security for economic and growth purposes To ensure a high level of water quality for use To minimise flood events to improve safety of our residents To ensure a healthy and clean river and underground water system</td>
</tr>
<tr>
<td>3.</td>
<td>The City contains within its boundaries extreme natural assets that includes unique biospheres which are not only worth conserving but that is also critical to the sustainability of the larger eco system.</td>
<td>Bio-diversity refers to eco-systems within the City consisting of water courses such as stream and wetlands and the fauna and flora of the City. These bio-diversity elements are constantly under threat due to economic and population growth and these elements needs protection to retain them as</td>
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These bio-diversity elements are constantly under threat due to economic and population growth and these elements needs protection to retain them as assets of the city and for future generations, but also because of the important role they play in the biosphere assisting to purify water, to help clean the air we breathe and to preserve bird and animal life as an integral component of nature.

To protect the existence and integrity of the City’s eco systems and its bio-diversity.

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### 5. The City will need to define a future energy mix that is diverse, rather than being predominantly dependant on coal in order to overcome the scarcity of fossil fuels but also to reduce the carbon emissions generated by the productive city. The work package will also address the negative implications of mining activities within the City.

The use of fossil fuels as a natural resource has three challenges:

- The one being the depletion of these resources and the vulnerability it poses to economic growth and human survival.
- The second being the carbon emissions that flow from the burning of these fuels to produce energy, be that in the form of electricity of fuel for motor vehicles and machines.

To ensure the treatment of acid mine drainage to useable water.

To reduce silting of mine residual in our streams, wetlands and engineering infrastructure.

To minimise dust pollution from the mining activities.

To decrease the city’s carbon footprint.

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### 6. The aspect concerning waste is not always considered as a 'natural' resource; but often looked upon as an impact similar to mining activity. It is also one of the pressing challenges facing the City with landfills filling at alarming rates, in a context of spatial pressures and conflicting demands for land. Recognising that waste must be minimised and optimised.

Actions that relate to a focus on waste management through addressing the waste hierarchy (through both reduction and recycling)

The City is running out of landfill space and existing airspace is depleting at an alarming rate.

To promote more environmentally friendly consumption and production behaviours in the City

Converting to green inputs and to contribute to the green economy.

To reduce the waste that goes to the landfill sites.
will go a long way, particularly when supported by education (with emphasis placed on support in respect of separation at source, and similar interventions).

Waste also offers an opportunity to address poverty and inequality by creating job opportunities within the waste hierarchy.

Projects / interventions
- Implementation of reduction strategies for domestic sector
- Upgrade of Air Quality Monitoring station & equipment
- Issuing of air quality licenses
- Renewable Energy Deployment
- Energy Efficiency roll-out
- Development of Heat wave plan
- Completion of guidelines for resilient infrastructure
- Development of Risk vulnerability information system
- Bylaw review to influence customer behaviour
- Re-use and sale of treated effluent
- Rainwater harvesting
- Measuring & reporting water losses
- Increase pre-paid metering in deemed consumption areas
- Participation at National Task team Committee
- Mitigation measures implemented
- Hotspots rehabilitation
- Wetlands under formal protection
- Compliance monitoring with DWA permit conditions
- Maintain Green Drop Status at 6 WWTWS
- Number of rainwater harvesting initiatives implemented or installed and maintained
- Number of water wise gardens developed
- Conclude on field assessments
- Declaration of critical biodiversity areas
- Open space provisioning and protection via rezoning
- Waste-to-Energy project
- Separation at source (dry waste & garden waste)
- Formalisation of waste pickers
- Separation at source
- Establish new and/or upgrade of existing waste treatment facilities
- Solar water heaters
- Energy efficiency lighting
- Waste to energy
- Biogas from Wastewater
- Treatment Facilities
- Alternative fuels for CoJ fleet with focus on the transport sector
- Cleaner production
- Coordination of sustainable services
- City-wide asset management plan

4. Smart City

A Smart City is generally defined as a city with the capabilities and ability to use “Information and Communication Technologies (ICT’s) to merge dimensions of smart utilities, smart mobility, smart economy, smart environment, smart education, smart people, smart living, smart health, smart planning and smart governance”. Therefore, the ‘smart city’ concept brings together all the characteristics associated with organisational change, technological advancement, economic and social development and other dynamics of a modern city.

The objective of this priority is to become a smart city, by providing services that are easy to access and use, while being efficient, responsive in an open and transparent way; and ensuring sustainability financially, environmentally and in quality service delivery.

Key outcomes:
- CoJ a technologically competent Institution.
- Joburg a Smart City with enhanced service efficiencies and productivity.
- Smart and effective service delivery maintained as the norm.
Quality CoJ information, Communication & Technology systems (ICT) and services to support and enhance citizen active involvement and engagement.

Municipal services provided to households utilizing the broadband infrastructure.

The Joburg broadband network will be a driver of growth and development, and will provide opportunities to solve socio-economic disparities/inequalities. Therefore, it will is a key strategic focus area to strengthen the capacity to build an effective and efficient ICT infrastructure, which will yield:

- Excellent management system/s
- Effective policies, and
- Streamline processes for effective decision-making and service delivery.

The other strategic focus area of the priority is the integrated intelligence centre, which will allow databases and manual processes to be automated across all city departments, including setting data standards and create a dashboard to deliver a single view of data/information across departments.

The City of Johannesburg and the Gauteng Provincial Government (Department of Economic Development) are collaborating on the development of the Gauteng Smart/Techno Hub initiative in a form of an ICT infrastructure development project at NASREC. It is envisaged that such collaboration will also benefit the City in the implementation of its smart city concept. This collaboration between the CoJ and the GPG will result in the following benefits:

- Optimisation of state ICT infrastructure;
- Improved service delivery and turnaround through technological advancements;
- Economic development and the creation of sustainable jobs;
- Providing a greater place to live and work;
- Running of the COJ and the GPG more efficiently and effectively;
- Extensive community support through the use of ICT (i.e. universal broadband access, schools connectivity, efficient content delivery, etc.); and
- Practically bridging the digital divide, while creative numerous opportunities within the market through ICT.
**Intervention strategies**

*Smart Metering: Electricity and Water*

The most common smart grid solution in electrical industry has been the smart metering intervention. This started as a project to address challenges related to meter reading, moved to digital scanning devices and it has grown to a fully automated solution. Smart metering generally involves the installation of an intelligent meter at residential customers and the regular reading, processing and feedback of consumption data to the customer. Smart meter has the following capabilities:

- Real-time or near-time registration of electricity use and possibly electricity generated locally e.g., in case of photovoltaic cells
- Possibility to read the meter both locally and remotely (on demand)
- Remote limitation of the throughput through the meter (in extreme case cutting of the electricity to the customer)
- Interconnection to premise-based networks and devices (e.g. distributed generation)
- Ability to read other, on-premise or nearby commodity meters (e.g. gas water)
- Usually, a smart meter is considered for registry of electricity and gas use, but also water consumption registration is a possibility.

The key functionality will cover areas such as billing data collation and verification, revenue management, operational support and information to manage outages, maintenance and network upgrades, customer service information, integration methodologies to transfer data from and to legacy systems and load switching and control data.

*Integrated Intelligent Centre – Public Safety*

- Provides high quality data across police organisation for decision making and action
- Becomes the primary source for quality reference information in data warehousing
- Ensures control and leverage of trusted data
- Addresses source data access, quality, traceability and availability issues
- Leverages information governance mandates to achieve standardisation and efficiencies
- Consolidates data integration technologies and leverages additional capabilities (e.g. Data Profiling, Metadata Management)
- Leverage the data warehouse to provide broad-based, user self-sufficient reporting and analysis capabilities
- Leverage advanced analytics in the area of predictive next actions / outcomes to prevent crimes and drive greater citizen safety
- Provide a single view of key data entities to enforce standardisation and consistency across the organization

**Johannesburg Broadband Network (JBN) Project**

The aim of the project is to ensure the availability of affordable broadband connectivity throughout the City, which will support socio-economic development through accelerated growth, expanded productivity and enhanced quality of life for all. The City is establishing the JBN for the purposes of lowering its own costs and increasing access to telecommunications services for residents in the City thereby stimulating economic development and improving City service delivery.

The primary objectives of the project are:

- Support socio-economic development through accelerated growth, expanded productivity and enhanced quality of life for all.
- Increase the usage and penetration of high-speed broadband connectivity.
- Facilitate the growth and development of new and existing Information and Communication Technology (ICT) businesses.
- Improve the marketability of Joburg as a destination (toward attracting Investment).
- Increase and accelerate access to the benefits of Internet based communication and to achieve digital inclusion.
- Reduce the costs of government and improve service delivery.
- To increase the competitiveness of business.

PAIL was started by the Community Development department to respond to a need to provide an ICT platform to communities, in particular, learners to easily access information using the Internet as the key technology to deliver the service. The aim is to provide portals that can be accessed for free and users will be able to interact with the Global community. The objectives include:

- Support learning – schools;
- Meeting community needs through technology;
- Create a platform for youth to access job opportunities;
- Provide career information.
Smart City Enablement

The Information, Communication Technology (ICT) intervention strategies focuses on key initiatives that will give rise to the vision of Johannesburg as a Smart City, and these initiatives include:

- Development of a Green ICT strategy;
- Optimal use of ICT to improve productivity and efficiencies such as reduction of physical meetings by using teleconferencing, video conferencing, telepresence, etc.;
- Encourage use of technology to work from anywhere and anytime. This will reduce traffic congestion on the roads and time wasted in traffic jams;
- Implementation of Smart Grid/Advanced Metering, which focuses on implementing ICT technologies onto City Power grid to save energy and make the grid more reliable;
- ICT skills development within the City of Johannesburg to enhance service delivery;
- Collaboration with the Gauteng Provincial Government in the development of ICT hub by ensuring that the Broadband Network Infrastructure is available during the rollout of this initiative.

Projects / interventions

Joburg Broadband Network (JBN) and connectivity.

Broadband Network

Public Access to Internet in Libraries (PAIL)

Integrated Intelligent Command Centre:

- Migration of LPU metering data to the new MDMS platform
- Installation of +/-1200 meters in Blaigowrie
- Installation of +/-8000 meters in Kensington, Dainfern, Florida, Witpoortjie and selected townships
- Smart Metering (Water)
- Implementation health specific electronic data collection systems in health facilities subject to availability of additional dedicated computers, software and data capturers. Ensure that network availability is in place
- National Health Insurance (NHI) implementation + monitoring
- Fraud and corruption prevention and early detection systems especially in EHS.
- Community Empowerment and activation
- One Stop Walk in Centres and Single Window Citizens Interface
• Rollout ticketing system to all venues
• Wireless internet connectivity in hospitality venues
• Accounting systems integration
• Smart-ticketing system

**Green economy**

The objective of this programme is to shift the City’s economy towards an economy that grows and creates jobs as a result of creating economic opportunities from more sustainable and green production, manufacturing and services such as producing bioethanol, manufacturing solar geysers, provision of public transport etc. Key to the City’s economic growth and resilience is the sustainable use of natural resources and the protection of the environment. The green economy achieves these objectives through projects that lead to investment, job creation and competitiveness.

**Key outcomes**

• Job creation and income generation as a result of energy diversification
• Green reflecting for private and public transport vehicles as well as City fleets
• Job creation and income generation through waste recycling City becoming a leader in innovation in respect of the green economy

In the past economic growth has been pursued to the detriment of the environment with long lasting consequences for the environment and humans. The City recognises that this trend cannot continue if the City is to meet its long term objectives. The City must invest in an economy that can create sustainable employment while ensuring the protection of the environment by:

• Developing a green economy framework to facilitate City-wide green initiatives
• Packaging the City’s green projects in order to attract investments to these projects
• Implementing programmes and projects that will contribute towards stimulating demand and supply for green services and products.

The South African Green Economy Strategy has been compiled by the Department of Environmental Affairs and the strategy is decentralised through all departments and spheres of government. It is therefore important to engage with adjoining local authorities, other metropolitan local councils as well as with the Gauteng Department of Agricultural and Resources Department in implementing this priority.
Projects / interventions

- Investments in manufacturing businesses that are registered as green industries
- Investment in business that are registered as green business
- Metrobus reflecting
- Pikitup reflecting
- Taxi industry reflecting
- Improving energy efficiency and reducing carbon emissions on existing city fleet