

The launch of the 2006-2008 Mid-Term Report

29 October 2008

Speech by the Executive Mayor of Johannesburg, Councillor Amos Masondo, on the Occasion of the Launch of the 2006-2008 Mid-Term Report, Reception Room, Council Chamber Wing, Metropolitan Centre, Braamfontein – Johannesburg

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Speaker of Council: Clr Nkele Ntingane

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Members of the Mayoral Committee

Chairpersons of Section 79 Committees

Members of the Diplomatic Corps

Managers and Officials of Council

Civil Society Organisations

The Media

Distinguished Guests

Ladies and Gentlemen

Programme Director, on 1 March 2006 the citizens of Johannesburg re-elected the African National Congress (ANC) as the governing party in Johannesburg and I was privileged to be elected to serve a second term as the Executive Mayor.

September 2008 marked the mid-point of the five-year electoral term. As we did in the previous term of office, we are publishing our Mid-Term Report to re-state the commitments cited in the ANC electoral manifesto, the City's Growth and Development Strategy (GDS) and 5-year Integrated Development Plan (IDP). Against these commitments, we intend to report on progress made for a period of 30 months. We will highlight on our achievements as well as the challenges that we face.

Our first mid-term as well as end of term reports provided us with a valuable record of the work done. This provides the City as well as the various stakeholders and researchers with a valuable record.

Programme Director, you may recall that the theme of the 2006 February, end of term report was "Reflecting on a solid Foundation".

Our theme for this report is: "Realising the future we choose: A message of progress". This theme expresses the view that we are steadily realising the ideal of a World Class African City for all.

This Mid-Term Report reviews the City's performance in terms of the areas and sectors outlined in the GDS and IDP.

- governance;
- financial sustainability;
- economic development;
- spatial form and urban management;
- environment, transportation;

- infrastructure;
- housing;
- community development;
- health, public safety; and
- corporate and shared services

The City prepares an annual report that covers every financial year. The relevant detail is captured in this document.

Programme Director, I think it is appropriate to examine some of our achievements and challenges through the lens of the Six Mayoral Priorities, identified at the start of this term of office.

The Mayoral priorities are:

- Economic growth and job creation;
- Health and community development
- Housing and services;
- Safe, clean and green city;
- Well-governed and managed city; and
- HIV and AIDS

One of the highlights of the year 2006 was the adoption of a Growth and Development Strategy meant to guide our thinking, our planning and our programmes over the next 20 to 30 years.

Programme Director, the City of Johannesburg has, since the 1st March 2006 Local Government Elections, re-committed itself to our vision: to build Johannesburg into a World-Class African City.

In order to realise this goal, the Growth and Development Summit which was attended by more than 1500 delegates was held on 12th May 2006 at Nasrec. This significant gathering produced the Growth and Development Strategy Document. The vision statement says:

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

In addition, the City, through an intensive consultation process has developed a five year Integrated Development Plan (IDP).

Through these strategy documents, we are seeking to address the challenges of urbanisation and migration, economic development and job creation, service delivery, poverty, urban

renewal and regeneration, globalisation, need for information technology and the bridging of the digital divide and other related challenges.

Ours is a developmental local government. We seek to actively use the instrument of Local Government, the municipality, to improve the quality of life of all residents and citizens.

In addition, it is important to note that the IDP should speak to both the provincial and national plan and vice versa.

Governance

Programme Director, let me start with the issues of governance and oversight in the City. The City of Johannesburg was identified as one of two municipalities in our Province to pilot the separation of the Executive from the Legislative arm of Council. So, following the 2006 local government elections, the City of Johannesburg piloted this innovative governance model.

The City established Section 79 Committees that coincides with the relevant political portfolios to provide political quality assurance and scrutiny on all the work undertaken in the City.

This was a departure from the way Council had operated before but the new approach has seen the overall quality of work that we do being significantly improved. Work done includes the functional Ward Committees, the management of petitions from communities and civil society organisations, the Mayoral Road shows as well as the various public meetings that are convened to address a variety of issues.

Economic Development and Job Creation

Programme Director, Johannesburg's economy has grown by more than 6% per year in the last two years, reaching 6,4% growth between 2006/07 and 2007/08. This growth has been driven by a range of sectors, construction in particular. Finance and business services remain the City's largest contributors.

In the year 2007, the City of Johannesburg hosted the then State President in the first ever Presidential Imbizo in our City. One of the most profound outcomes of the Imbizo was the acceleration of economic growth in Johannesburg by 9% if the country had to realise a 6% economic growth by year 2014. This re-emphasised the need to diversify much more in respect of how our resources and plans were structured.

Programme Director, given the difficult international economic situation, it is likely that the economic growth may slow down and as a result, we may not escape unscathed.

The sound South African macro-economic environment notwithstanding, we have seen declining commodity prices and exchange rate, declining business confidence index and a downturn in industry results.

During the first half of this mayoral term, the economic unit of the City has focused on systematically restructuring, realigning day-to-day operations of the core department and its associated entities. Concerted effort will now be placed on concluding all policy and planning processes and commencing with implementation across all focal areas.

The City has created 103 461 Expanded Public Works Programme (EPWP) jobs since 2004/05. We have also created a significant number of learnerships. The City's economic programmes focus on the unemployed, the informal sector and the working poor.

We will continue to position the City as an economic role player of significance by seeking to ensure amongst others that the cost of doing business in Johannesburg becomes cheaper and that less and less time is spent on approving development applications.

Health and Community Development

This City envisage a city with a high quality, efficient, accessible and equitable health system for all and a city where community development, personal growth and social mobility will be enhanced and where the challenges of poverty, vulnerability, inequality and social exclusion will be addressed.

The revised Social Package Programme was completed in December 2007 and implementation has started with the registration of potential beneficiaries. The City has committed R20 million to establish operational systems that will be overseen by a strategic directorate with a pool of 20 social work frontline staff.

What remains a high priority in our work is to ensure that the social support programmes of the City is rolled out to every deserving citizen to ensure that we do not leave our people in destitute situations.

In this regard, the indigent households now receive a package consisting of 10kl per household per month free basic water, 4kl per household emergency water and 100kWh of free basic electricity. To date there are 119 000 registered indigent households. More beneficiaries will be included in the near future.

The Early Childhood Development (ECD) Programme will enhance the quality of ECD care through the provision of institutional support to ECD facilities across the City. Despite the fact that many ECD facilities have experienced difficulties in meeting the by-law requirements, the ECD Unit has undertaken an audit to assess and assist with compliance levels.

The Job Creation, Career Guidance and Skills Development programmes have targeted youth for career development. Programmes include the following:

- A New Venture Creation project benefiting about 300 young people from Diepsloot who acquired business skills including start-up and funding skills;
- Learnership programmes;
- Career guidance (provided to 400 youth);
- Domestic worker training in home management;
- Entrepreneurial skills workshops in all regions;
- The City's Career Expo in May 2008 exposed youth from disadvantaged communities to municipal career opportunities;
- The Bursary Scheme provided financial assistance to 92 young people in 2008;
- and
- Call centre management training.

The City also provides a basket of services, including food, education, health, recreation and skills development to youth-headed households in Johannesburg. In early 2008 it was established that 226 child-headed households qualified, the bulk of them in Regions A and D. Assistance directed at these households ranged from linking families to food garden projects, providing clothing and school uniforms to actual feeding schemes.

Programme Director, a total of 8 175 vulnerable, HIV/AIDS affected and orphaned children were fed in the latter part of 2006. Region G works closely with non-governmental organisations (NGOs) in delivering the food programme. This operates through three schools in the region and reaches 534 orphaned and vulnerable children. An additional 1 249 children who are not part of the schools programme, are supported by NGOs in conjunction with the department.

On TB, we have noted, amongst others, the following developments:

- In 2002, only 54% of newly diagnosed patients suffering from TB were cured, compared to 70,8% in 2006/07 and 74% in 2007/08.
- The City of Johannesburg is regarded as the best performing municipality in the country for its implementation of the National TB Crisis Plan.

The Children and Youth Health Programme focused on immunisation. In June 2006 approximately 87,6% children under a year old had been fully immunised. This increased to 88,5% in 2007/08. In addition 89% of children under one year of age were immunised against measles, and 100% of children under one were provided with Vitamin A. All severely malnourished children visiting City health clinics were assisted and strictly monitored. A comprehensive awareness programme on the prevention of childhood accidents and injuries was implemented. Youth-friendly health sites have been established to encourage young residents to be healthy, well informed and to seek assistance timeously.

Housing and Services

The housing priority covers a wide range of activities including human settlements, water and sanitation, electricity and solid waste services.

The Informal Settlements Programme aims, where possible and appropriate, to formalise existing informal settlements. Our Formalisation of Informal Settlements plan includes the following.

- Proper layout and demarcation of stands in the area;
- Delineating each stand in the area through fencing
- Registration of residents
- Allocating of stands to deserving and registered families
- Providing street names and numbering each structure in the area
- Providing basic lifeline services; and
- Providing a development framework for the upgrade of the area through local participation.

These, Programme Director, simple yet profound steps provide the basis of security of tenure for the residents and those with the means would easily transform their neighbourhood to a better community environment through self-driven development

initiatives.

The City's five-year strategic objective to formalise 95% of settlements located on state land and to upgrade 50% of informal settlements to a minimum level of basic services has been partially achieved in the period under review. A total of 18 informal settlements were upgraded during the first three quarters of 2007/08 against a target of 52. This brings the total number of informal settlements upgraded during the Mayoral term to 43. A total of 182 feasibility studies on settlements have been completed.

The City set a target to deliver 100 000 well-located and good quality housing units over the five years of the Mayoral term. This includes the delivery of 15 000 rental housing units, 30 000 housing units through the Community Builder Programme; 50 000 mixed income housing units and the upgrading of hostels to accommodate 5 000 residents.

A total of 89 housing units were developed through Letsema programme across the City. The City has also been working on a set of interventions to improve the quality of backyard accommodation. So far approximately 400 backyard rental units have been developed through a Gauteng Provincial Government initiative targeting the upgrading of existing backyard shacks and the development of new backyard rental units in Alexandra.

The City has also delivered 246 special needs housing units to its citizens. A register of physically challenged housing beneficiaries has been developed. In addition, units were refurbished in old age homes, hostel units were upgraded and accommodation was secured for street children.

Progress has been made in creating emergency shelter for residents of the City. Two emergency housing developments were completed in Diepsloot during 2006/07. During 2007/08, the City delivered 1 188 emergency housing opportunities, many of these in the Inner City and Alexandra. As a contribution to the regeneration of the Inner City, the Johannesburg Property Company (JPC) and Joshco developed temporary and communal accommodation in five buildings during 2007/08.

Services

The Basic Services Delivery Programme is intended to eliminate all backlogs in access to basic services. The specific IDP targets include the following:

- Achievement of 98% coverage of at least level-of-service (LOS) 1 for water (portable water within no more than 200m of each house;
- Achieve 95% coverage of at least LOS 1 for sanitation;
- Reduce reliance on chemical toilets to no more than 2% of the total population;
- Collect waste once a week from all formal and informal settlements by 2008;
- Distribute electricity to at least 95% of formalised households;
- Provide street lighting to 95% of formal areas in Johannesburg; and
- Provide street lighting to at least 60% of informal settlements.

At the end of 2007/08 about 84% of the 1 169 048 households in the City had access to water, and 76,7% had access to adequate sanitation. A total of 78,4% of all houses has electricity (inclusive of Eskom supplied areas). Efforts towards accelerating delivery and ensuring sustainable services through effective water and energy conservation will be strengthened.

City Power has embarked on a programme to provide public lighting in informal settlements. All informal settlements are also receiving at least a once-a-week waste collection service in the form of bin liners and 85 litre bins. Pikitup is now providing a daily cleaning service to 71 of the 182 informal settlements.

The City is also working on ensuring that infrastructural networks function optimally. This requires day-to-day maintenance as well as proactive measures to address leakages and infrastructural inefficiencies.

The Service Delivery Improvement Programme was set out to reduce electricity billing losses from 3% to 1% and reduce electricity outages by 50% in 2010. City Power has reduced outages due to distribution infrastructure failures. In the first three quarters of 2007/08, 52 unplanned electricity outages were recorded, representing almost a 50% reduction in the number of outages for the year. There has been a significant investment in electricity distribution infrastructure and network upgrades. City Power has worked with Eskom to implement a load shedding management plan and develop demand-side management policies to respond to the electricity shortages experienced in 2008. Prepaid electricity meters were installed in 19 170 homes during 2007/08.

- Load shedding was nationally defined as the
- Increasing and uncontrollable demand for electricity in South Africa
- Current infrastructure could not cope with current and future growth demands on electricity
- There was a need to balance supply of energy with protection of environment to meet national energy efficiency targets coupled with a diversification of sources of energy
- City Response
- Internal – retrofitting in all City’s buildings
- Five buildings already completed
- 12 buildings to go on tender soon
- External – Energy efficiency guidelines underway to promote energy efficiency through:
 - Energy demand management by-laws to:
 - Regulate the implementation energy efficiency measures for existing and new buildings
 - Forced integration of energy efficiency measure into new development such as alternative energy such as solar panels
- Voluntary demand side interventions – especially for major property owners and developers and Energy Efficiency Accord between NBI and DME
- Implementation of incentives/disincentives
- Consumer awareness campaign
- Demand Side Management
 - Geyser control
 - Automated Meter Reading (AMR) AND prepaid metres
- Energy efficiency
 - Heating, ventilation, Air conditioning and Cooling (HVAC) for buildings
 - Lighting – Compact Florescent Lighting
 - Water pump efficiency

- LED traffic lights
- Alternative Sources of Supply
 - Solar Lighting including traffic, Solar Water Heating
 - Gas Turbines/distributed generation (decentralised)
 - Landfill gas
 - Biogas from waste water treatment works.

In order to reduce unaccounted for water, the City continued to roll out Operation Gcin'amanzi. This involved a programme to introduce pre-paid water meters in Soweto, saving 38 billion litres in just over two years. Unfortunately water savings have slowed down because Operation Gcin'amanzi has been halted in response to a court ruling that deemed the pre-payment meters unconstitutional. The judgment is being appealed.

City Power has developed an action campaign named Izinyoka that involves the installation of protective structures to prevent illegal connections. It is also pursuing a number of prosecutions dealing with illegal connections. The action campaign to remove illegal connections has met with some success, but has not significantly reduced electricity losses.

The City has embarked on a number of technologically innovative programmes that allow consumers to regulate – and ultimately reduce – their own demand for municipal services. Demand-side management has advantages for the City, for residents and ultimately for the environment.

We are also working to reduce waste to landfill. As a signatory to the Polokwane Declaration of 2001, the City is ultimately committed to the “Zero Waste” to landfill goal. Pikitup has successfully introduced waste minimisation, diverting, separation and recycling programmes. These include brokering an agreement with City Parks to divert green waste to garden sites; piloting diversion of commercial waste to a private recycling facility; establishing a partnership with Mondi to increase waste minimisation efforts; and repairing and upgrading dilapidated garden sites and weighbridges.

Safe, clean and green city

A number of City departments and municipal entities are involved in creating a city where lives and property are safe and secure and where the external environment is free of pollution and promotes environmental sustainability.

The City's Crime Prevention Programme targets interventions to reduce crime and mitigate community conflict. We have forged strong working relationships between JMPD and SAPS, at both local and provincial levels. A by-law management unit was established in 2006/07 to co-ordinate bylaw enforcement in the City. Several focused law enforcement operations were conducted to target illegal street trading, problematic signage, illegal land invasions, inadequate waste management, illegal land use, and inappropriate storage of flammable and dangerous goods. Dedicated law enforcement teams were also established to address park safety, as well as illegal connections of water and electricity.

In 2006/07 the deployment of metro police officers on a regional level was made more

structured and controlled. JMPD assigned dedicated police officers to priority police stations such as Booysens, Hillbrow, Johannesburg Central, Honeydew and Moroka, to strengthen the crime-fighting services.

The visibility of policing has also been increased through an operational plan that focuses JMPD patrols at transport nodes, parks, and areas with high incidents of crime. In the area of social crime prevention, metro police officers were trained in victim support. The community outreach unit in the JMPD visited over 300 schools to raise awareness about substance abuse and dangerous weapons, and more than 190 businesses to educate women on domestic violence and abuse.

The Traffic Safety Enforcement Programme aims to give proactive information and education and ensure effective road-traffic law enforcement. The target is to reduce road fatalities and improve compliance to road traffic laws by 15% by 2011. This programme will focus on campaigns to reduce the number of unroadworthy vehicles, to facilitate the free flow of traffic and conduct traffic safety awareness campaigns.

The Disaster Management Programme is intended to prevent avoidable disasters through information and education programmes, especially in disadvantaged areas at greater risk of fires, flooding and other disasters.

The Emergency Response Improvement Programme focuses on efficient and effective response to emergency incidents.

The City Greening Programme has exceeded expectations. To date, more than 90 000 trees were planted. Nine new parks were developed, and eleven parks and seven cemeteries were upgraded – clear evidence that the goal of a green city is being realised.

Well-governed and managed City

On finances, the City realised that prospect of success on the basis of a plan that is funded on distant targets were remote hence the acceleration towards immediate attainment of clean audit for the City. We received a clean qualified audit report in the year ending June 2007 and there after we established practices to ensure ongoing achievement of clean audits. A year later, in 2008 the City received its first unqualified audit since the establishment of the metropolitan form of government.

Both the City's short and long-term international credit ratings have improved and we stand at AA+ and F1 short-term, which simply means our financial position, is very strong and positive.

The City's capital budget grew from approximately R2,6 billion in 2005/06 to nearly R4,6 billion in 2007/08, while the operating budget reflects on average annual growth of 11,2% for the same period resulting in the largest municipal programme in the country.

The Budget is more than a record of revenue and expenditure. It is the key policy instrument through which society can be transformed and developmental outcomes achieved.

Municipal Property Rates

In July this year the City implemented its Rates Policy. This was after we announced the release of the draft Rates Policy for the City and invited people to comment on it in July

2007.

At the time, comments we received related mainly to the affordability of rates as well as the fears of the public of how this could affect our vulnerable residents – like pensioners. We also received requests for special rating areas and special tariffs for Sectional Title properties. In all we received approximately 755 written comments and held more than 26 public meetings around the City.

This was an important milestone in the City's implementation of the Municipal Property Rates Act of 2004.

In regard to development planning and urban management, Programme Director, we have implemented the Development Application Improvement Programme. This programme aims to improve the management of development applications. Since June 2007 the City has been working on revising this system with the intention of developing a single town-planning scheme and simplifying town-planning procedures, this is yet still to be completed.

The efforts to streamline the City's planning system received a setback in February 2008 when the court ruled that the province – and not the City – would have jurisdiction over land-use applications lodged in terms of the Development Facilitation Act of 1995, even if the applications related to properties within the boundaries of Johannesburg. Notwithstanding this setback, the planning sector in the City has facilitated a major improvement in turnaround times for some applications:

- Complex township establishment applications which formerly took an average of three years now take only nine months;
 - the time taken for a rezoning has been reduced from 10 months to 7,5 months;
- Average time for the post-approval process has been reduced from six months to 2,2 months; and
- Turnaround time for simple building plan applications is a remarkable 24 hours.

The Urban Management Programme focuses on day-to-day urban maintenance issues such as potholes, broken street lights and uncollected refuse in priority areas such as the Johannesburg Inner City and the Randburg, Roodepoort and Lenasia CBDs.

Work on developing Regional Urban Management Plans (RUMPs) for each administrative region started in December 2006. Where plans are complete, regional directors have signed scorecards that measure their performance against these plans. The progress of this process so far can be measured by the 499 statutory notices served in terms of the Town Planning Scheme, health bylaws, fire regulations and building regulations. So far the urban management programme has been most successful in the Inner City where a multi-departmental task team of 176 officials is in operation. There are plans to extend the multi-departmental task teams that have been so successful in the Inner City to other regions where capacity at present average only 33%.

The first part of the Inner City Charter speaks of the future of the Johannesburg Inner City. It engenders all stakeholder to envisage the future Inner City as a place:

- That will be developed in a balanced way in order to accommodate all people and interests;
- Which remains as the vibrant business heart of Johannesburg as a whole, with an increased emphasis on residential density;
- Which works, as many other cities do elsewhere in the world; as a key residential node. Our Inner City will not be a dormitory for the poor, nor an exclusive enclave of loft-apartments, galleries and coffee shops.
- Of first entry into Johannesburg, but also a place where people want to stay because it offers a high quality urban environment with available social and educational facilities, generous quality public open space, and ample entertainment opportunities.
- Which serves as both the key transportation transit point for the entire Gauteng Global City Region, but also as a destination point where people want to walk in the streets.
- Regardless of the functions and people it accommodates in future, the Johannesburg Inner City will be well managed, safe and clean.

The City is implementing the bus rapid transit (BRT) system, Rea Vaya. BRT extends work that had already been started on developing a Strategic Public Transport Network (SPTN) for the city. The network was designed to link major nodes with high-activity public transport routes.

Our all inclusive public transport system that integrates not just different modes but different operators and patron in the transport sector has been developed through participatory and consultative strategies.

HIV/AIDS

The City's participation in the National HIV Sero Prevalence survey in 2006 revealed an emerging downward trend in new infection rates. Johannesburg's current prevalence rate at 30,6% is less than the Gauteng average. The City's long-term goal is to significantly reduce HIV/AIDS prevalence and incidence rates and reduce the impact of HIV/AIDS on communities.

The City of Johannesburg has applied a community-based model to address the challenges faced by those affected by the disease through its HIV/AIDS Community Care and Capacity Development Programme. This is considered to be the most appropriate course of action in providing a comprehensive, integrated and inclusive approach to the challenges presented by the pandemic. As part of this process the City has implemented the Jozi Ihlomile campaign to train community volunteers in prevention; care and support; voluntary counselling and testing (VCT); Anti-retrovirals (ARV) efficacy training; Prevention of Mother to Child Transmission awareness; and tuberculosis treatment. The programme has been delivered through an innovative method where peer educators 'adopt a block', visiting families and households within that block to provide support, education and to make relevant referrals. The programme provides community education to address issues such as social inclusion, awareness and prevention. Jozi Ihlomile is complemented by a nutrition programme focusing on access to healthy foods and nutrition. The programme also contributes funding to the Community Development Department to provide indigent burial services to poor families.

In March 2008 the City's Health Department received final accreditation from the National

Health Department to roll out anti-retroviral treatment (ART), facilitating the implementation of the Medical Care and Anti-Retroviral Roll-Out Support Programme. This significant step enabled the signing of a memorandum of understanding between the City, the Gauteng Provincial Health Directorate and the NGO 'Right to Care'. This partnership has been involved in promoting adherence to ART protocols and in ensuring that all City regions now have access to comprehensive HIV/AIDS Management and Treatment Plans. Two new antiretroviral delivery sites have been established at OR Tambo Clinic and at Thuthukani Clinic in Ivory Park.

2010 FIFA World Cup

The City's preparations for 2010 remain on track, on schedule and within budget. A number of local and international inspection teams, observers and media representatives have expressed satisfaction about the progress that has been made.

R789,1 million has been provided over the next two financial years for 2010 of which R580 million will go towards the completion of Soccer City, R130 million for the work done at Ellis Park, and R82 million for one of the City's primary legacy projects, the greening of Klipspruit and its wetland system. R194 million has been allocated to upgrade the stadiums that will serve as training venues.

The International Broadcasting Centre (IBC), to be located in Johannesburg, will contribute to ongoing improvements in local telecommunication and broadcasting infrastructure. The City will make an investment of R120 million in the IBC. The main expenditure will be to rent and upgrade the required halls and facilities from the Expo Centre.

The City is investing in infrastructure upgrades in the vicinity of Nasrec, Soccer City and the IBC, ahead of developing a mixed-use precinct that will include one of the City's biggest transport hubs, as well as commercial, retail and residential developments. Once completed, Nasrec will be one of the most accessible precincts in the region, providing economic opportunities for the surrounding communities and the general public.

Looking Ahead

The City of Johannesburg has made considerable strides since the first mayoral term (2000-2005). The solid foundation laid in that term has created a stable environment for delivery and development in the current term. Johannesburg is growing in political, economic and developmental stature as a city which values high growth and cares for its residents. Over the last two and a half years the City has taken bold steps in realising the vision of being a world class African city.

In the remainder of this term the City will consolidate the gains that have been achieved and continue to extend the services that it offers – both in quality and reach. In a city of contrasts, a focus on accelerated economic growth must be matched by concerted attention to promoting livelihoods, reducing poverty and ensuring social inclusion.

The new governance model pioneered by the City is in place. The task ahead is to finalise all the systems associated with this model and to consolidate its operation across the whole City. This means reflecting on the implications of the model and the lessons learnt from its implementation so far, and continually refining the systems of good governance.

The City's governance is contextualised within national governance arrangements. The City will continue to participate in intergovernmental forums addressing the distribution of powers and functions between spheres of government, with a focus on strengthening the role and capacity of local government.

The deepening of democracy through rolling out community-based planning in all wards will be achieved by the end of this term. Customer relations will be improved with the development of a customer-centred focus through a single-window customer interface.

A sound financial footing has been established, but cannot be taken for granted, and must be maintained. Vigilant attention will be devoted to achieving clean audits for 2008/09, 2009/10 and 2010/11 and will guide financial practice in all areas of work. At the same time the City will work to ensure that revenue growth is sustained. A priority is the rolling out of the revised rates and tariffs system along with the resolution of all billing and revenue collection problems. The City will pursue prudent strategies to mitigate the threats to its financial security: the financial implications of possible regional level electricity distribution; the complexities of sourcing grant funding; the need to explore other revenue streams; budget alignment between spheres of government; the stresses that will result from ongoing migration; and the environmental pressures of climate change and strained water resources.

The economic challenge to grow the urban economy at a rate of 9% by 2014 requires concerted effort. The stimulation of trade, the optimising of tourist opportunities, the facilitation of a buoyant business environment and the appropriate targeting of the City's economic development efforts are key to this growth. Moreover, if the city's economy is to grow by its target rate of 9%, this growth will need to focus on supporting high value-added sectors and will require a pool of appropriately skilled workers with post-matric qualifications.

Efforts to incorporate marginalised people into the economy and to stimulate the development of small business will ensure that the benefits of economic growth can be shared. The optimisation of the UDZ and the extension of economic regeneration to more areas will receive high-level attention.

The new growth management strategy developed by the City will be implemented in the remainder of the term. This innovative approach to spatial decision-making is key to the City's role in steering future settlement patterns away from segregation. The City will confront the challenge of resource limitations while optimising sustainable use of the high quality infrastructure that Johannesburg has to offer.

Allied to overall strategic spatial planning is the consolidation of urban management at the local scale. For this the roll out of RUMPS in all areas will be prioritised in the remainder of the term. Development will be streamlined by rationalising the City's town planning scheme and improving development application processes.

Improved transportation infrastructure is a key element in enhancing urban efficiency and promoting access to opportunity for all residents. In the remainder of this term, the BRT commitments up to 2011 will be implemented and the success of the Gautrain will be ensured.

The inclusion of taxi and bus services in the BRT programme will be actively pursued. All transportation in the city will receive concerted attention through the revised Integrated Transportation Plan.

The City will continue to focus on key areas of need and on places that catalyse both economic growth and developmental benefits for many citizens. Ongoing efforts to improve living conditions and to generate vibrant economic activity in the inner city will be accelerated.

Urban renewal efforts in Alexandra, where extraordinary, innovative and developmental strides have been achieved since the launch of the ARP in 2001, will be fully implemented by the end of this term. Other area-based regeneration initiatives in disadvantaged and declining nodes will be intensified.

The formalisation of informal settlements is a key initiative to promote social inclusion and secure tenure. The rolling out of this programme and the associated upgrading of informal settlements is a challenge that will be pursued with vigour in the remainder of the term. This will contribute to achieving the United Nation's Millennium targets to ensure that poor residents are no longer confined to living in slums. The City will prioritise extending public infrastructure to informal settlements so that residents have access to basic services.

The remainder of this term will witness the roll out of the expanded social package. The City will also intensify support to vulnerable residents, particularly orphans and child-headed households.

Proactive plans to facilitate social inclusion and to guard against discrimination of any kind need to be developed and implemented in the remainder of this term. The focus on inclusion, poverty alleviation and dignity for all residents of the city will be complemented by the creation of vibrant, liveable public environments. The City will ensure access to well-managed, high quality public services, public conveniences and public spaces.

Environmental and cultural efforts will concentrate on the creation of vibrant public spaces. The planting of 200 000 trees as committed at the beginning of this term, will be completed by 2011. Investment in arts, culture and heritage will ensure that the city is a vibrant, welcoming and attractive place for tourists and residents alike.

The continued promotion of Johannesburg as an economic centre and a place that attracts people with the highest skills and talents requires a concerted focus on improving the skills of all residents. At the City level this means, in the first instance, a focus on children. The evidence that ECD is a core element in the breaking of intergenerational poverty must inspire the City to roll out ECD across the areas of need in Johannesburg. The City will promote targeted skills development and enhance access to labour markets.

Crime remains a deterrent to investment and a threat to the safety and well being of all citizens of the city. In the remainder of this term, the JMPD force will be increased to 4 000 officers, the City's police academy will be fully operationalised, the effectiveness of the municipal court will be enhanced, and police visibility will be scaled up. There will be no tolerance of crime of any kind, whether in the streets of the city, through the breaking of City bylaws, or within the City's own administration. The focus on clean and ethical government will be unequivocal.

The City will address resource constraints through demand-side interventions to promote electricity and water saving. The recycling and re-use of resources and improved waste management will be accelerated. The City will also work on implementing the climate change action plan developed in the current period. This plan will see stronger enforcement of all environmental regulations, including a zero-tolerance approach to pollution across the city.

The implementation of codes of practice for green building will be undertaken to encourage sustainable building practices. The City's legacy projects and its readiness for the 2010 FIFA Soccer World Cup will continue to receive the highest level of attention and resources. The stadiums are on schedule and the transport, precinct upgrades and additional infrastructure associated with the event will see the necessary work required for absolute readiness.

The focus on HIV/AIDS will be intensified through a vigorous, holistic approach to the pandemic. The scale of prevention and treatment measures will be increased and the City's relationships with NGOs and community-based programmes will be stepped up.

The creation of sustainable human settlements will receive priority focus. New settlement formation will focus on providing accommodation in well-located, quality environments that offer access to facilities and transportation. This will require the densification and release of strategically located land. The success in delivering rental units will be consolidated with continued delivery at larger scales, focusing on social housing, hostel conversions and the Better Buildings Programme.

Looking Ahead

Our achievements would not have been realised had it not been for the efforts of the entire organisation, including Members of the Mayoral Committee, Speaker, Chief Whip, Councillors, City Manager and staff of the City of Johannesburg and its municipal entities. We were also heavily dependent on the cooperation of adjacent municipalities, other spheres of government, private sector partners and suppliers and civil society as a whole. I would like to take this opportunity to thank all for their sterling contributions.

We are of the view that citizens, communities and stakeholders at large should engage with this report. We will create appropriate and accessible platforms and channels for feedback on the report. These will be seriously considered to enable us to further improve and accelerate our delivery and development efforts in order to improve the quality of life of all our people.

The solid foundation for growth and development has been laid, and sound governance and financial systems are in place. Johannesburg's path to progress is secure. The City is well placed for innovation and best practice in all aspects of delivery and leadership. The pioneering spirit of Johannesburg – place of gold and place of opportunity – will continue to guide the city to a future of our choosing: a world class African city for all.

I thank you.