



# DA CITY OF JOBURG VISION 2021



# Introduction

Who would ever deny that the City of Johannesburg is broken?

To the residents of Johannesburg, I have embarked on this campaign with a deep appreciation for the reality of this City.

To be a credible candidate in this election, I must acknowledge and speak to the reality that many residents face daily.

The most basic services are not reaching residents. While some might experience a shortage of one service, others can experience a shortage or non-existence of many others.

Many residents regularly experience power outages; so frequently that they no longer worry “if” the lights go out. It is now a question of “when”.

Shockingly, we have seen a complete failure of water supply prevalent in various areas, in many cases for days on end.

In a City of Gold, that has lost its shine, residents do not need slogans and the propaganda of a ‘world-class African City’. They need reality, hard work, selfless commitment, and vision – and we will start by getting basic service delivery back on track.

Wherever the DA governs, life gets better – it is a fact. DA governments get things done. This is possible in Johannesburg, after this election. Together let us end the rot, end the decay, stop the decline, and get Jozi working.

I stand ready to take up the tireless task of challenging for the leadership of the Metro, so that I can dedicate my every day in office to making Johannesburg work for all our residents.

The City of Johannesburg deserves so much better.

I am energized daily when hitting the ground in this campaign, being one with our residents, hearing them, and taking forward their plight. In me, the people of Johannesburg have a champion, a friend, and a committed servant. I’m wholeheartedly committed to building upon the DA’s record of good governance for the people of Johannesburg so that they can experience five full years of real change.

It is an opportunity to galvanize the whole of society, to reimagine and rebuild Johannesburg as a City of hope, alive with opportunity. We will clean up the administration, clean up the City, sweep out the rot, deliver services, grow the economy, and make Johannesburg the City of Golden Opportunities.

I have stood to become Mayor of Johannesburg because I am built for endurance. I am not afraid of the challenge.

People come to our City looking for jobs yet are disappointed. But where the DA governs, unemployment is less. Services in Johannesburg like firefighting, billing, electricity and water are crumbling, but where the DA governs the city works. Clinics and libraries are practically inaccessible, but where the DA governs access is given. Corruption is rife, but where the DA governs it is rooted out.

Together we can fix this. United we can get it done.

# Fixing the broken City

I am firmly of the view that there is nothing so wrong with the City that it cannot be fixed by what is right with the City. We can indeed fix our broken City.

You, as the resident, should get the services that you deserve. As a valued customer, you will get:

- R20 billion investment in fixing, replacing, and upgrading your roads, bridges, water pipes, wastewater plants, and power grid. Such an investment will profoundly improve the framework of critical infrastructure so that other services can be easily delivered.

Just imagine, a smoothly tarred road that ensures that the ambulance or fire engine gets to their emergency call on time.

Maintained and upgraded substations that survive the impact of Eskom-sponsored loadshedding, cable theft and sheer vandalism, and do not result in further outages for residents.

This municipality, under my leadership will work to end the power failures and address the problems that stand in the way of your wealth, prosperity, and your children's future. There cannot be jobs without growth. There cannot be growth without investment. But investors require certainty and consistency of municipal services.

An investment of R20 billion rand on the City's infrastructure will not only stabilise the services and fix that which is broken, the actual construction projects and procurement will in themselves boost the economy and enable job creation.

This is my commitment. My team and I will work to get this done.

As things stand, our City has disappointed us. But I intend to turn this around. My administration will work with the City's officials and its entities to provide the following:

- Access to clean drinking water for all residents,
- Water leaks fixed within 24 hours,
- Potholes filled within 72 hours,
- A vast reduction in electricity outages,
- More recycling at source in collaboration with reclaimers,
- Clean streets.

In truth, all the above should be normal services provided on a regular, uninterrupted basis. These are indeed the basics. The DA will ensure that the City gets the basics first fixed. Because where the DA governs, things may not be perfect, but they are better run, and residents are far more satisfied than those residing in non-DA municipalities

This is why I joined the DA; to serve society and actually get things done for South Africans.

## Making you feel safe

The violent nature and the sheer level of crime that is rampant has struck fear in our hearts and has overwhelmingly contributed to the flight of investment away from our City and country. Not only are we and our families harmed and in danger of being harmed, we and our society are the poorer both in wealth and well-being. The City needs a safety strategy. This will involve the widest variety of role-players, both inside and outside of government. Together we must fight crime and its ravages.

Even as a municipality at the most basic level of government, my administration will roll out tangible solutions, playing its part to make you feel safe and secure. As a valued customer we will pursue:

- Integrated policing where SAPS, the private sector, and community organisations, collaborate to monitor areas, provide alerts, and share capacity,
- A dedicated Anti-Land Invasion Unit to stop land invasions,
- 150 park rangers to make our parks safe,
- Fire stations that have a full allocation of fire engines and equipment,
- A dedicated prosecution unit and functioning Municipal Courts to ensure that by-laws are taken seriously, and transgressors are prosecuted,
- Regular inspections to crack down on illegal buildings and land use.

For too long, the Johannesburg Metropolitan Police Department (JMPD) has been associated purely with traffic, coupled with a negative reputation for bribery. At the same time, aggressive metro officers have broken down the trust needed between law enforcement and law-abiding citizens. I will work to fix the JMPD and ensure that crime prevention is indeed a focus and becomes more effective where you can start to really feel safe. I will also work to improve training for Metro Police officers when dealing with the public. No one should unreasonably be made to feel like a criminal just for being pulled over during a traffic stop. Every resident has the right to be treated with respect while every Metro Police officer has the right to have their legal instruction obeyed. Why can't a Mayor engage with the Provincial Commissioner of SAPS? Why can't he or she do more to lobby the relevant Minister? For me, a Mayor who takes responsibility for a City is concerned with matters beyond the limits of municipal functions. I might not have the powers to change a matter within the purview of a national Minister, but the least I can do is advocate on behalf of my residents. I will at the very least embody the values of Chapter 3 of the Constitution and strive to build co-operative relations with both the Provincial and National government. South Africa's success can also be founded in all tiers of government working together and not against one another.

# Creating a City that cares

My administration would be built on an attitude that every civil servant will have the purpose to help change the lives of our residents in a positive way. I will shift the thinking of every employee from “my job is in this position, in this department” to “I am part of a municipality that helps to make your life better.”

Accordingly, on my watch you should experience a caring City. As a valued customer you will get:

- Support for vulnerable residents, including fair rebates on services.
- The eHealth system to safeguard and manage patient data, and reduce queues and waiting times at clinics,
- More nurses to provide quality healthcare to residents,
- More local clinics closer to where residents live,
- Help for the homeless, including shelters, skills development, rehabilitation facilities, and work opportunities in collaboration with NGOs,
- Drug Treatment Centres to combat the scourge of drugs and the impact on addicts, their families and their communities,
- A food security programme in partnership with NGOs and the private sector to end hunger and child malnutrition,
- Upgraded old age homes with qualified staff to take care of our elderly,
- Training and support for early childhood development.

Just Imagine the Johannesburg Municipality’s staff complement of 33 000 actively in pursuit of excellent service to our residents. The Johannesburg Roads Agency (JRA) employee that sees a water burst will ensure that Johannesburg Water gets advised of it so that repairs can begin; the JMPD officer that sees a pothole will have the enthusiasm to report the matter to the JRA; the City Power electrician will alert Pikitup of dumped material on a traffic island.

Imagine how much better the City would run when the staff take pride in their City. When everyone understands and sees the value in team effort. This is what I want to get fixed. This is the job that the DA wants to get done.

# A City of Golden Opportunities

I say that it is about time for Joburg to get back to being the true City of Gold. Businesses lose their operations when government does not pay them on time for services rendered.

Other businesses fail because they could not expand to meet the demand while companies elsewhere get the contracts because the municipalities they operate in could process building applications, applications for services and other municipal processes on time.

Businesses elsewhere can transport goods without delay on free-flowing roads, and their employees can get to work regularly and timeously because of a well-run transportation system. New entrants to the job markets can find skill development opportunities, and entrepreneurs are provided assistance and access to markets.

But why would this be happening elsewhere and not here?

We want to get you excited to work and invest in Joburg. As a valued customer you get:

- All City processes and applications available online, with full tracking and quick turnaround times,
- A transportation service that ensures that you experience a safe commute and get to work on time,
- Revitalised industrial parks in townships that are safe and can attract investment,
- More Opportunity Centres throughout the City to support businesses and encourage entrepreneurs,
- More skills for jobs and apprenticeship programmes for young people to gain valuable skills and work experience,
- Fair access to EPWP opportunities and fair allocation of local contracts through an audited electronic system,
- We will restore the status of Joburg as the economic hub of the country and the continent.

We have the resources. We have the people. We need to jack up our systems and our management. This is how we will get the system fixed so that it works for you.

# A City where you belong and want to belong

Johannesburg is my home, and while I can go to other places and enjoy those visits, there will always come a time when I miss Joburg and need to get back. This is how all of us should feel. This is how I want all of us to feel. There is no way we should be ashamed of where we come from. No-one should ask us, “how can you live there?”. It’s time for all of us to be proud to say we are Johannesburgers.

We want to make you feel part of an Inclusive City. As a valued customer you will get:

- Development plans that make your neighbourhood more liveable, enjoyable, and accessible,
- Upgraded informal settlements, with basic services, emergency access and security of tenure,
- More options for how you want to be housed:
  - i. housing material vouchers for qualifying residents so that you can choose to self-build and benefit the local economy,
  - ii. develop mixed-use requirements for all housing projects,
  - iii. low-rent and rent-to-buy units in mixed income developments,
- Community libraries with free Wi-Fi that connect you to opportunity and learning,
- Sports and arts facilities that promote activities we enjoy doing as a community.

The challenge here is for us to get the support to create an inclusive City. We do live insular lives. We want our right to live in a neighbourhood that is orderly, well-maintained and has access to all amenities - and so it should be! But we should want it for our neighbours as well as ourselves. When we are angry about any citizen who is deprived of decent services and we defend their rights, you will find them defending yours too. As residents of the City of Gold, we should be willing to protect and fight for one another so that can all enjoy equal services.

The Inner City of Johannesburg was once a thriving place. Now it is the epitome of crime and grime. I intend reinstating revitalization strategies and a revived Better Buildings Programme. I will work to ensure that services are rendered, and streets are kept clean. City departments and entities, along with a targeted programme within the City Safety Strategy will go a long way to make the Inner City a sought-after place in which to work, stay and play once more.

# Honest government to root out corruption and incompetence

I get exasperated when I hear municipal officials talk about budget constraints and how they cannot deliver due to inadequate funding for their departments. All of this while there are so many reports that indicate corruption running into billions of rands. There are so many indicators of inefficiency. There are so many anecdotes of incompetence, and officials will deny the extent of these things. But I have yet to see a municipal report that provides evidence of full value for money and reasonable efficiencies and effective management.

Without question, this is one area that must be the urgent focus of a DA-run administration.

There needs to be more scrutiny in areas where corruption is easily prevalent. These are: procurement of goods and services through supply chain management officials, the notorious billing system – which needs to be fixed once and for all, property management, and other areas known for bribery such as Metro Police and contractors that connect and disconnect electricity. Forensic services officials must be given more responsibility and our information systems must trap out-of-line activities, while there should be usable and useful exception reporting for these purposes.

Councillors and the public must be provided with easy and effective ways to report incidents and suspicious activity. The investigations that emanate from reports must be swift and thorough and result in evident discipline and prosecution. Protection must be given to whistle-blowers.

Therefore, I declare that you will be proud to live in a well-run City. As a valued customer you will get:

- Your billing queries resolved within 7 days
- Debt resolution that is fair
- 24hour access to city services via our:
  - i. Professional call centre
  - ii. Interactive website
  - iii. Live portal to report any issues and live-track their resolution
- Online license renewals
- City officials who are qualified, capable, and customer-oriented
- Zero tolerance on corruption

A well-run City is one that responds. You will notice a DA-difference when you phone the municipality, and someone will answer! When you email a department, there will be an appropriate response. You can contact the City when you like and using the method that suits you, but the outcome remains the same; you will be served.

The well-run City will only emerge through change. Some changes can be done through the stroke of a pen. These are situations where a change in policy or a procedure will result in a change of outcome.



However, other changes require behavioural change. These can take longer and will require consultation with the City Manager, and via a change management strategy focused on risk mitigation and improvement of efficiencies.

Two key instruments of change are well within the powers of Councillors: these are the Integrated Development Plan and the Budget. Budget criteria will need to be refined to “rate” requests according to how they achieve a well-run City in which the basic services work and the City runs smarter and more effectively. Only those requests for input into the budget with the highest rating should make it into the final document.

## In partnership with others

The municipal administration is large and complex. It has authority over all constitutional functions assigned to it. It also has resources that enable it to deliver on mandates conferred by national government and provincial government, some of which are not fully funded.

But it would be a profound mistake to assume that the Council and its municipal administration can fix the broken City on its own. We need partners.

Partnership is often missing internally. We need departments and entities that cooperate with each other. Residents must receive real responses and not be referred to different components of the organisation and shoved from pillar to post. City agencies such as the JRA should work easily with City Power and vice versa. No entity and department should work in a silo. It is team effort to turn our City around and therefore the entire Municipality must work like a team.

The City, led by my administration, will initiate a regular forum for national and provincial officials to clear out blockages between these spheres of government. After all, it is the City that has the primary interest in, and is the coal-face, of citizens. This forum would include mechanisms for elected public representatives to escalate issues at different levels for further engagement when municipal officials are unable to resolve it.

The City Improvement Districts (CIDs) require immediate attention; these used to be effective agencies to improve the business nodes in our City. But the Gauteng Provincial Government must amend its City Improvement District Act to remove the impediments for the proper working of CIDs.

But even when CIDs were running well, complaints occurred where the City did not fully deliver on its side of the agreement: sidewalks left broken and not attended to by the JRA, water bursts and sewer blockages were not addressed timeously and sometimes not at all, while by-laws were not enforced. This will not be allowed again.

Individuals and organisations should also have opportunities and be encouraged to assist in activities such as clean-up days and undertake to maintain a park on a regular basis. Associations should be encouraged such as “friends of such-and-such library” where individuals and others can assist in matters such as maintenance and providing stock.

Public Private Partnerships (PPPs) – big and small, will be needed. We cannot address an infrastructure backlog that runs into hundreds of billions of rands with an annual capital budget of less than ten billion. But investors and city officials have advised that current regulations are an impediment to virtually any such arrangement. My administration will engage National Treasury to discuss a new framework that will facilitate development of services through PPPs while at the same time safeguarding against corruption.

If Home Affairs can issue identity documents and passports through First National Bank, there is no reason why similar services cannot be provided at our Peoples’ Centre facilities. If Discovery and others can provide vaccines to walk-in customers, there is no reason why our clinics cannot join hands with the Provincial Department of Health and do the same thing.

I would like to see our Peoples’ Centres become true One Stop Shops, in which we host all departments of the City and other government agencies to provide services to residents that can range from a birth certificate to a billing query. Even SASSA can be accommodated at these centres to process and pay social grants. Our one exception would be the accommodation of e-Tolls bills – a system our DA colleagues in the Provincial Legislature and Parliament will continue fighting to have totally abolished!

# Contract Management

In the past, there have been partnerships of the wrong kind – the corrupt kind. Our system of checks-and-balances must prevent these. In the first instance, there must be opportunity for Councillors and members of the public to observe all processes, beginning from the specification phase. This opportunity should continue past adjudication and into implementation.

In this regard, I mention Contract Management as a big failure in the City's operations over the past 20 years. Years ago, the City sought to improve its governance by setting up municipal-owned entities. Initially, there was strong contract management on the part of the City as the owner of the entities and as the custodian of the services on behalf of the residents. The original contract management unit was effectively decimated, and this opened a Pandora's Box to patronage, corruption, and wasteful expenditure. When we move into government, we will immediately address this deficiency.

The Regional Management of Council, Councillors and residents should be entitled to services delivered according to enforceable service level agreements (SLAs). There must be consequences for failure to adhere to them. This is one of the areas where the Contract Management Unit would step in. Unless there are consequences, the SLAs are not worth the paper they are written on.

The same Contract Management Unit should also regulate the performance and the behaviour of partners in the PPPs. There should be an expectation that failure to perform will be penalized with consequences.

# A smart city for a smart generation

In so many ways, our world and the environment in which the City operates has changed. The digital age and the emergence of new technologies provide opportunities, while there are also risks. Failure to capitalize on opportunities would result in a serious decline in services. Failure to mitigate risks could spell absolute disaster.

One example of such a risk is the possibility that a significant number of customers move off the City's power grid and adopt co-generation strategies or harness the benefits of solar power. Of course, we cannot blame them. When residents reach the point of total frustration with inadequate services, they seek sustainable alternatives. Other cities have adapted their operations to anticipate such risks. Johannesburg must do likewise by creating confidence in residents that services can be brought back to stability, and they can once again rely on them.

But besides risks, there are enormous opportunities and benefits awaiting a smart City government if it is willing to appropriately embrace the digital age and deliver smart services to the newer, smarter generation we live in.

These include:

- Engaging with the City and accessing its services through computer and mobile phone technologies – there has indeed been a start in this regard. But the City's offering is defective in terms of quality, responsiveness, and follow-through. There is also a profound lack of integration across the departments and entities such as Johannesburg Water, JRA, City Power and Pikitup.
- Maintaining better customer relations by proper digital record keeping of customer engagement and understanding of each customer's needs, preferences, and service history.
- Remote detection and reinstatement of services as and when there is an interruption.
- Intelligent predictive modelling that guides decision-making in terms of capital investment, preventive repairs and maintenance, and city growth strategies.
- Integration of agencies both within and without the City. For example, there is no reason why the City's CCTV network cannot be more effectively utilized for crime prevention in apprehension and prosecution, as is the case in other cities around the world.
- Research into best practices. For example, the shot-spotter technology has been useful in crime reduction in other Cities where the DA governs.
- Through smart procurement we can improve the accessibility to government contracts to a wider number of deserving and competent companies and in the process, reduce the human interference where corruption takes place.
- Smart recruitment can also ensure we are fully staffed with people that are fit for purpose and we can thus eliminate that other form of corrupt human interference - nepotism.

# We have gotten things done

Our track record shows we can be trusted to get things done. This is not because I say so. A whole array of independent agencies have declared this to be true.

The Auditor-General (AG) has reported that Midvaal in Gauteng has enjoyed seven successive clean audits. The AG also reports that virtually all DA-run municipalities in the Western Cape have similar records.

In the Office of the Presidency, the Management Performance Assessment Tool reports regularly demonstrate that DA-run governments at municipal and provincial level outperformed the others.

The most recent Ratings Afrika financial stability report shows that the top five performing municipalities in the country were all run by the DA. This includes the Midvaal municipality in Gauteng.

But even in the short while we were in government in Johannesburg after 2016, we began to turn things around. This was despite inheriting a massive service delivery backlog and a critically poor financial position. The successes include:

- The replacement of 325km of water and sewer pipes which reduced water leaks from 29% to 19%,
- Resurfacing of 938km of roads,
- The investment of R160m to rehabilitate the collapsing M2 highway, which finished in time and within budget. · The investment of over repaired and upgraded 12 electricity sub-stations,
- The roll-out of 10 mobile clinics,
- Extended working hours at 27 clinics,
- The opening of 6 new clinics and 5 substance abuse centres,
- The provision of over 11 000 ablution facilities to various informal settlements,
- The issuing of 8587 title deeds,
- The handing over of 7857 housing units,
- The reduction of 100 000 billing queries to 9000 (90 a day for three years),
- 1500 new JMPD officers,
- Special crime fighting units (JMPD K9 and Integrated Intelligence Operations Centre Reaction Units),
- Smart Policing through the IIOC (Integrated Intelligent Operations Centre),
- And the opening of seven Opportunity Centres to provide business training and support to SMMEs.

I would never say the DA is perfect. But I will say we are better. Moreover, we cannot do these things on our own. We all need to be united to get things done. United, we can fix this broken City.

# DR MPHLO PHALATSE FOR MAYOR BUILDING A BETTER JOBURG



## Please support

Thank you for taking the time to read my vision for the City of Johannesburg. I hope that you feel inspired by the contents of this document and are ready for the City of Gold to shine again. If you wish to get involved or want to show your support in any way to my campaign, please feel free to email me at [MphoForMayor@da.org.za](mailto:MphoForMayor@da.org.za).

You can also follow my day-to-day activities across social media. For Facebook, you can stay up-to-date on my latest campaign activities on the '[Dr Mphlo Phalatse for Mayor](#)' page, while you can follow me on Twitter and Instagram [@MphoForMayor](#).

Together, we will rebuild our City.

Thanking you,  
**Dr Mphlo Phalatse**  
DA Mayoral Candidate for the City of Johannesburg  
11 September 2021

A handwritten signature in black ink, appearing to read 'Mphlo Phalatse', with a small star symbol above the first few letters.