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21 Ernest Oppenheimer Avenue, Bruma, Johannesburg, 2026

Rescuing the City of Johannesburg

Democratic Alliance – Gauteng

26 March 2025

Introduction and preamble

The collapse of the City of Johannesburg is palpable and tragic. It spells disaster not only for us who live here but also for South Africa and, dare we say it, the continent. It is visible and gets worse at an increasing pace. If ever there was a city desperately in need of rescue, it was Johannesburg. Recently, President Cyril Ramaphosa, a ratepayer of Johannesburg, seems to have discovered what other residents have witnessed for some time. Such was his level of shock that he pronounced a need for intervention.

It is not clear what President Ramaphosa wants to achieve with his intervention in the City of Johannesburg. Does he want to restore Joburg for its residents and the country, or does he simply want to avoid embarrassment at the G20 summit? So, he proposes the insertion of some or other working group (or task team, if you like). The question is, what power will the Joburg 'working group' have over Gauteng's premier, Joburg's mayor, and the city council?

However, the Constitution stipulates the grounds and provisions for the national government to intervene in the running of cities and provinces. None of these provisions have been invoked. Joburg's hung council has not been dissolved, nor have the powers of the Gauteng provincial government been curtailed.

We note that:

- The avoidance of a dissolution of the Council and a subsequent election avoids loss of power and access to funding opportunities through dodgy tenders;
- The establishment of a Joburg working group can be seen as a way for the ANC to cut through the factionalism that exists in the organisation in the City. You may recall the recent dissolution of ANC structures in Gauteng. However, it could lead to yet another battle between ANC factions for control of public resources ahead of regional ANC conferences;
- Even after its setbacks in the 2016 local government election, the ANC could use its network of deployed cadres and companies doing business with the state to undermine and destabilise municipal coalitions led by the Democratic Alliance (DA).



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- Such has been the desperation to cling to power and access to resources, the ANC turned to parties like the EFF, ActionSA, the Patriotic Alliance, and Al Jama-ah to gain and retain control. Even the ANC has called on the MK to support budget votes of Premier Panyaza Lesufi's minority government in the Gauteng provincial legislature.
- Ramaphosa's move showed that the ANC could no longer ignore Lesufi's premiership's enormous failure. Lesufi's provincial government has a duty to monitor and support municipalities, but its 'intervention' in Joburg has been disastrous.
- Lesufi has been involved in the election of every Joburg mayor since the removal of the DA's Mpho Phalatse.
- In every one of his states of the province addresses, he has singled out Johannesburg for special projects. He rushes in to be on hand in crises such as the explosion in Lilian Ngoyi Street. However, the promised interventions have either come to nothing or made things worse.
- Voters have not been fooled. The ANC lost nearly a third of its support, much of it in Joburg. Yet Lesufi continues to cling to power.
- The refusal to self-correct the legacy of ANC cadre deployment and state capture, which has brought economic hardship and decay, is evidenced by Lesufi's determination to prevent the formation of provincial and municipal unity governments, including the DA.

Yet amidst the chaos of coalition politics and the decline of services and infrastructure, DA councillors have continued to serve residents with passion and dedication. Our municipal spokespersons have taken the lessons learnt in government and devised ways of restoring the city's finances and services.

Therefore, we have developed a set of measures which, if adopted by the city council as a Joburg Rescue Plan, will start to reverse the decline. There are many areas in which service delivery and governance have all but collapsed. These are listed, but we go further and suggest how the situation can be turned around.

This document intends to cover:

- What Johannesburg needs urgently

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- The rescue operation
- A legal framework to enable the plan
- How to execute the plan
- Who to do what

Importantly, this Plan is aimed at making fundamental changes, some of which will require the support of the national government. Merely polishing the surface ahead of the G20 summit will not help residents, nor will it benefit the country's economic prospects.

Joburg is still one of the country's economic powerhouses, producing 17% of the country's GDP. We cannot afford for it to seize up. If the President is sincere in his attempts to restore Joburg, he will consult the DA, along with the other parties in Joburg's council, to create a real plan to rescue the city. Otherwise, it is all just a publicity stunt.

What Johannesburg needs urgently

While the President's visit to the City of Johannesburg was welcome, we note it comes after the DA Joburg sent various complaints to the Minister of COGTA, the National Treasury and the Auditor General.

We have concerns that the President will pick his working group or task team unilaterally. Such a task team should be appointed to address the major challenges. Therefore, define what must be done before identifying those fit-for-purpose appointments to the task team. Importantly, consult. Consultation is crucial if there is to be buy-in from the parties.

Notwithstanding, we agree with the President that the City of Johannesburg is in a disastrous state and requires some urgent intervention. It is our considered view that this should focus on the areas listed below, which are of great concern to the six million residents of the city and in all its 7 service delivery regions.

These are:

- Persistent and extraordinarily crippling water shortages - arresting the chaos at Johannesburg Water
- Electricity outages that persist with or without load-shedding and disrupt the economy

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- Potholed roads and bridges at risk of collapse
- Traffic lights that fail or get vandalised and take ages to fix
- Police and law enforcement ineffectiveness – we need a universal law enforcement and city safety strategy and capacity

Corruption in areas such as the Johannesburg Property Company (JPC) and Supply Chain Management (SCM) processes. The litany of complaints include the following allegations:

- Sexual harassment of staff;
- Staff victimisation by the CEO;
- Lack of payment of salaries to employees; and
- The institution of disciplinary hearings against the CEO and CFO¹
- Governance failures leading to a loss of life in the Usindiso building fire²
- Exorbitant leases
- Massive costs associated with the renovation of the Metro centre headquarters³
- Irregular payments made⁴
- Lack of action on SIU findings against the JPC⁵
- Negative impact on economic activity caused by chaos in Development Planning where billions of Rand of property developments are being delayed due to inefficiencies in approving building and development plans, admitted to by the municipality. ⁶
- A lack of revenue enhancement strategies across the board including low collection rates on outstanding accounts causing the debtors book for the municipality to grow and causing the municipality to run out of money. Cutting unnecessary expenses like exorbitant expenditure on bodyguards will free up more funds for service delivery. By increasing its collection rate to over 100%

¹ <https://dagauteng.org.za/2024/10/whistleblowers-sound-the-alarm-on-the-johannesburg-property-company-2>

² <https://dagauteng.org.za/2024/05/da-calls-for-immediate-dismissal-of-joburg-property-company-ceo>

³ <https://www.dailymaverick.co.za/article/2023-12-04-anc-aligned-johannesburg-property-company-rams-through-a-multibillion-rand-property-deal/>

⁴ <https://www.da.org.za/2022/10/r27-million-paid-to-suspected-anc-front-company-established-on-1-july-2022>

⁵ <https://www.news24.com/news24/joburg-property-company-chair-removed-for-inaction-over-siu-report-on-questionable-activities-20220128>

⁶ <https://businesstech.co.za/news/government/595706/billions-of-rands-worth-of-joburg-developments-on-hold-say-developers/>



the city can recover debt and increase its revenue, however it is struggling to collect 85% of its current debt.⁷

- Need for massive cost reduction strategies – e.g. exemption from BBBEE can have a dramatic effect. Through benchmarking the city can lower the price it pays for various products and services it procures. Benchmarking allows the municipality to compare tendered prices to market prices to ensure it does not get fleeced. A review of its staff structure, cutting unnecessary costs of bodyguards, catering and overseas travel can also reduce its expenses significantly.
- Combatting irregular expenditure and fruitless and wasteful expenditure

We emphasise various of these as follows:

Persistent and extraordinarily crippling water shortages - arresting the chaos at Johannesburg Water

The President's remarks did not provide any details of a rescue plan regarding:

- The current bulk infrastructure backlog;
- The replacement or upgrade of water and sanitation pipes;
- The security or protection of the City's water infrastructure from vandalism; and,
- Revenue enhancement and collection.

Electricity outages that persist with or without load-shedding and disrupt the economy

The President did not provide a detailed rescue plan regarding focusing on the following:

- Electricity Infrastructure;
- Aging transformers and substations;

- The vandalism of electricity infrastructure;
- Proliferation of Illegal connections;
- The challenge of cable theft;
- Revenue enhancement;
- The need for effective, efficient and accurate billing – both by Eskom and the City;
- The scourge of load-shedding, which stifles economic growth;

⁷ <https://www.oua.co.za/blog/newsroom-1/post/joburgcan-submission-calls-on-joburg-to-rewrite-budget-1342>



- The darkness of the City is occasioned by streetlights that are not working, especially along the major arterial roads.

Potholed roads and bridges at risk of collapse

- 80% of bridges in the City of Johannesburg are at risk of failure or collapse;
- Potholes on many municipal and provincial roads across the City;
- Johannesburg has a severe backlog in road rehabilitation programmes and to rehabilitate its bridges alone will cost over R16bn. Some of its projects, like the Lilian Ngoyi street reconstruction has also stalled because of contractor failure;⁸⁹
- Flooding due to blocked stormwater drains; and,

Police and law enforcement ineffectiveness – we need a universal law enforcement and city safety strategy and capacity

- Inadequate police visibility across the City, especially at night;
- No regular sustained by-law enforcement in the City, especially as this relates to trading and the upkeep of buildings;
- Illegal invasions on the rise;
- A multiplicity of buildings in the inner city have been hijacked; and,
- The Johannesburg Metropolitan Police Department (JMPD) focuses on traffic policing while ignoring their crime prevention mandate in keeping with the dictates of section 64 of the SAPS Amendment Act 83 of 1998.

Corruption in areas such as the Johannesburg Property Company (JPC) and Supply Chain Management (SCM) processes

- Corruption in JPC is legendary – there was a major PPE corruption scandal during Covid. The closure of the Metro Centre was unnecessary and could have been addressed by a competent maintenance strategy. 80 Albert Street was a tragedy that should have been avoided. There was the Proton House affair and many other complaints of corruption
- SCM processes have been a major source of irregular expenditure and suspicious activities.
- The Metropolitan Trading Company (MTC) has been misused and abused to bypass SCM restrictions. This was exposed in the ENS report that led to the downfall of Floyd Brink.

⁸ <https://www.news24.com/citypress/news/joburg-needs-r16bn-to-fix-the-citys-collapsing-bridges-20250202>

⁹ <https://www.iol.co.za/the-star/news/bree-street-rehabilitation-project-contractor-fired-a9d8c79e-c9b1-4ffe-8fcd-2244ec7340e9>



Negative impact on economic activity caused by chaos in Development Planning

- This is a consequence of the JPC decision to close the Metro Centre and also the sidelining of the former Executive Director. In this regard, we note many good officials who refuse to take illegal directives from the Executive have been sidelined – another matter the task team should address.
- This has led to great delays in town planning and other approvals. This impairs economic activity. Developers take their investments elsewhere, resulting in job losses in the City.

SCM processes have been a major source of irregular expenditure and suspicious activities

- SCM processes are opaque, and the lack of transparency leads to corruption.
- Processes are extraordinarily lengthy, which leads to delays in fixing infrastructure and service provision. There is further tendency towards corruption.

Revenue enhancement strategies across the board

- Amounts owed to the city are enormous.
- This leads to an inability to finance infrastructure fixing and service delivery.
- Various enhancement strategies were devised previously but not properly managed or sustained.
- There is a huge problem with delivering services within the constraints of the budget.
- This cannot be resolved by simply increasing tariffs.
- Certain functions are not core to the city's mandate.
- Goods are often not procured at the lowest and best cost because of legislative prescriptions.

Combatting irregular expenditure and fruitless and wasteful expenditure

- These have ballooned out of all proportion. The last auditor general report found that over R9,75bn was wasted by the city and its entities.¹⁰¹¹
- They are symptomatic of poor controls, which lead to delays, cost overruns and corruption

The rescue operation

The city does not suffer from a complete lack of resources. Indeed there are many competent people, but they are poorly led and are mainly shackled and sidelined. A rescue is not out of the question. However, the people in charge have broken the system and have proven they are not capable of fixing it. A plan is good. But you will

¹⁰ <https://www.ewn.co.za/2025/03/17/city-power-did-not-take-reasonable-steps-to-avoid-nearly-r5bn-irregular-expenditure-ag>

¹¹ <https://www.iol.co.za/news/south-africa/joburg-and-ekurhuleni-commit-to-addressing-billions-in-financial-mismanagement-cd781f7c-e18f-459e-9325-e55e86ce9139>



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need new people to turn the situation around.

We have assessed the foregoing list of major items to be addressed and offer the following to be included in an eventual rescue plan:

Persistent and extraordinarily crippling water shortages - arresting the chaos at Johannesburg Water

We make the following proposals:

- The upgrading of electrical hardware at Joburg Water pumping stations and water towers, as well as generators to be used in the event of power outages;
- A comprehensive audit of indigent households and ring-fencing the budget allocated for this audit for its intended purpose;
- Investment in water infrastructure using water grants and implementing the National Treasury directive to ring-fence allocated water revenue;
- Joburg Water should play a bigger role in the revenue value chain - overseeing data inputs, reading of meters and managing large water consumers and Key Accounts;
- Development of an integrated metering system to detect water losses across the City;
- Fast tracking of the requisite upgrades of water reservoirs, prioritising leaking ones;
- A comprehensive audit or assessment of stormwater and sanitation systems, with a credible plan and a specific budget that includes repairs and maintenance.
- See other remarks in the cost reduction section below.

Electricity outages that persist with or without loadshedding and disrupt the economy

The following solutions are proposed:

- Development of an integrated metering system to detect losses coming into the City Power grid, e.g. the implementation of a Supervisory Control and Data Acquisition (SCADA) system;
- Enter into agreements with Eskom to reduce the debt that the state entity claims to be R4,9bn although the amount has been disputed by the municipality¹²; and,
- Follow through on the alternative power acquisition programmes introduced when Mpho Phalatse was mayor to mitigate loadshedding and dependence on Eskom, including Power Purchase Agreements (PPAs) with independent power producers;

¹² <https://www.dailymaverick.co.za/article/2024-11-08-eskom-and-coj-r4-9bn-debt-row-explodes/>



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- City Power should have a bigger role to play in the revenue value chain, oversight of data inputs, reading of meters and managing of large power user accounts that make up 62% of electricity usage;
- Implement a massive cable theft and illegal connections strategy;
- See other remarks in the cost reduction section below;

Potholed roads and bridges at risk of collapse

The following solutions are proposed:

- National Treasury to earmark emergency funding to avoid collapse and to create a monitoring and evaluation mechanism to ensure the effective and efficient utilisation of allocated funds;
- Rapid response mechanism;
- Development of a maintenance plan for stormwater drains; and,
- Initiation of an investigation into the funding of the Lilian Ngoyi project.

Traffic lights that fail or get vandalised and take ages to fix

- Introduction of solar-powered traffic lights in high-traffic volume areas.

Police and law enforcement ineffectiveness – we need a universal law enforcement and city safety strategy and capacity

The following solutions are proposed:

- Decentralised Bylaw Enforcement Unit to regions;
- Regular sustained integrated inspections by this unit;
- A renewed focus on the crime prevention mandate of the JMPD, especially considering that several police stations in the City are in the top 30 of those in the country that are high crime contributors; and,
- Improved police visibility and possible intergovernmental MOU or agreements with multiple organs of state, including the Special Investigating Unity, the Department of Home Affairs and the South African Revenue Service
- Revision of the current city of the safety strategy – it exists but was mothballed. It's time to take it off the shelf and implement it.
- Overhaul JMPD management by appointing fit for purpose individuals to lead the police department in its crucial work.
- Work with the private sector to pool resources to address the myriad of service delivery problems faced by the city from filling potholes, repairing traffic lights, invest in infrastructure upgrades to mitigate water pipe bursts and electricity outages and to improve security around key infrastructure.



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- Revive the city improvement districts.

Corruption in areas such as the Johannesburg Property Company (JPC) and Supply Chain Management (SCM) processes

The following proposals are made with regard to mismanagement and corruption in general:

- Supply Chain Management / Procurement – Better monitoring and evaluation of adherence to the MFMA – including the fast-tracking of implementation of asset management and contract management systems;
- Lifestyle audits on all senior managers and random lifestyle audits on any other employees of the City whenever the need arises;
- Dissolution and re-establishment of the Boards of the 14 entities of the City; and,
- Fast tracking adherence to the Municipal Standard Chart of Accounts (MSCOA).
- Review the business processes inside supply chain management and city planning, and digitise key processes to ensure officials do not delay decisions and the processing of documents.

Negative impact on economic activity caused by chaos in Development Planning

- Re-open the Metro Centre, incorporating a competent maintenance plan.
- Review management and its processes.

Revenue enhancement strategies across the board

- Ringfence a fixed portion of the proceeds of Joburg Water, Joburg Power, and Pikitup immediately — This is a preliminary step to exploring public-private partnerships that will give the private sector a significant role in restoring infrastructure and managing services. The extent of the ring-fencing will depend on the extent to which each entity is currently subsidising other services. Separate financial statements must be prepared for each business unit and reserved for their exclusive use. This aligns with what the National Treasury has already suggested to metros.
- In this regard, Siza and Silumanzi's debt collections range from 95% % to 98%, which is well above the performance of municipalities. Debt management is handled through a finely honed process of sending reminders to pay, followed by restrictions on water meters. AI has been introduced to provide better intelligence on non-paying customers, allowing for proactive engagement.



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- Johannesburg must focus on efficiently managing debt collection, building personal performance standards tied to such outcomes. Customers able to pay should do so.

Need for massive cost reduction strategies – e.g. exemption from BBBEE can have a dramatic effect

- Measures to reduce distribution losses in the medium term would include:
- Ringfencing the finances of Joburg Water, Joburg Power, and Pikitup as described above, This principle can be extended to other entities such as Johannesburg Roads Agency. Incentives should be introduced for savings and penalties for losses.
- Develop and publish a request for proposals on a private concession of, e.g. water and sanitation services in Joburg — Here, the request must include private capital investment to upgrade Joburg's reticulation network and involve management control by water experts in the private sector. Models to follow would be Siza Water in Ballito in KZN and Silulumanzi in Mbombela. It should be noted that in the original IGoli 2002, Joburg Water was set up with a management contractor to provide management and carry out risk. That model should never have been abandoned.
- In this regard, note that Siza and Silulumanzi's water losses range between 15% and 20%, whereas the SA average is 47% and the global average is 37%.
- The key is to transfer risk and responsibility to curb losses for a fixed price.
- These will be medium to long term arrangements. They should be subjected to a business case, even followed by an RFP.
- In the short term. Perhaps a "management contractor" arrangement can be negotiated where a contractor working for a government institution elsewhere could to bring in a management team to assume control over Joburg Water's staff, operations and resources.
- This will require approval for deviations from normal SCM.
- Provide a BBBEE exemption in terms of section 2(1) of the Preferential Procurement Policy Framework Act to municipalities, which will expand the market of goods and services available to them, that in turn will include lower priced offerings. This is one of the powers which only the President has, but while we have his attention why not use the opportunity to point out how national government stands in the way of delivering value for taxpayers' money?



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Combatting irregular expenditure and fruitless and wasteful expenditure

- Inspector-General for SCM — Establish an Inspector-General for Supply Chain Management appointed by a panel that includes representatives from the supply chain management professional body as well as the National Treasury in order to perform the probity function.
- Automatic probity review — Provide for an automatic probity review by the Inspector General of Supply Chain Management of all contracts by the municipality and its entities above the value of R10,000,000 prior to the Bid Adjudication Committee. Place a limit on each probity report, namely thirty (30) days from the decision of the Bid Evaluation Committee.

Other considerations:

- It is tempting to dissolve the entities and bring everything in-house. This is not easy, and in certain instances, a business case would determine that it is not wise. But what is easy is dissolving the Boards. This should be done immediately.
- Replace the boards with representatives of professional bodies as outside experts on appointment panels.
- Ensure that the Boards are led and supported by suitably qualified individuals representing all the disciplines that needs to be addressed to fix Johannesburg. That the Board has powers over the CEO's employment conditions within the ambit of the law.
- Review the core functions of every entity to ensure they work with a clear and defined mandate that promotes only their core functions. This can be done through the Memorandum of Association of an entity once the review has concluded its findings. Non-core functions that are identified should then be reassigned to where they belong, if they remain necessary to core service delivery by the municipality.
- We expressly recommend the replacement of the current Acting City Manager and his Acting Chief Operations Officer. Similar considerations should be made regarding various members of the Executive Management Team.
- On the other hand, previous successful senior managers that have either moved on or, worse, were sidelined for purely political reasons should be brought back



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We note the following:

The city's management has failed profoundly. The task team's end goal should be to replace the dysfunctional management team currently in place with a new team. It makes no sense for any persons involved in the city's collapse to be allowed to simply return to their roles once the fix is in place.

A legal framework to enable the plan

The constitution provides for intervention in sections 100 and 139. In the absence of either a section 100 or 139 intervention, the best interpretation of the President's efforts is as part of the duty of support in terms of section 154(1) of the Constitution in the spirit of cooperative governance.

In other words, the President can use his persuasive authority to convene a group of people who then make recommendations to the city council. Still, he cannot assume control or dictate decisions. If the working group devises a rescue plan, then it can be included in a report with recommendations to the city council.

The political parties can enter into an agreement to achieve the objectives of a rescue plan with specific targets which, if not met, can trigger consequences for recalcitrant Councillors or a rogue coalition. These include:

- The party of which the Mayor is a member can terminate his/her membership if there is a refusal to carry out the recommendations of whatever working group or task team that the President puts in place. This would trigger a re-election of a better Mayor and a new Mayoral Committee.
- The parties to such an agreement can also commit to voluntarily dissolve the Council, triggering fresh Council elections.
- In any event, the plan should include drawing up a register of matters in which the Council is failing to fulfil Constitutional obligations. This will be useful in the processes described in the rest of this document.
- NOTE: A key role-player is the Acting City Manager. A core component of any such agreement is the replacement of any person acting as City Manager who does not follow the task team recommendations to the fullest extent fully follow the task team recommendations.



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How will President Ramaphosa proceed with his “Presidential Working Group” to fix Joburg? There are legal requirements he and his executives need to follow, and these are mainly contained in Sections 100 and 139 of the South African Constitution. It is important that the constitutional prescripts are complied with. Otherwise, the decisions taken and implemented may be unlawful, and the taxpayers’ monies become irregular expenditure.

Our Constitution ensures cooperative governance, meaning national, provincial, and local governments must work together to serve citizens. Two key mechanisms - Sections 100 and 139 allow higher levels of government to step in when lower levels fail to meet their responsibilities.

Section 100: National Intervention in Provinces

The national government can intervene if a provincial government struggles to fulfil its duties, like healthcare, education, or financial management. First, it issues directives to guide the province. If unresolved, the national executive can temporarily take over certain functions. For example, if a province fails to maintain hospitals, the national health department might step in to ensure services continue. This intervention is temporary, requires parliamentary oversight, and aims to restore the province’s capacity without undermining its authority.

Section 139: Provincial Intervention in Municipalities

Similarly, if a municipality (local government), for example, mismanages the water supply or is unable to fix roads, the provincial government can intervene. The province first assists the municipality, perhaps by offering expertise or restructuring plans. If problems persist, the province may dissolve the municipal council, appoint administrators, or take over services. For instance, if a municipality cannot provide clean water, the province might manage the crisis until stability returns. Such steps require approval from provincial legislatures and must prioritise restoring local governance.

How It’s Done

In terms of section 100 of the Constitution, when provinces do not fulfil their obligations, the National Executive can intervene in two ways;

The National Executive can:

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issue a directive to the province with specific steps that the province must take to meet their obligations (in terms of Section 100(1)(a))

OR

the National Executive can take over the province's function under certain circumstances (in terms of Section 100(b)).

Administrative Challenges

During an intervention, there can sometimes be confusion about who is responsible for delivering the obligations and who is accountable. It is not clear when the National Executive must report to the Legislature (the National Council of Provinces) on the progress of the intervention or how often the National Council of Provinces should review its effectiveness. This means that there are no clear oversight procedures to ensure that the intervention is working.

Why It Matters

Both sections emphasise accountability and service delivery, ensuring citizens aren't neglected due to governance failures. Interventions are temporary, legally bound, and designed to fix (not replace local leadership). They reflect the Constitution's commitment to cooperative governance, balancing autonomy with support to uphold citizens' rights.

In essence, these provisions act as safety nets, safeguarding public welfare while respecting the layered structure of South Africa's democracy.

How to execute the plan

The foregoing lists the immense problems besetting the City of Johannesburg and its residents. It also describes in brief terms "what" needs to be done. The following outlines a plan to indicate "how" it can be done and deliver a rescue operation for Johannesburg.

- The plan itself will need to be adopted as it may be negotiated and agreed upon.
- The necessary consultation would be beneficial. This would include relevant parties, government role-players, civil society, relevant unions, business interest groups and, of course, the residents, who are the voters.
- The working group or task team (TT) would need to be appointed. This is best achieved through consultation between the Presidency, the relevant minister/MEC and the parties, specifically those in the GNU.



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- The plan needs to be handed over to the TT, who should amend it as they see fit and seek consensus from the Presidency and the parties. Please also see the next comment, which assumes that the plan will undergo one further iteration.
- The city's senior management team and the TT would then engage in a series of engagements to further develop the plan.
- NOTE: a key component of an agreement between the Presidency and the parties is the inclusion of a clause to remove a person acting as City Manager that does not ensure that TT recommendations are carried out.
- An initial report should be drafted for the Council to adopt, setting out an outline of the programme of actions to be taken to implement the plan. The Council must then adopt this report.
- Subsequent reports would be drafted, submitted and implemented.

The plan is predicated on certain key principles:

The Task Team becomes the *de facto* City Management.

Parties bind themselves to an agreement that triggers various consequences to Councillors that fail to comply.

The team remains in place and the plan is executed until the goals set by the President, in consultation with others, are met.

A further suggestion is that the rescue plan be put to the government as a Green Paper and moved through the relevant governance processes. There are existing legislative prescriptions that are designed to assist municipalities. If properly directed, the turnaround can be assured. Now, the converse is often true.

For example, municipalities experience restrictions on supply chain management processes because of narrowing the market of available goods and services through the PPPFA.

Who to do what

This section will largely be developed by the TT.

But initially, the following persons are required to carry out the actions to submit this plan to the Presidency and take the necessary steps to a) set up an agreement between the parties, b) adopt the first draft of the plan, c) appoint the task team, and d) take the steps required to either get adoption or to dissolve the Council as may be necessary:



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- The Democratic Alliance – drafters of this plan
- The President and the Presidency
- The relevant ministers and MECs
- Other political parties
- The members of the task team
- The Council and its administration

Conclusion

This document is submitted as a contribution to assist in the rescue mission for Joburg. The DA will always stand ready, with the support of voters, to implement this plan when elected into government.