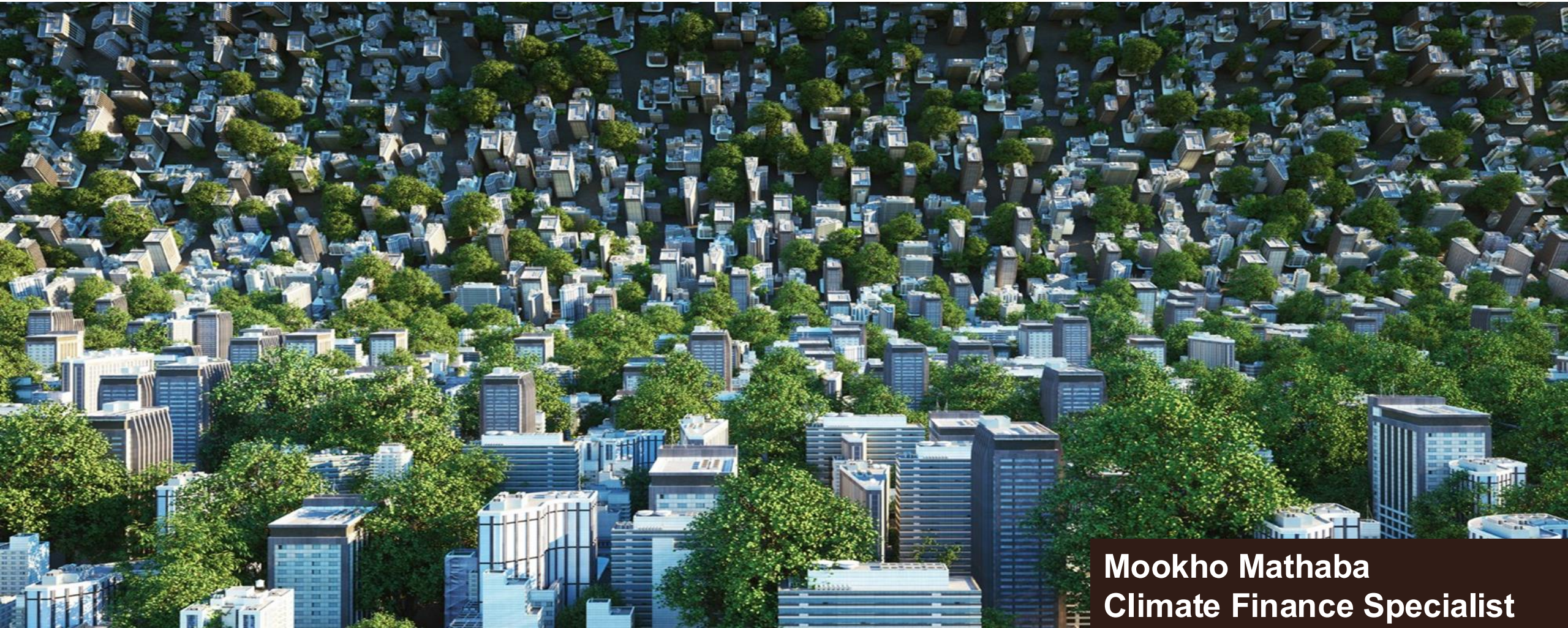
SUSTAINABLE CITIES INTEGRATED PROGRAMME
CITY OF JOHANNESBURG

DBSA
DEVELOPMENT BANK OF SOUTHERN AFRICA
Building Africa's Prosperity



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BACKGROUND

- GEF 6 - Integrated Sustainable Cities Programme (SC-IAP)
- Implementing agencies: DBSA – UNEP
- Executing Agency - City of Johannesburg (CoJ)

Urbanization and Climate Change

Increased Demand for resources (Housing, Energy, Goods, & services, Infrastructure)

Aim: To foster city-level resilience, enhance resource efficiency, reduce greenhouse gas emissions, and provide co-benefits through pilot demonstrations in specific areas, systems analysis, and improved integrated planning.

PROJECT COMPONENTS

Component 1: Eco-District

Test eco-district prototypes to determine the best for COJ

Component 2: Social Housing

Develop and adopt gender-sensitive and resource-efficient guidelines for social housing

Component 3: Urban Framing

Implement sustainable urban farming

Component 4: Waste Management

Construction of a biogas plant, establishing a waste separation at source and developing a biodegradable waste strategy

Component 5: Policy Making

Enhance the city's capabilities in evidence-based policymaking

THEMATIC AREAS

Urban Planning, land use, and spatial form: Components 1,4 and 5
Decarbonisation and a resilient built environment: Components 2 and 4
Circular Economy: Components 2, 3 and 4

KEY PROJECT INTERVENTIONS

1

Eco-Districts

- Developing and piloting an **eco-district model** in one of COJ Precincts (Orange Grove).
- Developing designs, baseline assessments and recording lessons for replication

2

Social Housing

- Developing and adopted **gender-sensitive and resource-efficient guidelines** (piloted JOSHCO).
- Piloting **waste separation at source**, water efficiency, energy efficiency
- **Capacity building** of SHIs and integration of green building standards

3

Urban Farming and Food Security

- Supporting **emerging farmers**, over 60% women, through COJ's **Food Resilience Programme.**
- Piloting **peri-urban agriculture** and organic farming techniques in underserved regions.

4

Biodegradable Waste Management

- Constructing a **pilot biogas plant.**
- **Piloting separation at the Source.**
- Developing a city-wide **integrated waste strategy** and conducting pre-feasibility studies.

5

Evidence-Based

- Enhancing COJ's **GIS and indicator systems** to support integrated planning (linked to GDS 2040).
- Creating training protocols and a populated spatial database to guide policy

INTEGRATED APPROACHES AND COLLABORATION

Cross-Sector Integration

Eco-Districts

Connects urban planning, multi-sector efficiency, and public space design.

Stakeholders:
Department of Agriculture, Land Reform and Rural Development.

Social Housing

Combines housing policy, gender equity, and resource-efficient building standards.

Stakeholders: Dept of Human Settlements, Department of Social Welfare, SHRA, GBCSA, DMRE, DWS, DFFE

Urban Farming

Links agriculture, community development, and food security.

Stakeholders: Department of Agriculture, Land Reform and Rural Development (DALRRD) , DSD (Department of Social Development), Department of Cooperative Governance and Traditional Affairs (COGTA), DFFE, ARC

Waste Management

Bridges environmental protection, renewable energy (biogas), and urban infrastructure.

Stakeholders: (DFFE, DMRE, PIKIUP, Private sector, Eskom

KEY ENABLERS OF PROJECT SUCCESS

Strategic Partnerships

Partnered with strong sub-executing agencies and secured active support from multiple government departments, agencies, and technical stakeholders, enhancing coordination and implementation capacity and to leverage Co-Financing

Collaboration with private sector is key!!!

Leveraging the City‘s Vision and Leadership

Capitalized on the **City’s forward-looking strategies**, robust technical expertise, and sustained commitment and **political buy-in**, critical to maintaining momentum during the COVID-19 pandemic and navigating financial constraints.

Adaptive Management

Demonstrated agility by pivoting in response to emerging challenges, refining approaches based on real-time feedback, and adjusting priorities as needed to remain effective and relevant. It is important to adjust to political and economic changes. Allow for flexibility in project design to adapt to changing local circumstances.

Long-Term Sustainability

Design projects with long-term sustainability in mind. However, ensure that projects are not just top-down but incorporate local needs and perspectives. This will help maintain relevance in the face of changing political and economic landscape

KEY ENABLERS OF PROJECT SUCCESS

Unified Oversight and Governance

Strong City oversight ensured cohesion across all project components, stakeholders, and partners—anchoring a shared vision and driving collective accountability.

Monitoring and Evaluation

Implement robust M&E mechanisms to track progress and facilitate learning, and to measure long-term impact and sustainability.

Feedback Mechanism

Implement feedback mechanisms to continuously learn from experiences and improve project outcomes.

CHALLENGES

Procurement

Procurement Hurdles: Delays primarily due to lengthy internal processes, sequential dependencies and difficulty reaching suitably qualified candidates in the market

Split components into smaller work packages

Pandemic Impact

Pandemic Impact: Project delays, **currency** depreciation, **Inflation** and escalated construction **costs.**

Financial Constraints

Financial Constraints: Financial constraints lead to **budget reshuffles** and new priorities. Municipalities need to balance immediate social needs with long-term environmental goals. This balancing act can strain budgets, especially when immediate social or economic issues take precedence over longer-term environmental sustainability projects.

Restructure plant **design**

COJ Increased co-financing

Staff Turnover

Staff Turnover: Turnover of key project staff, including the Project Manager and Outcome leads, has posed risks to project continuity and knowledge retention, impacting the project's efficiency and strategic direction.

Misalignment in Component

Misalignment in Component Implementation Progress: Components progress at different paces. Some are more advanced than other.

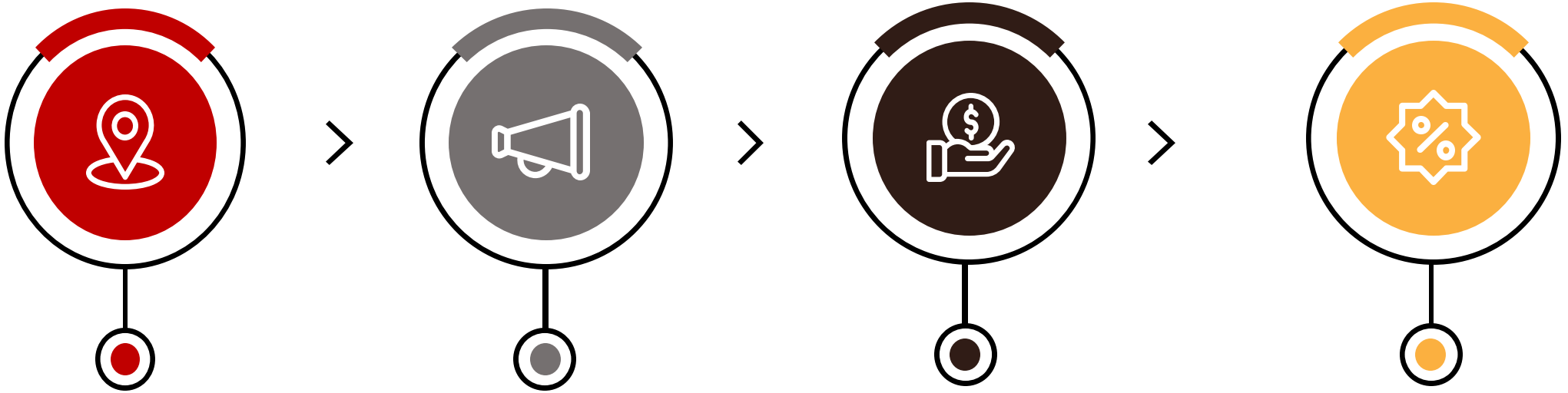
Lack of Synergy

Lack of Synergy: The project outcomes operated more as separate entities than as parts of a cohesive whole. This fragmentation impacts the potential for cross-learning and comprehensive, city-wide environmental improvements.

Longer contracts

Unifying component of knowledge management

LESSON LEARNT



Project preparation is critical for implementation. While there could be changes along the way, it lays a solid foundation for the project to succeed.

Build in cost Contingency

Adaptive management practices are critical for successful implementation. Cities operate in dynamic environments – Political changes, Economic cycles, Budget constraints, Staff turnover

Two Agencies co-implementing - Synchronisation

Project must align with long-term goals of the city to maintain prioritization, while component outcomes and deliverables align with short term priorities and realities

Private sector collaboration key for Efficiency

Incorporate robust social, especially gender, elements at the planning phase for equitable, effective and sustainable outcomes and to maintain community support

Contract duration that is longer than project tenor

TRANSITION FROM GEF 6 TO GEF 8

- COJ serves as a lighthouse that inspired other secondary cities to adopt sustainability pathways
- Building on GFE 6 lessons and achievement, COJ aims to scale their efforts toward sustainable transformation and has joined the GEF 8 SCIP with the aim to promote climate resilience along with other secondary cities in SA
- GEF 8 project aims to enhance climate resilience, biodiversity conservation and sustainable urban development in SA cities through sustainable planning, decarbonization strategies and capacity building initiatives

Component 1

Enhancement of municipal urban planning frameworks by embedding climate, environmental, and biodiversity considerations into municipal governance structures and plans

Component 2

Development of financing mechanisms and policies that attract private sector investment to support climate-positive projects ready for climate financing and implementation.

Component 3

Adoption of renewable energy technologies and resource-efficient urban services that reduce carbon emissions and enhance biodiversity conservation.

While the two projects have distinct objectives, they are interlinked in their focus on promoting sustainable urban development and climate resilience within South Africa's cities. Together, they create a continuum of efforts aimed at addressing urban environmental and social challenges.

GEF 6 AND GEF 8 COMPLEMENTARITY

- The eco-district prototypes and social housing retrofits in GEF-6 offer replicable models for sustainable urban planning under the GEF 8 project.
- The biodegradable waste management strategies piloted in the GEF 6 project provide valuable lessons for integrating circular economy principles into urban infrastructure planning under the GEF 8 project.
- The adaptive management strategies and stakeholder engagement practices refined during the GEF 6 project help inform the GEF 8 project's approach to procurement, capacity building and governance reforms.

Both projects create a cohesive strategy for sustainable urban development in South Africa. The GEF8 project broadens the geographical and thematic scope of the GEF6 project, applying its successes and lessons to multiple cities while integrating additional goals of decarbonization and biodiversity conservation. By linking these initiatives, South Africa can ensure that its cities are not only more resilient to climate change but also serve as models for integrated, sustainable urban development on a global scale.

THANK YOU

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KEY PROJECT INTERVENTIONS

1

Integrated Urban Planning

- Embeds resilience and low-carbon principles into the city's **Growth and Development Strategy (GDS) 2040**, IDP, and Spatial Development Frameworks.
- Strengthens policy coherence across housing, transport, energy, waste, and food systems.

2

Scalable Pilot Models

- **Eco-Districts, green social housing, and biogas pilots** provide replicable, cost-effective models for sustainable urban infrastructure.
- Lessons from these pilots inform citywide policy and private sector uptake.

3

Institutional Capacity and Data Systems

- Builds long-term capacity in **evidence-based planning**, GIS, and performance tracking.
- Enhances institutional resilience and M&E through robust indicator systems and knowledge tools.

4

Inclusive and Green Economy Foundations

- Enables **inclusive urban transformation** by supporting marginalized groups (e.g. women farmers, low-income tenants).
- Supports emerging green markets in organic food, green construction, and renewable energy.

5

Environmental Benefits

- Contributes to significant **GHG emissions reductions** (4.4 Mt CO_2e) through energy-efficient housing, transport, and biogas.
- Improves waste management, reduces landfill pressure, and restores urban ecosystems.