

**SPEECH BY THE EXECUTIVE MAYOR, COUNCILLOR KGOSIENTSO  
RAMOKGOPA**

**ON THE OCCASION OF THE PRESENTATION OF THE END OF TERM REPORT**

**GALLERY OF LEADERS, FREEDOM PARK**

**26 JULY 2016**

Madam Speaker of Council,  
Members of the Executive Committee of the Gauteng Province,  
Ambassadors and high commissioners,  
The Chief Whip of Council,  
The Leader of Executive Business,  
Members of the Mayoral Committee,  
Fellow councillors,  
Traditional leaders,  
Leaders of faith-based organisations,  
Distinguished leadership of our academic centres of excellence,  
Leaders of the business community and civil society,  
City Manager and senior managers,  
Members of the media,  
Comrades and friends,  
Fellow residents of the capital

Let me first take this opportunity to welcome you and thank you for accepting our invitation to bear witness as we conclude our term of office.

I would like to thank the people of Tshwane for allowing me to serve them.

Over the past five years, I have had the duty and privilege to hear your stories and listen to the vision you have for your capital city. We have done our best to deliver on this vision and improve the lives of all our people.

So it is indeed a great honour and privilege for me to present the end of term review for 2011 to 2016.

### **Reflecting on our 2011 mandate**

In 2011, we promised our people that we would improve the delivery of municipal services, that we would develop their infrastructure and that we would boost economic growth and help create much-needed jobs.

We committed to building sustainable communities with clean, healthy and safe environments. Where people were poor and indigent, we would create a safety net of social services that would restore their dignity.

These commitments are echoed in the work of the City over the term.

We said that we would strengthen participatory democracy and the principles of Batho Pele (meaning 'People First').

We committed to promoting sound governance and ensuring financial sustainability. Finally, we committed ourselves to the intensification of organisational development and transformation.

In this term of office, we have come a long way in realising these commitments.

Our record is supported by audit findings and the ratings of financial institutions, quality of life and satisfaction indices, and the numerous awards and recognition received by the City over this term of office.

All this has been achieved through the collective effort of our hard-working City employees and colleagues on the Council. I would like to take this opportunity to thank you all.

While we have had numerous successes, we know that a great many challenges remain.

As the City of Tshwane moves into the next term of office, addressing these challenges will remain at the forefront of the work that it does. We know that this new administration will continue to expand on the programmes and projects initiated in this term of office.

### **Our dreams for the future – changing the game for the better**

Our long-term ambitions are outlined in Tshwane Vision 2055.

Vision 2055 is viewed as a ‘game changer’ of tailored and targeted interventions.

The aim of these interventions is to reduce inequality and to boost economic and political freedom for all our people.

Vision 2055 is also underpinned by innovative partnerships.

It is a call to action – to residents, the private sector, civil society, national and provincial government, and the diplomatic community. Add your skills to those of the City of Tshwane, and together we’ll make Vision 2055 a reality.

### **Rebuilding the capital and accelerating service delivery**

The City’s economy has doubled in size in less than 20 years.

As the capital city, we benefit both from being a centre of national governance and administration and from being the diplomatic capital of the country.

We have seen an increase in our industrial base, which has led to economic growth outpacing the national average and to Tshwane being cushioned from recessionary effects.

As part of remaking the spatial form of the capital city, we are guided by the principles of justice, sustainability, resilience, spatial quality and spatial efficiency.

In this regard, the City of Tshwane has embarked upon an urban regeneration programme that will result in visible changes to the development and management of the capital city.

One of the challenges major urban municipalities face is the degree to which people live in dense settlements, where access to urban services is generally easier and more cost effective.

In the 2011 to 2016 term of office, the Kuka Maoto programme was implemented in Tshwane, as a high-intensity programme to address critical backlogs related to urban management challenges.

All regions have been covered through the initial phase where urban management challenges were addressed across the city. Over 3 700 street lights and 123 high-mast lights have been repaired. 940 water leakages were fixed, while an additional 230 manholes were cleaned.

With regard to urban management, over 2,7 million m<sup>2</sup> of grass have been cut, and 195 illegal dumping sites cleared. Almost 6 000 m<sup>2</sup> of potholes were patched and 861 road markings have been painted. 1 400 illegal advertisements have been removed.

One of the City's major programmes in addressing basic services and the creation of decent living conditions is that of Re a ga Tshwane.

This programme was initiated in May 2013 and it focuses on formalising informal

settlements. It includes the provision of security of tenure and restoration of dignity to residents.

To date, a comprehensive assessment of all informal settlements has taken place. The City has noted that 60% of the 148 informal settlements in Tshwane have been there for over 30 years. A total of 74 informal settlements have been formalised across all regions, and over 11 000 relocations have taken place to date.

Electricity provision focuses on both the significant investment in bulk electricity infrastructure (including the upgrading and construction of new primary substations and high voltage power lines) and the provision of new electricity connections to households. In this term of office, the City has provided new electricity connections to almost 60 000 households. In addition, a total of 11 807 new street lights and 260 new high-mast lights were erected from 2011 to date.

In 2014, the City had a total of 9 624 km of road, over 6 000 km of which were tarred. Major capital projects in the City include the provision of storm water drainage, the construction and refurbishment of roads, the rehabilitation of sidewalks and bridges, the replacement of traffic signs, the provision of parking bays at schools, and the implementation of measures for traffic calming, pedestrian safety and traffic signals.

### **A major focus for Tshwane in the current term of office has been on the provision of water and sanitation**

The City is implementing service backlog eradication projects in the settlements of Ramotse, Marokolong, Kudube, Suurman, Mashemong, Majaneng, Stinkwater, New Eersterus, Tswaing and Ekangala.

In terms of major infrastructure, approximately 580 000 m of bulk water and 209 000 m of bulk sanitation infrastructure were laid during the term. 97 km of internal bulk water lines were developed and 9,1 km of internal sanitation lines.

The quality of drinking water in the city has also achieved the South African National Standard 241 level of 99,1%, putting it amongst top-quality drinking water in South Africa.

Tshwane's refuse collection service coverage has improved significantly, with a specific focus on improved collection in informal settlements.

The City is also standardising its household waste collection service, ensuring that all households use the same type of 240 l wheelie bins. By the end of the term, the City had five active waste disposal facilities.

### **Building sustainable communities**

As a City, we continue to provide a range of services to the more vulnerable sections of society through the provision of practical programmes and facilities to improve the lives of disadvantaged communities.

These range from providing free basic services to indigent households to the provision of social development programmes, such as programmes for women, the youth and vulnerable children.

Our community development initiatives ensured that residents of Tshwane have access to recreational parks, landscaped public facilities, nature reserves, resorts and swimming pools, and safe and adequately maintained open spaces.

A number of sporting facilities have been developed and upgraded, including the Hammanskraal Cricket Oval, which is a multipurpose sport facility located at Mandela Village. There has also been an emphasis on providing new libraries – particularly in areas which had previously been underprovided.

### **Basic health care and servicing the vulnerable**

Working together with both the National and Gauteng Departments of Health, we are continuing to improve access to healthcare for our residents. To date, approximately 1,5 million patients visited the capital city's clinics on an annual basis, and 98% of households have access to primary healthcare within five kilometres of their home.

The capital's e-health project is also underway, with the intention of replacing paper patient files in all clinics with an electronic system.

Almost 50 000 children have benefited from Tshwane's Early Childhood Development programme. The programme has improved access to better-quality educare facilities for young children in the city.

Finally, in terms of the provision of free basic services in Tshwane, the number of households registered on the indigent register has almost doubled since 2006, with over 100 000 households registered currently.

As at the end of March 2016, a total of 11 298 indigent households were moved off the indigent register. It is, however, important to note that the City does have an indigent exit strategy in place. This strategy is aimed at linking indigent beneficiaries to poverty-alleviation initiatives.

### **Safe and secure communities**

A range of municipal services oversee the safety and security of Tshwane's residents. These are the metro police services, fire services and emergency services.

The ward-based policing strategy was rolled out during the 2011/12 financial year, involving three interlinked processes: renewing the Metro Police fleet, strengthening the shift supervisory layer within the Metro Police, and the recruiting TMPD students to become fully-fledged Metro Police officers.

We are proud of our efforts to equip young people with firefighting and disaster management skills, supported by the formation of the Youth Brigade.

In the five-year period of this policing strategy, over 1,9 million calls have been fielded by the City's Emergency Services Department.

The bulk of these – 82% to be precise – are from communities in distress, with an additional 300 000 calls related to patients being treated and transported by the Emergency Services Department. 51 000 of the calls were related to fire incidents.

### **Moving our people through integrated transport network**

The City of Tshwane has invested significantly in its Integrated Transport Strategy and action plans.

Major capital projects in the capital city include the provision of storm water drainage, the construction and refurbishment of roads, the rehabilitation of sidewalks and bridges, the replacement of road traffic signs, the provision of parking bays at schools, and measures for traffic-calming and pedestrian safety, in addition to traffic signals.

The City's flagship bus rapid transit system, A Re Yeng, was launched in November 2014. In the inception phase, A Re Yeng runs from Nana Sita Street in the CBD to Hatfield via Sunnyside, and also connects with the Gautrain station in Hatfield. At the beginning of June 2015, the average number of trips per day had increased to 2 860.

The launch of the A Re Yeng project heralded a new era for mobility in the City of Tshwane. A city whose citizens are mobile, is a successful city.

A Re Yeng has delivered on its promise of offering clean, safe and affordable transport for our citizens.

Don't just take my word for it. Our citizens love it.

Tshwane Bus Services has embarked on a comprehensive turnaround strategy to improve its service, with 120 new buses being procured by January 2015.

Operation Reclaim has been partially implemented in Madiba Street, Thabo Sehume Street and Pretorius Street in Ward 60, making over 870 m of road pedestrian-friendly.

### **Job creation and economic empowerment in Tshwane**

The Smart and Innovative City Programme has been implemented in Tshwane to support service delivery. The City has implemented e-governance platforms to effectively and efficiently transact with communities and ensure transparent governance.

This includes managing programmes that enable innovative technology-driven initiatives to drive local economic development, skills development and to bridge the digital divide between the rich and the poor by providing affordable access to the internet through the City's free wireless internet project in strategic areas, such as customer care centres and libraries.

In 2011 the City began providing Wi-Fi facilities at public places such as the Es'kia Mphahlele, Saulsville and Atteridgeville libraries.

Through the introduction of free Wi-Fi services in areas across the city, Tshwane has cemented its position as a metro on the cutting edge of technology. In partnership with Project Isizwe, Tshwane became the first metro to roll out such a service. More than 1,6 million unique devices have accessed the network, making it the largest Wi-Fi network on the African continent.

In the future, the City of Tshwane will double the size of the network, ensuring that more than half of our citizens are within walking distance of a free Wi-Fi zone.

This will further narrow the digital divide, and go some way to addressing the inequalities.

The project has already made a remarkable difference in the lives of our citizens. This is what they've had to say:

The City has finalised its Sustainable Growth Strategy (SIGS) which prioritises three sectors: education, agri-business and tourism.

### **The green economy and a resilient city**

The Tshwane Vision 2055 commits the city to becoming a *resource-efficient* city through managing consumption needs and the demand and supply of limited resources to a quality and quantity that ensures service delivery and the wellbeing of residents.

A total of 11 445 hectares of nature areas are managed as part of the ecological infrastructure of the city. This includes five sub-water catchments, 1 487 km of water courses and 31 important wetlands.

The focus on the green economy has seen projects such as the Tshwane Food and Energy Centre (TFEC) launched in Region 7. A green economy strategy has been finalised, and the development of cost-neutral green economy projects is underway.

### **Informal trading and SMME support and development**

The City has developed an informal trading policy which aims to advance the interest of informal traders. The City entered into an MOU with informal traders and has focused on the development of infrastructure for informal trading.

Various initiatives around job creation and economic empowerment have been undertaken, including through the Enhanced Public Works Programme (EPWP) and a

number of local initiatives, with over 120 000 people benefitting from such contractual employment opportunities.

From 2011 to date, 12 306 SMMEs, both existing and emerging, were supported through various business support initiatives provided by the City in partnership with, amongst others, the University of Pretoria, the Small Enterprise Development Agency, the Department of Trade and Industry and the Gauteng Enterprise Propeller.

The City has identified six core projects to revitalise the township economies, namely –

- Kgora Community Bakery in Soshanguve;
- the Integrated Vehicle Washing Facility in Mamelodi;
- a plastic manufacturing factory in Cullinan;
- a paper towel manufacturing factory in Mabopane;
- a brick and paving manufacturing factory in Mabopane; and
- the Fresh Produce Market.

### **Encouraging private investment**

A key aspect of the City's investment for the future is that of encouraging private investment in the city, so creating employment opportunities and economic growth. Between 2009 and 2013, the City recorded a total of 36 foreign direct investment projects, valued at more than US\$ 2,0 billion. Building plan approvals over the five-year period was for over R100 billion and over 75% of this investment was from the private sector.

An investment framework has been implemented to fast-track catalytic and strategic investment projects.

The Tshwane Vision 2055 emphasises creating a better life for all. This includes creating a better life through the provision of practical programmes and facilities to improve the lives of disadvantaged communities.

## **Building a modern and effective city government**

As part of the development agenda, the City is also improving processes to localise and implement planning, budgeting, communication and reporting back to communities on performance and service delivery.

Greater care is being taken to ensure responsiveness to community issues raised through imbizo's, IDP engagements, Section 79 oversight committees and door-to-door engagements.

The City has achieved an unqualified audit opinion for four consecutive years, with a reduction in matters of emphasis by the Auditor-General.

Growth in operational revenue remained positive, although it started to slow down in the 2013/14 and 2014/15 financial years. As a result, growth in operational expenditure declined.

A total of R95,3 billion in revenue was generated in the first four years of this term, and R99 billion was spent on operations. A further R18 billion was spent on capital investment in infrastructure.

At the end of the 2014/15 financial year, the City had a total of 19 499 employees. The City recruits staff for vacancies against an approved employment equity plan. All 17 top management officials are from the HDI group, 16 of whom are black.

A number of strategic communications initiatives have been undertaken throughout the term. These include a re-branding programme to help ensure that there is a single, united municipality operating in an integrated way.

In 2009, together with an international partner, the City began to operationalise its broadband programme. By 2012, broadband had become the backbone for most of Tshwane's smart city initiatives.

In 2013, a new ICT strategy was approved by the Council. This strategy aimed to consolidate the somewhat haphazard investments that the City had previously made in ICT infrastructure, and focused on ICT governance to ensure that the City's ICT investments are strategically managed and delivered.

## **CONCLUSION**

In conclusion – it's one thing to run through a laundry list of all the things we've done.

But ultimately, the true test of our term of office is the impact we have made on our citizens' lives.

Have the lives of our people improved? Do they have better transport, more job opportunities, roofs over their heads, water and electricity, food to eat, and the opportunity to thrive in a bold new digital world?

We believe our interventions have made an appreciable difference.

We have done our best, but we know there is still much to do.

We must continue to strive for excellence – that is our responsibility.

It is easy to accept mediocrity. It is hard to demand excellence, but that is what this great city and its citizens deserve.

To my colleagues across all political parties: continue to serve our people with dignity and pride, remembering that you are serving your nation, and that is a privilege

In seven days, on 3 August, our people will once again exercise their right to decide who will lead this metro.

We remain ready, willing and able to continue serving our people honestly, meticulously and judiciously!

Our people know very well who their dependable servants are, and who will work with them to achieve the dream of a better life for all.

On a personal note, in a few days, I will turn off the lights in my office for the last time, and leave the team that leads the City of Tshwane.

My service to all of you will be over, but the wonderful memories, the lessons learnt and the achievements we have made together will stay with me as long as I live.

Thank you