

STATE OF THE CAPITAL ADDRESS 2022

Delivered by the Executive Mayor of Tshwane, Alderman Randall Williams

Greeting and acknowledgements

Honourable Speaker
Honourable Chief Kekana and his entourage
Honourable Chief Mahlangu and his entourage
Chief Whip of Council
Members of the Mayoral Committee
Leaders of all political parties represented in Council
Honourable aldermen and councillors
Distinguished guests
The acting City Manager
Officials and top management of the City of Tshwane
Members of the media
And, most importantly, our Tshwane residents

A very good morning to you all and thank you for joining the 2022 State of the Capital Address.

Introduction

Honourable Speaker

Today, I stand before this Council to deliver my second State of the Capital Address.

However, before I begin, I ask that we first take a moment to reflect on those who have been affected by the floods in KwaZulu-Natal. The most recent statistics indicate that over 450 people have lost their lives, with countless homes lost and extensive damage to infrastructure across the province. I would like to offer our thoughts and prayers to all the families that were affected.

It is indeed a great honour and privilege to once again have the opportunity to reflect on our past journey, assess the present and map out our plans to take the City forward.

This year we are embarking on a re-energised and service delivery-focused journey with the multiparty coalition government of the City of Tshwane.

Our administration represents the collective choice by our residents to install a multiparty coalition government to represent their needs and fast-track service delivery.

On request, this document can be provided in another official language.

Our residents have entrusted us with an important duty when they exercised their voting power to place an important responsibility upon us to restore stability and drive quality service delivery in the City of Tshwane.

Our coalition government reflects the diverse communities we serve in Tshwane, and I believe this is a distinct advantage as it enables us to better understand the needs of our people.

Governing a large metropolitan city like ours is a challenging task, nonetheless, I believe we have a strong coalition government that is eager to serve and get things done to take our City forward.

To succeed in this task, we have made the interests of Tshwane residents our top priority by identifying the following ten strategic focus areas to develop Tshwane and fast-track service delivery:

1. Prioritise the electrical grid and water infrastructure
2. Provide stringent financial management and oversight
3. Be a business-friendly City that promotes employment and economic growth
4. Enhance City safety, security and emergency services
5. Maintain a clean and protected natural environment
6. Maintain and expand road infrastructure and public transportation
7. Be a caring City that supports the vulnerable and provides social relief
8. Modernise and digitise City processes
9. Provide a professional public service that drives accountability and transparency
10. Create a healthy and vibrant city

Honourable Speaker, to deliver on these priorities means that we must consider moving with the times and embracing the full potential and opportunities provided by new technology and data solutions. This is why I have chosen the theme for this year's State of the Capital Address as *Building a data-driven City to fast-track service delivery*.

This theme demonstrates our intention as the City to effectively use data, research and analytics to better understand complex issues, engage residents, choose correct policy interventions to transform the quality of life of our residents, and improve operating conditions in the City for businesses to attract more investment.

Furthermore, using data and digital technologies will assist the City to ensure that we offer residents access to a majority of our services on digital platforms in the comfort of their homes.

It is important that as we work towards improving service delivery, financial stability and the development of the City, we do so while keeping an eye on our changing modern times.

Municipalities and public entities across the country are under pressure to keep up with and adapt to the modern technological demands of the communities we serve. The City of Tshwane must never be left behind, therefore it is crucial that we embed a culture of embracing innovation and using data within the City.

We must move towards digitising our processes, capturing data and using it to shape policy, as doing so makes us more efficient and saves money. We simply have to embed this in our thinking to make life easier for our residents.

When we talk of building a data-driven City, we want to use technology and data to drive efficiency, accountability and good governance that improve service delivery. We need to have technological systems in place that will help us to assess our performance accurately, identify service shortfalls and resolve these in good time.

Water and electricity infrastructure development and maintenance

Honourable Speaker

Having already been in office for almost one and a half years as the Executive Mayor, it has become clear to me and my colleagues that one of the key focus areas to take the City forward is maintaining and refurbishing critical water and electricity infrastructure.

It is no secret that our electrical infrastructure is aged and has become vulnerable, easily catching fire and regularly breaking down. This is a matter that we identified as needing urgent intervention. In addressing this, during last year's State of the Capital Address I announced that we were at the planning stage regarding the refurbishment of the frequently troublesome Mooikloof and Wapadrand Substations.

Today I am pleased to announce that we have indeed delivered on our commitment. Recently, we officially launched the multimillion-rand Wapadrand Refurbishment Project. The City is investing over **R134 million** into the refurbishment project that will see Wapadrand Substation rebuilt to a high level of operational efficiency.

This is a much-needed intervention, as we have regularly had our hands full working around the clock when operational issues arose at the substation and plunged the surrounding areas into darkness for days on end. This was a difficult time for all, and through this refurbishment we intend to ensure that we prevent future service interruptions.

Moving on to Mooikloof Substation's refurbishment, plans are now at an advanced stage, as the appointment of the main contractor for the project has been completed and the site will be handed over before the end of June 2022. We are also prioritising Pyramid, Kentron and Rosslyn Substations in order for the vital upgrades and refurbishment required to be implemented.

Another key electrical infrastructure development is Wildebees Infeed Substation. Together with Eskom, the City is facilitating the construction of a new **250 MVA** infeed substation in the eastern parts of Tshwane. The infeed substation will cater for future developments and alleviate the load from the existing Njala Infeed Substation. We have now finalised the budgeting quotation process and we are working to finalise the specifications of the new infeed substation.

Honourable Speaker, we have several more electricity infrastructure projects, so allow me to touch on some highlights.

- The City plans to commission a new **40 MVA** substation later this year. The proposed Kosmosdal A Substation will supplement the existing **120 MVA** Kosmosdal B Substation to support the data centres in the Kosmosdal area.
- Furthermore, the City has also lodged an application for a **300 MVA new infeed substation** in the Kosmosdal area to support the data centre load requirements in the area.
- We also are engaging Eskom on the development of Refilwe Substation in Region 5, along with additional plans to increase electricity capacity in Rethabiseng in Region 7.
- We are also conducting a Bronkhorstspuit Substation upgrade project in Region 7. This project addresses a capacity upgrade of the existing substation from **20 MVA** to **80 MVA**. We started this work in October 2019 and it is expected to be completed later in the year.
- Furthermore, we are upgrading Soshanguve Substation in Region 1. This is another project that addresses a capacity upgrade of an existing substation from **20 MVA** to **80 MVA**. The work for this project started in July 2020 and is also expected to be completed within this calendar year.

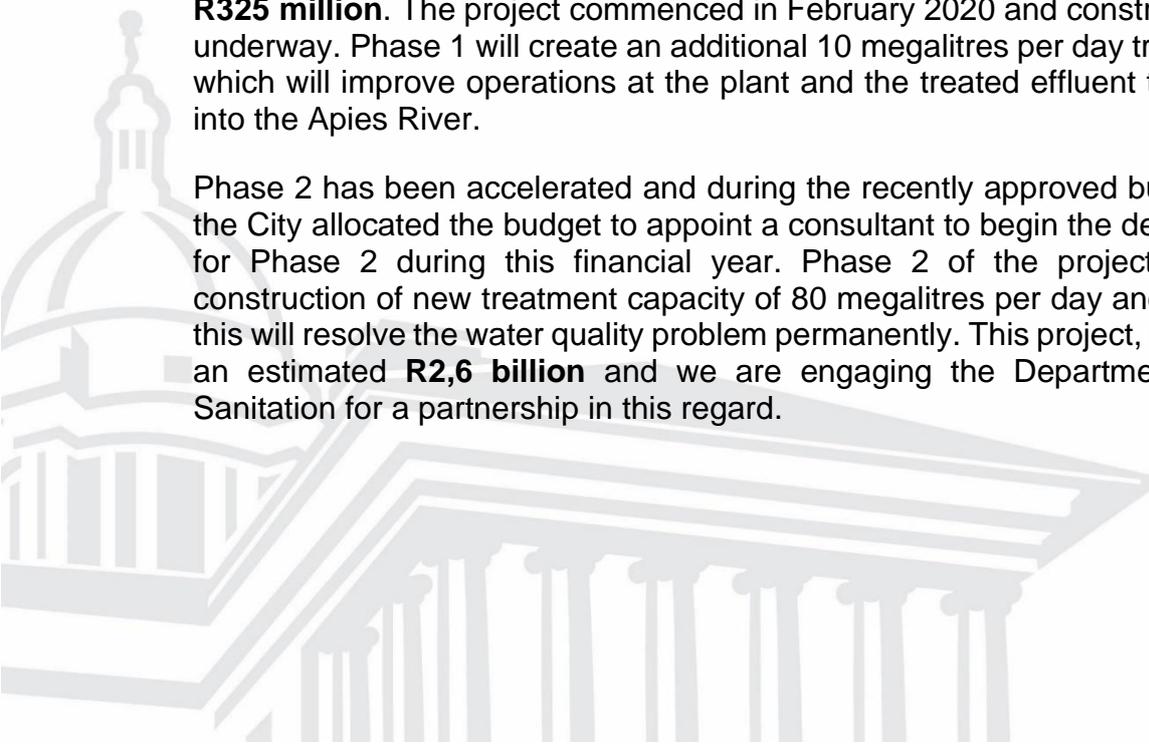
Honourable Speaker, all these projects reaffirm our commitment to prioritise, refurbish and maintain our critical infrastructure to enable economic growth in Tshwane. We cannot encourage development and investment in our city without supplying the needed infrastructure to support it. This is an investment in the future.

In relation to water and sanitation, the City is taking the issue of water quality in Hammanskraal very seriously and we are treating this with the urgency it deserves.

As announced in the previous State of the Capital Address, the City took a decision to tackle the problem at the source by embarking on a project to expand and upgrade Rooiwal Waste Water Treatment Works. Rooiwal is overloaded and requires expansion and upgrading to create the additional required treatment capacity.

So far, the City is making progress with Phase 1 of the project, which is valued at **R325 million**. The project commenced in February 2020 and construction is currently underway. Phase 1 will create an additional 10 megalitres per day treatment capacity, which will improve operations at the plant and the treated effluent that is discharged into the Apies River.

Phase 2 has been accelerated and during the recently approved budget adjustment, the City allocated the budget to appoint a consultant to begin the design specification for Phase 2 during this financial year. Phase 2 of the project will include the construction of new treatment capacity of 80 megalitres per day and, once complete, this will resolve the water quality problem permanently. This project, however, requires an estimated **R2,6 billion** and we are engaging the Department of Water and Sanitation for a partnership in this regard.



This project will also ensure that the farming community and the Hammanskraal community receive potable water, and will unlock much-needed capacity for development in the area.

Honourable Speaker, we are committed to prioritising maintenance and refurbishment across our waste water treatment plants to ensure that the City is able to prevent the pollution of our rivers, and to create a safe and healthy environment for all residents in the affected areas. This is why we have also earmarked the plants in Sunderland Ridge, Klipgat and Ekangala to be prioritised going forward.

The City is also working to address the issue of non-revenue water losses. This is water that is pumped into our water network and then gets lost or unaccounted for due to a variety of reasons, such as water leaks or pipe bursts. Most municipalities experience this problem to varying degrees as water losses have a negative impact on revenue collection.

To address this, the City has partnered with the Development Bank of Southern Africa on a pilot project that is designed to address non-revenue water losses. This pilot project is based on a Development Bank of Southern Africa feasibility study and is in progress in the Region 5 areas of Refilwe, Cullinan and Rayton.

We have also partnered with the City of Aarhus in Denmark to find the best solutions to manage water losses. Overall, in the current financial year so far, we have invested **R180 million** in water demand and water loss projects, with over 14 km of old asbestos and cement water pipes replaced in the process.

Going back to our theme, smart thinking and data use has become necessary in managing water losses going forward. Collecting and acting on data is now crucial for the management of an efficient water network.

Core maintenance operations and urban management

Honourable Speaker, our focus on core basic service delivery remains a priority for our coalition government. We strongly believe that the day-to-day operations of the City must be enhanced and improved upon.

It is important that we inspire confidence in our administration by attending to basic frontline services. This entails a standing commitment to ensure that that we cut grass, patch potholes, repair water leaks and fix street lights. We are facing significant backlogs in parts of the city, which we are tracking, and the heavy rains over the last few months have significantly damaged our infrastructure. Nonetheless, our teams are deployed across Tshwane to respond to the needs of our residents.

For example, despite the unusually high rainfall recorded over the past year, we have cut over **77 million m²** of grass.

Other basic service delivery items and highlights include the following:

In total, the City has an estimated **239 886** street lights and **1 805** high-mast lights. We are working to keep Tshwane's illumination at acceptable levels.

During the current financial year, the City cleaned **8 311** storm water kerb inlets, rehabilitated **four sinkholes**, maintained **1 251** traffic signs and repainted **136 km** of roads, with an expenditure of **R68,8 million** to date.

Furthermore, in the upcoming 2022/23 financial year, we have plans to clean **6 000** storm water kerb inlets, maintain **2 000** traffic signs and repair **75 km** of roads.

In our efforts to augment the current road maintenance staff complement, the City has been piloting automated pothole patching technologies. This initiative was piloted in Regions 3 and 4 and achieved patching 200 m² of potholes per day. The quality of this work can be viewed in parts of Atteridgeville and Centurion, as well as along Quagga Road.

This will further be rolled out in all regions to address this serious issue facing the motorists of Tshwane. Recent upgrades to our Bon Accord Asphalt Plant in Ward 96 are also significantly assisting us in increasing the production of hot asphalt so that we can ensure adequate maintenance of roads across the city.

Recently, we embarked on a concerted intervention to eradicate the most aged water leak complaints in Regions 1, 3 and 6. The backlogs in Regions 1 and 6 were all cleared, while in Region 3 we managed to attend to half of the backlog by reducing 1 400 reported water leaks to less than 700.

Centurion Lake

One of the core projects currently underway is the maintenance of Centurion Lake to ensure that we prevent major flooding during the rainy season.

We embarked on this intensive lake maintenance programme last year already when we ensured that there would be sufficient budget available for this work in the 2021/22 financial year.

I am pleased to report that great progress has been made. Levels of silt and sand that accumulated over the years have been reduced to improve the flow of the river. As a result of this intervention, the smell around the lake has abated, making it more pleasant to be around the lake. We intend to continue finding cost-effective means to properly maintain the lake.

Financial stability of the City

Honourable Speaker

The financial stability of the City remains a key focus. Our efforts as an effective coalition government who is focused on turning around the City's financial condition have not gone unnoticed.

Indeed, our popular #TshwaneYaTima revenue-collection campaign and other efforts have begun to show results. The #TshwaneYaTima campaign, which has been widely covered in the media, not only stimulated revenue, but also highlighted the seriousness with which this administration takes the City's financial affairs. In a short space of time, we were able to collect over R700 million and we have continued to ensure that we maintain the momentum we started earlier in the year.

It is a matter of public record that in November 2020, we inherited a large deficit of more than **R4 billion** from the provincial administrators. Turning around the City's financial position has not been easy, but we are gradually making steady progress.

As per the audited financial statements, the City was able to turn around the large deficit for the year ended 30 June 2021, as we reduced the **R4,3 billion** deficit down to **R613 million**. We are certainly pushing for a stronger financial position for 30 June 2022 and our intention is to end the year with a surplus of about **R25 million**.

I am further pleased to announce that GCR Ratings, one of the City's official credit rating agencies, upgraded our credit rating to CCC+(za) as an issuer of long-dated debt and to CA (za) as an issuer of short-term paper. In both cases we have been awarded an outlook of **positive**, signifying that the independent rating agency is of the view that the City's finances will continue showing improvement in the near future.

What we do in uplifting our revenue must be supported by reducing all expenditure that does not promote basic service delivery. We owe it to the residents of Tshwane to manage the City's finances in the best possible manner, acknowledging the difficult circumstances under which we are operating.

The achievement of an improved rating would not have been reached without the concerted efforts of our administration to apply sound financial management.

We are demonstrating that through our deliberate and well-planned actions, even in the face of tough economic conditions exacerbated by COVID-19, the City's financial position can and shall attain the stability we need to execute our mandate of service delivery to our residents.

Our residents are reminded that the success of the City also depends on them. We need your cooperation in our revenue-collection drive, as we need your bills to be paid on time so that the City does not have to implement credit control actions and can afford to pay for goods and services.

Driving economic growth and employment

Honourable Speaker

The COVID-19 pandemic has made conditions tough for business, economic growth and creating employment opportunities. However, we still have a responsibility to push ahead despite these challenges.

The Expanded Public Works Programme (EPWP) has been a key driver for employment opportunities in the City. As of February 2022, the City created **11 725** work opportunities. We are still very much committed to our goal to create **17 975** jobs before the end of this financial year.

The daily services and duties of these participants include activities such as picking up litter, clearing dumping sites, conducting maintenance of selected areas and any other general work that is required of them by the City.

This project reaffirms our commitment to create work opportunities to fight poverty and give a sense of hope to the many unemployed residents of Tshwane. Alongside the

funding from the national Department of Public Works, the City provides the majority of the funding for this employment programme, which is an indication of how seriously we view the need to assist with job creation.

Public Employment Programme

Furthermore, the Presidency has recently launched the second phase of the Employment Stimulus Package, which includes the massive upscaling of the National Treasury's Public Employment Programme.

The Public Employment Programme provides additional financing to metropolitan municipalities and other public entities to use public employment as an intervention to mitigate the negative impacts of high unemployment and ongoing job losses as a result of the current economic climate and adverse economic effects of COVID-19. In this regard, in the next financial year the City is expecting an allocation of **R140 million** from the National Treasury.

The City prides itself on running a fair and transparent EPWP recruitment programme in the form of our lottery selection system that ensures that the EPWP recruitment drive is free from corruption and nepotism.

The system works independently without any influence by electronically selecting applicants from our EPWP database. The database has over 150 000 registered jobseekers. We have used this system to facilitate the recruitment of 9 000 beneficiaries for the Public Employment Programme.

We are the only metropolitan city in the entire country that uses a lottery system to advance this type of recruitment, making sure that these processes are fair and free from any political interference.

We will always seek to prioritise technology to ensure that we drive sound governance in the City.

It is truly our hope that these employment opportunities will make a difference in the lives of the selected applicants. It is a key programme and vehicle in the fight against poverty and unemployment, providing our residents with much-needed income-earning opportunities.

Registration on the database remains open. Jobseekers must be between the ages of 18 and 60, and they should bring along a certified copy of their identity document and proof of residence, which must be attached to the registration form.

Chartered Accountant Training Programme

Honourable Speaker, in 2016, the Mayoral Committee approved the City to apply for accreditation as a training office to offer a programme for attendees to attain the CA (SA) qualification to become chartered accountants.

The City was granted approval by the South African Institute of Chartered Accountants to train graduates from November 2017.

We are proud to announce that one of the trainees has successfully completed the CA (SA) traineeship. Additionally, having achieved all academic requirements, the trainee is now eligible to be registered as a CA (SA).

We would like to congratulate Kulani Nkonwana on this achievement. We also thank and appreciate the hard work of all stakeholders who worked tirelessly to ensure that we produce the first of our own chartered accountants through our Chartered Accountant Training Programme.

City planning

Furthermore, we have been pushing to digitise our processes in relation to city planning. In last year's State of the Capital Address I committed that we would expand our e-Tshwane portal to assist in processing city planning applications.

We have delivered on that commitment. The e-Tshwane portal was expanded in 2021 to provide for the submission of various land development application types. Phase 2 of the Development Application Management Systems is imminent and will provide for the improved back-end processing of applications, and replace the outdated Application Processing System. The project is managed by the Shared Services Department, with the Economic Development and Spatial Planning Department as client.

Informal trading

Honourable Speaker

Informal trading is a unique and bustling feature of most African cities, as it provides services to a strong and loyal customer base and, equally, the sector promotes a much-needed spirit of entrepreneurship.

The City is committed to assist this sector within Tshwane. Previously, we announced our commitment to finalise the development of the Marabastad Informal Trading and Marketing Stalls. The first phase of the project is nearing completion and will be handed over to the informal traders later this calendar year.

Investment projects

Honourable Speaker

I mentioned during the previous State of the Capital Address that the City of Tshwane was processing 17 strategic urban development projects. These include the Eco-Park Educational Park, Castle Gate development, Tshwane Automotive City Special Economic Zone and Rainbow Junction projects, which are contributing significantly to driving economic development in Tshwane.

Recently, we also entered into a memorandum of understanding between the City of Tshwane and the South African Reserve Bank on 17 March 2022. This memorandum of understanding solidifies the partnership between the City of Tshwane and the South African Reserve Bank with regard to the refurbishment of the South African Reserve Bank precinct and, ultimately, the renewal of the inner city.

In our efforts to promote economic growth, during this financial year, the City facilitated over R2,8 billion of investments, which include the completion of the first phase of the Castle Gate project (R650 million), the relocation of Bader SA to Rosslyn (R800 million) and the ongoing upgrades at South African Breweries (R1 billion).

I would like to thank all these companies for choosing Tshwane as their home. Through our Business Retention and Expansion Programme, the City will continue to address our investors' service delivery issues.

Honourable Speaker, the global tourism industry is in recovery, but full recovery is also dependent on the full and equitable access and roll-out of vaccines. It is encouraging that the government has now eased regulations on international travel, which we believe will encourage more travellers to South Africa.

Our local tourism industry has taken significant measures to implement internationally recognised protocols to protect against COVID-19. To stimulate growth, investment in tourism and hospitality facilities is required, and as such the City will focus on extracting value from its sizable portfolio of tourism assets in our nature reserves, resorts and museums.

Public transport

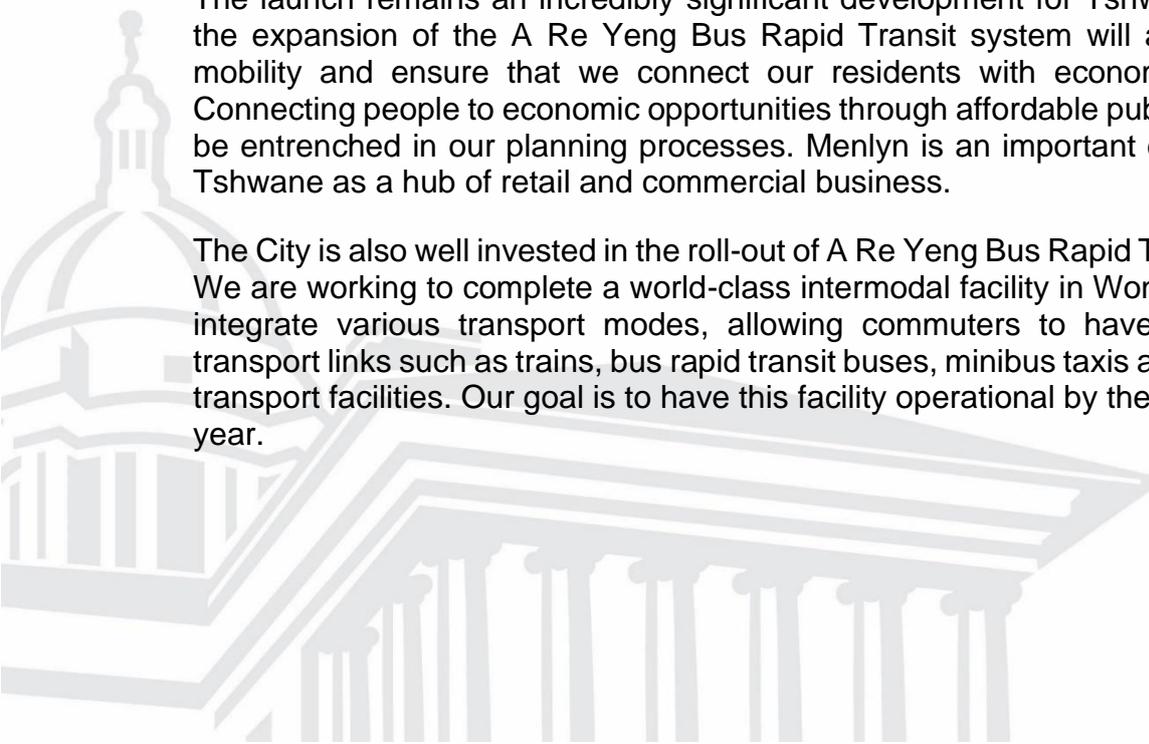
To facilitate economic growth, the City needs well-functioning transport systems and road infrastructure to create an accessible Tshwane with ease of movement for traditional modes of transport and more environmentally friendly, non-motorised transport systems.

Honourable Speaker

During last year's State of the Capital Address, I outlined our plans to extend A Re Yeng bus operations to enable better access to public transportation across the city. During the speech I also made mention of our plans to officially launch the operation of Line 2B, which connects the inner city to Menlyn. Today I am pleased to report that we have indeed delivered on our promises and launched A Re Yeng Line 2B in September 2021, of which there has been rapid uptake and use.

The launch remains an incredibly significant development for Tshwane residents as the expansion of the A Re Yeng Bus Rapid Transit system will assist to advance mobility and ensure that we connect our residents with economic opportunities. Connecting people to economic opportunities through affordable public transport must be entrenched in our planning processes. Menlyn is an important economic zone in Tshwane as a hub of retail and commercial business.

The City is also well invested in the roll-out of A Re Yeng Bus Rapid Transit operations. We are working to complete a world-class intermodal facility in Wonderboom that will integrate various transport modes, allowing commuters to have easy access to transport links such as trains, bus rapid transit buses, minibus taxis and non-motorised transport facilities. Our goal is to have this facility operational by the 2022/23 financial year.



Another planned project is the construction of Line 2B for Lynnwood Road, which we are looking to commence with in the next financial year 2022/23. It is envisaged that the project will take 18 months to complete.

Along with this, we are also pushing forward with plans to extend Bus Rapid Transit services to Mamelodi. The planning of Line 2C from Menlyn to Mamelodi has commenced and it is our intention to begin running operations to the area in 2023.

We have also taken steps to unlock the economic potential of Wonderboom National Airport. Despite COVID-19 economic setbacks, in the past few months we have made significant strides in reclaiming the airport's former vibrancy by restoring a safe and secured seamless operational environment in compliance with civil aviation norms and standards.

Work to restructure the airport property rental portfolio, and normalise and renew leases is at an advanced stage, with the streamlining of business processes and systems to optimally manage the collection of revenue.

The airport is currently reviewing and enhancing internal business processes to ensure the maximum collection of revenue. We are also reviewing lease agreements at the airport. Our financial valuations show that the airport rental revenue stream will double its current rand value upon the renewal of lapsed property rental agreements. We are also working closely with Airports Company South Africa, which is providing valuable inputs on taking operations at the airport forward.

Honourable Speaker, the City is also working to improve public transport facilities by entering into productive working relationships with our taxi stakeholders. The successful launch of the new Centurion Taxi Rank serves as a model of the type of partnerships we are looking for, where the City provisionally leases refurbished taxi ranks to the resident operator for the better management and upkeep of these facilities.

Supporting the vulnerable

Honourable Speaker, it is important that we always prioritise and support the vulnerable in our city. The lasting negative impact of COVID-19 has created continued economic hardships for many of our people. As a City we cannot just stand by and watch: We must offer ways to support those who require social support and relief.

One of our key interventions in this space is the Indigent Programme, which is aimed at assisting residents who are unable to pay for municipal services. This programme also serves as a vehicle to fight poverty.

The indigent programme is offered through the City's Community and Social Development Services Department.

Qualifying households receive the following free basic services:

- Provision and connection of a prepaid electricity meter
- Provision of 100 kWh of electricity per month
- Provision of 12 kl of water per month

- Provision of a refuse bin for refuse removal
- 100% rebate on property rates and refuse removal

I would like to encourage disadvantaged households to come forward and apply for this service by visiting their nearest regional office, where they will be directed to the customer relations office that will assist with the application process, application form and documented proof as required.

I am pleased to note that residents who need assistance are taking up this opportunity. The City currently assists 43 806 residents through the Indigent Programme.

Dignified human settlements

Honourable Speaker

Our Human Settlements Department is a key player in facilitating development across Tshwane and supporting vulnerable residents. Much like most metropolitan municipalities, the City of Tshwane is facing increasing demand for housing that is close to and within the 30 km radius of economic nodes and opportunities.

In addressing this, the most viable approach is offering a combination of services to existing settlements while also investing in new developments and social housing projects to accommodate a large percentage of the growing housing demand.

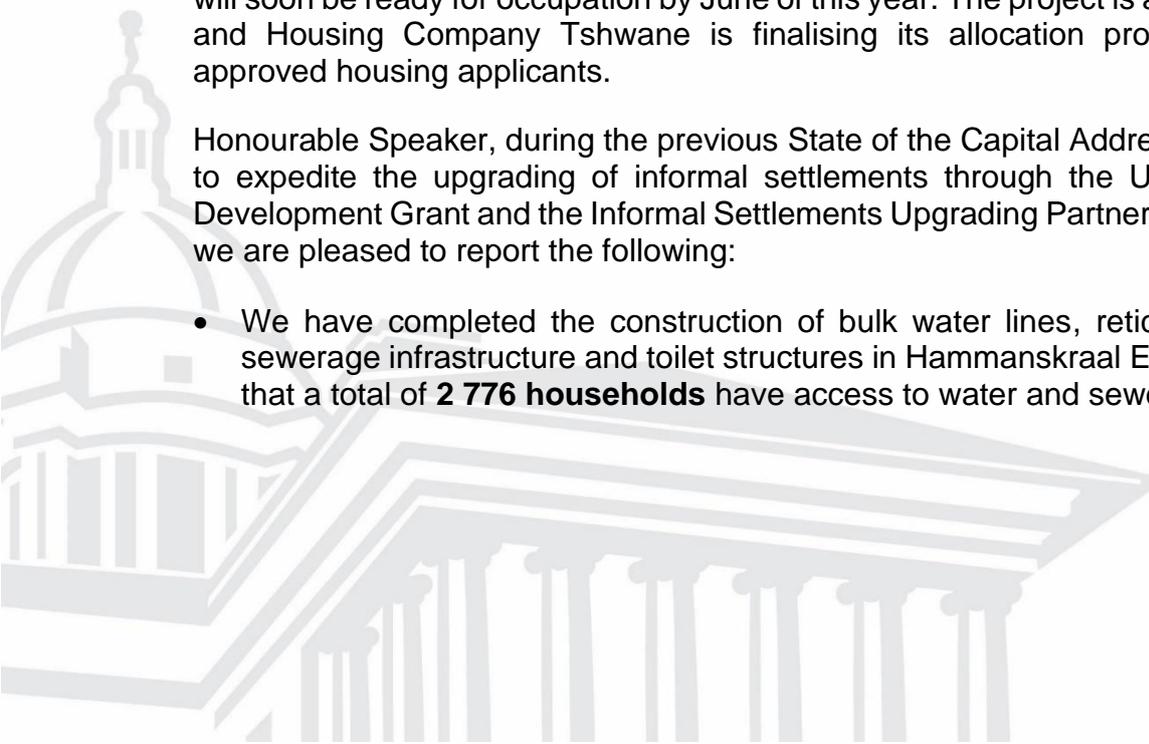
Currently, we have three main social housing projects that are set to benefit Tshwane residents, namely Chantelle (**600 units**), Timberlands (**607 units**) and Townlands (**1 200 units**).

These projects will offer mixed units for young families and urban economically active residents. The target group is Tshwane residents who do not qualify for government-sponsored housing nor earn enough to qualify for home loans (earning between R1 500 and R15 000 per month) – this is what is referred to as the missing middle group.

While the Chantelle and Timberlands projects are at advanced planning stages, I am pleased to report that Phase 1 of the Marabastad Townlands social housing project will soon be ready for occupation by June of this year. The project is at 93% completion and Housing Company Tshwane is finalising its allocation processes with pre-approved housing applicants.

Honourable Speaker, during the previous State of the Capital Address, we committed to expedite the upgrading of informal settlements through the Urban Settlements Development Grant and the Informal Settlements Upgrading Partnership Grant. Today we are pleased to report the following:

- We have completed the construction of bulk water lines, reticulation networks, sewerage infrastructure and toilet structures in Hammanskraal Ext 10. This means that a total of **2 776 households** have access to water and sewer services.



- The Refilwe Ext 10 project in Region 5 is under implementation and moving towards completion. The project will benefit a total of **788** household with water and sewer services when completed in the 2022/23 financial year.
- The Phomolong project, which is located in Mamelodi Ext 6 in Region 6, has started and progress is 40% towards completion. So far, **349** water connections and **439** sewer connections have been completed.

Honourable Speaker, the City has further begun implementing the Tshwane Informal Settlements Upgrading Strategy where the City has assessed and categorised all the informal settlements in its jurisdiction.

A total of 145 informal settlements are confirmed to be developable based on the high-level feasibility studies conducted. In line with the Informal Settlements Upgrading Strategy, the City has appointed town planners to proceed with the township establishment and approval of general plans for approximately 100 informal settlements in the next three years. The informal settlements are spread across all seven regions of Tshwane.

The City has made significant inroads with the relocation of residents in these informal settlements by allocating permanent stands in various areas that are currently provided with interim basic rudimentary services. The stand allocations are as follows:

- Onverwacht: 475 stands
- Proposed Orchards 110: 4 200 stands
- Proposed Hammanskraal West Ext 4: 3 300 stands
- Proposed Peach Tree Ext 29 (Laezonia): 150 stands
- Booyens Ext 4: 472 stands
- Erf 12223 and 12224, Nellmapius Ext 22: 397 stands
- Refilwe Ext 7: 670 stands
- Refilwe Ext 10: 720 stands

This amounts to over **11 000** stand allocations and is indeed good progress. Without wasting any time, the City has already earmarked **4 080** stands to be allocated to beneficiaries.

So, in total over **15 000** households will be provided with permanent stands, with plans to phase in services and upgrade these areas. All of this work speaks to our commitment to address with dignity the housing challenges faced by the City.

Honourable Speaker, it is also worth noting that as of the end of March 2022, the City recorded **4 102** new title deed registrations. This is a bold and deliberate drive by the City to restore the dignity and pride of our beneficiaries.

It is important for residents and beneficiaries to note that a title deed is the only acceptable proof of ownership of a property. It is therefore crucial that we educate our people about the importance and legality of a title deed. We have countless cases of people signing affidavits when they buy or sell properties.

Residents need to know and understand that an affidavit will never replace a title deed. Affidavits are generally used by criminals to sell properties that do not belong to them,

effectively scamming residents. We further urge residents to do the right thing by getting the property transferred properly through the Registrar of Deeds.

Another notable achievement relating to human settlements is that by the end of March 2022, an additional **1 576** water and sewer connections have been completed in Mabopane Ext 1 – a greenfield project intended to accommodate families currently residing in informal settlements.

The City has also managed to complete a total of **4 452** water and sewer connections to low-income households funded from the Informal Settlements Upgrading Partnership Grant and the Urban Settlements Development Grant.

Quality healthcare

Honourable Speaker, part of supporting the vulnerable is improving access to healthcare services.

Our coalition government has promised to ensure access to quality public healthcare services. That is why we are proud that 100% of the 24 City-managed clinics achieved Ideal Clinic status in various categories of the Ideal Clinic rating system.

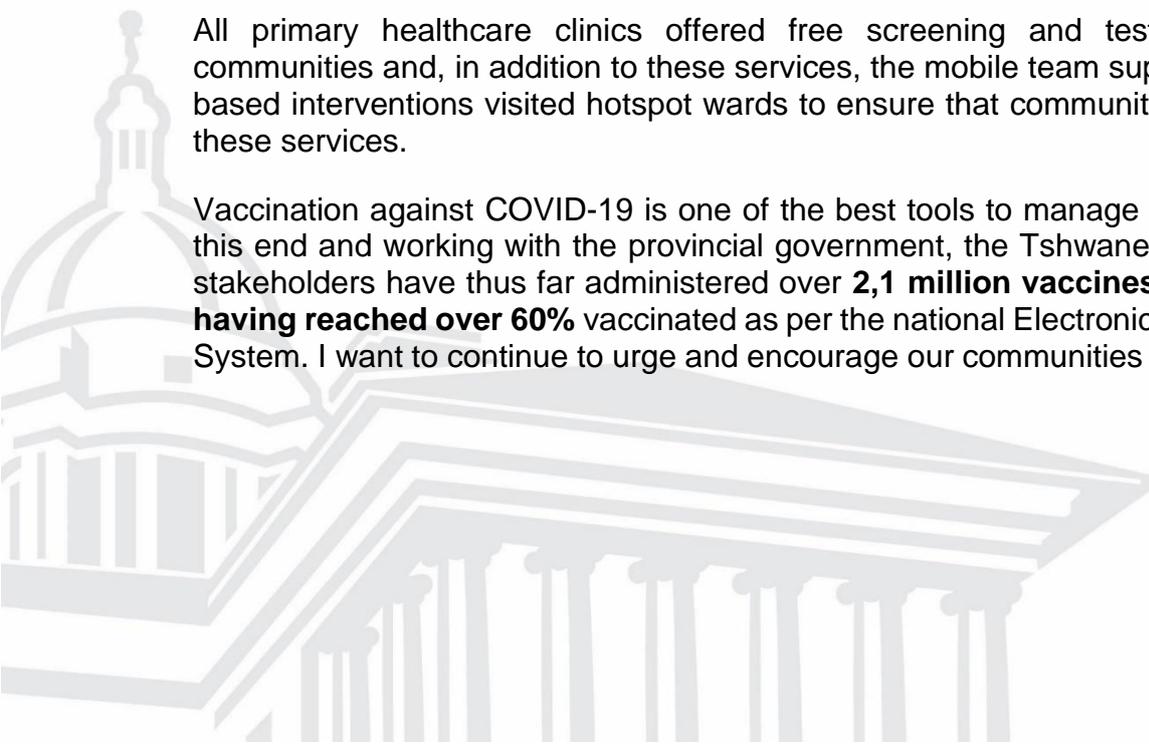
20 clinics achieved platinum status, three achieved gold status and one achieved silver status after the yearly assessment by the district, provincial and national teams. This demonstrates our commitment to quality services, and we intend to ensure that we maintain this high quality of service and push for platinum status for all our clinics.

One of the common complaints by patients is long waiting times at clinics. Our teams continuously work towards reducing waiting times and City of Tshwane clinics have impressively decreased their clinic waiting times to an average of 125 minutes against the national norm of 180 minutes.

We are also committed to implementing a robust COVID-19 strategy to protect our people. As part of our comprehensive health response, our health teams took services to our residents by conducting extensive COVID-19 outreach programmes and increased clinic-based services, where we reached more than 3 million people and administered over 320 000 tests in Tshwane.

All primary healthcare clinics offered free screening and testing to Tshwane communities and, in addition to these services, the mobile team supporting the ward-based interventions visited hotspot wards to ensure that communities had access to these services.

Vaccination against COVID-19 is one of the best tools to manage the pandemic. To this end and working with the provincial government, the Tshwane district and other stakeholders have thus far administered over **2,1 million vaccines**, with the **elderly having reached over 60%** vaccinated as per the national Electronic Vaccination Data System. I want to continue to urge and encourage our communities to get vaccinated.



Creating a safe and caring City

Honourable Speaker

The creation of a safe and caring City is critical if we are to attract investment and business to Tshwane. It is also important that residents feel safe in the city they call home. To do this requires that we properly capacitate our departments so that we can enforce our by-laws and respond appropriately when tragedy strikes in Tshwane.

Most recently, our Emergency Services Department proved their value and capability when they assisted with managing flood incidents that occurred in many parts of Tshwane, with many poor and rural communities affected. Reports estimate that between 100 mm and 160 mm of rain fell in a short period, which resulted in flash floods.

Our urban search and rescue teams, South African Police Service divers and Gauteng emergency management services worked closely together and conducted an estimated **57** rescues over the period. These rescues included, among others, rescuing people from motor vehicles that were trapped on bridges and in rivers and rescuing people from flooded houses.

Honourable Speaker, we also invested in critical equipment to ensure that we are never caught off guard when disaster strikes. In October last year, we unveiled three ladder trucks, which were the first of their kind to be deployed in an African city, and in so doing significantly enhanced the Emergency Services Department's response capabilities.

These vehicles form part of the Emergency Services Department's fleet replacement strategy aimed at optimising the services rendered by the Emergency Services Department by equipping personnel with resources of world-class standards.

We recently welcomed 171 new Tshwane Metro Police Department constables who will assist to boost our operations in conducting the three core functions of the Tshwane Metro Police Department, which are by-law enforcement, crime prevention and traffic policing.

We are also actively tracking prosecutions and the issuing of fines to create better data mapping of our policing in Tshwane. This allows us to track whether or not we are successful in prosecutions at our Municipal Courts and will identify the areas where we need to strengthen our enforcement processes.

By using data we are also able to better map out crime hotspots in Tshwane, particularly as it pertains to issues of cable theft, which allows us to respond more effectively. Data-informed policing is critical to ensure that we allocate the resources we have in the most efficient manner possible.

Safeguarding the environment

Honourable Speaker, it is important that we safeguard our natural environment and keep our living spaces clean. We all have a responsibility to ensure that we protect our surroundings and maintain a clean living and working environment.

Our Waste Management Services Division is planning on expanding its waste-collection client base, and for this financial year they are looking at adding just over 10 000 new households to the City's client base.

This will increase revenue from waste collection and the associated landfill fees to R3,34 million per month or R52,2 million per year.

We are also scrutinising our data within the waste management space to ensure that we optimise this service. During a recent data-cleansing exercise in Regions 4 and 6, we found that there was a significant number of households who receive waste collection services without paying for it, which we are now systematically rectifying to ensure that we completely optimise waste collection.

We are now expanding our data-cleansing exercise to the remaining five regions, and we are expecting to significantly enhance City revenue in this space.

The above points speak to the significance of our State of the Capital Address theme of being a data-driven City to identify and solve shortfalls in our operations and enhance our revenue.

Furthermore, part of our efforts to promote a clean city is our great success with our Tswelopele Clean-up Campaigns, where we had many stakeholders, including community members, join us to ensure that their neighbourhoods are kept clean.

Recently, we launched Tswelopele Action Fridays to further promote and inspire our residents to keep their city clean.

Under Tswelopele Action Fridays, clean-up operations will take place on the last Friday of every month and call on more communities, organisations and businesses to partner with the City in pursuit of a clean, liveable and prosperous capital city.

Fast-tracking development and technology

Honourable Speaker, one of the reasons we chose *Building a data-driven City to fast-track service delivery* as our theme for this year's State of the Capital Address is because we believe that the use of technology to drive efficient processes in the City is a crucial deliverable.

We remain committed to expanding our services online.

In this regard, the City introduced two critical services online in the current budget year, which are online applications for built environment services, which I mentioned previously, as well as a new channel for customers to raise queries and complaints through the e-Tshwane platform.

We have also offered our residents a new functionality via the online platform, Zoom, where account and billing queries can be resolved. These interactions allow residents to meet with consultants virtually and engage on any billing issues that they may have.

These interventions are increasingly making it easier for our customers to interact with the City beyond normal working hours and at their leisure and comfort.

In the coming year, the City plans to expand these services to include full automation of the process for applying for building plans and other building control processes. This will not only mean additional convenience for our residents, but also seeks to strengthen the position of our City in creating a good environment for doing business.

The City will also introduce a new e-health system, which will improve the state of our primary healthcare system. This will now make it easy for our healthcare officials to offer improved services to our patients, including access to digitised records, the management of queues in our clinics and the overall better management of stock items in our pharmacies.

Another core passion of mine is the development of an integrated dashboard to assist in service delivery tracking. Through the Service Delivery War Room, we have gradually been getting better integration between our customer relations management data and the performance of our core operations.

This now allows us to map our issues across Tshwane based on the customer service requests we receive, which we scrutinise at ward level and even down to specific suburbs.

This is so important for the future of our City because it will then be used to better inform our budgetary processes going forward. For example, using our data on water leaks, we are able to better identify and map the most problematic areas in Tshwane and prioritise interventions for these areas in terms of refurbishment projects.

As we expand this dashboard tracking, we can ensure better integration across all departments in terms of reporting as it creates a comprehensive and real-time assessment of service delivery in Tshwane. This is a key project that I will continue to take forward.

Instilling a strong culture of data- and evidence-driven processes in our planning and policymaking must become an embedded part of our thinking in the institution.

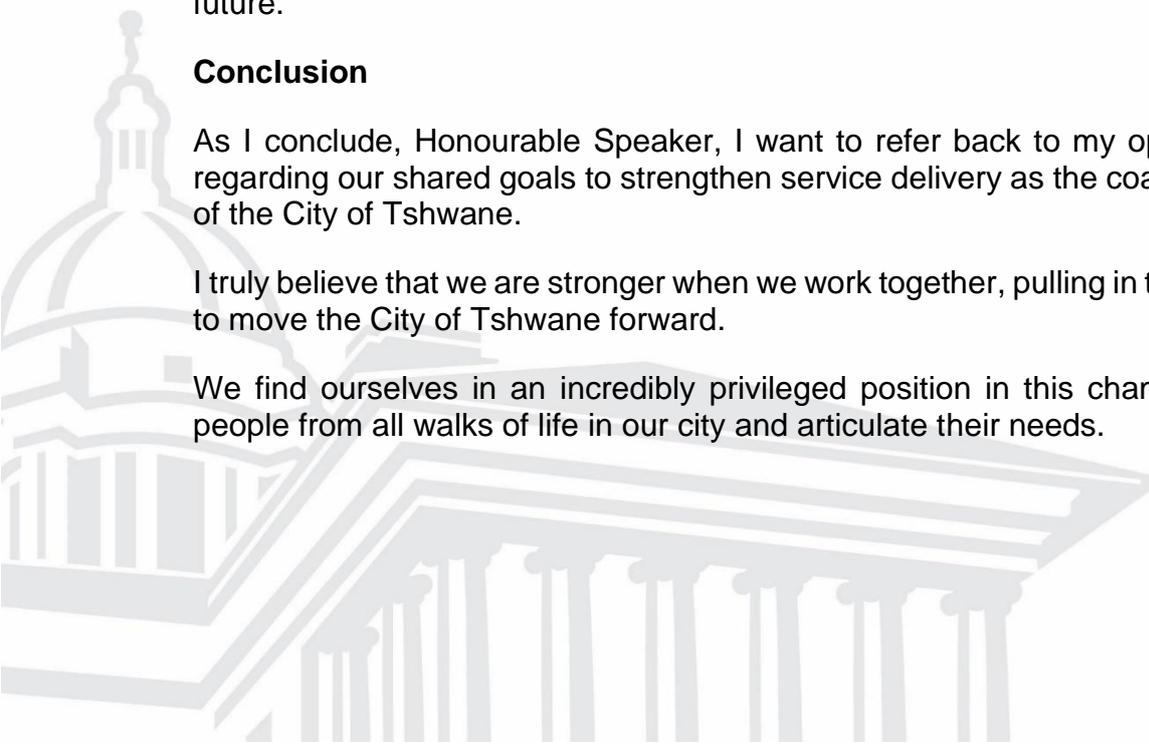
We intend to continue with our innovation programmes to address service delivery challenges and to embed a culture of embracing innovation and using data within the City. A data-centred culture in the City will help us unlock massive potential for the future.

Conclusion

As I conclude, Honourable Speaker, I want to refer back to my opening comments regarding our shared goals to strengthen service delivery as the coalition government of the City of Tshwane.

I truly believe that we are stronger when we work together, pulling in the same direction to move the City of Tshwane forward.

We find ourselves in an incredibly privileged position in this chamber to represent people from all walks of life in our city and articulate their needs.



As public representatives there are, of course, moments when we will disagree, but we should strive at all times to put aside political differences to solely serve the interests of the public who have elected us.

With our country facing high levels of unemployment, continued low economic growth and increasing prices of basic goods, it is imperative that as public representatives we are committed to build an economically thriving and safe Tshwane.

With this in mind, let us commit ourselves to serve the residents of Tshwane diligently, and continuously seek to place their interests and needs at the forefront of what we wish to achieve in this City.

As I finish, let me leave you with the words of Mahatma Ghandi:

“The best way to find yourself is to lose yourself in the service of others.”

I thank you.

