

Speech by
Cllr Nasiphi Moya
Executive Mayor of Tshwane

10 April 2025

SoCA 2025: 3.9% Economic Growth Can Only be Achieved by Cultivating Infrastructure-led growth in a Safe, Clean City

***Note to editor:** This speech was made by the Executive Mayor of Tshwane, Cllr Nasiphi Moya, during her maiden State of the Capital Address today at Tshwane House.*

Honourable Speaker
Deputy Mayor
Members of the Mayoral Committee
Chairpersons of Section 79 Committees
Councillors
City Manager
Leaders of political parties represented in Council
City officials
Members of the media
And, most importantly, the residents of Tshwane

Good morning

It is an honour to rise before this Council and the people of Tshwane today, as we reflect on our capital's challenges, the progress we have made and the road ahead.

The Jacaranda City – our beloved Tshwane – is more than our nation's capital. It is a city with rich heritage and a place of learning, enterprise and resilience.

Tshwane has always held great significance in our history. From its founding in 1855 to its contribution to South Africa's political transformation, Tshwane's history is one of resilience and renewal.

Yet, beyond the monuments and landmarks, it is the spirit of the people that defines our city.

Tshwane is home to thousands of students who bring energy and purpose to our city's future, as well as to numerous diplomatic missions and global companies, such as Coca-Cola, Ford and BMW, which anchor our economic landscape.

It is also a city of champions – home to the Blue Bulls and Mamelodi Sundowns, football legend Lucas Moripe, cricket icon AB de Villiers, Judicial Giant Dikgang Moseneke, artists such as Vusi Mahlasela, Focalistic and Sibusiso Khwinana, and ballet dancer Elizabeth Triegaardt, as well as home to the Cullinan Diamond.

But above all, Tshwane is home to over four million residents who wake up each day determined to build better lives for themselves, their families and their communities.

It is in recognition of the people of this city that I dedicate this address and our shared commitment to building a capital we can all be proud of.

This is our capital. Our pride. And together, we can make progress that leaves no one behind.

Speaking of working together, Honourable Speaker, it is with immense pride that I deliver this State of the Capital Address on behalf of the multiparty coalition made up of the ANC, EFF, ActionSA, AIC, DOP, PA, ATM and GOOD.

The progress we have made, and the plans we have developed, are the result of our shared commitment to serve the people of Tshwane.

As I reflect on the State of the Capital today, let us keep the spirit of collaboration in mind: We can make real and lasting progress – but only if we work together.

Honourable Speaker

We are here today not only to reflect on our progress and challenges, but also to set out a clear path for where we are going. Without clear direction, we cannot move forward.

Each day, families across our city make tough choices. How to put food on the table, keep their loved ones safe and build a better future. These choices are made with limited resources, but with extraordinary determination.

It is with these residents in mind that we have a vision to build a Tshwane where investors have confidence, tourists feel welcome, students feel safe walking to class, pensioners know they are supported, young people have access to sport facilities, and every resident gets real help when they visit our customer service centres.

This vision has shaped the following six priorities that guide our administration:

- Priority 1: Financial stability and revenue enhancement
- Priority 2: Economic revitalisation and investment attraction
- Priority 3: Infrastructure development and service delivery acceleration
- Priority 4: A safe and clean city
- Priority 5: Social services and community well-being
- Priority 6: Strengthening governance and customer care

I would now like to reflect on our progress under each of these pillars, and how we plan to build on the foundation we have laid – together.

Priority 1: Financial stability and revenue enhancement

The financial position of many of our residents remains difficult. Households and businesses across Tshwane are still recovering from the economic impact of the COVID-19 pandemic, which has had repercussions on the City's financial position in the past.

But things are looking up.

Honourable Speaker

The City's financial outlook is beginning to show signs of improvement, thanks to decisive action and the growing support of our residents.

Two weeks ago, we tabled a credible fully funded draft budget, the first since 2022.

We are proud to report that our cash reserves are projected to reach R2,86 billion in the 2025/26 financial year.

This marks an important step toward financial stability, with our liquidity coverage improving from 23 days to 43 days over the next two years.

Our debtors' book has also seen a meaningful reduction. In just one month, it dropped from R29,6 billion to R25,58 billion, a 13,56% decrease.

This is the result of two things: Stronger revenue collection and the implementation of targeted debt relief for residents who need it most through the Debt Relief Scheme introduced earlier this year.

We understand that to provide reliable services, we must collect the revenue owed to the City. But we also recognise that not all this debt is recoverable. That is why, as a caring government, we have introduced measures to support those who are struggling.

Under the leadership of the Deputy Mayor, Cllr Eugene Modise, the extension of the Debt Relief Scheme until the end of May 2025 is one such measure – offering a lifeline to households and businesses in need.

Five months ago, we set our target to address the more than R11 billion credit owed to service providers. I am pleased to report that we have made tangible progress:

- The VAT liability related to the PEU Smart Meter contract has been fully settled, with a final payment of R128 million made in March 2025.
- The Rand Water account is up to date,

- The Eskom debt has decreased by R1 billion, from R6,66 billion in November 2024 to R5,66 billion as of March 2025.
- The number of service providers that we pay within the required 30 days is slowly increasing.

This shows that when we act with discipline and purpose, we can honour our obligations – and build a more credible financial reputation.

Finally, we are engaging closely with credit rating agencies. In November 2024, Moody's indicated that the City has shown some resilience and effective financial strategies, which resulted in a stable debt burden ratio, operating margin and liquidity.

While Moody's currently lists the City of Tshwane as non-investment grade, we expect an updated credit opinion following a recent management review. Our aim is clear: To restore investor confidence in the capital city.

Honourable Speaker

We have not yet arrived, but we are moving forward. With continued focus and shared responsibility, we can build a financially stable City that delivers real results.

This progress has only been possible because more residents are stepping up and paying their municipal accounts. That partnership is essential, not just for recovery, but to keep services running across Tshwane.

I am proud to say that the City's finances are more stable today than they have been in a long time, and that is something worth celebrating.

Priority 2: Economic revitalisation and investment attraction

Honourable Speaker

Growing our economy is central to raising revenue and improving service delivery.

But the truth is that our economy is not growing fast enough to create a job in every household. Unemployment at the end of last year stood at 37,8%, with youth unemployment even higher.

Put simply, about one in every three residents in our city is unemployed. For young people like 21-year-old Nthabiseng, who is in her final year at the Tshwane University of Technology, the chances of finding a job after graduation are slim.

If we want to change that – for Nthabiseng and thousands like her – we must start building a stronger, more inclusive economy now.

That is why our goal is to grow Tshwane's economy to 3,9% by 2029 through our newly developed Economic Revitalisation Strategy that promotes investment, supports businesses and creates jobs.

This strategy focuses on sectors, such as the knowledge economy, automotive sector, agricultural sector and informal and township economy. At the heart of this plan is making Tshwane a city where doing business is easier.

We do not seek to be the primary employer. Our role is to create an environment where businesses can thrive and create employment. To support this, we have introduced the following:

- The New Applications Processing System (or NAPS) to speed up land use and building approvals is up and running.
- The VIP Business Line offers dedicated support to Tshwane's Top 200 businesses.
- The Rosslyn Precinct Plan, which will support the automotive sector and is estimated to yield over 150 000 jobs over the next 40 to 50 years, has been approved.
- The Centurion Precinct Plan is also *en route* to Council.

These initiatives, led by the MMC for Economic Development and Spatial Planning, Cllr Sarah Mabotsa, along with efforts to enhance the functioning of the Strategic Investment Committee to fast-track high-impact projects, are key to attracting investment and restoring business confidence.

On the back of this, we are proud to announce that we are on track to exceed our R1,8 billion target for new investments in this current financial year.

A critical part of our Economic Revitalisation Strategy is unlocking the economic potential of City-owned assets that have long been underused or left as white elephants to decay.

These assets have the potential to drive economic activity if leveraged effectively. These include the following:

- **Wonderboom National Airport:** Repositioning it as a commercial hub for logistics and revenue enhancement
- **Fresh Produce Market:** Developing it into a world-class market serving our agricultural economy
- **Tshwane Events Centre:** Reviving it as a revenue-generating venue for national and international events
- **Pretoria West Power Station:** Converting it into a waste-to-energy facility to reduce dependence on Eskom and improve energy security
- **Rooiwal Power Station:** Resuscitating it will provide great energy security

- **Bon Accord Quarry:** Having a five-year licence to produce our own hot asphalt, we are not only saving on the cost of servicing our own roads infrastructure but have the potential to sell to the market
- **City resorts, nature reserves and heritage sites:** Integrating these into tourism routes to boost our local tourism sector and showcase Tshwane as a capital city we can all be proud of

Honourable Speaker

I believe we must be realistic. Large companies alone cannot absorb the city's jobseekers. Small, medium and micro enterprises (or SMMEs) are the backbone of local employment, especially in our townships.

To support them, we are advancing the Informal Trading and Township Economy By-law, currently under public consultation. This by-law seeks to –

- provide business development and skills support;
- certify and formalise informal businesses; and
- reserve the informal sector for South African citizens.

Small businesses are the lifeblood of our economy – particularly when larger enterprises face their own constraints. That is why our support is non-negotiable.

So far, through our business centres, we have –

- supported 761 SMMEs;
- supported 160 co-operatives;
- supported 399 youth-owned enterprises; and
- received almost 5 000 applications for spaza shops. Of these, approximately 1 000 applications have been licenced.

This year, we will expand further by opening new business centres in Refilwe and Ga-Rankuwa.

These interventions form part of the Economic Revitalisation Plan and, if implemented successfully, by 2029 we anticipate that we will –

- attract R17 billion to R26 billion in new investment;
- create 80 000 new jobs in the formal and informal sectors; and
- accelerate Gross Value Added (or GVA) growth to between 3,3% and 4,6%.

In the interim, we recognise that the government still has a critical role to play in providing short-term employment relief.

That is why we continue to invest in the Expanded Public Works Programme (or EPWP), which is expected to create 11 034 work opportunities in the 2025/26 financial year alone.

We remain committed to expanding this programme in a fair, transparent and inclusive manner.

Revitalising the inner city

Revitalising Tshwane's economy also means addressing the condition of our inner city. The current state of our central business district is not befitting of a national capital.

To turn this around, we have established a Mayoral Subcommittee on Bad Buildings led by the MMC for Corporate and Shared Services, Cllr Kholofelo Morodi, which is focused on repurposing derelict, abandoned and hijacked buildings into student housing and affordable rentals.

In just two months, 32 high-priority buildings in the Pretoria CBD have been identified for urgent action, which include those considered to be expropriated.

As part of our 100 Days Programme, we handed over the Schubart Park Precinct and we are finalising an agreement for the Kruger Park Building, following a competitive bidding process. Both projects will play a key role in unlocking the western corridor of the inner city.

In the year ahead, we will prioritise the repurposing of the following buildings:

- HB Phillips Building
- Pretoria Show Grounds
- House 22 Precinct
- Melgisedek Building

To fast-track development, we have already begun town planning and site preparation to ensure that these properties are spade-ready when released to the market.

Once fully implemented, the Bad Buildings Programme is expected to –

- unlock 15 000 to 22 000 units of student and affordable housing;
- attract significant private sector investment; and
- catalyse economic activity across the western, central and eastern corridors.

Consultations with key stakeholders are already underway, including with institutions of higher learning, as Tshwane is home to the largest concentration of academic and research institutions in the country. It would be a missed opportunity not to harness this knowledge economy to help shape the future of our city.

These efforts will culminate in a property investment seminar in July 2025 where we will formally launch these opportunities and engage developers on building lasting partnerships to transform our city.

Priority 3: Infrastructure development and service delivery acceleration

Honourable Speaker

We cannot grow our economy without reliable infrastructure. Businesses – both large and small – must have confidence in the City's ability to deliver quality, consistent services.

So must our residents.

At its core, this is about getting the basics right.

Yet, we have become the government that spends too much time apologising for electricity outages.

As I speak, many areas in Region 4 are still without power following a fire at Brakfontein Substation. That same week, we faced multiple trips at other substations, requiring swift intervention.

Our infrastructure has been neglected for too long, due to both financial strain and poor management.

But we are changing that.

Residents must once again take pride in the capital city's energy stability.

Electricity

Our energy strategy, led by the MMC for Utility Services, Cllr Frans Boshielo, focuses on refurbishing and maintaining substations.

Honourable Speaker

The stability of Kwagga Substation is critical.

It supplies power to more than 58% of Tshwane, yet its infrastructure is over 50 years old. We are moving ahead with plans to upgrade the substation, including the replacement of a damaged transformer and other ageing equipment.

Njala Infeed Station has also reached its capacity. We are working with Eskom to build the new Wildebees Infeed Station, which will significantly improve supply reliability.

The near completion of the Mooikloof and Wapadrand Substations will also contribute to energy security in Pretoria East.

In Soshanguve, the upgrades to the JJ powerline will provide energy security to support the area's growing population.

In the interim, I am also pleased to announce that upgrades to IA Substation have been completed. This will reduce power outages, bringing real relief to residents who have long faced unstable supply.

The Rosslyn Substation upgrades carried out in December 2024 have also brought much relief to the automotive sector.

In addition to our major infeed and regional upgrades, we are making steady progress on several other critical substation projects:

- **Monavoni Substation:** Construction is at an advanced stage. The substation building is expected to be completed by the end of June 2025, with work on the high-voltage yard progressing well. This project will support the continued growth and development of surrounding communities.
- **Pyramid Substation:** This upgrade is essential for supporting operations at Rooiwal Waste Water Treatment Plant and meeting the energy needs of surrounding farm areas. Completion is scheduled for the next financial year.

Speaker, I am also pleased with the planned refurbishments of secondary substations, such as the Koedoespoort and Bleksbok Substations in Region 3 and Heuweloord Substation in Region 4.

Water

Honourable Speaker

A few months ago, the municipalities of Gauteng conceded that we have a water crisis. The City of Tshwane's consumption is way above what the licence requires, and we are losing one third of the water we purchase. We have implemented Level 1 restrictions.

Fellow councillors, you will recall that late last year, many areas in Regions 1 and 3 faced serious water supply disruptions. I am pleased that there has been a consistent supply of water to communities in Atteridgeville, Laudium, Mabopane and Soshanguve.

The addition of areas in Hammanskraal – Ramotse, Kekana Gardens, Marokolong, Mandela Village and Babelegi Industrial – to the communities that receive clean water remains a great achievement to be celebrated.

With the continued efforts of Magalies Water, the next module should be completed at the end of April 2025.

Although we have taken important steps to deliver water to the people of Hammanskraal, we still carry the responsibility of completing the upgrades to Rooiwal Waste Water Treatment Plant. Many farmers in Rooiwal rely on a fully functioning treatment plant for their livelihoods, and we must not lose sight of their needs.

We are pleased to report that Phase 1A of the Rooiwal project was completed three months ahead of schedule and Phase 1B began six months earlier than planned. We anticipate the full completion of Phase 1 upgrades by June 2026.

While we celebrate these milestones, residents of Ikageng and Bronkhorstspuit also deserve a consistent supply of water. The work is ongoing to ensure that these communities also receive clean and safe water in their taps.

In addition, we are upgrading Klipgat Waste Water Treatment Plant to meet the city's growing demand and to better protect our environment.

In Region 6, the Parkmore Reservoir upgrade is now 85% complete and will play a key role in strengthening water supply to the Silverton area.

Improving our water supply also means tackling illegal connections and ensuring the stability of our reservoirs.

Roads and transport

Honourable Speaker

A functional transport system is the backbone of any city, and ours is no exception.

Under the leadership of the MMC for Roads and Transport, Cllr Tlangi Mogale, we are making important strides through the rollout of the Integrated Rapid Public Transport Network.

This initiative is designed to offer faster, more efficient and affordable public transport options for our residents, while easing congestion and reducing Tshwane's carbon footprint.

A key milestone in this process is the approval of our first 12-year Bus Operating Company Agreement (BOCA 1), signed with affected taxi operators in Tshwane. This agreement marks a major step towards modernising public transport and expanding services to the communities of Mamelodi and Atteridgeville.

To support this expansion, we are prioritising the construction and upgrading of key infrastructure along affected routes. Let me highlight two major projects:

- **Line 2B:** This involves constructing bus rapid transit lanes on Lynnwood Road (from University Road to Atterbury Road) and on Atterbury Road (from Lynnwood Road to Lois Avenue). The project includes upgrades to the Kings Highway Culvert and sewer diversion works, creating the capacity for frequent bus services and smoother traffic flow.

- Line 2C: Along Lynnwood Road, between January Masilela Drive and Simon Vermooten Road, we will build 3,4 km of dedicated bus rapid transit lanes in each direction. This project also includes the addition of pedestrian sidewalks, cycle paths and landscaping to improve accessibility, safety and the visual appeal of the area.

These upgrades will not only make daily commuting more comfortable and efficient, but also signal our commitment to safer, greener and more inclusive public transport in Tshwane.

I would also like to highlight the planned upgrade of Garsfontein Road, which will be expanded to a four-lane carriageway between January Masilela Drive and Loristo Street.

This important project, made possible through a partnership between the City of Tshwane and the Gauteng Department of Roads and Transport, will boost local development and create job opportunities. Completion is expected by June 2027.

Speaker, roads infrastructure requires focus. We have been able to patch potholes, resurface roads in Ga-Rankuwa and Jackie's in Winterveld, while prioritising the completion of stopped roads projects in townships.

We recognise that Tshwane's transport sector is diverse, and success depends on collaboration with all stakeholders. In this spirit, we are actively engaging with e-hailing and metered taxi operators to build stronger relationships and address the challenges they face.

Human settlements

We have a vision of a job in every household. But that vision cannot be realised if people do not have homes.

In the Tshwane we are building, we want every resident to have a roof over their head, a job within reach and affordable, reliable transport to get them there.

And it all begins with making sure that everyone has a place to call home.

Honourable Speaker

The housing need in Tshwane remains significant:

- 43 000 student beds
- 93 092 first-time home finance units
- 110 498 social housing units
- 83 926 rental units

To tackle this growing demand, Housing Company Tshwane – under the leadership of the MMC for Housing and Human Settlements, Ald Aaron Maluleka – has sharpened its focus to start making a meaningful impact.

In addition to its ongoing social housing projects, Housing Company Tshwane is now also responsible for managing student accommodation, assisting first-time homeowners and providing other forms of affordable housing.

With this renewed mandate, we are confident that Housing Company Tshwane will continue to chip away at the housing backlog and help us realise our vision of ensuring that every Tshwane resident has a place to call home.

Flagship projects like Townlands (now fully tenanted) and Chantelle (under development) have already made a positive impact. To date, 214 housing units have been transferred from the City to Housing Company Tshwane, increasing the entity's asset value and enabling public-private partnerships.

In addition, we have concluded the following infrastructure developments to support our human settlements:

- 447 households in Olievenhoutbosch Ext 60 now have clean water and sanitation
- 800 households in Zithobeni will benefit from a new bulk sewer and internal water network
- Winterveld 20 Ml Reservoir and pipelines are improving water access for the broader area
- Progress continues on Booyens 20 Ml Reservoir, which will benefit Andeon and Kirkney

We have also provided serviced stands in Phomolong, Zithobeni and Rama City, improving access to basic infrastructure for thousands more.

Through our relocation programme, we have secured 6 566 households with permanent stands in areas like Pienaarspoort, Zithobeni and Hammanskraal West.

We have approved an informal settlement management policy to help manage the 502 informal settlements, including finding alternative ways to provide water and sanitation services. We are proud that we are a step closer to electrifying informal settlements. The residents of Mamelodi Ext 37 have been provided with prepaid meters to purchase electricity.

Finally, we have issued 2 138 title deeds this year – reducing the backlog from 8 127 in July 2024 to 6 884 by March 2025.

Title deeds are more than paperwork. They provide dignity, unlock economic opportunity, improve service access, and promote dignity and stability.

Priority 4: A safe and clean city

Honourable Speaker

Alongside infrastructure and economic progress, residents and businesses want a city that is safe, clean and liveable. A city where people can work, raise families and walk the streets with confidence.

Our vision for Tshwane is one where communities feel protected, public spaces are respected and essential services are delivered efficiently and reliably.

Reclaiming our streets

To build a safer city, we are strengthening law enforcement and bringing greater coordination to our safety efforts.

Under the leadership of the MMC for Community Safety, Ald Hannes Coetzee, we are empowering the Integrated By-law Enforcement Committee to drive joint operations through the Reclaim Our City initiative.

This approach brings together departments responsible for community safety, environmental management, utilities, regional operations and finance into a single, unified enforcement structure. By breaking down silos, we are enabling better intelligence-sharing and joint planning, and faster, more effective action.

Through the Integrated By-law Enforcement Committee, we are creating a united enforcement force to tackle illegal activity, protect residents and restore order across Tshwane. In the past few months, this team has been able to issue 5 123 by-law fines (including for non-compliant spaza shops), impounded 3 188 vehicles and made several arrests.

We have signed a cooperative agreement with the South African Police Service and Gauteng Department of Community Safety. We have started seeing the benefits of this relationship through Operation Shanela, which is being expanded to increase police visibility, disrupt criminal networks and restore safety in areas such as Winterveld, Jukuly, Stinkwater, Pretoria West, Sunnyside and Olievenhoutbosch.

These results show what is possible when we work together with focus and resolve. Our streets are being reclaimed, one operation at a time.

Securing our assets

Keeping our city safe also means protecting the infrastructure that powers it.

To prevent the nearly R1 billion in losses caused by theft, vandalism and service interruptions, this administration recognises the urgent need to diversify and strengthen our security capabilities.

We are finalising a consolidated asset protection strategy that includes both physical security and advanced technology. This plan will make use of CCTV, motion detection and other smart tools to support and enhance the work of our security personnel.

The plans are afoot to capacitate our insourced security personnel by providing them with tools of trade, training them and expediting the plan to start phasing in benefits.

We are also investing in smart security technologies that offer real-time alerts, monitor risks and improve our ability to respond to threats. This is a major step forward to ensure that our security systems are modern, proactive and aligned with the City's long-term vision.

Emergency services that respond

As a City, we recognise that the effectiveness of our emergency services depends not only on the dedication of our personnel – but also on the support and resources we provide.

Our emergency services teams are on the front lines every day: Responding to floods, road accidents, hazardous material spills, fires and even public health emergencies.

When heatwaves threatened lives last year, it was our emergency professionals who warned residents to take precautions.

When road accidents occur, it is our teams that residents count on for urgent rescue. And when families are trapped in fires, homes are flooded or critical infrastructure is damaged, it is our Emergency Services Department who steps up – often risking their own lives to protect others.

This administration is committed to strengthening this vital department. In the 2025/26 financial year, we will invest in –

- renovating 21 emergency facilities;
- acquiring new tools and equipment to better equip our first responders; and
- implementing new satellite emergency stations in Refilwe/Cullinan, Soshanguve South/Central and Ga-Rankuwa.

These upgrades will ensure that our emergency response is faster, more reliable and closer to the communities that need it most.

Taking collective ownership of a cleaner city

Honourable Speaker

A clean city is a matter of dignity, health and pride in where we live and work.

If we want to restore confidence in our capital, we must begin with the basics: Cleaning our streets, maintaining our infrastructure and ensuring that public spaces are functional and safe.

Under the leadership of the MMC for Environment and Agriculture Management, Cllr Obakeng Ramabodu, the City is taking bold steps to improve waste management, maintain public spaces and resolve persistent service issues.

Between October 2024 and March 2025, the City carried out 1 230 illegal dumping clearances.

While this is a strong start, it is not enough. We are working to address the root causes of illegal dumping and exploring innovative solutions for waste collection from backyard dwellings – a growing challenge in many communities.

This sustained effort reflects our commitment to creating clean, healthy and safe neighbourhoods for all residents.

But the government cannot do this alone. Clean streets, working infrastructure and safe public spaces require a collective effort. Residents, businesses and the City must all play their part.

That is why we are launching a community-driven programme to intensify and sustain our cleaning efforts. This initiative has already been successfully piloted in Atteridgeville and Mamelodi, and will now be expanded citywide.

To accelerate service delivery across Tshwane, we also launched *Re A Spana* – a multidisciplinary, action-oriented campaign designed to break the back of backlogs.

Re A Spana, meaning “we are working”, is more than a slogan. It is a visible, boots-on-the-ground campaign. Through it, City teams are deployed across Tshwane to deliver rapid improvements in basic services and respond directly to community needs.

Fighting backlogs, restoring pride

In our fight against backlogs – and as we continue addressing other critical service delivery needs – we have already made visible progress with the following issues:

- Water leaks repaired
- Potholes fixed
- Street lights repaired
- Street light masts illuminated
- High-mast lights repaired

We are seeing the impact of this work – cleaner streets, quicker responses and, most importantly, communities beginning to believe that real change is possible.

But *Re A Spana* is not just about what the government does. It is also about inviting communities to take pride and ownership of their surroundings.

When residents see their neighbourhoods improving, it fosters a sense of care and shared responsibility.

To build on this momentum, we are focusing on –

- improving refuse collection across all seven regions;
- cracking down on illegal dumping through better enforcement and quicker clean-ups; and
- extending waste removal to reach every resident – no matter where they live.

Together, these efforts are restoring basic service delivery standards across Tshwane – and proving what is possible when we take collective ownership of our shared spaces.

Let us build a culture where clean streets and public pride are the norm, not the exception. Because when Tshwane is clean, safe and well cared for – everyone benefits.

Priority 5: Social services and community well-being

Honourable Speaker

Tshwane is home to many residents who face daily challenges – unemployment, poverty and limited access to essential services. As a caring City, we are committed to supporting our most vulnerable and helping every resident live with dignity.

In the 2025/26 Draft Budget, we have proposed increasing the indigent property value threshold from R150 000 to R250 000 under the new General Valuation Roll.

This important shift will allow us to extend support to an estimated 183 397 households, helping them remain connected to essential services during difficult times.

Our food bank has provided food parcels to over 2 058 households, and we continue to support 22 non-governmental organisations that provide feeding services to vulnerable groups, including the homeless. We also respond swiftly during emergencies, such as floods and fires, providing much-needed relief to affected communities.

Accessible and quality healthcare

In addition to expanding social support, we are focused on improving the availability and quality of health services – especially in previously underserved areas.

We are proud to report that all 24 City-managed primary healthcare clinics have maintained their Ideal Clinic status, with many achieving Platinum status – the highest possible rating.

Major healthcare projects currently underway:

- The construction of Lusaka Clinic in Mamelodi Ext 22
- A pilot programme at Olievenhoutbosch Clinic to extend operating hours in response to high patient volumes
- A benchmarking exercise to explore a 24-hour clinic model, ensuring that round-the-clock primary healthcare becomes a reality across Tshwane

In addition, we have introduced priority access for senior citizens at our clinics, reducing long queues and ensuring timely access to chronic medication and consultations. This is a practical expression of our respect for the elders who built this city.

Tackling substance abuse

Substance abuse continues to pose a serious challenge in many communities.

The City of Tshwane is leading with innovation through the Community-Oriented Substance Use Programme (or COSUP) – a harm-reduction initiative recognised internationally for its effectiveness.

Key highlights:

- A 68% retention rate in our Opioid Substitution Therapy programme, far exceeding the international average of 50%.
- The HopeLine Call Centre, which has responded to 943 calls within the required 48-hour time frame.
- Ongoing community outreach, education and skills development through our Drug and Substance Abuse Response Programme.

These efforts, led by the MMC for Health, Cllr Tshegofatso Mashabela, are helping affected residents take meaningful steps towards recovery and reintegration.

Empowering youth and developing talent

I now want to speak directly to the young people of Tshwane – our future.

We are investing in your potential, your skills and your voice.

Under the leadership of the MMC for Community and Social Development Services, Cllr Palesa Modise, over the past year, we have partnered with key organisations to create meaningful opportunities for the youth. These include:

- Nzalo Careers, Letsema Youth Development, CSIR and African Aerospace Defence – Hosting career expos that connect young people to professional pathways

- Africa Beyond 4IR – Delivering the Premier Continental Digital Festival to equip youths with the digital skills needed for tomorrow's economy
- Studio Retail – Supporting the SMME Go-Digital Expo to empower small businesses to thrive in an increasingly digital world

We are also facilitating the Youth Advisory Council, a platform that gives young people a direct voice in shaping the policies that affect their lives.

This year, we will launch the Tshwane Sport Academy in partnership with the Gauteng Department of Sport, Arts, Culture and Recreation. This academy will offer –

- free, high-performance training for talented young athletes from disadvantaged communities; and
- mentorship and support to help them compete in regional and national tournaments.

Our goal is clear: To build a generation of athletes who will proudly represent Tshwane – both locally and on the world stage.

However, we must also be honest. As a transparent and accountable government, we acknowledge that much work remains in revitalising our broader sporting infrastructure. This has been identified as a key area for improvement, and we are committed to addressing it in the medium term.

Because every young person in this city deserves access to opportunity – and a platform to rise.

Culture, learning and libraries

Empowering young people, and all Tshwane residents, also means giving them access to opportunities to learn, grow and connect with their heritage.

We opened Akasia Library in March 2025 to join the 58 other libraries in the city.

This was made possible through our valued partnership with the Gauteng Department of Sport, Arts, Culture and Recreation.

We have also embraced the digital future. Through our Virtual Library Platform, residents now have access to –

- over 2 000 digital titles, including e-books, audiobooks and magazines; and
- free library membership, making learning accessible to everyone from the comfort of their home.

Honourable Speaker

Our approach to social services is not just about short-term relief. It is about restoring dignity, building resilience and creating long-term pathways to opportunity for all.

Let us continue working together to ensure that no one in Tshwane is left behind.

Priority 6: Strengthening governance and customer care

Honourable Speaker

We live in a digital era where residents expect responsive, efficient and people-centred service delivery. In recent months, we have taken significant steps to improve how we serve our communities – placing the needs of residents and businesses at the heart of our customer care approach.

Enhancing our customer care experience

In an effort to improve customers' interface with the City, we have embarked on a process to diversify the accessibility of the City.

We have upgraded our Virtual Contact Centre with the SINCH Contact Centre System, equipping our customer relations management team with better tools to respond accurately and promptly. This system now allows us to provide residents with real-time updates and estimated restoration times for reported issues.

We have also launched an Outbound Contact Centre, which proactively follows up with frequent callers. This approach has improved customer satisfaction and ensured that issues are not just received – but resolved.

Between July 2024 and March 2025, the City answered over 630 000 calls, maintaining an impressive 85% average answer rate.

In addition:

- Our social media engagement continues to grow, providing a platform for real-time responses to queries.
- The “I Want To Report” feature on the City’s website now allows residents to submit service concerns – anonymously if they wish.
- We have reclassified our walk-in centres into mega, satellite and mobile centres, improving accessibility across all regions.

A new satellite office in Zithobeni was recently opened, demonstrating our commitment to decentralised, people-centred service. Most importantly, to enrich customers' experience, we have launched the e-Tshwane app and encourage our residents to download and register on the app.

Honouring our workforce and building a culture of excellence

Honourable Speaker

The people who work for the City of Tshwane are our greatest asset. Although many may not see the full breadth of their responsibilities, their impact is felt in every corner of our city.

I want to pay homage to the employees that, through their dedication, make a difference to the lives of residents every single day:

- The electricity team that rebuilt Pyramid Substation in under a week after the fire
- The Tshwane Ya Tima team, helping us enforce revenue collection
- Our cleaners who work day and night to keep the inner city clean
- The metro police task team deployed to keep Jukulyn safe
- Our firefighters, who were the first to respond to the fire that broke out at Pretoria East Hospital
- The nurses and social workers that attend to our most vulnerable

These are the everyday heroes who keep our city running.

- We have begun our efforts to build internal capacity on key services, starting with 100 cleaners – following over 35 000 applications
- We are now completing Phase 1 of insourcing security staff, reducing our reliance on private contractors and improving oversight and efficiency
- We will be adding City-owned water trucks and waste trucks to our fleet

Under the leadership of the MMC for Corporate and Shared Services, Cllr Kholofelo Morodi, we are also rolling out a set of strategic initiatives to professionalise and motivate our workforce:

- An Employee Recognition Programme to acknowledge and reward excellence
- A new Performance Management System to align individual contributions with service delivery outcomes
- A stronger focus on occupational health and safety, including better tools and protective gear
- A Talent Management Strategy to attract, develop and retain skilled professionals

To drive a culture of excellence, we will also introduce the Service Excellence Awards – celebrating public servants who go above and beyond for the people of Tshwane.

Because when we support those who serve the public, we build a City that serves everyone better.

Fighting corruption and promoting accountability

Honourable Speaker

While we celebrate the many pockets of excellence across the City, we must also confront a difficult truth: There are bad apples in our administration.

If we are to restore public confidence, we must deal decisively with wrongdoing wherever it occurs.

That is why the multiparty government's Mayoral Committee has taken firm steps to strengthen consequence management.

We now convene monthly Executive Audit Tracking Committee meetings to oversee progress on issues raised by the Auditor-General of South Africa in the City's 2023/24 Annual Report.

I am pleased to report that action is being taken:

- One official was arrested for the attempted theft of a transformer
- Two officials have been arrested by the South African Police Service for revenue fraud
- Eight companies are in the process of being blacklisted for poor performance
- One electrician in the Energy and Electricity Department has been dismissed

To help us reach our goal of an unqualified audit, we have taken the proactive step of appointing the Auditor-General to conduct a pre-audit.

The City submitted all required files by 31 March 2025, and we continue to monitor progress through weekly oversight meetings.

These efforts form part of a broader push to build a City that is transparent, accountable and worthy of the public's trust.

Whether it is improving customer service, investing in our people or fighting corruption, our goal remains the same: To build a City that works for its people.

Service excellence, integrity and resident-centred governance will continue to guide this administration.

Conclusion: Our capital, our pride

Honourable Speaker

Today, we have reflected not only on the challenges facing our City – but also on the real progress we are making together.

- We are restoring financial stability through responsible budgeting and improved revenue collection.
- We are laying the foundation for economic growth by making it easier to do business, attracting investment and supporting small enterprises.

- We are accelerating infrastructure development and service delivery, addressing years of underinvestment in electricity, water, roads and housing.
- We are building a cleaner, safer city where people can live, work and thrive.
- We are putting people first – from food and healthcare access to youth empowerment, culture and community well-being.
- And we are strengthening governance, investing in our staff and holding ourselves accountable to the residents we serve.

This is the future we are building. A future that belongs to everyone who calls Tshwane home.

Because this city is more than bricks and mortar. It is built by four million residents who rise each day with hope, resilience and a determination to create a better life.

It is in honour of them that we say: This is our capital. Our pride.

In the coming months, the eyes of the world will turn to us as the City proudly co-hosts the U20 Summit with the City of Johannesburg.

This is a historic milestone – not only for our municipality, but for the entire African continent. For the first time, an African city will take on this leadership role within the G20's urban engagement group.

It presents the City with a unique opportunity to shine a global spotlight on the challenges and opportunities facing African cities – from rapid urbanisation and infrastructure backlogs to youth unemployment and climate resilience – while advancing inclusive, people-centred solutions.

This is our moment to show the world the very best of Tshwane: Our vibrant communities, our rich culture, and our resilience and pride as South Africa's capital city.

Let us seize this opportunity with unity and ambition, and demonstrate what it truly means to be a capital of pride and progress.

Before I close, I wish to express my sincere gratitude to the top management and staff of the City of Tshwane for their dedication and hard work behind the scenes.

And to our coalition partners, thank you for your shared commitment to fixing the capital and serving our residents with integrity and purpose.

We can – and we will – make progress together.

Thank you.



Cllr Nasiphi Moya
Executive Mayor

A City that works for all its people.