

Media Statement
Office of Executive Mayor of Tshwane

14 October 2025

One-Year Anniversary of the Multi-Party Coalition Government

Opening Remarks by EM

Fellow residents of Tshwane.
Leaders of our coalition partners.
Councillors, community representatives, members of the media.

Good morning.

Today, we meet in a public space for this government to account to the people of Tshwane. To say openly what we have achieved, and where we have fallen short, during our first year in office.

One year ago, this Multi-Party Coalition Government took office and made a promise to restore our Capital City. We committed to honesty, accountability, and unity of purpose. We undertook to fix what was broken and to bring government closer to the people it serves.

This report-back marks one year of that journey.

Tshwane is the beating heart of our nation. It is the seat of government and diplomacy, where decisions that shape South Africa's future are made. It is home to universities and research institutions that nurture young minds and power innovation. It is a city of enterprise, where new businesses open and informal traders work with equal determination to build a better life.

From the markets of Marabastad to the townships of Mamelodi, from the lecture halls of Soshanguve to the office parks of Centurion, Tshwane moves with energy, purpose, and ambition.

It is also a city of culture and faith. Our music, sport, and art bring people together. Every weekend, churches, mosques, and community halls come alive with gatherings that remind us of who we are. In every neighbourhood, there is movement and there is hope. Tshwane belongs to all who call it home, young and old, rich and poor, urban and rural, building a capital that reflects the best of South Africa.

It is a city full of potential, but also one that faces deep and enduring challenges.

In October 2024, when this coalition took office, Tshwane was in crisis. The City's finances were unstable after years of tabling unfunded budgets. Debt was mounting, with the City on the verge of defaulting on over R6.7 billion owed to Eskom. Confidence was crumbling.

Infrastructure was deteriorating. Investment into maintenance had collapsed. There was no funding to build new bulk infrastructure. Many communities felt forgotten or left behind.

Government meetings with residents in marginalised areas had stopped. IDP engagement had become a tick-box exercise. Service delivery was uneven and, in some areas, entirely absent. Communities like Ga-Rankuwa and Olievenhoutbosch were left to fend for themselves.

The City's audit outcomes were poor. We received a qualified audit due to weak internal controls and irregular spending flagged by the Auditor-General. There was no clear economic strategy to drive recovery or create jobs. Years of low growth had deepened unemployment and widened inequality. Our economy was still recovering from the impacts of COVID, without a clear path forward.

Residents had lost faith. Many no longer believed that government could deliver. I repeat this not to dwell on the past, but because we must never forget where we have come from if we are serious about where we want to go.

We came in with a commitment to change that. We promised to restore stability, rebuild services, and bring back financial discipline. We committed to strengthening governance and serving all communities equally, without favour or neglect.

One year later, Tshwane is turning a corner.

The progress is real. The foundation is stronger.

Fellow residents, I do not say this lightly. I say this because others are starting to see it too.

Independent agencies have confirmed that the City's finances are stabilising. In November 2024, Moody's retained Tshwane's stable outlook, noting improved debt and liquidity management. In April this year, Global Credit Ratings revised our outlook

from negative to positive. Their assessment highlighted better fiscal control, easing liquidity risks, and an operating surplus for the second consecutive year.

For the first time in years, Tshwane has tabled a fully funded budget. We have reached and maintained a payment agreement with Eskom. The City's Eskom debt has been reduced from R6.7 billion to R5.6 billion.

These are not slogans or aspirations. They are measurable steps towards recovery.

Service delivery is improving. Roads are being resurfaced and repaired, even if not yet at the pace we want. Substations and reservoirs are being secured, following a wave of vandalism and sabotage at the end of last year. The renewal of the municipal fleet is underway. We are increasing our internal capacity and reducing reliance on contractors. The vehicles in front of you today are proof of that.

We are modernising our water and sanitation systems to prevent further decline and ensure reliable supply. In Hammanskraal, water quality improvements are being driven by two major interventions. The Magalies Water partnership at Klipdrift is slightly behind schedule, while the DBSA-supported upgrade of Rooiwal is ahead of schedule. While timelines differ, we are making real progress towards restoring clean water to the community, and we are proud of that.

We have also restored direct communication with our residents. Through the City's imbizo programme, we have visited all seven regions. We have met communities face to face. We have listened, and we have reported back.

These engagements are rebuilding trust. They are proving that this government is present and responsive. No longer are IDP meetings a tick-box exercise run by a government that ignored those outside its constituency.

Our goal has been simple: to remove the divide between areas like Waterkloof and Soshanguve, where service standards once reflected inequality instead of fairness.

That work continues every day.

The economy is responding.

According to Statistics South Africa's latest Quarterly Labour Force Survey, Tshwane created 71,000 of the 83,000 new jobs in Gauteng over the past year. That is 85 percent of all new provincial jobs. It is more than the combined job gains of Johannesburg, Ekurhuleni, and Cape Town.

This growth is no accident. It reflects the early implementation of our Tshwane Economic Revitalisation Strategy, or TERS. This strategy provides a clear roadmap

for investment and job creation. Through TERS, we are supporting industry, attracting private capital, and building a stronger foundation for inclusive growth.

The inaugural Tshwane Investment Summit has added momentum. It secured R86 billion in investment pledges, far surpassing our R5 billion target. These pledges will help create jobs, unlock catalytic projects, and restore investor confidence in our Capital.

We have also made progress in building a safer city. Through the Reclaim Our City campaign, we have stepped up by-law enforcement and crime prevention. The SA Cities Network recently named Tshwane as South Africa's safest metro.

This recognition reflects the efforts of the Tshwane Metro Police Department, our community safety teams, and the residents who continue to stand up to crime. Visibility has improved, and our partnerships with national and provincial agencies are making a difference.

Fellow residents,

We are under no illusion. Many challenges remain.

Water and electricity losses are still too high. Infrastructure backlogs are deep. Our audit outcomes must improve. Some regions still wait too long for maintenance and repairs.

But we are confronting these issues with the same resolve that has brought us this far.

This progress belongs to the people of Tshwane, and to the coalition that governs in your name. It has been achieved through teamwork and a shared commitment to rebuilding.

I want to thank my colleagues in the Mayoral Executive Committee, from the ANC, the EFF, ActionSA, the AIC, the DOP, the PA, the ATM, GOOD, and the PAC.

Together, we have shown that collaboration can succeed where conflict once prevailed.

We also thank our officials and frontline teams. They work under tough conditions but continue to serve with professionalism and pride.

This morning, each Member of the Mayoral Committee will report on progress in their portfolios. They will speak to the work done under our six strategic priorities:

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

These reports show the steps we have taken, and the work that still lies ahead.

Fellow residents, one year ago we inherited a city in crisis. Today, we present a city that is rebuilding.

The road ahead is long, but the direction is clear.

Our Capital is stronger. Our government is more accountable. Our communities are more connected.

Tshwane is rising, and we will rise together.

Thank you.

Priority 1: Financial Stability and Revenue Enhancement

Finance – MMC Eugene Modise

Residents of Tshwane,

When we took office in October 2024, the City of Tshwane was in a dire financial position. For four consecutive years, the City had operated with an unfunded budget, limited cash reserves, and mounting debt to Eskom.

We inherited an organisation on the brink — struggling to meet its obligations and to serve its residents effectively. The City was standing at the edge of a fiscal cliff.

While measurable progress has been made, the journey toward full stability continues. It will require continued fiscal discipline and collective effort through 2025 and 2026.

Over the past twelve months, our focus has been on stabilising Tshwane's finances by:

- Restoring solvency.
- Rebuilding reserves.
- Laying the foundation for a financially sustainable municipality.

Today, we are pleased to report that significant progress has been achieved.

First, the City's overall financial position has improved. We moved from a restated current ratio of 0.42 in 2022/23 to 0.88 as at September 2025. This means we are steadily closing the gap between our short-term assets and liabilities.

Our cash and cash equivalents have grown from R835 million to R1.9 billion, giving the City a much-needed buffer. We have also achieved a surplus of R1.9 billion in the first quarter of the current financial year.

This has allowed us to keep the budget funded, albeit with a narrow margin, and to avoid slipping back into crisis.

Second, we have taken decisive steps to address historic debt. Over the past year, the City reduced its Eskom debt by R1.1 billion, from R6.66 billion to R5.56 billion, while keeping the current Eskom account fully paid and up to date. The R4.63 billion VAT liability has also been fully settled. These are major milestones that have restored confidence among creditors and residents alike.

On revenue collection and billing, our collection rate has stabilised around 82%, and billing accuracy now exceeds 99%, with 90% of bills based on actual meter readings.

Billing growth has reached 5.5% year on year, showing that the City is strengthening its revenue base. However, challenges remain, particularly in arrears recovery and the size of the debtors' book, which now stands at R27.99 billion. Although significant progress has been made in reducing this from over R35 billion through the Tshwane Ya Tima and Debt Relief Incentive Schemes, further work is needed.

This Multiparty Coalition Government has also delivered measurable improvements in audit performance. When we took office, the City faced 13 areas of non-compliance resulting in a qualified audit. Through improved record-keeping, consequence

management, and targeted audit remedial workstreams, these qualification areas have been reduced to 6, with no scope limitations reported in the current audit cycle.

This progress reflects a growing culture of accountability and reform in governance.

Colleagues, while these gains are real, they remain fragile. Our cash position is still thin, and revenue recovery is not yet where it needs to be. That is why our priorities for 2025/26 are clear:

- Build stronger cash reserves to cover at least one month of operating costs.
- Intensify revenue recovery through arrears enforcement and indigent register cleansing.
- Maintain full payment compliance with Eskom and Rand Water.
- Push toward achieving a clean audit by 2026.

This administration has shown that disciplined financial management delivers results. Sustained success, however, will require continued focus, tough decisions, and collective accountability.

Tshwane has moved from crisis to cautious stability. Now we must consolidate these gains and build a stronger, more resilient financial foundation for the years ahead.

Thank you.

Priority 2: Economic Revitalisation and Investment Attraction

Economic Development and Spatial Planning – MMC Sarah Mabotsa

Partners in business and fellow residents,

The heartbeat of any thriving city lies in the strength of its economy. When we assumed office, Tshwane's economy was stagnant, with growth at only 0.3 percent.

This reflected years of decline and inaction. Investor confidence was low, major development projects had stalled, and many of the City's strategic assets lay idle or underused.

Since 2015, there had been no structured support for informal traders, and the City lacked a coherent strategy to develop SMMEs despite their vital role in driving growth and creating jobs. We inherited an economy disconnected from the aspirations of its people.

Over the past year, the City of Tshwane has taken deliberate steps to reposition itself as a competitive, investment-friendly metropolitan hub. Our goal is to ensure that economic growth translates into real opportunities for residents, entrepreneurs, and investors alike.

Central to this effort is the Tshwane Economic Revitalisation Strategy (TERS), our blueprint for stimulating sustainable growth, revitalising key precincts, attracting investment, and unlocking the township economy. Specifically, we are on track to:

- Attract between R17 billion and R26 billion in new investment.
- Create 80 000 new jobs in the formal and informal sectors.
- Accelerate Gross Value Added growth to between 3.3 percent and 4.6 percent.

A significant milestone under TERS has been the successful hosting of the Tshwane Investment Summit. This summit brought together domestic and international

investors, developers, and business leaders. It showcased Tshwane's strategic investment opportunities, from catalytic precincts such as Rosslyn, Wonderboom, and Bon Accord to major infrastructure projects that will shape the City's economic landscape over the next five years.

The summit generated tangible investor interest and strengthened partnerships with the private sector, resulting in R86 billion in new investment pledges that support our developmental agenda.

It also created a pipeline of catalytic projects that will drive job creation and urban renewal. Through this process, we are laying the groundwork to make Tshwane a leading investment destination in South Africa.

Equally important to our economic revitalisation is the support we provide to SMMEs. Small businesses are the backbone of local economies and are key drivers of innovation, employment, and inclusive growth.

Over the past twelve months, the City has expanded its SMME programmes, providing 1 050 SMMEs and 179 co-operatives with business development support, mentorship partnerships, and improved access to City procurement opportunities.

We are finalising the Local Procurement Framework, which will prioritise City-based suppliers and ensure that municipal spending circulates within our local economy. This will empower township enterprises and emerging businesses.

The Informal Trader Registration Portal has already brought structure to the informal sector, with thousands of traders now formally registered and able to benefit from City support.

To give full effect to our growth agenda, we are unlocking the value of the City's assets and strategic land parcels. For too long, large portions of municipal land have remained underused or trapped in administrative bottlenecks. Under TERS, we are changing that.

A comprehensive asset audit and valuation exercise has been completed, and a clear framework is in place to lease or partner on strategic sites through public-private partnerships.

This land-release strategy is key to enabling mixed-use developments, industrial growth, and affordable housing projects. By 2029, we aim to integrate this asset strategy fully into Tshwane's broader spatial vision, ensuring that every strategic site contributes to economic growth and social development.

Partners in business and fellow residents, these initiatives form a coherent and ambitious agenda to unlock Tshwane's full economic potential. Through strong partnerships, clear planning, and decisive action, we are building an inclusive, competitive, and prosperous capital city.

We also recognise that government must continue to play a role in providing short-term employment relief. The private sector cannot, on its own, absorb all unemployed residents.

For this reason, we continue to invest in the Expanded Public Works Programme (EPWP), which created more than 14 000 work opportunities in the 2025/26 financial year. We remain committed to expanding this programme in a fair, transparent, and inclusive way.

Thank you.

Priority 3: Infrastructure Development and Service Delivery Acceleration

Utility Services – MMC Frans Boshelo

Good day, residents of Tshwane.

When we took office, Tshwane's core infrastructure was in serious decline. Our water and sanitation systems were aged and leaking. Electricity supply was unreliable and fragmented. Roads had deteriorated after years of underinvestment. The City faced mounting service backlogs, high non-revenue water, and persistent electricity losses.

Over the past year, we have focused on restoring reliability, investing in essential upgrades, and improving response times. While visible progress has been made, Tshwane's infrastructure challenges remain significant and will require sustained investment and disciplined maintenance to build a resilient city for the future.

It is my honour to report back on the progress we have made in strengthening Tshwane's energy and electricity services over the past year. This work is about ensuring that every household, business, and school in our city has reliable access to the power they need.

Over the past twelve months, our newly established Energy and Electricity Business Unit has worked tirelessly to expand connections, upgrade infrastructure, and improve supply stability. I am proud to share some highlights.

We completed the electrification of Mamelodi Extension 37, connecting 350 households to the grid. We installed new LED streetlights in Regions 1 and 6 and added 14 new high-mast lights across communities. These steps have improved visibility and enhanced safety at night.

With respect to infrastructure, we made major progress with key substations:

- The IA Substation upgrade is now complete, improving supply stability in Soshanguve and surrounding communities. This comes after years of neglect in the area.
- The Rosslyn Substation refurbishment is advancing, bringing relief to the automotive sector and neighbouring communities.
- Work continues on the Mooikloof, Monavoni, Pyramid, and Wapadrand substations, which will secure long-term supply for fast-growing areas.
- Construction has also begun with Eskom on the Wildebees Infeed Station, a project that will add significant new capacity to the city's grid.

We also launched a programme to roll out smart prepaid electricity meters city-wide. These meters help residents manage their usage more effectively and help the City

reduce losses and illegal connections. Alongside this, we strengthened our 11kV cable network to reduce outages and improve resilience.

But residents, we must be honest about the challenges we face. Our infrastructure is under attack. Theft, vandalism, and deliberate sabotage of electricity cables, transformers, and substations have caused repeated blackouts in many communities.

This criminal activity costs the City billions, disrupts the lives of residents, affects small businesses, and puts lives at risk when hospitals, clinics, and emergency services are hit.

Let me be clear. Sabotage of electricity infrastructure is economic sabotage. It is an attack on our city's ability to grow and prosper. That is why we are working closely with law enforcement, the SAPS, the Hawks, and private partners to strengthen security. We are installing CCTV and motion detection systems at high-risk sites and increasing patrols by the Tshwane Metro Police Department as part of our Integrated Asset Protection Strategy.

Despite these challenges, our progress shows what is possible. We are modernising our grid, expanding access, and building for the future. But we cannot do it alone. We need every resident to partner with us, to report cable theft, to use power responsibly, and to stand together against those who want to keep Tshwane in the dark.

Our commitment is clear. We will build a stable, modern, and secure electricity network that supports investment, powers our homes, and lights up our communities.

Water and Sanitation

Water is life. Sanitation is dignity. As the leadership entrusted with these essential services, we carry the responsibility of ensuring that every household, school, clinic, and business in Tshwane has reliable access to both.

It is no secret that when this Multiparty Coalition Government assumed office, we inherited a City in crisis. Water security was fragile, infrastructure had been neglected, and sewer spillages and water losses had become a daily reality for many communities.

In spite of these challenges, progress has been made. Over the past year, the newly established Water and Sanitation Business Unit has driven key interventions to

stabilise supply, improve maintenance, and move Tshwane closer to meeting national compliance standards.

Our water security programme has made strides through the optimisation of bulk sources such as Rietvlei, Roodeplaat, and Bronkhorstspuit. These upgrades are essential to securing a sustainable supply for our growing population. Alongside this, we have advanced critical infrastructure projects, including:

- Work at Rooiwal Wastewater Treatment Plant Phase 1.
- Pump station construction in Region 2 (W74).
- Sewer pump station upgrades in Region 3 (W7).

We have also embarked on the replacement of steel pipelines in Region 4 (W65).

These interventions are vital for stabilising our network and preventing catastrophic failures.

Compliance remains a priority. The City is actively working towards achieving both Blue Drop and Green Drop standards for water and wastewater quality. A R148 million proposal is in progress to strengthen compliance, ensuring that the water reaching households is safe and that our wastewater systems protect public health and the environment.

We cannot shy away from our greatest challenges.

- Non-revenue water losses are currently at 37.2 percent. This is far above acceptable levels and represents both a financial and service delivery risk. We are intensifying leak detection, pipe replacement, and billing system improvements to address these losses.
- Bulk supply optimisation in high-pressure regions such as Soshanguve, Mabopane, and Ikageng, where demand far exceeds infrastructure capacity. Repairs to critical infrastructure, including the Bloemendal sewer pump station, are under way to restore reliability.

It must be acknowledged that this administration has been able to provide the residents of Ikageng with reliable water after years of neglect by previous governments.

Of course, challenges remain. Budget constraints limit the speed of refurbishment. Theft, vandalism, and even extortion on project sites continue to delay delivery. Land invasions also place unsustainable pressure on our bulk services.

Through improved security partnerships, stronger law enforcement, and better coordination across departments, we are pushing back against these obstacles.

Honourable guests, the road to universal access to safe water and dignified sanitation is long and complex. But Tshwane is moving forward. We are laying new pipes, modernising pump stations, and tightening compliance systems. We are reducing losses, optimising bulk supply, and protecting our water sources.

Most importantly, we are rebuilding trust. Our residents deserve a City where taps run when turned on, where drains flow as they should, and where infrastructure supports growth rather than stifles it. Together, with determination and discipline, we will ensure that Tshwane offers reliable, safe, and dignified basic services.

Thank you.

Roads and Transport – MMC Tlangi Mogale

It gives me great pride to stand before you today to reflect on the tangible progress we have made in strengthening and improving our city's infrastructure, particularly our road network and transport systems, over the past year.

Infrastructure is the backbone of development.

Roads, bridges, transport systems, and stormwater networks form the foundation upon which a city grows.

They connect us to workplaces, schools, clinics, and the opportunities that shape our social and economic well-being.

When infrastructure fails, so too does a city's ability to thrive, serve its people, and attract investment.

A year ago, we made a firm commitment to accelerate Road resurfacing.

Today, I am proud to report that we have resurfaced over 220 kilometres of road across all seven regions of the City of Tshwane as part of our reactive maintenance.

Of the 18,067 potholes reported during this period, 14,072 have been repaired, representing a 78% completion rate. Further 78 Km of roads have resurfaced (proactive maintenance).

As I stand before you the city has huge proactive maintenance of over 650 km of roads requiring resurfacing.

It is against this background that we will continuously work to resurface roads and reduce the extent of maintenance backlog.

From the bustling streets of the inner city to the township roads that carry our residents daily, our teams have worked tirelessly.

These projects are not simply about laying asphalt, they are about rebuilding critical infrastructure, improving road safety, and restoring dignity in our communities.

At the centre of this turnaround is the Bon Accord Asphalt Plant, a strategic municipal asset that we successfully revived to enhance efficiency and reduce maintenance costs.

For many years, the City relied heavily on external suppliers and contractors, which delayed service delivery and inflated costs.

Today, with the plant's renewed five-year production licence, we are producing our own hot asphalt, allowing us to repair roads, patch potholes, and resurface streets faster and more cost-effectively.

Importantly, Bon Accord now serves a dual purpose: it produces asphalt for the City's infrastructure projects and for the broader market, generating additional revenue for Tshwane.

This is a prime example of how sound management of public assets can both enhance service delivery and strengthen the City's financial sustainability.

In line with the National Land Transport Act (NLTA), No. 5 of 2009, and the Gauteng Transport Framework Revision Act, No. 8 of 2002, the City of Tshwane prepared and developed a Comprehensive Integrated Transport Plan (CITP) as its core strategic planning instrument.

The CIP guides all transport planning across the City and informs both development and operations.

During the third quarter of the 2024/25 financial year, the City successfully completed the statutory three-year review and update of the CIP.

This document forms an integral part of the Integrated Development Plan (IDP) and aligns fully with the City's strategic objectives.

The updated CIP places strong emphasis on the Public Transport Plan (PTP) and its central component, the Integrated Public Transport Network (IPTN).

Covering a five-year horizon (2025–2029), the plan provides a detailed analysis of 17 identified public transport corridors, which serve as the primary connections between the central business district, surrounding townships, and suburbs.

This plan ensures that our transport network evolves in a structured, sustainable, and integrated manner supporting our long-term vision of an efficient, accessible, and people-centred transport system.

A landmark achievement during this period was the signing of the Bus Operating Company Agreement (BoCA 1) with affected public operators, led the Tshwane Rapid Transport (TRT) Pty Ltd- this milestone that marks a new chapter in Tshwane's public transport transformation journey.

For the first time in 12 years, this agreement lays the foundation for the modernisation and expansion of the City's bus operations under the A Re Yeng brand.

Through this agreement, services will be extended to communities in Mamelodi and Atteridgeville, ensuring greater access and integration for our residents.

- BoCA 1 was approved by Council on 28 November 2024.
- The 12-year agreement, valued at R3.4 billion, represents a long-term commitment to sustainable, formalised, and inclusive public transport in Tshwane.

The BoCA process has not only formalised the participation of taxi operators in the bus system but also fostered economic empowerment and industry transformation, ensuring that affected operators become key partners in the city's integrated transport vision.

Significant progress has also been achieved in enhancing Road safety and promoting non-motorised transport across Tshwane.

Through targeted traffic calming measures, walkway construction, and intersection improvements, we have made our neighbourhoods safer and more accessible — particularly for pedestrians, school children, and vulnerable road users.

Key Deliverables (2024/25):

- 210 speedhumps constructed
- 25 raised pedestrian crossings
- 17 traffic circles completed
- 4 km of pedestrian walkways built

These interventions, implemented at a cost of R13.2 million, contribute to improved pedestrian and vehicle safety, better traffic flow management, and enhanced law enforcement support.

Communities in Olivenhoutbosch, Hammanskraal, Mabopane, Lynnwood, Ga-Rankuwa, Mamelodi, and Soshanguve are already seeing and feeling the benefits of these infrastructure investments.

We recognise that our journey has not been without challenges.

Vandalism, theft of traffic signal infrastructure, sinkholes, extreme weather, and budgetary pressures have all impacted progress.

Yet, despite these obstacles, we remain steadfast.

With the support of our coalition government and the dedication of our technical teams, we will continue to invest in, maintain, and modernise Tshwane's infrastructure.

Equally important is our commitment to public transport infrastructure, the lifeline of mobility in our city.

Through the Tshwane Bus Service (TBS) and A Re Yeng, we continue to provide residents with safe, reliable, and affordable transport options.

These services are heavily subsidised by the City to ensure that workers, learners, and pensioners can travel affordably and conveniently.

We have worked diligently to stabilise operations, improve scheduling, and maintain our fleet to ensure that buses operate safely and on time.

Every rand spent is an investment in infrastructure that enhances the commuter experience and contributes to a more efficient transport system.

To our residents, I encourage you to make use of the Tshwane Bus Service and A Re Yeng. These are services built for you.

By choosing public transport, you are not only saving money but also helping to reduce congestion, cut emissions, and build a cleaner, greener, and more sustainable Tshwane.

The road ahead is long, but our infrastructure direction is clear.

We are building a city where roads, transport systems, and urban infrastructure form the foundation of growth, attract investment, and improve the quality of life for every resident.

Let us celebrate the kilometres already resurfaced, the jobs created through Bon Accord, the adoption of the updated CIP, the signing of BoCA 1, and the road safety improvements in our communities.

And let us commit, as a city and as a community, to continue moving forward until every neighbourhood, every household, and every resident feels and sees the difference.

Thank you.

Housing and Human Settlements – MMC Ald Aaron Maluleka

Programme Director,
Members of the Mayoral Committee,
Distinguished guests, and most importantly,
the people of Tshwane,

Good morning.

In Human Settlements, we are not only building houses. We are building dignity, restoring trust, and giving families the security of ownership and belonging. A home is

the foundation on which families build their futures, raise children, and participate fully in community life.

Over the past year, we have advanced the handover of title deeds across all regions, including Soshanguve, Mabopane, Hammanskraal, Atteridgeville, and Olievenhoutbosch. To date, 3 368 title deeds have been issued, transferring rightful ownership to families who have waited far too long.

The beneficiaries include:

- Soshanguve – 2 134
- Mabopane – 80
- Winterveldt – 195
- Ga-Rankuwa – 47
- Hammanskraal/Temba – 216
- Atteridgeville – 120
- Olievenhoutbosch – 208
- Mamelodi – 229
- Nellmapius – 66
- Eersterust – 14
- Rethabiseng – 14

We know the journey has not been without challenges. Many old title deeds remain outstanding, slowed by complex issues such as unresolved estates, illegal sales, untraceable beneficiaries, and the dynamics of cross-border properties in the MAWIGA area.

These are not easy obstacles, but I assure you that our department is working closely with the courts, provincial partners, and communities to unlock these backlogs. Our people deserve ownership, and we will not rest until this right is realised for all.

At the same time, we are responding to the rapid growth of informal settlements across Tshwane. Families arrive every day in search of opportunity, often settling on unserviced land. This places enormous pressure on our resources and infrastructure.

Yet, as a government that values dignity, we cannot turn our backs on these communities.

That is why we have prioritised the provision of rudimentary services in informal settlements. Across all seven regions, we have rolled out water tanks, basic sanitation, and graded access roads. From Mazambaneng and Vumaskloof to Brazaville,

Jeffsville, Lethabong, and Mamelodi Extension 11, our teams have worked tirelessly to ensure that even where full services cannot yet be delivered, no community is left completely behind.

We have also advanced in relocating families from unsafe and uninhabitable areas to formalised stands. In areas such as Pienaarspoort Extensions 16, 23, 24, and 25, thousands of stands have been cleared, allocated, and provided with basic services, allowing families to move from uncertainty to stability. These relocations are about creating safer, liveable, and more sustainable communities.

Programme Director, our challenges remain significant. Land invasions continue. Limited capital budgets slow the delivery of bulk services. Litigation over the acquisition of suitable land often delays progress. But what remains constant is our commitment to dignity.

Every title deed we issue, every family we allocate a permanent stand, and every informal settlement we service is a step towards building a City where every resident feels recognised and respected.

Tshwane is a City of opportunity. Through our Human Settlements programme, we are ensuring that opportunity begins at home: a home with a title deed, a home on a serviced stand, a home that gives dignity.

Thank you.

Priority 4: A Safe and Clean City

Community Safety – MMC Hannes Coetzee

Good morning, residents of Tshwane.

A year ago, Tshwane was grappling with widespread urban decay and the erosion of public order. By-law enforcement had been neglected, leaving communities vulnerable to illegal dumping, vandalism, and unchecked informal activity.

Our strategic assets, from power stations to reservoirs and depots, were underprotected, exposing critical infrastructure to theft, sabotage, and neglect. The City's ability to respond to emergencies, maintain cleanliness, and ensure public safety was weakened by years of poor coordination and limited resources.

Over the past year, we have worked tirelessly to restore order, revive by-law enforcement, and rebuild institutional capacity. Visible improvements can be seen in cleaner streets, stronger policing partnerships, and faster emergency responses.

The road to full recovery is still long. Fleet shortages, funding constraints, and gaps in environmental compliance remain a challenge. Nevertheless, our commitment to a safer, cleaner, and more resilient Tshwane is unwavering.

It is my privilege to share the progress made by our Tshwane Metro Police Department (TMPD) over the past year. Our officers have worked tirelessly to make our City safer and more orderly through visible policing, traffic control, and intensified by-law enforcement across every region.

Since October 2024, TMPD has expanded its multidisciplinary operations through initiatives such as Operation Shanela, Tshwane Ya Tima, #Re a Spana, and Reclaim Our City.

The Integrated By-law Enforcement Committee has been empowered to coordinate joint operations across departments responsible for community safety, environmental management, utilities, regional operations, and finance.

By breaking down silos and partnering with SAPS at national and provincial levels, we are improving intelligence-sharing, joint planning, and the speed of enforcement.

These efforts have delivered tangible results across all seven regions. Over the past year, TMPD conducted more than 400 regional by-law enforcement operations, inspecting hundreds of businesses and informal traders. In areas such as Hatfield, Brooklyn, and Mamelodi, Section 56 notices were issued for non-compliance with business, waste, and food safety regulations. In total, over 385 items were confiscated, and several illegal structures were demolished to restore safety and order.

Our officers also executed 244 operations against illegal dumping, helping to keep our communities clean and healthy.

Traffic safety remains a top priority for our growing City. Through continuous roadblocks, freeway patrols, and scholar-patrol programmes, TMPD issued thousands of AARTO violations and arrested numerous motorists for driving under the influence of alcohol.

Total AARTO Notices Issued:

- AARTO 1: 200 640 notices
- AARTO 31: 63 774 notices
- Speed Enforcement (AARTO 3): 1 347 120 notices
- Total: 1.6 million notices

Total Accrued Revenue (before disbursement):

- From AARTO penalties: R226 130 900 (before discounts)
- After discounts: R113 065 450
- Operator-related and other charges: R33 530 425
- Total Accrued Revenue (gross): R372 million

Total Payments Registered on the National Contravention Register:

- Cumulative value (Oct 2024 – Sept 2025): R168.5 million

The department also made arrests for reckless and negligent driving and confiscated vehicles operating illegally. These efforts have saved lives and promoted responsible driving across the City.

Crime-prevention operations targeted drug trafficking, robberies, and burglaries. The TMPD's dedicated Drug Unit made several arrests for possession and distribution of narcotics. Joint operations with SAPS recovered stolen and hijacked vehicles in areas including Mooikloof, Boschkop, and Krugersdorp.

In one operation, suspects were caught with four bags of stolen copper cable, helping to combat cable theft, a major cause of power disruptions.

Our specialised Cable Theft Unit arrested multiple suspects for tampering with electrical infrastructure and confiscated tools used for vandalism. In collaboration with SAPS, 82 illegal structures involved in cable theft were demolished. We continue to strengthen partnerships with businesses such as Vodacom, BMW, and Ford, as well as local improvement districts, to enhance surveillance and joint patrols through the use of technology.

When floods struck Centurion and other areas earlier this year, TMPD, working with Emergency Services, was among the first responders, managing road closures and ensuring that residents and motorists remained safe.

The progress we have made is significant, but our work continues. With your support and cooperation, we will strengthen community partnerships, fight crime, and

safeguard every corner of Tshwane. Together, we are building a safer City, one street, one household, and one community at a time.

Thank you.

Environment and Agriculture Management – MMC Obakeng Ramabodu

Good morning, residents of Tshwane.

It is a pleasure to meet with you today as we share the progress made by the Department of Environment and Agriculture Management over the past year. Our City's health and beauty depend on how we care for our environment, and I am proud to report that we continue to make meaningful progress in improving cleanliness, protecting our parks and reserves, and supporting our farmers.

One of our biggest challenges remains illegal dumping. I want to thank our communities and our dedicated teams who work every day to tackle this problem. Over the past 12 months, the City has cleared more than 1 850 illegal dumping hotspots across various regions. In doing so, we have:

- Increased patrols.
- Installed signage.
- Worked with law enforcement to ensure that those who dump illegally face the consequences of their actions.

But the real solution lies in working together. Keeping our environment clean is everyone's responsibility. Let us all take pride in our City and report dumping wherever we see it.

On street cleaning and litter-picking, we have intensified operations across all wards.

An estimated 500 litter-picking operations were carried out in business nodes, open spaces, and along main routes and entrances across the City. Our cleaning teams are now active seven days a week in high-traffic areas, ensuring that our streets, sidewalks, and taxi ranks remain clean and welcoming. We have also expanded community-based cleaning initiatives that involve local residents and cooperatives, creating jobs while restoring dignity to our public spaces.

Our waste removal services have also improved. Collection is now more predictable and regular in both formal and informal settlements. A greater portion of informal areas

are now covered through community-based collection systems, giving more households access to reliable waste removal. This ensures that even in areas where formal infrastructure is limited, residents still live in a clean and healthy environment.

We have continued to raise public awareness and educate residents and businesses about the importance of environmental care. The Andries Tatane Cleaning Programme, spearheaded by my office, conducted over 75 targeted cleaning operations across the City. Approximately 20 environmental education sessions were also held in schools and community centres, building a culture of responsibility and pride.

Turning to agriculture, we continue to empower our local farmers through training, equipment support, and market access initiatives. Small-scale farmers have received technical assistance, seed, and fertiliser support, helping them to increase production and income. The Agriculture Division has ensured that all four Agri-parks in the municipality function optimally, providing support to over 20 farmers and 100 employees working in these facilities.

Over 300 farmers came together in Region 7 during Farmers' Day to receive training, information, and support to run their enterprises effectively. In addition, 42 agricultural students were placed across different Agri-parks as part of our collaboration with the Gauteng Department of Agriculture and Rural Development.

Our department has also prioritised the maintenance of parks, resorts, and nature reserves. Over the past year, several sites underwent repairs, infrastructure upgrades, and landscaping improvements to ensure that our recreational spaces remain safe and enjoyable for all. Security has been strengthened at key facilities and landfill sites to protect workers and visitors.

We have continued to maintain over 15 City cemeteries, ensuring that families can lay their loved ones to rest in well-managed and dignified spaces. All 23 of the City's cashless resorts remain fully operational, offering clean, safe spaces for families to relax and spend time together.

As spring arrived, several of the City's 26 public swimming pools reopened, each meeting safety and health standards to allow residents to enjoy the facilities with confidence.

Alongside service delivery, we have also focused on improving the City's regulatory environment. We supported the approval of key by-laws to help manage essential

community services, including the new Keeping of Bees By-law, which balances the benefits of urban beekeeping with resident safety, and the amended Air Quality Management By-law, which strengthens our efforts to reduce air pollution and protect public health.

Together, these initiatives are creating a cleaner, safer, and more sustainable Tshwane for residents and visitors alike. Let us continue working together as government, business, and community to build a city we are all proud to call home.

Thank you.

Priority 5: Social Services and Community Wellness

Community and Social Development Services – MMC Palesa Modise

Good day, community leaders and partners in social upliftment.

When finances dwindled in previous administrations, social infrastructure was the first to be sacrificed. This deepened the inequalities within our City between those who have and those who do not. As a result, this administration inherited a social services system under immense pressure from population growth, inadequate provincial funding, and declining public confidence.

Clinics were overcrowded. Infrastructure was deteriorating. Social facilities were under-maintained. Yet over the past year, we have made steady progress in improving healthcare access, expanding community support, and strengthening youth, sports, and wellness programmes.

Although funding and infrastructure constraints remain, visible improvements can be seen in the reach of our services and the quality of our engagement with communities.

It gives me great pleasure to share the progress that the City of Tshwane has made through the Department of Community and Social Development Services over the past year. Our mission remains clear:

- To serve our people with dignity.
- To create opportunities for livelihoods.
- To build a City that truly cares for all its residents.

One of our greatest achievements this year has been our ongoing support for indigent households across Tshwane. I am proud to report that a total of 4 033 indigent households have received assistance from the City.

This support ensures that our most vulnerable residents continue to have access to essential services such as water, electricity, and waste management. We know that times are tough, and this intervention has provided relief to families who would otherwise struggle to make ends meet.

In addition to social support, we have worked tirelessly to expand opportunities for income generation. Through our Expanded Public Works Programme (EPWP), the City has created 14 093 work opportunities during this reporting period. These opportunities not only provide short-term income but also equip residents with valuable skills that open doors for future employment.

To make these opportunities possible, the City has invested R57.4 million in implementing the EPWP across various communities. This investment demonstrates our commitment to using every available resource to empower people and stimulate local economies. Each work opportunity created represents a family that can now put food on the table and a person who can stand tall with dignity and purpose.

Our department has also made significant progress in promoting inclusivity through our disability programmes. We have successfully implemented 34 disability-focused initiatives aimed at improving accessibility, empowerment, and participation for persons living with disabilities across our City. These programmes are a reminder that Tshwane is a City for all. A City that leaves no one behind.

While we have made strides, we are a transparent government that acknowledges challenges. One such challenge has been the Refilwe Stadium Project, which experienced delays.

To get the project back on track, a contractor has been appointed, and site establishment has been completed. Soon, the people of Refilwe and surrounding communities will enjoy a modern facility that supports sport, recreation, and social cohesion.

We understand the frustrations caused by earlier delays, including the postponement of a community information meeting, but those matters have since been resolved, and work is now progressing well.

In conclusion, I want to thank all community members, officials, and stakeholders for their continued partnership and support. Together, we are changing lives and building communities that thrive. Our department remains committed to service delivery, empowerment, and accountability.

Let us continue working hand in hand to ensure that no household is left behind, that every young person has a chance to work, and that every resident of Tshwane can live with dignity and hope.

Thank you.

Health Services – MMC Tshegofatso Mashabela

Good morning, residents of Tshwane.

It is an honour to stand before you today to share the progress made by the Department of Health as part of our executive commitments for the 2025 financial year.

Our work continues to focus on improving access to quality healthcare, strengthening community health systems, and ensuring the wellbeing of every Tshwane resident.

To date, the department has made significant progress across all regions, with implementation expenditure standing at 84 percent of the approved budget. This reflects our commitment to responsible spending and to delivering tangible health outcomes for our communities.

Before this administration took office, vaccine numbers had dropped by 5 563. This decline contributed to the re-emergence of vaccine-preventable diseases such as measles. In response, a targeted measles vaccination campaign was rolled out across all five districts of the province from 4 August to 12 September 2025.

This administration has also identified pressures on primary healthcare services in Mamelodi. To address this, we prioritised fast-tracking the completion of the new Lusaka Clinic. The previous non-performing contractor was terminated, and the process to appoint a new one is nearing completion.

All measures are being taken to ensure that the new contractor completes the project on time and within budget. No poor performance will be tolerated. This project remains one of our top priorities as it will bring much-needed healthcare services closer to the people.

All 24 primary healthcare clinics in Tshwane continue to maintain Platinum Ideal Clinic Status, which is the highest rating a clinic can achieve.

This status means that our clinics meet national standards, with proper infrastructure, adequate staff, sufficient medicine and supplies, and strong administrative systems supported by clinical protocols and guidelines to ensure quality health services for all.

This administration also prioritises mental health services. Research shows that 30.3 percent of South Africans experience a mental disorder in their lifetime, yet most never receive the care they need. About 16 percent experience a mental health condition in any given year. To respond to this, we piloted a Mental Health Research Project across six City clinics in Atteridgeville, Olievenhoutbosch, Mamelodi-West, Phahameng, Folang, and Hercules.

The project involved direct engagement with clinic staff and patients to test the rollout of mental health services. Critical lessons were learned and have guided the expansion of mental health services across all 24 City clinics. This ensures that residents in every region now have access to the care they need.

On food safety, our Municipal Health Services Operations Unit has been hard at work protecting public health. To date, 2 041 fines have been issued to non-compliant food premises, valued at approximately R5.44 million.

In addition, 56 prohibition orders were served, and 1 850 environmental and food samples were collected and analysed to ensure that what reaches our tables is safe. We have also conducted seven noise pollution prevention operations across the City to promote healthier and more peaceful communities.

As part of improving access to health services, we have piloted extended service hours at Olievenhoutbosch Clinic. This initiative allows residents to receive care after normal working hours. A benchmarking exercise is now under way to explore the introduction of a 24-hour clinic model to make around-the-clock healthcare a reality in Tshwane.

Our Community Oriented Substance Use Programme (COSUP) continues to make a meaningful difference in the fight against substance abuse in Regions 1, 3, 4, and 6.

We are now expanding COSUP services to Regions 2, 5, and 7. Services have already been operationalised in Region 2, and the review of the service delivery model will be

completed by December. The aim is to ensure that the programme remains cost-effective and reaches more individuals and families in need.

We have also implemented a Ward-Based Door-to-Door HIV, TB, and STIs Education Programme across all seven regions, reaching over 2.4 million people. This community-based approach ensures that residents receive essential health information right on their doorsteps.

In April 2025, we successfully re-established the Tshwane Metro AIDS Council (TMAC) to strengthen the City's multisectoral response to HIV, TB, and STIs. TMAC plays a

vital role in improving coordination, governance, and accountability for our public health interventions.

In line with the City's Smart City agenda, we have prioritised the use of technology to improve healthcare delivery. In collaboration with the Department of Shared Services, we will finalise the piloting of the E-Health Project with a view to launching it in more clinics during the third quarter of this financial year.

The E-Health system will enable the secure storage of patient files and make it easier for healthcare professionals to access patient histories and treatment records.

The City of Tshwane also maintains an active Memorandum of Understanding (MoU) with Sefako Makgatho Health Sciences University (SMU). Through this partnership, the City's Health Innovation Unit collaborates with SMU students to develop solutions to key health challenges. For 2025, the following priority areas have been identified:

- Telemedicine solutions that enhance remote healthcare delivery.
- Wearable technology that monitors patient health and provides actionable data.
- Patient engagement platforms that improve communication and encourage active participation in care.

In conclusion, the Department of Health remains steadfast in its mandate to deliver accessible, high-quality healthcare to every resident of Tshwane. With your continued support and collaboration, we will build a healthier, safer, and more resilient City for all.

Thank you.

Priority 6: Strengthening Governance and Customer Care

Corporate and Shared Services – MMC Kholofelo Morodi

Good morning, residents of Tshwane.

At the start of this administration, the City's governance systems were fragmented. IT platforms were outdated, service response times were slow, and digital engagement with residents was limited. Internal audit, human resources, and contract management functions were under-resourced, and morale across the administration was low.

It is a privilege to stand before you today to share the progress our City has made through the Corporate and Shared Services Department. Over the past year, we have

focused on rebuilding the City from within by strengthening our institutions, improving service delivery, and putting residents at the centre of everything we do.

One of the clearest signs of a people-centred government is how well it listens, engages, and responds to its residents. When this administration took office, our customer care systems were outdated and struggling to meet demand. Average call-answer rates were below fifty percent, and digital platforms were underused.

Today, this picture has changed. Through smarter use of technology and institutional reform, we are creating a modern, citizen-focused service culture.

A major milestone has been the rollout of the Enterprise Case Management System, which allows better tracking and faster resolution of service requests.

Our WhatsApp service channel has also become a game-changer, enabling residents to log complaints and receive real-time updates. The upgraded contact centre has improved call-answer rates to eighty-five percent, a remarkable turnaround. Walk-in centres now serve residents more efficiently, with shorter waiting times and better follow-ups.

Beyond technology, we have prioritised optimising municipal assets for economic growth. Twenty-one high-value municipal properties, including the Pretoria Showgrounds and the HB Phillips Building, are being prepared for release to attract investment and create jobs.

Through our "Know Your Way In" workshops, we are helping residents understand how to lawfully access and apply for City properties. We are also reclaiming illegally occupied municipal buildings to ensure that assets benefit legitimate tenants and lawful residents.

Building institutional capacity has been another key achievement. More than seven hundred people have been employed across departments, including artisans, engineers, electricians, and cleaners.

A total of R300 million has been budgeted to fill additional critical vacancies. The City has also improved working conditions for more than 1 200 Asset Protectors and invested in essential tools such as waste trucks, water tankers, and pothole patchers to strengthen frontline service delivery.

We have modernised governance through the Tshwane Mobile App, which already has more than 13 000 downloads. This innovation, along with other digital communication channels, allows residents to report issues quickly and access services conveniently.

We are equally proud of initiatives that promote dignity and inclusivity in the workplace. The Tshwane Service Excellence Awards celebrate outstanding employees, while new facilities such as a Prayer Room, Lactation Room, and In-House Clinic demonstrate our commitment to staff wellbeing. The City has also approved the Ukuthwasa Leave Policy, the first of its kind in local government, recognising cultural and spiritual diversity.

In conclusion, the City of Tshwane is becoming more responsive, efficient, and people-driven. We are rebuilding systems, reclaiming public assets, and modernising services to restore trust and accountability. Together, we are building a City that works for all its residents.

Thank you.

Governance and Oversight under Priority 6

Honourable residents,

As part of our efforts to strengthen governance in our City, we have given serious attention over the past year to addressing the findings of the Auditor-General, particularly those related to consequence management.

I am pleased to share the outcomes and progress we have made in our journey towards improved governance and the goal of achieving an unqualified audit.

At the start of the financial year, Tshwane carried a balance of more than R13 billion in unauthorised, irregular, fruitless, and wasteful (UIFW) expenditure, the highest of any metro in the country.

Through focused forensic investigations and dedicated teamwork, our officials have investigated an unprecedented R14.4 billion worth of cases, surpassing the City's original UIFW reduction target.

Of this amount, R10.1 billion has already been processed by the Municipal Public Accounts Committee, and more than R3.3 billion has been recommended for financial recovery.

To ensure that UIFW expenditure never again reaches such levels, management must be exercised diligently and without fear or favour. To that end, 349 officials have faced disciplinary action following completed investigations. Of these, 65 criminal cases have been referred to law enforcement agencies, with arrests and prosecutions already under way.

These actions send a clear message that financial misconduct and corruption will not be tolerated in our City.

The City has also worked hard to promote an ethical culture. Through our ethics management programmes, more than 18 500 citizens and employees have been reached through awareness campaigns, workshops, and fraud prevention sessions.

Nine employee training interventions have been completed, and six digital alerts were issued to raise awareness on ethics and anti-corruption.

Our fraud detection and forensic investigation teams have remained diligent and professional. Specifically, they have:

- Finalised 43 investigations during the year.
- Registered 91 new cases.
- Conducted in-depth reviews into property leases, fictitious purchase orders, and conflict-of-interest matters.

We have also launched major investigations into irregular contracts, procurement fraud, and mismanagement across several departments, including Finance, Roads and Transport, Human Settlements, and Shared Services. In addition, our division has recommended control improvements in 49 instances, ensuring that identified weaknesses are corrected to prevent future misconduct.

We continue to strengthen our systems. A new case management system is being finalised in partnership with the CSIR to modernise how investigations are tracked and reported.

The City has also restructured the Forensic Services Division, approved a new microstructure, and will recruit additional qualified professionals in the 2025/26 financial year.

Despite limited resources, our Ethics and Forensic teams have demonstrated integrity, resilience, and professionalism. Several officials have achieved Certified Fraud Examiner and Certified Ethics Officer designations, maintaining international standards at their own expense due to the City's financial constraints.

Residents,

Consequence management is not about punishment. It is about restoring public trust. Every recovered rand, every completed investigation, and every ethical decision by a public servant brings us closer to the transparent and accountable City that our residents deserve.

As we move forward into the new financial year, we remain guided by our mission to build an anti-corruption culture, promote integrity, and ensure that every cent of public money serves the people of Tshwane.

Together, we are building a City of accountability, honesty, and service excellence.

We are also deepening communication with our residents to make government more accessible and inclusive. By communicating in eight official languages and South African Sign Language, the City upholds every citizen's constitutional right to be informed and included.

To expand our reach, we have launched digital platforms such as the Tshwane App and WhatsApp service channels, modernising how residents interact with the City.

These platforms make it easier to report issues, receive feedback, and access services, creating a government that listens and responds.

Through transparency, responsiveness, and integrity, we will continue to build a City that works for its people and earns their trust every day.

The Way Forward

Fellow stakeholders and residents,

As we mark one year in office, we do so with pride in the progress made. But we are also clear that this is not the time to slow down.

The road ahead is shorter than we think, and the 2026 Local Government Election is already on the horizon. Time is not on our side.

We must now refocus our efforts and sharpen our delivery. The Mayoral Committee met last week to reflect on the road ahead and to begin setting the tone for the next phase of our term.

This work will guide the Adjustment Budget in February, inform the development of the 2026/27 Annual Budget, and shape the legacy we leave behind at the end of this term.

Allow me to share some of the key priorities that will guide our work in the year ahead.

Priority 1: Financial stability and revenue enhancement

We will aggressively scale up the Tshwane Ya Tima campaign to exceed the revenue targets outlined in the City's funding plan. Our goal is to increase the budget surplus and strengthen our financial resilience.

Alongside this, we will work to improve the City's credit rating, not just the outlook.

We remain committed to achieving a clean audit by 2026 through tightened controls, strict consequence management, and professional financial oversight.

Priority 2: Economic revitalisation and investment attraction

Following the success of the Tshwane Investment Summit, we will double down on the implementation of the Tshwane Economic Revitalisation Strategy. Our focus is on turning investment pledges into real projects that deliver jobs and growth.

We will prioritise improving the ease of doing business in Tshwane by streamlining processes, cutting red tape, and expanding support to local enterprises. More businesses mean more jobs, and that means more opportunities for residents like yourselves.

Priority 3: Infrastructure development and service delivery acceleration

We will complete major water and sanitation projects, including Phases 3 and 4 of the Magalies Water Klipdrift Package Plant, and the Rooiwal Wastewater Treatment Works, to bring clean and reliable water to Hammanskraal once and for all.

The #ThibaDiLeakage Programme will be intensified to reduce non-revenue water to below 30 percent.

We will continue our investment in substations and expand our infrastructure security programme to ensure a stable energy supply, especially for businesses that drive economic activity.

Priority 4: A safe and clean city

We will expand the Tshwane Metro Police Department with 200 new recruits to improve law enforcement visibility and make our communities safer.

The City's internal fleet of waste trucks, grass-cutting equipment, and other key service vehicles is growing, allowing us to deliver faster, more reliable services.

We will scale up the Integrated Urban Management Framework (IUMF) to improve visible services such as grass cutting, pothole repairs, road markings, and streetlight maintenance.

Illegal dumping will be addressed through stronger enforcement and more accessible waste disposal options. Public awareness campaigns will continue to promote recycling, waste separation, and community clean-ups as part of our shared responsibility to keep Tshwane clean.

Priority 5: Social services and community well-being

Clinic operating hours will be extended to more regions following the successful pilot in Olievenhoutbosch, and security will be strengthened at healthcare facilities to protect both patients and staff. Upgrades to clinics will continue to ensure access to quality basic services across the city.

We will complete the Refilwe Stadium upgrade and replicate this model in other communities to provide safe, accessible recreational spaces. We are also investing in the refurbishment and maintenance of public facilities such as swimming pools, libraries, and community centres to ensure they are clean, functional, and welcoming.

These facilities are essential for building healthy, connected communities and restoring a sense of dignity in every part of Tshwane.

Priority 6: Strengthening governance and customer care

We will modernise how we serve residents by improving our customer relationship management systems and strengthening community engagement channels, following the successful launch of the City's WhatsApp channels earlier this year.

We will also reinforce financial and administrative controls to ensure consequence management is applied, and audit outcomes improve.

This work will be supported by ongoing efforts to digitise legal, audit, and contract management systems to ensure efficient, responsive governance.

Fellow residents,

These are the priorities that will shape the year ahead. They are rooted in our belief that Tshwane can and must rise to its full potential. We know the challenges are real, but we have shown what is possible when we stay focused, work together, and refuse to settle for less.

We will not be distracted. We will not be divided. We will not go backwards.

We will build a capital city that is stable, inclusive, and full of opportunity. A city that works for all its people.

I want to thank the residents of Tshwane who continue to engage, challenge, and support us. Your feedback makes us better. Your resilience inspires us daily.

I also wish to thank the members of the Mayoral Committee and all councillors across the political spectrum who have supported the work of this government over the past year. In particular, I thank our coalition partners. This project of shared governance is not easy, but it is proving that collaboration can deliver meaningful change.

To the officials of the City of Tshwane – from frontline teams to senior management – thank you for your hard work and continued dedication under difficult conditions.

And to all our partners in business, civil society, labour, the faith sector, and higher education, thank you for walking this journey with us. The future we are building will only be possible if we build it together.

Tshwane is rising, and we will rise together.

Thank you.

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