



LAYING THE FOUNDATION FOR A THRIVING CAPITAL CITY

100 DAYS REPORT

February 2025

Foreword by the Executive Mayor

It is with great pride that I present this 100-Day Report, marking the progress we have made as a City since taking office in October 2024. This report is not just a reflection of our achievements, but a testament to the commitment, resilience, and determination of our administration to restore the City to its rightful place as a functional, well-governed capital city that serves all its people.

From the outset, we were clear about the challenges we inherited: financial instability, service delivery backlogs, ageing infrastructure, and deep inequalities in how services are provided across our communities. These were not easy problems to fix, and while we have not met every target we set, we have laid a strong foundation to turn the tide and build a city that we can all be proud of.



In just 100 days, we have taken decisive action to stabilise the City's finances, improve service delivery, enhance infrastructure investment, and strengthen law enforcement. We have made significant progress, from resolving water leaks and potholes to restoring streetlights and tackling illegal connections. Our financial recovery is well underway, with increased revenue collection, a structured plan to settle our Eskom debt, and better financial controls to curb unauthorised and wasteful expenditure.

Beyond these immediate interventions, we have also prioritised the long-term sustainability of our city. The work done to develop a new Economic Revitalisation Strategy, secure investment for key projects, and expand our by-law enforcement capabilities will ensure that the City remains a competitive, attractive, and well-managed city for years to come.

None of this would have been possible without the collective effort of a dedicated team. I extend my sincere gratitude to the Deputy Executive Mayor, Cllr Eugene Modise, the Members of the Mayoral Committee, the City Manager, Johan Mettler, and every official who has contributed to making these 100 days a success. Your hard work and commitment to this City do not go unnoticed.

Most importantly, I want to thank the people of Tshwane. We serve because of you, and we remain committed to ensuring that every community – whether in the suburbs, townships, or rural areas – receives the quality services they deserve.

While the first 100 days have set the foundation, the real work of rebuilding this City is only beginning. We will continue working every day to ensure that the City is a city that delivers, a city that works, and a city that we can all be proud to call home.

A handwritten signature in black ink, appearing to read 'Dr. Nasiphi Moya', written over a horizontal line.

Dr Nasiphi Moya

Executive Mayor of the City of Tshwane

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Acronyms and Abbreviations

AGSA	Auditor-General of South Africa
AUC	Assets Under Construction
BRT	Bus Rapid Transit
BU	Business Unit
CBD	Central Business District
CRM	Customer Relations Management
DOC	Disaster Operations Centre
EFF	Economic Freedom Fighters
JET	Just Energy Transition
MMC	Member of the Mayoral Committee
MPAC	Municipal Public Accounts Committee
NAPS	New Application Processing System
RFP	Request for Proposal
SAPS	South African Police Service
SAMCO	Strategic Asset Management Committee
SDBs	Standard Draft By-Laws for Township, Village, and Rural Economies
SMME	Small, Medium, and Micro Enterprise
STS2	Standard Transfer Specification (Electricity Token Standard)
TMPD	Tshwane Metro Police Department
TRT	Tshwane Rapid Transit
U20	Urban 20 Mayors Summit
WWTW	Wastewater Treatment Works

Introduction

This report reflects the collective commitment of the Mayoral Committee, comprising the coalition government of the ANC, ActionSA, EFF, and the GOOD Party, to addressing the key developmental challenges faced by the residents of the City. Through focused leadership and strategic planning, the Mayoral Committee has realigned priorities to deliver tangible outcomes across six critical areas. These priorities, outlined by the Executive Mayor in October 2024, include Financial Stability, Economic Revitalisation, Infrastructure Development, Equitable Basic Service Delivery & Maintaining a Clean City, By-law Enforcement & Inner-City Rejuvenation, and Community Engagement & Taking Government to the People.

This report highlights achievements to date, tracks progress, and showcases ongoing initiatives aimed at fostering sustainable service delivery. It also reinforces the City's commitment to continuous engagement with all communities within the metropolitan area, ensuring that development efforts are inclusive, transparent, and responsive to the needs of the City's residents.



Inherited Backlogs

Upon assuming office, the multi-party mayoral executive inherited a city grappling with severe financial, infrastructural, and service delivery challenges, which had undermined the City's ability to function effectively and deliver services equitably. Years of unfunded budgets had placed the City in a

precarious financial position, making it difficult to cover basic operational costs and capital investments. The City's total debt burden exceeds R11 billion, including R6.76 billion owed to Eskom, placing significant pressure on financial stability. Meanwhile, residents and businesses owe the City R28.3 billion, severely impacting cash flow and revenue collection efforts.

The City's ageing infrastructure is in critical condition due to chronic underinvestment in repairs and maintenance. Frequent power and water outages have become a weekly reality, as substations, pipelines, and other essential infrastructure continue to deteriorate. Over the next decade, the City requires R65 billion in capital investment, yet the current annual capital budget stands at just R2.3 billion. At this rate, it would take 36 years to meet the 10-year infrastructure demand. Additionally, of the 193 capital projects budgeted for the 2024/25 financial year, only 31% met their first-quarter targets, with actual spending on infrastructure at just 10% of the allocated budget.

Service delivery remains a significant concern. The City is unable to resolve service requests within the required timeframes, with over 23,000 unresolved service delivery queries recorded by the end of September 2024. This backlog is further exacerbated by vandalism, cable theft, and illegal connections, which continue to weaken the City's ability to provide reliable electricity and water services.

Beyond infrastructure and service delivery challenges, the City remains a city of stark inequality. The disparity between affluent suburbs like Waterkloof and historically disadvantaged areas such as Winterveld is deeply troubling. Many residents in informal settlements lack reliable access to water, electricity, and sanitation, while public spaces suffer from neglect and poor waste management. This unequal distribution of services contributes to high levels of unemployment and inequality, with 34.9% of the City's more than 4 million residents currently without work.

Perhaps the greatest challenge is public disillusionment. Many residents have lost faith in the government's ability to improve their daily lives, following years of unmet promises, governance failures, and declining service delivery standards. Restoring public confidence and civic participation is essential to rebuilding the City and ensuring equitable progress.

Despite these challenges, this administration is committed to turning the City around and ensuring that the City works for all its residents – not just a privileged few.

Making the Coalition Government Work

The coalition government consists of political parties with different ideological backgrounds and constituencies. However, these parties share a common commitment: ensuring that all citizens of the City have equal access to quality services. While national politics may be driven by ideological differences, local government is fundamentally about service delivery – ensuring that residents receive the basic services they rely on.

The success of any coalition government depends on cooperation, compromise, and a shared commitment to putting residents first. The current multi-party administration has found common ground to advance service delivery priorities in alignment with the core objectives of local government. This approach ensures that governance remains pragmatic, people-centred, and focused on improving the lives of the City's residents.

Priority 1: Financial Stability

Since taking office, the new Multi-Party Mayoral Committee has prioritised financial stability, recognising that no city can function effectively without adequate resources. Delivering quality services to residents requires a financially sound foundation. As the administration approaches the end of its first 100 days, all efforts are focused on tabling a

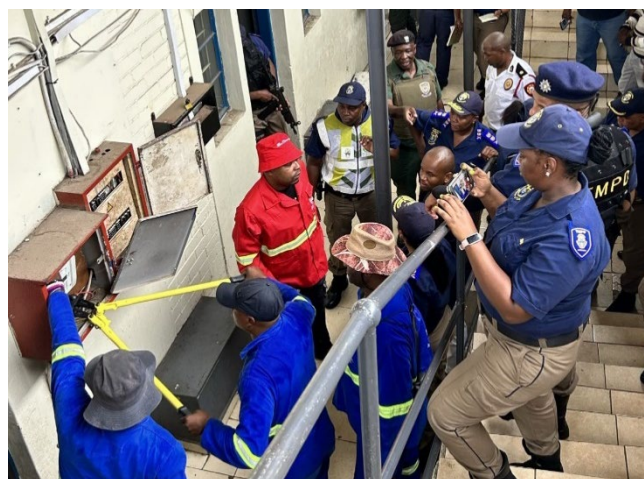
fully funded budget by March 2025. The City's budget has been unfunded for several years, creating a situation where service delivery obligations far exceed available income, severely impacting basic services and capital investments.

Revenue Collection

To improve billing efficiency and enhance revenue collection, the City set an ambitious target of collecting R4 billion per month, despite entering the traditionally low-revenue December holiday period when major electricity consumers reduce their usage. Over the 100-day period, the City achieved an average monthly collection of R3.3 billion. However, with further interventions in place, the City remains optimistic about reaching the R4 billion target by the end of the financial year.

A key measure to improve revenue collection has been reducing reliance on estimated billing. Accurate meter readings minimise underbilling, prevent disputes, and enable the City to detect leaks and illegal connections more efficiently. The Mayoral Committee set a target of achieving 95% actual meter readings within the first 100 days, reaching an average of 90%.

To further improve revenue collection, the City intensified its credit control and debt collection measures. A total of 242,406 final notices for outstanding debt were issued, which generated R285 million in cash. We also effected 66,448 disconnections.



Strengthening Debt Management and Recovery of the Debtors Book

Effective management of the City's debtor book remains a key priority in ensuring financial stability. As of January 2025, the City's outstanding debt has grown to R29.6 billion, necessitating targeted interventions to improve debt recovery and sustain municipal services.

A central component of this strategy is the classification of the debt book, which allows the City to differentiate between recoverable and irrecoverable debt. This approach ensures that resources are directed towards the most viable collection efforts, maximising financial returns while providing structured relief to qualifying accounts.

The classification process is currently underway and has segmented the City's outstanding debt into the following categories:

- Residential: R15.8 billion
- Indigent Households: R2.6 billion
- Business Accounts: R6.75 billion
- Government Accounts: R1.79 billion
- Inactive Accounts: R1.75 billion

To address the rising debt burden, the Mayoral Committee will be submitting a report to Council recommending the approval of a Debt Incentive and Relief Scheme. This scheme is designed to reduce the overall debt burden by focusing on probable recoverable debt, offering:

- Significant debt and interest write-offs for qualifying residential, business, indigent, and deceased estate accounts.
- A 30-day amnesty period for tamper fee waivers, encouraging compliance and regularising accounts.

These measures are intended to improve the City's financial position, enhance the credibility of its debt collection efforts, and provide relief to financially distressed households and businesses. Through this approach, the City aims to foster greater financial

accountability while balancing revenue recovery with fair and responsible debt management practices.

Electricity and Water Debt

In October 2024, shortly after assuming office, the new Mayoral Committee had to address a legal dispute with Eskom, which had sued the City for R6.76 billion in outstanding debt. This amount was part of the City's broader R11 billion liabilities to various creditors, posing significant financial and service delivery risks. Through proactive negotiations with the Minister of Electricity and Energy and Eskom, the Executive Mayor secured an out-of-court settlement that provided the City with new repayment terms over five years. A key condition of this agreement requires the City to keep up with its current Eskom bill, as any default could jeopardise the arrangement.

The City has set an ambitious target to reduce Eskom's debt to R5 billion by the end of the financial year. Currently, the outstanding debt has been reduced to R6.1 billion, while the City has consistently met its monthly electricity obligations.

This improved financial discipline has strengthened the City's liquidity position, with the liquidity ratio improving from 0.57 in October 2024 to 0.81 by January 2025. The City remains on track to achieve a liquidity ratio above 1, supported by a fully funded budget and improved financial management.

In addition to honouring Eskom payments, the City has also maintained its monthly payments to Rand Water as part of its commitment to financial recovery. Water and electricity remain the City's largest expenditure items outside of staff salaries.

Cash Reserves

Over the past 100 days, the Mayoral Committee has implemented strong financial controls to ensure stability despite the challenges brought about by administrative changes. A commitment was made to build cash-backed reserves of R50 million per month.

By the end of October 2024, the City set a target of R150 million in reserves – or R50 million per month over the 100 days. However, by January 2025, this target had been surpassed, with total reserves standing at R368 million.



Audit Outcomes and Consequence Management

Our commitment to financial stability goes beyond revenue collection and debt management. Improving the City's audit outcomes and governance practices is a key priority, ensuring that financial management is transparent, accountable, and aligned with best practices.

The Auditor-General of South Africa (AGSA) recently released its audit findings for the 2023/24 financial year, reflecting stagnation in the City's audit outcomes. The City received a qualified audit opinion for the second consecutive year, highlighting critical governance and financial management challenges that must be urgently addressed.

In response, the City has introduced a comprehensive Audit Outcome Remedial Action Plan, designed to tackle the root causes of the audit findings and drive sustainable improvements.

A key pillar of this plan is our collaboration with the AGSA. The City has formally requested the AGSA to conduct an official audit review of the corrective measures we have implemented. This proactive approach ensures that qualification areas are fully addressed, providing the AGSA with confidence in our financial reporting ahead of the 2024/25 audit process.

The AGSA also highlighted weaknesses in consequence management. In response, we have intensified forensic investigations and disciplinary processes, with significant progress reported:

- 180 forensic investigations concluded, resulting in:
 - 129 cases where disciplinary action has been recommended against employees.
 - 39 cases referred for criminal prosecution.
 - 48 cases flagged for financial recoveries.
- R3.6 billion in unauthorised, irregular, fruitless, and wasteful expenditure was investigated in Quarter 2. These findings are now being processed by the Municipal Public Accounts Committee (MPAC) for further action.
- 67 officials dismissed following due disciplinary processes, while 31 officials received final written warnings.
- 70 cases referred to the Financial Disciplinary Board – a first for the City – reinforcing financial oversight and accountability.

Additionally, we have strengthened oversight mechanisms through regular Audit Steering Committee meetings, chaired by the Chief Financial Officer, and Executive Audit Tracking Committee meetings chaired by the Executive Mayor.

Priority 2: Economic Revitalisation

Economic revitalisation has been a key focus of the City's Mayoral administration during its first 100 days in office. The administration has undertaken an ambitious agenda to stimulate investment, create employment opportunities, support township economies, and empower businesses of all sizes – including large corporations, SMMEs, emerging enterprises, and informal traders.

Economic Revitalisation Strategy

One of the key deliverables in the first 100 days was the drafting of a comprehensive Economic Revitalisation Strategy, designed to guide economic development

initiatives over the next five years. The strategy is built on five core pillars:

1. Sustainable economic infrastructure – Expanding and modernising infrastructure to attract investors and support long-term growth.
2. Inclusive economic growth and workforce development – Creating opportunities for previously disadvantaged communities and fostering skills development.
3. Improving business conditions and public-private partnerships – Reducing red tape and creating a business-friendly regulatory environment.
4. Promoting innovation and investment – Positioning the City as a competitive economic hub for domestic and international investment.
5. Developing enterprises and township economies – Strengthening local businesses and ensuring fair opportunities in procurement and development projects.

Following the challenges of state capture, load shedding, and the COVID-19 pandemic, this strategy seeks to restore the City's position as South Africa's second-largest metro economy. By focusing on investment attraction, job creation, and economic competitiveness, the City aims to position itself as a globally competitive, business-friendly destination that fosters innovation and prosperity for all residents.



Driving Economic Revitalisation and Supporting Business Growth

Economic revitalisation has been a key focus for the multi-party Mayoral Committee over the past 100 days, with a strong emphasis on attracting investment, supporting businesses, and creating job opportunities for the City's residents. A major achievement has been the development of a comprehensive Economic Revitalisation Plan, aimed at strengthening SMME support, improving the ease of doing business, and accelerating township economic growth.

As part of this strategy, several key interventions have already been implemented:

A significant milestone has been the launch of a VIP service line for the City's top 200 business clients. This initiative ensures a fast and responsive approach to service delivery challenges affecting major businesses and investors, reducing bureaucratic delays and fostering a more efficient business environment.

To improve development approvals, particularly in the construction sector, the City has reduced turnaround times for building plan approvals. This improvement has been further strengthened by the introduction of the New Application Processing System (NAPS), an automated online planning and land-use application system, designed to modernise and accelerate approval processes.

Beyond major business investment, the City remains committed to supporting small enterprises and township economies. Over the first 100 days, business support centres provided services to 362 SMMEs, helping to increase turnover and job creation. Since most of these centres are located in townships, they play a crucial role in stimulating local economic growth and ensuring inclusive development. To expand this support network, the City has identified two new potential business support sites in Refilwe and Ga-Rankuwa (Regions 5 and 1, respectively) to provide additional resources and assistance to emerging businesses.

Strengthening Electricity Infrastructure for Reliable Power Supply



Over the past 100 days, the City has prioritised electricity infrastructure upgrades to enhance service reliability, support economic growth, and address persistent power supply challenges in both industrial and residential areas.

A key project in this regard is the N4 Powerline Substation upgrade, which is now 80% complete, with finalisation expected by March 2025. This upgrade is critical in ensuring a stable and reliable electricity supply to the Rosslyn Automotive Sector and Watloo Industrial Zone, key economic hubs that drive investment and job creation in the City.

Alongside the N4 Powerline Project, the City has prioritised substation revitalisation, particularly the IA Substation, to address severe electricity supply challenges in Soshanguve. For years, this community has faced irregular power supply due to ageing infrastructure, illegal connections, and a lack of maintenance investment. The fast-tracked upgrade of the IA Substation is a critical intervention to improve power stability and enhance service delivery in the area.

The City also continues to confront infrastructure vandalism and electricity theft, which have significantly compromised supply stability. A notable example is the attempted heist at the Claudius Substation, where a criminal syndicate, including a City employee, was involved in a scheme to steal critical infrastructure. This

incident highlights the urgent need to combat organised crime targeting the City's power network.

Moving forward, efforts will continue to secure additional infrastructure investments, strengthen maintenance programmes, and crack down on illegal connections to further stabilise the City's electricity network.

Reclaiming Our City: Restoring Order and Revitalising the Inner City

Restoring order and revitalising the City's inner city has been a central focus of the administration's efforts over the past 100 days. Through the *Reclaim Our City* initiative, the City has intensified by-law enforcement, increased policing visibility, expanded urban cleaning operations, and begun repurposing hijacked and abandoned buildings for economic development.

A major milestone was the successful multi-agency by-law enforcement operation in Sunnyside, which included the South African Police Service (SAPS), the Tshwane Metro Police Department (TMPD), the Department of Home Affairs, and the City's Health and Environment and Agriculture Management Departments. The operation reaffirmed the City's commitment to tackling lawlessness, particularly in high-crime areas such as Sunnyside and the Pretoria CBD. Strengthening by-law enforcement has resulted in increased static and mobile policing, targeting hijacked buildings, illegal electricity connections, and unregistered businesses. These large-scale compliance inspections have helped restore safety, stability, and economic viability to key areas.

Beyond enforcement, the City has prioritised urban cleaning operations, clearing hundreds of illegal dumping sites and scaling up routine waste collection services. Community-driven clean-up campaigns have further mobilised residents, businesses, and stakeholders to take ownership of public spaces, ensuring long-term urban rejuvenation.

Establishment of the Sub-Mayoral Committee on Bad Buildings

As part of efforts to revitalise the inner city and optimise the use of the City's property assets, the Executive Mayor established a Sub-Mayoral Committee on Bad Buildings. This committee is tasked with addressing the challenge of neglected and hijacked buildings in the Central Business District (CBD), repurposing them for housing and economic development.

The committee is chaired by the MMC for Corporate and Shared Services and includes the MMCs for Community Safety, Economic Development, and Housing. Its key responsibilities include:

- Developing a comprehensive database of all buildings in the CBD, categorising them by ownership, condition, and potential for redevelopment.
- Drafting a strategy for repurposing underutilised buildings for low-cost housing, student accommodation, and commercial use.
- Engaging stakeholders, including private property owners and relevant city departments, to drive collaborative solutions.
- Establishing a Technical Committee to support the implementation of interventions.
- This initiative is a crucial step in ensuring that the City's property portfolio is used effectively to tackle urban decay while addressing housing and business development needs.

This committee will drive progress towards repurposing hijacked and abandoned buildings for private sector-led, mixed-use development. One such example is the Schubart Park redevelopment, a historically significant residential complex that fell into neglect due to poor management and socio-political challenges. The City has handed over the site to the Tsoeletso Consortium, which will invest over R1 billion to transform the area into a thriving mixed-use development, featuring 1,300 affordable housing units alongside vibrant retail and commercial spaces.

Strengthening Food Safety and Informal Trading Regulation in Response to the Foodborne Illness Crisis

Activation of the Disaster Operations Centre to Coordinate Emergency Response

One of the most urgent interventions during the first 100 days was the activation of the City's Disaster Operations Centre (DOC) to coordinate a multi-departmental emergency response to the foodborne illness crisis linked to unsafe food-handling practices in spaza shops and informal food outlets. This proactive measure was taken in response to a national call to action following the tragic deaths of at least 22 children due to food contamination, with Gauteng being one of the most affected provinces.

The DOC was activated at Level 2, enabling a multi-sectoral response involving the Health Department, Environment and Agriculture Management Department, Emergency Services Department, Economic Development and Spatial Planning Department, TMPD, and the Communications Department. This structure facilitated rapid coordination of inspections, law enforcement, and public safety measures to prevent further fatalities and safeguard residents.

As part of this intensified response, the DOC mobilised health inspectors and law enforcement teams to conduct large-scale inspections, confiscate hazardous food products, and enforce municipal health and safety regulations.



Spaza Shop Registration and Strengthening Regulatory Compliance

The City became the first metro in South Africa to launch an online portal for the registration of spaza shops and food-handling businesses, following a directive from the State President on 15 November 2024. The directive required all spaza shops and food businesses to register with their local municipalities in response to the foodborne illness crisis.

An initial 21-day registration deadline was imposed and later extended to the end of February 2025. Since its launch, the portal has received 4,109 applications, with 54% from South African citizens and over one-third from women-owned businesses.

This initiative aims to formalise businesses, improve regulatory oversight, and promote safer food handling practices.

To support compliance and enforcement, the City engaged communities in all seven regions, conducting public meetings with shop owners to clarify registration requirements and operational standards. Law enforcement has also been intensified, with thousands of fines issued to non-compliant businesses, 18 tuck shops closed, and several arrests made. These actions reinforce the City's commitment to lawful business practices and consumer protection.

Updating the Informal Trading and Township Economy By-Law

The City also initiated public participation on the Draft Informal Trading and Township Economy By-Law (2024) following its approval in late 2024. This by-law was prioritised to incorporate the Standard Draft By-Laws for Township, Village, and Rural Economies (SDBs) as part of the provincial response to the foodborne illness crisis. Its purpose is to align the City's regulatory framework with national and provincial efforts to enhance compliance, strengthen consumer safety, and improve the regulation of informal trade.

This new by-law will replace the outdated Street Trading By-Law and introduce a structured regulatory framework to:

- Align the City's informal trading policies with the SDBs, ensuring a harmonised regulatory environment across Gauteng.
- Promote orderly and compliant trading in public spaces.
- Strengthen health, safety, and consumer protection measures, particularly for food-handling businesses.
- Support the formalisation and growth of township businesses, providing access to municipal support and economic opportunities.

Through an ongoing public consultation process, the City is actively engaging residents, businesses, and key stakeholders to refine the by-law and ensure it effectively meets the needs of the City's communities. This initiative aligns with the City's broader economic revitalisation strategy, aimed at unlocking township business potential, improving consumer protection, and streamlining regulations to foster greater economic participation.

Moving forward, the City will continue enforcing compliance, providing education and support to small business owners, and strengthening oversight mechanisms to prevent future public health crises. Through these measures, the City is taking bold steps to transform the informal trading sector into a safer, better-regulated, and more inclusive part of the economy.

Securing the Co-Hosting Rights for U20 with the City of Johannesburg

One of the key achievements in the first 100 days of this administration was securing the co-hosting rights, alongside the City of Johannesburg, for the Urban 20 (U20) Mayors Summit in 2025. This marks a significant milestone for the City, as it positions the City at the

forefront of global urban governance discussions, strengthening its role as a leader in sustainable development, economic growth, and climate resilience.

U20 is an official engagement group of the G20, bringing together major cities from around the world to influence the global agenda on pressing urban challenges. The 2025 U20 Summit will provide an opportunity for both cities to showcase their initiatives, attract international investment, and exchange best practices with global counterparts.

As co-host, the City will take a leading role in shaping the U20 agenda, ensuring that critical issues such as infrastructure development, economic revitalisation, climate adaptation, and sustainable urban governance are addressed. The summit will also provide a platform to attract foreign direct investment, strengthen public-private partnerships, and advocate for increased global financing for municipal development projects.



Strengthening Partnerships with the Business Community

Over the past 100 days, the City has prioritised strengthening partnerships with the business community to drive investment, support economic growth, and enhance service delivery. Recognising the critical role businesses play in job creation and

economic resilience, the City has actively engaged with industry leaders and key stakeholders to foster public-private collaboration.

Through these high-level engagements, the administration has worked to address regulatory challenges, improve the ease of doing business, and streamline municipal processes to attract and retain investment. These discussions have also explored new investment opportunities, ensuring that businesses can operate in a more efficient, responsive, and growth-oriented environment.

As part of its broader sustainability agenda, the City has supported business-driven environmental initiatives, including the launch of the Tshwane Green Foundation. This partnership promotes sustainable business practices, urban greening efforts, and environmentally responsible economic development, reinforcing the City's commitment to a cleaner, greener, and more sustainable capital.

By deepening engagement with the business sector, the City aims to leverage private-sector expertise, unlock new economic opportunities, and build a thriving economy that benefits all residents.

Priority 3: Infrastructure Development

Infrastructure is the backbone of any thriving city. Recognising its critical role in unlocking economic growth and improving the quality of life for residents, the City's Mayoral Committee has prioritised infrastructure development. With a strategic focus on energy, water, and roads, the City aims to strengthen service delivery, bridge critical infrastructure gaps, and pave the way for sustainable urban development that meets the needs of a growing population.

Resolving the Hammanskraal Water Crisis

One of the most pressing priorities for the City has been addressing the long-standing water crisis in Hammanskraal, which has severely impacted residents' access to clean drinking water. Over the past 100 days, significant progress has been made on two critical

infrastructure projects that form part of the long-term solution: the completion of Phase 1 of the Klipdrift Water Treatment Plant upgrade and the accelerated refurbishment of the Rooiwal Wastewater Treatment Works (WWTW).



Phase 1 of the Klipdrift Water Treatment Plant

A key milestone in the administration's first 100 days was the completion of Phase 1 of the Klipdrift Water Treatment Plant, implemented in partnership with Magalies Water and the Department of Water and Sanitation.

The upgraded plant now delivers 12.5 megalitres per day of treated water to Wards 49, 73, 74, and 75, directly benefiting communities including Mandela Village, Marokolong, Ramotse, Kekana Gardens, and Babelegi Industrial.

To ensure the safety of the water supply, the City conducted extensive laboratory testing, confirming that the water from Klipdrift meets all national health and safety standards. To reaffirm the City's commitment to transparency and accountability, the Executive Mayor personally visited Hammanskraal to drink the water and engage with the community, demonstrating confidence in the safety and quality of the new supply.

This project is part of a phased intervention to restore reliable access to clean water for the region. Future phases of the Klipdrift project will expand capacity

further, in conjunction with the essential upgrades underway at the Rooiwal WWTW.

Rooiwal Wastewater Treatment Works – Accelerating Long-Term Solutions

While the Klipdrift upgrade has provided immediate relief, the City remains focused on addressing the root cause of Hammanskraal's water challenges: the long-standing dysfunction at the Rooiwal WWTW. Decades of neglect and mismanagement resulted in untreated sewage contaminating the Apies River, compromising the quality of drinking water in Hammanskraal.

The City has made significant progress in accelerating the Rooiwal refurbishment, working with the Development Bank of Southern Africa as the implementing agent. Phase 1A of the project has been completed ahead of schedule, enabling Phase 1B to begin five months earlier than planned. Originally set to start in September 2025, Phase 1B will now commence in early 2025, with full project completion expected by June 2026.

The scope of the Rooiwal upgrade includes improvements to sludge management, filtration systems, and wastewater processing capacity. This will ensure that wastewater is properly treated before being released into the water system, preventing future contamination. Farmers in the region, who have long suffered from poor sludge management affecting their land, will also benefit from these upgrades.

Once completed, the Rooiwal WWTW improvements will provide a permanent, sustainable solution to Hammanskraal's water crisis, ensuring a reliable supply of safe drinking water and restoring trust in the City's ability to manage essential services.

The progress made in the first 100 days represents a decisive shift from crisis management to long-term water security. While work remains to be done, the City has laid a strong foundation for ensuring that every resident of Hammanskraal has access to the clean, safe water they have been deprived of for far too long. The administration remains committed to rigorous

oversight, continued investment, and maintaining the highest standards of water safety to deliver equitable services to all communities.

Improving Water Security Through Sensitive Reservoir Interventions

Addressing the City's water crisis has been a priority for the administration over the past 100 days. Like much of Gauteng, the city faces significant water supply challenges due to high consumption, infrastructure constraints, overpopulation, and illegal connections. To stabilise supply and protect long-term water security, targeted interventions were implemented at several sensitive reservoirs, including Laudium, Atteridgeville HL, Lotus, Soshanguve L, Mabopane, Kruisfontein, and Mamelodi R3 and R4.

A key achievement was the boosting of supply to the Mamelodi Reservoirs (R3 and R4) by restricting meters at Nellmapius and The Blyde to redirect flow to these critical areas. Additionally, a new dual-supply network was introduced for Laudium and Atteridgeville HL reservoirs, where a new 700mm diameter pipeline was installed for Laudium, while the existing 500mm pipeline was reconnected to Atteridgeville HL. These pipelines were also linked at the reservoirs, ensuring a backup supply system in case of disruptions.

Further efforts focused on tackling illegal connections at the Mabopane Main Reservoir, which have contributed to water shortages in affected areas. While progress has been made, the City acknowledges that communities such as Ikageng and Bronkhorstspuit continue to face severe water shortages and remain a priority for further intervention.

These infrastructure upgrades enhance the resilience and reliability of the City's water distribution network, ensuring more equitable access to water for all residents. The administration remains committed to further strengthening the City's water systems to meet the demands of the City's growing population.



Approval of the Turnaround Strategy for Energy and Electricity Trading Services

Ensuring energy security and financial sustainability remains a key priority for the City. On 31 October 2024, the City Council approved a Turnaround Strategy for Energy and Electricity Trading Services. At the heart of this strategy is the consolidation of the City's energy and electricity functions to create a more effective and efficient electricity business. The plan introduces several key structural and operational changes:

- **Establishing a Dedicated Energy and Electricity Business Unit (BU):** A new entity with a single point of accountability has been created, reporting directly to the Accounting Officer. This will ensure clear leadership, improved governance, and streamlined decision-making in managing the City's electricity supply.
- **Ring-Fencing Operations for Financial Stability:** The City's electricity business will operate as a ring-fenced unit, enabling cost-reflective electricity tariffs that align with the actual cost of supply. This will ensure financial sustainability while improving revenue generation.
- **Attracting Private Sector and Development Finance Investment:** The restructured electricity business will be positioned to leverage private sector partnerships and secure developmental

financial support, providing the necessary capital for infrastructure expansion and maintenance.

- **Enabling Participation in the Just Energy Transition (JET):** The City is positioning itself to participate in national and global Just Energy Transition initiatives, ensuring that the City benefits from emerging energy opportunities, reduces its carbon footprint, and remains competitive in the evolving energy landscape.

This turnaround strategy is a step towards modernising the City’s electricity sector, improving operational efficiency, reducing distribution losses, and ensuring that the City remains financially viable while delivering reliable power to residents and businesses. The Business Unit is expected to be fully operational by June 2025, laying the groundwork for a stable, sustainable, and forward-looking energy future for the City.

Public Lighting Improvements

The administration has prioritised public lighting to enhance safety and security in communities:

- 21,285 streetlights have been repaired or illuminated, achieving 85% of the 100-day target of 25,000.
- 291 high-mast lights have been reinstated, exceeding the target of 200, while 19 new high-mast lights have been commissioned significantly improving visibility and security in key areas.
- In Regions 1 and 6, 336 LED streetlights were installed, surpassing the target of 300 lights. These LED lights not only improve street visibility but also reduce power consumption, saving the City money in the long term.

Road Infrastructure and Pothole Repairs

Road infrastructure remains a significant focus, particularly in addressing pothole backlogs.

- 687 potholes from an inherited backlog of 692 have been repaired, achieving 99% of the target.

- Newly reported potholes are now being addressed, with an emphasis on completing repairs within a one-week timeframe. The performance improved from a baseline of 43% at the start of the 100-day period to 48%, despite the challenge of balancing new repairs with backlog clearance.

To further enhance road infrastructure:

- 16 km of road resurfacing in Ga-Rankuwa has been completed.
- The reopening of the Bon Accord Quarry and Asphalt Plant has allowed the City to increase output and improve road repair turnaround times in the coming months.



Strengthening Public Transport: Expanding *A Re Yeng* and Formalising the Taxi Industry

A key milestone in the administration’s first 100 days has been the approval of a 12-year Bus Operating Company Agreement (BOCA) with Tshwane Rapid Transit (TRT), ensuring the continued expansion and sustainability of the *A Re Yeng* Bus Rapid Transit (BRT) system. This agreement marks a significant step towards modernising public transport, enhancing accessibility, and formalising the taxi industry.

The R3.4 billion agreement will facilitate the expansion of *A Re Yeng* services to previously underserved communities, including Mamelodi, Mahube, Atteridgeville, and Soshanguve, while also extending infrastructure development on critical transport routes, such as the CBD-to-Atteridgeville corridor.

A key aspect of this agreement is its integration with the taxi industry, ensuring that operators benefit from the transition to a more formalised, structured public transport system.

Beyond expanding accessibility, the enhanced *A Re Yeng* system will reduce congestion, improve road safety, and promote environmentally responsible mobility, positioning public transport as a safer, more efficient, and more affordable alternative for residents.

Reviving Failed Projects and Addressing Assets Under Construction (AUCs)

A key priority for this administration is reviving stalled infrastructure projects and ensuring that Assets Under Construction (AUCs) are completed and capitalised to benefit residents. The City currently has R13.03 billion worth of AUCs across various departments, including Housing and Human Settlements, Energy and Electricity, Roads and Transport, and Water and Sanitation. Many of these projects have been delayed due to budget constraints, mismanagement, or administrative bottlenecks.

To address this, the City has initiated a process to verify, capitalise, or write off outdated AUCs, ensuring that resources are not wasted on incomplete infrastructure. This includes unlocking projects that were previously abandoned and fast-tracking their completion to deliver essential services, stimulate economic growth, and restore public confidence.

A task team under the Strategic Asset Management Committee (SAMCO) is driving this effort, with R622 million worth of projects already processed for capitalisation or closure. Moving forward, the City will work to remove obstacles preventing stalled projects

from progressing, ensuring that infrastructure investments translate into tangible service delivery improvements.



Priority 4: Equitable Basic Service Delivery and a Clean City

For far too long, township and rural areas in the City have felt underserved, leading to significant disparities in service delivery between different communities. One of the core commitments of this administration has been to close this gap, ensuring that all residents receive equitable services while fostering a culture of cleanliness and civic pride. This section reviews the progress made in the first 100 days towards achieving this goal.

Upgrading Water and Electricity Networks: Prioritising Proactive Maintenance

Ensuring the reliability and efficiency of the City's water and electricity networks has been a key focus of the administration over the past 100 days. Significant progress has been made in upgrading infrastructure, reducing losses, and enhancing service delivery.

To improve water distribution and reduce losses, the City has replaced 2,100 metres of water pipelines, ensuring better supply stability and fewer leakages. These proactive measures form part of a broader

strategy to modernise ageing infrastructure and improve water security for residents.

In the electricity sector, 3,207 smart prepaid meters have been installed, enhancing energy management, improving billing accuracy, and reducing reliance on estimated readings. The Eskom STS2 conversion project has also advanced, with 43% of the City's 251,717 municipal accounts successfully converted. However, concerns remain over the high number of unconverted accounts, which may indicate illegal electricity connections. The City is actively addressing this challenge through targeted enforcement and regular inspections.

Efforts to reduce electricity losses have already shown positive results, with overall losses dropping from 22.78% to 20%.

This improvement reflects better infrastructure management, increased monitoring, and more efficient distribution systems. While these upgrades mark progress, the administration recognises the need for ongoing investments in proactive maintenance and repairs. A failure to prioritise infrastructure maintenance in the past has led to frequent breakdowns, supply interruptions, and growing losses. Moving forward, the City is committed to strengthening preventative maintenance programmes to ensure a more sustainable and resilient water and electricity supply.



Electrification of Informal Settlements

As part of the 100-day Mayoral Programme, the City successfully commissioned the electricity reticulation network for Mamelodi Ext 37. This pilot project enabled 350 household connections, ensuring that more residents have access to reliable and safe electricity.

The electrification project forms part of the City's *Electricity for All* programme, and the broader strategy to formalise electrical connections, curb illegal connections, and reduce non-technical electricity losses, which impact revenue collection and service sustainability. To further enhance energy security, the City has undertaken efforts to disconnect illegal connections permanently and encourage residents to regularise their

Waste Management and Clean City Initiatives

Maintaining a clean and healthy environment is essential for both public health and urban renewal. Over the past 100 days, the City has made significant progress in tackling illegal dumping and improving waste management:

- 747 illegal dumping sites have been cleared across all seven regions.
- 198 fines were issued to deter further illegal dumping.
- Regular waste collection services continued to achieve a 100% completion rate in both townships and suburbs, ensuring scheduled collections remain on track.

The City has prioritised community-led clean up campaigns, which actively engages local communities in keeping their surroundings clean. This initiative has been successfully implemented in Mamelodi, Atteridgeville, Soshanguve (Blocks DD, KK, XX, TT), Gezina, and Pretoria Central, reinforcing a sense of civic responsibility.

Human Settlements and Housing Security

Access to secure and dignified housing is fundamental to social and economic stability. In the past 100 days, the City has:

- Facilitated three title deed handover events in Mamelodi Ext 8, Soshanguve MM, and Winterveld Ext 3, distributing 855 title deeds.
- Successfully relocated 370 households to Zithobeni Heights, improving living conditions and infrastructure access.
- Resettled 1,094 flood victims from Mamelodi to Pienaarspoort, providing safer and more sustainable housing solutions.



Strengthening Social Support for Vulnerable Residents

Over the past 100 days, the City has prioritised social support initiatives to ensure that vulnerable residents receive the assistance they need. These efforts reflect the administration's commitment to inclusive service delivery, social relief, and community development.

To support households in financial distress, 1,095 new indigent households have been registered, bringing the total number of supported indigent households in the City to 146,013. The City has also continued its homelessness support programme, with 4,525 beneficiaries receiving assistance through the

municipal food bank, ensuring that marginalised communities have access to essential relief.

In addition, 16 disability support programmes have been successfully implemented, reinforcing the City's commitment to creating an inclusive and supportive environment for residents living with disabilities.

*The administration has also made progress in expanding healthcare infrastructure, with the **completion of the Olievenhoutbosch Clinic**. This facility will significantly improve access to healthcare services for residents in the area, ensuring better medical support for local communities.*

These initiatives demonstrate the City's dedication to social development, ensuring that the most vulnerable residents receive targeted support, essential services, and improved access to opportunities for a better quality of life.

Expanding Capacity for Service Delivery

To ensure that service delivery continues to improve, the City has taken key steps to expand its capacity:

- Renovations at the Pretorius Park vehicle repair workshop have been completed, enhancing fleet maintenance capabilities to improve operational efficiency.
- Thirty artisans have been appointed on 12-month contracts to strengthen technical capacity in essential services such as electrical repairs and plumbing.
- Recruitment is underway for an additional 60 artisans, focusing on electricians, plumbers, and other critical trades.
- The City is in the process of procuring 40 cherry pickers to support frontline service teams, particularly in maintaining streetlights and tree pruning.

A 100 cleaners are being recruited as part of the city's insourcing programme to improve the cleanliness of public spaces and support internal cleaning operations.

Commitment to Equitable, High-Quality Service Delivery

The achievements in service delivery over the past 100 days reflect the City's commitment to providing equitable, high-quality services for all residents. The administration recognises that significant work remains to address longstanding backlogs, but these efforts lay a strong foundation for sustainable development and an improved quality of life across the municipality.

Through continued investment in service infrastructure, increased – operational efficiency, and active community engagement, the City is determined to bridge the service delivery gap, ensuring that all residents – regardless of where they live – experience meaningful improvements in the quality of municipal services.

Priority 5: By-Law Enforcement

The City has prioritised by-law enforcement and inner-city rejuvenation as key strategies to promote safety, cleanliness, and compliance with municipal regulations. Over the past 100 days, significant progress has been made in various areas, reinforcing the administration's commitment to restoring order, reducing lawlessness, and enhancing urban living conditions.

Trading By-Law Enforcement

Ensuring that businesses operate within the law and meet health and safety standards has been a central focus. In the first 100 days, the City intensified by-law enforcement operations across various sectors:

- 48 operations conducted at food manufacturers, warehouses, spaza shops, and tuckshops.
- 1,018 tuckshops and spaza shops inspected for regulatory compliance.

- 1,000 businesses fined for municipal by-law violations.
- 90 businesses shut down for serious public health and safety violations.
- 37 informal trading enforcement operations conducted.
- 672 compliance notices issued, including 331 Section 56 notices for trading violations.

These interventions are not about stifling economic activity but rather ensuring that businesses operate responsibly and meet the required legal standards to protect both consumers and traders.



Enhancing Police Visibility During the Festive Period

As part of the City's commitment to ensuring law and order, the TMPD undertook extensive crime prevention and enforcement operations throughout the festive season, aligning with the 100-day target period. These operations focused on high-visibility policing, road safety enforcement, and crime prevention interventions in key areas across the City.

During this period, an average of 809 officers with 166 vehicles were deployed during the day shift, while 334 officers with 57 vehicles operated at night, ensuring around-the-clock law enforcement presence.

Significant arrests and enforcement actions were carried out, including:

- 57 individuals arrested for driving under the influence, preventing potential road fatalities.
- 181 pedestrians apprehended for endangering public safety by crossing roads unlawfully.
- 46,496 AARTO notices issued for various traffic violations.
- 28,381 vehicle searches and 37,670 vehicle inspections conducted, ensuring compliance with safety regulations.
- 22,316 individuals searched as part of crime prevention efforts, resulting in multiple arrests.

By-law enforcement also remained a priority, with 2,445 by-law fines issued for offences such as illegal trading, non-compliant businesses, and public nuisance violations.

Additionally, TMPD intensified its crackdown on unroadworthy and illegally operated vehicles, impounding 1,350 non-compliant vehicles, including unlicensed public transport vehicles, unregistered delivery bikes, and illegally operating 'Tuk Tuk' taxis.



Crackdown on Illegal Activities

Beyond enforcing trading regulations, the City intensified operations to combat illegal electricity connections, infrastructure vandalism, environmental crimes, and other unlawful activities. These efforts were critical in protecting municipal assets, preventing service disruptions, and maintaining public safety.

Key enforcement actions included:

- 38 operations targeting illegal electricity connections, infrastructure theft, and vandalism, which remain a significant challenge to the City's ability to provide reliable services.
- 323 illegal dumping law-enforcement operations completed out of a targeted 450, significantly improving urban cleanliness and reducing environmental hazards.

A total of 167 arrests were made for various offences, including drug possession, cable theft, and immigration violations. Additionally, the City's land invasion units demolished 367 illegal structures, reinforcing efforts to prevent unlawful land occupation and ensuring that land use remains properly regulated.

One of the most notable successes was a major crime bust on 27 November, where, acting on community tip-offs, TMPD and SAPS uncovered the theft of a 250 MKV transformer. This operation resulted in multiple arrests, including a municipal official implicated in the crime. This case underscores the deep infiltration of criminal syndicates within municipal operations and their destabilising impact on the City's service delivery efforts.

Commitment to a Safer and Cleaner City

The achievements over the 100-day period highlight the City's unwavering commitment to fostering a safer, cleaner, and more regulated urban environment. By strengthening by-law enforcement, increasing police visibility, and addressing illegal activities, the administration is laying the foundation for a well-managed, liveable, and economically vibrant city.

The City will continue to build on these successes, ensuring that by-laws are enforced consistently and that all residents and businesses contribute to a law-abiding and prosperous urban space.

Priority 6: Community Engagement & Bringing Government Closer to the People

A key pillar of the City of Tshwane's governance strategy is community engagement, recognising that residents are the primary stakeholders through whom the impact of service delivery can be assessed. Over the years, trust in local government has been eroded due to service delivery failures, a lack of transparency, and limited public participation in decision-making. This administration has made it a priority to rebuild public confidence by fostering open communication, increasing visibility, and ensuring that communities have direct access to leadership.

This commitment is anchored in the principles of participatory democracy, as outlined in Chapter 4, Sections 16 to 18 of the Municipal Systems Act of 2000, which mandates municipalities to encourage meaningful public involvement in governance. Through strengthened engagement mechanisms, the administration has worked to bridge the gap between government and residents, ensuring that decision-making is not only transparent but also directly informed by the needs and concerns of the people of

By taking government to the people, this administration has reaffirmed its commitment to restoring accountability, improving service delivery, and making residents active partners in building a better City.

Connecting Leadership with Communities Through Izimbizo

To bridge the gap between government and residents, the City hosted 14 izimbizo across all seven regions, spanning urban and rural areas, suburbs, and townships. These areas included:

- Ga-Rankuwa
- Hammanskraal
- Soshanguve
- Olievenhoutbosch
- Centurion
- eNkangala
- Refilwe
- Nellmapius
- Waterkloof
- Atteridgeville
- Gomora
- Ward 55
- Rooiwal Farmers
- Informal Traders

Each event attracted an average of 250 attendees, providing a platform for direct and open dialogue between the newly appointed Mayoral Executive Committee and the communities they serve.

Residents were given the opportunity to voice their concerns directly to city officials, allowing leadership to gain first-hand insights into the challenges faced by different communities. To enhance responsiveness, City officials were also encouraged to attend, ensuring those responsible for service delivery developed a practical understanding of the issues requiring their attention.



Taking Government to the People – *Re A Spana*

Beyond Imbizos, the City launched *Re A Spana*, a proactive community engagement programme designed to deliver on-the-ground service interventions. This initiative has conducted weekly “blitz” operations, addressing immediate service delivery concerns, including:

- Fixing streetlights
- Repairing potholes
- Cleaning public spaces
- By-law enforcement

The public response to *Re A Spana* has been overwhelmingly positive, as reflected in social media discussions and direct community feedback. Residents have acknowledged visible improvements in their neighbourhoods, from enhanced street lighting to cleaner public spaces and more responsive municipal services.



Improving Customer Engagement and the Customer Care Experience

Over the past 100 days, the City has prioritised improving customer engagement and accessibility to ensure residents can interact more effectively with municipal services. These efforts are part of the administration’s broader commitment to

transparency, responsiveness, and modern governance.

A key focus has been strengthening the City’s Customer Relations Management (CRM) systems to streamline service delivery and improve the customer experience. The City’s call centre remains the primary communication channel, handling an average of 60,000 calls per month. However, digital engagement has grown significantly, with social media – particularly X (formerly Twitter) – becoming the second most-used platform for reporting service delivery issues.

Social media interactions have surged, increasing from 36,104 in December 2024 to 84,119 in January 2025.

This shift highlights the growing role of real-time digital communication in service delivery, allowing residents to log complaints and track responses.

Recognising the need for greater accessibility, the City has embarked on a restructuring of its Walk-In Centres. This process aims to standardise service delivery by categorising centres into Mega, Satellite, and Remote Centres, ensuring equitable access across all regions, particularly in underserved areas.

As part of its digital transformation agenda, the City is also in the final stages of developing a new mobile app that will offer residents a single platform to:

- Log service requests and track progress
- Access billing and account information
- Engage with municipal services seamlessly

By integrating features from the business portal, the app will enhance efficiency, improve responsiveness, and make municipal services more accessible and user-friendly. Through these initiatives, the City is laying a strong foundation for a modern, digital-first approach to service delivery – one that meets residents where they are, ensures equitable access, and fosters meaningful engagement between government and the people it serves.

Conclusion

The service performance outlined in this report reflects the administration's commitment to success, underpinned by transparency, accountability, and community-driven development. While significant progress has been made across the six priority areas, the work does not stop here – continuous improvement is essential to sustain and expand these gains.

Looking beyond the first 100 days, the administration will focus on consolidating service delivery efforts, strengthening systematic operations, and implementing robust maintenance plans to ensure long-term reliability. Enhanced consequence management will be key to driving accountability across the municipality, ensuring that every official is committed to delivering quality services efficiently. At the same time, a fully funded budget remains critical to unlocking sustainable growth and meeting service delivery obligations.

As we continue to raise service standards, we must also anticipate and address increasing demand, particularly in townships and underdeveloped areas. This requires proactive planning, investment in infrastructure, and the strategic expansion of resources to ensure equitable service delivery across the city.

Building a rejuvenated and thriving city means fostering community ownership, enhancing public spaces, and promoting civic pride. We are embracing a 21st-century approach to governance, leveraging technology for efficient service delivery, exploring green energy solutions such as solar farms to diversify electricity supply, and ensuring that the CBD remains safe, secure, and attractive to investors.

The first 100 days have laid the foundation for a resilient, inclusive, and future-ready City. Now, it is time for all residents, businesses, and stakeholders to come together and help build a city that works for everyone.