

Road Map To Service Excellence - Setting The Agenda

State of The City Address by the Honourable Executive Mayor of the Mangaung Local
Municipality Clr. Dibeela Gertrude Mothupi on April 12, 2007

We are "a City on the Move"

Our story to you today is that of a city on the Move, an Institution on the move, employees, people and a place on the Move. It is a story of an Institution that has travelled a long journey, a journey from the challenges of segregated city dwellings, homeland systems, transitional local authorities, and a journey borne of the resilience of the human spirit. It is a tale of the beautiful yet fertile landscape of Thaba Nchu, rich yet peaceful soil of Botshabelo and rosy and yet monumental fields of Bloemfontein - to a bread-basket Mangaung has become. It is a spirit fuelled by the zest for service delivery, equity, justice and democracy.

We intend sharing with you today some of the explicit and salient elements of Mangaung's governance, resources, services and emerging philosophy from our spectacles since assuming office to date and outline to you what our agenda (as mandated) for the next years in office - would entail.

The Perspective Shall Trace Our City And Its State From Three Dimensions:

- Mangaung the Institution
- Mangaung Resources and
- Mangaung Services

Finally, we will reflect on past priorities and then go on to state the process towards finalising this leadership's priorities for the next 4 years or so.

The Institution

To be able to deliver on our mandate to the people of Mangaung, there is need to have a strong, flexible and relevant Institution. An institution fit enough to be able to weather the storms and hold its own against all odds. An institution capable of inventing and re-inventing itself over and over again in pursuit of municipal goals.

Do We Have Such An Institution?

Let us therefore have a look at our observations in relation to Mangaung – the Institution:

Structure

Whilst the Systems Act bestows the authority for staff establishment on the City Manager, we believe that (as custodians of the policy framework within which he has to work) - we are entitled to comment on the state of the institution so that policy adjustments can be considered where appropriate.

The structure is a result of functional clustering stemming from an approved strategy. It therefore becomes an important vehicle for attainment of set goals. As indicated, it therefore becomes important to do an assessment of this component and opine on its ability to support our strategy.

Our findings are that there is:

- Sufficient administrative support for political governance structures and processes
- Highly capacitated corporate centre with skilled personnel.
- However, lately we have (as political executive) experienced slow responsiveness to political directives. This trend is unacceptable as we remain the face of the municipality and therefore expect an urgent prioritisation of responses and actioning of our directives. The Administration must therefore ensure that this happens.
- A Structure that does not encourage functional soloisation. However, the current clustering of functions can be improved to focus more on service delivery. To this end, it may be necessary to pursue the merits and promises of Alternative Service Delivery mechanism studies to ensure that we do not only improve services but revolutionalise service delivery altogether. We are looking forward to hearing presentations on various business models in pursuit of the goals outlined above.
- There is reasonable understanding of the governance system, distinction of roles and responsibilities within the body politic, political/admin interface and within the broader organisational structures. However, we should continue to refine the functioning of our governance system as and when further developments occur within the local government sphere.
- Whilst there is a customer care infrastructure, it is our finding that its impact is not sufficiently felt throughout the City. The administration must make sure that a proper turnaround and response time is agreed to and implemented. This fact is compounded by the complaints we received throughout the Municipal jurisdiction during my Imbizo's.

Systems

Systems are crucial nexus in the functionality chain. They make things work easily and assist in ensuring synergy in our work. In this regard our findings are as follows:

- Our Financial system is in line with legislative requirements. We however record that we find the Internal Audit and asset management to be very weak. Given the recent developments regarding controls within municipality, we EXPECT to see a speedy development of the Audit strategy, capacitation and completion of the asset register.
- Our cost controls and efficiency levels on all fronts are in order but can be and should be continuously improved.
- There is a proper performance management system in place. However, implementation of the individual PMS to lower levels needs urgent attention - to keep our staff motivated. We observe though that recent events within the municipality affected application of the performance system in general thus creating gaps. Notwithstanding the above, we expect full implementation of the performance system with signed performance plans for all affected for the new financial year. This is important as it helps keep in check our targets in pursuit of institution scorecard.
- We note the fact that much can still be done to improve our integrated, information management system – crucial for the support of strategic decision making, implementation and monitoring.

- We advise that a study be undertaken to test whether the IT division is sufficiently capacitated even though we applaud the City Manager's move to correctly and strategically place the function in his office. The administration must urgently present a plan to turn this situation around including our website.

People

- Our people - our greatest pride! There is no doubt that without them we can not fulfil our mandate. However, we want to dispel wrong notions and culture, and inculcate one of service to our people adhering to the greatest standards of good governance.
- In regard to our employees our findings are as follows:
- The Institution does not have a comprehensive Employment Equity Plan – in this way we are simply not fully compliant with the Act. This is the situation despite the fact that a *statement of Intent* was agreed to with labour more than three years ago. Speedy action to correct this is expected.
- Our approach to skills development is not strategic and we further record that we do not have comprehensive and implimentable skills development plan. Investment in and access to training therefore still needs to be improved. This comment is made very weary of the latest concerted and coordinated to staff training emerging from this unit. However such endeavours should forthwith include councillors.
- Of further note is an obvious fact that there is no deliberate plan to develop and enhance the capacity of our management leadership. Therefore there is a need to create a bursary fund to assist deserving pupils for purposes of building capacity for the future.

- We applaud the fact that we were the first to extent a uniform set of conditions of service to all of our employees - thus setting the national benchmark. However, we note the fact that challenges of parity have not been resolved despite a call made at the Lekgotla last August. We expect a comprehensive plan to address this matter urgently.
- There seems to be a lack of overall work place justice. The statistics in relation to disciplinary and related matters is not encouraging at all. A comprehensive employment relations strategy needs to be developed to ensure that as a matter of principle, our employees and us - have a common approach. This should extent to improvement of relations with organised labour. The matter is important to us because we have a responsibility to ensure equity, equality and totally stamp out resorting to power games (whatever form that power takes).
- We note progress been made around the development of the HR strategy in order source and retain the right talent. This will go a long way towards accelerating high standards for organisational performance. A speedy completion and implementation of the strategy is imperative.

Culture

- This is an important denominator as it instils in us not only a will to serve, but the mannerism in doing so. Our drive to achieve principles of Ubuntu and Batho Pele maybe thwarted by how we carry ourselves in service. In this regard, our findings are that:

- Our culture is not client focused, and does not sufficiently encourage voluntarism and collective wisdom, encourage creativity, promote accountability or adequately champion equity. We still feel that we need to undertake a study to determine to what extent issues of race and gender still drive our organizational behaviour.

Vision

- Vision is an important beacon ensuring that we remain on course towards our destination. If misread, it may lead to disastrous results. Our goal is to stay course on thus avoid getting lost in our journey towards 2015. Whilst appreciative of the fact that we have a comprehensive Vision for Mangaung, we are concerned with the way it is coined or styled. We therefore submit that there is a need to re-organise it without changing its material contents. To this end, we desire a vision of not more than three lines – easily interpretable in peoples imagination – a clear mission statement and a set a value systems to take us there. If we do this change soon, we believe it will assist in shared and common approach by all concerned.

Community participation

Active community involvement and participation continues to be the hallmark of the governance system in Mangaung. For this purpose, we are pleased to announce that we are forever initiating and implementing systems improvements. Through our community-based planning (CBP) methodology, we continue to ensure that our communities are afforded an ample opportunity to give direction to our policy direction as determined by our IDP as well as the overall resource allocation.

We are please to announce that both our policy direction and the resource allocation is informed by the inputs and direction from the technical expertise of our officials well as the priorities as identified directly by our communities.

We do acknowledge though, that there are some challenges that we need to deal with which have negative impact on community participation and thereby creating shortcomings in the system. One of the major challenges is to ensure that we as a collective, namely, Councillors, administration, political parties in Council and all other stakeholders embrace the spirit and culture of community participation as enshrined in our Constitution and other enabling pieces of legislation. We need to ensure that participation is uniform in all our communities and in the process we shall take into account the dynamics and other imperatives including issues of culture and preferences of each community, especially in the former whites-only communities.

The other pressing matter for us is to work towards approving a system of inclusion of the traditional leadership in the governance processes of the Municipality, particularly in Thaba Nchu. We are aware that we have the relevant legislation in place to implement the process. Administration must present us with a roll-out strategy that will be put to Council for finalization.

In our effort to address some of these challenges, Council has recently approved a policy to guide the implementation of these processes. We can therefore confidently state that we have all the necessary systems and infrastructure in place that is geared towards effective community participation.

Communication

Whilst appreciative of the existence of the strategy, it is important to improve on the impact of its implementation and proper penetration of its programmes throughout the municipality. Of significant note is the apparent failure of municipal Council resolutions to reach ordinary people. We note the on and off commissioning of publications like Mangaung news, Breaking news and so forth. This needs to be rectified as matter of urgency and consistency. We must communicate with our people because ours is a people centred and people driven government.

Branding

Every city of the world has aspirations – aspirations to be known and distinguished around the world for a distinct strength or achievement. Some hope to be known purely for their aesthetic beauty, others for their cultural wealth and diversity and yet others for their economic prowess. Others, still, clamour for recognition in all spheres of human endeavour. Indeed it is the people of Mangaung, who have decided how they wish to be identified by the rest of South Africa and the world. And this is in part the outcome of the branding process that we at the MLM commissioned as of December 2004.

Having launched the brand, the momentum was suddenly lost amidst all the challenges facing our Institution. We implore the Administration to come up with a clear and implementable plan to restore the positioning of the Mangaung Brand and its rollout process in full, anchored by basic provision of services to our people as opposed glossy texts and attractive T shirts.

Financial Sustainability

We are pleased to pronounce that in the 2006 Credit Rating Report, Mangaung Local Council received a Credit Rating of A1 (Short term) and A+ (long term) which implies that we have a high credit quality, very high certainty of timely payment and that our protection factors are above average. The report notes that our high capital expenditure (both maintenance and expansionary) are set to continue in the foreseeable future and in fact are set to increase due to the 2010 Infrastructure Development. We will need to look at alternative sources and models of funding to enable to us equitably expand our services to all of our geographic regions. Further, administration must present to us a comprehensive state of the institution's finance in relation to eradication of overall service backlogs.

The implementation of our Supply Chain Management policy must enable us to advance the national objectives of black economic empowerment, skills development, job creation and poverty alleviation. We need to put controls in place to stamp the repulsive practice of fronting and expose those who continue to frustrate the noble ideal of ensuring that we mainstream the economic participation of the previously disadvantaged.

Service Delivery

Our core function as local government is to provide quality service to our community in an effective, efficient and sustainable manner. We would like to repeat the fact that, the provision of these services must be in an efficient and effective manner. Efficiency and effectiveness, means delivering our services within the spirit and ethos of Batho Pele.

During the Mayoral Imbizos that we conducted, we came across the stark reality that the manner and levels of our service delivery leave a lot to be desired. We make a call to all our people not to locate themselves anywhere as this causes a serious problem in relation to service provision especially at informal settlements throughout our municipality.

Further, the city should - as matter of urgency - bring to finality the subject of decentralisation of services throughout our regions.

As the Executive Mayor, I have pledged not to lead a Municipality that fails to excel in the provision of its core services. On route to actualisation and realisation of this strongly held commitment, we advocate the following strategic intent for service delivery:

The City of Mangaung is committed to providing accountable quality services at an affordable cost on a sustainable basis. To this end, the City will systematically review its directorates, services and delivery mechanisms and will pursue the most appropriate methods and structures for providing quality service and best value for the municipal tax Rand.

Let Us Now Look At Our Philosophy And Approach To Services Individually:

Sanitation

We are resolutely committed to the national call by our State President, to ensure the eradication of the inhumane bucket system by end of 2007. We are continuously in discussion with the Provincial Government and the National Department of Water Affairs and Forestry (DWAFF) to ensure that we are on track with meeting our targets pertaining bucket eradication. We therefore expect a clear plan for achievement of this national target.

In the meantime, we note complaints that the Bucket removal system is not up to scratch, that lots of VIP toilets have collapsed and that sewer blockages take ages to be fixed. Further we also are told that pit-latrines are not properly serviced. Without mincing my words, this matter goes to human dignity and we shall hear none of this situation ever again. We reaffirm that sanitation is dignity, and we intend giving our people back the dignity taken from them by many years of apartheid rule.

Roads And Storm Water

We need to ensure that as we roll-out the construction of new roads and storm water, we also have maintenance plans that will prevent the collapse of current infrastructure. We will be compiling maintenance plans for all our road types (gravel included) within our municipal areas and ensure that the roads within our municipality are of the same standard across geographic regions.

The issue of potholes all over the Municipality (especially the previous black areas) is totally unacceptable. Administration must therefore present a proper maintenance plan to arrest the situation from recurring.

Electricity

The extent of electrification and FBE is satisfactory. However there is still a challenge in Thaba Nchu relating to FBE. We register our dissatisfaction with progress made and expect Centlec as our mandated agency to device a plan to assist us in this regard.

Further we request Centlec to present to the fore, challenges resulting in less than satisfactory state of public lighting (including serving of high mast lights).

We note that we are back on course in relation to REDs process and request that a comprehensive bid book be developed for our quest in relation to head quarters.

While we acknowledge the good work being done by CENTLEC we are saddened by the death of a little girl in Botshabelo section who died as a result of electrocution.

I am hereby tasking CENTLEC to embark on awareness campaigns throughout Mangaung to make people aware of the dangers of tying their fences to electricity poles and to also put up boards on their poles which will warn people of these dangers.

Housing

Our accreditation by the Department of Housing, to administer national and/ or provincial housing programmes will go a long way in accelerating housing delivery to our people. We need to ensure that we upgrade our systems, processes and plans so that we are able fast track our services once all the necessary processes are concluded.

However, a data base of all beneficiaries and incomplete RDP houses is necessary. We have to move fast to resolve issues of title deeds as well as the resolution provision of services in land held by traditional authorities.

Parks And Cemeteries

We have received numerous complaints around the issue of grave allocation and digging. We must review our current policies, systems and processes so that we give our deceased and bereaved the humane dignity they deserve in the burial of their loved ones. We have to ensure that contractors and directorates provide quality services. We call upon communities to be our eyes and ears in monitoring service provision. Administration must at all relevant times take steps against those who fail to deliver.

We must ensure that the efforts at beautifying our municipal areas including our cemeteries are done equitably and at the same standard. For instance, our main entrances within the three geographic areas must display common identity for Mangaung.

Economic Development

The Economic Development Strategy (EDS) has identified six catalyst projects that we needed to implement so as to ensure that we diversify, integrate and expand our economic base. Central to the EDS is the fundamental assessment that pursuant to the objective of economic diversification and integration, we need to develop and grow our City to the East. To this end, Administration must kick start the relevant land acquisition process.

We need to fast track the implementation of the intertwined projects of N8 Development Corridor and CBD regeneration. The development of infrastructure along the N8 Corridor Development is key in the integration of the City and diversification of our economy.

We cannot address issues of development if we do not even know where we are having land, the land audit will therefore have to be finalised. Because we want to build one city, we also have to look into possibilities of declaring Botshabelo and Thaba Nchu business development districts and create incentives for investors and developers to consider these two areas for their businesses. In line with this we have to also develop a marketing brochure for the N8 development corridor. We will identify developmental nodes along the N8 corridor connecting the three former municipal areas. We already have an implementation plan for the N8 corridor, the only thing left is commitment of resources both financial and human.

We welcome the move by the Department of Trade and Industry (DTI) in declaring Mangaung as one of the pilot site for the implementation of Regional Industrial Development Policy. We must develop and implement strategies on how we are going to rejuvenate the old industrial areas within the City in line with ASGISA and JIPSA.

We need to aggressively market the Urban Development Zone (UDZ) tax incentive scheme so that we promote corporate investment in the Central Business District of Bloemfontein, Botshabelo and Thaba Nchu.

We recently concluded the feasibility study on the development of the Botshabelo IDZ. This is critical in our quest to diversify and integrate the economic base of the municipality. We therefore need to further engage with the recommendations of the study and develop appropriate action plans. Such plans should also include a synopsis of possible regional approach to economic and infrastructural development.

SMME Support

We successfully launched the SMME centre in August 2005, after the signing of a memorandum of understanding with SEDA, however the question is whether it delivers to our people's expectations or not, and this question can only be answered by our SMME's

During the latter part of this year the satellite service centres must be rolled out in Thaba Nchu and Botshabelo.

MLM has an informal Economy policy adopted in 2006; this policy looks at the strategic interventions through which council has to support the second economy.

This includes skills development and training, street trade facilities and street trader regulations.

Because we want to beautify our city, we have to ensure that this and other policies are effected especially in terms of regulating informal trading throughout MLM. Our legal services has to therefore assist the affected directorates in ensuring the enforcement of our by-laws, we must ensure that sanity prevails always.

Rural Development

We are trying to build a world class city here, and therefore we cannot allow animals to be staying in residential areas hence a need for us to have commonages where these animals can be kept, because we cannot force our people to part with their animals.

Already there is shortage of land in Botshabelo for these purposes, and an application has been submitted to the department of land affairs in this regard. However these commonages are overgrazed because the more land the municipality acquires for commonages the more the people purchase animals even those who never had them before.

Summary Of Our Achievements On Economic Development

- An environmental management framework has been completed and should be adopted by council in the near future;
- An environmental education system has been developed and there are schools which have already benefited from it's programmes;
- Air quality monitoring has been developed at the zoo.

Having Said This, We Still Have To Understand The Following:

Industrial Developments

Why Bloemdustry development is not taking off? What measures have we taken to encourage development in this area? What role can the FDC play to promote development in Botshabelo, Thaba Nchu and Bloemdustry? What role can NAFCO and Bloemfontein Chamber play in promoting investment in these areas? What role can we play to identify and incentivise dormant PDI to invest in these areas.

Development Trends

We need to understand why the city is mostly growing to the west. The factors pulling development to the west if well understood will assist our endeavours to pull development to

the east. The determination of these factors attracting the city to the west is critical. Is there any harm if the city is allowed to grow to the west? For example, why is Bainsvlei not being designated as a developmental node and a low to medium cost township be developed there around.

Comparative Advantage

What is the comparative advantage of the city vis-à-vis other cities? How do we leverage this advantage as a pull factor for investment?

Community Development

HIV/AIDS:

We note encouraging reports that the spread of the HIV/aids pandemic nationally is stabilising and that the rollout strategy is progressing well, we still expect a clear localised strategy to support national efforts. The recently launched AIDS Council must be fully operational with clear programmes and targets.

Solid Waste

Our way of handling landfill management should promote health and environmental management. However economic benefits that can come out of the project should also be encouraged. Exploration of energy generation should take off as a matter of principle given the overall energy problems within our region.

Environmental Management

Whilst appreciative of the fact that we could be leading in terms policies in this regard, we note the lack of implementation or the hardly ever felt impact thereof within our municipality. A comprehensive and implementable plan must be developed to ensure that our policies do not remain an academic exercise.

Our contribution to fighting matters of global warming needs to be finalised and a serious campaign on the matter be undertaken considering the possible impact of the situation.

As matter of principle, we see no reason why we do not consistently win the cleaner the City, Vuna and other awards given our resources and capacity. Such awards get us closer to the realisation of our 2015 vision, as shall have been amended.

Water

The issue of supply of water in Thaba Nchu needs urgent attention. If we have it our way, we have to quickly investigate the possibility of taking over the retail function there. Water leakages must also be promptly attended to indiscriminately. The second disturbing factor is the fact that there is irregular water supply in Botshabelo which is reported to be a result of people who just switch the water on and off at the reservoir. We cannot give our people excuses when they expect services. The Administration has to make sure that those responsible come up with remedial measure to this kind of a situation.

Our Successes On Infrastructure

Our highlights remains our water leakages awareness and repairs project, through which we managed to train our members of the community as plumbers. And through this project the municipality managed to have a saving on its water debt to Bloem water.

Youth Development:

The role of the Youth can not be underestimated. Although we have an approved policy, we need a clearer implementation plan with associated programmes. The development of Youth Centres is but one part of the holistic and integrated efforts towards realisation of our policy frame work.

Gender:

Our constitution advocates the right to equality. It is therefore, a serious indictment that up to this stage we still have not finalised gender policy and implementation plan within the institution. We urgently need to establish a gender office that will develop policies, programmes and activities pertaining to the mainstreaming of Gender issues in all our municipal processes and programmes.

We need to have integrated programmes and plans to mainstream issues of the disability, gender and youth in our municipal processes and programmes. This must include issues of employment equity, economic empowerment and skills development.

2010 FIFA World Cup

As one of the Host Cities for the 2010 FIFA World Cup, we are proud to announce today that our preparations are on track and going smoothly. We view 2010 FIFA World Cup, as a strategic opportunity for Mangaung to accelerate development of Infrastructure and setting a solid base for economic development and growth. We are particularly concentrating on creating a legacy for the people of Mangaung by vigilantly ensuring infrastructure roll-out that will facilitate enhanced service delivery, job creation and poverty alleviation.

The success of 2010 FIFA World Cup will not only depend on the physical infrastructure that we will be providing but importantly, on our hospitality. We need to start empowering our people to practice high levels of hospitality based on our rich cultural practice of Ubuntu. We need to put in place programmes and support mechanisms that will upgrade the tourism trails and facilities across our entire geographic area of Mangaung.

Whilst the benefits of undertaking the project are well documented, as a City we intend to adopt a focused approach to establishing a higher and more enhanced profile for Mangaung. The benefits are greater investment inflows, more skills injection, and augmentation of tourist influx;

In supporting this initiative, we are proposing to the rest of South Africa and the world that we welcome them as tourists, as businessmen/women or even as students. We are extending a hand of welcome to them that ours is a beautiful home that can also grow with the new talent, and investments that our visitors bring to it. We must build an admirable climate for social and economic development.

Our Legacy Projects

The following are our legacy projects for 2010;

- Free Sate stadium with more images that shows bias to soccer as well;
- Upgrading of our three other sports faculties namely Botshabelo stadium, Seisa Ramabodu and Mmabana;
- Intermodal transport facility;
- Increased accommodation inventory;
- Skills development and economic opportunities.

Intergovernmental And International Relations

It is our intention to **uphold and support constitutional and legislative tenets for intergovernmental synergy**. On the international front, we will continue to foster connections and links with other Cities based on the noble and reciprocal benefits for our people in terms of business, knowledge and skills exchange amongst others. Notwithstanding the above, our belief remains that time has come for – *African Solutions to African problems*.

Integrated Development Plan

We have committed ourselves through our IDP, that one of our four strategic thrust will be "Service Delivery Excellence and Sustainability". Furthermore, in 2002 Mangaung Local Municipality boldly committed itself to achieving 8 development objectives that are encapsulated in our IDP as follows:

1. *Economic growth has improved to 4.5%, 6000 new jobs will have been created.*
2. *Communities in Mangaung are self reliant, proud and strong, the risks that face them have been reduced, and women and the disabled are mainstreamed in the society.*
3. *80% of the residents see Mangaung as a safe and secure place to live in, visit and do business, and crime level have fallen by 20%.*
4. *The percentage of HIV infection amongst antenatal women has reduced to 20% (and amongst youth under 18, to 15%) and the impact of HIV/AIDS on individuals, families and communities will have been reduced.*
5. *70% of the Mangaung inhabitants are living in housing of NHBRC standards and the majority owns their houses.*
6. *The standard of education in Mangaung has improved with a Matric pass rate of 65%, literacy levels have risen to 90%, there is easy access to post school education and training opportunities at all levels, and Mangaung is recognized nationally as a centre for quality learning.*
7. *All residents on existing formal erven have access to water connection on their stands, 85% to RDP standard sanitation and 65% to properly drained all weather street.*
8. *We have an attractive environment with clean , well kept natural open spaces, parks and well maintained built environment.*

In assessing the stated priorities, we have discovered that there may have been a problem with baseline statistics thus making their evaluation complex and questionable.

For example we found it strange that almost six of the eight priorities could be based in one directorate. **Either there is something wrong with clustering of functions or our prioritisation.**

As part of the process going forward we will be reviewing these objectives with a view of ensuring that we align them to the current realities and aspirations of the masses of our people and if need be, reconfigure and/or reprioritize them. We will then have a dialogue to put concrete action plan and dates for achievement of the issues raised herein. Suffice to say the basis of our priorities would be basic services with the focus on our **2015 vision**.

However, we need to emphasise that we will not compromise biasness on

- **governance,**
- **land ownership,**
- **Black economic empowerment and equity**
- **housing,**
- **quality services and Batho Pele principles**
- **skills development,**
- **economic development, and**
- **Safety amongst others.**

Mr. Speaker, fellow councillors, while we concentrate on our vision and mission and while we concentrate on bettering the lives of our people, we cannot forget that the giant liberation movement and one of the oldest liberation movement was born in Bloemfontein in 1912, as part of our rich heritage and history we cannot leave this out of our developments, we urge the

administration to come up with concrete plans of the development of the founding venue of this giant liberation movement into a monumental site.

We are also not going to turn a blind eye to the fact that ours has indeed been a city on the move, but not only a city on the move but a moving city as well, we have had our own highlights of success during the past year;

- We became the first runner up in the cleanest city campaign;
- We won the award for the best managed landfill site;
- We won two awards from PRM one for the city that continues to attract investors and tourists and the other one for the city that continues to attract social investment;
- CENTLEC also won on two consecutive years an international award on quality commitment on their services on.

A Glimpse Into The Future

Ours is a people driven, people centred government, and in line with this we will this year host the following events;

- The business summit and also launch the Mayor's business forum aimed at ensuring that the mayor interacts with business on matters that affects them;
- A religious summit;
- A summit with institutions of higher learning;
- Youth summit;
- Women's summit;
- A summit for people with disabilities;

- Meetings with sports bodies;
- Meetings with informal traders, taxi industry etc.

Our intentions are to meet all sectors and hear them out, because we know that we are not the masters but the people are the masters, what the electorate gives - the electorate can easily take.

At this stage there are a whole series of measures to create closer ties between the masses and the government, to rid ourselves of the voices of the past, to build a strong and prosperous city, to have the society's best sons and daughters contribute their work to the tasks of building our city. As Mangaung we have already started. Let us therefore gather the experience of our errors and learn from them what can be useful to us today.

Conclusion

Our zeal to excel organizationally is imperative if we are to achieve the type of profile for Mangaung that we seek. Our residents must be safe and secure, our people must be healthy and dynamic, our economy must be resilient and vibrant and our leadership must be strong.

These tenets are not possible where a municipality does not provide basic utilities, services and infrastructure in a timely and cost-effective manner. We will inculcate among our employees a culture to excel at what we do. We are determined to sow a strong work-ethic, a reading culture and a results-oriented culture, an excellence-focused culture, a learning culture, an innovative culture and a team-spirited culture. We intend to empower our employees with

knowledge, with work-character and with opportunities to explore new frontiers. The benefits are a workforce that is motivated, and one that is productive.

Finally, you have to realize that our employees are ambassadors of the MLM and of Mangaung at large. Their role is to facilitate the realization of the work-culture that we have alluded to earlier. They must strive to excel at what we do – learn, read prolifically, account for progress, work as a team with others, generate new ideas, as well as work seriously and purposefully.

We at the Municipality will account for our progress. **Our management will account for successes and failures; our employees will account for good-work and bad-work. We will measure the results of our success. We have established some measures and are continuing to establish yet others. From time to time, we will establish whether our employees read more or read less, whether our city is hosting more events or less, whether we are attracting more foreign students or less; or whether we are perceived as a city truly on the move or a stale city.** The benefits are an accountable organization that is responsive to its failures and its challenges. **We will build an organization that will continuously feel the pressure to excel in the delivery of services to its constituents.**

We are on the move and we are moving and we will have to leave all those objects which do not want to move behind, for they may retard our progress.

Essentially the trick is the art of being constantly on the move.

We are a people on the Move!!

- We are going places;
- We are destined for an impeccable profile for our city;

- We are a city of grand economic fortunes;
- Indeed, we are destined for high places;
- We are a city on the move;
- We are setting the agenda for service excellence.

From today we want us together with the administration to speak like Abraham Lincoln when he said "I so desire to conduct the affairs of this administration that if at the end, when I come to lay down the reigns of power, I have lost every other friend on earth, I shall at least have one friend and that shall be down inside me."

Let justice be done - though the heavens may fall

I Thank You!!