

## IN THIS ISSUE

- State of the city address
- A view from the city
- Tshwane rolls out free wifi
- A Re Yeng - *lets go*





# Contents

- 03 A VIEW FROM THE CITY
- 04 A VIEW FROM THE BOARD CHAIRPERSON
- 05 MESSAGE FROM THE CEO
- 07 STATE OF THE CITY ADDRESS SUMMARY
- 09 TEDA CELEBRATES 10 YEARS OF PAP
- 10 TEDA BUSINESS UNITS
- 12 ARE YENG - LETS GO
- 13 HAMMANSKRAAL TOOLING PROJECT
- 14 TSHWANE ROLLS OUT FREE WIFI

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Freedom Park - City of Tshwane

# A View from the City



**Cllr Subesh Pillay**

*MMC Economic Development & Planning*

MMC for Economic Development and Planning for the city, Cllr. Subesh Pillay explained in context what the mandate of TEDA is from the city's point of view and how the city plans to support TEDA to help it achieve its expected objectives in contributing towards the growth of the economy of Tshwane.

Cllr. Pillay explained the thinking behind the establishment of a TEDA as a conscious decision that economic development is an imperative in unlocking the overall growth of Tshwane.

He further explained that the city's approach towards TEDA was to have it take the shape of a one stop shop agency that will accommodate and facilitate all economic development initiatives in the city regardless of the

specific economic sector, unlike in cities where each economic sector has a sector specific developmental agency. The one-stop-shop approach adopted by the city encompasses all facets of economic development from opportunity sourcing, facilitation, partnerships and implementation across the entire value chain of economic development.

The relationship between TEDA and the City is informed by a service level/delivery agreement between the two institutions.

The critical success factors for TEDA remains the eradication of poverty, wealth creation and to position the City of Tshwane as destination of choice for investors.

Apart from the City being the

financier for TEDA, it will also make use of its inherent governance and institutional role in ensuring TEDA functions accordingly and achieves its set mandate and objectives.

The city's vision is to see a TEDA which will present/facilitate opportunities for investors to come and invest in Tshwane, thus unlocking opportunities for increased economic growth, which will benefit the number one stakeholder for the city: the people of Tshwane.

Cllr. Pillay also highlighted that for the greater part of the early stages of TEDA's existence, most of its projects will be projects handed over from the City of Tshwane for TEDA to facilitate implementation on behalf of the city.

TEDA remains an important vehicle for advocating economic growth in the City Tshwane and the City desires a TEDA that will function devoid of any municipal bureaucracy, which often hinders on economic development.

*"The critical success factors for TEDA remains the eradication of poverty, wealth creation and to position the City of Tshwane as destination of choice for investors"*



# A View from the Board Chairperson



**Luvuyo Vutula**  
Board Chairperson

Tshwane Economic Development Agency was established as municipal entity of City of Tshwane Metropolitan Municipality on 2 November 2006. The primary objective of TEDA as mandated by the Council is to facilitate economic development, growth and job creation in Tshwane.

Directors of the TEDA Board were appointed in April 2012 and held their first official meeting on 1 August 2012 where they extensively discussed the Auditor General's report. The AG's report prompted the board to explore various options that ensured TEDA was operationalized in 2012/13 financial year. The signing of the Service Delivery Agreement between The City and TEDA formalised the manner in which the City expects TEDA to perform in achieving its mandate.

Prior to appointing executives, the Board succeeded in setting up various board committees: Remuneration and Ethics committee, Projects Committee and the Risk and Finance Committee. The appointment of the CEO, CFO, Secretary and Office Administrator were also accomplished during this period. The board also ensured that TEDA compiled the company's 2011/12 financial statements which were then submitted to the Auditor General.

The overall TEDA strategy is in line with the City's 2055 strategy and the National Development Plan (NDP). TEDA through its mandate and the Service Delivery Agreement (SDA) with the City, will play a crucial role in ensuring that the City achieves its objective of the "Remaking of SA's Capital

*"All systems have been put in place to ensure that we achieve our mandate and ensure that we attract quality investment into the city"*

City and a creation of a new Identity", eradicating poverty, reducing inequality, raise the levels of employment and through productivity grow the earnings of the working people, as prescribed in the National Development Plan.

The foundation has been laid for TEDA to prosper and become Africa's leading economic development agency. The 2014/15 financial year will be where TEDA heightens its game plan in the economic landscape of Tshwane. All systems have been put in place to ensure that we achieve our mandate and ensure that we attract quality investment into the city and take forward our mission of improving the quality of lives of our most important stakeholder: The citizens of Tshwane.

# Members of the Board



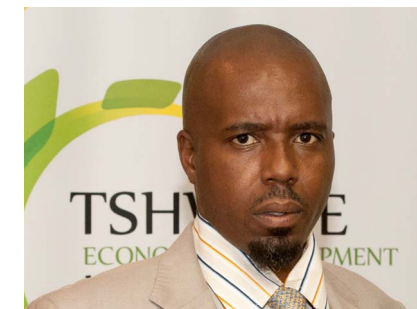
**Luvuyo Vutula**



**ADV. Fungai Sibanda**



**ADV. Letsepe Thubakgale**



**Jim Matsho**



**Mike Yates**



**Shirley Buhula Ermias**



**Nadira Singh**



**Nontobeko Ntsinde**



**Harry Gouvelis**



**Collen R. Mpyane**



**Lizelle D. Haskins**



# Message from the CEO of TEDA

We are very delighted that we were able to develop this platform, TEDA Business Review as a means to engage our stakeholders. As a fairly new entity, TEDA has ambitious plans and therefore depends on the support of various stakeholders to realise our business objectives. We do hope that you, our stakeholder will play your part in the contributing of ideas and help us make Tshwane to be an investment destination of choice. The idea of forming Tshwane Economic Development Agency (TEDA) was conceived in 2006 and only came into fruition in 2013.

The newly established Tshwane Economic Development Agency (TEDA) is an entity of the City of Tshwane, with its core objective being to facilitate economic development in Tshwane. TEDA seeks to improve the economic well-being and quality of life in this vibrant city and its regions, creating opportunities for economic development and sustainable jobs, supporting programmes and projects intended to create income, and growing the tax base of those who are able to participate in economic activities in the Tshwane.

From 1 July 2012 to 30 June 2013, TEDA has worked on operationalizing itself as a municipal entity by focusing on staffing, office space, compliance and approved business plans for the 2012/13 and 2013/14 financial years. To this end TEDA has developed a Project Management Framework and a Project Scoring



**Solly Mogaladi**  
CEO of TEDA

*“TEDA has ambitious plans and therefore depends on the support of various stakeholders to realise our business objectives”*

Model which will be used to evaluate the viability and feasibility of projects in order to ensure that adopted projects meet the strategic objective of Economic Growth and Development for the Tshwane region as envisaged in the VISION 2055.

TEDA has collaborated with the City in the implementation of development projects through

a Council-approved service delivery agreement. TEDA was instrumental in expediting and providing funding for several City of Tshwane partnership projects such as the Tshwane Tooling Academy (partnership with National Tooling Initiative Programme), and the Tshwane Automotive City Project Management Office (partnership with the Automotive Industry Development Centre).

The service delivery agreement is in place, the five year strategy and business plans have also been developed. TEDA is beginning to find its space in the economic sphere and other investment programmes through the relationship it has created with the DTI and other agencies of the state and the private sector.

Positioning Tshwane as a business and investment destination of choice will continue to be enhanced through TEDA. This has been seen by the TEDA brand being present in the following renowned platforms, such as the China International Fair for Investment and Trade: (CIFIT), The 5th Africa Public Private Partnership Conference and the Pan African Parliament (PAP) celebration of ten years.

TEDA as a Special Purpose Vehicle for the City of Tshwane is destined to become an enabler for economic development and will contribute towards increasing our capacity of timely tapping

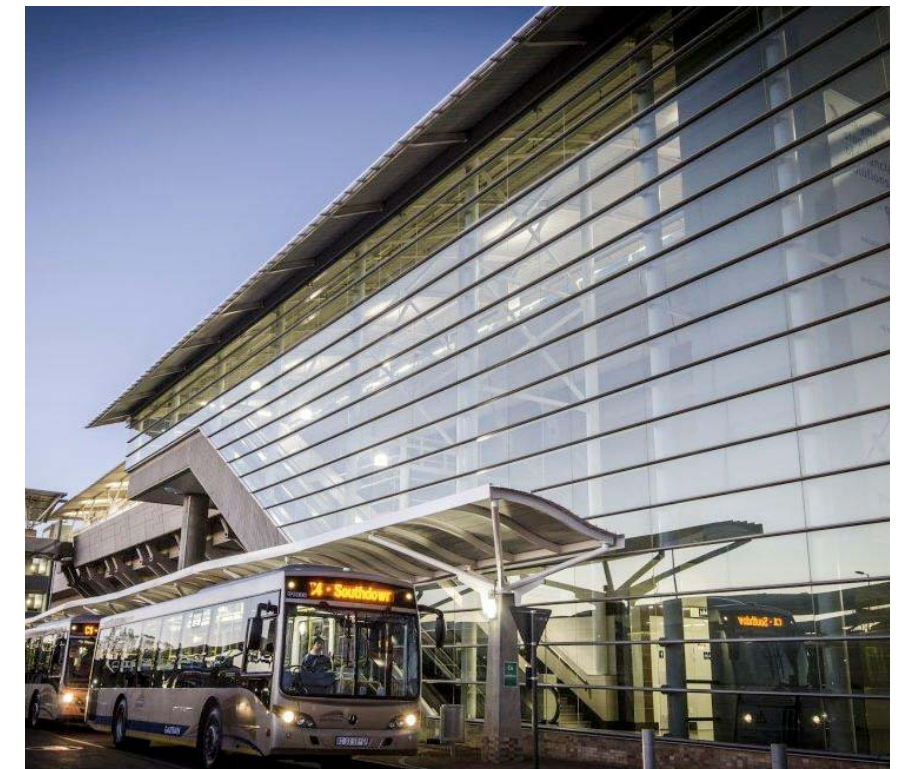
into all economic opportunities in the market place without constraints of bureaucracy. To this end, TEDA has set out to facilitate investments to the tune of approximately R1billion during the 2013/14 and 14/15 financial years. In addition, approximately 300 SMME's will be supported through various interventions including procurement opportunities, information sharing, export development and promotion programmes. The successful implementation of strategy will see TEDA growing Tshwane's export by approximately 5%. TEDA is also furthering relations with significant investors in the automotive industry such as Porche, whose investment in building a plant in SA will see many spin-offs related to job creation. Furthermore, the agency will facilitate the creation of approximately 500 job opportunities in the 2014/15 financial year.

TEDA has also been mandated to organise the 5th Tshwane

International Trade and Infrastructure Investment Conference (TITIIC 2014). This is taking place on 22 -24 October 2014 at the CSIR International Convention Centre. The previous TITIIC held in 2012 brought over 110 exhibitors and generated trade to the value of over R118 million. The target for TITIIC2014 is to attract investments in excess of R 500 million. A new innovation for this conference is to ensure that our supply chain processes are aligned to take advantage of investments to be made. A process to invite interested parties to submit projects for consideration will start as early as May 2014 months before the conference begin.

We do hope that potential investors will take this opportunity and invest in this fastest growing region in Gauteng province and SADC. You would obviously not want to miss this opportunity. Invest in Tshwane, and watch your investment grow.

*“TEDA seeks to improve the economic well-being and quality of life in this vibrant city and its regions”*



GAUTRAIN STATION CENTURION



# The State of the City Address Summary



Executive Mayor of Tshwane, His Worship Cllr Kgosientso Ramokgopa, walking to the City Hall

*The tide has turned and our journey has become irreversible, these were the words the Executive Mayor of Tshwane, Cllr Kgosientso Ramokgopa, used to describe the course the City has taken at the recent State of the Capital Address which he delivered on 3 April 2014.*

The tide has turned and our journey has become irreversible, these were the words the Executive Mayor of Tshwane, Cllr Kgosientso Ramokgopa, used to describe the course the City has taken at the recent State of the Capital Address which he delivered on 3 April 2014.

The Executive Mayor used this address to reflect on Tshwane as the capital city of a democratic South Africa to a packed City Hall. He reflected on the challenge of the economy that was inherited in

virtual bankruptcy.

The mayor highlighted that Tshwane's economy for the 1997 to 2012 period remained the fastest-growing economy.

Tshwane continues to contribute an estimated 27% of the Gauteng GDP and an approximate 9,4 % of the national economy. He indicated that the city's economy is highly service-based, with community services and government, financial services and manufacturing ensembles being the dominant sectors.

He pointed out that Tshwane's economy is geared and built on significant opportunities in the knowledge, research, innovation and intensive service industries such as biotechnology, defence expertise and the ICT enterprise, as well as agro- processing, the

green economy and tourism.

## Youths

Cllr Ramokgopa informed those in attendance that 65% of the Tshwane population is made up of youths with a capped age of 35. He outlined that significant progress has been made on reducing the unemployment rate and Tshwane's youth unemployment remains among the lowest in South Africa by a margin of 17% less than the national average.

## A RE YENG

He told all in attendance that the A Re Yeng transport system as a catalytic project is being rolled out with the expectation of delivering an ease of movement for commuters coming into the CBD.

The aim of this transport system is twofold: It is a safe mechanism that will undermine current structural distortions within the city and potentially contribute towards reducing persistently high structural unemployment levels that currently afflict the larger space that is defined as Tshwane.

This initiative also affords the taxi industry an opportunity to partner with the City in delivering sustainable transportation services across Tshwane.

He committed that the first phase of the project would be functional by July 2014; this will cover the inner city and Hatfield.

## PROJECTS

He highlighted a few projects that the City would embark on:

### The African Gateway Project

The project is strategically-located on 80 hectares of land in close proximity to airports, local rail stations, bus stations and the Centurion Gautrain Station, and will ultimately be integrated with the planned Government and Tshwane International Convention Centre (TICC) precincts. The Mayor informed his audience that the City has completed an integrated infrastructure master plan for Centurion. It is envisaged that

two international institutions (AU and UN) are expected to take up occupation within the city. The total estimated value of the project is R6,1 billion. The City is at present engaging DIRCO to ensure that it complies with all the necessary requirements for the intended development.

### Symbio City

This project entails the conversion of 10 hectares of land, which surrounds and includes the synthetic Centurion Lake, into the vibrant mixed-use Symbio City that will link Centurion Gautrain Station with the existing Centurion Mall. The City has approved the

application of Symbio City for City-owned land parcels.

Equally, drilling and geological testing has been undertaken to establish the extent of developable land as part of the broader Centurion Master Plan.

### Tshwane House

Tshwane house is a symbolic initiative for it embodies the City's two guiding ambitions, which are –

(1) to build an African capital city of excellence; and

(2) to ignite excellence in all that it does on behalf of the people of the city.

### East Capital

The East Capital Project covers the Cullinan, Bronkhorstspuit and Rayton areas. The Mayor indicated that the aim of the project is to ensure spatial justice by promoting economic development and attracting investment in the eastern parts of the city.

### Dinokeng Festival

Cllr Ramokgopa shared that in line with the country's 20 years of democracy celebrations, the City of Tshwane will host a spectacular three-day Dinokeng Festival event that could grow to become like the Glastonbury Music Festival in England. The festival is earmarked for September 2014. The Dinokeng Festival is expected to become an annual event aimed at generating significant revenue and contributing to job creation.

He crystallised the commitment of the City in saying, "we remain obstinate in our resolve to create a caring city aimed at improving the quality of life of our entire citizenry and freeing the potential of each person as the supreme law of our land – the Constitution- insistently enjoined upon us".



His Worship Cllr. Kgosientso Ramokgo delivering his State of The City Address



# TEDA Celebrates 10 Years of PAP

With South Africa celebrating 20 years of democracy and freedom, another milestone was witnessed this year when the Pan-African Parliament celebrated its 10-year anniversary on 18 March in Midrand.

The Pan-African Parliament is the legislative body of the African Union. The Parliament held its first inaugural session on 18 March 2004. At present, it exercises oversight, and has advisory and consultative powers which have lasted for the first five years of its existence, after which time it is envisaged to exercise full legislative powers.

The first president of the Parliament was Hon. Amb. Gertrude I Mongella from Tanzania. The current seated president is Hon. Bethel Nnaemeka Amadi, MP from Nigeria. The establishment of the Pan-African Parliament was an important step forward in ensuring that a common platform is created for all the people of Africa and their grassroots organisations to get more involved in discussions and decision-making on the problems and challenges which beset Africa. The Executive Mayor of Tshwane, Cllr Kgositso Ramokgopa, delivered a moving tribute in celebration of the first decade of PAP's existence. In his address, the first citizen of Tshwane extended warm and congratulatory remarks to the PAP Members of Parliament for achieving the celebrated milestone of 10 years.

He reminded those in attendance that the achievements of PAP, the



*President of PAP, Hon. Bethel Nnaemeka Amadi with the Executive Mayor of Tshwane, His Excellency Cllr Kgositso Ramokgopa*

African Union, and the African Commission inculcate the highest moment in the ideals of Pan Africanism and African renewal. He captured the historical context of an African renaissance immanent in its first leaders who gallantly fought against slavery, racism, colonialism, and neo-colonialism when he honoured the fallen heroes of the African struggle, namely Kwame Nkrumah, WEB Du Bois, Marcus Garvey, George Patmore, Julius Nyerere, the likes of Henry Sylvester Williams and Leipoldt S Seymour who contributed immensely to afford PAP its existence in this era.

The Mayor went on to highlight the fact that it is in that context that Africans remain masters of their own destiny by engaging in self-criticism, no different to what the Russians defined as glasnost. The unequivocal aim remained social, political and economic progress.

The Mayor's address at PAP is significant when juxtaposed in the context of the Tshwane Vision 2055 of turning Tshwane into Africa's leading capital city, which is propelled by a connectedness in which improvement and development of Africans is a non-negotiable imperative. It is of critical importance that the City of Tshwane take advantage of the economic investment opportunities through partnerships facilitated in a regional and national context in order to service the ideals of the common aspirations of African renaissance. The Executive Mayor concluded by reminding dignitaries and those present that PAP is today a deservedly well-recognised and celebrated institution in a global context.

# TEDA Business Units

## Marketing and Communications



**Mrs Khanyakahle Mahlare**  
*Executive: Marketing and Communications*

The TEDA Marketing and Communications Unit is led by Mrs Khanyakahle Mahlare.

The key functions of the unit are to mainly communicate and market TEDA as a business and to also promote and brand its projects. The organising and use of events, has also been identified

as a platform that can be used to increase and ignite economic activity in the City and at the same time generate income for TEDA.

To guarantee success, TEDA must display the competitive edge as an agency and it must launch campaigns that will help build a strong destination brand for Tshwane. The unit must identify and utilise platforms to position and profile TEDA as a leading brand and the unit must communicate TEDA's business, projects and programmes.

At an external level, the stakeholder can experience and interact with the TEDA brand through the type of events

that TEDA organises or partners in, key reputable exhibitions where we participate in and showcase our sectors and pipeline projects. Another platform that enhances our interaction with the external stakeholder is our official website ([www.teda.org.za](http://www.teda.org.za)), by visiting our website; people can have a direct engagement on what TEDA's mandate is.

At an internal level, employees must be provided with information about the developments within the entity.

Another platform that will be used for purposes of communicating with our stakeholders both internally and externally is the TEDA newsletter. The newsletter will be used to track progress on successes of various projects that TEDA has facilitated or implemented.

## Trade and Investment



**Tshifhiwa Mafela**  
*Executive: Trade and Investments Head*

Trade and Investment is one of the business units within TEDA. It is made up of two sub-units, namely: Investment promotion and after care, and export development and promotion.

Trade and Investment as a business

unit is responsible for facilitating trade and investment in the City of Tshwane as well as marketing Tshwane as a preferred investment destination of choice and a reliable trading partner.

The unit's objective is to promote, facilitate, develop and grow exporter's capabilities of export companies within the Tshwane.

The Trade and Investments unit has various identified key stakeholders that will play a role in ensuring that the unit contributes towards TEDA achieving its mandate and specified objectives. The stakeholders are namely:

- City of Tshwane as the shareholder
- DTI to provide incentives and as custodian of South Africa's international trade.
- Embassies
- Chambers of Commerce
- Organised business
- Export Councils
- The business community within Tshwane
- Other trade and investment agencies.



## Projects Portfolio



**Mr. Donovan Pietersen**  
*Executive: Projects*

The Unit has developed a project management model called the Project Value Chain. The TEDA Project Value Chain is front-ended by a business development function. The business development function comprises the identification, development and packaging of the concept before it can be approved as a project.

The TEDA Projects Unit headed by Mr Donovan Pietersen, derives its core focus and function from the exacted mandate that led to the birth of the entity.

Mr Pietersen explained that TEDA was instrumental in expediting and providing funding for several City of Tshwane partnerships, such as Tshwane Tooling Academy, a

partnership with the National Tooling Initiative Programme (NTIP), and has taken over the Tshwane International Trade and Infrastructure Investment Conference (TITIIC).

TEDA remains committed and hopeful to tripling its current expenditure into capital projects over the next financial year, thus underlining its focus on developing business cases and project proposals with the explicit intent of converting these into investment packages for submission and presentation to potential investors.

## Corporate Services



**Boledi Seopela**  
*Executive: Corporate Services*

be conducive for employees to thrive and grow

The intervention tools identified are there to focus on ensuring that TEDA continues attracting and retaining the best talent in the market. Equally, the unit aims to create an environment for employees to thrive and grow by putting in place policies and systems that encompass all components of talent management.

From a strategic focus point of view, Corporate Services aims to provide shared support to all business units within TEDA to ensure that the agency achieves its mandate and objectives.

In contributing to the TEDA mandate, the unit will through its human capital management systems ensure that the agency responds to its primary objective: 'to cultivate an environment within which the City of Tshwane can grow its human capital and economy'. The TEDA human capital strategies will contribute towards the following strategic City of Tshwane objectives:

- Economic growth, development and job creation
- Organisational development and transformation
- Ensure that skilled, technical, professional and managerial posts are better suited to reflect the country's race, gender and disability makeup
- Contribute towards the development of scarce, critical skills and youth unemployment.

# A Re Yeng



ARE YENG Hatfield Station

A RE YENG (let's go) is the name for the City of Tshwane integrated bus rapid transportation system (BRT). The BRT system was developed with the intention of transforming the public transport system in the City of Tshwane. This transport system will connect all major areas of Tshwane to the CBD. The route will run from Kopanong to Mamelodi.

A RE YENG will provide a high quality bus transit system that will deliver a fast, comfortable and affordable mode of transport.

In addition to transforming the transport system in Tshwane, the development of Tshwane BRT system is also expected to achieve the following:

- Redress historical public transport planning gaps;
- Reduce traffic congestion currently causing delays,

increased travel costs, fuel consumption, accidents and deterring investment;

- Reduce over-reliance on private transport;
- Increase inner-city revenue through the provision of integrated public transportation;
- Reduce carbon foot-print of inner-city transport and fuel consumption;
- Make inner-city pedestrian and cycling friendly as well as catering for people who are physically challenged.

Up on completion of phase 1, the system will cover the route from CBD to Hatfield, this route is expected to start operating in 2014.

There will be no job losses with the implementation of A RE YENG. In

retrospect A re yeng will facilitate for the creation of more sustainable job opportunities i.e. customer service staff, fare collection staff, security and maintenance staff.

The taxi industry will also stand to benefit from A RE YENG; an MOU was signed between the City of Tshwane and the local taxi associations, whereby the taxi associations will be expected to register a bus operating company where they will have ownership and management responsibilities for some of the

The long term vision is to have 85% of the users of the system to be within 500m from A RE YENG trunk or feeder corridor.



# Hammanskraal Tooling Project

The City of Tshwane again demonstrated its willingness to fight youth unemployment by enlisting 76 learners, in the Hammanskraal Tooling Project. The project is part of the National Tooling Initiative (NTI) Plan in partnership with The City of Tshwane.

The NTI has been developed as a national, multi-stakeholder initiative and structured as a Public Private Partnership (PPP). The Hammanskraal Tooling Project falls within the ambit of the Skills or Talent Development sphere. The NTI has registered two entry-level skills qualifications, which respectively comprises a one-year programme and a three- year programme.

The Hammanskraal Tooling project is targeting an initial intake of 80 students for the 2014/2015. It is

envisaged that the 2015/2016 will see an intake of 100 students. The City of Tshwane identified the students.

International trends have shown that manufacturing industries form the bedrock of all leading economies of the world. The Executive Mayor of The City of Tshwane His Excellency Cllr. Kgosientso Ramokgopa, highlighted the fact that countries that never went through the Industrial revolution, which are mostly developing countries can use the manufacturing sector to grow their economy. He sighted Germany as a good example of where tool manufacturing has contributed immensely to the country's economy.

The current number of enrolled students comprise of 76 students. These are respectively divided into

the 50 at Tshwane Leadership and Management Academy (TLMA) on the 3 year Apprenticeship Programme and 26 at Faranani Skills Centre on the 1 year Foundation Programme. The NTIP recruited the candidates through two career recruitment drives held at Pretoria in respectively during October 2013 and January 2014.

The project is backed by a financial contribution from The City of Tshwane through one of its entity TSHWANE ECONOMIC DEVELOPMENT AGENCY (TEDA). TEDA invested R1.4 million towards the project for the provision of the equipment used at the school. The machinery and equipment for which TEDA remains responsible for in providing the funding were sourced in line with prescribed requirements from two fully compliant BEE service and product suppliers.



Executive Mayor Cllr. Kgosientso Ramokgopa gets a demonstration on tool manufacturing

# Tshwane rolls out free Wifi



His Worship Cllr. Kgosientso Ramokgopa, City Manager Jason Ngobeni, Cllr. Nozipho Makeke (MMC Sports Arts and Culture) Cllr. Thembi Mmoko (MMC Corporate Services) and students experiencing the FREE WIFI

The dream of connecting Tshwane citizens to the knowledge economy has been given a massive boost through the roll out of free WI-FI network to various communities and schools in the City of Tshwane. The Executive Mayor, Cllr. Kgosientso Ramokgopa outlined his goal early in his term of office of seeing students from the townships and rural areas accessing the internet to do research for school projects and accessing information freely. Project Isizwe will ensure that the city's growing needs for faster internet connectivity are met.

Tshwane, being both the administrative and research capital has publicly committed to making the Internet freely available to low income communities for the express purpose of education.

Improvements in technology and telecommunications has changed the landscape of basic

services to the extent that Local Government must now consider access to the internet as one of the basic necessities just like water, electricity and sanitation.

The first phase of the project is contained in connecting 5 designated areas across Tshwane, which include Church Square, Tshwane University of Technology Soshanguve, Tshwane North College, University of Pretoria Hatfield, and Mamelodi Community Centre.

Due to the high adoption rate of this service, the service is currently being rolled out to an additional 213 schools in Mamelodi, Atteridgeville, and Soshanguve. These 213 schools will be connected by the end of June this year (2014).

The number one website used for last month was the mytutor@TUT.ac.za, which is the TUT website. The TUT Soshanguve Campus

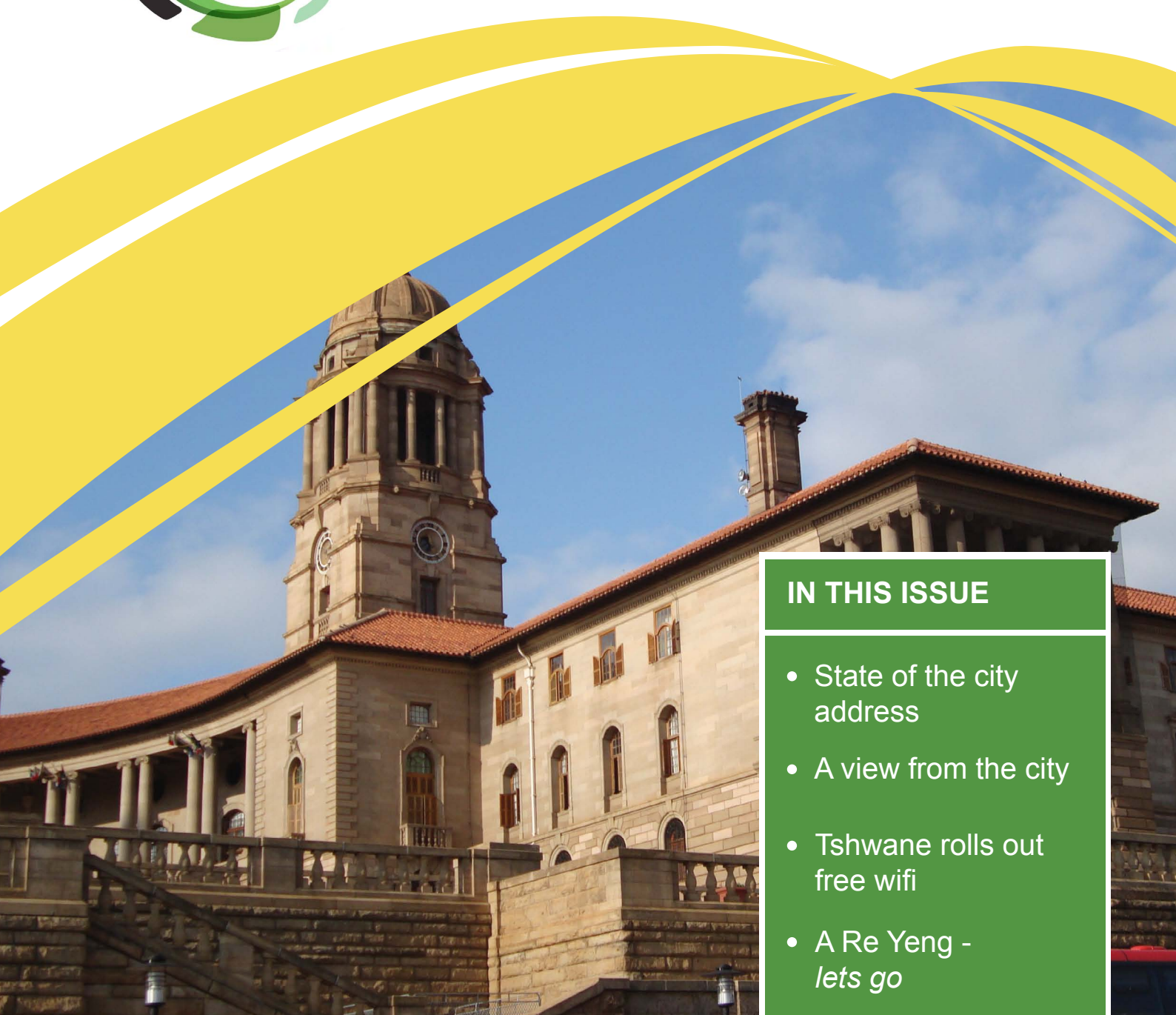
has by far the heaviest users for content.

Current research on internet connectivity impact on GDP growth shows that every 10% of internet connectivity translates to 1% of the GDP growth. This is according to the World Bank study on the effect of internet usage on a country's GDP.

Internet security is important for Project Isizwe, with the main beneficiaries being students; an allowance has been made for filtering of information, which will disenable access to sites that contain pornographic material.

The City is looking at numerous ways in which to enhance and improve service delivery using various interventions. Tshwane Free Wi-Fi project is one of those interventions that will transform Tshwane, placing it on the world map.





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- State of the city address
- A view from the city
- Tshwane rolls out free wifi
- A Re Yeng - *lets go*

