

Premier Helen Zille
Cabinet colleagues,
Honourable Speaker,
Honourable Members of the Legislature,
Friends and family,
Guests,

We have moved significantly from the crisis I encountered on assuming office in May 2009.

It is, however, my duty to report to you what the Department has done during those 10 demanding months, and what our plans are going forward.

PROGRAMME 1: ADMINISTRATION

The administration programme is allocated R200 million to fund the direction, strategy; management and corporate governance of the department.

Our intentions can be summed up in one phrase service delivery to our 5 million provincial citizens, and particularly to those two millions who live below the poverty datum line, lacking either adequate housing; or a job or enough to eat or, worst of all, all three.

I have made it clear to my staff that we have no other task; no other interest and no other charge than to serve these people with all our strength; ingenuity and energy so that during our term we will significantly expand freedom and opportunity for all our people.

This undertaking will require both outstanding management and the greatest commitment from every member of staff.

It is therefore appropriate to discuss the staff of the Department.

In the first four weeks of my tenure, I met all the staff and visited all the branches and undertakings. I also took the opportunity to present some 400 long service awards, which does not reflect well on my predecessors.

I was struck both by the potential and the loyalty to the dept of the staff I met.

At the beginning of my ministry, given the chaotic state of the department, and on the advice of the most senior officials in the administration, I requested the Premier to suspend the then HOD with a view to terminating his service.

Whilst all required procedures were scrupulously followed, the suspended HOD was found not guilty on all counts. His contract will expire at the end of April, and will not be renewed.

Whilst I regret and reject the findings of disciplinary hearing, I have no doubt that it was not only my statutory obligation to so proceed, but also that it was the right thing to do.

One senior manager has also been dismissed following a disciplinary process, and another process is currently being concluded. No further actions against senior staff arising during the previous administration are necessary or contemplated.

This enabled the Premier to appoint Mr Johan Fourie as my Acting HOD, in which capacity he remains to this day.

Together with his excellent management team, we have committed to a clear mission and strategic plan for the department, setting specific, measurable, achievable, realistic and time-bound goals for all the core responsibilities mandated to us.

We have set a new mission for the Department, one which speaks to the heart of our reason for being. It says that we develop and maintain appropriate infrastructure and related services for sustainable economic development which generates growth in jobs and facilitates empowerment and opportunity.

In addition, we have restructured the department to reflect the budget, and will shortly make the key management appointments to populate that structure.

Detailed policies are being set for every area of operation, creating consistency and reducing decision making and delivery lead times.

A comprehensive monitoring and evaluation system is being implemented, to be followed by work study evaluations in key areas. Accounting and supply chain functions are being centralized under the CFO.

I have personally communicated the values, strategy, structure and goals to the 600 senior and middle managers at meetings across the province.

The Department is thus poised to meet its first strategic objective of a clean, value-driven, efficient, effective and responsive operation committed to the successful achievement of its objectives.

I have made it clear to the management and staff that I expect the Department of Transport and Public Works to become the best in the administration the A team of the Western Cape that will also be a model for the other provinces to follow.

To the management and staff I say thank you for your effort until now, but the road ahead is going to be a tough one. We have much to achieve and always too little time in which to do it. Together we will make a difference, impacting positively on peoples lives and leaving a lasting legacy of positive change, creating opportunities for us, our children and our childrens children.

PROGRAMME 2: PUBLIC WORKS

The Department is the implementing agent for the provision, construction, upgrading and maintenance of accommodation and infrastructure for the provincial government. The Department has allocated R772 million to do this.

Most of the work undertaken by the department is on behalf of the Health and Education Departments, and is funded by them. Currently we are constructing some 13 schools which will accommodate over 15 600 learners.

Two major new hospitals Khayelitsha and Mitchells Plain - are in construction at a total cost of over R1 billion. Major upgrades and extensions are being undertaken at 9 hospitals. Nine clinics are being built or upgraded and three new ambulance stations are being constructed.

Some R377million will be expended on general projects including maintenance, as well as an allocation of R45 million for the upgrading and greenification of 4 Dorp Street.

PROPERTY MANAGEMENT

I am pleased to report that the Department has settled its first land claim in 16 years. What caused the delays in previous administrations is a matter for unpleasant speculation. We are currently working on another 4 land claims, and exploring the possibilities of meeting the needs of 87 Constantia claimants utilizing the Firgrove site.

We are finalizing proposals for the Porter Estate which will include the housing of small farmers. Part of our proposal is to open much of the estate to the people of the Province to whom it belongs. We have leased the Tokai Manor to SA National Parks who will restore and maintain it as their southern head office.

We have taken the truly wonderful Oude Molen proposals out of the box where a previous Minister inexplicably hid them, and they will become the model for integrated; mixed use/mixed income and sustainable communities across the Province.

REGENERATION

The provincial property portfolio has never been optimized in the past. This will now change.

It is now our policy to use public sector assets to generate private sector investment, and by leasing rather than selling our property assets, to secure new and perpetual cash streams.

In this way the massive maintenance backlogs can, over time, be reduced and eliminated.

Our strategic objective in this regard is the Cape Town Inner City Regeneration project is both the pilot and the flagship in optimizing our assets.

The existing properties of the Provincial Government in the Cape Town Central City constitute a significant opportunity for massively enriching the Central City infrastructure

and transforming the City away from its apartheid past and toward creating one of the great cities of the world.

The mission of this provincial government is to make the province one of the most ambitious, connected and green regions in the world in which people will be happy.

We will reinvigorate the urban areas and build livable communities. The Province and City are working to develop a common approach. Intersite and Transnets proposals complement this vision, and we welcome them as partners in the project. I call upon all interested people to join with us on this exciting journey in our new age of achievement.

The opportunities are boundless. All that is required is some innovative, joined-up thinking and generous doses of political will. The property portfolio of the provincial government in downtown Cape Town - the inner city - provides a golden opportunity to improve the central city infrastructure and transform the Province for generations to come. The property portfolio will provide the initial financial leverage for the regeneration project.

Our aim, simply put, is to use public sector assets to unleash investment by the private sector. This state-led initiative will, by 2014, regenerate the Cape Town CBD as the catalyst to propel Cape Town forward not only as a great global city, but one in which the last vestiges of apartheid are banished forever.

In time, we will take the lessons we learn to every community of this Province from the seas of Paternoster and Plettenberg Bay to the mountain slopes of the Hex River Valley and the arid beauty of the Karoo.

The Cape Higher Education Consortium (CHEC) constituted of a core membership drawn from the province's four higher learning institutions have established a reference group to provide us with a blueprint to translate this bold vision into reality. Phase 1 will be ready by mid April. In support of this project, the Department has allocated R10m in 2010/11 for initial research and planning.

PROGRAMME 3: ROADS INFRASTRUCTURE

The road infrastructure programme has been allocated R1.6 billion. Congestion on our roads has now exceeded the tipping point. The building of new roads and adding more lanes simply breeds more cars, which equals more congestion.

Accordingly it is my policy to build no further new roads except where new development requires it. In this light, I have cancelled the George by-pass, thereby achieving a future saving of R195.5 million.

I am also engaging with National Transport; National Treasury and SANRAL to persuade them to cancel the Knysna by-pass and the extensions to the R300, and divert the billions saved to public transport in the Western Cape.

Our strategic objective for roads is to improve the state of provincial road network. Whilst the improvements are not huge, they constitute a reversal of consistent deterioration over many years.

Currently, 34% of our roads are in poor condition. We have set ourselves the target of reducing that to 25% by 2014. In part this will be achieved by the reclassification of the road network in order to ensure that it is delivered and maintained in an integrated manner.

REINVIGORATING RAIL IN THE WESTERN CAPE.

The only way to drastically reduce the road maintenance burden is by reinvigorating rail as a major carrier of freight in the province. The restoration of rail to its rightful role in the province is key imperative for this province. Railway lines mirror all our major roads.

We aim to see rail once again draining the Olifants valley; bringing wheat and apples from the Overberg and, most importantly, in the carrying the lions share of containers between Cape Town and Gauteng.

We also look to a restoration of passenger services. However, Transnet needs to win back the trust of their potential customers. They need to build up their stock of locomotives and rolling stock, and exploit the full potential of Belcon as a meeting point for rail and road. They have undertaken to do this, and we, in turn, will engage with their potential customers when rail resources become available.

In addition, Transnet will dispose of most of their branch lines, including some of the scenic mountain routes. My department will actively seek concessionaires to develop these lines for tourism and freight.

My honourable colleague, the Minister of Finance, Economic Development and Tourism has long championed the Knysna to George line. I am delighted to inform the House that Transnet have agreed to transfer this line to the provincial government.

While we make this increasing shift to rail, we are working to maintain our existing roads. One of the key challenges we face is that the average age of our current professionals is 57 and the vacancy rate is 40%. The need to attract skilled and built environment professions remains paramount.

Currently, our most prestigious roads project is the upgrading of the Koeberg Interchange at a cost of R738m. The construction of Ramp A which provides a grade separated link between the M5 and the N1 in a southerly direction is 74% complete and will be completed by mid May. The widening of the M5 viaduct is 34% complete, while the realignment of the Salt River canal is complete.

Another major project nearing completion is the outbound bus/taxi lane on the N2.

Outside the metro, the upgrading of the road between Knysna and White Bridge is almost complete. R188m is being spent to protect the delicate lagoon edge and establish dedicated cycle and pedestrian lanes while maintaining the road.

Other major multi-year upgrading and rehabilitation works commencing this financial year include the Caledon/Hemel-en-Aarde; Broadlands/Sir Lowry's Pass; Worcester/Bainskloof; Nuwekloof and Wolseley with a total project value in the order of R620.

The department will spend a further R132 million on upgrading surfaced roads; R113 million on gravel roads and will make available R421 million to District Municipalities for road maintenance.

GOVERNMENT MOTOR TRANSPORT

GMT provides some 4500 vehicles to the administration; other state departments and the judiciary. These vehicles range from small sedans to a giant mobile crane. Ambulances and other emergency vehicles are assembled to our specifications by Western Cape engineering firms.

Within the Government Motor Transport entity, significant progress has been made with the implementation of the fleet management system (FleetMan) which is inclusive of our flagship initiative The Fleet Electronic Highway. We are prepared to share this know-how with others.

This would enable others to utilise the web based fleet management system and the resulting benefit in expenditure reduction will release financial resources for the growing needs of the wider community.

The biggest public policy challenge of our time is that posed by climatic change and the protection of our fragile environment.

The Premier has set the strategic objective of mainstreaming sustainability and optimizing resource use efficiency. I would like give one example of how my department is doing this.

The reduction of greenhouse gas emissions from the government vehicle fleet could play a contributing role in reducing carbon emissions in general. An assessment and research into options to reduce emissions will be undertaken in consultation with the provincial Department of Environmental Affairs and Development Planning. This is, after all, the government of joined-up policy.

We know that we must move away from a paradigm where our province is wired for the industrial age and reliant on huge amounts of fossil fuels towards a green province which has a negligible carbon footprint and uses its resources as a wise custodian.

I am very pleased to announce that, in line with the production of our own provincial ministerial handbook, Cabinet agreed on Wednesday that we reduce the amount that

can be spent on a ministerial car to the range between R363, 000 R510, 000. We trust that this lead will be followed by government throughout the country.

PROGRAMME 4: PUBLIC AND FREIGHT TRANSPORT

This programme has been allocated R787.227 million. Honourable Members will be aware that I frequently make use of public transport. Taken together with my years of cycling to work, I tend to have more of a worm`s eye view of transport than most. This perspective, together with information available to me as minister, has led me to some grave conclusions.

Public transport is in serious trouble in the Western Cape.

Golden Arrow Bus Services which is subsidized to the tune of R632 million has been steadily reducing its services and frequencies.

Metrorail has not delivered on its promises, and we are now short of 34 trainsets. As a result the peak time overcrowding on the Khayelitsha; Mitchells Plain and Kraaifontein lines has gone beyond any acceptable point.

Let me state very clearly that the way people have to travel on our trains is an affront to their dignity and their human rights. This is quite apart from the fact that we are sitting on a time bomb of a potentially lethal accident which could leave thousands dead.

I have made request after request for more trainsets. Transnet are able to build 600 coaches per annum, but are about to close their coach workshop because PRASA has not placed a single order.

I will continue to request more trainsets but a time may come where I turn more litigious by declaring an intergovernmental dispute against PRASA and Metrorail in a bid to compel them to fulfill their constitutional mandates.

The Minibus Taxi Industry (MBT) is in dire straits. Gross overtrading and road congestion is reducing their revenue by the day.

Despite my close and frequent engagements with all elements in the industry, unity the so-called one house continues to prove elusive.

This weeks strike with its attendant violence and intimidation is yet another example of the taxi fraternity shooting itself in both feet.

The MBT industry is our second most important public transport operator. As I have said before, the taxi industry is, despite imperfections, a dazzling example of what can be achieved by previously disadvantaged entrepreneurs without BEE handouts or subsidies, and in the face of myriad difficulties.

The MBT industry reflects the hard work and personal responsibility which are the defining characteristics of the open opportunity society that the Democratic Alliance intends to manifest in South Africa.

The DA is totally committed to preserving the well being of the industry and all its stakeholders. But the industry is held hostage by a tiny group of warlords.

Since 1994, 99 innocent people have died in taxi violence. Several of them were my friends.

It is my firm conviction that until we jail the taxi murderers and their masters, we will make no meaningful progress in transforming the industry.

The South African Police Service (SAPS) has failed the taxi industry. Over the last 16 years there has only been 16 convictions for 99 murders in the industry.

In the recent murders of Mr Kamaldien and Mr Benjamin, no arrests have been made despite the murders having been carried out publicly in broad daylight and in the presence of many witnesses.

This situation cannot continue.

Today, I serve notice that this administration will advertise the full list of unsolved murders and offer a substantial reward to anyone who provides credible information leading to the arrest of the perpetrators. I thank my colleague, the Minister for Community Safety, for already assisting us with case numbers for the slain.

I will not allow the belligerence of the minority enemy within to stand in the way of a unified and prosperous taxi industry for the many.

I have issued my policy on taxi violence; which is to curtail or freeze operations in a violent area until peace returns and the perpetrators of violence are in custody. This opens the way for sensible and pragmatic negotiations with the industry, where many of the associations are beginning to be supportive of what we are doing.

The few resisters who are waiting with bated breath for a change in policy should know I will not be moved.

But in the end, it is up to the taxi industry to get its house in order. Operating in concert, it has a dazzling future.

Were taxi operators to combine their clout in a business-like fashion, they would open a golden casket of new opportunities.

The replacement value of their fleet exceeds R2, 5 billion. They use 12 billion litres of fuel per annum. Their combined insurance bill exceeds R84 million.

Working together in an appropriate co-operative, they could broker deals that would save the industry hundreds of millions. Internal advertising, properly implemented like in the other great cities of the world, could be worth another R500 million.

This is the journey of hope on which I would like to take them.

Taxi industry concerns around Bus Rapid Transportation (BRT) are groundless. No viable BRT system can be implemented without their full involvement from planning to execution and without the certain assurance that they would not be worse off as a component of formal public transport.

MODAL SHIFT

Inspired by our new mission, the Department has begun to create a public transport system which serves all the citizens of the province.

We have set the strategic objective of bringing about a 13 percent modal shift from private to public transport in the City of Cape Town by 2014.

In this we are not just focused on Cape Town, but the entire province. Considerable progress has been made, for example, in George where we have successfully assisted the minibus taxi industry and their bus operator to form a company. They are now poised to negotiate a subsidised public transport service contract with the department. This is authentic developmental government: business and government working in partnership as equals.

INTELLIGENT TRANSPORT SYSTEM

Currently, 69% of our people use their own cars to get to work.

As public transport deteriorates, our roads become ever more congested. Many of our workforce are now spending up to 600 hours a year getting to and from work.

The only solution is a public transport system that is affordable; accessible; interconnected; safe; sustainable; scheduled; frequent during the peak period and operating at least 18 hours a day.

There is no need for further plans or consultants. We all know what has to be done.

Our strategic objective calls for the restoration of rail to full operating capacity of 130 train sets, the creation of bus trunk routes where rail does not operate, and the feeding of both systems by smaller passenger vehicles. The development of such an Intelligent Transport System is a no-brainer.

The time for long range planning is over; it is time for co-ordination and implementation by the main role players.

This is under way.

The city and the province now operate in a synergistic approach. All remnants of a pointless turf war have been dropped and both spheres will soon ratify a refined blueprint for public transport and will work together on its implementation. With the changing legislative environment, and the introduction of the new National Land Transport Act last December, the City and Province will shortly announce what functions the City intends to request be assigned to it.

Regulation is proceeding apace with significant improvements being made to the Provincial Operating Licence Board, the Transport Registrars' Office and the Dispute Resolution Unit. I recently appointed a new registrar who is already doing a sterling job.

Law enforcement is now invigorated and conducting routine and ongoing operations involving trucks; passenger carrying vehicles and cars with increasing confidence.

The issue of impounding lies behind the very recent strike.

Passenger carrying vehicles are only impounded where they do not have operating licences, or where they are operating on routes for which they are not licensed.

These crimes carry extreme dangers. Unlicensed vehicles will not have been checked for safety. Vehicles pirating on the routes of other operators trigger violence. Neither can be tolerated.

Let me make it clear so that there can be no misunderstanding.

Law enforcement will continue to impound such vehicles with my full backing, regardless of what lawless or disruptive actions certain elements employ to stop the impounding.

We will be opening another 6 to 8 pounds across the Province to house the increasing number of impounded vehicles. Impounding seriously focuses the industry's attention.

ROAD SAFETY

"The freedom of the open road is a dangerous myth it has been said. The death and destruction caused by the car, makes a travesty out of any discussion on freedom. With so many innocent people dead as a result of the wanton expression of individuality, we should really reassess our relationship with the car, and seriously reappraise our devastating concept of freedom."

This dangerous myth has been driven home to me by the death of 12 members of the Grootboom family on the Aberdeen road; the 14 youngsters burnt to death on the Keurboom Heights; the three cyclists torn to pieces outside Oudtshoorn, and many other scenes I have visited and survivors I have spoken to.

This government does not view public transport in isolation from the real world and the real lives people lead and the very real losses they suffer.

The success of every public transport system is intertwined with road safety. To this end, the province has launched a road safety programme called SAFELY HOME. I am delighted how the people of this Province are beginning to associate with this campaign.

Our strategic objective in terms of road safety is to halve the death toll by 2014, a saving of some 800 lives per year.

To give momentum to the Safely Home programme, we have commissioned the University of Cape Town to conduct a comprehensive study to develop practical measures for the Department to compile accurate statistics for road accident and fatalities. This will also underline the actual causes of accidents and fatalities, and identify the most fatal roads and times they occur.

We will use the findings and recommendations of the study as intelligence for our law enforcement and engineering interventions. In parallel, we will develop and implement awareness campaigns that will help take our message to make our roads safe to all the people of the province. The study will also, if necessary, inform any legislative amendments that we should be made to intensify our fight against road users that put the lives of others at risk.

SAFELY HOME has invigorated the fight against dangerous driving behaviour. Any road killers now know they will face the full force of the rule-of-law. Drunk drivers; speedsters, and illegal public transport operators now know that we will nail them if they dare take the irresponsible chance to disregard the rules of road.

The Western Cape will not be a haven for reckless driving; drunk driving; unsafe public transport or private vehicles and illegal operators.

Last December, your DA government opened the state-of-the-art SHADOW Centre in Athlone. The centre, which has tested over 1000 suspected over-the-limit drivers, was sponsored by South African Breweries. Of grave concern is that some of the people that have been tested at SHADOW are magistrates, off-duty traffic officers and lawyers! We will be opening another two SHADOW Centres in the year ahead. There soon will be nowhere for over-the-limit road killers to hide.

To support the safely home programme, my department has allocated just shy of R5m. One of the biggest challenges in setting a target of halving road fatalities over five years, is to have accurate statistical information. Obviously one road death is too many, but we will never eliminate this scourge from society if we cannot set targets, measure them accurately and determine specific interventions to change peoples behaviour. As well as the excellent work of UCT, we are also drawing upon the invaluable information from Community Safety and Health.

We need to be brave enough to say to someone who has been drinking, that we will not get into the vehicle with them behind the wheel. We have to be prepared to not get on public transport that is unsafe, where doors do not close or tyres are worn. We have to be prepared to ensure that our pedestrians and cyclists are treated as courteously as possible on our roads. Basically, we need to respect one another and value each persons life that we come across this is at the heart of Safely Home.

Our law advisors are currently considering provincial road legislation.

Initially this will be confined to banning the use of emergency lights for all but emergency vehicles and the determining of the distance at which cyclists are to be overtaken.

We hope to extend our powers to deal decisively with bus companies that regularly bring unsafe and/or unlicensed vehicles into the Province; or who fail to satisfactorily roster driver shifts.

PROGRAMME 5: TRAFFIC MANAGEMENT

Traffic management is the regulatory and administrative machine that lies at the heart of road-based mobility and the Department has been allocated R227.316 million.

The Province is recognized as the front runner in traffic management.

On the advice of the department, we have decided not to license left hand drive and unconventional vehicles.

We have not increased Motor Vehicle License Fees (MVLFs) for 5 years, and will not do so for the next three years.

Nevertheless, the poor judgment of previous administrations still leaves us in a situation where our provincial licenses are, by a wide margin, the most expensive in South Africa.

This in turn has led to substantial loss of revenue as a result of fleet and truck owners registering their vehicles in other provinces.

We are currently determining whether the high license fees balance the loss of license fees to other provinces. The outcome of this investigation will determine the action to be taken.

PROGRAMME 6: COMMUNITY BASED PROGRAMMES

The Department has allocated R71.68 million for community based programmes. This Department is the overall custodian of the Expanded Public Works Programme in the Western Cape.

The overall provincial target for the year is set at 24,307 work opportunities, and according to the National Department of Public Works 3rd quarter audited report, 24,142 opportunities had been created by 31 December 2009. In the infrastructure sector, the target of 8,230 has been surpassed by 2,300.

As a result, I am pleased to announce that the Department of Transport and Public Works has, thus far, been allocated R11.090 million from the EPWP Incentive Grant for the Infrastructure Sector due to its positive performance. The funds have been split

between roads infrastructure and public works to be re-invested in further EPWP projects.

We have also received an indicative allocation of R22. 718million in 2010/11 for anticipated performance in EPWP during the year.

Other key programmes will continue in the EPWP and I am especially pleased to announce that we will be combining the Women in Construction Awards event this year with EPWP awards and other construction awards into a Construction Oscars event later in the year.

We have so much to celebrate when we look at the construction industry and we should be saying well done and thank you to the people who make the Western Cape the beautiful Province it is.

Mr Speaker, this DA government believes that education is the best investment we can make in the future. Human capital is the twenty-first century gold and oil of the knowledge-based economy. I am sure that Minister Grant will agree that education, education, education is our common battle cry!

The Department currently provides bursaries through its Masakh iSizwe programme to 283 students in Engineering and Built Environment fields in order to address an anticipated long terms skills shortage within the Department for these disciplines. These include civil, mechanical and electrical engineering as well as quantity surveying, architecture, transport planning, town and regional planning, geomatics, electro-mechanical engineering and construction management.

We are particularly proud of this programme and the 62 graduates who are working in the Department. I am delighted that some of our graduates are with us today. One such graduate is Michael Tladi, who was awarded a special Faculty of Engineering and the Built Environment award as a student who has overcome all odds to graduate. This award, given to Michael in May 2009 was a first for the faculty and will be conferred annually. Michael graduated with a BSc in mechanical engineering in December 2009 and is now an employee of my department.

Michael tells how he survived on the streets from the age of five until he was in Grade 11, selling goods on street corners and using the income to buy food and go to school. While in Grade 11, missionaries from the United States helped him enroll at UCT, where he joined the extended academic programme in EBE.

When Michael was given the award, he said This award has brightened my day and regenerated my souls smile. This is proof that well-targeted government intervention can impact in a truly magnificent way on our people.

Internally, the Department provides bursaries to 116 staff member for part-time studies. These studies are centered on boosting public procurement and supply chain management, project management, engineering and built environment sciences and transport management capacity within the Department. In total, approximately R8

million is allocated per annum for the next three years to support the departmental bursary programmes.

Finally, on the April 1, our first 12 apprentices commence their indentures at the Bellville workshop, thus restoring a tradition that this department should be the nursery of technical skills in the province.

It is hard to imagine what kind of idiocy closed down the original schemes.

We will increment the program each year, and extend it to other workshops.

CONCLUSION

Finally, I speak again about the staff of over 1,700 who make up the Department of Transport and Public Works. I have traveled throughout the Western Cape to each of our offices, met road workers, architects, administrative staff, junior, middle, and senior management alike. I have been inspired by the commitment that so many of our staff show to the Department. In the short time I have been here I have handed out 20; 30 and 40 year long service awards to nearly one third of my staff.

My sincere thanks to HOD Fourie and his management team of Cedric Ismay; Jacqui Gooch; Thando Mguli; Yasir Ahmed; Hannes Mouton and Darryl Jacobs, and through them to every member of the staff.

Also to my ministerial staff of Jon Cayzer; Bles Smit; Solly Malatsi, Kulsum Parker, Zulfah Mohammend and Auntie Yvonne.

Special love to my lovely ladies Margaret, Frith and Erin you light up my life.

To my colleagues in this house put away your skepticism; catch the dream and let us amaze ourselves.

Safely Home. Veilig Tuis. Khuselekileyo Ekhaya.

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