

PUBLIC COMMENTS MADE

WRITTEN SUBMISSIONS (APPLICABLE TO THE WHOLE METRO)PUBLIC COMMENTS RECEIVED ON DRAFT 2026/2027 (REVISED) INTEGRATED DEVELOPMENT PLAN (IDP)
AND DRAFT MEDIUM TERM REVENUE AND EXPENDITURE FRAMEWORK BUDGETFOR CONSIDERATION BY THE TOP MANAGEMENT TEAM, BUDGET STEERING COMMITTEE AND
COUNCIL

Community Need / Issue			Description	Management Comments
DRAFT PROPERTY RATES POLICY 2026/2027				
Draft Property Rates Policy 2026/2027	1	Clause 7: Definitions	2.1 "Act" "Act" must be replaced with "MPRA". Please ensure that the alphabetical order is maintained.	FINANCE
Draft Property Rates Policy 2026/2027	2.2	"Business and commercial"		FINANCE

Community Need / Issue	Description	Management Comments
DRAFT PROPERTY RATES POLICY 2026/2027		
	<p>2.2.1 The inclusion of properties that are used for the trading and hunting of game in the definition will have a devastating effect on the financial viability of these properties. The monthly rates on a farm where game is hunted will increase by a factor of 10 or 1 000%. It will wipe out game farms.</p> <p>The rating of these farms should not be different from a farm that is used for the grazing of livestock. It should be noted that the unit value of a game farm is typically higher than that of a farm used for livestock grazing, and higher rates are collected from game farms. The explicit exclusion of these properties from the definition of agricultural properties does not mean that they must be included in the "Business and commercial" category.</p> <p>The alternative is to create a separate category for game farms with a ratio slightly higher than the prescribed ratio for agricultural properties.</p>	

Community Need / Issue		Description	Management Comments
DRAFT PROPERTY RATES POLICY 2026/2027			
Draft Property Rates Policy 2026/2027		<p>2.2.2 There is no rationale to include hostels, flats, communes and old age homes in the ‘Business and commercial ’ category.</p> <p>Hostels typically provide inexpensive lodging for a specific group, such as students or workers.</p> <p>A commune is a group of people living together and sharing possessions and responsibilities.</p> <p>Flats are a suite of rooms forming one dwelling within a larger building containing several such dwellings.</p> <p>Old age homes, also referred to as retirement homes or old people’s homes, are multi-dwelling facilities intended for the elderly. Old age homes that are not owned by a Public Benefit Organisation will not qualify for the 100% rebate (refer to clause 9.3.3)</p> <p>All of the above are used for human habitation, and it is, in principle, not different from the building for human habitation on an erf in a township. These properties serve as the primary residence of the occupants.</p> <p>The fact that rental may be paid by the occupants of these properties cannot be the criteria to categorise these properties as “Business and commercial”.</p>	FINANCE

Community Need / Issue	Description	Management Comments
DRAFT PROPERTY RATES POLICY 2026/2027		
	<p>The use of these properties remains for residential purposes.</p> <p>The position that residential properties used for rental purposes should be classified as “Business and commercial” should equally apply to dwellings that are let out. A clear distinction must be drawn between use as a primary residence (ordinary habitation) and use for holiday or short-term accommodation purposes.</p> <p>This definition conflicts with the definition of “residential property’ in the MPRA¹ and should be removed because the definition in the MPRA takes precedence over the definition in the rates policy.</p> <p>Section 3(1) of the MPRA states that the policy must be consistent with the MPRA.</p> <p>A property used for residential purposes must be categorised as “Residential property”.</p>	

Community Need / Issue		Description	Management Comments
DRAFT PROPERTY RATES POLICY 2026/2027			
Draft Property Rates Policy 2026/2027	2.3	<p>“Residential property”</p> <p>The definition could be ultra vires as it conflicts with the MPRA definition. There are numerous judgments confirming that a rates policy is subject to the MPRA and regulations.</p> <p>The definition should reflect the amendments to the definition in the MPRA.</p> <p>The MPRA definition refers to “residential purposes”. It is suggested that a definition for “residential purposes” be included in the policy, and the MPRA definition be included verbatim in this policy.</p>	FINANCE
Draft Property Rates Policy 2026/2027	3	<p>Clause 9: Rates relief measures relating to categories of property and categories of owners of property.</p> <p>3.1 Clause 9.1 Exemptions</p> <p>Rural areas are defined as “a geographic area that is located outside cities and towns...”.</p> <p>Is it the intention to exempt all privately owned land outside proclaimed townships?</p>	FINANCE

Community Need / Issue	Description	Management Comments
DRAFT PROPERTY RATES POLICY 2026/2027		
	<p>If it is not, the definition should be amended to exclude these properties.</p> <p>3.2 Clause 9.2 Exclusions</p> <p>Section 17(1) of the MPRA lists the properties that may not be rated or are excluded from the payment of property rates. Why are only religious properties and the R15 000 exclusion on residential properties mentioned?</p> <p>Exclusions constitute a statutory limitation on the rating powers of municipalities and should not be regarded as relief measures, as implied by the heading of clause 9. The clause should therefore be relocated under a separate heading titled “Exclusions.”</p> <p>3.3 Clause 9.3.2: Disabled or medically boarded persons</p> <p>The reference should be to clause 7 and not Section 7.</p> <p>3.4 Clause 9.3.3 Public Benefit Organisations and not for gain institutions</p>	

Community Need / Issue	Description	Management Comments
DRAFT PROPERTY RATES POLICY 2026/2027		
	<p>3.4.1 Is it realistic to set a deadline of 30 June? A realistic deadline of 31 August is suggested.</p> <p>It also means the applications must be submitted before the rates policy is approved.</p> <p>3.4.2 Exemptions should be backdated to the date of qualification.</p> <p>3.5 Clause 9.3.6: General Relief</p> <p>It is unclear why it is stated that “this rebate will not be granted on an individual basis.”</p>	
Draft Property Rates Policy 2026/2027	<p>4 General</p> <p>It is recommended that the policy’s effective date be included.</p>	FINANCE

Community Need / Issue	Description	Management Comments
TARIFF INCREASES 2026/2027		
Electricity Tariff	<ol style="list-style-type: none"> 1. Align electricity tariff increases with or below NERSA-approved guidelines (9.01%), rather than exceeding them. 2. Prioritise aggressive reduction of electricity losses (currently $\pm 27.5\%$), including: <ul style="list-style-type: none"> ○ Upgrading ageing infrastructure ○ Reducing technical losses through network optimisation ○ Addressing illegal connections and electricity theft 3. Strengthen implementation of smart metering systems and advanced monitoring technologies. 4. Improve revenue protection strategies, including billing accuracy and enforcement mechanisms. 5. Ensure that tariff increases are not used as a substitute for operational inefficiencies, particularly those disallowed by NERSA. 6. Enhance transparency in reporting electricity losses and reduction targets. 7. Accelerate implementation of the Electricity Business Improvement and Investment Plan. 8. Introduce targeted support measures for low-income households to mitigate affordability impacts. 	FINANCE / ELECTRICITY & ENERGY TRADING SERVICE

Community Need / Issue	Description	Management Comments
TARIFF INCREASES 2026/2027		
	<p>9. Improve collection rates and reduce non-payment levels, particularly within high-consumption user groups.</p>	
Water Tariffs	<ol style="list-style-type: none"> 1. Prioritise aggressive reduction of Non-Revenue Water (NRW) through: <ul style="list-style-type: none"> ○ Leak detection and repair programmes ○ Infrastructure rehabilitation and replacement ○ Pressure management systems 2. Ensure that tariff increases are not used to compensate for system inefficiencies, particularly water losses. 3. Align water tariff increases more closely with bulk input cost increases (5.33%) rather than exceeding them significantly. 4. Improve metering accuracy and billing systems to reduce commercial losses. 5. Implement transparent reporting on NRW reduction progress, including clear annual targets. 6. Strengthen enforcement against illegal connections and water theft. 7. Provide targeted tariff relief or cross-subsidisation mechanisms for low-income households. 8. Accelerate implementation of the Water & Sanitation Business Improvement and Turnaround Strategy. 	FINANCE / WATER & SANITATION TRADING SERVICE

Community Need / Issue Description		Management Comments
TARIFF INCREASES 2026/2027		
Sanitation Tariffs	<ol style="list-style-type: none"> 1. Link tariff increases to clear, measurable improvements in sanitation infrastructure and services. 2. Improve the efficiency of wastewater treatment works (WWTWs). 3. Ensure transparent reporting on how sanitation revenue is utilised. 4. Explore cost optimisation measures within sanitation operations. 5. Protect low-income households through subsidies and equitable tariff structures. 	FINANCE / WATER & SANITATION TRADING SERVICE
Refuse Removal Tariffs	<ol style="list-style-type: none"> 1. Ensure tariff increases are linked to improved service delivery and operational efficiency. 2. Accelerate implementation of the Solid Waste Performance Improvement Action Plan (PIAP). 3. Improve waste management efficiency to reduce operational costs. 4. Introduce cost recovery mechanisms for high-waste generators (commercial sector). 5. Enhance transparency and reporting on waste management expenditure. 	FINANCE / SOLID WASTE & ENVIRONMENTAL MANAGEMENT
Property Rates	<ol style="list-style-type: none"> 1. Ensure that rates revenue is efficiently managed and protected, reducing leakages and inefficiencies. 	FINANCE / ECONOMIC DEVELOPMENT & AGENCIES /

Community Need / Issue	Description	Management Comments
TARIFF INCREASES 2026/2027		
	<ul style="list-style-type: none"> 2. Improve billing accuracy and valuation roll credibility to strengthen revenue without increasing tariffs. 3. Strengthen revenue collection mechanisms, particularly within higher-value properties. 4. Expand the rates base through formalisation and new developments, rather than relying on tariff increases. 	SPATIAL PLANNING & DEVELOPMENT

Community Issue	Need / Description	Management Comments
FINANCIAL MANAGEMENT		
Financial Sustainability and Revenue Weaknesses	<ol style="list-style-type: none"> 1. Strengthen revenue collection systems and billing accuracy. 2. Implement targeted strategies to reduce outstanding debtors. 3. Diversify revenue sources through economic development and investment attraction. 4. Introduce cost-containment and expenditure efficiency measures. 5. Prioritise infrastructure-related capital and maintenance expenditure. 6. Improve financial planning and forecasting processes. 7. Develop a comprehensive long-term financial sustainability strategy aligned to IDP priorities. 8. Improve transparency in financial reporting to strengthen investor and stakeholder confidence. 	FINANCE
Budget Financial Pressures, Infrastructure Investment Risks	<ol style="list-style-type: none"> 1. Rebalance the budget to prioritise capital investment in critical infrastructure, particularly in key economic nodes. 2. Increase repairs and maintenance expenditure toward the 8–10% benchmark to protect existing assets. 3. Strengthen revenue management and collection systems to improve the collection rate beyond current levels. 	FINANCE / ECONOMIC DEVELOPMENT & AGENCIES / EPMO

Community Issue	Need / Description	Management Comments
FINANCIAL MANAGEMENT		
	<ol style="list-style-type: none"> 4. Reduce reliance on tariff increases by prioritising efficiency gains and reduction of system losses (water and electricity). 5. Implement cost containment measures to control growth in operational expenditure. 6. Align expenditure more closely with core service delivery and infrastructure priorities, reducing non-essential spending. 7. Develop a long-term financial sustainability strategy that integrates revenue, expenditure, and infrastructure investment planning. 8. Enhance financial transparency and reporting, particularly in relation to trading services and infrastructure spending. 9. Leverage external funding sources, including Development Finance Institutions (DFIs) and PPPs, to support infrastructure delivery. 10. Improve asset management and lifecycle planning systems to ensure sustainable infrastructure investment over time. 	

Community Need / Description Issue	Management Comments	
IDP AND BUDGET PROCESS		
Accessibility of the Draft IDP Document	<ol style="list-style-type: none"> 1. The Municipality should ensure that all draft IDP and budget documents are: <ul style="list-style-type: none"> ○ Prominently published and easily accessible on the official website ○ Clearly categorised and searchable, with direct download links ○ Accompanied by public notices and communication indicating availability 2. Introduce standardised digital access protocols, ensuring that all statutory documents are uploaded timeously during public participation periods 3. Improve stakeholder communication channels, including notifications to key stakeholders such as SAPOA, to ensure broader engagement 4. Monitor and ensure compliance with legislative requirements relating to transparency and public participation. 	IDP / COMMUNICATIONS

BULK INFRASTRUCTURE & SERVICE DELIVERY

Community Need / Issue	Description	Management Comments
<p>Infrastructure Backlogs and Service Delivery Failures</p>	<ol style="list-style-type: none"> 1. Develop and implement a prioritised, spatially aligned infrastructure investment plan focusing on key economic nodes. 2. Ring-fence funding for bulk infrastructure upgrades and backlog eradication programmes. 3. Implement preventative maintenance programmes to reduce infrastructure deterioration. 4. Introduce real-time monitoring systems to manage water losses, electricity theft, and network failures. 5. Expand utilisation of PPP and blended financing models to support infrastructure rollout. 6. Strengthen enforcement and asset protection mechanisms to reduce vandalism and illegal connections. 7. Develop a detailed, transparent infrastructure project pipeline (including WWTWs and bulk services), with clear timelines, budgets, and implementation responsibilities. 8. Align infrastructure delivery with spatial planning and economic development priorities to ensure infrastructure supports investment-led growth. 	<p>EPMO / FINANCE / ALL TRADING SERVICES / INFRASTRUCTURE SERVICES / SPATIAL PLANNING & DEVELOPMENT</p>

BULK INFRASTRUCTURE & SERVICE DELIVERY

Community Need / Issue	Description	Management Comments
Infrastructure Maintenance and Asset Management	<ol style="list-style-type: none"> 1. Develop and implement a comprehensive infrastructure maintenance strategy. 2. Ring-fence funding for repairs and maintenance. 3. Adopt a lifecycle asset management approach. 4. Implement predictive maintenance systems and condition assessments. 5. Explore PPP models for infrastructure maintenance support. 6. Strengthen security measures to reduce vandalism and theft. 7. Rebalance capital budgets to ensure adequate allocation towards maintenance relative to new infrastructure. 8. Improve asset register accuracy and integrate asset management into financial and planning systems. 	EPMO / FINANCE / ALL TRADING SERVICES / INFRASTRUCTURE SERVICES / PUBLIC SAFETY & EMERGENCY SERVICES
Repairs and Maintenance	<p>Increase the repairs and maintenance budget, with a dedicated allocation for informal settlements</p> <p>The overall repairs and maintenance budget stands at just 1.3% of the value of property, plant and equipment — far below the National Treasury benchmark of 8%. We urge the Metro to increase the allocation to be closer to the National Treasury benchmark and ringfence funding for repairs of informal settlement water and sanitation infrastructure.</p>	EPMO / FINANCE / ALL TRADING SERVICES / INFRASTRUCTURE SERVICES / SPATIAL PLANNING & DEVELOPMENT
Repairs and Maintenance	<p>While the overall repairs and maintenance budget has increased marginally (see Table 5), two concerns stand out. First, there is no dedicated allocation for water and sanitation infrastructure</p>	FINANCE / ALL TRADING SERVICES /

BULK INFRASTRUCTURE & SERVICE DELIVERY

**Community Need /
Issue**

Description

Management Comments

in informal settlements. Second, at 1.3% of the value of property, plant and equipment, the Metro is budgeting far below the 8% benchmark set by National Treasury.

**INFRASTRUCTURE
SERVICES**

Table 5: Repairs and maintenance by asset class

Detail of expenditure [R]	Full year forecast 2025/26	Draft Budget 2026/27	Draft Budget 2027/28	Draft Budget 2028/29	% increase from FY Forecast 2025/26 to draft 2026/27
Water Supply Infrastructure	1 962 000	2 035 000	2 102 000	2 169 000	4%
Sanitation infrastructure	41 485 000	43 020 000	44 440 000	45 862 000	4%
Total repairs and maintenance	450 800 000	463 498 000	480 824 000	498 715 000	3%
R&M as % of PPE	1.2%	1.3%	1.4%	1.5%	

Source: Supporting Table SA34c Consolidated repairs and maintenance by asset class as contained in Annexure Y: A1 Consolidated Schedule for the 2026/27 draft budget

BULK INFRASTRUCTURE & SERVICE DELIVERY

Community Need / Issue	Description	Management Comments
	<p>The impact of inadequate budgeting for repairs and maintenance will be compounded because of the metro’s lack of investment in new toilets and taps. As informal settlements continue to grow, more residents will have to share communal taps and toilets, which will accelerate wear and tear and drive up the need for repairs.</p> <p>Asivikelane calls on the Metro to significantly increase its repairs and maintenance budget — with a dedicated allocation for water and sanitation in informal settlements — to move closer to the National Treasury benchmark.</p>	

WATER, SANITATION AND STORMWATER

Community Need / Issue	Description	Management Comments
Water for Informal Settlements	<p>Restore informal settlement water budget allocations to at least their 2025/26 adjusted levels</p> <p>Overall, the budgets for informal settlements water provision have been cut by 22.5%, with coastal allocations reduced by 37% — despite the Metro's own data showing 6% of households still receive water below the RDP standard. A clear rationale must be provided for any reductions.</p>	WATER & SANITATION TRADING SERVICE
Sanitation for Informal Settlements	<p>Reinstate or replace the 'Sanitation Facilities in Informal Settlements' project.</p> <p>The budget for this project has been cut from R10.4 million to zero with no replacement project identified — despite the Metro's own IDP acknowledging that informal settlements are growing and identifying communal facilities as the key sanitation intervention. The Metro must confirm whether the project has been phased out and if so, why; and indicate which project, if any, will now fund the installation of new toilets; and specify what type of toilets will be provided going forward.</p>	WATER & SANITATION TRADING SERVICE
Ablution facilities in informal settlements	<p>The Metro does not indicate how many of its flush toilets are communal facilities in informal settlements. Communal ablution facilities — which generally include a basin with a tap and a standpipe and are provided at a ratio of one toilet per ten households — are the key intervention for sanitation access in the Metro's informal settlements, with Ventilated Improved Pit toilets provided in rural and peri-urban areas.</p>	HUMAN SETTLEMENTS

WATER, SANITATION AND STORMWATER

Community Need / Issue	Description	Management Comments
	<p>Evidence collected by the Asivikelane Initiative since 2020 shows that these facilities are frequently broken, blocked, and dirty. A key reason is that far too many households share a single toilet, well above the Metro's own target of ten households per toilet. Reported faults often go unrepaired for extended periods, leaving residents without safe, hygienic, or dignified sanitation. The absence of bins near these facilities further undermines residents' ability to dispose of sanitary and other waste with dignity and contributes to blocked toilets.</p> <p>In December 2025, Asivikelane partner Positive Impact Defined surveyed residents across five informal settlements in Buffalo City about their sanitation experiences. 98% relied on communal flush toilets. When asked what deterred them from using these facilities, 59% cited dirty toilets, 33% reported blockages, 31% flagged broken or damaged toilets, and 27% felt unsafe. Three-quarters of residents specifically mentioned that they felt unsafe using these toilets at nights.</p>	
Cutting the budget allocation for informal settlement sanitation	<p>Asivikelane has consistently advocated for increased allocations to the 'Sanitation Facilities in Informal Settlements' project to help the Metro meet its own targets. Despite incremental budget increases in prior years, this project has been omitted from the 2026/27 capital budget — after an allocation of R10.4 million in its adjusted 2025/26 budget (see Table 3). The budget does not include any project which can be considered a replacement.</p>	WATER & SANITATION TRADING SERVICE

WATER, SANITATION AND STORMWATER

Community Need / Issue	Description	Management Comments
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This is concerning, as the Metro’s own Draft 2026/27 IDP acknowledges that informal settlements are growing and continues to identify communal facilities as the key sanitation intervention — yet has made no provision to fund them.²

Table 3: Sanitation Facilities in Informal Settlements

Project Description [R']	2024/25 audited outcome	2025/26 adjusted budget	2026/27 draft budget	2027/28 Draft Budget	2028/22 Draft Budget	% decrease from 2025/26 adjusted to 2026/27 draft
Sanitation Facilities in informal settlements	9 761 053	10 448 000	0	0	0	100%

Source: Page 147 of the draft 2026/27 MTREF: Annexure Y: A1 Consolidated Schedule³

The Metro is urged to:

1. Confirm whether the project has been phased out, and if so, why?

² Page 146 of the draft revised 2026/27 IDP

³ All 2026/27 draft budget documents available for download from: <https://www.buffalocity.gov.za/folder.php?id=D5E4A55>

WATER, SANITATION AND STORMWATER

Community Need / Issue	Description	Management Comments
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2. Indicate which project, if any, will now provide new toilets in informal settlements.
3. Indicate what type of toilets will be provided going forward, and whether communal flush toilets will continue to be the primary intervention.

Informal settlements water projects reduced

The Metro aims to provide communal standpipes within 200m of all households — the RDP standard for water access. Despite 6% of households still receiving water below this standard, the Metro has cut the total allocation for water projects in informal settlements by 22.5%.

WATER & SANITATION TRADING SERVICE

Table 4: Informal settlement water projects

Water department programme [R']	Adjusted Budget 2025/26	Draft Budget 2026/27	Draft Budget 2027/28	Draft Budget 2028/29	% increase/ decrease from adjusted budget 2025/26 to draft 2026/27 budget.
Water mains-informal settlements inland	7 313 583	5 656 791	10 656 791	11 722 470	-22.7%
Water supply - informal	8 358 380	5 268 785	10 268 785	11 295 664	-37.0%

WATER, SANITATION AND STORMWATER

Community Need / Issue	Description						Management Comments
	settlements coastal						
	Distribution mains informal settlements midlands	9 403 178	8 500 000	13 500 000		14 850 000	-9.6%
	TOTAL Informal settlements water	25075141	19425576	34425576		37868134	-22.5%
<p>These projects provide for the installation of bulk infrastructure and taps in informal settlements. These cuts are a serious concern, given the Metro's acknowledgement that the number of informal settlements is increasing, and the existing backlog it has to address.</p>							

ILLEGAL DUMPING SITES, REFUSE REMOVAL

Community Need / Description Issue		Management Comments
Refuse Removal	<p>Allocate a dedicated budget for waste removal and bins in informal settlements</p> <p>There is currently no dedicated budget for waste removal in informal settlements or for bins near communal toilets, contributing directly to blockages, poor hygiene, and indignity — particularly for women and girls.</p>	<p>SOLID WASTE & ENVIRONMENTAL MANAGEMENT</p>
Refuse removal in informal settlements	<p>There is no specific allocation for waste removal services in informal settlements in the Metro's operating budget, nor a specific allocation for waste containers in informal settlements. Bins near communal toilets are essential — without them, residents have nowhere to dispose of sanitary waste and nappies, leading to blocked toilets and added pressure on the repairs and maintenance budget. This gap falls hardest on women and girls. The Metro must allocate funding for both continuous waste removal and bins near communal toilets in these areas.</p>	

SAFETY & SECURITY

Community Need / Issue	Description	Management Comments
Safety	<ol style="list-style-type: none"> 1. Strengthen law enforcement and by-law compliance mechanisms. 2. Invest in urban surveillance systems and public safety infrastructure. 	<p>PUBLIC SAFETY & EMERGENCY SERVICES / SPATIAL PLANNING & DEVELOPMENT</p>

LAND & CONSTRUCTION OF HOUSES, RECTIFICATION OF HOUSES, TITLE DEEDS

Community Need / Issue	Description	Management Comments
Urban Management, Safety, and CBD Decline	<ol style="list-style-type: none"> 1. Establish City Improvement Districts (CIDs) or managed precincts in priority areas. 2. Strengthen law enforcement and by-law compliance mechanisms. 3. Invest in urban surveillance systems and public safety infrastructure. 4. Develop and implement a CBD-focused urban regeneration strategy. 5. Introduce incentives for refurbishment and redevelopment of buildings. 6. Strengthen public-private partnerships for urban management initiatives. 7. Implement targeted place-based interventions with dedicated budgets in high-risk nodes (e.g. CBD, Quigney). 8. Enhance coordination between municipal departments responsible for safety, planning, and infrastructure to improve urban management outcomes. 	
Development Planning	<ol style="list-style-type: none"> 1. Establish proactive land management systems to protect strategic land parcels. 	<p>SPATIAL PLANNING & DEVELOPMENT / PUBLIC SAFETY & EMERGENCY SERVICES</p>

LAND & CONSTRUCTION OF HOUSES, RECTIFICATION OF HOUSES, TITLE DEEDS

Community Need / Issue	Description	Management Comments
	2. Enhance land invasion response and enforcement mechanisms, particularly in strategic areas.	

ECONOMIC DEVELOPMENT, JOB CREATION, SKILLS DEVELOPMENT, EMPLOYMENT, LEARNERSHIPS, SHOPPING CENTRE/MALL, SMMES, TOURISM, TRAINING

Community Need / Issue	Description	Management Comments
Economic Strategy	<ol style="list-style-type: none"> 1. Prioritise spatially targeted economic development interventions focused on high-potential nodes, including East London CBD, ELIDZ corridor, and Bhishe/Qonce. 2. Introduce investment incentives, such as rates rebates, bulk infrastructure support, and fast-tracked approvals, to stimulate private sector development. 3. Establish a formalised public-private partnership (PPP) platform, incorporating SAPOA and other stakeholders, to facilitate coordinated investment and urban regeneration initiatives. 4. Develop an integrated economic development strategy that clearly links spatial planning, infrastructure investment, and 	<p>ECONOMIC DEVELOPMENT & AGENCIES</p>

ECONOMIC DEVELOPMENT, JOB CREATION, SKILLS DEVELOPMENT, EMPLOYMENT, LEARNERSHIPS, SHOPPING CENTRE/MALL, SMMES, TOURISM, TRAINING

Community Need / Issue	Description	Management Comments
	<p>sector-specific growth opportunities, ensuring alignment across municipal departments.</p> <p>5. Implement sector-focused development programmes (e.g. automotive, logistics, agro-processing) to leverage existing competitive advantages such as the port and ELIDZ.</p> <p>6. Define and incorporate measurable economic performance indicators within the IDP (e.g. investment value attracted, jobs created, SMME participation rates).</p> <p>7. Improve development approval efficiency and reduce administrative delays to unlock private investment.</p> <p>8. Strengthen formalisation strategies for the informal economy, including support mechanisms and regulatory integration, to broaden the municipal rates base and improve economic inclusivity.</p>	

INSTITUTIONAL CAPACITY AND GOVERNANCE CONSTRAINTS

Community Need / Issue	Description	Management Comments
Fault Reporting	<p>Invest in a functional fault reporting system for the Metro and ensure it is accessible to informal settlement residents</p> <p>The system should fit the needs of informal settlement residents so that broken taps and toilets are repaired promptly and transparently, without relying solely on ward councillors as intermediaries.</p>	CUSTOMER CARE
Human Resource Capacity	<ol style="list-style-type: none"> 1. Prioritise filling critical vacancies, especially in infrastructure and technical departments. 2. Align organisational capacity planning with IDP delivery targets to ensure realistic implementation. 3. Introduce targeted skills development and retention strategies to address technical capacity shortages. 	CORPORATE SERVICES
Performance Management	<ol style="list-style-type: none"> 1. Strengthen performance management and accountability frameworks. 2. Implement transparent performance reporting mechanisms. 3. Strengthen audit compliance and financial governance systems. 	OFFICE OF THE CITY MANAGER / CORPORATE SERVICES / EXECUTIVE SUPPORT SERVICES
Project Management	Establish a centralised Project Management Office (PMO).	OFFICE OF THE CITY MANAGER
Transversal Planning & Coordination	Improve interdepartmental coordination and planning processes.	OFFICE OF THE CITY MANAGER

WRITTEN SUBMISSIONS RECEIVED FROM:

1. Asivikelane – Draft IDP and Budget
2. SAPOA – Draft Rates Policy
3. SAPOA – Draft Tariffs
4. Urban-Eco – Draft IDP and Budget