
SERVICE DELIVERY PARTY CAPE TOWN DELIVERY PLAN 2027-2031

A CONSTITUTIONAL PLAN FOR A CITY THAT WORKS

**THE AIM IS NOT TO RULE.
THE AIM IS TO SERVE.**

A proposed framework for the 2027-2031 Integrated Development Plan, designed around Sections 152 and 153 of the Constitution, measurable delivery, financial discipline and public accountability.

**Every promise must have a plan.
Every plan must have a budget.
Every budget must have measurable outcomes.**

CONTENTS

INTRODUCTION

A DEVELOPMENTAL GOVERNMENT FOR CAPE TOWN

PART ONE

THE GOVERNING IDEA

PART TWO

THE FIVE YEAR DELIVERY ARCHITECTURE

PART THREE

CHEAPER ELECTRICITY

PART FOUR

AFFORDABLE HOUSING AND RENT STABILITY

PART FIVE

SAFER COMMUNITIES

PART SIX

CHILDREN FIRST

PART SEVEN

DIGNITY FOR PENSIONERS

PART EIGHT

SUPPORT FOR SINGLE PARENTS AND CAREGIVERS

PART NINE

IMPROVED SERVICE DELIVERY

PART TEN

ECONOMIC DEVELOPMENT

PART TWELVE

WATER, WASTE AND CLIMATE RESILIENCE

INTRODUCTION

A DEVELOPMENTAL GOVERNMENT FOR CAPE TOWN

The Service Delivery Party proposes a different way of governing Cape Town.

The starting point is not a list of slogans. It is the Constitution, the Integrated Development Plan and the practical responsibilities of municipal government.

Section 152 sets out the objects of local government. These include democratic and accountable government, sustainable service delivery, social and economic development, a safe and healthy environment and community involvement.

Section 153 gives these objects operational force. A municipality must structure and manage its administration, budgeting and planning processes to give priority to the basic needs of the community and to promote the social and economic development of the community, within its financial and administrative capacity.

The IDP must become the mechanism through which these constitutional duties are converted into funded programmes, measurable targets and public accountability.

SDP councillors will therefore work from one simple rule:

- Every promise must have a plan.
- Every plan must have a budget.
- Every budget must have measurable outcomes.
- Every major programme must have a constitutional and legal basis.

PART ONE

THE GOVERNING IDEA

1. FROM POLITICAL PROMISES TO MUNICIPAL DELIVERY

A councillor cannot personally repair every road, build every house or reduce every electricity tariff.

A councillor can place priorities into the IDP, challenge weak plans, demand feasibility studies, scrutinise budgets, request performance information, propose policy changes, monitor implementation and report back to residents.

The role of an SDP councillor is therefore to become an in-council delivery and accountability representative.

The test is not whether a programme sounds attractive.

The test is whether the City can answer five questions:

1. What problem are we solving?
2. What exactly will the municipality do?
3. What will it cost and how will it be funded?
4. How will residents know whether it worked?
5. What constitutional or statutory duty supports the intervention?

2. THE PEOPLE'S IDP

Cape Town's IDP should be treated as a public contract between the municipality and the communities it serves.

Community participation must happen early enough to influence priorities. Residents should not be invited to comment only after major decisions have already been made.

The People's IDP should record community needs by area, identify the most serious service and development gaps, assign responsible departments, identify funding and publish annual delivery targets.

Each major commitment should have:

- A baseline.
- A five-year target.

An annual target.
A responsible municipal unit.
A budget allocation or identified funding source.
A delivery timetable.
A public reporting mechanism.
A correction process where delivery falls behind.

The purpose is to make non-delivery visible.

3. SECTION 152 AND SECTION 153 WORK TOGETHER

Section 152 describes what local government exists to achieve.

Section 153 describes how the municipality must organise itself to pursue those objectives.

Section 152 provides the public purpose.

Section 153 puts that purpose into administration, budgeting and planning.

The two sections should therefore be treated as a single governance framework.

A municipality that provides services while ignoring social and economic development is not fully giving effect to the developmental purpose of local government.

A municipality that adopts development ambitions without funding, planning or measurable implementation is equally failing to turn constitutional purpose into practical governance.

PART TWO

THE FIVE YEAR DELIVERY ARCHITECTURE

4. THE SDP DELIVERY SCORECARD

The 2027-2031 IDP should be organised around measurable city-wide outcomes.

OUTCOME 1: A MORE AFFORDABLE CAPE TOWN

Lower avoidable household costs, expand affordable housing and improve access to economic opportunity.

OUTCOME 2: A SAFER CAPE TOWN

Reduce the conditions that allow violent crime to flourish while strengthening municipal safety functions and partnerships.

OUTCOME 3: CHILDREN FIRST

Protect children, improve safe access to schools and services and strengthen support for families and caregivers.

OUTCOME 4: A CITY THAT WORKS

Improve reliability, maintenance, response times and accountability across municipal services.

OUTCOME 5: DIGNITY THROUGHOUT LIFE

Support pensioners, single parents, caregivers and vulnerable households through accessible municipal services.

OUTCOME 6: CHEAPER AND SMARTER ELECTRICITY

Reduce avoidable system costs, expand local generation, manage demand and

build a more resilient electricity system.

OUTCOME 7: HOMES, NOT JUST HOUSING UNITS

Expand affordable housing while addressing spatial exclusion, displacement and access to transport and employment.

OUTCOME 8: A MORE PRODUCTIVE CITY

Use municipal planning, land, infrastructure and economic development to create opportunities beyond the established economic core.

OUTCOME 9: A RESILIENT CITY

Integrate water security, energy, waste, wastewater, climate adaptation and environmental protection.

OUTCOME 10: ACCOUNTABLE GOVERNMENT

Make commitments, budgets, performance and failures easier for residents to see.

PART THREE CHEAPER ELECTRICITY

5. THE ELECTRICITY AFFORDABILITY PROGRAMME

Electricity is not an isolated municipal service.

It affects household affordability, business survival, employment, transport, water security, digital connectivity and economic development.

The five-year objective should be:

**CHEAPER ELECTRICITY.
MORE RELIABLE ELECTRICITY.
MORE LOCAL ELECTRICITY.
MORE LOCAL PARTICIPATION.**

The City should reduce its exposure to avoidable costs rather than relying on a single strategy of negotiating bulk supply.

6. STOP THE BLEEDING

The cheapest unit of electricity is the unit that does not need to be purchased.

The City should publish an annual Electricity Cost and Losses Statement covering electricity purchased from Eskom and other suppliers, electricity generated within the municipal system, technical losses, non-technical losses, electricity theft, electricity sold, peak demand, average procurement cost, network operating cost, maintenance cost, electricity-related revenue and recovery from consumers.

The City should set annual targets for reducing losses, transformer failures, avoidable maintenance costs and peak demand.

7. BUILD A MUNICIPAL VIRTUAL POWER STATION

Cape Town should aggregate distributed energy resources into a Municipal Virtual Power Station.

The programme should combine rooftop solar, battery storage, smart geysers, demand response, municipal generation, wheeling arrangements and other eligible distributed resources.

Smart geyser controllers should be piloted in areas with high peak demand and transformer pressure.

Low-income households should be prioritised where the economics are proven.

Participants should be compensated where appropriate.

The City should measure actual peak reduction, energy savings, solar utilisation and household benefit before expanding the programme.

8. MAKE ROOFTOPS PART OF THE ELECTRICITY SYSTEM

Suitable houses, apartment blocks, factories, warehouses, schools, hospitals, municipal buildings, community facilities and businesses should be able to participate as consumers and prosumers within the City's legal and regulatory framework.

The objective is not to abandon the municipal grid.

The objective is to make the grid more productive, more decentralised and more resilient.

The City should expand wheeling, simplify lawful participation and support small businesses that can generate or store electricity.

9. COMMUNITY MICROGRIDS

The City should pilot community microgrids in both higher-income and lower-income areas.

A microgrid could combine local solar, batteries, smart geysers, municipal buildings, businesses, EV charging and energy management systems.

Priority should be given to areas experiencing repeated cable theft, illegal connections, transformer overload or chronic outages.

The question should be:

Can the system be redesigned rather than repeatedly repaired?

10. MUNICIPAL LAND FOR ENERGY

Suitable municipal land should be systematically assessed for solar generation, battery storage and solar-plus-storage.

Potential sites include appropriate landfill areas and other municipal properties where environmental, engineering and financial assessments support development.

Projects should be evaluated on whole-life cost, grid connection requirements and storage needs.

11. STORAGE

The City should maintain a technology-neutral storage programme.

Technologies to assess include lithium iron phosphate, sodium-ion, flow batteries, pumped storage and other long-duration technologies.

The rule should be simple:

Use proven technology when the economics are sound.

Pilot emerging technology where the potential benefit justifies the risk.

12. ENERGY FROM WASTE AND WASTEWATER

Cape Town should treat waste as a potential resource.

The City should assess major landfill sites for landfill gas recovery and energy generation.

Major wastewater treatment works should be assessed for anaerobic digestion, biogas generation and energy recovery.

The objective is to reduce waste while recovering electricity, heat, water and other useful outputs where technically and economically viable.

13. HEAT PUMPS AND SMART WATER HEATING

Water heating is a major household electricity load.

The City should assess bulk procurement, finance, rebates and smart controls for heat-pump water heating.

The programme should be targeted initially at households and areas where demand reduction can relieve transformer and network pressure.

14. ELECTRIC VEHICLES AND SMART CHARGING

The City should prepare the distribution network for growing electric vehicle demand.

Smart charging should encourage charging when the network has spare capacity.

Time-of-use incentives should be considered within the City's legal and regulatory powers.

Vehicle-to-grid technology should be assessed as it becomes technically and commercially viable.

15. AN ELECTRICITY FLEXIBILITY MARKET

Cape Town should investigate a municipal demand-response market.

Eligible customers could be rewarded for delaying geyser heating, charging batteries during periods of surplus generation, charging EVs outside peak periods, reducing consumption during peak events or supplying stored energy.

This would turn consumers into active participants in managing the electricity system.

16. COMMUNITY ENERGY OWNERSHIP

The City should investigate community energy cooperatives and other lawful participation models.

Residents, businesses, community organisations and investors could participate in solar, batteries, microgrids and EV charging.

The objective is to ensure that the energy transition creates local economic participation rather than simply creating a new market dominated by large suppliers.

17. REFORM THE TARIFF EVIDENCE BASE

The City should publish an annual breakdown of the costs recovered through fixed network and service charges.

Five-year targets should be established for network losses, maintenance costs, peak demand, bulk electricity dependence and network failure costs.

Where avoidable system costs fall, the City should assess how savings can be passed to consumers while protecting the financial sustainability of the electricity service.

18. SMART ENERGY ZONES

Cape Town should investigate dividing its electricity network into major energy management regions.

Each region could have local generation, storage, demand management, microgrids, local maintenance capacity, anti-theft measures and community participation.

This would create a resilient grid within the grid.

19. PRV MICRO-HYDRO AND WATER-ENERGY RECOVERY

The City's water network should be assessed as an energy asset as well as a service network.

Pressure reducing valves can dissipate energy that may in suitable locations be recovered through micro-hydropower.

The City should conduct a systematic audit of suitable PRV sites, beginning with a technically and financially credible pilot.

The principle is broader than one technology. Water infrastructure should be examined for opportunities to recover energy without compromising pressure, reliability or water safety.

PART FOUR

AFFORDABLE HOUSING AND RENT STABILITY

20. HOUSING AS URBAN INFRASTRUCTURE

Housing should not be treated as a once-off welfare output.

Affordable housing is economic infrastructure because distance from jobs increases transport costs, weakens family stability and reduces access to opportunity.

The City should:

- Release suitable brownfield municipal land.
- Convert underused municipal buildings where viable.
- Fast-track affordable housing approvals.
- Promote mixed-income development.
- Retain strategic public land through long-term leasehold where appropriate.
- Prioritise development near rail, MyCiTi routes and employment centres.

21. FAMILY STABILITY ZONES

Cape Town cannot simply impose a blanket freeze on private rents through municipal policy.

The City can use the powers it does possess to reduce displacement.

Family Stability Zones should be identified using need, displacement risk and access to schools, employment and transport.

Possible tools include inclusionary zoning, expansion of municipal rental stock, developer incentives, community land trusts, brownfield redevelopment, affordable rental accreditation and a transparent Cape Town Rental Index.

Participating landlords could receive lawful incentives for maintaining decent housing and limiting annual rent increases to an agreed benchmark.

22. A MUNICIPAL HOUSING CORPORATION FEASIBILITY STUDY

The City should investigate whether a municipal housing corporation or similar structure could sustainably manage affordable rental stock and strategic public land.

This should begin with a formal feasibility study covering legal requirements, municipal finance rules, governance, capital needs, operating costs and long-term sustainability.

No new municipal entity should be created simply because the concept sounds attractive.

23. MODULAR HOUSING AND LOCAL MANUFACTURING

The City should investigate durable modular housing suited to South African township conditions.

A pilot could test locally manufactured units against clear requirements for cost, durability, thermal performance, maintenance, fire safety, service connections and construction time.

The aim should be a unit that can be produced locally at scale, installed quickly and maintained over decades.

A successful model could support local manufacturing, skills development and faster housing delivery.

24. HOUSING DELIVERY SCORECARD

The City should publish affordable housing units completed, affordable rental units added, average rents in target areas, annual rent increases in participating zones, waiting-list movement, displacement rates, community land trust units established and municipal land released for housing.

PART FIVE

SAFER COMMUNITIES

25. SAFETY AS DEVELOPMENT

Safety should not be treated as a policing annex.

Section 152 includes the promotion of a safe and healthy environment among the objects of local government.

Cape Town needs a layered approach involving municipal functions, SAPS, LEAP, Neighbourhood Watch structures, schools and communities.

26. COMMUNITY SAFETY ZONES

The City should pilot Community Safety Zones in the highest-need areas.

Each pilot should combine visible policing partnerships, intelligence-led deployment, high-definition CCTV where lawful and financially viable, safe routes to schools, improved lighting, verified anonymous reporting, rapid coordination between relevant agencies and community participation.

The programme should be expanded only after measured results justify expansion.

27. ATTACK THE CONDITIONS THAT SUSTAIN GANG VIOLENCE

Enforcement is necessary.

Enforcement alone is not sufficient.

The IDP should combine safety with economic opportunity, youth programmes, better public spaces, reliable infrastructure, education support, community agency and visible institutional presence.

The objective is to make the criminal economy less attractive while increasing the capacity of the lawful economy.

28. GUN VIOLENCE AND SUPPLY CHAINS

The City should strengthen the municipal contribution to intelligence-led safety operations while recognising the national role of SAPS and other criminal justice institutions.

Municipal intelligence, lawful CCTV, hotspot mapping, environmental design and community reporting should be integrated.

The City should support evidence-based cooperation with SAPS, the NPA and other relevant partners to disrupt illegal gun supply chains.

The municipality should measure what falls within its authority rather than claiming responsibility for powers it does not possess.

PART SIX

CHILDREN FIRST

29. A CHILD SAFE CITY

Every child should be able to travel to school, use public spaces and access municipal services without avoidable exposure to violence or abuse.

The City should strengthen safe routes to school, lighting around schools and transport routes, community safety partnerships, youth facilities, sports and recreation and early childhood development support.

30. FAMILY SUPPORT DESKS

Municipal facilities such as libraries and Subcouncil offices can provide accessible Family Support Desks.

A resident should be able to receive maintenance guidance, document scanning and application assistance, legal referrals, ECD information, housing referrals, jobseeker registration and EPWP information.

The City cannot determine national maintenance law or court outcomes.

It can make access to the relevant institutions easier.

31. EARLY CHILDHOOD DEVELOPMENT

The City should expand support for registered community childcare.

Suitable municipal buildings could be made available at appropriate rental levels where legally and financially viable.

The programme should be linked to safety standards, training, registration and monitoring.

32. CHILD PROTECTION AND ACCOUNTABILITY

Municipal systems should make it easier for residents to report concerns, obtain referrals and understand which institution has authority to act.

The City should strengthen coordination with schools, health services, SAPS, social development authorities and community organisations.

The principle is simple:

A child should not be lost between institutions.

PART SEVEN DIGNITY FOR PENSIONERS

33. THE CITY DIGNITY DESK

The SDP does not propose creating an SDP service desk.

The proposal is for a City of Cape Town Dignity Desk programme.

The Dignity Desk should be a municipal service designed around the practical needs of older residents.

A pensioner should not need to navigate multiple departments simply to solve a basic municipal problem.

The City Dignity Desk should assist with municipal account queries, rates and service applications, referrals for grants and social benefits, access to transport information, housing and maintenance referrals, digital application assistance, document support, reporting municipal service failures, access to community programmes and referral to relevant provincial or national services.

The principle is dignity through accessibility.

The City should establish service standards and measure response times.

34. DIGNITY CENTRES AND OUTREACH

Where appropriate, Dignity Desk services could operate through libraries, Subcouncil offices and community facilities.

Mobile outreach should be considered for pensioners with mobility limitations.

The programme should work with existing organisations rather than duplicate services already provided by government or civil society.

35. PENSIONER PERFORMANCE MEASURES

The City should publish the number of pensioners assisted, average response time, cases resolved at first contact, cases referred to other authorities, outstanding cases and resident satisfaction.

The measure of success is not the number of desks.

It is whether an older resident can obtain help with less frustration and greater dignity.

PART EIGHT SUPPORT FOR SINGLE PARENTS AND CAREGIVERS

36. FAMILY STABILITY IS ECONOMIC INFRASTRUCTURE

Single parents often face a combined problem of childcare, transport, employment access and administrative complexity.

Municipal policy cannot solve every part of this problem.

It can remove municipal barriers.

37. THE SINGLE PARENT SUPPORT PROGRAMME

The City should strengthen affordable childcare access, ECD referrals, municipal employment programme access, jobseeker registration, skills and digital literacy support, transport information, housing referrals and maintenance guidance and legal referrals.

38. RETURN TO WORK

Municipal employment programmes should consider lawful targeting of qualifying single-parent households.

The City should work with employers and community organisations on CV assistance, interview preparation, digital literacy, skills development and job matching.

The objective is not permanent dependence.

The objective is to help parents move towards stable income and greater independence.

39. MATERNAL MOBILITY AND CHILDCARE

The City should assess targeted transport and childcare support for parents whose ability to work is constrained by the cost and availability of safe childcare and public transport.

Any pilot should have defined eligibility, a clear budget, measurable employment outcomes and a review point.

PART NINE IMPROVED SERVICE DELIVERY

40. BUILD MUNICIPAL CAPACITY

SDP does not support the automatic outsourcing of core municipal responsibilities.

Where private contractors are used, the objective should be to supplement municipal capacity rather than permanently hollow out the institution.

A capacity-building partnership should have a clear term, clear knowledge-transfer requirements and a defined exit or transition plan.

A two-year contract could, where appropriate, be structured around training, systems improvement and temporary capacity.

The municipality should emerge stronger.

41. SERVICE DELIVERY RESPONSE STANDARDS

Every major service should have published standards.

Residents should know what service they can expect, how to report a failure, how long the City has to respond, who is responsible and how unresolved matters are escalated.

42. MAINTENANCE BEFORE CRISIS

The City should move from reactive maintenance to planned maintenance.

Departments should publish maintenance backlogs, critical infrastructure condition, planned maintenance, actual expenditure, response times and repeat failures.

A repair that repeatedly fails should trigger an engineering review rather than becoming a permanent maintenance line.

43. PERFORMANCE CONTRACTING

Major service delivery programmes should have measurable outcomes.

Contractors should be paid against verified delivery where appropriate.

The City should retain sufficient internal technical capacity to specify, monitor and audit contracted work.

44. THE SERVICE DELIVERY COMMAND CENTRE

The City should investigate a cross-department service performance function that tracks major failures, escalations and response times.

The purpose would not be to create another bureaucracy.

The purpose would be to create one operating picture of where service delivery is failing and whether departments are correcting the problem.

PART TEN ECONOMIC DEVELOPMENT

45. GROW THE WHOLE CITY

Economic development should not remain concentrated around already successful areas.

The IDP should identify economic nodes in historically excluded communities.

Potential interventions include township high-street development, skills infrastructure, community commercial precincts, improved transport connections, municipal market spaces, digital connectivity and affordable energy for small businesses.

46. SPINE ROAD AND OTHER ECONOMIC CORRIDORS

Major economic corridors should be evaluated using measurable outcomes.

The City should measure business formation, employment, investment, footfall, property activity, skills development, municipal revenue and household income effects.

A project should be judged by outcomes rather than the number of announcements attached to it.

47. SMALL BUSINESS AND ENERGY

Small businesses should be able to participate in the energy transition.

The City should investigate programmes supporting solar installation, battery storage, energy efficiency, smart meters, demand response and lower-cost electricity participation.

48. LOCAL PROCUREMENT AND SKILLS

Where procurement law permits, municipal programmes should create credible pathways for local firms, apprentices, interns and small suppliers to participate.

Capacity-building should be designed into major projects rather than treated as an afterthought.

PART ELEVEN TRANSPORT AND SPATIAL JUSTICE

49. CONNECT PEOPLE TO OPPORTUNITY

Cape Town's spatial form continues to impose high transport costs on many residents.

The IDP should connect housing, employment, education, transport and economic development.

Priority should be given to development around viable public transport corridors.

50. RAIL AND PUBLIC TRANSPORT

Rail rehabilitation and devolution should be treated as economic development infrastructure where supported by the relevant authorities.

The sequencing for transport electrification should be:

Infrastructure first.

Incentives second.

Restrictions third.

Lower-income residents should not be penalised by a transition that arrives before the necessary infrastructure.

51. ELECTRIC MINIBUS AND EV TRANSITION

The City should explore partnerships that support lower-emission public transport while protecting affordability.

Any electrification programme should consider vehicle cost, charging infrastructure, route economics, grid capacity, financing and operator sustainability before setting city-wide targets.

PART TWELVE

WATER, WASTE AND CLIMATE RESILIENCE

52. WATER SECURITY

Water is a foundational municipal responsibility.

The City should continue diversifying water sources while reducing avoidable losses and improving resilience.

Major new water users should be assessed for their impact on municipal water security before approval.

53. DATA CENTRES AND WATER

Data centres can provide economic and digital infrastructure benefits while creating significant resource demands.

The City should require transparent assessment of water demand, electricity demand, cooling systems, wastewater implications and infrastructure requirements before major projects are approved within the City's authority.

The principle is not to reject technology.

The principle is to know the resource cost before approval.

54. CAPE TOWN AI AND DIGITAL INFRASTRUCTURE ZONE

Cape Town should explore a green AI and digital infrastructure zone built around renewable electricity, efficient cooling, grid capacity and clear planning standards.

Cold Atlantic seawater may create opportunities for appropriate closed-loop cooling systems subject to engineering, environmental and regulatory assessment.

The City should use planning and energy policy to attract investment without compromising water security or affordability.

55. WASTE AS A RESOURCE

The City should investigate landfill gas, anaerobic digestion, biomethane, energy recovery, composting, resource recovery and wastewater energy recovery.

The objective is to turn waste liabilities into useful resources where the economics and environmental safeguards support it.

56. CLIMATE RESILIENCE

Climate resilience should be integrated into infrastructure, housing, water, energy, transport and spatial planning.

The City should not treat climate policy as a separate environmental chapter.

It should be part of ordinary municipal risk management.

PART THIRTEEN HEALTH AND HUMAN DEVELOPMENT

57. PREVENTION AS INFRASTRUCTURE

Health is not confined to clinics and hospitals.

Schools, workplaces, transport routes, food systems, parks, community facilities and housing all influence health outcomes.

The IDP should support prevention through clean environments, safe public spaces, healthy food access, active transport, community facilities and appropriate partnerships with provincial health authorities.

58. COMMUNITY HEALTH CAPACITY

Community participation should be treated as part of delivery rather than as an optional consultation exercise.

Local organisations can help translate municipal programmes into practical behaviour and community action.

PART FOURTEEN THE NEW ACCOUNTABILITY SYSTEM

59. THE ANNUAL DELIVERY REPORT

The City should publish an annual public report against the IDP.

Every major programme should be classified:

GREEN: On target.

AMBER: At risk.

RED: Off target.

The report should explain why a programme is behind target and what corrective action is being taken.

60. THE COUNCILLOR ACCOUNTABILITY REPORT

SDP councillors should publish their own annual reports.

Each report should state:

What was promised.

What was placed into the IDP.

What was budgetted.

What was delivered.

What was not delivered.

What evidence supports the assessment.

What action will follow.

61. THE PUBLIC DASHBOARD

The City should develop an accessible public dashboard showing progress against major IDP targets.

Residents should not need specialist knowledge to determine whether a programme is working.

62. INDEPENDENT VERIFICATION

Major programmes should be subject to independent verification where the cost, risk or public importance justifies it.

The principle is simple:

Trust is strengthened when performance can be checked.

63. COMMUNITY CO-AUTHORSHIP

Section 152 includes community involvement in local government.

The IDP process should therefore provide residents with meaningful opportunities to shape priorities, monitor delivery and challenge performance.

The City should publish a response matrix showing which major community proposals were accepted, modified or rejected and why.

PART FIFTEEN

FUNDING AND FINANCIAL DISCIPLINE

64. FUNDING PRINCIPLES

The SDP does not propose that every programme be funded through new municipal spending.

The first question should be whether the City can redirect existing expenditure towards better outcomes.

The second question should be whether efficiency savings can fund further improvements.

The third question should be whether external finance, grants, development finance or lawful partnerships can accelerate delivery.

Possible funding sources include municipal operating and capital budgets, infrastructure grants, development finance, green finance, Just Energy Transition funding where eligible, public-private partnerships where appropriate, wheeling and energy-market revenues, savings from reduced losses, revenue from appropriate municipal assets and community investment models.

Private participation must be evaluated through competitive procurement, whole-life financial analysis and clear public-interest safeguards.

65. STAGE-GATE GOVERNANCE

Major programmes should not automatically proceed from concept to full rollout.

The City should use stage gates:

Stage 1: Problem definition.

Stage 2: Feasibility.

Stage 3: Pilot.

Stage 4: Independent evaluation.

Stage 5: Scale or stop.

A failing pilot should be capable of being stopped.

A successful pilot should have a clear path to scale.

66. BUDGETTING FOR OUTCOMES

The annual budget should show how major IDP commitments are funded.

Residents should be able to connect a policy promise to an actual budget line or a clearly identified external funding source.

PART SIXTEEN

THE FIVE YEAR IMPLEMENTATION SEQUENCE

67. YEAR ONE: BUILD THE BASE

Adopt the priority programmes in the IDP.

Establish baselines.

Commission critical feasibility studies.

Publish cost and loss statements.

Audit municipal land and buildings.

Identify priority safety zones.

Identify Family Stability Zones.

Design the City Dignity Desk.

Establish the public delivery dashboard.

68. YEAR TWO: PILOT

Launch priority pilots.

Smart geysers.

Virtual power station.

Community microgrids.

Community Safety Zones.

Family Support Desks.

Dignity Desks.

Affordable rental incentives.

Municipal solar.

Energy storage.

Service response standards.

PRV micro-hydro.

Measure before expanding.

69. YEAR THREE: SCALE WHAT WORKS

Expand successful pilots.

Cancel programmes that fail defined thresholds.

Redirect resources towards programmes producing measurable results.

70. YEAR FOUR: INTEGRATE

Connect successful programmes across departments.

Link housing to transport.

Link energy to economic development.

Link safety to public space and economic opportunity.

Link childcare to employment.

Link pensioner services to community facilities.

Link water, energy and waste planning.

71. YEAR FIVE: REPORT AND RENEW

Publish a complete five-year performance assessment.

Show what was promised.

Show what was budgetted.

Show what was delivered.

Show what failed.

Explain why.

Use the evidence to build the next IDP.

PART SEVENTEEN

THE SDP COUNCILLOR'S JOB DESCRIPTION

72. REPRESENT

Listen to residents.

Bring community priorities into Council.

Make participation meaningful.

73. RESEARCH

Use evidence rather than anecdote.

Build the capacity to interrogate municipal data, budgets and performance reports.

74. PLAN

Place measurable programmes into the IDP.

Ensure that plans have funding pathways.

75. BUDGET

Interrogate municipal budgeting.

Ask what each major allocation is expected to achieve.

76. MONITOR

Track delivery throughout the year.

Do not wait for the next election.

77. REPORT

Tell residents what happened.

Report failure as openly as success.

78. CORRECT

Where a programme is failing, demand corrective action.

Where a programme cannot be justified, support cancellation.

79. PROTECT MUNICIPAL CAPACITY

A future councillor must ask whether a decision strengthens or weakens the City's ability to govern.

Outsourcing should not become a substitute for building institutional capacity.

Where external expertise is needed, the contract should include knowledge transfer, measurable outcomes and appropriate transition arrangements.

PART EIGHTEEN

THE CONSTITUTIONAL TEST

Every major SDP proposal should be tested against the constitutional framework.

SECTION 152(1)(a)

Democratic and accountable government.

SECTION 152(1)(b)

Sustainable provision of services.

SECTION 152(1)(c)
Social and economic development.

SECTION 152(1)(d)
A safe and healthy environment.

SECTION 152(1)(e)
Community involvement in local government.

SECTION 153
Administration, budgeting and planning must give priority to basic needs and promote social and economic development within the City's financial and administrative capacity.

The constitutional framework does not prescribe one development model.

It does require municipal government to take these purposes seriously in the way it governs.

PART NINETEEN
THE STANDARD FOR SUCCESS

The SDP should not ask residents to judge it by the number of policies it publishes.

The standard should be whether residents experience measurable improvement.

Can a family afford its electricity more easily?

Can a pensioner obtain help without being sent from office to office?

Can a single parent access childcare and employment support?

Can a child travel to school more safely?

Can a resident obtain a municipal response faster?

Can a family remain in its community without being displaced by unaffordable housing?

Can a small business operate with lower energy costs?

Can a community see whether the City is delivering what it promised?

Can residents identify who is responsible when the City fails?

PART TWENTY
THE FINAL COMMITMENT

Cape Town does not need another five years of disconnected promises.

It needs a development system.

Section 152 provides the purpose.

Section 153 provides the constitutional discipline.

The IDP provides the planning framework.

The budget provides the resources.

The delivery programme provides the action.

The measurement system provides the evidence.

The residents provide the accountability.

The Service Delivery Party proposes that Cape Town use the 2027-2031 IDP to turn these elements into one coherent municipal delivery system.

The goal is a city where basic services work, electricity becomes more affordable, homes become more attainable, children are safer, pensioners are treated with dignity, single parents receive practical support, businesses can grow and communities can see whether government is doing what it said it would do.

The aim is not to rule.

The aim is to serve.

SERVICE DELIVERY PARTY CAPE TOWN 2027-2031

Every promise must have a plan.

Every plan must have a budget.

Every budget must have measurable outcomes.

SOURCE AND GOVERNANCE NOTE

This plan consolidates the policy framework developed across the SDP Delivery Framework, SDP Delivery Blueprint, SDP Election Manifesto, the Cape Town IDP Review and the Cheaper Electricity policy work. It also incorporates the electricity affordability, housing, safety, children, pensioner, single-parent, service-delivery, water, waste, transport and accountability concepts developed during the policy process.

This document is a political policy framework rather than a legal opinion. Municipal powers vary by subject. National and provincial powers remain relevant in areas such as criminal justice, maintenance law, certain transport functions and aspects of energy regulation. Each programme should therefore pass legal, financial and technical feasibility tests before implementation.

The governing discipline is that a councillor should distinguish between what the City can implement directly, what it can place into the IDP, what requires partnership and what requires another sphere of government to act.