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Ease-of-Doing-Business (EoDB) Business Satisfaction Survey Results 2026

Integrated Report

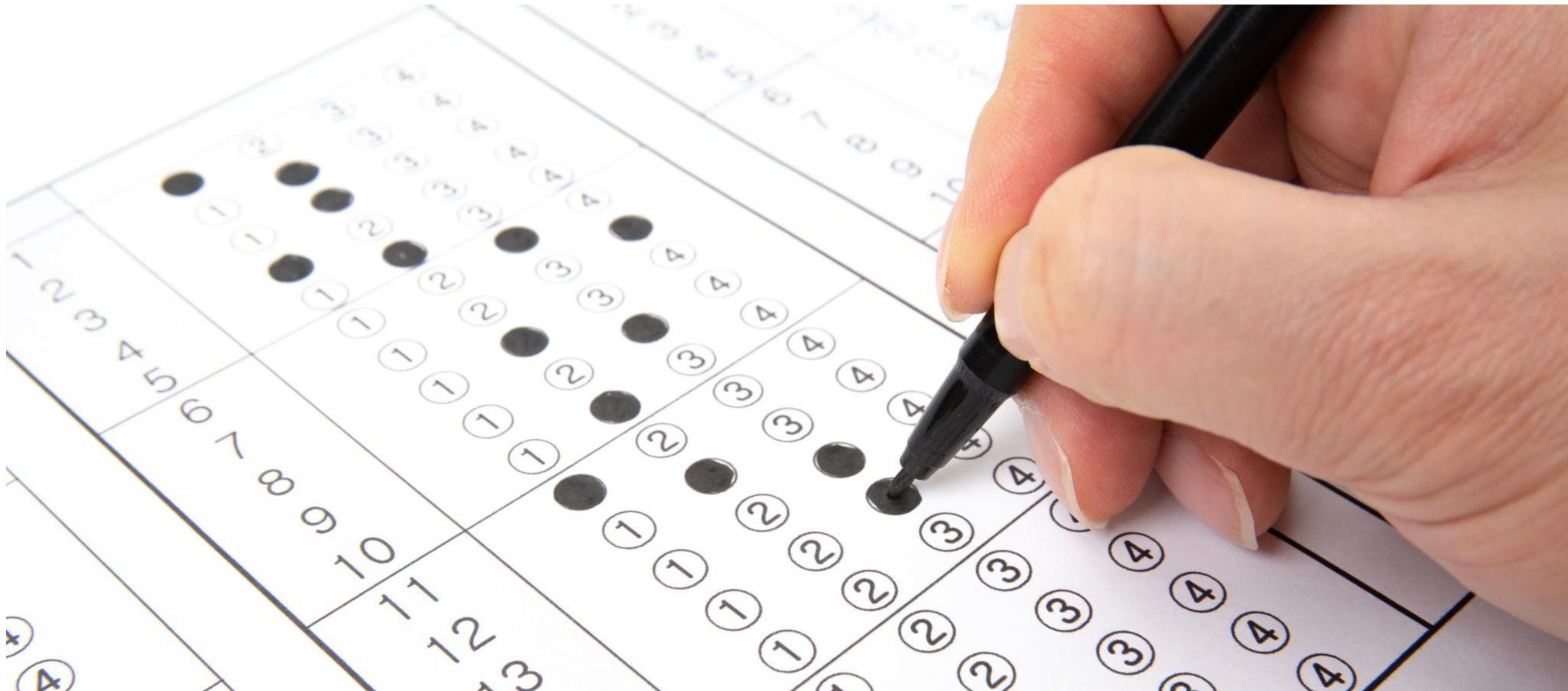
City of Cape Town

July 2026

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Survey Background and Context



Survey Background and Context

The Business Satisfaction Survey (BSS) is a key tool designed to capture both quantitative and qualitative data regarding businesses' interactions with the City of Cape Town (City). The last survey was undertaken during the 2023/24 financial year (1 July 2023 to 30 June 2024), providing an important baseline of business satisfaction. Insights from the previous survey highlighted challenges, opportunities for improvement and gaps between businesses' expectations and their experiences of municipal services.

In addition to these objectives, the survey will provide a performance comparison against the 2023/24 BSS, allowing the City to measure progress, identify trends, and monitor improvements in service delivery and business satisfaction over time. The renewed approach will integrate businesses' experiences across people, processes, systems and regulatory requirements to provide a comprehensive understanding of business interactions with the City.

The current BSS will need to build on the findings gleaned from the previous survey and will focus on the nine Ease of Doing Business (EoDB) Indicators. Each indicator includes an assessment of the City's digital service channels, including businesses' experiences of using the E-services platform to access and complete municipal processes.

Methodology and Data Collection

Telephonic interviews with City-shared contact lists. The service provider also purchased contact lists (list of 12 000 Businesses Operating in the City of Cape town).

The purchased contact details included email addresses, landline information, mobile information and the least one senior manager. In addition, Plus 94 Research subscribed to an online platform. Lusha.com, which provides access to companies within the City of Cape Town and the contact details of two senior managers.

The first phase of data collection was conducted by Plus 94 Research using CATI (Computer-Assisted Telephonic Interviewing) and CAWI (Computer-Assisted Web Interviewing), which included online self-completion surveys. In June, a TAPI (Tablet-Assisted Personal Interviewing) or face-to-face approach was introduced to improve the response rate.

Data was collected between the 4th of February and 30 June 2026.

01

Businesses were sourced from lists provided by both the City and purchased lists from a third-party list provider.

02

Average length of interviews was 40 minutes

03

Respondents need to be willing to participate and need to qualify at the following questions to continue with the survey:

- Initial contact: need to consent to participate
- Introduction and consent: need to consent to participate
- Security questions: businesses will be screened out if they work in marketing or advertising, or for the City

Overall Sample Overview

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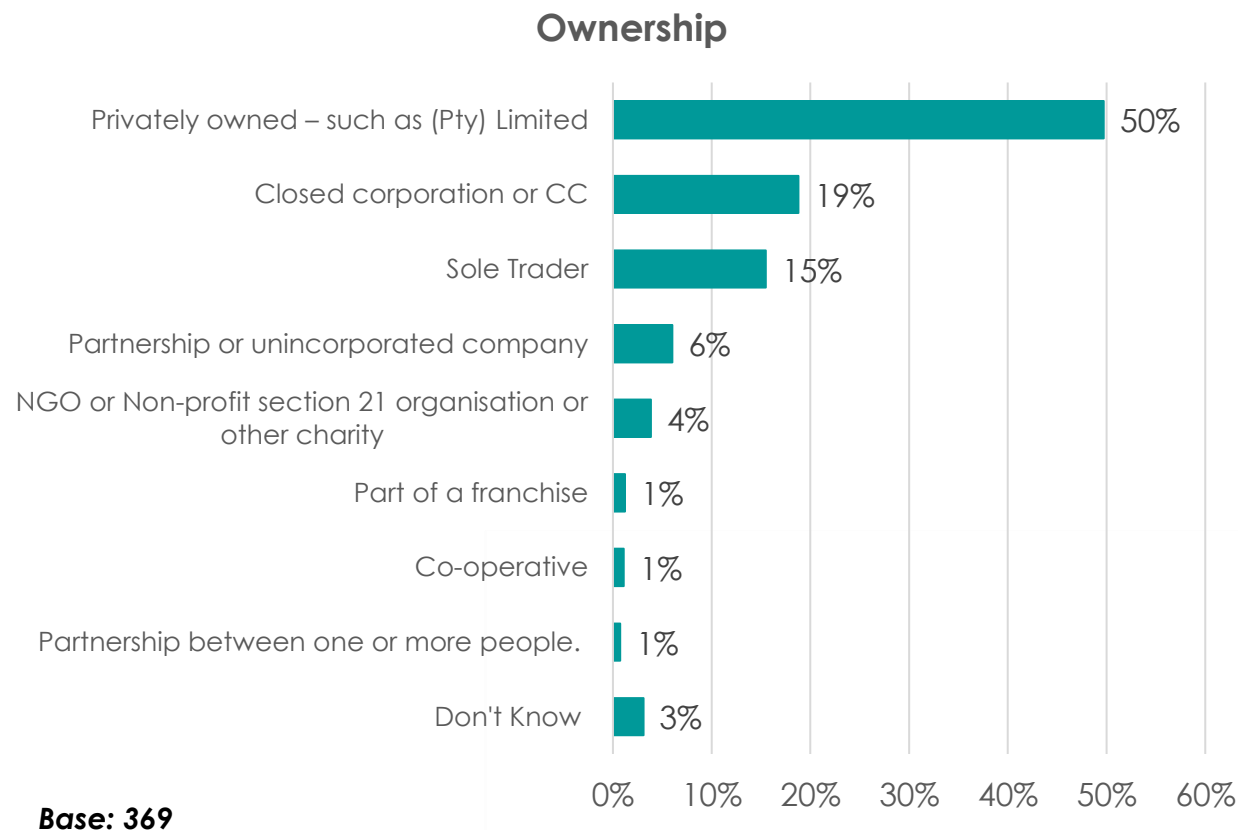
EoDB Indicators and Ownership

The analysis is based on survey data collected from 369 businesses in the City of Cape Town. As respondents were allowed to select and rate up to three Ease of Doing Business indicators, the total number of indicator-level responses used for reporting purposes is 603. The Ownership graph shows that half the companies are privately owned, while 19% and 15% are closed corporations and sole traders, respectively.

EoDB Indicators	N	Percent
Obtaining a Business License	109	30%
Obtaining an Informal Trading Permit	37	10%
Getting Land Use Rights	89	24%
Transferring of Public Land	26*	7%
Revenue Clearance	23*	6%
Getting Building permits	116	32%
Getting Electricity	81	22%
Connecting Water	59	16%
Obtaining Wayleaves	62	17%
Total	603	

* Interpret with caution due to base sizes below 30

Q37. Ownership. Which of the following BEST describes the ownership of this business?



Qualitative Research Methodology

Research Approach

A qualitative research approach was used to explore how businesses experienced the City's Ease of Doing Business services in practice.

- The study comprised of **27 in-depth interviews**, with **three interviews conducted per service area**. Participants included **small, medium and large businesses** that had recently interacted with one of the City's nine Ease of Doing Business services.
- Interviews were conducted online via **Microsoft Teams or Zoom** and followed a **semi-structured discussion guide**, allowing participants to describe their experiences in their own words while ensuring consistent coverage of key service journey themes.
- Recordings were transcribed and analysed thematically. Findings were organised around the customer journey, while also identifying service-specific issues and cross-cutting patterns across the nine indicators.

Research Design	Qualitative Research
Method	In-depth Interviews (IDIs)
Target Population	Businesses that had recently interacted with one of the City's Ease of Doing Business (EoDB) services
Sample	27 in-depth interviews (3 interviews per service)
Business Profile	Small, Medium and Large businesses
Interview Format	Semi-structured interviews conducted via Microsoft Teams or Zoom
Interview Duration	Approximately 40–60 minutes
Fieldwork Period	February – June 2026

Overall City Performance



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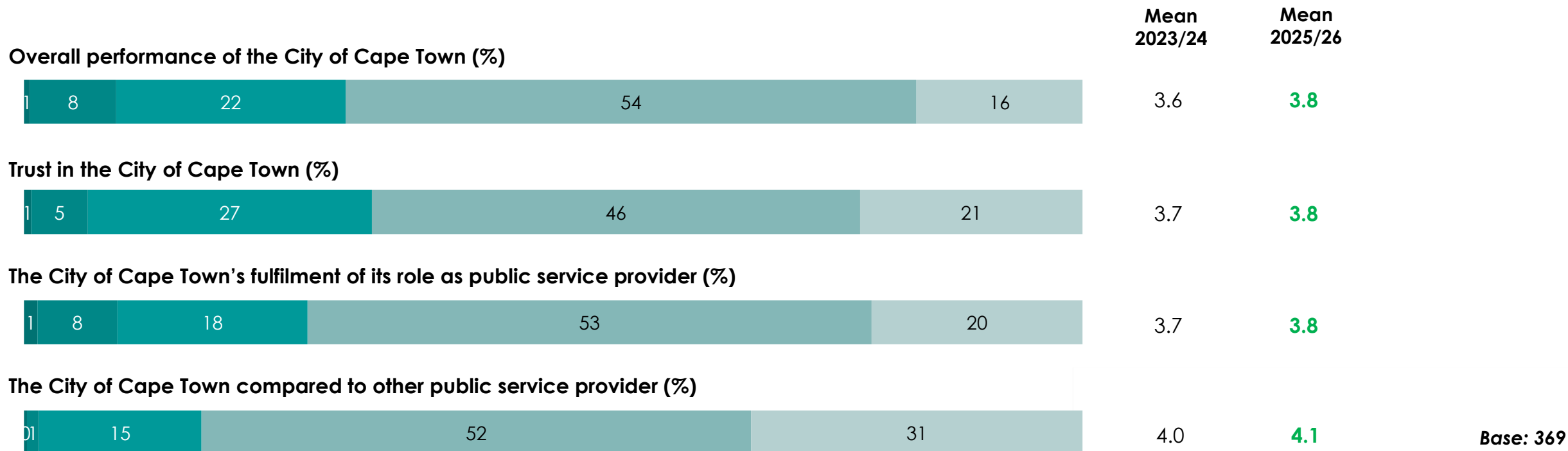
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Public Service Quality (PSQ) Statements

The overall mean scores are moderately positive, sitting above the midpoint of the scale and between good and very good. Mean score for the four index indicators increased between waves, indicating a positive shift in perceptions, although the score remains within the good to very good range.

A mean score is the average score calculated by adding all valid responses and dividing the total by the number of valid responses.



Q7 - Thinking about all the different services provided by the City of Cape Town, how would you rate the overall performance of the City of Cape Town?

Q8 - And how strongly do you trust in the City of Cape Town?

Q9 - And how well do you think the City of Cape Town is fulfilling its role as a provider of municipal services?

Q10 - And how do you rate the services of the City of Cape Town compared to other public institutions such as the National Government or Provincial Government?

Rating scale - 1: Poor | 2: Fair | 3: Good | 4: Very Good | 5: Excellent

Public Service Quality (PSQ) Statements

- Business customers give the City a PSQ rating of 92, from 86 in 2023/24, which falls into the good performance section of the rating scale. This is a particularly good performance in the context of a public service provider.

What do the different **PSQ Index scores** mean?



Index Questions by EoDB Indicator

Obtaining a Business license and Transferring of Public Land are indicators that consistently score highest in all four index questions. Getting Land Use Rights, Getting Building permits, Getting Electricity, Connecting Water and Obtaining Wayleaves scored below average in the Overall performance index question, with Getting Land Use Rights having the lowest average score in the Trust index question.

EoDB Indicators	Overall performance of the City of Cape Town	Trust in the City of Cape Town	The City of Cape Town's fulfilment of its role as public service provider	The City of Cape Town compared to other public service providers	PSQ Ratings
	2025/26	2025/26	2025/26	2025/26	2025/26
Total	3.8 (+0.2)	3.8 (+0.1)	3.8 (+0.1)	4.1 (+0.1)	92
Obtaining a Business License	3.9 (+0.2)	3.9 (+0.1)	4.0 (+0.2)	4.2 (+0.1)	100
Obtaining an Informal Trading Permit	3.5 (+0.1)	3.5 (+0.2)	3.5 (0)	3.9 (+0.3)	80
Getting Land Use Rights	3.9 (+0.3)	3.7 (+0.1)	4.1 (+0.3)	4.2 (+0.1)	98
Transferring of Public Land*	4.1 (+0.5)	4.2 (+0.6)	3.5 (-0.3)	4.0 (0)	97
Revenue Clearance*	3.7 (+0.1)	3.8 (+0.2)	4.2 (+0.2)	4.1 (+0.1)	97
Getting Building permits	3.7 (+0.1)	3.9 (+0.2)	3.7 (+0.2)	4.0 (+0.1)	91
Getting Electricity	3.8 (+0.1)	3.8 (+0.2)	3.8 (+0.3)	4.2 (+0.2)	95
Connecting Water	3.9 (+0.4)	3.8 (+0.2)	3.7 (+0.2)	4.1 (+0.2)	93
Obtaining Wayleaves	3.8 (+0.3)	3.8 (+0.2)	4.0 (+0.3)	4.1 (+0.1)	95

Performance of Ease of Doing Business Indicators



EoDB Measures: Definitions

01

Complexity

Measures how easy or difficult businesses perceive a municipal process to be. Higher scores indicate simpler, clearer and less burdensome processes.

04

Time

Measures businesses' perceptions of the turnaround time required to complete a municipal process. Higher scores indicate faster and more efficient processing times.

02

Affordability

Measures businesses' perceptions of the affordability of the official costs and fees associated with completing a municipal process. Higher scores indicate that costs are viewed as more affordable.

03

Additional Costs

Measures businesses' perceptions of indirect or unexpected expenses incurred during a process, such as consultant fees, legal costs or other incidental expenses. Higher scores indicate fewer or more manageable additional costs.

EoDB Indicator

Businesses generally view the Ease of Doing Business indicators in a moderately positive light, with stronger perceptions around complexity, additional cost and time for selected processes. However, land-use-related processes and some cost-related remain areas for opportunity, indicating that further improvements are needed to simplify processes, manage costs and improve turnaround times.

EoDB Indicators	Complexity		Cost		Additional Cost		Time	
	2023/24	2025/26	2023/24	2025/26	2023/24	2025/26	2023/24	2025/26
Obtaining a Business License	3.8	4.0	3.7	4.1	3.6	3.9	3.4	3.4
Obtaining an Informal Trading Permit	3.7	3.9	3.7	3.9	3.7	3.7	3.0	3.2
Getting Land Use Rights	3.0	3.4	3.1	3.3	3.0	3.1	3.0	3.2
Transferring of Public Land*	3.3	3.7	3.0	3.3	3.1	3.7	3.0	3.0
Revenue Clearance*	3.5	3.8	3.2	3.4	3.3	3.3	3.3	3.3
Getting Building permits	3.1	3.3	3.6	3.8	3.3	3.5	2.8	3.1
Getting Electricity	3.9	4.0	3.2	3.4	3.1	3.4	3.5	3.5
Connecting Water	3.9	4.1	3.5	3.1	3.2	3.5	3.5	3.6
Obtaining Wayleaves	3.6	3.7	3.2	3.3	3.3	3.7	3.3	3.7

Base: 369

Complexity and Affordability indicator ratings

Complexity:

- Complexity ratings improved across most indicators in 2025/26 compared to 2024/25, suggesting more positive perceptions linked to these processes.
- The results suggest that land use rights and building permits are the key pain points.
- Getting Electricity and Connecting Water showed the strongest positive shifts, suggesting that businesses experienced these processes as less complex than before.
- The City should consider further streamlining land use rights applications as it scored the lowest on Complexity and has the highest average number of steps to final approval.
- The City should also consider shortening processes where possible to assist in further reducing the complexity and improving customers experiences further.

Affordability:

- Overall affordability receives mainly positive ratings.
- Affordability perceptions improved across most Ease of Doing Business indicators compared to the previous period.
- Business Licensing and Informal Trading Permits emerged as the strongest-rated affordability areas, suggesting that businesses view these processes as relatively more cost-effective.
- Moderate improvements were recorded for several core administrative and development-related processes, including building permits, electricity, revenue clearance, land use rights, public land transfers and wayleaves.
- Connecting Water was the only area where affordability perceptions declined, indicating a potential concern that may require further investigation.

Additional Cost and Time indicator ratings

Time:

- Perceptions of timeframes improved modestly across several Ease of Doing Business indicators compared to the previous period.
- Obtaining Wayleaves, Getting Building Permits, Informal Trading Permits and Land Use Rights showed positive movement, suggesting some improvement in turnaround times or process efficiency.
- Business Licensing, Transferring of Public Land, Revenue Clearance and Getting Electricity remained stable, indicating little change in business perceptions of time requirements.
- Connecting Water recorded a slight improvement and remained one of the more positively perceived areas in terms of time.

Additional Cost:

- Perceptions of additional costs improved across most Ease of Doing Business indicators compared to the previous period.
- Business Licensing and Wayleaves emerged as stronger-rated areas, suggesting that businesses viewed additional cost requirements more favourably.
- Building Permits, Electricity, Connecting Water and Transferring of Public Land showed positive movement, indicating improved perceptions of cost-related requirements.
- Informal Trading Permits and Revenue Clearance remained stable, while Land Use Rights improved slightly but remains an area for opportunity.

Communications/Personnel and E-Service indicator ratings

Communications and Personnel:

- Perceptions of communication and staff support improved across all measured areas compared to the previous period.
- Staff motivation and determination to resolve queries or complaints showed one of the strongest improvements, suggesting better perceived service commitment.
- Friendliness and helpfulness of staff at municipal offices remained a key strength and continued to be viewed positively.
- Communication about initiatives and service changes, as well as prompt responses by phone or email, also improved, indicating stronger engagement with businesses.

E-Service platform:

- Perceptions of the City's E-services platform improved across most areas compared to the previous period.
- Logging in to the portal emerged as the strongest aspect, with users indicating a more positive experience than before.
- Signing up, navigating the portal, process automation, staff query resolution and timely conclusion of applications all showed improvement, suggesting better overall platform usability and support.
- The effectiveness of using the portal for applications remained stable, while interdepartmental communication improved slightly but remains an area requiring continued attention.

Overall Experience

- Verbatim responses regarding businesses' overall experiences when applying for or obtaining various permits, connections, or approvals were grouped into broader themes to provide a clearer overview of applicants' experiences with the City of Cape Town's processes.

The four main findings were:

- The main frustrations relate to bureaucracy, slow turnaround times and complex processes. Respondents frequently referred to red tape, lengthy application processes and delays in approvals.
- Communication and responsiveness remain key areas for opportunity. Several respondents indicated that they did not receive timely feedback, struggled to get responses, or found information unclear or inconsistent.
- Staff-related experiences were mixed. While some respondents described staff as helpful, professional and informative, others felt that staff were unavailable, unhelpful, inadequately trained or unprofessional.
- There were also positive experiences, particularly where the process was quick, simple and supported by helpful staff. This suggests that good service is possible, but not experienced consistently across all applicants.



Q18. Overall Experience (Verbatim)

Base: 369

Ease of Doing Business Indicators

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Business License

Experiences of licensing requirements, compliance processes and practical applicant support

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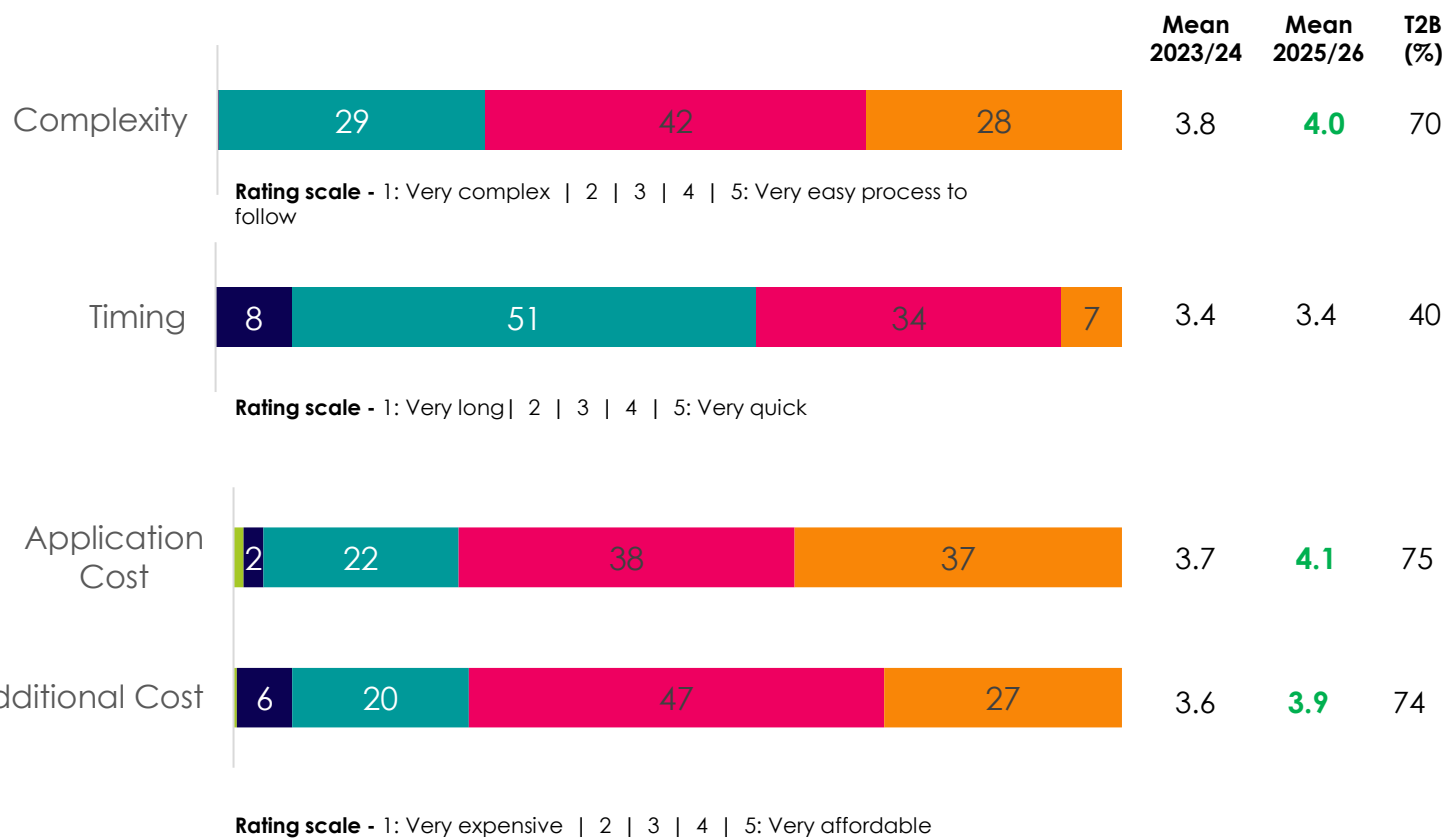
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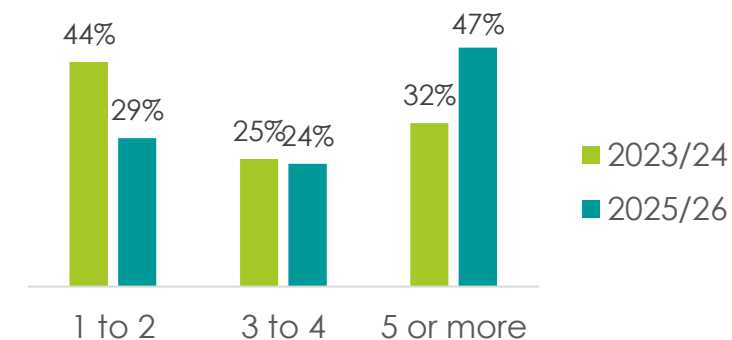
Business License

Customers who applied for a business license find applications to be easy but the turnaround time for applications can be improved.

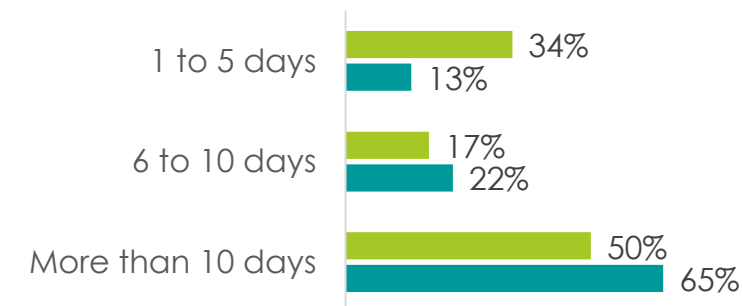
Ease of doing Business ratings (%)



Steps in process



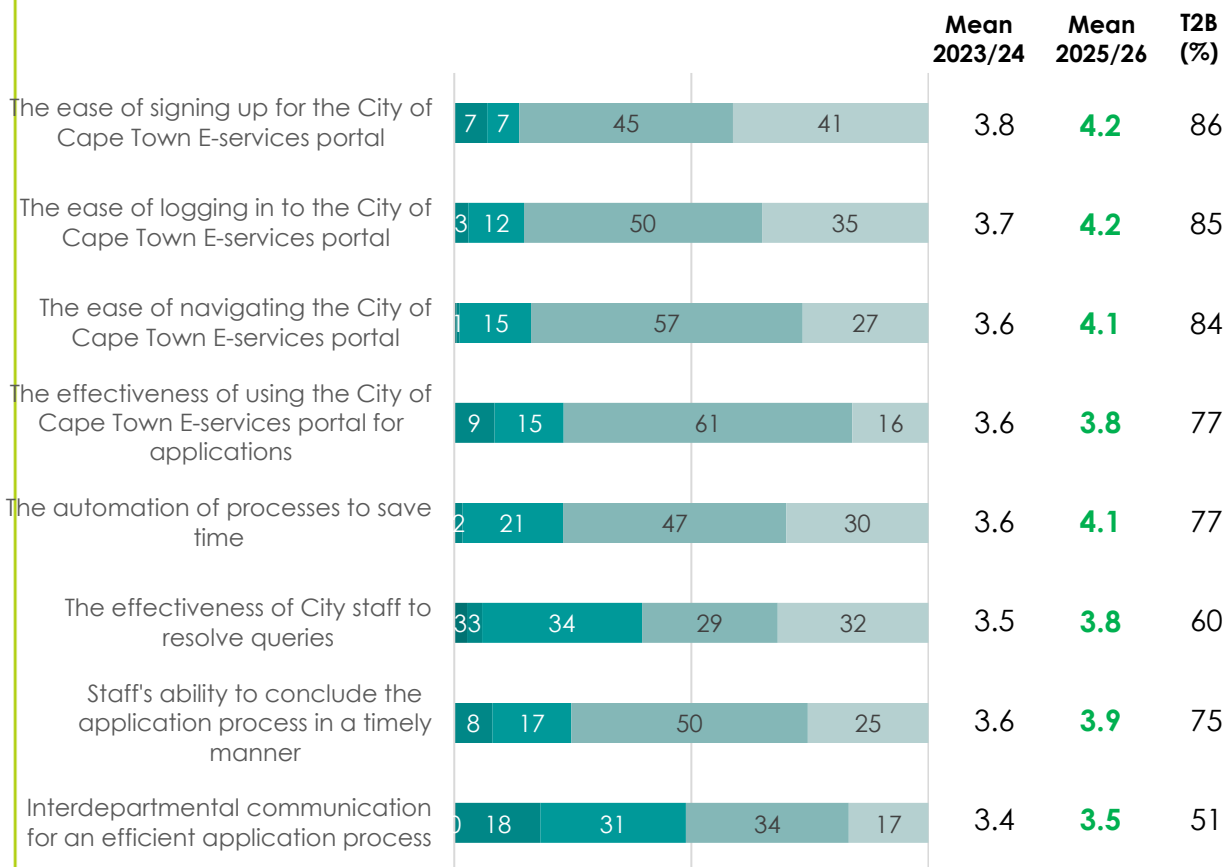
Days to receive final outcome



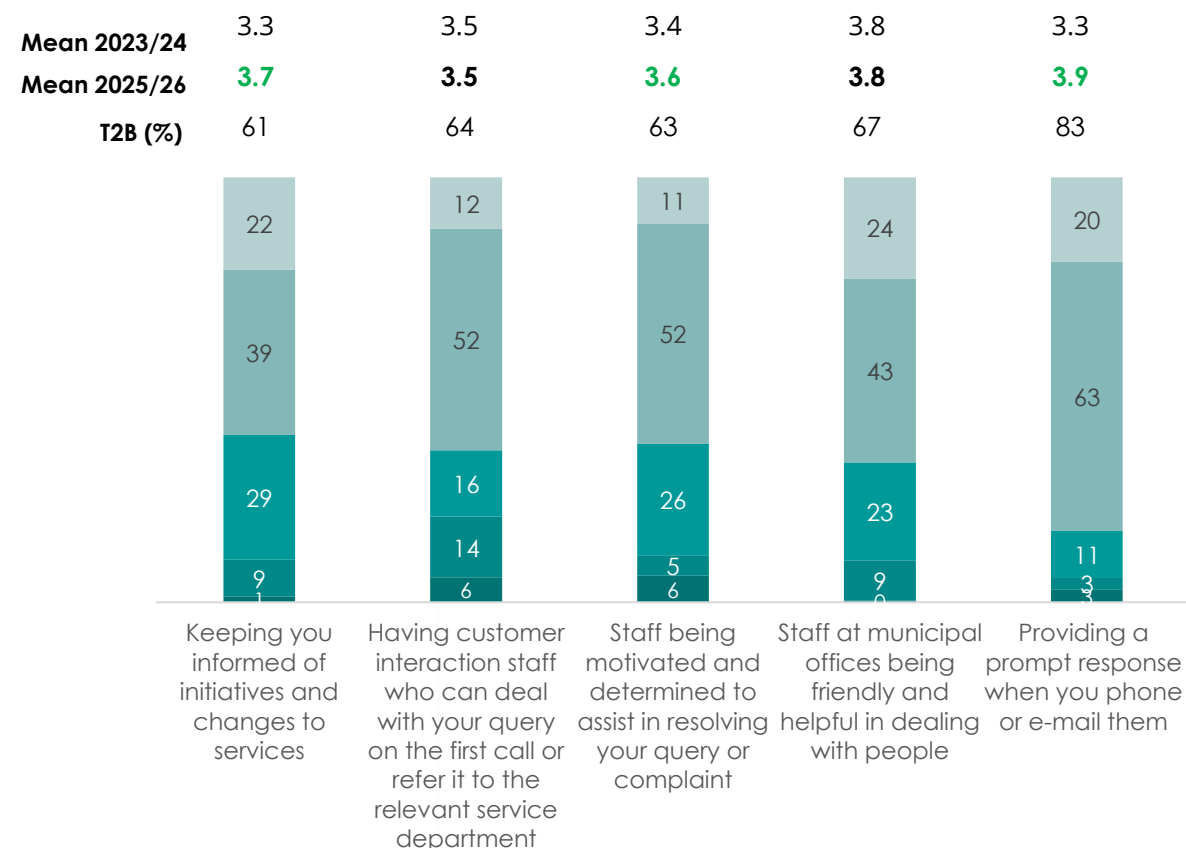
Base: 109

Business License

Customers find it easy to signing up and logging into the City's e-Service platform. Perceptions of communication and staff support improved across all measured areas compared to the previous period.



Rating scale - 1: Completely dissatisfied | 2 | 3 | 4 | 5: Completely satisfied



Q19. Satisfaction. How satisfied are you with the following,

Base: 109

Business License: Overall Experience



Businesses generally accepted the need for a Business License and viewed licensing as an important part of operating legally and responsibly. Their experience was shaped less by the requirement itself and more by how clearly the process was explained, how easy it was to complete and how effectively issues were resolved.

Where requirements were clear and support was available, businesses navigated the process with greater confidence. However, delays, inspections, unclear expectations and limited guidance made the journey more difficult. Smaller or less-experienced businesses often needed greater reassurance and support, as licensing was closely linked to formalising their operations and avoiding penalties or enforcement risks. Larger or more experienced businesses were more focused on consistency, clear points of contact and efficient resolution when challenges arose.

- Overall, Business License services were seen as necessary and generally workable, with opportunities to make the process clearer, more consistent and better supported across different types of businesses.

Strengths	Areas for improvement
Businesses understood the purpose of licensing and the need to operate legally	Make licensing requirements easier to understand and navigate
Licensing helped businesses feel more formal, compliant and protected from penalties or enforcement risks	Improve consistency in guidance, inspections and application expectations
Supportive officials helped applicants understand forms and requirements where available	Reduce delays and provide clearer updates on outstanding requirements
The process was easier for applicants with prior experience or external support	Strengthen support for first-time, smaller and less administratively equipped businesses

Business Licence: Making the Process More Accessible

Businesses accepted the need for licensing and compliance but felt the process could be made easier to navigate through simpler administrative requirements, more consistent service delivery and clearer practical guidance.

Support should reflect different levels of applicant experience. Smaller or first-time applicants would benefit from clearer instructions, more supportive communication and greater reassurance throughout the process, particularly where they have limited administrative capacity or access to professional support. More experienced businesses, meanwhile, needed greater consistency across service points, clearer escalation routes and more efficient resolution when licensing issues arose across different areas or business types.

The opportunity is to strengthen support for smaller and first-time applicants while improving consistency, escalation and issue resolution for more experienced businesses.

Simplify the process

Make requirements and forms easier to understand.

Improve consistency

Ensure applicants receive the same guidance and expectations across service points.

Strengthen applicant support

Provide clearer guidance for first-time, smaller or less experienced businesses.



Businesses are not calling for fewer regulatory requirements. They are looking for a licensing process that is simpler, more consistent and better supported, particularly for first-time applicants and small businesses.

Informal Trading Permit

Experiences of legal trading, trading locations, infrastructure and ongoing support



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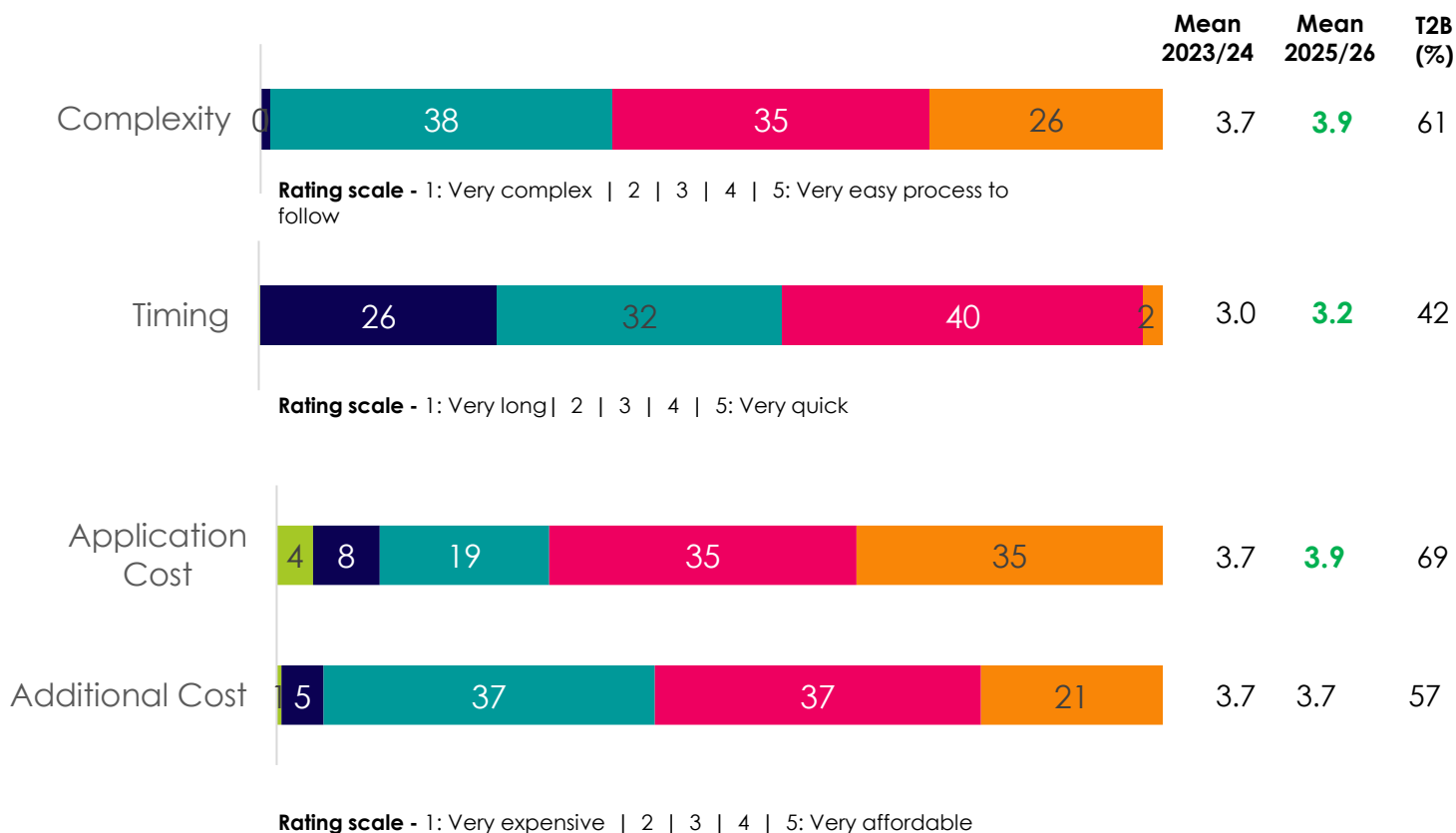
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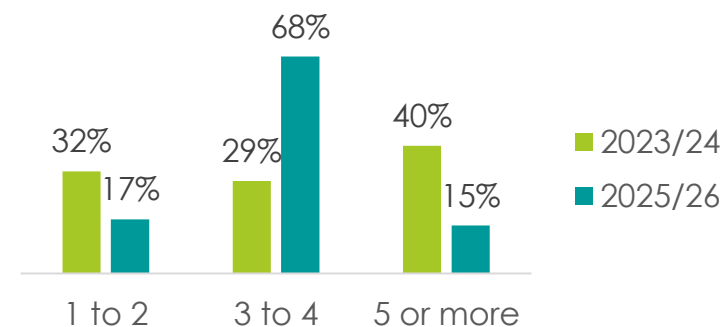
Informal Trading Permit

Customers who applied for an Informal trading permit are most satisfied with the ease as well as the affordability of applications, though the turnaround time of applications can be improved.

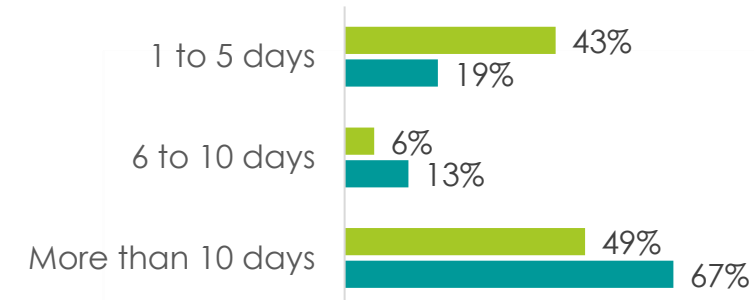
Ease of doing Business ratings (%)



Steps in process



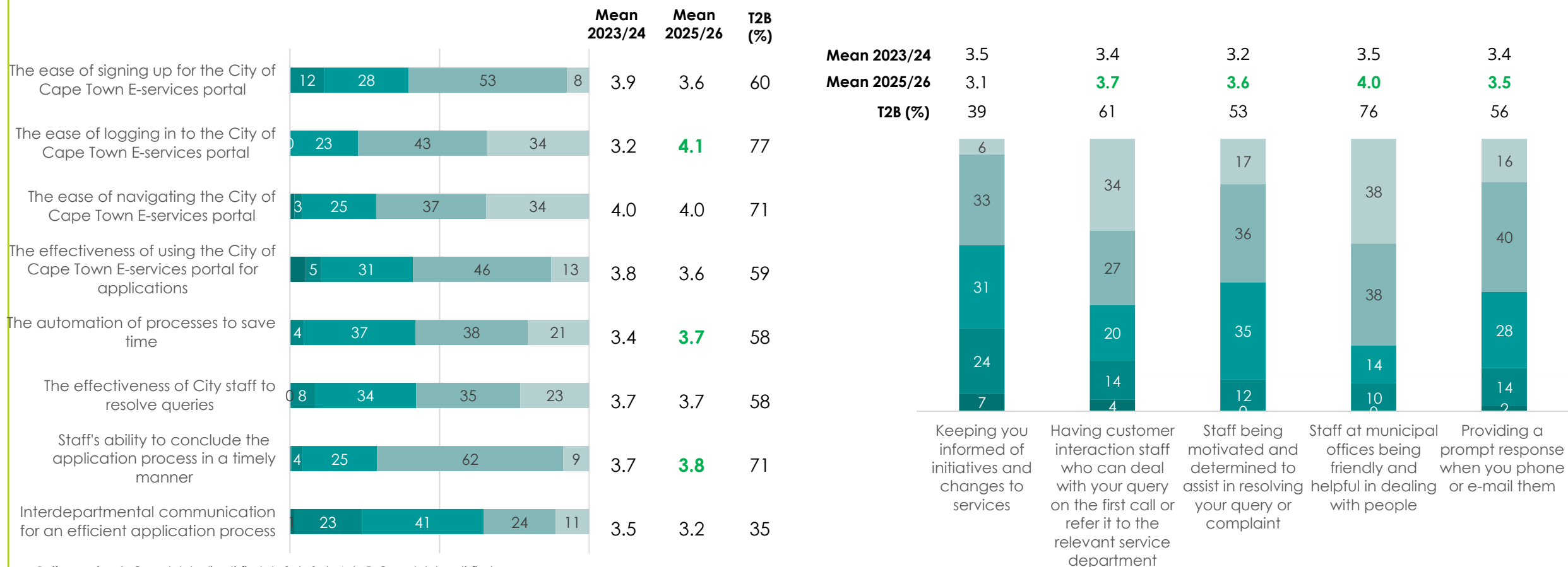
Days to receive final outcome



Base: 32

Informal Trading Permit

Customers find navigating the e-Service platform and the logging in process easy. Perceptions of communication and staff support improved in most measured areas but communication about initiatives and service changes require urgent attention.



Q19. Satisfaction. How satisfied are you with the following,

Base: 32

Informal Trading Permit: Overall Experience



Informal traders recognised the value of having a permit and viewed it as an important part of operating legally within the City. The application process was generally seen as manageable, particularly where requirements were clearly explained and officials provided helpful support.

However, the overall experience extended beyond obtaining the permit itself. Traders' ability to operate sustainably depended on whether trading spaces were safe, well located, accessible to customers and supported by suitable facilities. This made the quality of ongoing engagement and practical support from the City especially important.

Overall, the permit was seen as necessary and enabling, but traders felt that greater attention to the conditions surrounding informal trading would help businesses operate more securely and sustainably.

Strengths	Areas for improvement
The permit enabled traders to operate legally and with greater confidence	Improve safety and security in trading areas
Supportive officials helped traders navigate the process where guidance was available	Ensure trading bays are located in areas with sufficient footfall and trading potential
The application process was generally viewed as manageable	Improve trading infrastructure, including shelter, bay size and sanitation
Traders recognised the City's role in managing informal trading activity	Strengthen ongoing engagement and communication with traders

Creating an Environment Where Traders Can Thrive

Participants felt that obtaining a permit was only the first step towards building a sustainable informal business. Traders also needed safe, well-located and properly equipped spaces that enabled them to operate consistently, protect their stock and serve customers throughout the year.

Suggested improvements focused on practical trading conditions, including larger bays, better weather protection, improved sanitation, storage options and stronger safety management. Traders also valued regular engagement, clearer guidance on available opportunities and ongoing support from the City.

The opportunity is to look beyond permit administration and strengthen the trading environment through safer spaces, better facilities and more consistent support for informal traders.

What the permit enables:

- Legal permission to trade
- Greater confidence and legitimacy
- A formal relationship with the City
- A foundation for earning an income

What traders still need

- Safer and better-managed trading areas
- Better-located bays with stronger customer footfall
- Improved facilities, including shelter, toilets and storage
- Regular communication and engagement with officials



Businesses welcomed recent improvements to trading infrastructure but believe that further investment in shelters, larger trading bays, sanitation facilities and safer trading environments would help informal businesses operate more sustainably.

Land Use Rights

Experiences of planning approvals, land use applications and development-related requirements

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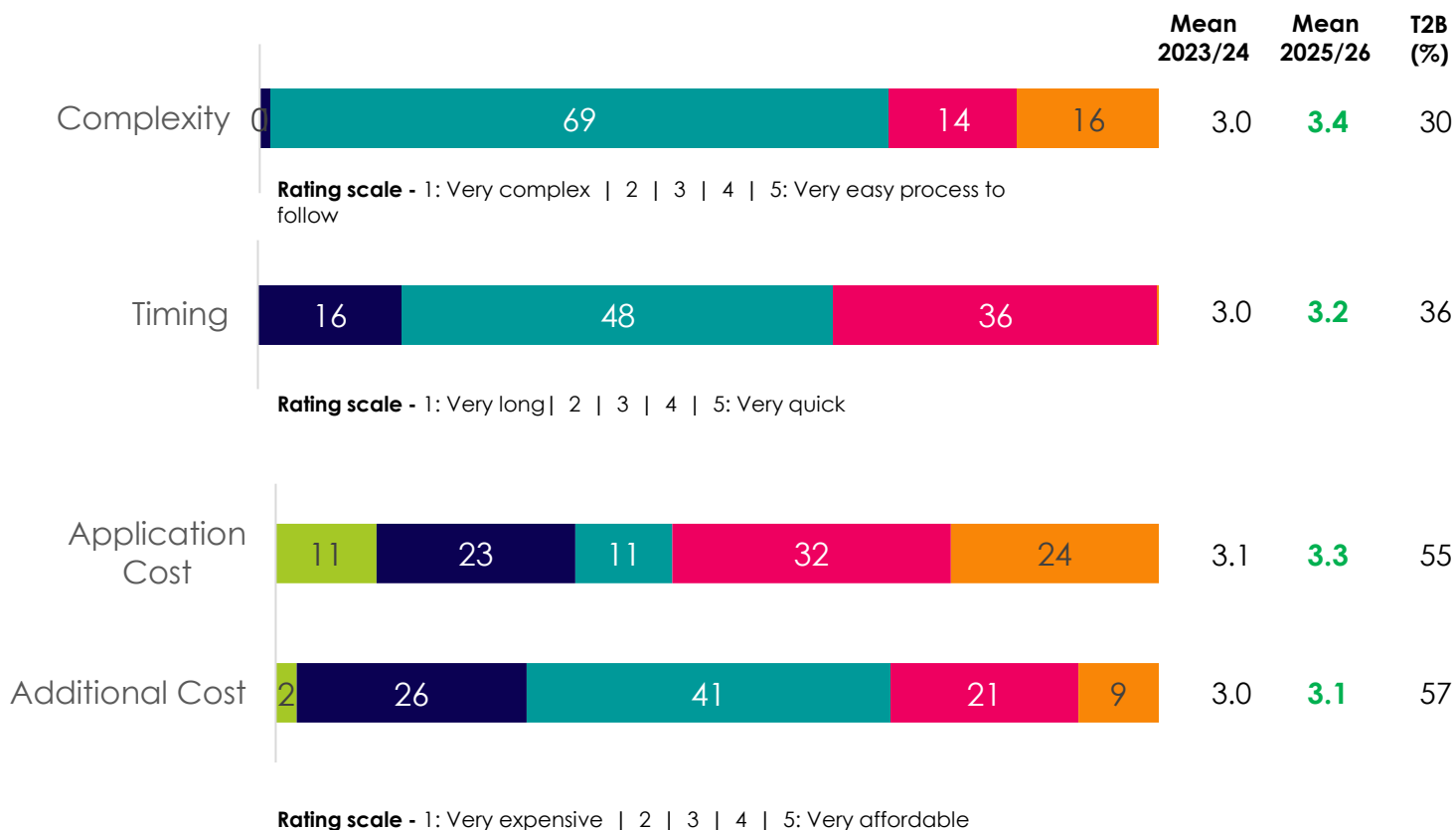
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Obtaining Land Use Rights

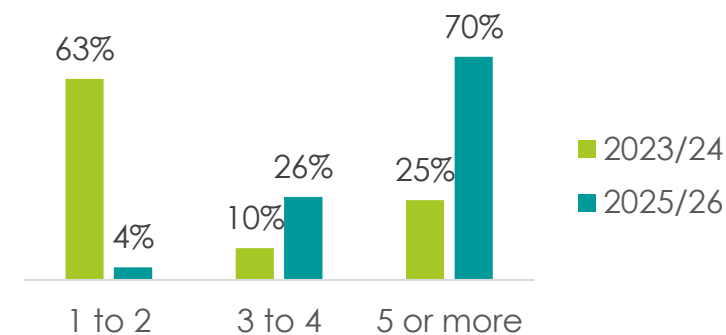
Customers who applied for Land use rights scored the City the lowest on complexity, time and cost.

Ease of doing Business ratings (%)

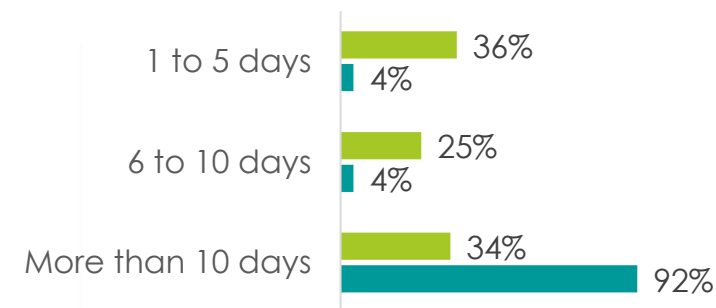


Base: 89

Steps in process

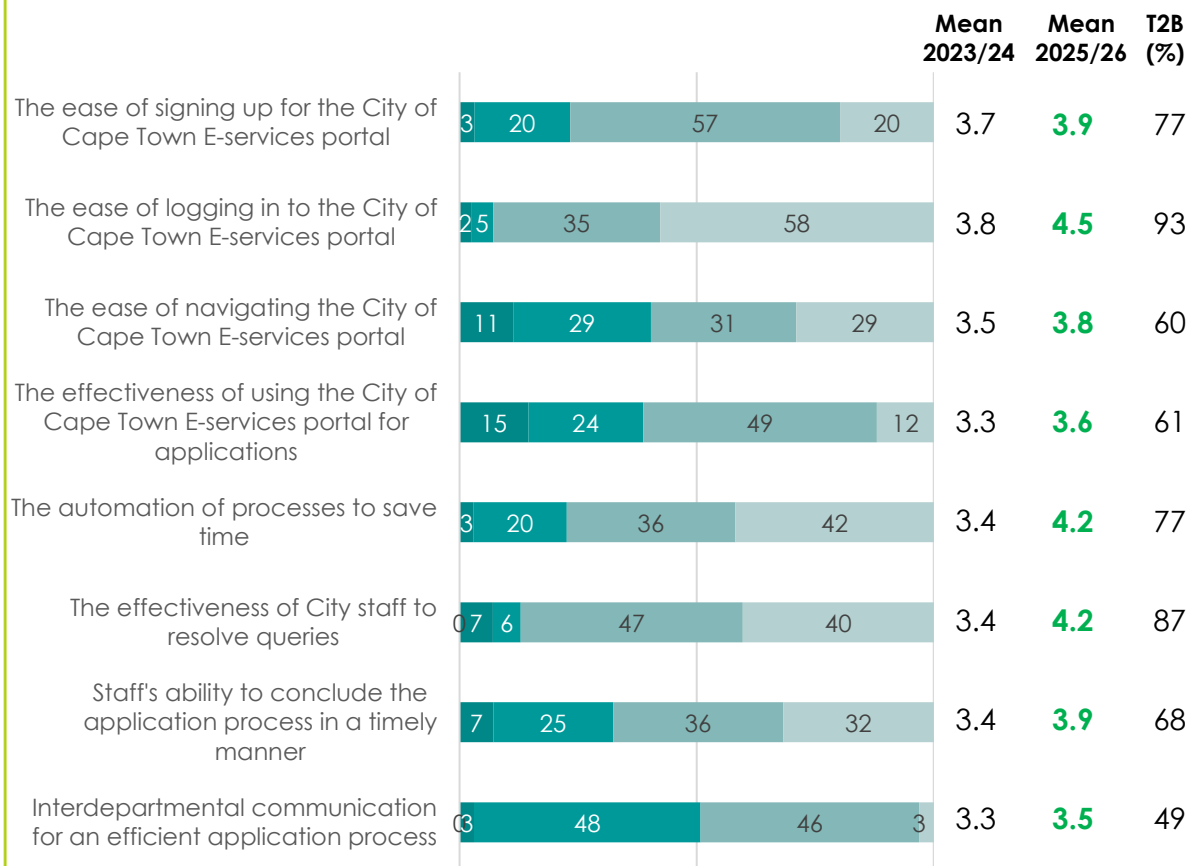


Days to receive final outcome

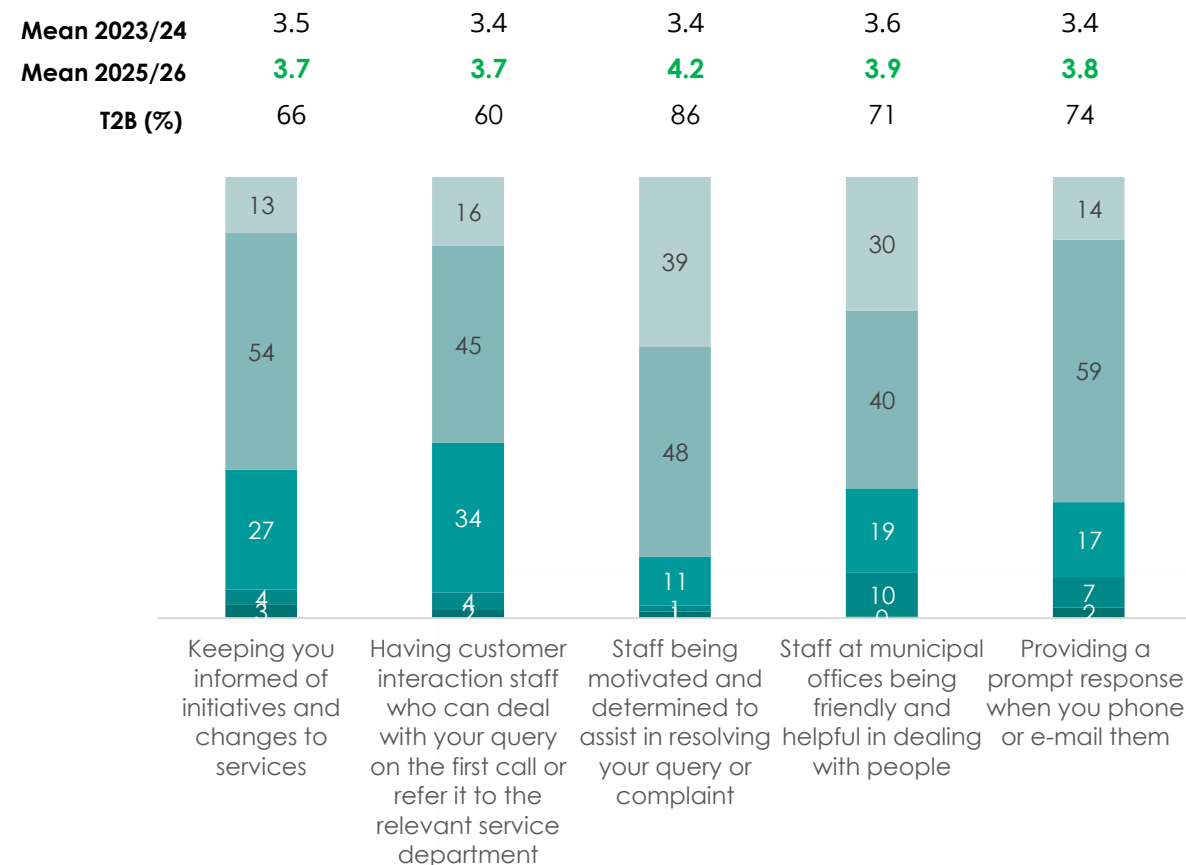


Obtaining Land Use Rights

Customers find logging into the e-Service platform to be relatively easy. However, interdepartmental communication can be improved.



Rating scale - 1: Completely dissatisfied | 2 | 3 | 4 | 5: Completely satisfied



Q19. Satisfaction. How satisfied are you with the following,

Base: 89

Land Use Rights: Overall Experience



Businesses generally understood that Land Use Rights applications require careful assessment and alignment with planning regulations. Positive experiences were associated with knowledgeable officials, clear guidance and access to professional support, particularly where applicants had prior experience or worked with specialists.

However, lengthy approval timeframes, complex requirements and repeated requests for additional information created uncertainty and made it harder for businesses to plan, invest or move projects forward. The process was easier to manage when expectations were clear and consistent, but more difficult where requirements shifted during the application journey.

Business size shaped both the support required and the impact of delays. Smaller applicants could find the process intimidating or difficult to manage without specialist assistance, while larger developers were more affected by uncertain timelines because of the implications for investment timing, project feasibility and development planning.

Overall, Land Use Rights was viewed as a necessary and improving service, with opportunities to strengthen consistency, clarify requirements and provide more predictable timelines.

Strengths	Areas for improvement
Knowledgeable officials helped applicants understand requirements	Improve predictability around application timeframes
Professional support made complex applications easier to navigate	Reduce changing or repeated information requests
Businesses recognised the need for planning regulations	Improve consistency across departments and officials
Some applicants experienced helpful engagement and clear guidance	Simplify administrative requirements where possible

Making Complex Applications Easier to Navigate

Businesses recognised Land Use Rights as an important but complex service and understood the need for applications to align with legislation, development frameworks and broader City planning priorities. The challenge was not the regulation itself, but the effort required to navigate the process, particularly where timelines were unclear, requirements changed or professional support was needed to understand what was expected.

Support needs and impacts differed by applicant type. Smaller or less-experienced applicants needed clearer upfront guidance to reduce the cost and complexity of navigating the process, while larger developers required stronger progress visibility and better coordination across departments because delays could affect investment timing, project feasibility and development planning.

The opportunity is to create a clearer and more coordinated Land Use Rights process through consistent requirements, better upfront guidance, improved progress visibility and stronger cross-departmental engagement.

What helped

- Knowledgeable officials and professional guidance
- Recognition that planning regulations are necessary
- Helpful engagement where officials were responsive
- Professional support for complex applications

What needs strengthening

- Clearer expected timelines and progress updates
- More consistent requirements across departments
- Earlier clarity on documentation and information needs
- Reduced administrative burden and repeated requests



Businesses valued knowledgeable officials and recognised improvements in the Land Use Rights service, but long, inconsistent timeframes and administrative complexity made the process difficult to manage. A more streamlined, consistent and predictable application journey would reduce the burden on businesses and strengthen confidence in the service.

Public Land Transfer

Experiences of land
acquisition, transfer
processes, communication
and application guidance

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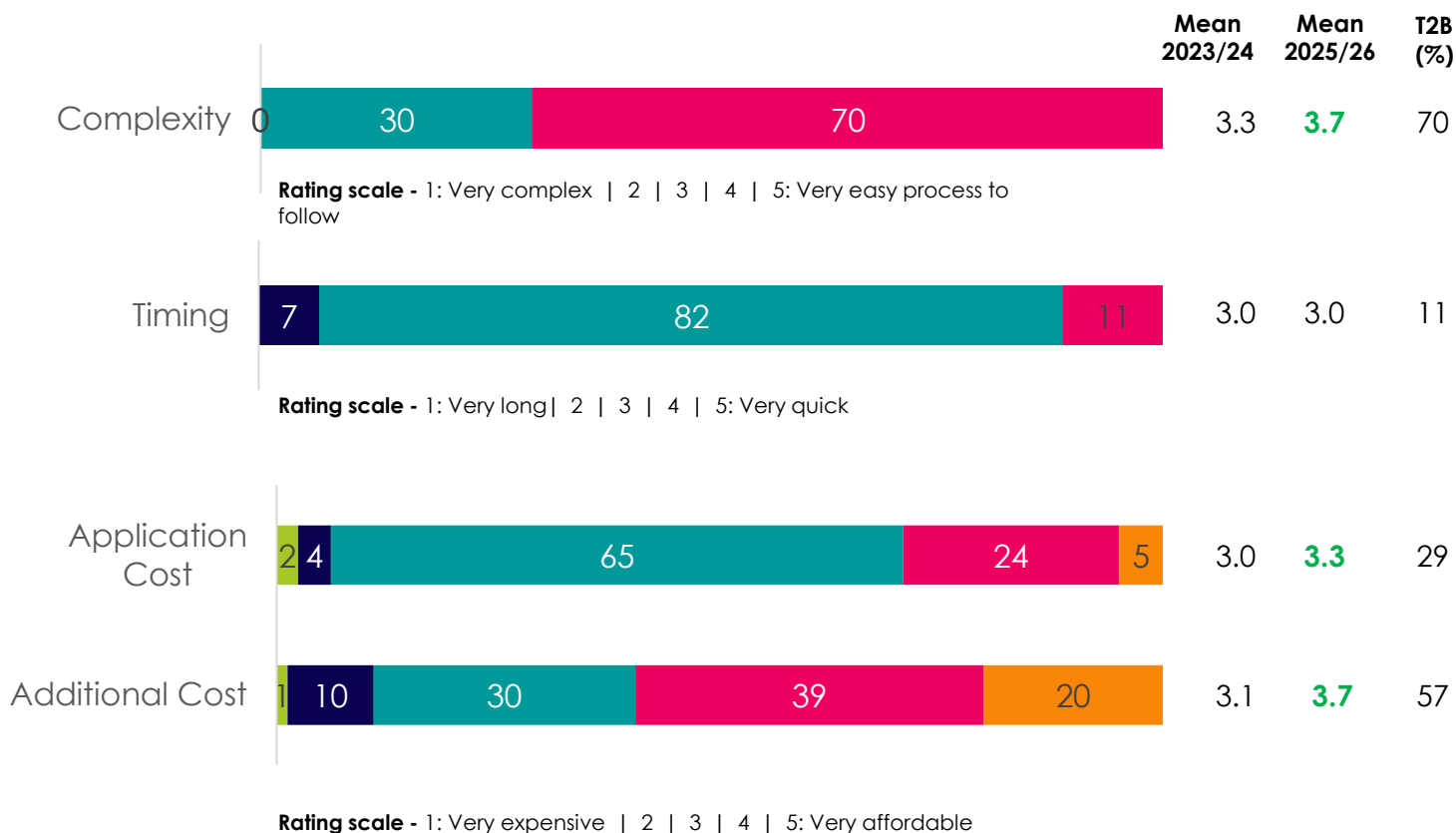
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Transferring of Public Land*

Customers rated the City the highest on easy process and the lowest on timing and application costs.

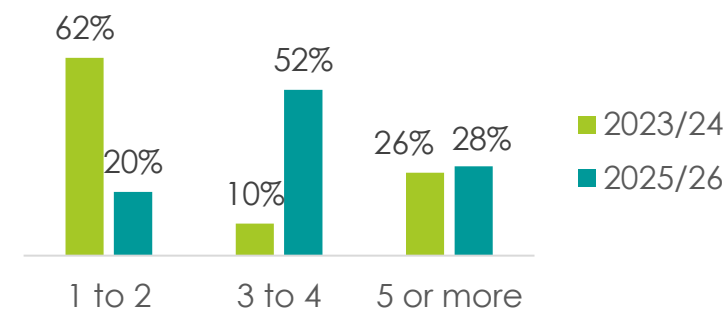
Ease of doing Business ratings (%)



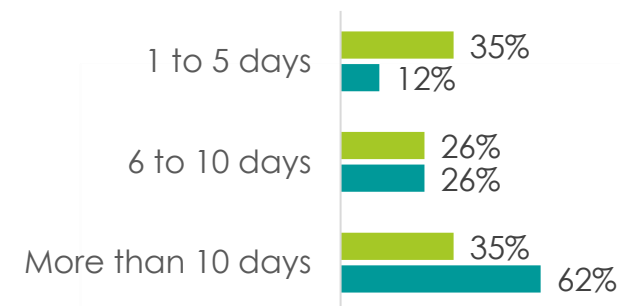
* Interpret with caution due to base sizes below 30

Base: 24

Steps in process

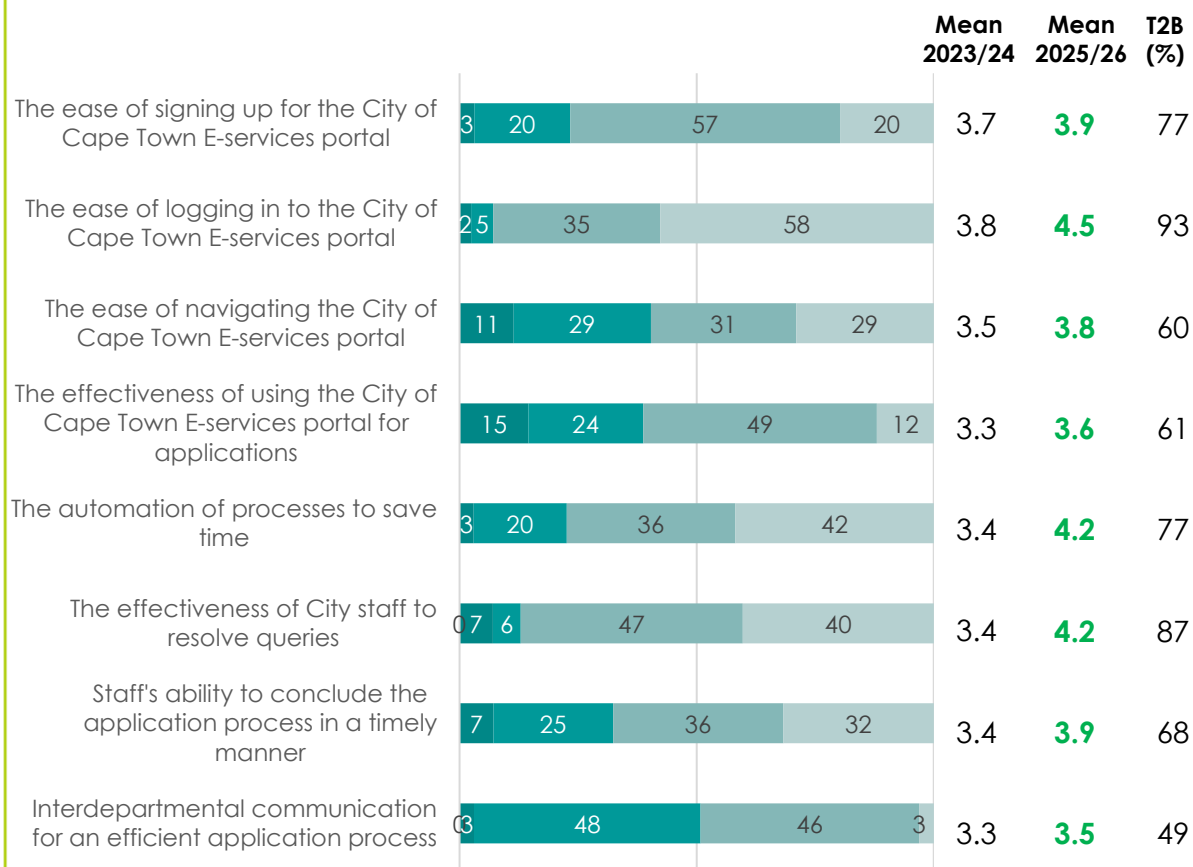


Days to receive final outcome

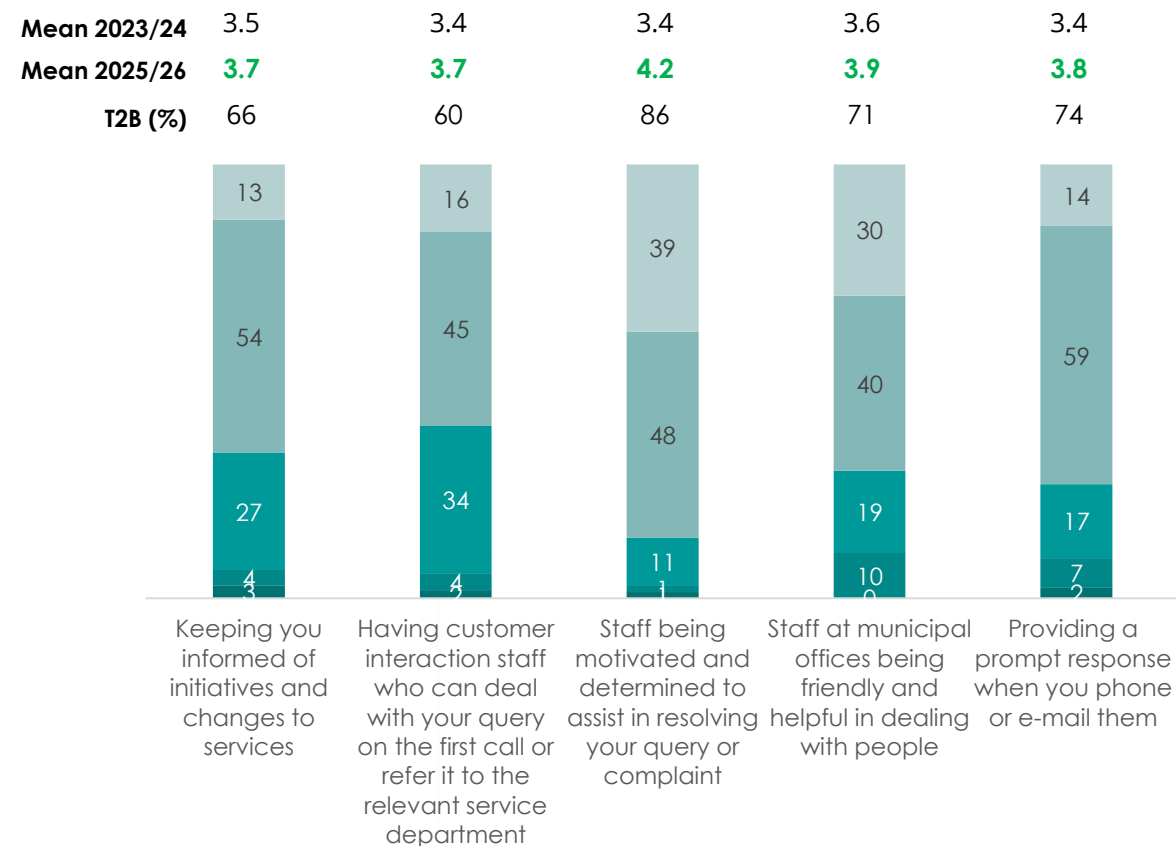


Transferring of Public Land

Interdepartmental communication regarding the application is a challenge, however, customers can easily log into the e-Service platform



Rating scale - 1: Completely dissatisfied | 2 | 3 | 4 | 5: Completely satisfied



* Interpret with caution due to base sizes below 30

Q19. Satisfaction. How satisfied are you with the following,

Base: 24

Public Land Transfer: Overall Experience



Public Land Transfer was viewed as an important and enabling process, particularly where it supported ownership, business growth, future development or community value. Participants understood the need for thorough checks, approvals and documentation before City-owned land could be transferred.

However, the process could feel unfamiliar and difficult to anticipate, especially for first-time applicants. Smaller applicants were more affected by uncertainty around costs, requirements and long-term business decisions, while larger or more experienced businesses prioritised clear requirements, predictable timelines and transparent communication to support planning and investment confidence.

Across applicant types, experiences were shaped by the quality of guidance, the responsiveness of officials and the visibility of progress and next steps.

The opportunity is to make the transfer journey clearer and more predictable through stronger upfront guidance, better progress visibility and more consistent support throughout the process.

Strengths	Areas for improvement
Applicants recognised the value and importance of accessing or transferring land	Provide clearer upfront guidance on the process, requirements and stages
The process could support business, property or community development goals	Improve visibility around timelines, progress and next steps
Supportive officials helped applicants understand what was required	Strengthen communication during longer or more complex applications
Formal processes helped ensure public land was transferred responsibly	Make the process easier for first-time or less experienced applicants to navigate

Making Public Land Transfers Easier to Navigate

Public Land Transfer was experienced as an important process with meaningful outcomes for applicants. Participants accepted the need for appropriate checks, documentation and decision-making before City-owned land could be transferred. However, the process could feel complex and uncertain where costs, requirements, timelines or stages were not clearly understood.

Support needs varied by applicant type. First-time or smaller applicants needed clearer upfront guidance to help them anticipate the process and manage requirements, while businesses using land transfer to support investment, expansion or development needed consistent communication and stronger visibility of progress.

The opportunity is to make Public Land Transfer easier to anticipate and navigate through clearer guidance on costs, steps and timelines, supported by regular progress updates throughout the process.

What helped

- Recognition that public land transfer requires proper process and oversight
- Supportive officials where applicants could access guidance
- The process supported property, business or community development goals
- Formal requirements helped protect the integrity of public land decisions

What can be strengthened

- Clearer upfront explanation of the transfer process
- More regular updates on progress and next steps
- Better guidance for first-time or less experienced applicants
- Greater clarity on expected timelines and documentation requirements



Businesses viewed the transfer process positively but would benefit from clearer guidance on the steps that follow property transfer, particularly when preparing to develop or service newly acquired land.

Revenue Clearance

Experiences of rates clearance, documentation, online systems and process communication

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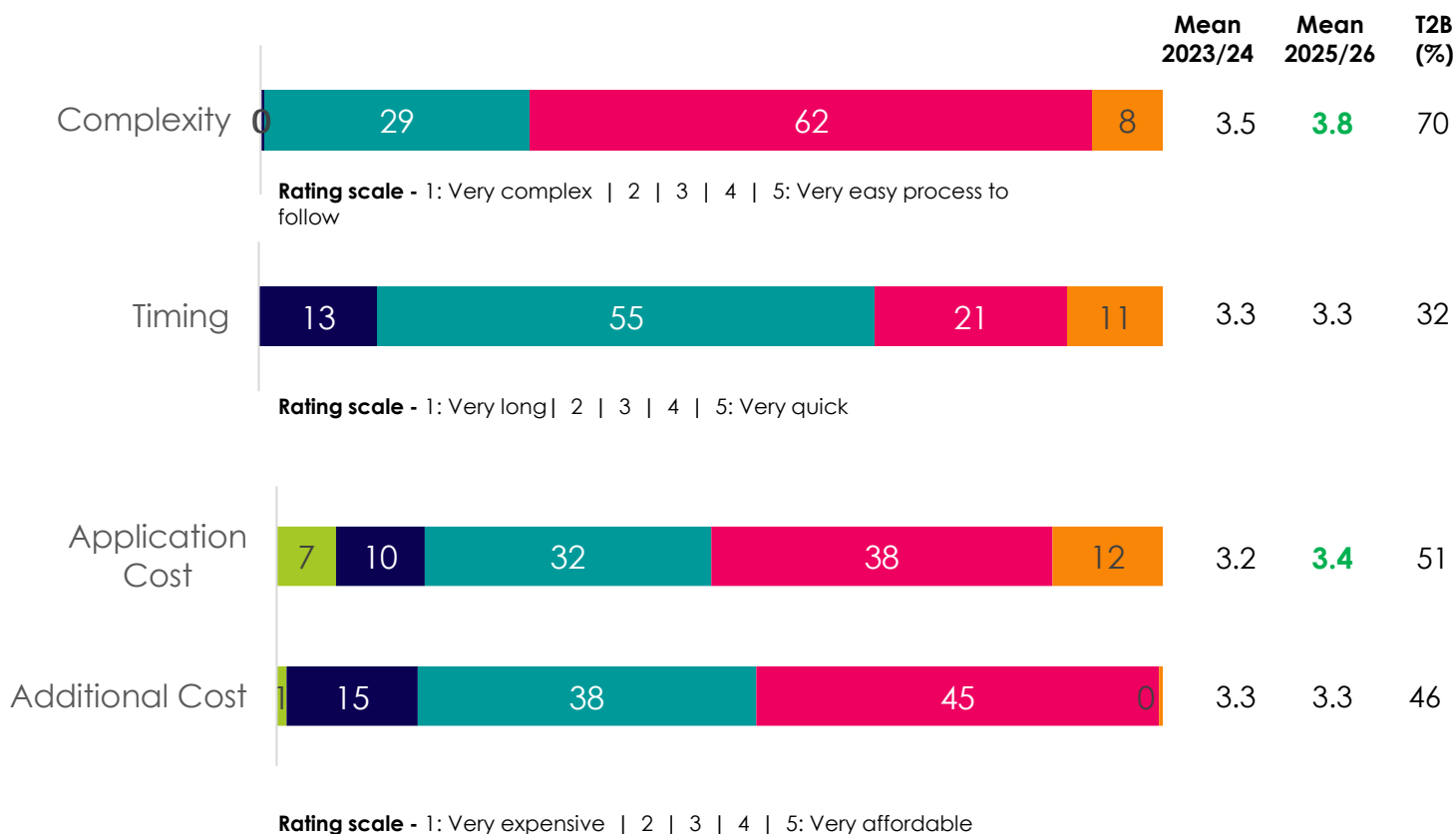
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Revenue Clearance

Application costs for revenue clearance can be improved though customers rated the highest on easy process

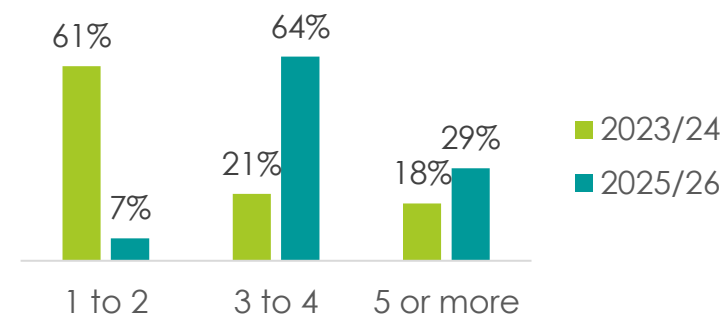
Ease of doing Business ratings (%)



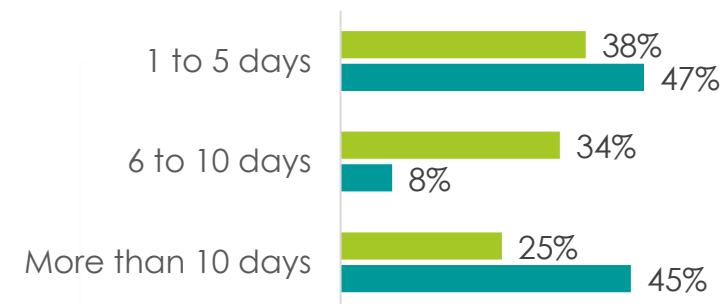
* Interpret with caution due to base sizes below 30

Base: 23

Steps in process

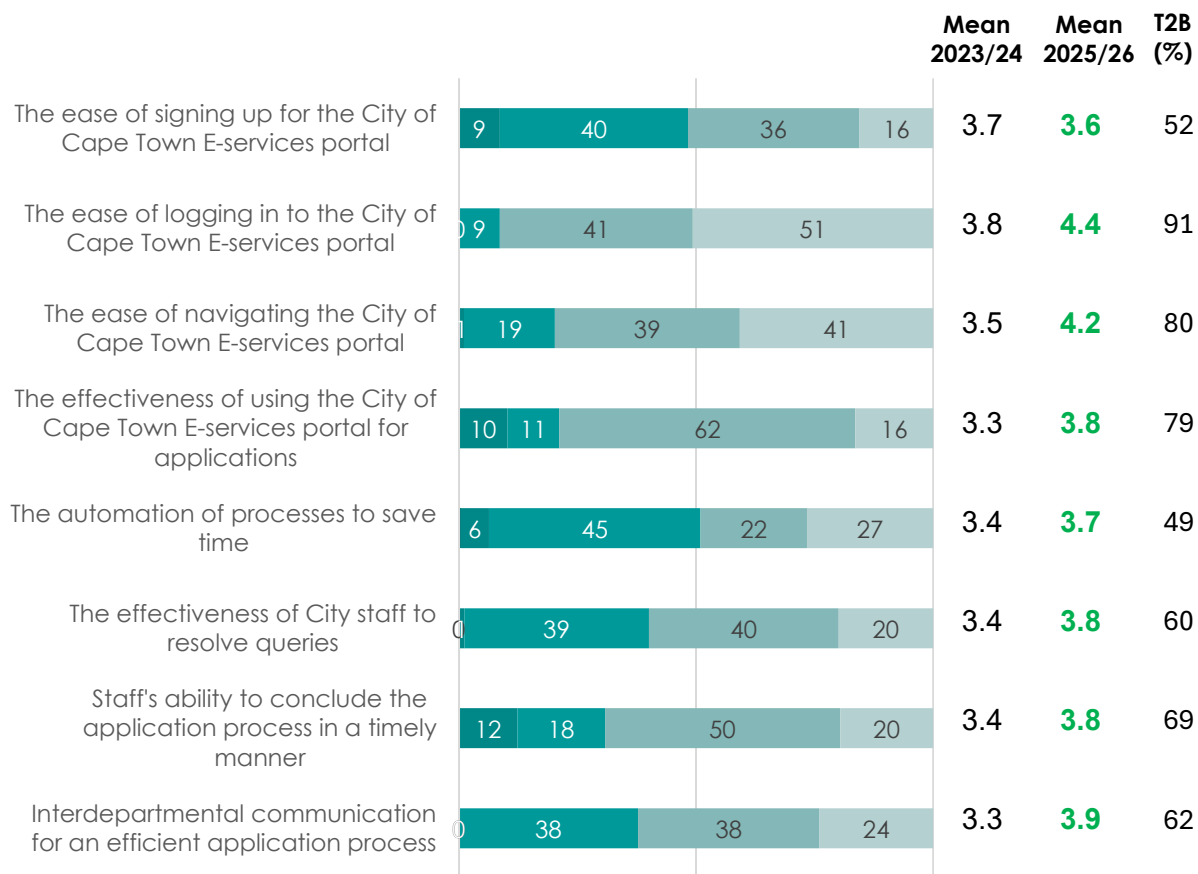


Days to receive final outcome



Revenue Clearance

Customers find logging into the e-Service portal and navigating the portal to be relatively easy. In terms of perceptions of communication and staff support initiatives and service changes require urgent attention.

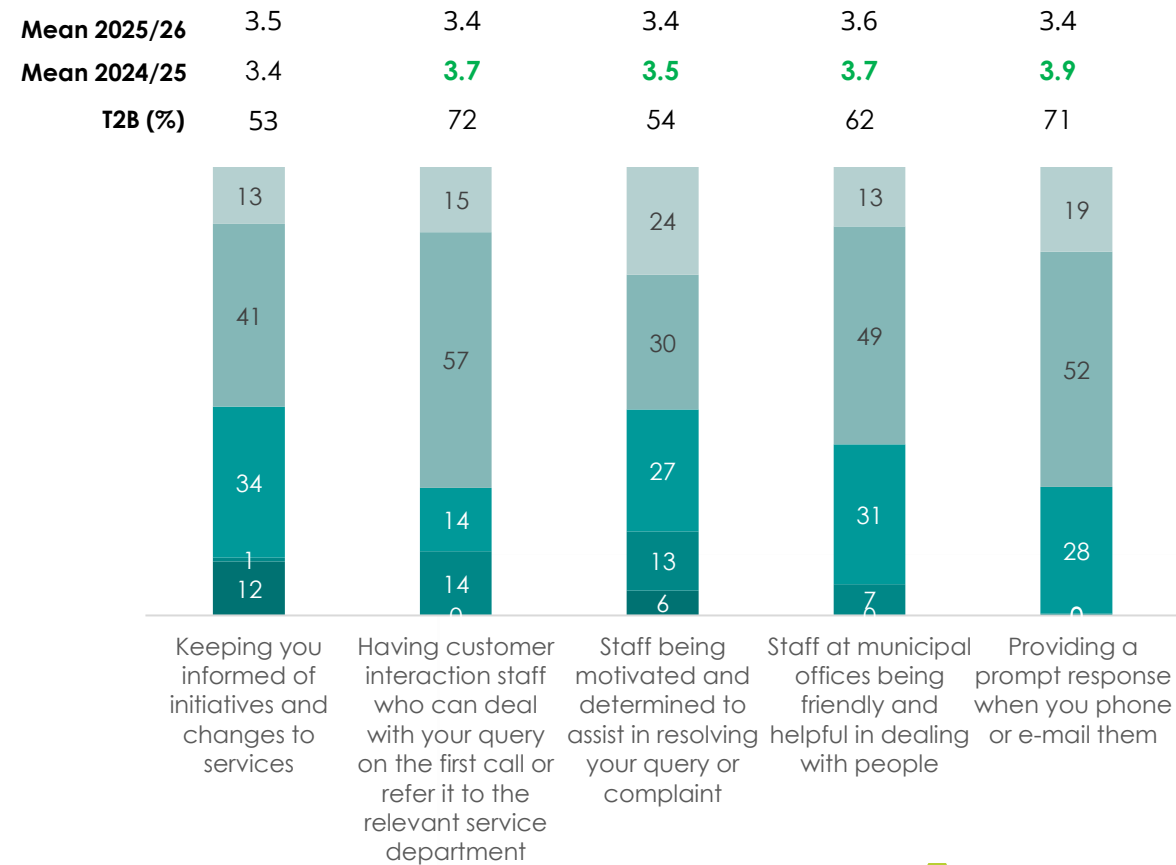


Rating scale - 1: Completely dissatisfied | 2 | 3 | 4 | 5: Completely satisfied

*** Interpret with caution due to base sizes below 30**

Q19. Satisfaction. How satisfied are you with the following,

Base: 23



Revenue Clearance: Overall Experience



Revenue Clearance was one of the more positive service experiences. Participants generally described the process as structured, efficient and well supported by online systems, particularly where documents could be submitted digitally and updates received without relying heavily on in-person engagement.

Businesses with regular exposure to the service found it easier to navigate because the requirements were familiar and the process felt predictable. Less-frequent users needed clearer explanations, especially where account queries, outstanding balances or rates-related issues affected an application.

While the service generally worked well, delays could become stressful because of the impact on property transfers, client expectations and transaction timelines. In these cases, clear communication, progress visibility and support with resolving outstanding issues became especially important.

Overall, Revenue Clearance was viewed as an effective service, with the main opportunity being to maintain its efficiency while strengthening support and visibility when applications are delayed or require resolution.

Strengths	Areas for improvement
The process was generally experienced as efficient and structured	Improve visibility when applications are delayed or queried
Online submissions made the process more convenient	Provide clearer explanations of outstanding balances or account issues
Documentation requirements were generally understood	Maintain responsive communication during follow-up
Officials were helpful where applicants needed guidance	Ensure complex cases are escalated or resolved quickly

Maintaining Momentum in a Strong Service Journey

Revenue Clearance stood out as one of the stronger service experiences in the study. Businesses generally found the process structured, manageable and more predictable than some of the more complex approval-based services, particularly where online systems worked well, documentation requirements were clear and applications could progress without excessive back-and-forth.

The improvement opportunity was therefore targeted rather than fundamental. Businesses wanted the City to maintain the efficiency of the online process while strengthening communication and support when applications were delayed, queried or affected by account-related issues. Less-frequent users would benefit from clearer explanations, while faster escalation and more visible progress updates would help all applicants manage transaction timelines and maintain confidence when clearance did not proceed as expected.

The opportunity is to preserve the efficiency of Revenue Clearance while improving explanations, escalation and progress visibility when applications require additional resolution.

What worked well

- Structured process with clearer steps
- Online submission and digital communication
- Generally understandable documentation requirements
- Helpful officials where support was accessible

What can be strengthened

- More visibility when applications are delayed
- Clearer explanations of account or rates issues
- Faster escalation for complex or stuck cases
- Continued responsiveness during follow-up



Revenue Clearance was experienced as an efficient and reliable service that enables property transactions to proceed with confidence. Familiarity with the process, clear requirements and responsive communication helped applicants navigate the journey more smoothly, while continued improvements to turnaround times would further strengthen the customer experience.

Building Plan Approval

Experiences of technical
review, approval timelines,
communication and
application feedback

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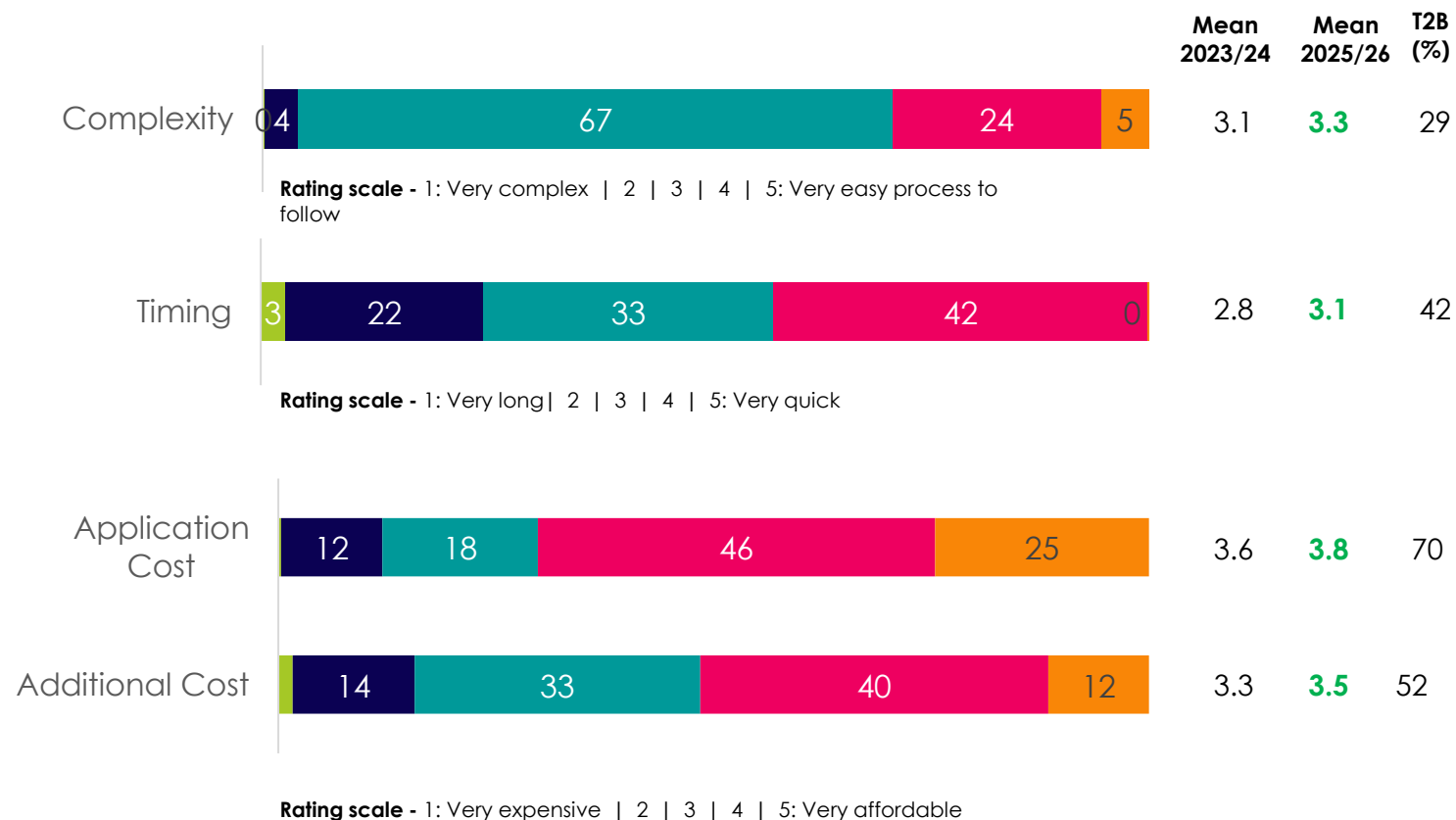
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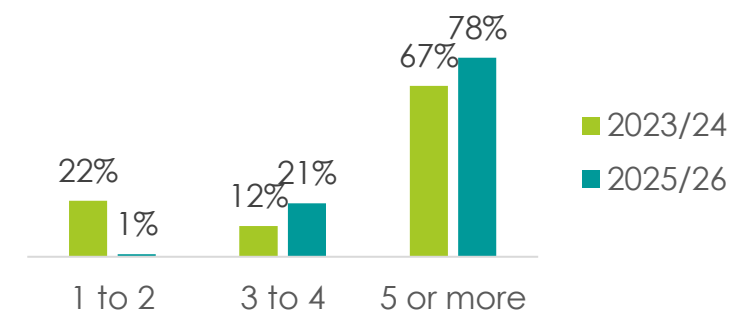
Getting Building Permits

Businesses are moderately satisfied with the complexity of applications, and the lengthy process and turnaround time.

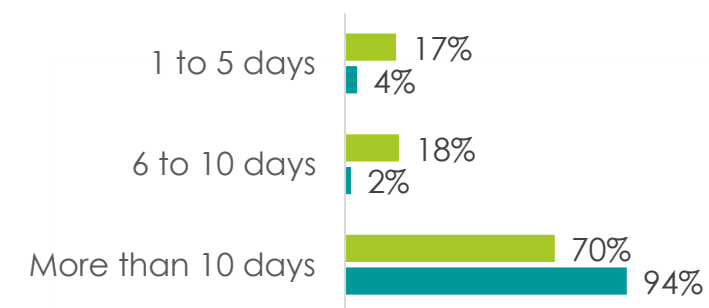
Ease of doing Business ratings (%)



Steps in process



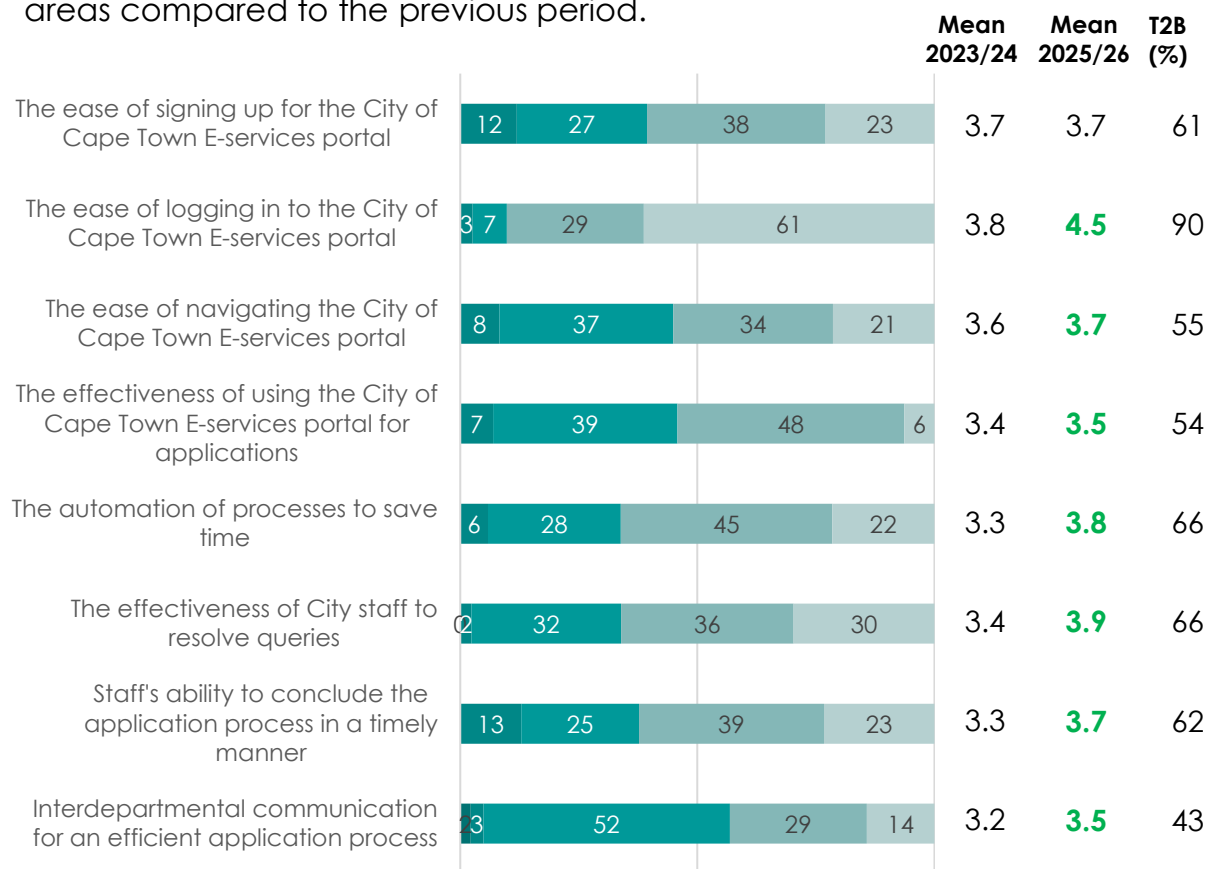
Days to receive final outcome



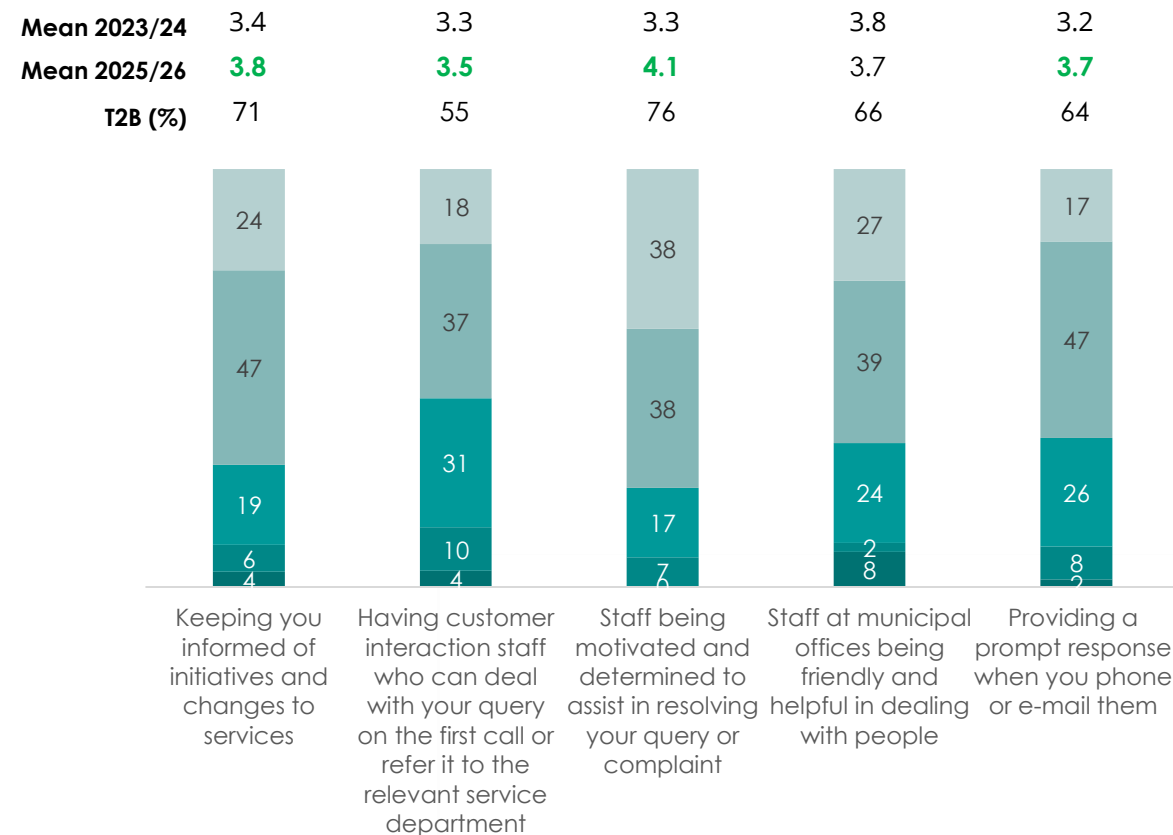
Base: 114

Getting Building Permits

Customers find logging into the e-Service portal to be relatively easy. Perceptions of communication and staff support improved across all measured areas compared to the previous period.



Rating scale - 1: Completely dissatisfied | 2 | 3 | 4 | 5: Completely satisfied



Q19. Satisfaction. How satisfied are you with the following.

Base: 114

Building Plan Approval: Overall Experience



Businesses recognised Building Plan Approval as a necessary part of ensuring compliant development and understood that applications require careful technical review. However, it was experienced as one of the more challenging City services due to lengthy and unpredictable timelines, multiple review cycles, delayed feedback and limited visibility into application progress.

The impact differed by business size. Smaller or less-resourced applicants needed clearer guidance to understand and meet technical requirements, while medium and larger businesses were more affected by uncertainty around project timelines, client commitments and delivery planning. Across all business sizes, the process was easier to manage when expectations were clear, feedback was comprehensive and communication from officials was timely and coordinated.

Overall, businesses accepted the importance of the approval process but felt that greater predictability, clearer communication and more consolidated feedback would make the journey easier to navigate.

Strengths	Areas for improvement
Businesses recognised the importance of technical review and regulatory compliance	Improve predictability around approval timeframes
Professional and knowledgeable officials helped applicants navigate requirements where support was accessible	Reduce repeated review cycles and staged feedback
Online submissions were seen as an improvement on more manual processes	Strengthen communication and progress updates
Clear feedback, where provided, helped businesses move applications forward	Provide more comprehensive comments earlier in the process

Building Plan Approval: Looking Ahead



Businesses acknowledged the City's efforts to modernise Building Plan Approval through online submissions and digital engagement. However, they felt that further improvement should focus on making the approval journey more predictable, proportionate and easier to navigate, without reducing the technical review required for compliant development.

Participants wanted clearer expectations, more coordinated feedback and better visibility into application progress. They also felt that support should reflect differences in applicant experience and project complexity. Smaller or less-experienced applicants would benefit from clearer guidance through technical requirements, while businesses managing larger or multiple projects needed stronger progress visibility to support planning and delivery.

Overall, the opportunity is to create a more transparent and proportionate approval journey that maintains technical rigour while providing the right level of guidance, communication and oversight for different types of applicant.

Set clearer expectations

Provide more realistic guidance on expected timelines, progress stages and next steps.

Consolidate feedback earlier

Reduce repeated submissions by providing more complete comments upfront where possible.

Apply a more proportionate approach

Recognise differences between low-complexity and high-complexity applications when managing review timelines and review cycles.

Maintain accessible support

Continue improving digital systems while ensuring applicants can access guidance when needed.



Businesses supported the City's modernisation efforts but highlighted opportunities to make the service more proportionate, inclusive and customer-centred. They believed that tailoring processes to the complexity of applications, continuing to strengthen digital services and maintaining accessible support would improve the overall customer experience without compromising regulatory standards.

Electricity Connections

Experiences of electricity access, digital applications, technical support and responsiveness

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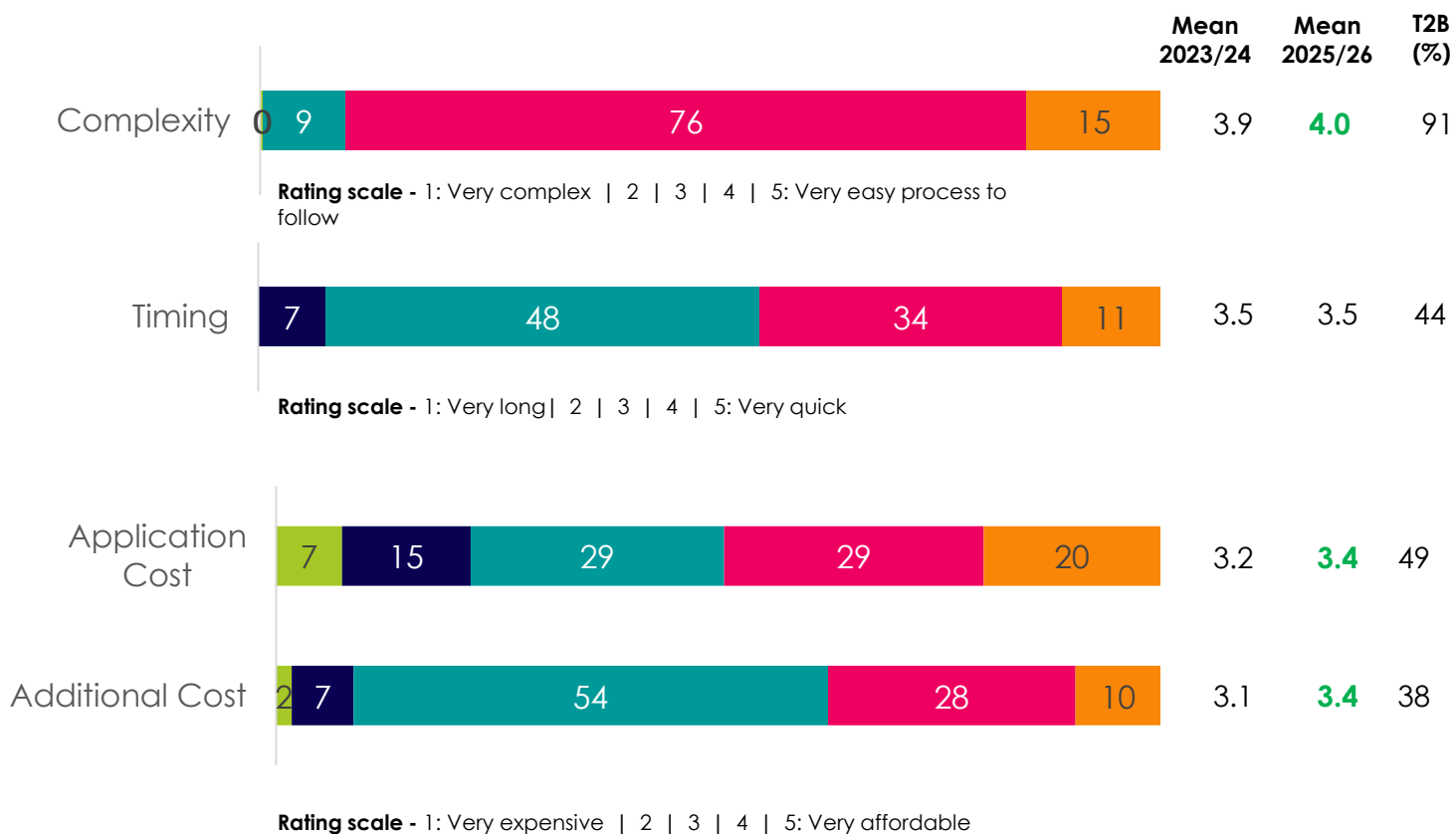
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Getting Electricity

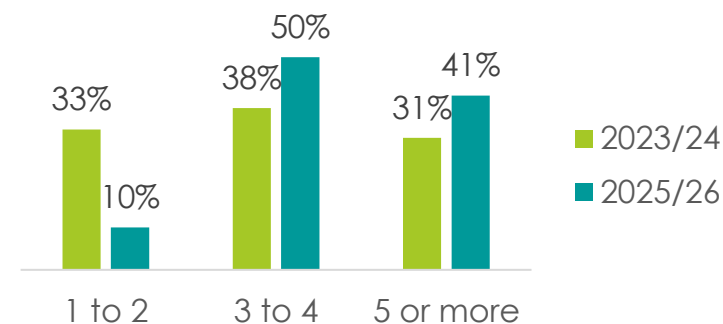
Customers were moderately satisfied with the affordability of applications, but found the overall process to be easy.

Ease of doing Business ratings (%)

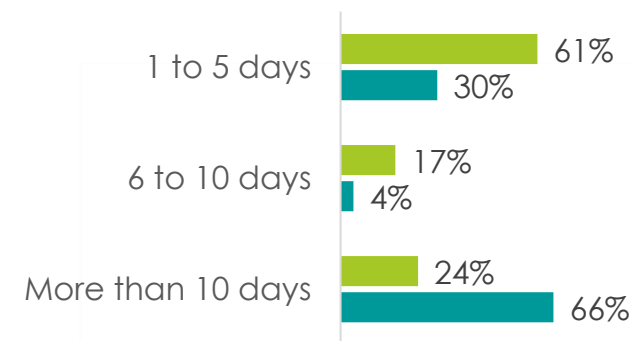


Base: 81

Steps in process

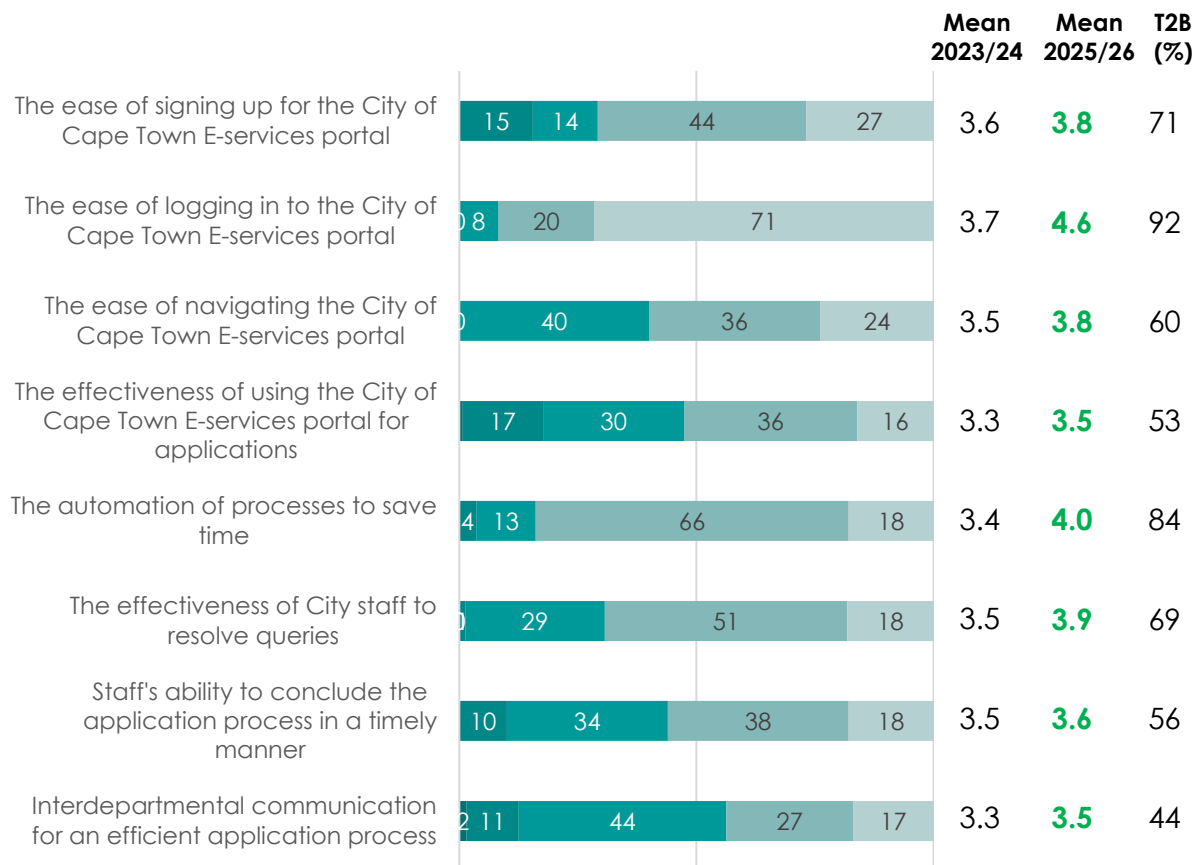


Days to receive final outcome



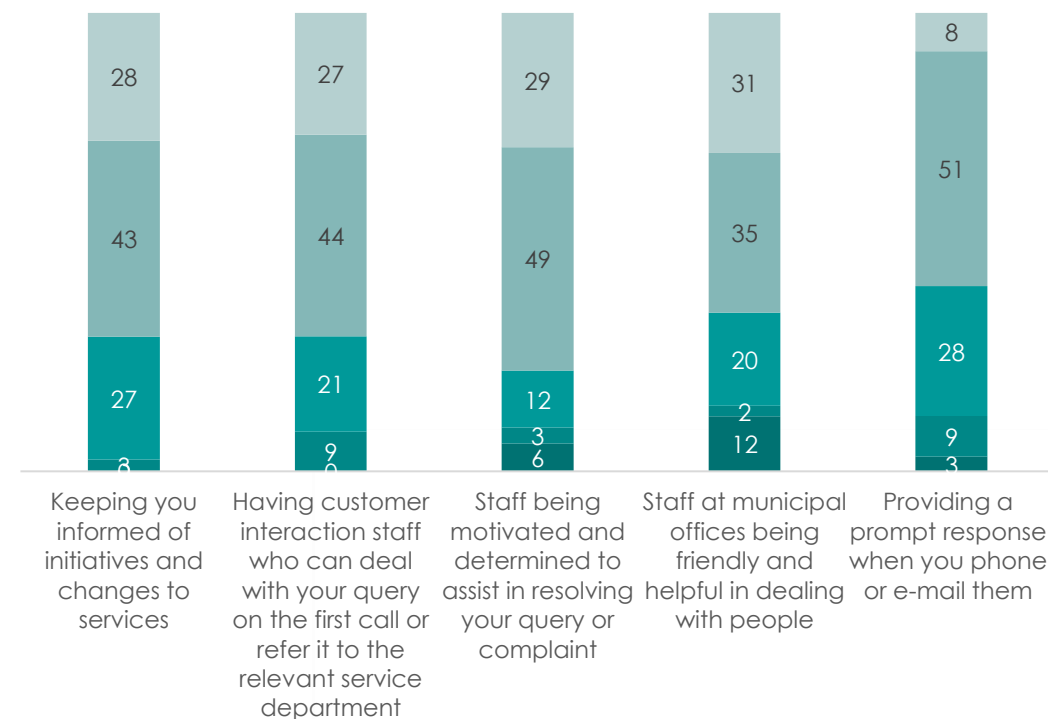
Getting Electricity

Electricity customers found logging in to the City's e-Service portal easy and very satisfied with the automation process. Perceptions of communication and staff support improved across all measured areas compared to the previous period.



Rating scale - 1: Completely dissatisfied | 2 | 3 | 4 | 5: Completely satisfied

Mean 2023/24	3.2	3.4	3.3	3.7	3.2
Mean 2025/26	4.0	3.9	3.9	3.7	3.5
T2B (%)	71	71	78	65	60



Q19. Satisfaction. How satisfied are you with the following,

Base: 81

Electricity Connections: Overall Experience



Businesses generally described Electricity Connections positively, particularly where applications could be submitted online and requirements were clearly explained. The process was seen as relatively straightforward, and participants recognised improvements in the City's digital service delivery.

However, communication remained an important area for improvement. Businesses sometimes struggled to receive timely responses, reach the appropriate technical officials or obtain clear updates after submitting an application. As a result, even where the process itself worked well, the overall experience could feel slower and more frustrating than necessary.

Needs differed according to business size and familiarity with the service. Smaller or less-frequent users needed clearer guidance when online systems or technical requirements felt unfamiliar, while medium and larger businesses placed greater emphasis on responsive technical communication to keep installations, operations and client work moving.

Overall, Electricity Connections was viewed as an effective service with a strong foundation, with the main opportunity being to strengthen responsiveness, technical support and progress communication.

Strengths	Areas for improvement
Applications were generally experienced as straightforward and efficient	Improve communication with technical teams
Online systems made submission and tracking more convenient	Provide quicker responses to enquiries and follow-ups
Businesses recognised improvements in digital service delivery	Strengthen coordination during technical review, commissioning or follow-up
Supportive officials contributed to positive experiences where accessible	Ensure users can access guidance when applications become more complex

Electricity Connections: Building on a Strong Foundation

Businesses recognised the progress made in Electricity Connections through online systems, clearer application processes and support from helpful officials. For many, the service provided a reliable foundation for accessing electricity-related approvals, registering installations and supporting business operations.

The remaining opportunities were therefore targeted rather than fundamental. Businesses wanted faster responses, easier access to technical support and digital platforms that remained clear and usable for applicants with different levels of experience. Less-confident or infrequent users needed accessible guidance when navigating the process, while businesses dependent on electricity-related approvals required more responsive technical support to maintain operational momentum.

The opportunity is to preserve accessible support for less-experienced applicants while strengthening technical responsiveness for businesses that rely on timely electricity-related approvals.

Strengthen responsiveness

Provide quicker replies to enquiries and clearer follow-up after applications are submitted.

Improve access to technical support

Make it easier for applicants to reach the right technical team when questions arise.

Keep digital support user-friendly

Continue improving online systems while maintaining guidance for less frequent or less confident users.



Businesses view the Electricity Connection service positively and believe that targeted improvements to communication, technical support and digital accessibility would further strengthen an already effective service.

Water Connections

Experiences of water access, infrastructure requirements, technical guidance and communication

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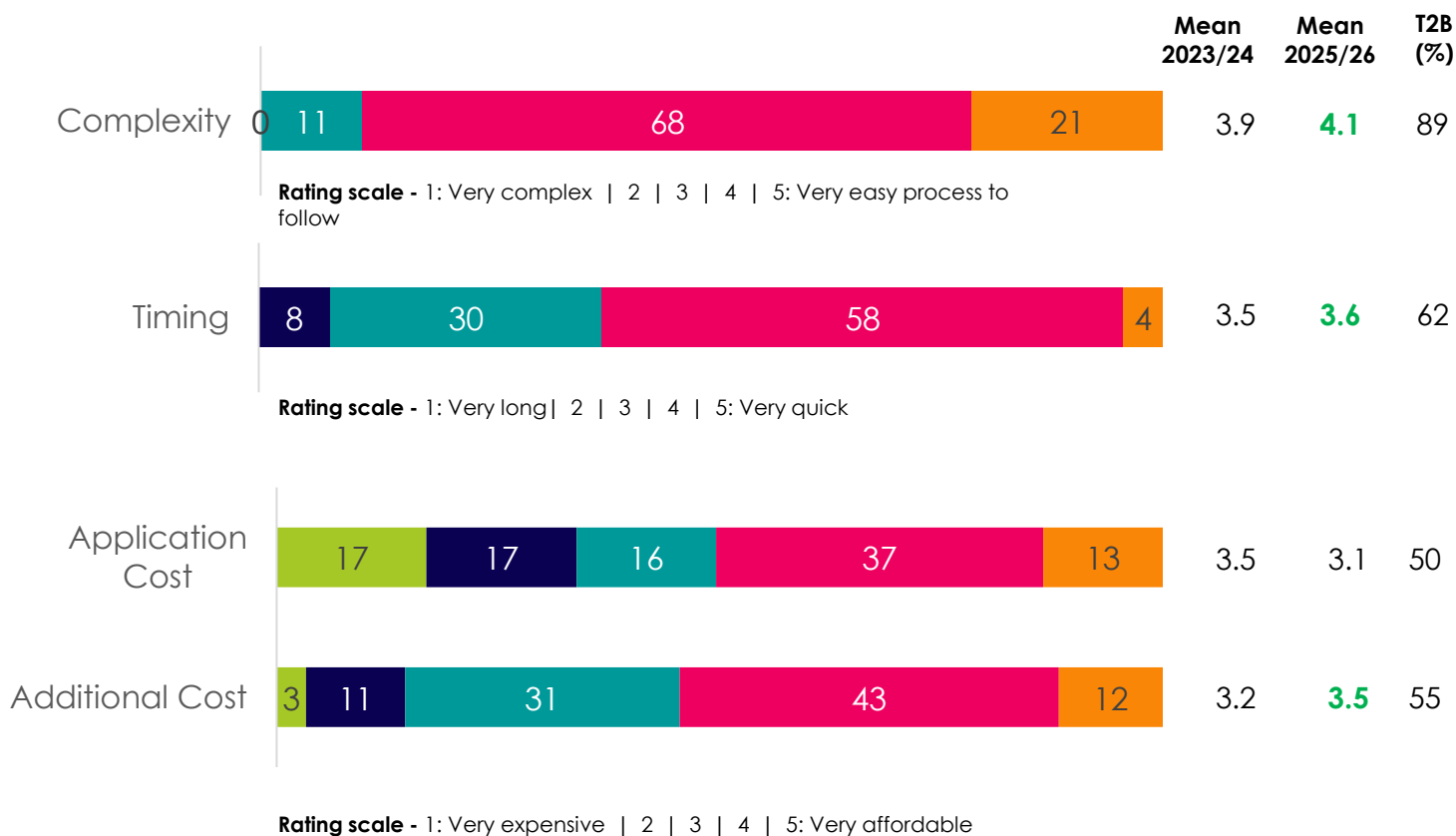
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Connecting Water

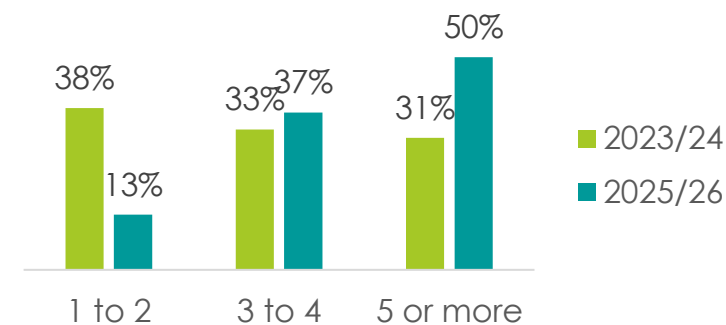
Customers who applied for Connecting Water find applications to be easy but not affordable.

Ease of doing Business ratings (%)

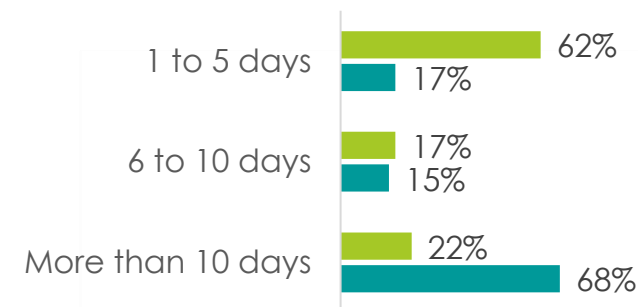


Base: 59

Steps in process

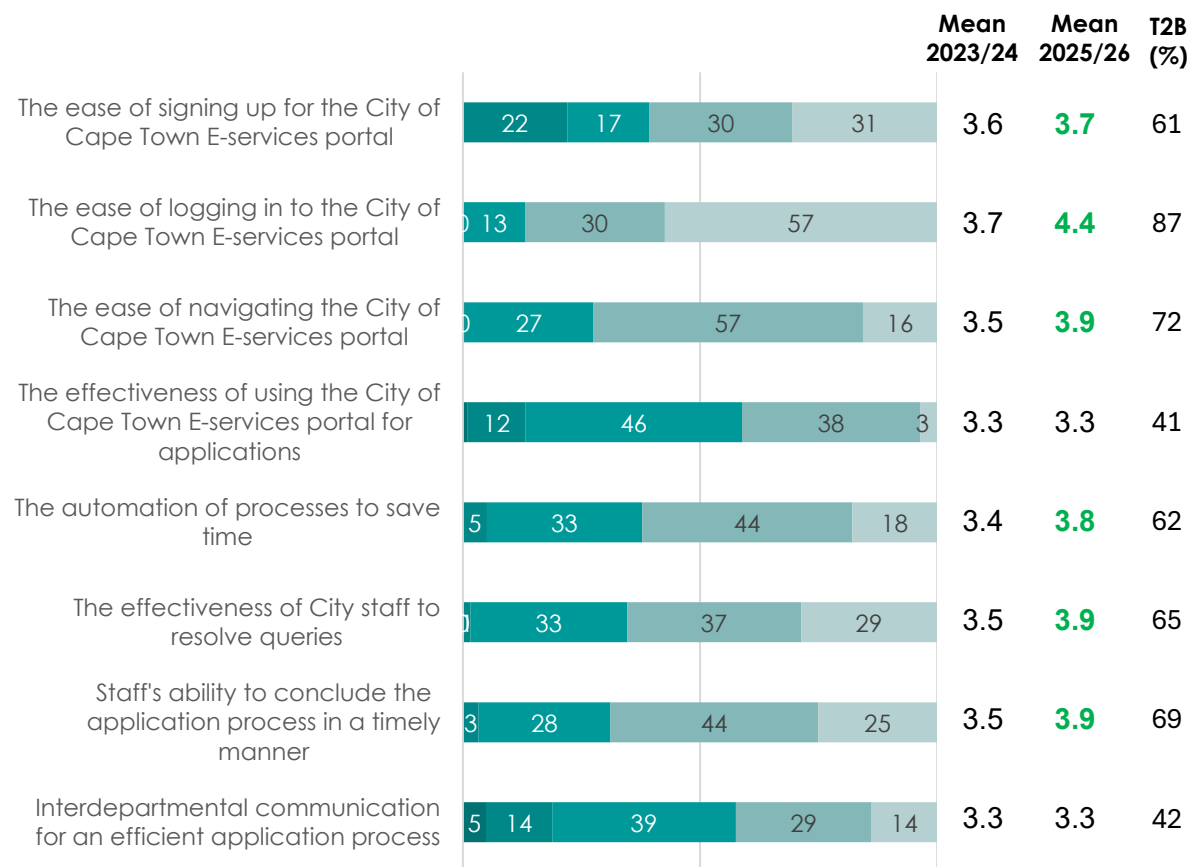


Days to receive final outcome



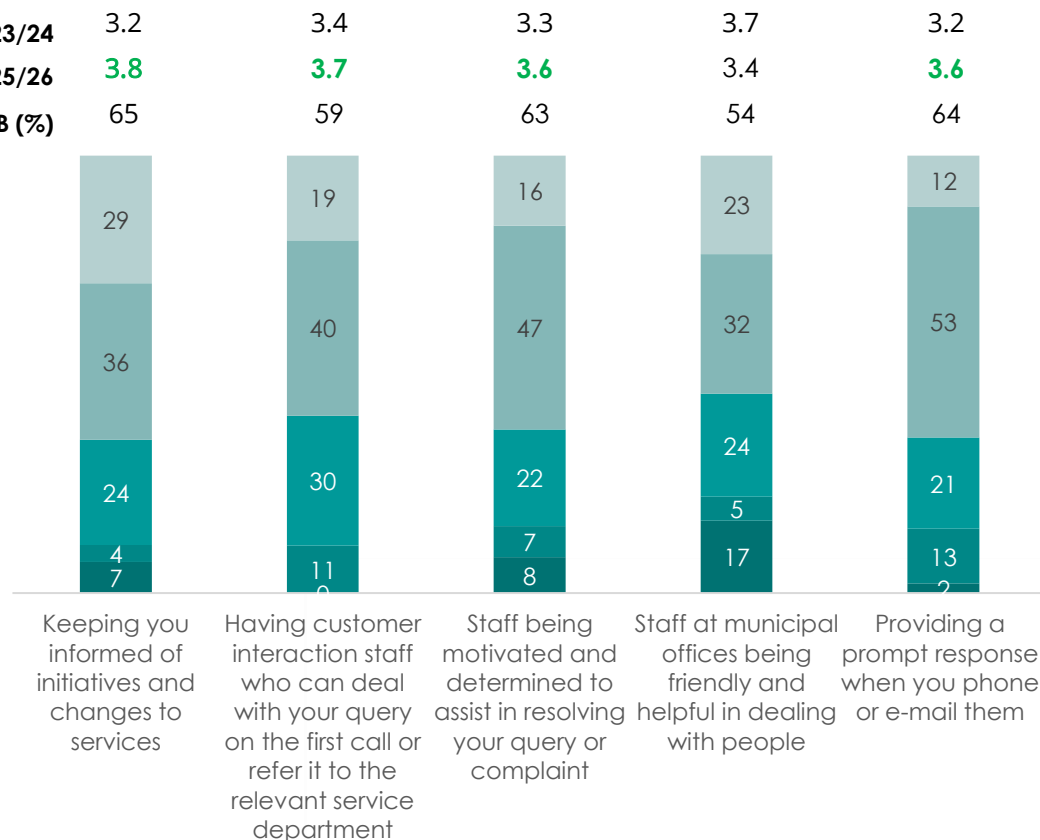
Connecting Water

Perceptions of the City's E-services platform improved across most areas compared to the previous period. Although most measures relating to perceptions of communication and staff support improved, there remains room to strengthen staff friendliness and helpfulness.



Rating scale - 1: Completely dissatisfied | 2 | 3 | 4 | 5: Completely satisfied

Mean 2023/24
Mean 2025/26
T2B (%)



Q19. Satisfaction. How satisfied are you with the following,

Base: 59

Water Connections: Overall Experience



Water Connections was seen as an essential service supporting property use, business operations, development and infrastructure reliability.

Businesses understood the need for technical assessments, documentation and compliance checks, particularly for more complex applications involving upgrades, pressure requirements, boreholes or property-related changes.

Straightforward requests were easier to manage where requirements were clear and responses were timely. More technical applications required clearer explanations, responsive follow-up and better visibility of progress, particularly where applicants needed support to understand what was feasible, what documentation was required and what still needed to be resolved.

Support needs also differed by business size. Smaller or less-experienced applicants needed clearer guidance on requirements and next steps, while medium and larger businesses were more affected by delays or unclear technical feedback where water connections influenced operations, property upgrades or project delivery.

Overall, the experience depended largely on the complexity of the application and the quality of technical guidance and communication provided.

Strengths	Areas for improvement
Businesses recognised water access as essential to operations and property use	Provide clearer guidance on technical requirements and application steps
Straightforward applications could be managed where requirements were understood	Improve communication and follow-up during more complex applications
Officials provided support where applicants could access the right person	Improve visibility around application progress and expected timelines
The service played an important role in enabling development and infrastructure readiness	Ensure applicants understand what is still required when applications are delayed

Strengthening Support Around a Technical Service Journey

Water Connections was experienced as a necessary service supporting business operations, property use and development activity. Businesses accepted that applications may require technical checks, documentation and coordination with City officials, particularly where they involved infrastructure upgrades, water pressure, boreholes or property development.

However, clearer upfront guidance, more responsive follow-up and better progress visibility would help applicants understand what is required, how far their application has progressed and what still needs to be resolved. Less-experienced applicants needed stronger guidance, while more complex applications required better technical coordination where delays could affect operations or development timelines.

The opportunity is to strengthen guidance, technical coordination and progress communication so that businesses can navigate Water Connections with greater confidence and plan more effectively.

What worked well

- Recognition that water services are essential to operations and property use
- Supportive officials where applicants accessed the right person
- Straightforward applications could be managed effectively
- The service enabled development, upgrades or infrastructure readiness

What can be strengthened

- Clearer upfront guidance on requirements and process steps
- Faster responses to queries and follow-ups
- Better progress visibility during technical or delayed applications
- More practical support for complex cases, such as pressure or borehole-related applications



Water Connections generally supported business continuity where applications were straightforward and requirements were clear, but more complex applications required stronger technical guidance, better coordination and more timely follow-up. Businesses valued digital services, but a simpler and more integrated online experience would help applicants navigate requirements and track progress more effectively.

Wayleaves

Experiences of permissions,
infrastructure-related
requirements, application
guidance and coordination



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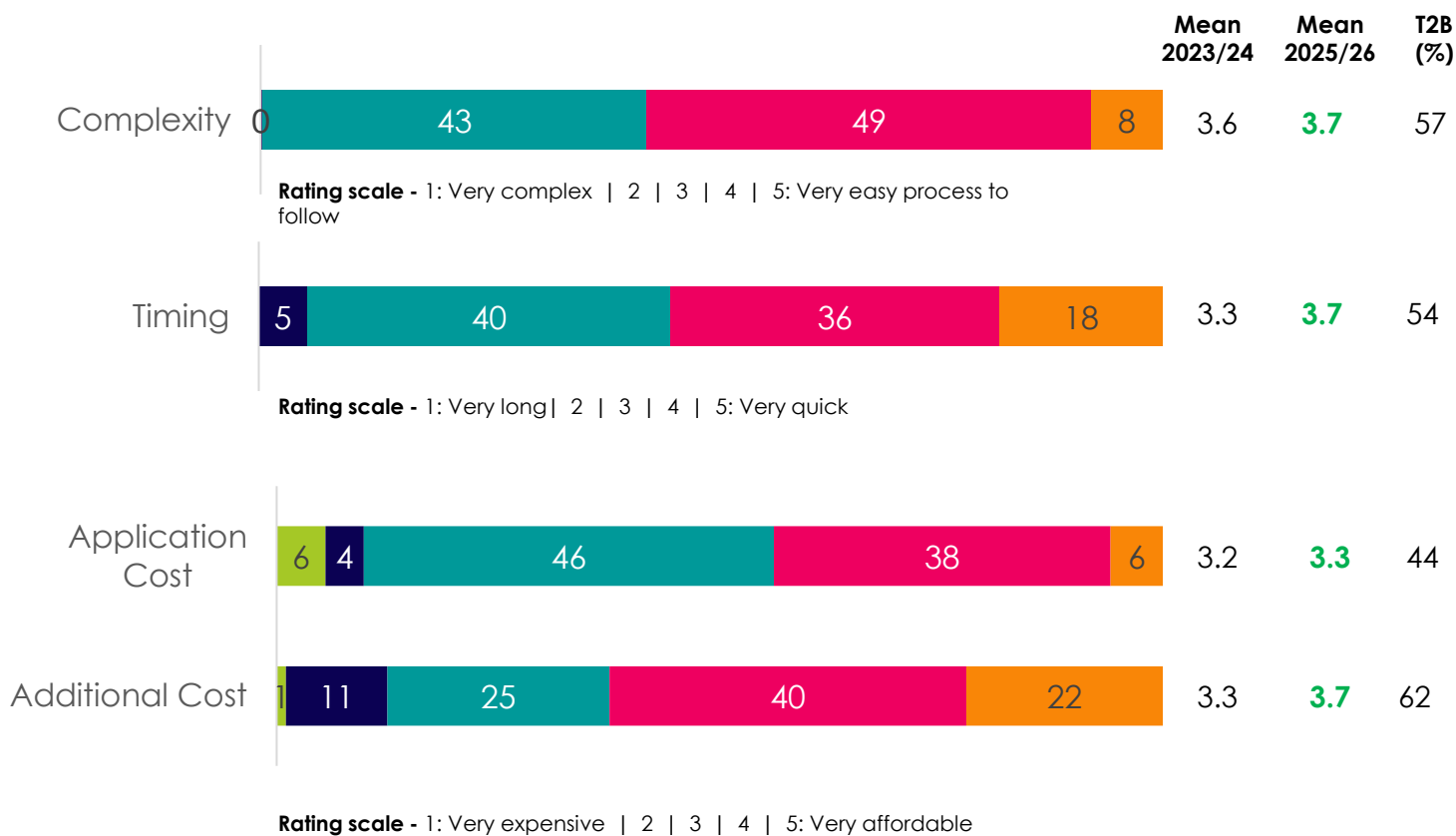
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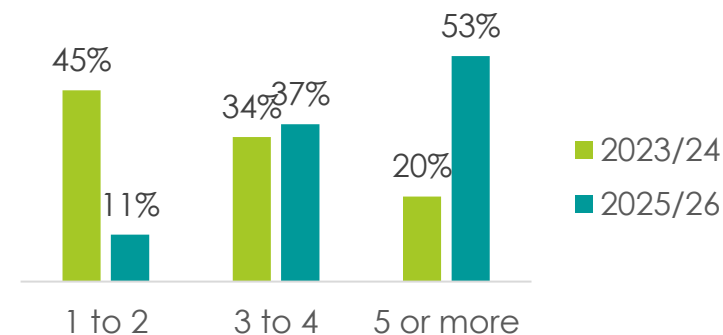
Obtaining Wayleaves

Customers who applied for a Wayleaves find applications to be easy but the cost moderately affordable.

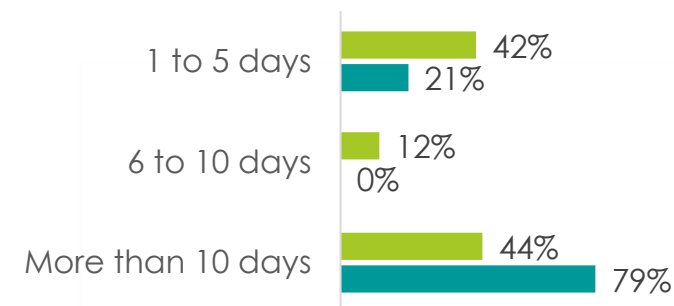
Ease of doing Business ratings (%)



Steps in process



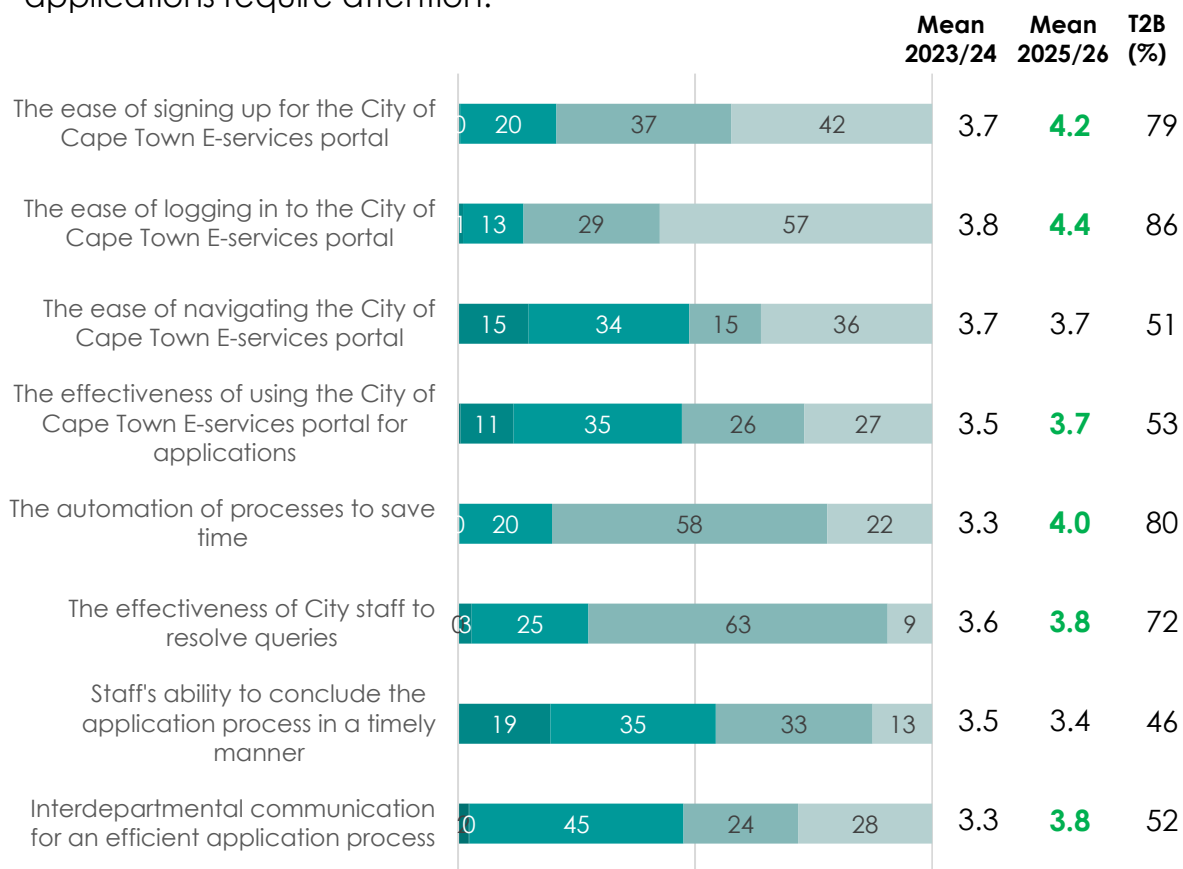
Days to receive final outcome



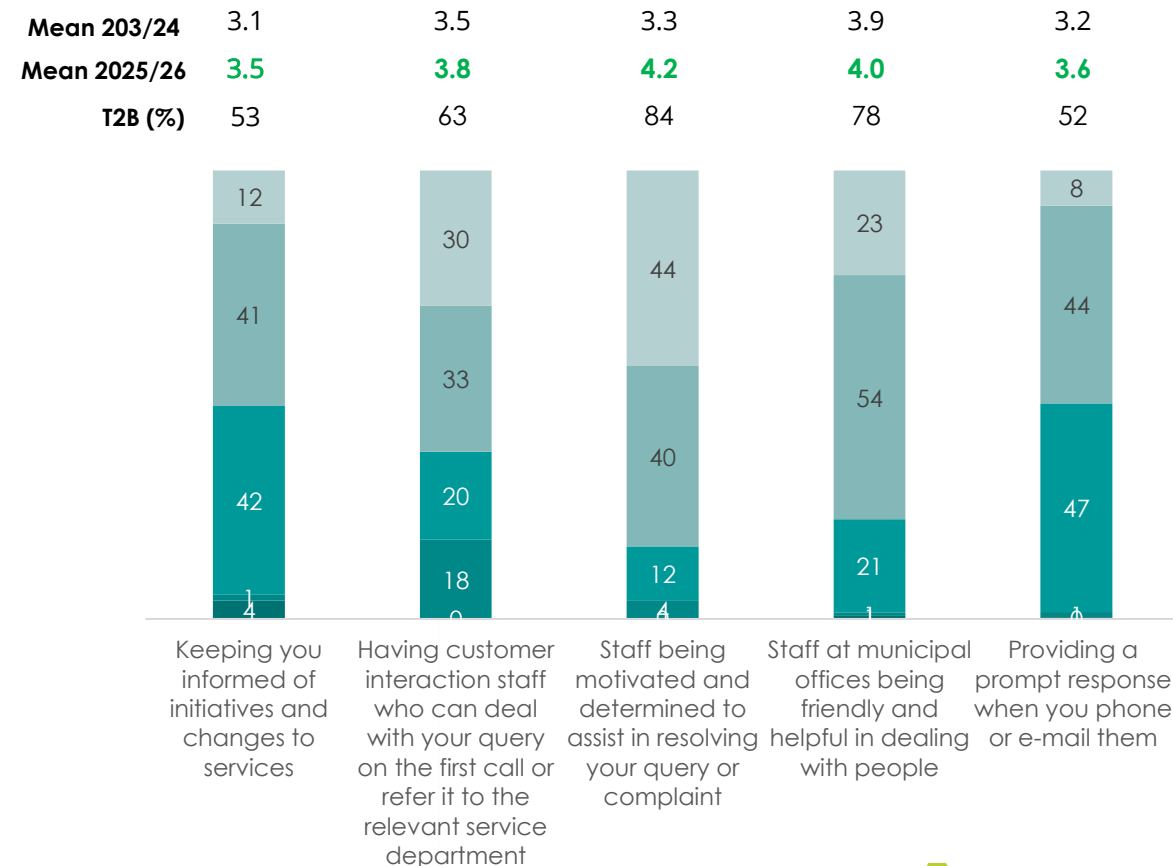
Base: 62

Obtaining Wayleaves

Wayleaves customers find logging in and signing up to City's e-Service portal easy, however staff query resolution and timely conclusion of applications require attention.



Rating scale - 1: Completely dissatisfied | 2 | 3 | 4 | 5: Completely satisfied



Q19. Satisfaction. How satisfied are you with the following,

Base: 62

Wayleaves: Overall Experience



Wayleaves were seen as a necessary process for ensuring that work affecting public spaces, municipal infrastructure or service networks is properly reviewed and authorised. Businesses understood the need for documentation, safety checks and coordination, particularly where planned work could damage infrastructure or disrupt public services.

The process was easier to navigate when requirements were clear, instructions were practical and support was available. Businesses familiar with Wayleaves were better able to prepare documentation upfront, while less-experienced applicants needed clearer guidance. Medium and larger businesses placed greater emphasis on responsiveness, coordination and timely approvals, as delays could affect operational, development or infrastructure timelines.

Overall, the experience depended on the clarity of requirements, the quality of communication and the level of coordination throughout the approval process.

Strengths	Areas for improvement
Businesses recognised the need for permissions before carrying out work	Provide clearer guidance on application requirements and supporting documents
The process helped ensure work was authorised and compliant	Improve visibility around progress, approvals and outstanding requirements
Officials provided support where applicants could access the right person	Strengthen communication during longer or more complex applications
Wayleaves supported safe coordination around public land and infrastructure	Improve coordination where multiple departments or stakeholders are involved

Making Wayleave Applications Easier to Manage

Wayleaves were experienced as a necessary service that supports safe, authorised and compliant work around public land and municipal infrastructure. Businesses accepted the need for checks and approvals, particularly where work could affect shared spaces, service networks or City-managed assets.

The main opportunity was to make the process clearer and easier to manage through better upfront information, standardised requirements, clearer progress tracking and stronger coordination across relevant departments or stakeholders. Less-experienced applicants needed more practical guidance, while businesses managing technically complex or time-sensitive work placed greater emphasis on responsiveness and coordinated approvals.

The opportunity is to maintain clear and consistent requirements while strengthening guidance, progress visibility and coordination across the Wayleaves journey.

What worked well

- Recognition that permissions are necessary for safe and compliant work
- Support from officials where applicants reached the right person
- The process helped manage work around public land and infrastructure
- Wayleaves enabled businesses to proceed with authorised work

What can be strengthened

- Clearer upfront guidance on requirements and documentation
- More regular updates on application status and next steps
- Better coordination where multiple stakeholders are involved
- Improved progress visibility so applicants can plan work more confidently



Wayleave applications were easier to navigate where businesses were familiar with the process, understood the documentation requirements and received clear communication along the way. Preparing the right information upfront and receiving timely feedback helped applicants progress with greater confidence and reduced unnecessary back-and-forth.

Quantitative Report Summary

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Positive Experiences

Respondents were requested to describe a positive experience with the City. They could provide a minimum of one and a maximum of three responses.

Positive experiences were mainly associated with fast, responsive and efficient service, especially where respondents felt that the City responded quickly to queries, resolved issues, provided feedback and delivered services efficiently. Staff-related experiences were also important, with respondents referring to helpful, accessible, knowledgeable and professional staff. However, the findings should also note that almost a quarter of first mentions indicated that respondents had no positive experience to report, suggesting that positive experiences are not universal.

Reasons	Response 1	Response 2	Response 3	Overall interpretation
Fast, responsive and efficient service	42.5%	45.2%	41.5%	Main positive theme across all mentions
Helpful, accessible and customer-focused staff	15.4%	19.4%	18.7%	Consistently important staff-related theme
Simple processes and good overall service delivery	9.1%	17.0%	25.5%	More prominent in second and third mentions
Clean, safe and well-managed municipal services	4.5%	16.6%	9.5%	Secondary but still relevant theme
Knowledgeable, clear and professional support	7.7%	2.5%	7.0%	Less frequent but positive service-quality indicator
Integrity, affordability and business support	3.8%	7.7%	7.6%	Smaller but meaningful business-support theme
No positive experience mentioned	23.7%	2.9%	10.2%	Important cautionary finding

Base: 369

Q28. Positive experience. Thinking about the City of Cape Town and the services that they deliver to businesses, please describe a positive experience you have had, if any. Minimum 1 response and maximum 3 responses

Negative Experiences

Respondents were requested to describe a negative experience with the City. They could provide a minimum of one and a maximum of three responses. Negative experiences were mainly linked to poor communication, limited feedback and unresolved queries, followed by slow turnaround times, delayed approvals and inefficient processes. Staff-related concerns were also prominent, particularly poor service delivery, unhelpful staff, inadequate training and limited staff availability. However, a notable share of respondents indicated that they had no negative experience to report, especially in Option 3.

Reasons	Response 1	Response 2	Response 3	Overall interpretation
Poor communication, feedback and query resolution	28.7%	23.2%	28.8%	Main recurring negative theme
Slow processes, turnaround times and approvals	23.8%	24.4%	14.8%	Strong concern, especially in Responses 1 and 2
Poor service delivery and staff-related issues	15.4%	20.4%	21.4%	Consistent staff/service concern
Red tape, unfair requirements and business support concerns	5.9%	12.5%	2.9%	More prominent as a second mention
Billing, costs and affordability issues	5.4%	4.4%	2.7%	Secondary issue
Infrastructure, cleanliness, safety and public environment	4.5%	6.6%	4.0%	Less frequent but still relevant
System, online service and resource issues	4.1%	2.8%	0.2%	Minor theme
No negative experience mentioned	16.4%	7.4%	30.0%	Important balancing finding

Base: 369

Q29. Negative experience. And now, describe the negative experience you have had that the City can improve on, if any. Minimum 1 response and maximum 3 responses)



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2025/26 view across Complexity, Time, Cost/Affordability, and Service Delivery / E-services & Staff

Overall 2025/26 picture

Performance is broadly positive and improved, led by digital access, staff support, business-entry processes and selected infrastructure approvals. The remaining constraint is end-to-end certainty for complex development-related applications.

1 Complexity

- Simpler for Licenses, permits, electricity, water and wayleaves.
- Land-use rights and public-land transfers remain comparatively complex.
- Building permits improved elsewhere, but complexity deteriorated.

2 Time

- Most processes are moderate rather than quick.
- Wayleaves and building permits show the strongest time gains.
- Public-land transfers and land-use approvals still delay investment.

3 Cost & affordability

- Licenses and informal permits are affordable entry points.
- Additional costs eased for wayleaves, utilities and building permits.
- Land and development processes still carry professional and holding costs.

4 Service delivery / E-services

- Portal access, login and navigation are clear strengths.
- Staff helpfulness, motivation and query resolution improved.
- Interdepartmental communication and application finalisation remain areas for opportunity.

Key strengths across indicators

- Accessible E-services portal and improved customer support
- Lower barriers for business licensing and informal trading
- Stronger infrastructure-enabling processes: electricity, water and wayleaves

Common business pain points

- Development approvals are still less predictable and more costly
- Time delays convert into finance, holding and escalation costs
- Digital access is strong, but completion can still require follow-up

Greatest improvement themes

Digital login and navigation • staff responsiveness and motivation • electricity/water connections • wayleaves • selected improvements in building-permit time and cost

Persistent challenges

Administrative uncertainty • fragmented interdepartmental hand-offs • indirect costs from delays • weaker end-to-end finalisation for land, public-land transfer and development applications

Strategic implication: strengthen back-office integration and predictable timelines so front-end service gains translate into faster investment outcomes.

Strategic Implications and Recommendations

PLUS 94
RESEARCH



The Science of Decision Making



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Making progress possible. Together

Cross-Cutting Findings

Across service areas, businesses generally accepted the need for municipal requirements, approvals and compliance processes. The main issue was not the existence of regulation, but how easy or difficult it was to navigate the process in practice.

Positive experiences were shaped by clear requirements, responsive officials, visible progress, predictable timelines and accessible support. Where these elements were present, businesses were more willing to work through complex or lengthy processes.

Friction emerged when communication was limited, requirements were unclear or changed during the process, feedback was fragmented, or applicants had little visibility of progress. In these cases, delays became more difficult to tolerate because businesses could not plan, follow up effectively or understand what still needed to happen.

The findings suggest that improving ease of doing business depends strongly on strengthening the service layer around existing processes: communication, guidance, responsiveness, coordination and progress visibility.

What supported positive experiences	What created friction
Clear requirements and upfront guidance	Unclear or changing requirements
Responsive and knowledgeable officials	Delayed or inconsistent communication
Visible progress and realistic expectations	Uncertainty around timelines and next steps
Online systems that simplified submissions	Digital systems that were confusing or difficult to navigate
Support for complex or unfamiliar applications	Applicants having to follow up repeatedly or rely on external support



Quantitative improvements in communication, staff support and E-services reinforce the importance of the service experience surrounding municipal processes.

How Business Size Shaped the Experience

Business size influenced how applicants experienced City processes. Smaller businesses and first-time applicants often needed more practical guidance and simpler explanations, particularly where they were unfamiliar with requirements or lacked administrative support. Medium-sized businesses were often focused on avoiding unnecessary delays or administrative burden while continuing daily operations. Larger businesses and experienced applicants were generally better equipped to manage requirements, but delays could have greater implications for investment timing, operational planning or development feasibility.

This suggests that a single process can feel very different depending on the applicant's resources, experience and ability to access professional support.

Business size	What shaped the experience	Support needed
Small businesses / first-time applicants	Processes could feel unfamiliar, intimidating or difficult to interpret	Clearer explanations, practical guidance and accessible support
Medium businesses	Administrative burden, follow-up and process delays could disrupt operations	Efficient processes, clear requirements and responsive communication
Large businesses / experienced applicants	Better able to navigate complexity, but delays carried larger operational, investment or development implications	Predictability, coordination and timely resolution



Improving accessibility does not mean weakening requirements. It means recognising that businesses have different levels of experience, capacity and support.

What Businesses Need from the City

Across service areas and business sizes, businesses were looking for a City experience that felt clearer, more predictable and better supported. While many needs were shared, the emphasis differed according to business size, experience and the complexity of the application.

- **Small businesses:** Needed processes that were easier to understand, with clearer upfront guidance, practical explanations and reassurance when navigating unfamiliar requirements.
- **Medium businesses:** Needed predictable timelines, responsive communication and efficient processes that allowed them to maintain operational momentum without repeated follow-ups.
- **Large businesses:** Needed stronger coordination across departments, clearer accountability and more professional management of technically complex or high-impact applications.

Across all business sizes, the strongest need was for a service journey that made it easier to understand what was required, what was happening, who was responsible and what needed to happen next.

The process may be the same, but the support required is not.

What Businesses Were Really Asking For

Across different service areas, businesses were not asking the City to remove necessary rules, checks or approvals. Their comments pointed to a simpler and more practical need: they wanted clearer information, more responsive communication, easier access to support and greater visibility of progress.

In many cases, businesses accepted that City processes require time, documentation and careful review. What mattered was whether they understood what was happening, what was still required and who could help them move the process forward.

"It should be quite easy for you to get into business, you know. It shouldn't be difficult."
— **IDI 20, Business Licence**

"Communication is key."
— **IDI 5, Revenue Clearance**

"If you're not also communicating with us, or also giving us fast feedback, how are we going to operate?"
— **IDI 23, Water Connections**



"Small engagement and openness and transparency in the process would be welcomed."
— **IDI 16, Land Use Rights**

"The system does work. It's just, if it can be speeded up a bit, that will be great."
— **IDI 12, Wayleaves**



Businesses were not asking the City to remove necessary processes. They were asking for processes that are clearer, more responsive and easier to navigate.

THANK YOU

