



**Western Cape
Government**

BETTER TOGETHER.

MOVING FROM 2020 TO 2021:

**“THE WESTERN CAPE WILL LEAD FROM THE
FRONT TO DELIVER JOBS, SAFETY & DIGNITY”**

Minister Anton Bredell PPDF, 09 March 2021

“The Western Cape will lead from the front to deliver jobs, safety & dignity.”

- The **Covid-19** pandemic, & the consequences of nearly a year of constrained growth & various forms of restrictions, have **cost both lives & livelihoods** in the Western Cape.
- While disaster response efforts in respect of Covid-19 are continuing, efforts are also underway “to reset” & take forward our **Recovery Plan** with the following “North Stars”:
 - **creating jobs,**
 - ensuring **safer communities,** &
 - giving effect to the **dignity & well-being** that every person in our province deserves.



“A leaner, more agile government”; “& more citizen focused”

- As we move forward to deliver jobs, safety & dignity in the Western Cape, we are also reflecting on how the WCG should be **doing things differently** ourselves.
- In the years ahead the WCG will have less budget, & so the WCG will have to be **leaner, smarter, more innovative, & more citizen focused**; & we will make sure that it becomes easier to work with us as a government.
- We will further **cut red tape** through our dedicated **Ease of Doing Business** Unit, but we’re also getting every department to find ways - on an ongoing basis - to remove hurdles that stand in the way of doing business in the Western Cape.
- To break down silos in government, to solve societal problems more effectively, & to make it easier to do business in the Western Cape we will continue to land the ‘**War Room**’ approach in the WCG, using the **Problem-Driven Iterative Adaptation (PDIA)** methodology.

'War Room' – Problem-Driven Iterative Adaptation (PDIA): Phase 3

- Latter part of **2019**: 100-day '**War Room**' Pilot Phase
- **2020**: The **Fixed Capital & Property Development Team** was asked to take forward the areas identified during the pilot phase as well as to assist with efforts at ensuring business continuity during the Covid-19 Lockdown: '**War Room**' "**Phase 2**"
- **2021**: Glad to announce to the PPDF today that, in spite of the challenges experienced during the Pilot Phase & "Phase 2", the WCG & the City of Cape Town have agreed to launch a proper next phase ("**Phase 3**") of the PDIA work; with 3 teams having been launched in the last month to focus on the following 3 problems:
 - Habitual offenders of violent crimes are not kept behind bars.
 - Commuter bus operations and their passengers [are unsafe as they] have been subjected to increased attacks over the last few years.
 - Job losses and declining economic activity in the construction and property development industry. (**Fixed Capital and Property Investment Team**)

**WESTERN CAPE
WAR ROOM**



WESGRO
cape town & western cape
tourism, trade & investment



Fixed Capital & Property Development:

**“Phase 2” – What we did during
the COVID-19 Lockdown**

Gerhard Gerber

PPDF, 09 March 2021



CITY OF CAPE TOWN
ISIXEKO SASEKAPA
STAD KAAPSTAD

Making progress possible. Together.

City of Cape Town

- **Collaboration**

- ✓ The team **continued with** the existing collaborative **interventions** (those that **existed prior to & from Phase 1**) & responded to requests for **interviews** from stakeholders missed in Phase 1
- ✓ Joined the **Provincial Planning & Development Forum (PPDF)** & was formalized the engagement with **Heritage Western Cape (HWC)**.
- ✓ **Regular meetings**
- ✓ **Workshops**
- ✓ **Regulatory discussion**
- ✓ Successfully got the **WC Department of Human Settlements (DoHS)** to join the War Room team: Arranged follow up meetings/training sessions with the DoHS team & consultants/workshop of pipeline projects.

City of Cape Town

- **Collaboration (continue)**

- ✓ Continued with the groundwork for a **Growth Coalition**
- ✓ Worked on **integration initiative** with DEA&DP & other local authorities in the Western Cape
- ✓ Engaged with the **Deeds Office** to understand the delays & blockages
- ✓ Continued with the **Ease of Doing Business nationally with the World Bank**
- ✓ Continued with discussions with the **other Metros in South Africa**

City of Cape Town

- **Benefits**

- ✓ **e-Systems** environment through the use of **DAMS** allowed us to be operational despite COVID-19. The system celebrated its 6th birthday during “Phase 2”.
- ✓ The experiences has **enriched the DAMS 2 enhancement process** which is underway.
- ✓ The **Municipal Planning Tribunal (MPT)** process continued with its deliberations & also entered the e-environment.
- ✓ The **PAAP (Planning Appeals)** process was attended to & efficiently facilitated.
- ✓ **Online development applications were entrenched** (applicants appreciated this).

City of Cape Town

- **Benefits (continue)**
 - ✓ **Ensuring continued operations** (95% of staff effectively operating)
 - ✓ Ability to **respond to applicants more efficiently**
 - ✓ Launched a “**Build it Right**” platform to inform the industry on technical matters
 - ✓ Updated our **Planning Portal** so as to further communicate and provide information to our clients
 - ✓ Pilot & transitioning the launch of our **Info Hub** with one **0860 contact number**
 - ✓ War room allowed for & supported **continuous improvement**
 - ✓ **Applications processed:**
 - **Building Plans: 10 506 approved; contribution to economy R10.381-billion**
 - **Land Use applications processed: 13 582 applications**

City of Cape Town

- **Areas that require further improvement:**
 - ✓ Encourage **opportunities for change**
 - ✓ **Review legislative & regulatory reform**
 - ✓ **Review communication** especially in the digital space
 - ✓ Allow for more **integrated functional & operational service delivery**
 - ✓ **One communication platform** for the entire industry



HWC & SAHRA

- **Progress – SAHRA joined the War Room team**
- **Identified HWC constraints:**
 - ✓ Initial challenges i.t.o. undertaking **site visits** during Lockdown
 - ✓ **Constrained capacity:** WCG capacitation process to identify & fill critical staffing posts
 - ✓ **Lack of exemption:** Application of exemption mechanisms being trailed & prepped for broader adoption / roll-out.
 - ✓ **Lagging technology:** Full digitization of application pipeline, incl. online GIS & public participation.
 - ✓ **Lack of synchronicity:** Legislated process undergoing transversal synchronisation

HWC & SAHRA

- **Addressing the constraints:**
 - ✓ **Site visits:** A **site inspection protocol** was developed to ensure the safety of staff & committee members & not to delay site inspections when required; also started making use of drone footage.
 - ✓ **Filling of posts:** Posts to be filled as of the 4th quarter
 - ✓ **Parow exemption** granted by HWC Council, gazette notice drafted & being approved by the Minister. This is the **1st exemption of this kind in the country!**
 - ✓ **Minor Works Policy:** Minor Works Form developed
 - ✓ **Online application process:** moving to the use of SAHRIS (SAHRA) 2021.

HWC & SAHRA

- **Progress – Operations during Lockdown:**
 - ✓ HWC moved its **applications process online** with a week of lockdown (“**eHWC**”) (Applications submitted online, HWC committee meetings on MS Teams, Slido, I&APs WhatsApp groups, plans stamped & issued electronically);
 - ✓ April – 31 Oct 2020: **HWC has held 49 internal Heritage Officers Meetings (HOMS)** via the MS Teams platform (minor works applications) to avoid backlog
 - ✓ **Additional BELCom meetings were hosted (2 a month)** to ensure applicants are processed timeously & swiftly (pre-Covid only 1 a month)
 - ✓ **28 Wuppertal emergency applications** were processed, church werf restorations & homes. Special meetings were called to process these.
 - ✓ **1486 electronic applications between 01 April & 30 Nov 2020, with uncontentious applications approved within 18-19 days.**

HWC & SAHRA

- Progress – Operations during Lockdown:
 - ✓ HWC Applications –

SECTION OF THE NHRA	MARCH	APRIL	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	TOTAL
SECTION 27 – EVENTS, ADDITIONS, ALTERATIONS, PARTIAL DEMOLITION TO A PROVINCIAL HERITAGE SITE	0	3	5	6	4	8	4	3	3	36
SECTION 31 – HERITAGE AREA	0	1	1	2	9	2	2	1	23	41
SECTION 34 - ADDITIONS, ALTERATIONS, PARTIAL DEMOLITION TO A STRUCTURE OLDER THAN 60 YEARS	7	40	49	101	142	130	134	141	173	917
SECTION 34 – TOTAL DEMOLITION OF A STRUCTURE OLDER THAN 60 YEARS	0	2	4	14	7	14	9	15	15	80
SECTION 38 – NOTIFICATION OF INTENT TO DEVELOP	5	29	12	77	53	50	38	27	55	346
SECTION 38 – HERITAGE IMPACT ASSESSMENTS	2	1	2	8	5	2	8	4	12	44
SECTION 49 – APPEALS	0	4	0	0	2	3	0	1	2	12
SECTION 35	1	1	1	0	1	0	2	1	2	9
SECTION 36	0	0	0	0	1	0	0	0	0	1
TOTAL	15	81	74	208	224	209	197	193	285	1486

HWC & SAHRA

- **Progress – Operations during Lockdown:**
 - ✓ Successful **hybrid meetings** have been hosted **for complex applications** – in person & online platforms used simultaneously
 - ✓ HWC has issued **notices to the public** of changes to its operations to ensure the public are kept up to date
 - ✓ **Legislative Intervention (RTRU & HWC project):** Study underway to identify the challenges in effectively implementing & administering the National Heritage Resources Act 25 of 1999 (NHRA) in order to seek a balance between the conservation of heritage resources & the sensitive development thereof.

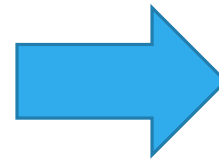


Western Cape
Government

DEDAT – RED TAPE REDUCTION UNIT (RTRU)

- Reduction in Deeds Office Backlog

JULY 2020
Industry approached
the RTRU



AUGUST 2020
Proposal to eliminate the
backlog is submitted by
the RTRU to the Chief
Registrar

Backlog of 25 926 Deeds

DEDAT – RED TAPE REDUCTION UNIT (RTRU)

- Reduction in Deeds Office Backlog: Number of Deeds

Backlog to number of Deeds	1 – 30 June	1 – 32 July	1 – 7 Aug	1 – 31 Aug	1 – 29 Sept
	21 113	23 722	25 926	11 074	442

DEDAT – RED TAPE REDUCTION UNIT (RTRU)

- Reduction in Deeds Office Backlog: Number of Days

	18 Aug 2020	03 Sept 2020	25 Sept 2020
No. of working days from date of lodgement to 1 st level examination	10 days	7 days	0 days (Deeds are sorted on date of lodgement)
No. of working days from date of lodgement to 2 nd level examination	1 month	13 – 16 days	8 days

DEDAT – RED TAPE REDUCTION UNIT (RTRU)

- UIF payments facilitated for the Master Builders Association:

MONTH	AMOUNT	AVERAGE ITO RANDBS
May	760	R 3.887m
June	626	R 3.201m
July	336	R 1.718
August	945	R 4.833m



- **EIA & other Environmental Permitting as well as Planning Processes**
 - ✓ While during the initial hard lockdown (Alert Level 5) national government suspended the EIA & other Environmental Permitting Processes, DEA&DP **lobbied very hard & worked with national to allow for the continued administration of these processes during Alert Levels 4 to 1.**
 - ✓ Within days of national issuing amended Directions in respect of **Alert Level 4 to 1, DEA&DP issued Circulars setting out the Environmental Permitting arrangements in the WC. Planning Circulars were also released. (Issued 27 Circulars, Practice Notes, & Guidelines.)**
 - ✓ Continued with efforts with Heritage Western Cape (**HWC**), Department of Water & Sanitation (**WULAs**) (& others) into **synchronisation of processes** – & started work to also **better synchronise & even ingrate processes i.t.o. EIAs & Planning processes with Municipalities.**
 - ✓ **Provincial Inclusionary Housing Policy** busy being drafted.

DEA&DP

- **EIA & other Environmental Permitting as well as Planning Processes (continue)**
 - ✓ **From day 1 & throughout the Lockdown, DEA&DP remained operational, & assisted Municipalities to also continue (at differing levels) their planning operations; with regular contact session held with Municipalities (e.g. forums).**
 - ✓ Put in place measures to allow for **virtual meetings, electronic submission** of all information, **alternative public participation** measures & **electronic issue of correspondence; & many virtual training session** were presented;
 - incl. to date have granted 3 authorisations to section 60(2) of WC Land Use Planning Act (**LUPA**) to deviate from the requirement in section 44(2)(b) to give direct notice through specific means (registered mail). Working on amendment to section 44(2)(b) of LUPA.
 - ✓ Also managed to get national government to revisit its position in respect of the retrospective application of the “**Environmental Protocols**” which would have resulted in many Specialist Studies having to be redone. Now being applied prospectively only.

DEA&DP

- **EIA & other Environmental Permitting as well as Planning Processes (continue)**
 - ✓ **Regular contact sessions held with Municipalities & others on COVID-19 challenges & best practice in processing development applications:**
 - District Planning Forums
 - Municipal Planning Head Forums
 - National Spatial Planning and Land Use Management Forum
 - DALR&RD
 - South African Association of Professional Planners
 - ✓ **Issued Practice Notes/Circulars to Municipalities:**
 - Amendment of Delegations to fasttrack development applications
 - Reduce quorum / requirements of Municipal Planning Tribunals
 - Municipal Planning & EIA processes (synchronisation & integration)

DEA&DP

- **EIA & other Environmental Permitting as well as Planning Processes (continue)**
 - ✓ **Integrated Procedures** (Planning & EIA):
 - Released a Circular
 - Started engagements with CoCT to explore synchronisation or integration
 - Engagement with South African Association of Consulting Planners
 - Workshop held with Metros i.t.o. Integrated Processes & other proposals within existing legislation to fasttrack application processes
 - ✓ **National Department of Agriculture's (DALRRD's)** offices closed for extended period during initial stages of the Lockdown: **delays i.t.o. Act 70 of 1970 (subdivision of agricultural land) applications**
 - Minister Ivan Meyer twice engaged with Minister Didiza
 - Requested information regarding the backlogs



Western Cape Department of Human Settlements (DoHS)

- DoHS joined the War Room team
- Progress
 - ✓ **Appointing 8 NGO's** to assist municipalities in implementing the Informal Settlement Support Programme:
 - **NGOs assisting** municipalities with **enumerations, community-based planning, social facilitation, & leadership training.**
 - Enumeration exercises concluded in 25 informal settlements against a target of target 36
 - Social Compact agreements concluded with 65 informal settlements' communities.
 - 25 of the 36 informal settlements' community structures have been capacitated with leadership training.



DoHS

- **Progress (continue)**
 - ✓ **Assisting 2 municipalities** to implement the **Better Living Challenge (BLC) Project & Incubator Initiative** (Swartland & Theewaterskloof)
 - Collaboration with Department of Economic Development & Tourism (**DEDAT**)
 - **Pop-up Build initiative**, under controlled conditions, & produced a **series of tutorials during lockdown restrictions**. Tutorials will be workshopped with **2 municipalities, & locally based small scale builders**.



DoHS

- **Progress (continue)**
 - ✓ Collaboration with **City of Cape Town: Development Management**
 - To facilitate the **timeous approvals of town planning applications & building plan submissions.**
 - Resolved to (i) **conduct pre- submission consultation,** & (ii) **use DoHS pipeline of projects to programme the resources required to improve turnaround time.**

PDIA Phase 3: Way Forward & Next Steps

- **old + new team members**
- did not simply “re-adopt” the previously constructed & deconstructed problem, but rather **applying the PDIA methodology afresh by:**
 - ✓ **constructing the problem:** What is the problem we are trying to solve? Why does this problem matter? How would we know if the problem was solved?
 - ✓ **deconstructing the problem** “5 Why’s” Root Cause Analyses. Clustering the causes as part of a “sense-making exercise” in order to develop our Fishbone. Started to look for entry points for action by analysing the available “Change Space” i.t.o. the “Triple A Change Space”: **A**uthority, **A**cceptance & **A**bility
- **Next Steps:**
 - ✓ Need to **gather evidence incl. conducting interviews** to understand the problem & better explore entry points for action; &
 - ✓ Then start the “**action push**” **iterations** with the team iterating with real action to promote progress in solving the problem.

PDIA: “Learning from success in solving problems that people care about.”



“Leading from the front to deliver jobs, safety & dignity.”