



CREATING A CULTURE OF GROWTH- RELATED DECISION MAKING

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OPENING REMARKS

- Municipalities by virtue of their nature and legal mandate are **Decision Makers**. They are creatures of Statute and give effect to many, many pieces of legislation, regulations and other compliance related provisions- Municipal Structures Act, Systems Act, SPLUMA, Municipal Fiscal Acts, NBR and Standards Act, Bylaws, Policies etc
- **Municipalities** have obligations/responsibilities to the Citizens within their areas of jurisdiction- a safe and clean jurisdiction, provision of infrastructure, efficient administration, community facilities, food security, opportunities for job creation; and it is the responsibility/right of the **Citizens** to comply with the legislative governing provisions of that Municipality. This is the relationship between Municipality and Citizen. **BUT.....**
- Over a period of time, Budgets and efficiency within the Municipalities of the Country have diminished; thus causing the Private Sector to come on board and to assist. However, the efficiency of Municipalities to deliver effectively has not improved. Largely, Municipalities have found and bound themselves in layers of more red tape, supported by poor human and intellectual capacity thus rendering economic growth even more difficult, costly and complex.

WHAT ARE
THE MAJOR
FACTORS
THAT LEAD
TO POOR
DECISION
MAKING

Set of generic principles that apply across the
Globe and SA is no different:

- Institutional
- Political
- Economic Implications
- Our offering



Institutional – Strategic

- **The lack of spheres of Government to talk to each other and to produce/translate the Vision of the Country, policies, directives, TOGETHER, that direct the development of the Country.** This has a huge impact in the way the Provinces compete with each other in the same space. There needs to be **stronger** and more **focussed leadership** that drives us towards delivery – a space where **decision making is informed, logical and sensible; a consolidated space where economic drivers unblock development and promote the Growth of the Country, Provinces, Municipal Areas as a whole.** And while the whole Country moves towards DDM, the fundamentals of delegation of power to Municipalities **MUST** be reconsidered. In that regard, Municipalities are competent authorities to resolve on EIA's/ Apps under 70 /70 etc. **This will enhance decision making at the Municipal level** and also make processes and procedures more efficient. If we continue as we are, growing this economy is going to be just as challenging. Thus, the issue of **communication, appropriate mandates and delegations** all affect **decision making and ultimately the economy.** There needs to be a fundamental **mind shift** in the way this Country grows this economy.
- This lack of Communication, results in **Silo decision -making** at a very high level; but this Silo mentality pervades the remaining spheres of Provincial and Local Government. At the lowest sphere, is perhaps where this sector of the economy feels it the most when Municipal Departments contradict themselves in their decision making.

Institutional –closer to home...and on our doorstep...alignment, budgeting and delivery

- While Municipalities have IPDs and SDF's which contain the Municipality's Vision, translation strategies and projects, Departments within the Municipality have their own plans, budgets and implementation strategies. Often this compromises economic development as infrastructural priorities varying and single, economic projects are refused.
- **The lack of co-ordination leads to poor decision making and to the detriment of the Municipality (rates) and its Citizens (job creation/economic opportunities).**
- However, this is further exacerbated when the market drives development contrary to the Municipalities priorities. This often results in applications that are not aligned with the Municipalities Vision, often being refused. And perhaps this is where **Development Contributions** pay a vital role. In that case the answer cannot be "no" but rather development comes at a huge cost. It is these matters that Municipalities need to make clear decisions on.
- Planning Units need to **DRIVE** the VISION and direct **DEVELOPMENT** =promotes informed decision making. Emerging legislation – SPLUMA – provide opportunities for faster and better decision making. The key lies in the writing of the Planning Bylaw.

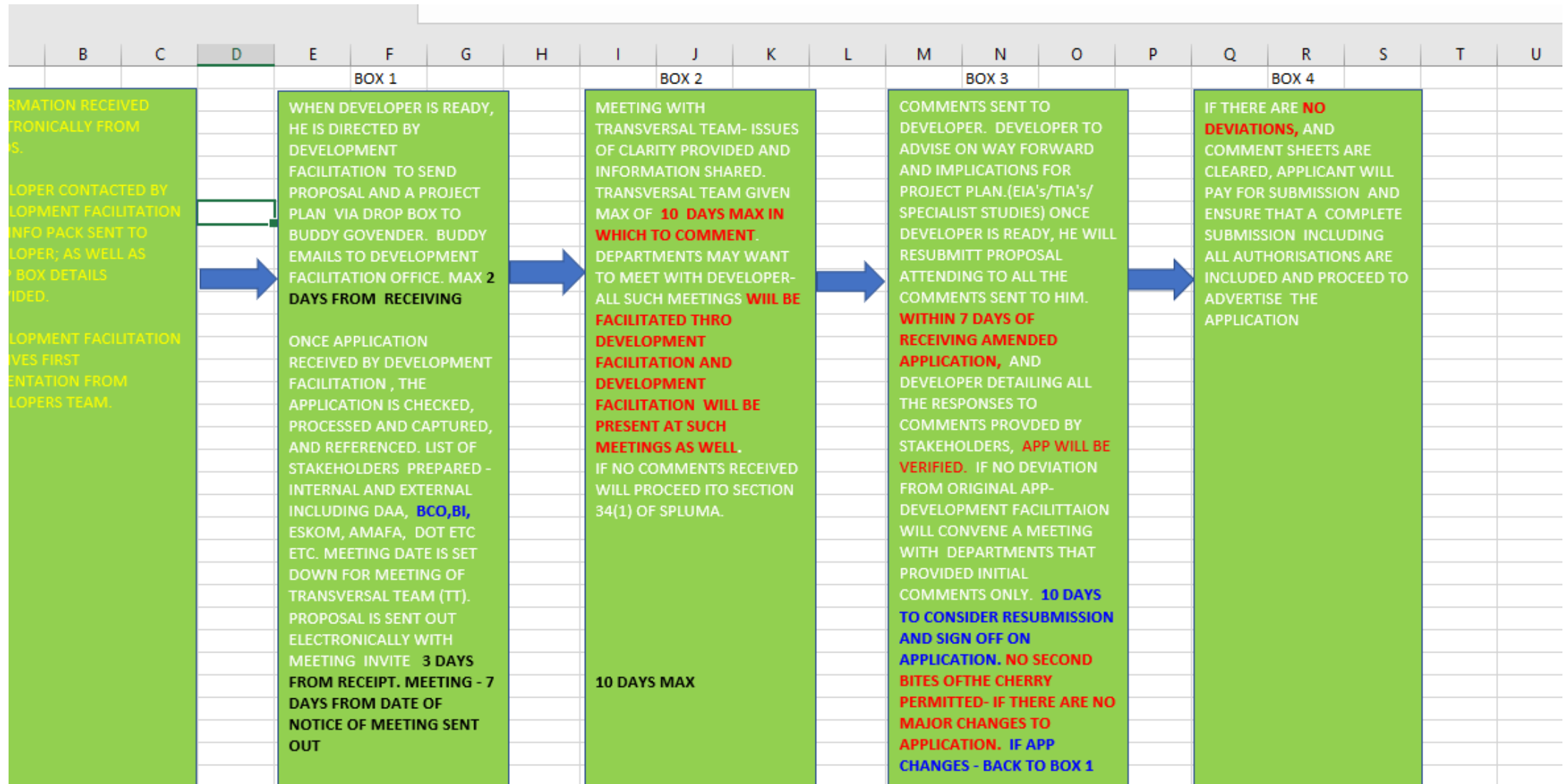
Political

- Across the Globe, as literature indicates, is that **leadership** changes every 5 years. This time period is a very short space of time to implement decisions taken; and often such decisions tend to get forgotten. This often compromises Economic Development projects as the Goals change very 5 years.
- The importance of **building capacity** of Councillors annually is paramount. Key directives should serve as reminders for effective decision making of the City's key drivers.
- Professionals in the employ of Municipalities have a responsibility to guide responsible decision- making. However, Municipalities need to have skilled and competent staff to drive such decisions. Staff need to be able to advise the Developer in the FIRST instance of the City's requirements. Poor decision making could compromise the City, Developer and end up in lengthy legal battles and escalated costs and unbudgeted costs to parties.

POOR DECISION MAKING IS COSTLY

- Poor Decision making includes the processes and procedures that Municipalities utilise. Unnecessary steps in processes must be eradicated; Developers **MUST** know upfront what to submit, SPLUMA demands that Municipalities only accept COMPLETE APPLICATIONS.
- If **Municipal processes are clear, intelligent and legally competent-** Developers will find more comfort in submitting.
- **Developers too-** must submit legally competent and complete applications. It is the DEVELOPERS RESPONSIBILITY TO SUBMIT A COMPLETE AND COMPETENT APPLICATION TO THE MUNICIPLITY, which compels the Municipality to APPROVE the application.
- It is the MUNICIPALITY's RESPONSIBILITY TO MAKE AN INFORMED DECISION BASED ON THE INFORMATION IT RECEIVES.

What's working.....



What's Different?

- Developers appreciate the upfront communication with the transversal team(internal and external) via Development Facilitation. It assists and fast tracks the formal process.
 - Development Facilitation DRIVES the project from inception to the end-completion/construction certificates. We chase the Developer- he Rarely chases us! Time is Money. Jobs and Rates too!
 - Cements a relationship of trust, professionalism, capacity building and respect.
 - One Stop for One SolutionRESPONSIBLE, INFORMED, EFFECTIVE AND EFFICIENT DECISION MAKING to realizing the City's Vision.
- Thank You