

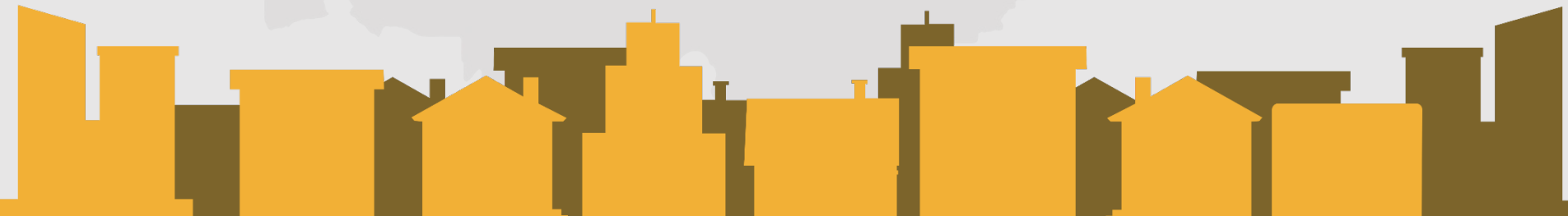
Gauteng Infrastructure Funding Summit

Investing in Sustainable Human
Settlements

4 May 2017

Combating Red Tape in The Gauteng City Region

Sibusiso Xaba



Introduction

- It's probably no surprise to anyone that many **large organizations** struggle with bureaucracy. Too much red tape can **slow** a company's ability to respond to **market changes** and **distract it from building differentiating capabilities**. The consequences of these obstacles can result in **serious harm** for companies/governments struggling to **retain a competitive advantage**. But it isn't always easy to get a clear, high-level view of **where bureaucracy exists** in an organization, and when it can be reduced (or eliminated).
- Bureaucracy is a source of friction that executives, managers, and line employees can see all around them, yet that is **difficult to systematically analyze** at an enterprise level. This lack of information means many **companies don't deal with bureaucracy effectively**. Organizations need to approach the issue with a nuanced understanding of the **critical difference between "good" and "bad" bureaucracy**. It can be tempting to forget that some processes and particular kinds of oversight are valuable, and removal of those may introduce new and unjustifiable risks." Eduardo Alvarez, et al, 2017.

Introduction

- **“Red Tape”** refers to **excessive regulation** or **rigid conformity** to formal rules that is considered **redundant** or **bureaucratic** and **hinders or prevents action or decision-making**. It commonly occurs in governments, corporations and other large organisations. It is often characterized by **oppressive and time-consuming procedures** that tend to undermine the good intentions of such institutions.
- Red tape has significant negative impact for both Government and clients of the services being provided.
- These include the following:
 - ❖ Increased cost of doing business, for Government and Clients;
 - ❖ Excessive waiting periods for decisions and services;
 - ❖ Reduced attractiveness to investors and other partners; and
 - ❖ Potential growth of bribery and corruption as clients try to short circuit long processes.

Red Tape in Context

Alignment with Broad Policy:

- The National Development Plan identifies the need for a **capable, developmental, professional and responsive state** and makes far reaching proposals to address uneven and poor performance
- The public service currently is not functioning as a uniform public service with strong horizontal and vertical coordination and cooperation (the principle of cooperative governance)
- There are inefficiencies in **planning and implementation** resulting in service delivery delays, ineffectiveness and failures.

Red Tape in Context

- Gauteng's Transformation, Modernization and Re-Industrialization Strategy:
 - Radical economic transformation
 - Decisive spatial transformation
 - Accelerating social transformation
 - **Transforming the State and Governance**
 - Modernization of the Economy
 - **Modernization of the Public Service**
 - Modernization of Human Settlements and Urban Development
 - Modernization of Public Transport Infrastructure
 - Re-Industrialize Gauteng
 - Lead in Africa's new industrial revolution

Project Objective

- The primary objective of the Red Tape Project is to research the manifestations of red tape, how it affects service delivery in the Gauteng City Region and make recommendations on how to reduce such and encourage more efficiency.
- The project to eliminate Red Tape in the Gauteng City Region seeks to achieve:
 - Working with Departments, identify negative or bad bureaucracy;
 - Review current processes, practices and systems to eliminate bad bureaucracy and improve efficiency in the delivery of government services in Gauteng.

Project Objectives

- What the **Red Tape project** seeks to achieve:
 - Eventually eliminate all **undesirable bureaucratic processes** and their **associated delays**;
 - Introduce a system of **continuous improvement** in the way that government works in Gauteng;
 - Reduce the **turnaround times** for the delivery of services and decision making;
 - Reduce the **long-term costs** of delivering services;
 - Create **better access** for the public to government services;
 - **Reduce corruption** and create more open government;
 - To create more **confidence and trust** between government and its citizens;
 - Enhance technology as an enabler of efficiency.

How we operate

- The Red Tape project team works with Departments in the following manner:
 - Conduct secondary research and desktop studies.
 - Conduct primary research through walk-ins, site visits, mystery shopping, etc.
 - Focus groups – **opportunity for public input.**
 - Process re-design and re-engineering.
 - Piloting and recommendation of changes.
 - Supplemented by internal change management processes.

Projects being undertaken

- During the course of this year, the Red Tape project will be working with **municipalities and the provincial government** to find ways to fast track development applications and ensure that the process of receiving and processing applications for development is streamlined and that developers do not have to seek multiple applications for development. The second phase in this process will be to reduce the turn around times for the processing of development applications.
- The Red Tape team is also in a process of developing an integrated service delivery model, which will bring services of various government departments (and eventually other spheres of Govt) under a single location, thereby making access to government services easier and less costly for the public. The ISDM will use the infrastructure of the current Thusong Centres. These centres will in the medium term be opened across the Province of Gauteng.

Projects being undertaken

- Reducing the payment period for invoices to 15 days, led by the Provincial Treasury.
- Reducing the turnaround times for liquor license applications, working with the Department of Economic Development
- Reducing the turnaround times for taxi license applications, with the Department of Roads and Transport.
- Reducing the turnaround times for the delivery of titles deeds to the beneficiaries of the public housing programme, with the department of human settlements.
- Reducing the turn around times for the delivery of Records of Decisions on EIA applications.

CONCLUSION

Red Tape Reduction is *not* strategy:

- It is about operational effectiveness and performing government activities *better* to meet service delivery requirements on time. This necessarily requires systematic reflection and review to find opportunities for improvement. It is a process, not an event.
- *It is also about modernisation of government delivery systems and stronger inter-agency co-ordination, which is in line with the objectives of the Gauteng City Region*
- *Co-operation with various Departments will be critical success factors for Reducing Red Tape. Eliminating Red Tape requires a strategic re-orientation in managing Departments as well as substantial change management and training programmes.*



Thank you!!!!



GAUTENG
PROVINCIAL GOVERNMENT
REPUBLIC OF SOUTH AFRICA



Gauteng Partnership Fund