



Subnational Doing Business Re-Launch Event Towards Competitive Cities for Jobs and Growth

**Venue: Ekurhuleni Metropolitan Municipality New Council Chamber, 1st
Floor, Civic Centre Germiston**

Date: 1-2 October 2019

Report of the Sub-National Doing Business (SNDB) Re-Launch Event

Purpose

This report is a record of the Sub-National Doing Business (SNDB) Re-Launch Event hosted jointly by National Treasury and the World Bank Group that took place at the Ekurhuleni Metropolitan Municipality (EMM) Council Chambers on the 1st and 2nd October 2019.

Background to the Event

The aim of the event was to re-energise the SNDB Reform programme implemented by the metropolitan municipalities with the support of National Treasury, the World Bank Group (WBG), the Swiss Secretariat for Economic Affairs (SECO), and the UK Prosperity Fund. The specific objectives were to:

- Highlight the fundamental role of South Africa's Cities role in driving inclusive economic growth through investment attraction, retention and expansion;
- Highlight SubNational Doing Business (SNDB) as a strategic tool for South Africa's investment drive;
- Confirm the City's political and administrative leadership and ownership of the reform process;
- Understand how the SNDB contributes to achieving the strategic visions and needs of the metros; and
- Fast-track the implementation of SNDB Reforms through mobilising City commitments, inter-governmental support and external expertise.

Invitations were extended to the following representatives of each of the eight metros:

- Political Champions of SNDB Programme (MMC Economic Development, Planning and Infrastructure / Services)
- Executive Directors for Economic Development, Planning, Infrastructure/Services
- City SNDB focal points, coordinators and technical reform action plan leads

The programme was aimed at building a shared understanding of the SNDB reform programme between the city political and administrative leadership and the city technical teams responsible for the implementation of the required reforms. The programme was designed to solicit input from cities to frame the scope of SNDB phase 2 offering and to achieve tangible outcomes for cities to take forward in their SNDB reform actions. Day 2 of the event focused on technical discussion with City's SNDB focal points and coordinators

Event Record: Day One

Welcome Address and Opening Remarks

The Acting Executive Mayor of the EMM, Councillor Lesiba Mpya, formally opened the event and welcomed participants. (Annexure A: Attendance Register)

The Programme Director, Sibongile Mazibuko, the CSP Programme Manager, facilitated participant introductions. Ms Mazibuko confirmed the objectives for the event and emphasised the goal of signing-off on a mutual partnership in driving agreed deliverables over the next 3 years. She stated that there is a need to understand unique city requirements as well as the potential for shared learning. She stressed that the SNDB reform programme cannot be driven in silos and must be a collaborative effort.

Speech: The Importance of SNDB in the context of Government's Economic Strategy

In her speech, Ms Malijeng Ngqaleni, the National Treasury DDG: Inter-Governmental Relations, highlighted the key role that metros perform in driving the national economy. She stressed the importance of the **Economic Transformation, Inclusive Growth, and Competitiveness: Towards an Economic Strategy for South Africa** in responding to the major economic challenges confronting the country. She highlighted the alignment of the Strategy with government's Medium-Term Strategic Framework (MTSF) priorities and the fact that all government interventions and investment land within municipal spaces. The responsiveness, effectiveness, efficiency and governance of those spaces will impact on the return of investment within and performance of these spaces. Ms Ngqaleni urged cities to put the fundamentals in place for cities to be able to compete nationally and globally. She argued that the World Bank's Doing Business measure is a useful comparative tool that challenges government to work together collaboratively to be more efficient and effective in its different business processes that enable investment.

Speech: Why is the Ease of Doing Business critical to Private Sector Development

Mr Erwin De Nys, the World Bank Programme Leader: Sustainable Development, stressed the importance of cities with Africa now home to the fastest growing cities in the world. He emphasised that competition for global resources is growing fiercer and that South Africa has an immense task in clawing back its position as the continental economic powerhouse. He emphasised three broad focus areas if South African cities are to move in the right direction, namely: a mindset shift; using the powers of cities to intervene in their regulatory environments, in the determination of land use changes and the provision of infrastructure, fostering of skills and innovation; and leveraging their competitive edge by focusing on sectors where they have comparative advantage.

He stated that the WBG has been working with the South African Government at both national and subnational levels on driving horizontal reforms that address multiple business environments that impact SMEs acutely and disproportionately. He stated that in SA there are good practices to be found and that the replication of these practices is key. He emphasised that the SNDB has shown that small administrative improvements not requiring major regulatory changes can make a big difference to the life of a small or medium-sized firm.

Mr De Nys indicated the WBG's support for pushing the reform agenda forward in the context of the CSP Reimbursable Advisory Services (RAS) Agreement. He stated that the WBG is partnering with National Treasury, the Department of Trade and Industry, the eight metros, the private sector and many other stakeholders in successfully implementing this agenda.

[Speech: Investment in South Africa: Creating a Conducive Environments to Facilitate and Attract Investment](#)

Ms Trudy Makhaya presented on behalf of the Presidency. She stated that the SNDB Reform programme re-launch takes place at a time when South Africa is accelerating short-and medium-term reforms for faster economic growth, including the necessity of reducing regulatory impediments to business activity. She argued that it is critical that South Africa changes current investor perceptions and reinforces the idea that South Africa is a leading emerging economy. She highlighted efforts by government including the Economic Growth Strategy document, Operation Phakisa, the Stimulus and Recovery Package, the President's Investment Mobilisation Drive and Economic Advisory Councils. She stated that regulatory reforms complement government's ongoing efforts to addressing investment climate constraints to encourage both domestic and foreign investment. She emphasised the President's ambitious target for South Africa to rise from its current rank of 82nd out of 190 countries measured in the World Bank's annual Doing Business Survey to among the top 50 ranked economies in the next 3 years. Ms Makhaya argued that cities have a vital role to play in SA's economic performance and improving city performance in basic administrative and business regulatory processes is key to creating an environment where firms are willing to invest and create jobs. Ms Makhaya stressed the importance of the ownership, accountability and determination of City political and executive management in driving the reform process. Equally important, she said, are interdepartmental and intergovernmental collaboration between national and city departments and entities. There is a need to collapse silos and work together on a common agenda and objective

[Presentation: City Support Programme: Overview of the CSP and Deep Dive into the Scope of the Programme's Economic Development Thematic Area](#)

Ms Karen Harrison, the CSP Economic Development Component Lead, presented on behalf of the CSP and the powerpoint is attached as Annexure B.

Presentation: Doing Business Overview: What Does SNDB Measure?

Ms Cemile Hacibeyoglu, a World Bank Senior Private Sector Specialist made the presentation attached as Annexure C.

Presentation: National Doing Business in South Africa: Overview of National Efforts

Ms Bharti Daya, the Department of Trade and Industry Director: Research and Planning presented Annexure D.

Presentation: CSP SNDB Phase 1: What have we Achieved, What have we Learnt and What are the Key Emerging Themes.

Ms Shirley Robinson, the SCP DB project manager presented Annexure E.

Question and Answer Session

The Programme Director facilitated a Question and Answer session on the presentations.

Questions	Answers
Could the World Bank consider measuring DB indicators within two South African cities, for example CoJ and CCT?	<p>Countries that have two cities measured have a population > 100 million. Political buy-in for the reform programme is critical in SA given SA's ranking slippage. Ownership of the reform programme has improved in the past 4 years. Countries that are improving their DB rankings, such as Mauritius and Rwanda have actively been undertaking reforms since 2005 / 7. The reform process is lengthy. It takes a while to achieve results and for the private sector to feel the change. The DB surveys are undertaken with citizens as respondents, so if change is not tangible, then it is not measured or recorded.</p> <p>DB measures improvements, thus if a country starts off a lower base than SA, such as Nigeria, it could be reflected as out-performing SA even if not in actual performance terms.</p>
The DTI DB reform process and ownership is good, but how do we make sure this is more institutionalised and a system that will outlast the CSP?	<p>SA has some positive reforms in the pipeline now. The CSP has been working with the metros since 2015, and with the dti driving the national DB reform programme since 2017 and the Presidency strengthening the team this year, there is expectation of even greater traction in the reform programme.</p> <p>The institutionalisation of the SNDB and DB reform programmes is a major focus area of the NT: CSP. Discussions with the DTI will take place and work is being done within NT to allocate responsibilities within relevant units. The intention is to align the DB and SNDB reform programmes with departmental reporting and performance systems and with each other.</p>

Questions	Answers
Request more information on the DB Construction Permits online system	<p>Work has been undertaken in the DB Construction Permits Technical Working Group (DB) on mapping the business process and highlighting reform issues. This can be made available. There is a concern that City By-laws are fragmented, and terminology used is inconsistent. Certain practises may not be legally required but have become “institutionalised” within some cities.</p> <p>Indicator ranking is determined relative to other countries. Where countries have automated and digitised their business processes, they have achieved a good base. Automation of the business process is key. There is a need for cities to prioritise and match action plans and aspirations with budgets. It is also important to develop user friendly guidelines and common check lists for transparency as people have different understandings of terms and concepts. There is a need to assess which systems option would work best for your city.</p>
SCM processes and procedures are bureaucratic, long and difficult – strong concern regarding Circular 96 (Regulation 32)	The strong concern regarding Circular 96 and Regulation 32 was acknowledged, and discussions in this regard will be referred to the City Budget Forum. Need to consider the interpretation of the regulations, and the implementation challenges and if necessary, institute a reform process to address them.
Concern was raised regarding the lack of consequence management in government – people can sit on documents for 3 / 4 weeks before signing.	Noted.
Lack of national available data. Lack of an umbrella body that will ensure the data is combined, as achieved in the Rural Land Audit report.	There is a lack of nationally available spatialised city economic data, and what we have is often impacted by the “head office effect”. There are administrative data sources that can be used, and confidentiality challenges need to be addressed. Requires championship!
Concern regarding silence in the CSP SNDB presentation on the titling of low value housing.	The first SNDB survey was based on time, cost, number of procedures. The second SNDB Survey included a quality measure linked to land administration. The question refers to the geographical coverage of titling. EThekwini was the only city to prepare a Reform Action Plan on the titling of Low Value Housing and other metros are encouraged to learn from this experience. Every city is measured on this component. The focus is in property titling and how it affects change in the urban land market.

Questions	Answers
<p>How will cities be consulted in the development of the Presidency's New Economic Growth Strategy that is to be released soon? A concern is that the restructuring of Eskom as it might be at loggerhead of cities' energy plans.</p>	<p>The gap that has been identified by the Presidency with the Treasury Economic Growth Strategy is the need for a macro-economic overlay. The adoption of this macro-economic overlay will go through the NEDLAC process together with the updating of the NDP. NT and CoGTA will be key in securing City input into this process.</p> <p>It was noted that cities had been invited to input into the Economic Growth Strategy released by the Minister of Finance and that the City of Cape Town had made a substantial input. The general concern is that the strategic economic role of metros is not profiled strongly nor given enough support within the current Strategy.</p> <p>The CSP will engage with the Presidency in how to create space for the City voice with a possible proposal of city managers being considered as part of the Presidential economic advisory groups.</p>
<p>How accurate is the data collected on construction permits in the DB survey?</p>	<p>The data is collected through various means with the private sector responses validating the data. It is important for cities to engage the private sector and for city staff to understand the various processes and procedures and how they interlink.</p> <p>The main measure is cost to citizens and customers. The question is what reforms are required to ensure that the costs to customers are lowered. For example, 85% of South African's have cell phones, but toll free numbers are not available to cell users.</p>

City Panel Discussions

The Programme Director introduced the session on City inputs on their experience of the SNDB Reform programme. The City inputs were divided into two sessions, one focused on impediments to reform, and the other on innovations.

Session One: Impediments to Realising Reforms

Four cities made presentations regarding the impediments that they have faced in the SNDB reform process. These presentations are attached as:

- Buffalo City Metro: Mr Siyabonga Bakumeni (Annexure F)

- Ekurhuleni Metropolitan Municipality: Mr Anathi Zitumane (Annexure G)
- Nelson Mandela Bay Municipality: Mr Lutho Nduivane (Annexure H)
- City of Tshwane: Mr Bertus van Zyl (Annexure I)

The panel discussion was moderated by Ms Karen Harrison who asked each city representative to highlight what they thought were the two most important Critical Success Factors to the implementation of the SNDB reform programme:

City	Critical Success Factors
Buffalo City	<ul style="list-style-type: none"> • Ensuring full-blown support from National Treasury – constant follow up and revisits • Institutionalise the whole reform process – put task teams in place
Ekurhuleni Metro	<ul style="list-style-type: none"> • Transversal management • Capacity – ICT, human resources and budget
Nelson Mandela Bay	<ul style="list-style-type: none"> • Transversal management • Unblocking Getting Electricity reforms
City of Tshwane	<ul style="list-style-type: none"> • Stakeholder engagement

Session 2: What's Next: Pushing the Envelope of Innovative Solutions

Four cities made presentations regarding the innovations they had implemented as part of the SNDB reform programme. These presentations are attached as:

- City of Cape Town: Mr Lance Greyling (Annexure J)
- City of EThekweni: City Manager: Mr Sipho Nzuzi (Annexure K)
- City of Johannesburg: Mr Namgamso Marcus Baliso (Annexure L)
- City of Mangaung: Mr Bheki Mthembu (Annexure M)

Amina El Zayat, a Senior Private Sector Specialist in the World Bank Group, moderated the panel and highlighted a number of innovations, namely:

- Integration and automation of systems;
- Red Tape Reduction Unit and regulatory reviews;

- Capacity building initiatives and change management;
- One Stop Shops; and
- Working with the private sector to improve the quality of plans submitted by architects.

Closure of Day One

The Programme Director thanked everyone for their participation in the first day of the Event and stated that issues that have emerged from the City experiences will be taken up as part of the second day's programme. She especially thanked the city political and administrative leaders that had demonstrated their interest and commitment in attending the Event and indicated that Day 2 would be a technical working day focused on the design of the CSP SNDB reform support that will be offered in partnership with the World Bank Group and SECO.

Event Record: Day Two

Welcome

Sibongile Mazibuko, the Programme Director, welcomed Day Two participants to the Event. She invited questions related to Day 1 City presentations. The MMM Centlec requested support on the Getting Electricity indicator from the CCT. The CCT mentioned that they have an internal transversal management team in place and hold bi-weekly meetings with external stakeholders.

Presentation: Transversal Management

Ms Mazibuko introduced Gert van der Linde from the World Bank to present *Partnering for Reform: Transversal Management as a Tool for Inter-Departmental Co-ordination*. (Annexure N)

Issues raised following the presentation included:

- The need for transversal management to be the blueprint for SNDB reform mapping and accountability.
- Success in the EMM in the application of TVM in CAPEX expenditure, and acknowledgement that matrix management is already used extensively in the private sector.
- The importance of the SNDB TVM experience being strengthened and applied to other business processes within the metros.
- The need for TVM changes to be implemented and supported at both operational and leadership levels.

- The need to strengthen accountability within the SNDB reform programme – need to draw on TVM accountability tools for delivery and partnerships. Transversal accountability is a challenge within the Getting Construction Permit task teams.
- A caution regarding the applicability of the TVM model in relation to specific regulatory functions. City officials derive delegations from Council for regulatory functions. Delays happen when processes get stuck and one requires interventions in the form of command and control within the organisational the structure. Simply applying the TVM model will not ensure success in the Construction Permitting side.

Mr van der Linde responded that TVM is a management approach to be applied for transversal service delivery projects. This approach may require broader institutional, leadership and systems changes. The level of accountability depends on factors such as: whether the project or programme is well-documented, the process that informed the design of the project, how the team was pulled together from the vertical structure, and whether mandates and incentives are in place? It is important to separate the regulatory function from the role of the individual applying the regulations. TVM does not take away the command and control structure within the organisation but is focused on how teams within the organisation can work effectively to meet shared targets. While everyone within the organisation is contracted for specific roles and responsibilities, when they join teams the concept of “negotiated accountability” is introduced in terms of their role and contribution to the team.

City Round Table Discussions

Mr Rakesh Beekum then introduced the focus of the City Round Table Discussions, indicating that the session would be divided into two separate sessions focusing on reflections and forward planning respectively.

Session 1: Mixed City Groups

Rakesh Beekum facilitated the City Round Table discussions. The cities formed eight groups and were requested to discuss the following questions:

- Are the current reform action plans representative/aligned with the cities/department’s priorities and commitments (including budget process and human resources)?
- In terms of support offered so far, what has worked and what has not and why?
- How can we improve reporting and coordination (format, time-line, frequency and accountability)

The group responses are summarised in the table series below:

Question 1: Alignment of SNDB RAPs to broader City planning and budgeting processes
<i>Planning and budgeting alignment</i>

- Some alignment of the SNDB reform programme with strategic metro priorities, but weaker alignment with budget, human resources and business processes. National Treasury's cost containment measures are a major constraint on cities.
- There is little clear political and administrative leadership commitment and this impacts on the city's work around investment attraction and retention. The political leadership is largely unaware of how the SNDB reform agenda impacts investment and the economy
- SNDB reform programme must be elevated to the IDP

Systems Alignment

- Some metros are developing integrated systems – but there are impediments e.g. IT infrastructure
- SCM processes are a stumbling block
- Electricity outage and stock management is a problem in some instances

Question 2: In terms of support offered so far, what has worked and what has not and why?

What has worked?	What has not, and why?
<ul style="list-style-type: none"> • SNDB reform programme gaining traction and recognition. • City managers with SNDB monitoring dashboards linked to their performance scorecards. • SNDB presentations made to City administrative leadership. • Technical support in identifying areas for reform and reform implementation. • Transversal management implementation approach. Some metros have top-down accountability and are already engaged in TM. Important as this awareness must happen as if there are any blockages the City Manager must assist. • Support to high-level City stakeholder engagement processes. • Understanding that reforms start with operational optimisation and then are supported with the introduction of new technologies. Automation does not necessarily mean fewer human resources are required. • Peer learning sessions. • Building of peer learning capabilities e.g. Mangaung is a peer educator for Registration of Property automation. CoJ has established a SNDB programme governance structure with a working CRM committee • Customer focus – need to assess what the customer wants 	<p><i>Internal City issues</i></p> <ul style="list-style-type: none"> • Difficulty in mobilising political and administrative leadership buy-in and SNDB teams do not fully enjoy the support of all relevant city departments. Require transparency and leadership from the top. • Malicious compliance has occurred in some instances where there is still work to be done in getting different city departments to understand how SNDB reforms can assist them, and also to build an awareness amongst the political leadership as to how the reforms contribute to their political goals. • The flow of information from SNDB focal points and task teams to implementation staff is not always effective or consistent. • SNDB programme is not fully institutionalised at city-level as yet. <p><i>External reform support</i></p> <ul style="list-style-type: none"> • Lack of financing of reforms, especially costs associated with automation. • Whilst international support assisted in understanding the required business processes and reforms, global consultants lack the knowledge of the local context, especially legislative and compliance requirements. • Some of the required reforms require legislative changes.

	<ul style="list-style-type: none"> • There is a need for more proactive change management as some metros have only recently integrated different systems. Some metros fear the implications of introducing new technologies and peer learning around adaptation is required. • Staff turnover is a challenge, making once-off training inadequate. Peer learning and ongoing support is required.
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Question 3: How can we improve reporting and coordination?	
Positives with the status quo	Improvements
<p><i>Reporting</i></p> <ul style="list-style-type: none"> • Quarterly reporting aligns with broader metro reporting requirements. • Frequency of reporting keeps the reform programme momentum - an annual report would not have the same effect. 	<p><i>Reporting</i></p> <ul style="list-style-type: none"> • Consider integrating SNDB report into broader city reports. • The 4th quarter report clashes with financial year end. Should investigate staggering or changing the 4th quarter report deadlines. Should also consider the frequency of the reports – possibly bi-annual or even monthly? • Consider making the reports mile-stone driven, as opposed to periodic. • The reporting format is inflexible, and cities should be consulted on proposed format changes. The sign-off requirements of the report are challenging. For example, is it necessary for City Manager sign-off of the report. • Very important to have monitoring and accountability, include SNDB reforms as department and not metro indicators. Need for a dedicated city official responsible for each indicator to improve accountability. • Internal city coordination in the report submission needs to be strengthened. • Metros need to understand how their performance impacts on overall competitive rankings of the country. • Need more feedback on the quality and content of the reports. <p><i>Co-ordination improvements</i></p> <ul style="list-style-type: none"> • Cities to establish SNDB steering committees • Establish governance structures at ED level • Establish formal stakeholder communication structure • Undertake a customer satisfaction survey • Ensure the continuity of focal points

Session 2: Individual City Groups

For the second City Round Table discussion, cities were requested to sit separately and answer the following questions:

- What metro support can be provided through peer learning and how?
- What metro support is required through internal and external technical assistance? How to prioritise?
- How can we maintain political commitment, engagement and monitoring?

The table below captures the feedback from the cities.

Cities	Metro support through peer learning	Metro support Required	Maintain political commitment
Cape Town	<p><i>Propose:</i></p> <ul style="list-style-type: none"> • A share-point site for cities to share innovation. • Hosting a once a year best practice session. • Sharing regulatory and legislative changes. • Sharing and learning, where mitigation occurs e.g. SM card judgement may have implications for the construction permit indicator • CCT to have access to person from Tshwane re their wayleaves project. <p><i>CCT can offer:</i></p> <ul style="list-style-type: none"> • Best-practice re an arrangement with province to drive trading across borders and paying taxes reforms with its support. • Hosting metros requiring technical assistance but must be targeted and planned. • Sharing of licenses e.g. DAMS license. • Focal co-ordinator can offer training on business processes, SNDB methodology and approach. There is no standardisation 	<p><i>Support required per indicator:</i></p> <ul style="list-style-type: none"> • Construction Permitting <ul style="list-style-type: none"> ○ Access to international expert (NZ) • Getting Electricity <ul style="list-style-type: none"> ○ Appreciated sessions with Andres and CCT has prioritised 99% of the recommendations. Require advice on how to limit illegal connections 	<p><i>Actions Required:</i></p> <ul style="list-style-type: none"> • SNDB and reps must be recognised in city IDP • Mayoral dashboards – make sure when EDs report, also report on SNDB progress • Consider whether SNDB reps require some political sign-off or not.

Cities	Metro support through peer learning	Metro support Required	Maintain political commitment
	regarding how co-ordinators work and an assumption that they know what to do.		
Mangaung	<ul style="list-style-type: none"> • <i>MMM can offer peer learning re:</i> <ul style="list-style-type: none"> ○ Property rates (automation) ○ Stakeholder relations ○ Reliability indices calculations 	<p><i>Support Required:</i></p> <ul style="list-style-type: none"> • Require more formal content feedback on the quarterly report • Share best practices e.g. customer levies linked to cost containment • Investigate the feasibility of linking some grant conditions to SNDB system improvements 	<p><i>Actions required</i></p> <ul style="list-style-type: none"> • Request City project leads and political champions for all CSIP projects. • Elevate SNDB programme to political leadership level
Buffalo City	<p><i>Propose</i></p> <ul style="list-style-type: none"> • Being the students as need to learn a lot from other metros, such as EThekweni and Cape Town’s Registering Property reforms – must take account that City’s have their own internal work- flows and legislative /policy frameworks • Need to look at best practices e.g. around change management, new technologies and addressing technical challenges, electricity tariff setting and electricity outage management. • Learning from peers as to how external stakeholder engagement takes place e.g. information (procedures and costs) available on websites. • Building wholistic political and administrative buy-in. • Building M&E capabilities to measure progress. 	<p><i>Support Required</i></p> <ul style="list-style-type: none"> • With regard to Construction Permits and Registering Property indicators: <ul style="list-style-type: none"> ○ Land parcel management is critical. ○ Standardised electronic systems for engaging external stakeholders is required e.g. interaction with the Surveyor General’s Office 	<p><i>Actions Required</i></p> <ul style="list-style-type: none"> • Nothing will be achieved without political buy in and support – need to workshop political leadership. • There must be accountability for SNDB reforms, and scores so linked to performance system and scorecards • Build understanding that business process efficiencies will boost economic development and make cities more attractive.

Cities	Metro support through peer learning	Metro support Required	Maintain political commitment
Johannesburg	<p><i>Propose</i></p> <ul style="list-style-type: none"> • One-on-one learning amongst the top 3 cities e.g. <ul style="list-style-type: none"> ○ CCT has mastered the online Construction Permitting system with getting a construction permit ○ CCT has effective monitoring and control systems and can share how the City draws and analyses data out of its system ○ CCT and MMM have effective PMOs that ensure alignment and integration of systems within departments and MOEs 	<p><i>Support required</i></p> <ul style="list-style-type: none"> • Indicator-Specific <ul style="list-style-type: none"> ○ Getting Electricity: technical assistance in designing and implementing reforms ○ Registering property: facilitation of workshops with external stakeholders • General <ul style="list-style-type: none"> ○ Integration of IT systems ○ Data specialist support to ensure data integrity ○ Transversal management ○ Establishment of a PMO. ○ Prioritisation based on ratings and resource availability. 	<p><i>Actions Required</i></p> <ul style="list-style-type: none"> • City Manager has quarterly updates as a standard item for the City Manager. Present these updates to the mayoral committee. • Conduct an annual workshop with the political oversight committee responsible for economic development. • Disseminate information to political leadership. • Lobby relevant MMCs.
EThekwini	<p><i>EThekwini can offer:</i></p> <ul style="list-style-type: none"> • Peer learning opportunities to metros and smaller municipalities, for example in low value housing titling. <p><i>Propose</i></p> <ul style="list-style-type: none"> • Continued peer learning from the CoJ within the national DB Construction Permitting TWG. Uplifting to see all the work happening in the background. • Investigate support to cover peer learning costs e.g. accommodation and flights • Offer Getting Electricity peer learning on end-to-end systems, not piece meal interventions. 	<p><i>Support Required per Indicator:</i></p> <ul style="list-style-type: none"> • Registering Property <ul style="list-style-type: none"> ○ IT technical assistance to oversee the implementation of the automated RCS ○ Peer learning from the best performers in this indicator ○ Funding from NT • Construction Permitting <ul style="list-style-type: none"> ○ Continued support from the WBG – integrate DB TWG system ○ Facilitate workshop with chief digitisation officer to get a holistic view of what the city needs 	<p><i>Actions Required</i></p> <ul style="list-style-type: none"> • City fortunate to have a City Manager supporting the SNDB. Need to institutionalise this commitment, with an organogram that spells out clear roles and responsibilities. • NT to facilitate sharing of information at City Standing Committees. • Relationship building is really important. • Need to build trust of City political leadership in the SNDB reform agenda, showing that the intention is to grow the City

Cities	Metro support through peer learning	Metro support Required	Maintain political commitment
		<ul style="list-style-type: none"> ○ Assist with the stability of the IT infrastructure. Need to learn from other metros re implementation ○ WB to facilitate and provide support in engaging external stakeholders as it is useful to have a third-party present. Piggy-back on CoJ re facilitation expertise. ○ Engage external stakeholders on the quality of their submissions to the City. <p><i>Other Support Required</i></p> <ul style="list-style-type: none"> ● DB and SNDB Survey is extensive and lengthy. Private sector participants do not realise how negative feedback impacts on the city and country's rankings. ● Review of relevant national legislation. ● Exposure on all indicators to global and national best-practice, including from countries that have struggled with reforms. ● City would like to analyse needs across all indicators – want to reflect on where to from here. ● Need further discussion of Regulation 32 facilitated by NT. 	<p>economy. Engage at EXCO level. The relationship between the support programme and the political leadership is important.</p>
Tshwane	<p><i>Note</i></p> <ul style="list-style-type: none"> ● During the past 10 years, the COT has moved from being teachers to students. In the past we had the best processes and procedures, but now we need to catch up in a way that does not compromise quality of service. 	<p><i>Support required</i></p> <ul style="list-style-type: none"> ● In terms of building senior management engagement and support. This will mobilise internal departments. There has been a major focus in this even on the importance of supporting IT systems, but representation from IT departments is lacking. When speak of systems, we often think of software, but 	<p><i>Actions Required</i></p> <ul style="list-style-type: none"> ● SNDB reforms should be included in performance agreements of executives and in EXCO reports ● The aim is not to have political interference but rather political interventions to ensure that the

Cities	Metro support through peer learning	Metro support Required	Maintain political commitment
	<ul style="list-style-type: none"> Must have one on one engagements and different key indicators – we know which metros we must go to. 	<p>systems start with processes and the challenge is how to build efficient systems and maintain the integrity of the business process.</p>	<p>SNDB reform programme is resourced.</p>
<p>Nelson Mandela Bay</p>	<p><i>Peer Support Required</i></p> <ul style="list-style-type: none"> National Treasury to provide us with information on best practices per indicator <p><i>Peer Support Offered</i></p> <ul style="list-style-type: none"> Internal peer learning Construction Permitting experience about Transversal Management 	<p><i>General Support required</i></p> <ul style="list-style-type: none"> Institutionalisation of best practices Clarification of co-ordination roles – focal persons are sometimes treated as a post box so there is a need to clarify roles of co-ordinators and focal point persons. Crafting of KPIs. <p><i>Indicator Support</i></p> <ul style="list-style-type: none"> Registering Property: Improving the quality of the RAP. Getting Electricity: technical assistance on the business process flow and address contextual difficulties. 	<p><i>Actions Required</i></p> <ul style="list-style-type: none"> Need to have regular forums with the politicians to share information on the SNDB. Reform processes to be elevated to the Presidential Co-ordinating Committee (PCC) where Premiers and Mayors are present – if SNDB reports are provided at this level this programme will be taken seriously. Appreciated the fact DTIC is prioritising the other indicators – will be good if rolled out to different provinces. Need a political champion if the programme is to be successful.
<p>EKurhuleni</p>	<p><i>Propose</i></p> <ul style="list-style-type: none"> Facilitate a formalised DB/SNDB Reform programme governance structure Facilitate open engagements with the national DB reform programme. If there is a DB policy change, then cities must follow suit. 	<p><i>Indicator Support Required</i></p> <ul style="list-style-type: none"> Getting Electricity automation –told to utilise SCADA and would like to investigate best practice re implementation and management. Have no budget but are required to implement SCADA. <p><i>General Support</i></p> <ul style="list-style-type: none"> Strengthening ICT technical support within the City. ICT to play a role of enabler. 	<p><i>Actions Required</i></p> <ul style="list-style-type: none"> Biannual SNDB political engagement – MMCs to be part of the reform process through building general awareness, knowledge sharing and engagement platforms. MMCs to be included as part of the reforms – general internal

Cities	Metro support through peer learning	Metro support Required	Maintain political commitment
	<ul style="list-style-type: none"> • Benchmarking site visits to metros e.g. MMM on rates clearance, ETH and CCT in Getting Electricity • Set up ICT platforms for knowledge sharing • Facilitate collaboration with other metros from a policy point of view • City exchange programmes. 	<ul style="list-style-type: none"> • Business analyst skills to map business processes. • Assist with continuity with the programme so does not end with staff churn. • Enhance and build relationship with the private sector. 	<ul style="list-style-type: none"> awareness, knowledge sharing platforms • Quarterly reporting to Section 29 committees for oversight. • Streamline and link SNDB reporting through the PMS. • Align with Circular 88 reforms, key indicators – cost and quality and time. • SNDBs to be included

Closing Remarks

The Programme Director thanked everyone for their constructive input and for the positive spirit of the engagement process during the Event. She committed National Treasury to:

- Requesting presentations to MAYCOs through the office of the Minister and Deputy Minister.
- Ensuring that a discussion on Regulation 32 takes place in the City Budget Forum and other relevant NT engagement platforms.
- Creating the space for peer learning amongst the metros.
- Circulating the presentations made and a formal record of discussions that took place at the Event.

Ms Mazibuko thanked those MMCs who participated in the Event together with the City Managers who were present, especially from EThekweni, Buffalo City and the Acting CM from Ekurhuleni. She thanked senior officials and professionals who participated and emphasised that if we all realised the economic strain on our country and the importance of growing our economies to achieve our development goals, then we need to drive DB and SNDB reforms to increase the competitiveness of the country and attract local and global investment. Ms Mazibuko thanked the Ekurhuleni Metro for providing the venue and for the opening of the event by the Acting Executive Mayor. She stated that this demonstrated leadership in driving the SNDB reform process and ensuring that the political leadership of cities is hands-on. She stated that the cities are aware of their importance and contributions within the national economy and the importance of rolling up our sleeves and getting down to business. She said she had been enthused by the participation and energy of the cities in the event. Finally, Ms Mazibuko thanked the World Bank Group as a global partner in driving the DB and SNDB reform programme and thanked them for the support in building the competitiveness of South Africa and South African cities within the global economy.