

*Prosperity Fund*  
GLOBAL FUTURE CITIES PROGRAMME  
SOUTH AFRICA

# TECHNICAL ASSISTANCE TO THE ECONOMIC WAR ROOM

Problem Driven Iterative Adaptation Implementation  
in the Western Cape Province:

Initiating Phase 2 of the Economic War Room

*Prepared by UN-Habitat*

*For the UK Foreign and Commonwealth Office*

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# 1. Background and Context

The Global Future Cities Programme under the UK Foreign and Commonwealth Office's Prosperity Fund aims to promote prosperity, alleviate poverty and contribute to sustainable urbanization more broadly. UN-Habitat's Urban Lab has since April 2018 been providing strategic advice and technical assistance in the delivery of the Programme, capturing urban development initiatives in 19 cities across 10 countries. As a strategic partner to the UK FCO, UN-Habitat identified and defined 30 projects among the 19 cities during the Strategic Development Phase of the programme. This phase was completed in March 2019 and then moved into the Implementation Phase running from September 2019 to March 2022. The three South African cities of Johannesburg, Cape Town and eThekweni are part of the Global Future Cities Programme for which UN-Habitat will continue to provide strategic advisory and capacity building support.

In parallel, the UK FCO requested UN-Habitat to undertake two additional activities in South Africa by March 2020, the City of Tshwane and the Western Cape. This report aims to capture the development, roll-out and findings from this support provided to the Western Cape.

The key implementation partner on the ground for duration of the support to the Western Cape was Wesgro. Wesgro<sup>1</sup> is a public agency (entity) established in 1982 with a mandate to promote Tourism, Trade & Investments in the City of Cape Town and the Western Cape. Engaging in a wide range of sectors and aspects, Wesgro has recently set up an "Economic War Room" as a modality to accelerate economic development across the province and its cities. The War Room has identified and adopted the Problem Driven Iterative Adaptation (PDIA) methodology to facilitate problem solving within the provincial and municipal governments. The rationale for the governments to engage in a PDIA process is that the province and respective local governments are not fully leveraging their economic potential and stagnating somewhat in addressing and constructively resolving complex public problems. A joint effort in addressing this situation has been regarded as the best way forward.

In an effort to identify areas where the UK FCO could potentially extend its support to the Western Cape, UN-Habitat undertook a first scoping mission to the Western Cape in October 2019 to engage more closely with the Economic War Room and its different teams working on different thematic areas: 1) capital investment and property development, 2) informal light manufacturing, 3) the Atlantis Special Economic Zone, 4) tech and business process outsourcing, and finally 5) commuter mobility. UN-Habitat also participated in the closing session ("Wash-up Session") of the Economic War Room in December 2019. The main outcome of these missions was the decision to extend further support to Wesgro on its activities related to PDIA and provide a training for authorizers (change agents) to continue the initial successes of the Economic War Room. This outcome came about in close deliberation with all stakeholders and the UK FCO.

# 2. Aim and Objectives

When the idea of an additional PDIA workshop was conceived, following the evaluation of the first pilot phase of the PDIA in the Western Cape, there was a general consensus among participants of the Economic War Room as well as the UK FCO and UN-Habitat, that one of the key weaknesses of the PDIA pilot was the lack of senior management support or "need to broaden the authorizing environment". This weakness was captured in UN-Habitat's Mission Report from December 2019 and Wesgro's comprehensive own evaluation. Given that experts from the different PDIA teams were working on their responsibilities within the PDIA pilot along-side their usual day jobs, they were increasingly finding it difficult to sustain the workload and calling for time to be carved out for fully focusing on the PDIA tasks at hand. Allocating this time for experts coming from various agencies and departments as well as providing them with the ability to effectively test the decisions and solutions they came up with in their groups required buy-in from more senior managers in government.

By 'broadening the authorizing environment' the objective of the workshop was to secure the commitment of the Western Cape to the PDIA reform process, strengthen the ability of teams within the PDIA process to deliver results and thereby build the overall capacity of the province at various levels of government to solve complex problems. As such the goal was also to help the provincial government and its municipalities to both identify and pro-actively resolve various development challenges. In particular, the workshop sought to encourage key decision-makers and senior officials to facilitate change in addressing existing problems in the Western Cape and authorize the usage of the PDIA methodology for this reform process. It also sought to capacitate technical experts in the respective problem areas (safety, urban mobility, etc.) to use the PDIA methodology. Overall, by the engagement of the Western Cape and municipal governments in the process, the ultimate goal of the PDIA process is to support a sustainable economic, social and environmental development. The tentative areas for the second phase of the PDIA process include 1) safety and security, 2) Commuter mobility and 3) Fixed capital investment and property development.

As an indirect effect of the workshop series, the PDIA approach and methodology is more widely spread where various institutions and actors can draw from its set-up and process, including UN-Habitat. In a sense, greater insight and awareness of the key principles of the methodology can help inform programming and operational work in general.

### 3. The PDIA Approach and Methodology

PDIA is a step-by-step approach which was developed by Matt Andrews, Lant Pritchett and Michael Woolcock of the Harvard Kennedy School in 2012. It is an approach that helps to break down problems into component parts, identify entry points, search for possible solutions, reflect on lessons-learned, adapt and retry. Although, this approach can be used to solving all kinds of problems it is particularly designed to help governments address complex problems, for which there are not readily available and or pre-existing solutions.

PDIA recognizes that building state capability is an idiosyncratic process which functions differently from country to country. The specific institutional structures that come to have local legitimacy and effectiveness are highly dependent on a complex interplay of local context, history, politics and culture. In other words, it is not possible to import solutions, nor even know solutions before-hand, they can only emerge in a process of local problem-solving and trial and error. While the need for local ownership and customization have become common place within the donor community, these norms seldomly put in practice. The need for development actors to showcase success has created an emphasis on observable outputs and changes in what institutions are made to look like, as opposed to what they actually do. Best practices are adopted, and processes mimicked in an effort to gain international legitimacy and please the donor community, with little to no progress in regard to the functionality of the institution. As such PDIA opposes the idea of developing long-term plans to structure the actions of institutions to tackle complex problems. It points to the fact that a multitude of plans never get implemented, and where they do, they lack the flexibility to incorporate learnings and adapt to changing conditions on the ground.

In a nutshell, PDIA rests on four principles:<sup>2</sup>



#### Local Solutions for Local Problems

Transitioning from promoting predetermined solutions to allowing the local nomination, articulation, and prioritization of concrete problems to be solved.



#### Pushing Problem Driven Positive Deviance

Creating (and protecting) environments within and across organizations that encourage experimentation and positive deviance.



#### Try, Learn, Iterate, Adapt

Promoting active experiential (and experimental) learning with evidence-driven feedback built into regular management that allows for real-time adaptation.



#### Scale through Diffusion

Engaging multiple agents across sectors and organizations to ensure reforms are viable, legitimate and relevant.

Since Inception in 2012, PDIA has been applied by Matt Andrews and his colleagues from Harvard in several places around the world including: Sri Lanka<sup>3</sup>, Mozambique<sup>4</sup> and Albania.<sup>5</sup> It has also been applied to Nepal and Kenya by DFID<sup>6</sup> as well as DRC/Liberia and Uganda by ODI.<sup>7</sup> The World Bank is also moving in this direction in its country programs in Indonesia, Nigeria, and Sierra Leone, as well as SIDA, Development Gateway, Inovasi, Global Delivery Initiative, IRC, Mercy Corps, and Results for Development who are also adopting PDIA principles.<sup>8</sup>

While there is overwhelming support for the theoretical premises of PDIA, the jury is still out on its impact.<sup>9</sup> Existing project evaluations are more likely to describe how PDIA pilots can be further improved than reflect on what exactly has been achieved. Please see below evidence of some PDIA assessments with somewhat positive but largely inconclusive evidence:

- **Nepal's** Economic Policy Incubator (EPI) is a five-year programme, led by senior Nepali economists and funded by DFID. It is not yet a mature programme, and its policy work has not yet had time to feed through into development results.<sup>10</sup>
- **Kenya** - DFID Legal Assistance for Economic Reform Programme in Kenya provides a detailed report on what to further improve but no evidence of what worked.<sup>11</sup>
- **Mozambique, Albania** – no real outcome level insights are provided about the success of this work.
- **DRC & Liberia, Uganda, South Africa:** reports mention that these interventions were successful but does not provide more evidence of this. The programme in Uganda both illustrates and demonstrates the complementary nature of PDIA to other more conventional programmes. In South Africa the overall experience was positive as new collegial relationships emerged with departments through this process, but overall impact not clear.<sup>12</sup>
- **Indonesia:** this is one of the more positive reports on the experiences of PDIA, making the argument that it worked very well.<sup>13</sup>

### 4. Training and Workshop Methodology

The methodology for this distinct piece of PDIA training with the aim of broadening the authorizing environment was inspired by the format of the executive education courses at Harvard, i.e. a senior management course. The thinking was that 2-3 days of full-time exposure to the PDIA facilitators would provide sufficient time to convince the senior managers that a) change was needed and that b) PDIA would be the suited approach to leading change/reform. It would also provide senior managers to understand the intricacies of the PDIA process, voice issues, and exchange among their peers how this would be best applied in their specific context. After all, multi-stakeholder alliances are at the heart of the PDIA methodology and such the course format would also provide opportunities for socializing and strengthening networks among decision makers necessary to sustain a broad PDIA alliance going forward.

Ultimately, challenges around procurement of an appropriate venue for the workshop and the PDIA facilitators within the short available time-frame required a change in planning. Instead of having a homogeneous group of authorizers 'locked-up' in an out-of-town hotel, there would be a series of sessions with authorizers and the PDIA teams, which would later implement the actual methodology. Fortunately, this format ended up being more suitable to changing conditions on the ground both in terms of the unfolding Corona Crisis which necessitated the urgent attention of various senior managers at different times as well as the public commitment made by the Premier of the Western Cape, Alan Winde, to launch a second phase of the PDIA pilot with three project teams. Two of the three teams would continue the work they had done in the initial pilot, but a third team was new and thus needed to be introduced to PDIA, which was then also incorporated into the workshop format.

The overall set-up of the training built upon a series of interactive sessions where participants engaged in a diverse set of activities and discussions. The sessions were led on-site by Mr Peter Harrington (PDIA Expert) and Ms Penny Tainton (Wesgro), with on-line support from Mr Matt Andrews (PDIA Expert) who lead sessions via a video conference system.



The initial session aimed to explore various entry points of leadership in general, and what leadership means in terms of leading a public institution, narrowing down the discussions to the PDIA methodology itself and how it can be applied in the Western Cape context. Particular emphasis was put on the role of authorizers and how to manage change. These sessions were infused with practical exercises, where the participants also started applying the methodology in its context.

In broad terms, the set-up of the training built upon the following blocks:

- Introduction to the basic principles of PDIA
- Problem deconstruction, finding entry points when starting PDIA, and connecting to our own purpose
- Exploring the concept of leadership and change management
- Unpacking the contextual setting of the Western Cape – “do we have economic growth problem”?
- Review and discussion of case studies of unsuccessful and successful economic growth reforms in Argentina, Albania, and Sri Lanka
- The future of PDIA in the Western Cape and the required institutional container to guide the reform process going forward

To enforce the importance of participants engaging and committing to the process, representatives of the key institutions participated, including the Premier and ministers of the Western Cape, mayors and key officials of municipalities. The organizational set-up of this particular training and workshop, included two PDIA experts taking the lead in the planning, set-up and delivery of the actual training. Meanwhile Wesgro functioned as bridge between the various provincial and municipal representatives, the PDIA experts as well as the UK FCO and UN-Habitat.



The PDIA training © UN-Habitat

## 5. Training and Workshop Proceedings

The following sections provide a narrative overview of the training and workshop sessions structured according to the previously mentioned blocks, which to significant degree also follow the chronological order of the proceedings.

In essence, the first day of training, delivered by PDIA experts Matt Andrews and Peter Harrington, focused to a large degree on “leadership” and “change” concepts, followed by exercises, presentation and discussion on case studies etc. The second day had a stronger focus on exchange of ideas and experiences among the participants, including authorizers from the piloting phase. This session also provided an overview of achievements made so far, as well as a more in-depth guidance to the PDIA as a methodology. The group was also engaged in an initial hands-on exercise applying elements of the PDIA methodology on two thematic areas. Approximately 31 participants attended the first day and some 30 the second. As previously mentioned, due to the need to attend to urgent matters, there was a flux of people during the course of the two days.

### 5.1 Introduction to PDIA as a Concept and the Training

The Western Cape Province is facing and dealing with a series of complex challenges, arising in a system with several uncertainties. In view of this, the PDIA approach suggests that although we can't know or be aware of all issues from the on-set, the process needs to be flexible and adapt to new learnings. The iterative approach suggests that the process of addressing a particular problem needs to be agile where new information is brought on board and assessed along the way. Traditionally, institutions often embark on process where a particular plan to address a problem is defined and then executed, and where a follow-up mechanism aims to capture the results. A fairly linear approach. The PDIA methodology suggests more of a “learning-by-doing” approach, where sequencing and phasing of actions and developments continuously are being monitored and where learning feedback and/or inform the next steps (“plan-do-learn”).

The piloting phase, from Aug-Dec 2019, built upon five thematic areas within which the working groups addressed identified problems. The thematic areas included: 1) capital investment and property development, 2) informal light manufacturing, 3) the Atlantis Special Economic Zone, 4) tech and business process outsourcing, and finally 5) commuter mobility.

During the piloting phase, some 350 stakeholders across various sectors were approached and consulted on both identifying and defining problems, but also how best resolve them. Learnings from the pilot phase suggests that engaging stakeholder is instrumental, and that the way this is done also matters. Some key messages on stakeholder learnings came across:

- Listen to hear – active listening
- Client driven problems – what problems and challenges to the clients see, and why?
- Encourage co-created solutions, to create engagement and ownership
- Inform on the real understanding of the problem.



From the learnings from the pilot phase, as well as according to the PDIA approach, allowing for both a “top-down” and “bottom-up” approach will be necessary, both for understanding the problem and its context and dynamics, but also for identifying approaches to resolve the problem.

Further, when starting to identify the challenges or problems the process should address, the process should take into account the complexity, i.e. can the problem be adequately defined and understood? A key element is also to understand the nature of the problems: are they transversal, across departments, across governments? In this context, it’s also key to understand their strategic relevance and significance, i.e. are the problems also related to other priorities within the system. Further, in addition to understanding the stakeholders, there is also a need to understand the “owners” and responsibilities of a particular issues, i.e. national or provincial governments, departments, municipalities? What resources need to be allocated for the process to be successful? This relates both to the human resources needed in terms of expertise and mandate, but also the financial resources required.

## 5.2 Exploring the Concept of Leadership

The participants were provided an overall introduction to various dimensions of leadership: why leadership matters and how leaders (on various levels) can make a difference. Leadership was also put in the context of change, and more importantly, managing change as part of achieve development. However, most individuals relate change to something negative, i.e. a loss. Change is therefore often perceived with scepticism, where the potential impact from a personal perspective is analysed and assessed (in terms of potential gains/losses) rather from a broader and more public perspective.

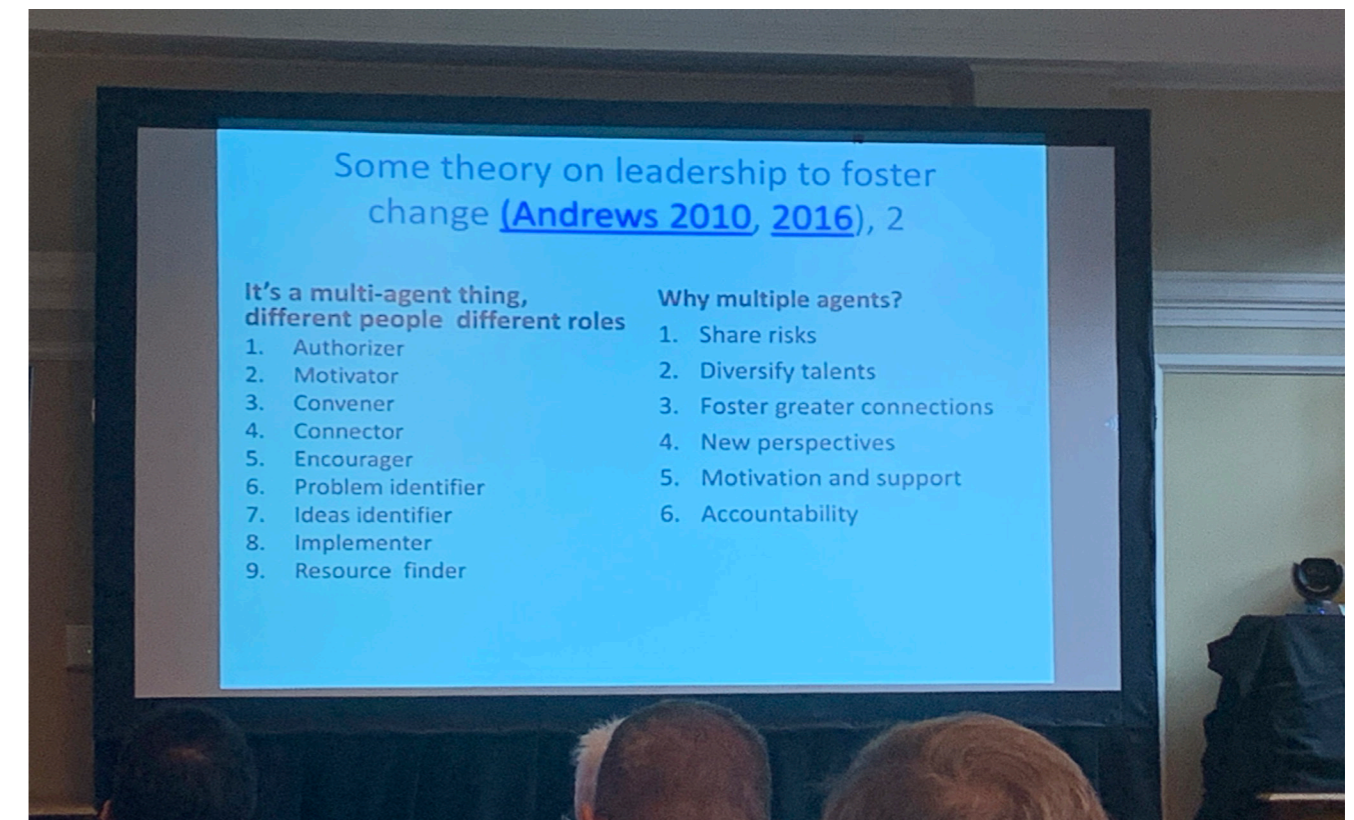
As a dynamic exercise to further illustrate the concept of change, but also as an “ice-breaker”, the participants were asked to pair up and observe each other for some 30 seconds. Participants were then asked to turn their backs towards each other and make seven changes on their body (hair set-up, shoes, jackets, pens etc.). Turning back, the pairs where then to describe what changes that had been made on the other person. This was followed by yet another round of changing seven additional things, and a round of describing what had been changed. The key messages from the exercise related to that we as individuals relate differently to change, how and what we observe, that observations rather depart from our own personal perspective rather than objectively, how we learn to understand other people’s perspectives, personal comfort zones, understanding the environment you are in etc. The exercise also illustrated the visible vs the non-visible change, i.e. change of minds. The exercise also demonstrated the aspect of loss, and that loss often is associated with risks. Hence, change=loss=risk.

Leadership, in many cases, is about helping ourselves and the people getting through change, including the loss involved. It is also about behaviour, and where the authorizers are risk and change agents. And rather than having the ambition to change the “entire system”, its recommended to engage in a problem that is manageable in scope. Hence, the aspect of trust in the process is also essential to recognize and acknowledge.

On the question “who is a leader?”: it’s no one and everyone. The PDIA methodology acknowledges a “snowflake” hierarchy, where all depend on and support each other. A comparison was made to the US military, where there is a strict hierarchical leadership structure where everyone has its specific role and responsibilities. While off-base, all members of the group is neutral and equal.

In closing, a discussion was held on the role of change agents.

- Promote institutional change and development
- Provide inclusive and transparent leadership
- Encourage team members to engage and take charge
- Engage in change where it can happen – do not try to change the entire system

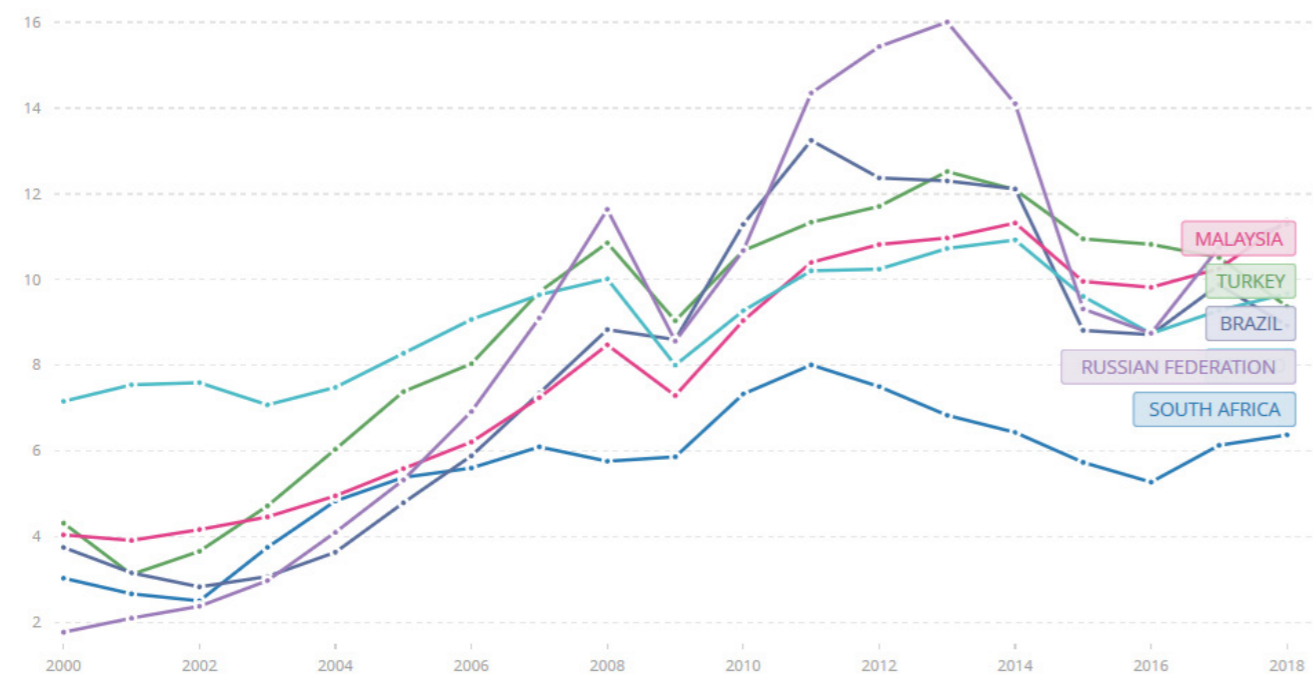


The concept of leadership in the PDIA training © UN-Habitat

### 5.3 Unpacking the Contextual Setting of the Western Cape – “Why Do We Have Problems”?

The session examined the overall current problem in the Western Cape, i.e. that there since 2007 is an economic decline which hampers the region, but also its competitiveness in relation to the country, the continent and globally. Graphs illustrated the economic development (decline) over time, both on overall GDP development and GDP per capita (both in Rands). In summary the South African GDP is now at 50% compared to 2007 and 60% of the GDP per capita. By illustrating the economic development in USD showed even more clearly the loss of economic power and competitiveness of the Western Cape in relation to its potential domestic and international markets. This was followed by a discussion on the overall economic generation and productivity, where the economic generation in the Province is limited to a few traditional sectors etc, more or less the same as some 15-20 years ago. This despite there are a growing number of start-ups and entrepreneurs.

This led to a discussion on markets, domestic versus regional/global demand for off-set of goods and services. Reasons overall for the hampered economic development were referred to general bureaucracy, little entrepreneurship, high level of red tape and cumbersome regulatory environment – this despite there is a growing entrepreneurial spirit and efforts taking place locally. Also, access to new knowledge building awareness and foundation for change is necessary. The discussion attempted to capture what the root of the problem is, and also, what does the leadership within the Western Cape want for its residents?

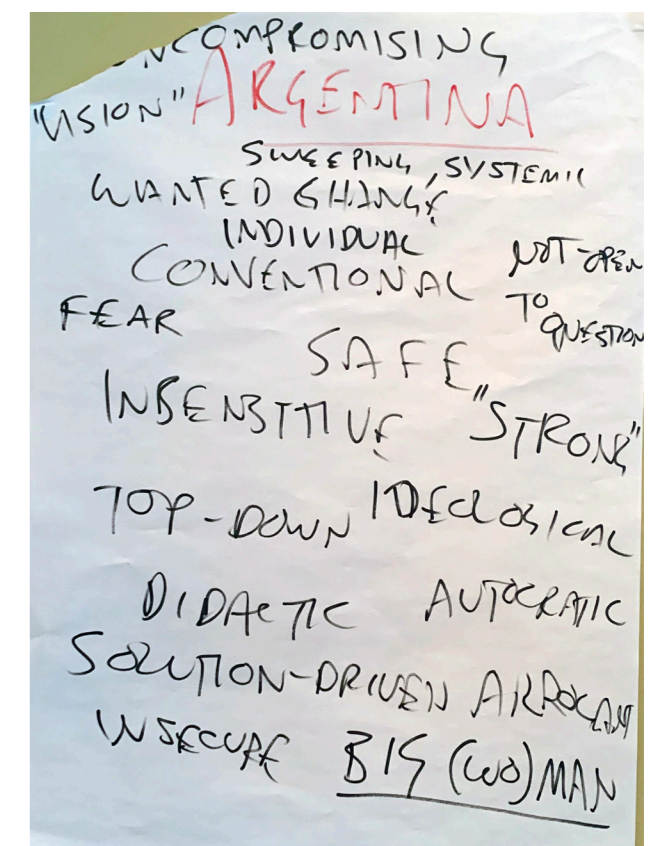
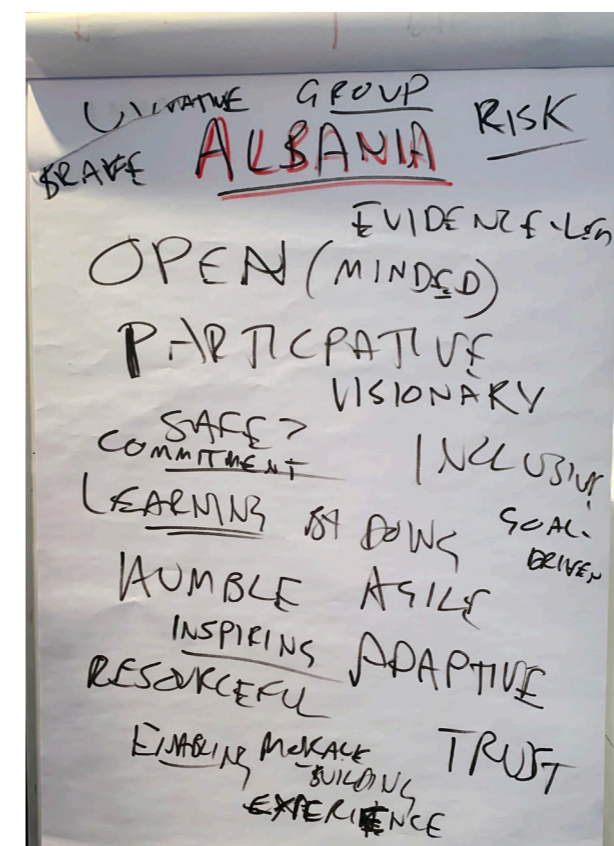


GDP per capita (US\$) for selected emerging economies demonstrates similar values between 2000-2018. The curve for the Western Cape (not visualized here) is similar of the one for South Africa<sup>14</sup>

### 5.4 Review and Discussion of References and Best Practises

Two cases of Albania and Argentina were analysed by participants in terms of contextual setting, strengths and weaknesses, and how leadership was attributed in addressing a particular problem. In summary, the two cases illustrated two diametrically different contexts in terms of governmental systems and leadership in addressing challenges. This was followed by a discussion on how the cases could be used as references to inform the Western Cape.

The case of Argentina demonstrated a system with lots of authority but with limited leadership; including no or little risks with regard to maintaining political power, engaging in uncertain solutions; pushing the boundaries/limitation of bureaucratic system; establishing new relationships; and the sharing/devolution of power. In many instances, the process resulted in less risks being taken to establish change, hence in the end very little impact on development. The case of Albania demonstrated a system with limited authority but on the other hand demonstrated a lots of leadership; including a willingness to take risks in relation to political power; being transparent while not having all answers; pushing the limits/boundaries of the bureaucratic system (including individuals within the system); establishing new relationships; and the sharing or power. In essence, the case demonstrated a leadership willing to take risks for establishing change.



Studying Albania and Argentina cases © UN-Habitat



## 5.5 The Role of PDIA Authorizers

The general set-up for this phase of the PDIA process will cover some six months where the initial three months are dedicated to build the engagement across participating teams and institutions, and where the remaining three months more will focus on the identified actions needed. The role of the authorizers will be encouraging and supporting the teams spanning across departments and sectors. The training workshop is the start of the process, which most likely will lead to authorizers and others to engage in a complex and dynamic change process, where taking risks needs to happen in order for change to happen. Being prepared to address and encounter burning issues will be part of the process. In a sense, the authorizers will help other participants to prepare for the change process. From this perspective, the authorizers are among other things expected to:

- Assess and take risks to a problem and change process;
- Have the will to change;
- Engage in the process supporting the problem solution;
- Recognize the need for both a top-down and bottom-up approach.

In addition, in order to fully understand the roots to a particular problem or challenge, the authorizers are expected to engage in de-constructing the problems/challenges on the one hand, and on the other, ensure that relevant and sufficient reporting and communication around the process is ensured.

The role of authorizers was discussed from a change agent perspective, where the authorizer in a sense will play several roles (motivator, convener, connector, encourager, problem identifier, ideas generator, implementer, resource finder). As the PDIA approach also encourages a “snowflake” leadership structure, the devolvement and distribution of roles and responsibilities among members of the working group is essential. This includes the sharing of risks, diversification of talents, foster greater connections, bringing in new perspectives and ideas, create motivation and support, and establish accountability.

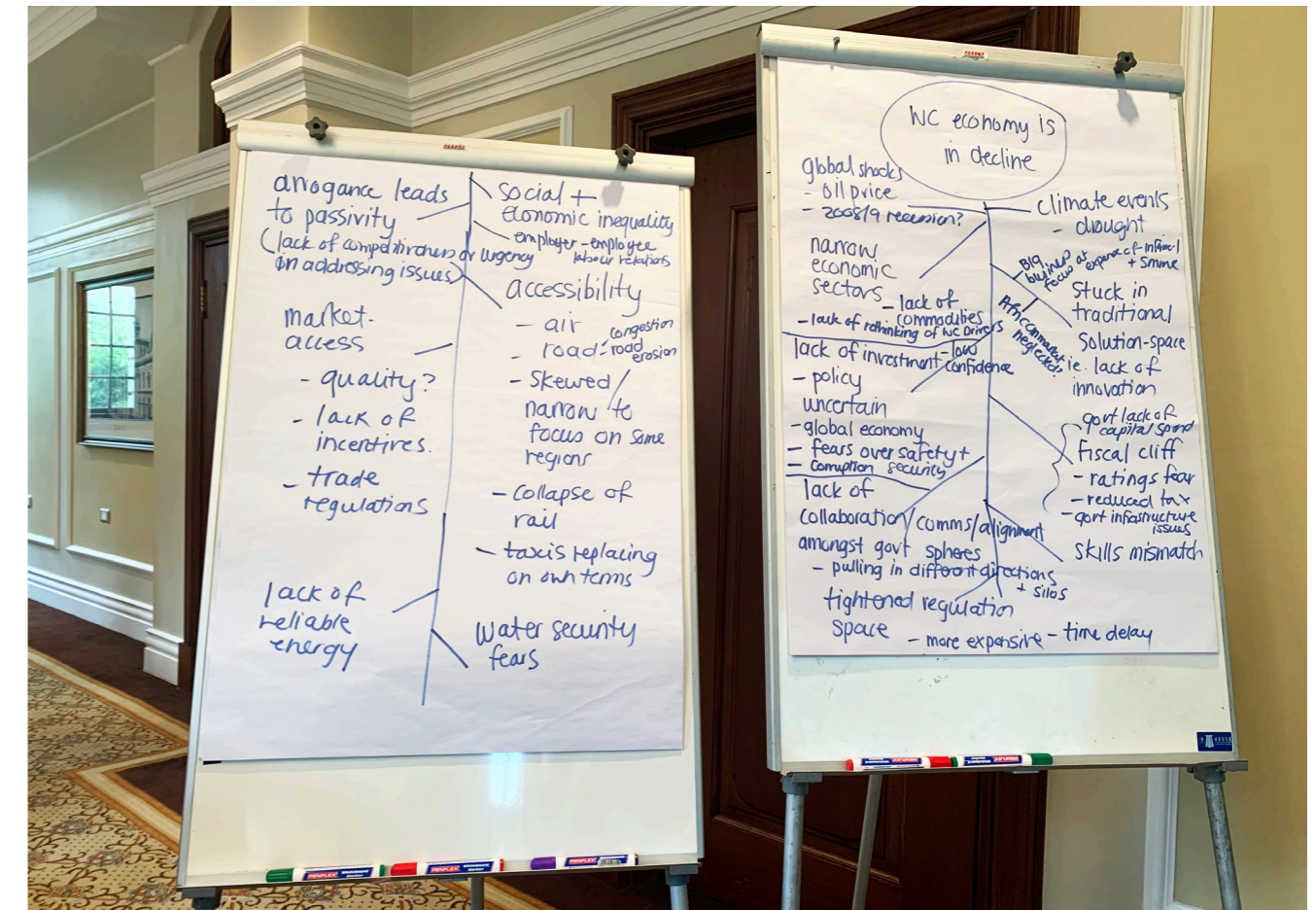


The authorizers session in the PDIA training © UN-Habitat

## 5.6 Initial Application of the PDIA Approach on Two Cases in the Western Cape

The training continued by practicing the problem definition for the decline of economic growth in Western Cape. The sessions highlighted the PDIA technique as a way to work on the problem and learn about it at the same time. The group exercises were carried on for the two thematic areas of public safety and construction/property development to discuss the problems. The session ended with a discussion on how to make sure the new phase of War Room can build upon the previous pilot for an even better outcome.

The tentative areas for launching this phase of the PDIA process builds upon 1) Safety and security, 2) Fixed capital investment and property development and 3) Commuter mobility. The first two thematic areas were explored during the exercise.



Problem definition for the Western Cape economic decline © UN-Habitat



## 6. Conclusion and Recommendations

The initial training and workshop session proved valuable for several reasons, both in terms of providing a continuous support to the Western Cape addressing identified problems, but also in terms of understanding how the PDIA approach and methodology can be of value overall for various institutions. Although this was the first encounter for several of the participants with the PDIA approach and methodology, the following key observations were made:

- The decision-makers/authorizers present in the workshop gained an improved understanding of the economic reality in the Western Cape and were motivated to increase their efforts to address the ongoing challenges.<sup>15</sup>
- The PDIA methodology and the particular insights on which it is premised, i.e. the need for problem-oriented action were embraced by participants and specifically the Premier of the Western Cape, Alan Winde.
- For the further application of the PDIA methodology to succeed in the Western Cape, there will likely be a need for 1) an ongoing involvement of key authorizers/decision makers in the PDIA process to ensure an institutional support; 2) increased funding from the Western Cape government – this is imminent and just awaiting parliamentary approval; and finally 3) provide additional training and support on the PDIA methodology on an ongoing basis from PDIA experts (“the container”).
- In the upcoming phases of PDIA application, any additional trainings provided by PDIA experts can be accompanied with an attendance certificate issued by a recognized institution. This would create an additional motivation and incentive to get the highest interest of authorizers and high-level technical experts in the governments.
- Would the PDIA methodology be more widely known and accessible, including its potential contribution to a transformative impact, it could likely become even more useful among various governmental entities and development institutions, including international donors. The Western Cape initiative, if implemented with clearly demonstrated and documented impacts, could in a sense become a best practise for a future wider application, in South Africa and globally.
- It is recommended that a structured exchange of experiences and lessons learnt between previous and new authorisers is provided, to further build the commitment and engagement across a wider group of parties.
- Through observations during the training and workshop, there appear to be areas and sectors within the Western Cape which can benefit from technical assistance, which do not necessarily require the PDIA methodology. One such area could for example be the strengthening of Municipal Finance systems, which was highlighted by participants.
- In general, there is a need for an objective assessment of the PDIA process, to assess the operationalization of the methodology, the successes and how implementation can be improved to provide access to the methodology at scale.
- The PDIA application so far has to a large extent been dependent on the availability and involvement of external experts throughout the process (in this case Matt Andrews and Peter Harrington). Although such neutral and external experts provide the necessary guidance and high quality technical input, this reliance may present a risk would there be an interruption in the availability and access to such experts. To overcome this and other potential risks, the War Room could consider develop internal capacity to progress without a continuous reliance

on external experts, and/or, identify alternative external experts who could provide a similar support. In a sense, the training and workshop can be considered a first step in capacitating the War Room to be able to apply the methodology more independently.

- In general, one could strengthen the PDIA process and methodology in such a way that it can be accessed by local governments independently, without the heavy involvement of PDIA experts. This can take the form of more extensive documentation, most frequently asked questions, and digitalized platforms.
- In view of the above, the PDIA facilitators should consider creating a platform, which can be supplied through already existing publicly available materials (videos, toolkit, case studies) as well as the PDIA blog -Building State Capability-,<sup>16</sup> to facilitate knowledge sharing of PDIA applications around the world, for example to disseminate experiences, lessons learnt and sharing of practises.
- The PDIA methodology could benefit from further research on the political conditions which render the application or success of the application of PDIA methodologies (or other problem-driven oriented approaches) more likely to adjust PDIA promotional strategies to local conditions.
- Additional research is required to better understand how to overcome issues of ‘political will’ or political settlements that are not aligned with reform.
- Even though PDIA offers a comprehensive package of flexible and adaptive methodologies, undertaking research on similar problem driven approaches and harmonizing the identified best methodologies may strengthen the approach, adapt it to the local context and improve a successful application.
- Based on this workshop and training as well as on previous experiences, UN-Habitat could explore how the PDIA approach, its principles and methodology, best could be further developed and adapted to be complementary to delivery of the organization’s mandate of promoting sustainable urbanization globally and locally, including the implementation of the Sustainable Development Goals (in particular no 11), the New Urban Agenda etc.



The PDIA training © UN-Habitat

## Annex - List of Attendees

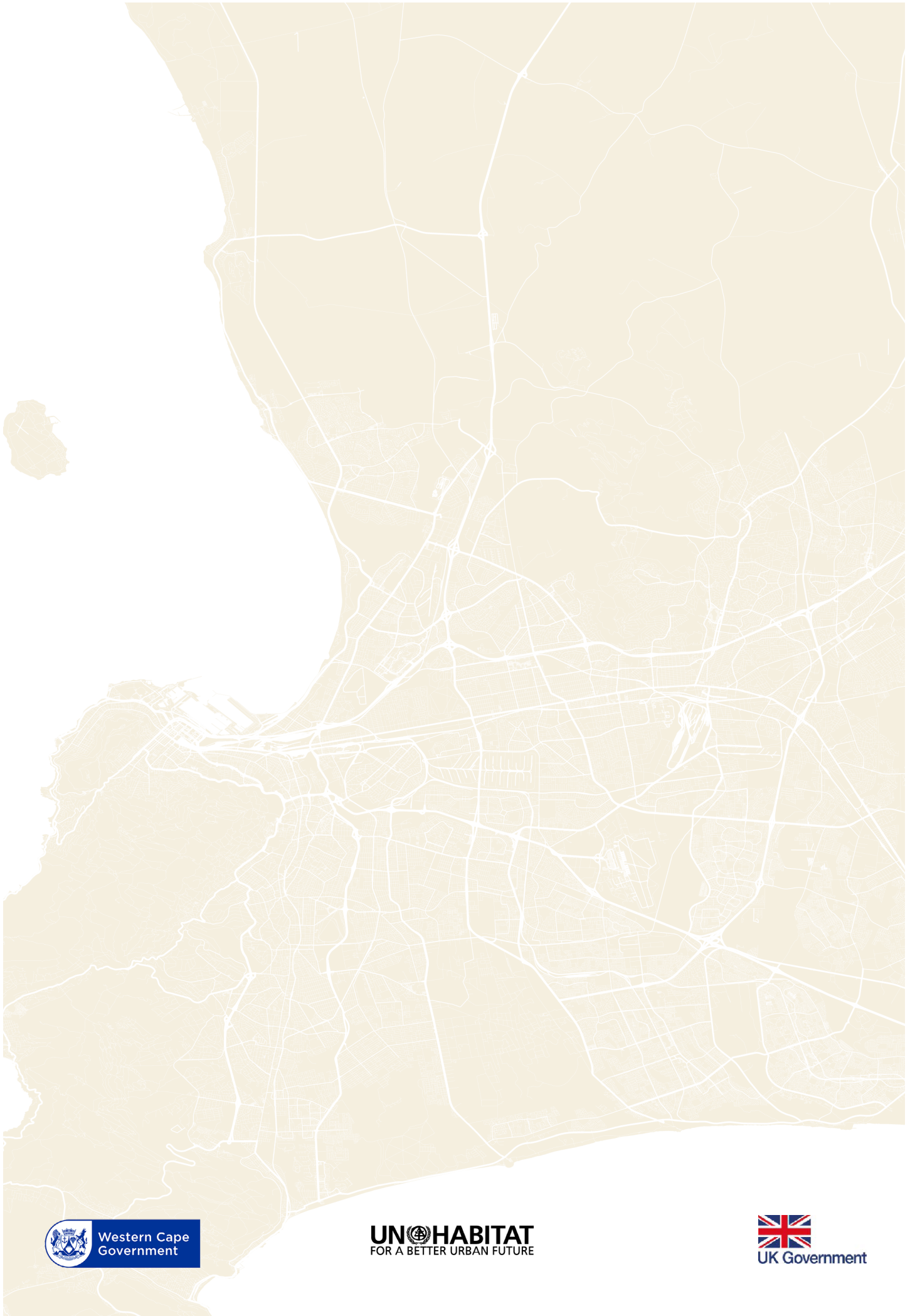
Attendance Register 12 March 2020			
1	Matt Andrews (virtual)	HKS	Facilitator
2	Pinar Caglin	UN-Habitat	Urban Planner
3	Nick Clelland	WCG	Strategic Advisor
4	Japie Cornelissen	Drakenstein	Trafdic Chief
5	Rowan Davies	FCO	PM
6	Tammy deDecker	DoTP	CoS
7	Hildegarde Fast	WCG	Safety Plan
8	Lennart Fleck	UN-Habitat	Urban Economy Expert
9	Albert Fritz	DOCS	Minister
10	Donald Grant	WCG	Strategic Advisor
11	Esther Groenewald	Stellenbosch	Portfolio Cllr
12	Klas Groth	UN-Habitat	Programme Manager
13	Peter Harrington	OPM	Facilitator
14	Tim Harris	Wesgro	CEO
15	Rodney Isaacs	Dept of Justice	Acting Regional Head
16	Jo-Ann Johnston	DEDAT	DDG
17	Marius Koen	Saldanha Bay	Mayor
18	Dirk Kotze	Mossel Bay	Deputy Mayor
19	Bonginkosi Madikizela	WCG	Minister
20	Harry Malile	WCG	DG
21	Geraldine Mettler	Stellenbosch	Municipal Manager
22	Heinrich Mettler	Saldanha Bay	Municipal Manager
23	Ian Neilson	City of Cape Town	Deputy Mayor
24	Yashina Pillay	DOCS	CD
25	Felicity Purchase	City of Cape Town	MAYCO member
26	JP Smith	City of Cape Town	MAYCO member
27	Rean Smuts	Drakenstein	MAYCO member
28	Penny Tainton	War Room, Wesgro	Co-ordinator
29	Piet van Zyl	DEA&DP	HOD
30	Brent Walters	DCAS	HOD
31	Alan Winde	WCG	Premier

Attendance Register 13 March 2020			
1	Matt Andrews (virtual)	HKS	Facilitator
2	Pinar Caglin	UN-Habitat	Urban Planner
3	Nick Clelland	WCG	Strategic Advisor
4	Japie Cornelissen	Drakenstein	Trafdic Chief
5	Rowan Davies	FCO	PM
6	Tammy deDecker	DoTP	CoS
7	Michelle Ellis	DEDAT	Deputy Director
8	Lennart Fleck	UN-Habitat	Urban Economy Expert
9	Peter Harrington	OPM	Facilitator
10	Donald Grant	WCG	Strategic Advisor
11	Esther Groenewald	Stellenbosch	Portfolio Cllr
12	Klas Groth	UN-Habitat	Programme Manager
13	Gwynne Harding	Mossel Bay	Manager Economic Dev & Tourism
14	Salman Kajie	Wesgro	Head: One Stop Shop
15	Marius Koen	Saldanha Bay	Mayor
16	Dirk Kotze	Mossel Bay	Deputy Mayor
17	Ammaarah Martinus	DoTP	Director
18	Geraldine Mettler	Stellenbosch	Municipal Manager
19	Heinrich Mettler	Saldanha Bay	Municipal Manager
20	Kobus Munro	WCG	Dir De Management
21	Yashina Pillay	DOCS	CD
22	Clive Roos	Ministry DTPW	HOM
23	JP Smith	City of Cape Town	MAYCO member
24	Rean Smuts	Drakenstein	MAYCO member
25	Penny Tainton	War Room, Wesgro	Co-ordinator
26	Piet van Zyl	DEA&DP	HOD
27	Brent Walters	DCAS	HOD
28	Alan Winde	WCG	Premier



## Endnotes

- 1 <https://www.wesgro.co.za/corporate/home>
- 2 [https://bsc.cid.harvard.edu/files/bsc/files/pdiatoolkit\\_ver\\_1\\_oct\\_2018.pdf](https://bsc.cid.harvard.edu/files/bsc/files/pdiatoolkit_ver_1_oct_2018.pdf) or <https://www.oecd.org/dac/accountable-effective-institutions/Governance%20Notebook%202.3%20Andrews%20et%20al.pdf>
- 3 [https://bsc.cid.harvard.edu/files/bsc/files/inv\\_climate\\_diversification\\_cidwp\\_337\\_updated.pdf](https://bsc.cid.harvard.edu/files/bsc/files/inv_climate_diversification_cidwp_337_updated.pdf)
- 4 <https://bsc.cid.harvard.edu/publications/pfm-reform-gaps-mozambique>
- 5 <https://bsc.cid.harvard.edu/projects/growth-strategy-in-albania>
- 6 <https://www.odi.org/blogs/10631-doing-problem-driven-development-four-lessons-nepal> or [https://assets.publishing.service.gov.uk/media/591d67cf40f0b63e08000042/q6\\_laser-kenya-case-study-final-november-2015.pdf](https://assets.publishing.service.gov.uk/media/591d67cf40f0b63e08000042/q6_laser-kenya-case-study-final-november-2015.pdf)
- 7 <https://www.worldbank.org/en/news/feature/2017/09/30/the-easy-part-of-development-is-over-and-the-easy-part-wasnt-actually-that-easy> and <https://www.odi.org/sites/odi.org.uk/files/resource-documents/11176.pdf>
- 8 <https://www.worldbank.org/en/news/feature/2017/09/30/the-easy-part-of-development-is-over-and-the-easy-part-wasnt-actually-that-easy>
- 9 <https://www.wider.unu.edu/project/building-state-capability-through-problem-driven-iterative-adaptation-pdia>
- 10 <https://www.odi.org/publications/11090-incubating-policy-economic-transformation-lessons-nepal>
- 11 [https://assets.publishing.service.gov.uk/media/591d67cf40f0b63e08000042/q6\\_laser-kenya-case-study-final-november-2015.pdf](https://assets.publishing.service.gov.uk/media/591d67cf40f0b63e08000042/q6_laser-kenya-case-study-final-november-2015.pdf)
- 12 <https://www.odi.org/sites/odi.org.uk/files/resource-documents/11176.pdf>
- 13 <https://devpolicy.org/the-problem-with-best-practice-using-pdia-to-find-solutions-for-indonesian-education-20190917/>
- 14 <https://data.worldbank.org/indicator/NY.GDP.PCAP.CD?end=2018&locations=ZA-TR-BR-MY-MX-RU&start=2000>
- 15 A survey during the workshop reveals that on average participants rate the economic situation as 8.8 out of 10, with 10 being very bad and 1 being excellent. On average participants also recommend wide-scale reform, 8 out of 10 on average in scope of change, with 10 wide-scale change
- 16 <https://buildingstatecapability.com/>



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