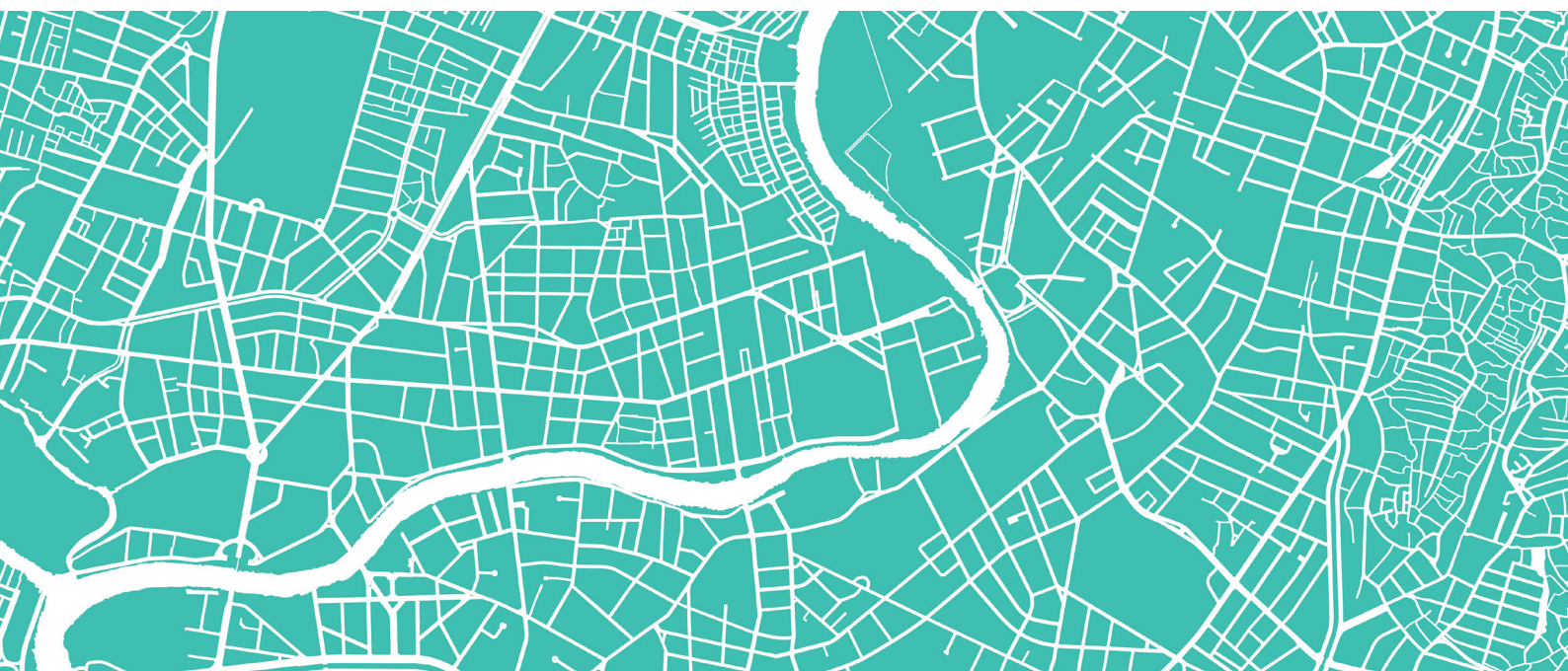




Foreign, Commonwealth  
& Development Office



## City-to-City Knowledge Exchange

### Overview Report

Session 4: Abeokuta, New Clark City, Durban and Cape Town

04 November 2021

**UKBEAG**  
UK Built Environment Advisory Group

**UN HABITAT**  
FOR A BETTER URBAN FUTURE



# Introduction

**The City-to-City Knowledge Exchange (C2CKE) programme forms part of the Strategic Capacity Development Component being delivered by the UK Built Environment Advisory Group (UKBEAG) in collaboration with UN Habitat, in support of the FCDO Global Future Cities Programme.**

The C2CKE programme has been developed to respond to the interest that has been shown in the work of other cities by the respondents to the Capacity Needs Assessment that was circulated earlier in the year. The programme comprises four events, each of which features four cities that have been selected based on the level of interest shown. The programme aims to enable cities to share their experiences, to learn from one another, to help build relationships with one another and to promote engagement among a wider group of stakeholders.

Each session is being supported by a range of Subject Matter Experts (SMEs) who bring their knowledge and expertise to bear in the capacity of 'critical friends'. The role of the SMEs is to provide constructive observations on the presentations, helping to identify issues that might not have been adequately recognised, suggesting solutions for challenges that may have been identified and exploring synergies between projects in the cities. They will also explore links with the topics that formed part of the Thematic Programme, namely:

- 1 Integrated & Inclusive Planning
- 2 Governance & Collaboration
- 3 Evidence-based Design & the Effective use of Data
- 4 Project Finance & Procurement
- 5 Implementation & Enforcement, Monitoring & Evaluation
- 6 Leadership & Change Management

**The purpose of this document is to serve as a record of the main contributors and the principal matters discussed.**

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Effective integrated planning works at all scales (i.e. national, regional, district and local) and needs to be inclusive (i.e. it should address the needs of all stakeholder groups, including vulnerable and marginalised groups and communities). To achieve this, it will typically include provision for a range of consultative and/or participatory planning activities.

**Durban**  
South Africa



### Contributors

The following cities presented their projects during the course of Session 4 which took place on 04 November 2021:

#### **Abeokuta, Nigeria**

Public Transport Policy.

#### **Presented by Gbenga Dairo**

*Hon. Commissioner for Transport, Ogun State Government*

#### **New Clark City, The Philippines**

Setting up a sustainability unit.

#### **Presented by Ryan Galura**

*Head of the Sustainability Task Force, Bases Conversion and Development Authority (BCDA)*

#### **Durban, South Africa**

Improved Data Integration, Collection and Analysis to Facilitate Collaborative Informal Settlement Action.

#### **Presented by Sarah Watson**

*Public Relations and Support Officer, eThekweni Municipality, Durban.*

#### **Cape Town, South Africa**

Implementation of Data Strategy & Economics Capacity Building.

#### **Presented by Paul Court**

*Chief Economist, City of Cape Town.*

### Subject Matter Experts

The following Subject Matter Experts contributed to the session:

- **Ms Victoria Delbridge**, *Head of Cities That Work, International Growth Centre*
- **Ms Astrid Haas**, *Council Member, Cities that Work, International Growth Centre*
- **Mr Babati Mokgethi**, *Urban Development Officer, African Development Bank*
- **Mr Nathan Pierce**, *Head of Smart London, Greater London Authority*
- **Mr Ryan Sequeira**, *Mobility Specialist, UN Habitat*



# Principal Matters Discussed During the Session

After a short presentation from each city, a discussion took place between the presenters, the subject matter experts and the audience.

## Main Points covered during the Session

Moving from strategies to **implementation and enforcement** has been one of the key obstacles highlighted by cities throughout the programme. It requires going beyond guidance to create measurable and contextually appropriate Key Performance Indicators (KPI's) and policies with 'legal teeth'. For example, in Abeokuta, a transport law has been developed which builds on policies to set out the functions of the new Ministry (which was only established 1.5 years ago) – this is something that other ministries currently do not have and will enable continuity and consistency of policy over administrations. However, it was cautioned that cities also need to think about the ability to enforce these laws or achieve voluntary compliance.

To complement targets and legislation, practical action also requires **project finance**. This requires drawing out an economically feasible pipeline of projects from strategies that reflects priorities as well as budget realities - for both immediate intervention and strategic planning of the medium and long term. Demonstration pilots are a critical tool that can be used to prove the viability of these projects and to **monitor and evaluate** whether the legislation is enforceable or not. This also enables stakeholders to limit the scope and start small - with new systems to be built incrementally, rather than attempting a complete overhaul.

Carbon credits were also discussed as a key funding mechanism that could be considered as part of new sustainability focussed projects. While this has not been done yet in the Philippines, New Clark City presents a unique opportunity to pilot it – with the baseline of assessment being the decongestion of Manila. A *transport project in Delhi*, for example, is raising \$3 million (and growing) per year through the sale of carbon credits. Beyond the Global Future Cities programme, the UK is supporting the Philippine government in crafting a sustainable finance roadmap with the Department of Finance and Central Bank, that will hopefully start laying down policies to enable such climate financing schemes.

**Evidence-based design and the use effective of data** was the key topic in the second part of the session. Standardising or centralising data functions, including the creation of shared data protocols and principles across the wide variety of stakeholders, were highlighted as important ways to reduce costs and complexity of the system and encourage data sharing. For example, before the Informal Settlement Information Management System (ISIMS) in Durban, each department had its own GIS team and its own methods for data collection and management. This resulted in work being duplicated across departments (often by costly consultants) as well as gaps in the data and inconsistencies in naming conventions between different data sources.

Abeokuta  
Nigeria



The importance of user-centred design and focussing on outcomes rather than the data itself was highlighted. In Durban, user profiles and standardised outputs and dashboards are being developed for different classes of data users depending on their skills and objectives. Furthermore, it was highlighted that without a clear consensus on the end goal, the value of data cannot be realised – in Durban, this related to contention on whether to accept that informal settlements would be part of the city for some time and focus on upgrading, or whether to focus solely on new housing builds.

COVID-19, and the role of 'crises' in accelerating the use of data, was also discussed. In London, COVID-19 brought benefits as people were more willing to share and use data given the urgent need to respond to an unknown situation. The same was experienced in Cape Town, and to some extent in Durban.

Linked to the discussion on setting KPI's and targets – accessible data can help cities with **monitoring and enforcement**. Beyond the use of data, Cape Town has also focussed on building economic analysis capacity to, amongst others, improve decision making on capital spending projects, and better understand the impact of policies and tariff setting decisions. Given the public good nature of projects, there is a need to quantify the broader economic benefits than just financial benefits. The need to focus on the city's comparative advantage and to collaborate with external researchers or experts when undertaking this analysis was highlighted.

With data and technological infrastructure, like all other large investments, retrofitting existing systems can be highly costly. Rather, cities establishing these systems can harness the opportunity to build in the latest, proven technology to new developments. For example, in New Clark City, which is being developed on a greenfield site, there is a great opportunity in leapfrogging some of the inefficient technologies of the past. For example, on energy management, systems can be put in place to optimise energy inputs and outputs, both reducing energy costs and meeting sustainability objectives. To make the case for financing this technology, cities need to show how using these technologies generate value through these monetary savings (due to increased efficiency) and CO2 saving.



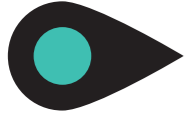
The aim of the strategic capacity development component is to complement the other elements of the Global Future Cities Programme, to consider some of the barriers and enablers to sustainable urbanisation and to help achieve the programme's long-term impact.

Cape Town  
South Africa



### Key Takeaways

- **Projects need to start small and develop incrementally**, with end-users guiding the process to ensure the project is responsive to needs.
- Both the vision and the monitoring and **enforcement of city-wide policies are important**. In other words, defining the goal we are working towards, at the same time as defining the mechanisms to realise the policy on the ground.
- Early planning of digital infrastructure enables cities to leapfrog and avoid costly retrofitting. Here, there is an **opportunity to learn from other cities** and implement proven technologies at scale.
- Implementation and sustainability depend fundamentally on project finance. Cities, therefore, **need to focus on financing and funding of projects and how this can be built in from the outset**. The potential for green finance is a novel area that needs particular attention from the project conception stage – we must build in economic opportunities from the start, to unlock the potential of the future.
- Importance of **cross-city learning in saving time and money** in re-inventing the wheel on shared challenges.



# Links to Further Information

**Cities Investment Facilities, Call for Urban Development Projects with Cities Investment Facility:**  
<https://citiesinvestmentfacility.org/submit-your-project/>

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**African Development Bank, Urban and Municipal Development Fund:**  
<https://www.afdb.org/en/topics-and-sectors/initiatives-partnerships/urban-and-municipal-development-fund>

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**IGC, Financing fast-growing cities:**  
<https://www.theigc.org/wp-content/uploads/2017/06/IGCJ5506-Financing-fast-growing-cities-growth-brief-1706-WEB.pdf>

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## **Link To The Online Recording**

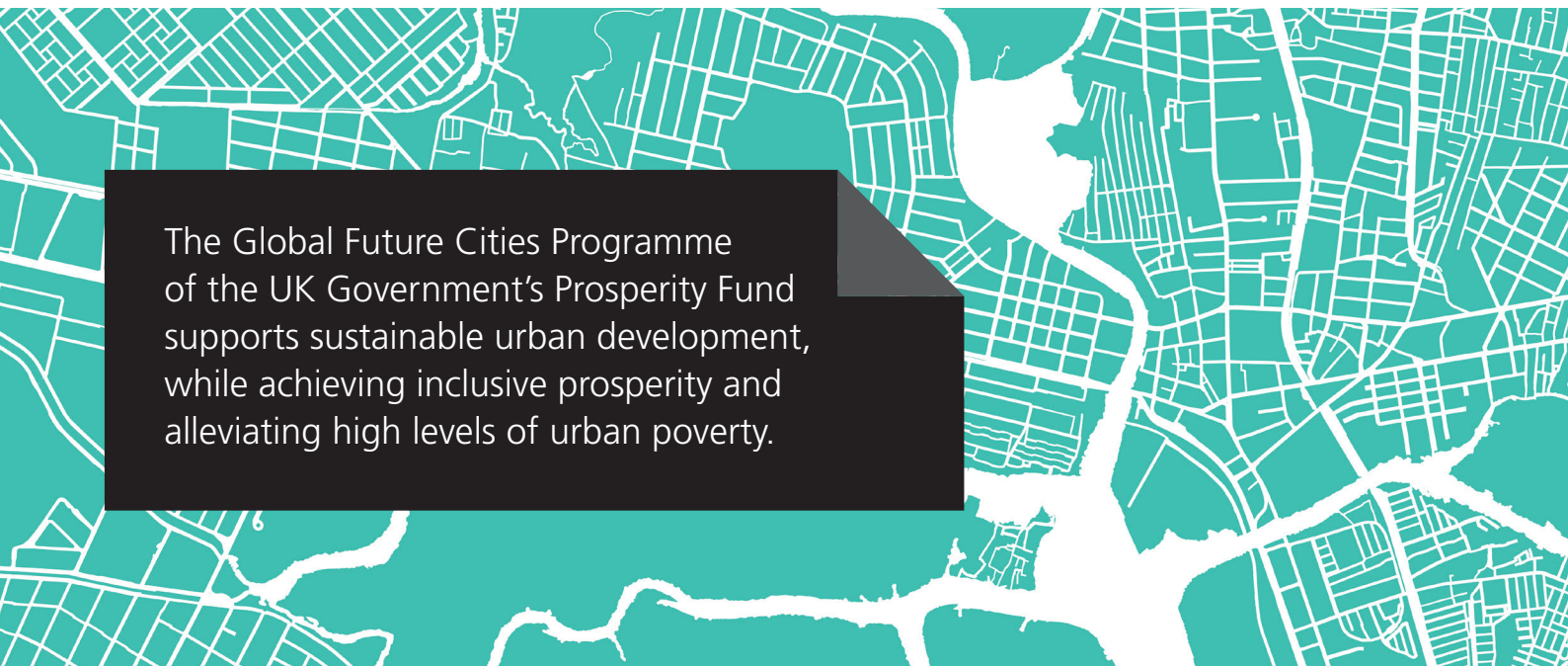
**Copies of the presentations and a recording of Session 4 can be found on the Global Future Cities website at:**

*04 November 2021 - Session 4 | Global Future Cities Programme*

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For further information about the programme, please contact  
Adrian Malleson at [adrian.malleson@riba.org](mailto:adrian.malleson@riba.org)



The Global Future Cities Programme  
of the UK Government's Prosperity Fund  
supports sustainable urban development,  
while achieving inclusive prosperity and  
alleviating high levels of urban poverty.