



Foreign, Commonwealth
& Development Office



Country Level Event

South Africa

03 February 2022

UKBEAG
UK Built Environment Advisory Group

UN HABITAT
FOR A BETTER URBAN FUTURE



Introduction

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The South Africa Country Level Event formed 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 programme for the country level event was developed in collaboration with the FCDO, UN-Habitat, the Delivery Partner and City Stakeholders and was informed by the findings of the Capacity Needs Assessment that was undertaken by City Stakeholders earlier in the year.

The event aimed to build upon the momentum of the programme to consider some of the issues to be addressed as the projects move from design to implementation. The event was structured in the form of two complimentary workshops which considered the range of skills needed within organisations to get the most from data and drive towards action, and how behavioural insights might be used to deliver more effective outcomes.

The event was supported by a range of Subject Matter Experts (SMEs) who brought their knowledge and expertise to bear. The contributions from the Subject Matter Experts were also informed by the six topics which formed part of the Thematic Programme that had been delivered earlier in the year, 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 summary of the main contributors and the principal matters discussed.

Event Overview

Part I, Framing & Knowledge Sharing

1.1 Welcome and introductory remarks:

Welcome by UKBEAG and link to the six key themes of the UKBEAG Capacity Development Programme together with the findings of a Capacity Needs Assessment that was undertaken by City Stakeholders earlier in the year. Ms Shabari Shaily-Gerber, Head of Urban Economic Development at the FCDO in Pretoria, delivered opening remarks.

1.2 Framing Presentation

Ms Victoria Delbridge, Head of Cities that Work, **International Growth Centre** delivered a presentation on the economics of using data/evidence to inform decision making in cities.

1.3 Reflections from City Stakeholders on Challenges & Opportunities

Ms Mbalenhle Chemane, Senior Specialist, Strategic Urban Planner, City of Johannesburg, offered some reflections, followed by Ms Jashiela Hansjee, GIS Officer, Human Settlements Unit, eThekweni Municipality and Mr Zwelibanzi Gwala, Manager, Spatial Databases, Information Management Unit. Finally, Mr Hugh Cole, Director of Policy and Strategy, City of Cape Town shared some reflections on the work that has been undertaken and the challenges to be faced.

1.4 Discussion and Q&A: the Subject Matter Experts engaged in discussion with the City Stakeholders.

Part II, Workshop 1, Moving from Data to Action

2.1 Mr Jonathan Wilson, Consultant, and **Mr Ben Snaith**, Researcher at the **Open Data Institute** opened the workshop with a presentation on how open data in cities leads to increased innovation and improved service delivery. They introduced the **ODI Open Cities Programme** and the concept of open cities (rather than 'smart' cities). They presented the case study of **Transport for London** (TfL) to illustrate how and why TfL's open data initiative was a pioneer in the delivery of innovative products and services. This was followed by a Q&A/exercise on City reflections and experiences.

2.2 Organisational change management through data: Mr Jonathan Wilson, and Mr Ben Snaith, introduced the ODI's **theory of change** unpacking how we move from data fearing and data hoarding to action. They presented case study examples of non-South African global south cities, showcasing the challenges and barriers to data sharing and how to maintain healthy data ecosystems. This was followed by Q&A/exercise on City reflections and experiences.

2.3 Data skills framework. The ODI introduced a use-case to illustrate the range of skills needed within an organisation to get the most from data and drive action. This was followed by an interactive activity which identified the different types of data skills needed across an organisation to act on data insights. The activity underscored the importance of data literacy across an organisation, and the need to create a personal journey to prioritise necessary training for data skills and literacy. The learning outcomes were to be able to define the difference between data skills and data literacy, and to be able to explain why these are important in the creation of data products and services that create impact (whilst avoiding harm).

Cape Town
South Africa



Part III, Workshop 2, Delivering Effective Outcomes

3.1 Mr Dilhan Perera, Senior Research Advisor and **Ms Rachel Machefsky**, consultant, **The Behavioural Insights Team** delivered a presentation on how behavioural science can be used to deliver more effective outcomes. They introduced case studies from different sectors and geographies that demonstrated real data-driven impact. They also introduced the EAST framework, (Easy, Timely, Social, Attractive) and how the methodology might be applied to a range of real-world issues. This was followed by an interactive activity encouraging participants to work together to develop a new solution to an existing problem. The learning objective was to understand the principles of behavioural science, how they are applied, and how they can deliver value for a city.

3.2 Key Takeaways & Next Steps: Subject Matter Experts and city stakeholders offered key takeaways and reflections on next steps.

4.0 Concluding remarks. The UKBEAG delivered closing remarks.



Principal Matters Discussed

The following provides a summary of the key matters discussed during the South Africa Country Level event. The emphasis was on moving from data to action and how behavioural insights might be used in delivering more effective outcomes.

In **Johannesburg**, the Global Future Cities Programme is supporting two projects: a review of the Fourth Industrial Revolution trends and their effects on urban mobility, and a Strategic Area Framework for the Soweto Triangle. The session focussed on the latter. While not data focussed, the project did require compiling numerous datasets and conducting new surveys to inform the process. In **eThekweni**, the projects include the Informal Settlements Information System (ISIMS) and enhanced institutional governance for transit-oriented development. Finally, in **Cape Town**, the project focusses on the implementation of the city's data strategy and building economic analysis capacity. The projects from eThekweni and Cape Town have a strong focus on data and evidence-based decision making.

During the session, participants described critical data challenges that cities, including those in South Africa, may typically face when dealing with projects of this nature, including:

- Capacity gaps in collecting, structuring, storing, and analysing data,
- Inadequate time for learning and reflecting,
- Reluctance to take risks with new or experimental datasets,
- Over-reliance on vendors and external stakeholders,
- No centralised function to co-ordinate and manage data assets,
- Inadequate alignment of business and technology processes,
- Disconnected information systems that are difficult to replace,
- Poor data sharing culture, and a reluctance to share data,
- No data strategy,
- No policies or standards for data sharing, data stewardship, or for maintaining data integrity,
- Gaps in data, and insufficient data samples,

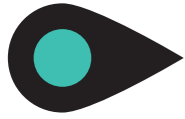
Following these general observations, the cities undertook exercises of mapping their data ecosystems. The maps participants produced included people and the data and technologies they use, the value and insights created, along with future opportunities. Participants also discussed which behaviours were helping cities meet shared goals, and which were hindering. The groups also looked at how processes could be made more Easy, Attractive, Social and Timely (EAST), to create better outcomes.

Johannesburg
South Africa



Key Takeaways

- **Incentives for sharing data are important.** Generally, people are not interested in sharing data unless it directly and immediately benefits them. At the same time, sharing can come with costs, such as threatening the perceived power of holding the data or exposing the poor quality of the information. However, there is much to be gained from sharing data beyond its intended purpose. Often people aren't aware of who they can share data with, or the extent of potential mutual benefit. Creating a data-sharing city needs strong change management and specific benefits need to be made clear to data 'owners'.
- **City-data should be seen as an economic asset** for the creation of public goods, as well as an engine to propel the local tech industry in innovative product development. This value needs to be demonstrated quickly. Pilot projects, or a modular approach to solutions, can provide valuable insights for learning and adapting whilst showcasing value.
- **Procurement processes hold several challenges** when it comes to data. Cities are often limited to technology that is already offered by companies.
- **Vendor reliance and lock-in** are important issues. It can become very difficult and expensive to negotiate different terms once contracts are in place, new suppliers may be unable to support other vendors' systems, and in-house capacity may be insufficient to manage purchased systems. It is important to consider how data ecosystems will be managed without the implementing vendor at the very start of a project.
- **The past matters.** Path-dependence of technology can be a challenge. In Cape Town, the strong Information Systems & Technology (IS&T) department, while a great asset in the early 2000s, that has underpinned much of the technology and data maturity in the city, has also limited further growth and flexibility to employ more modern technologies or engage with external vendors. In many cases, a novel approach to data requires both unlearning and relearning.
- In South Africa, **cross-city learning** is facilitated by groups such as the South African Cities Network and the National Treasury City Support Programme. To be effective in the future, forums and meetings need to be translated into action, and exchanges need to be held on very specific shared interests where the details of different approaches can be discussed. There is also a strong need for these to be shaped by the cities themselves and for them to engage in forums beyond South Africa as well.



Going forward

- **Showcasing and communicating the value of data is essential to achieve buy-in.**
The ODI mentioned that in Transport for London (TfL), there was a GBP130million saving because of innovation in data. For South African cities to start making similar statements, there is a need to:
 - Evaluate the impact of cities themselves using data well
 - Capture the value open city data creates for the wider economy, a value that can, if well managed, be returned to the city.
- In particular, the GFCP has emphasised the **need to engage users and organisations outside the city, as well as vulnerable and under-represented groups.** Granular data can and should be used to uncover and meet the needs of women, vulnerable, and excluded groups.
- **Data strategies and standards,** (as well as standardised sharing agreements, procurement and licensing agreements and other templates and guidelines) are useful in accelerating progress. Further, if cities don't have frameworks to guide where information can be found and how it can be shared, there is a significant data protection risk.
- **Aligning organisational structure to support and enact the data strategy** is also important. In Cape Town, this was achieved by appointing a Chief Data Officer, and a data coordinating committee. However, there is more work to do in embedding data custodians and stewards and moving from temporary to permanent structures. In eThekweni the data reference governance group, which was formed during the ISIMS project, is continuing to mobilise some of this work. In this way, data can be used as a tool in breaking down silos by enabling cross-functional teams to work together.
- **Behaviour interventions that could make data sharing more 'EAST'** were discussed, some ideas included automating the process of making data available, creating a data portal to make data sharing of large files easier, setting reminders to upload data, or newsletters and/or dashboards indicating individuals or teams' performance in keeping data up to date and sharing.

Attendance

Key Stakeholders

City of Cape Town

City of Johannesburg Metropolitan Municipality

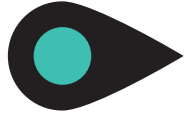
eThekweni Municipality (City of Durban)

Subject Matter Experts

International Growth Centre

Open Data Institute

Behavioural Insight Team



Links to Further Information

Copies of the following presentations delivered during the course of the event can be found here:
<https://tinyurl.com/tdhymzhc>

Included below are a number of links which we hope participants will find useful:

Using Open Data for Public Services:

<https://theodi.org/article/using-open-data-for-public-services-report-2/>

Case Study - BA Elige:

<https://baelige.buenosaires.gob.ar>

Case Study - Huduma White Box:

<https://www.whitebox.go.ke>

Case Study - Jakarta:

<https://petajakarta.org/banjirlen/index.html>

Case Study - Open Ocean Durban:

<https://openocean.org.za/>

Case Study - NYC

<http://596acres.org>

ODI Data and Public Services Toolkit:

<https://theodi.org/service/tools-resources/data-and-public-services-toolkit/>

ODI Data Ecosystem Mapping Tool:

<https://theodi.org/article/data-ecosystem-mapping-tool/>

ODI Data Ethics Canvas:

<https://theodi.org/article/the-data-ethics-canvas-2021/>

ODI Data Skills Framework:

<https://theodi.org/article/data-skills-framework/>

Link to the ODI jamboard ideas:

https://jamboard.google.com/d/1aE2JECu5cpO8ie87BdGtAvzrKuLD_m3riXMJEBPo18c/viewer?f=1

EAST: Four simple ways to apply BI:

https://www.bi.team/wp-content/uploads/2015/07/BIT-Publication-EAST_FA_WEB.pdf

Link to the jamboard with the ideas from the EAST activity:

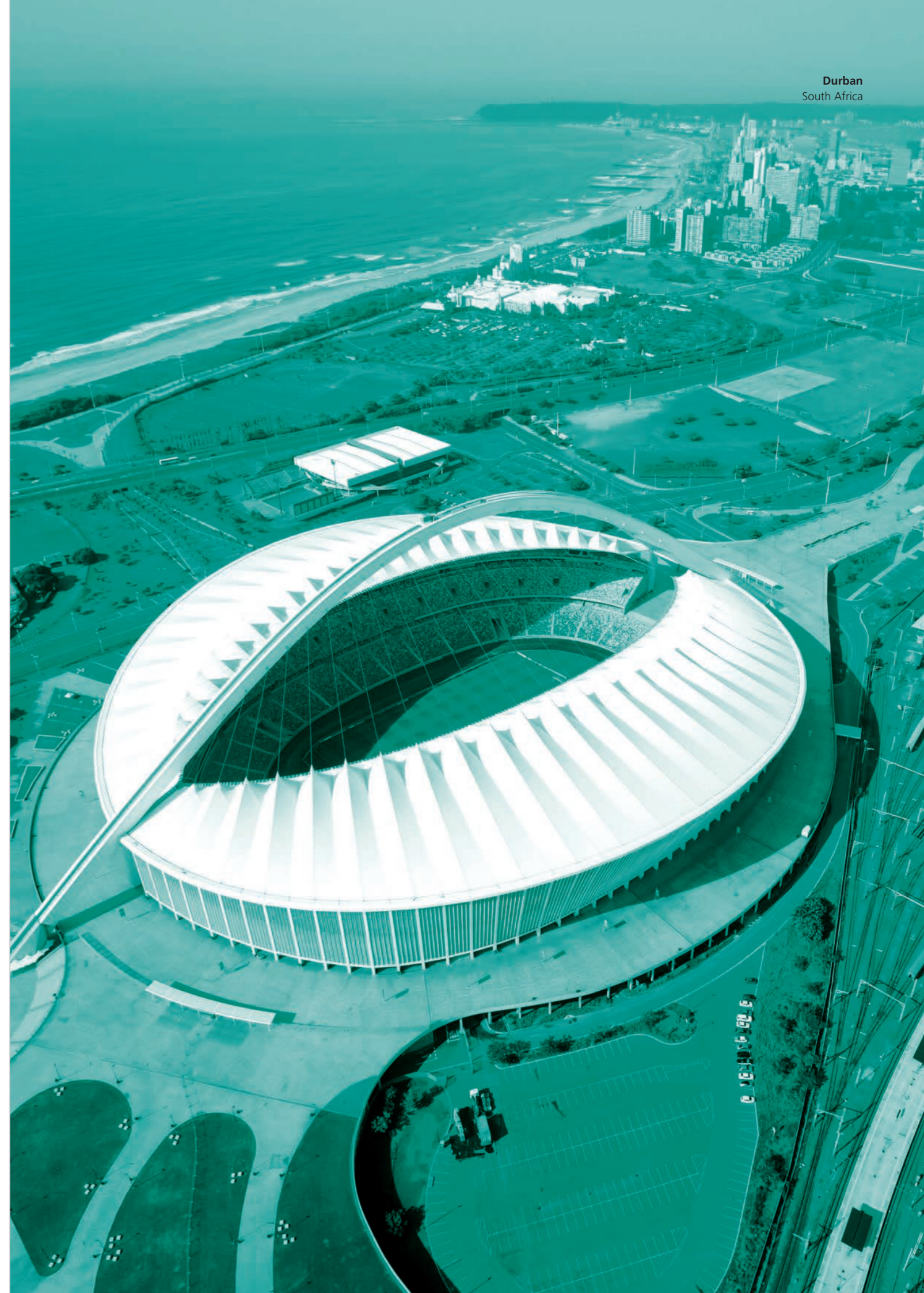
https://jamboard.google.com/d/1JPUVdopGf3y3K56UG0iSdbKN_GjBz5c9u8ktPTsnZwQ/viewer

Behavioural Government - a report about influencing decision-making within government:

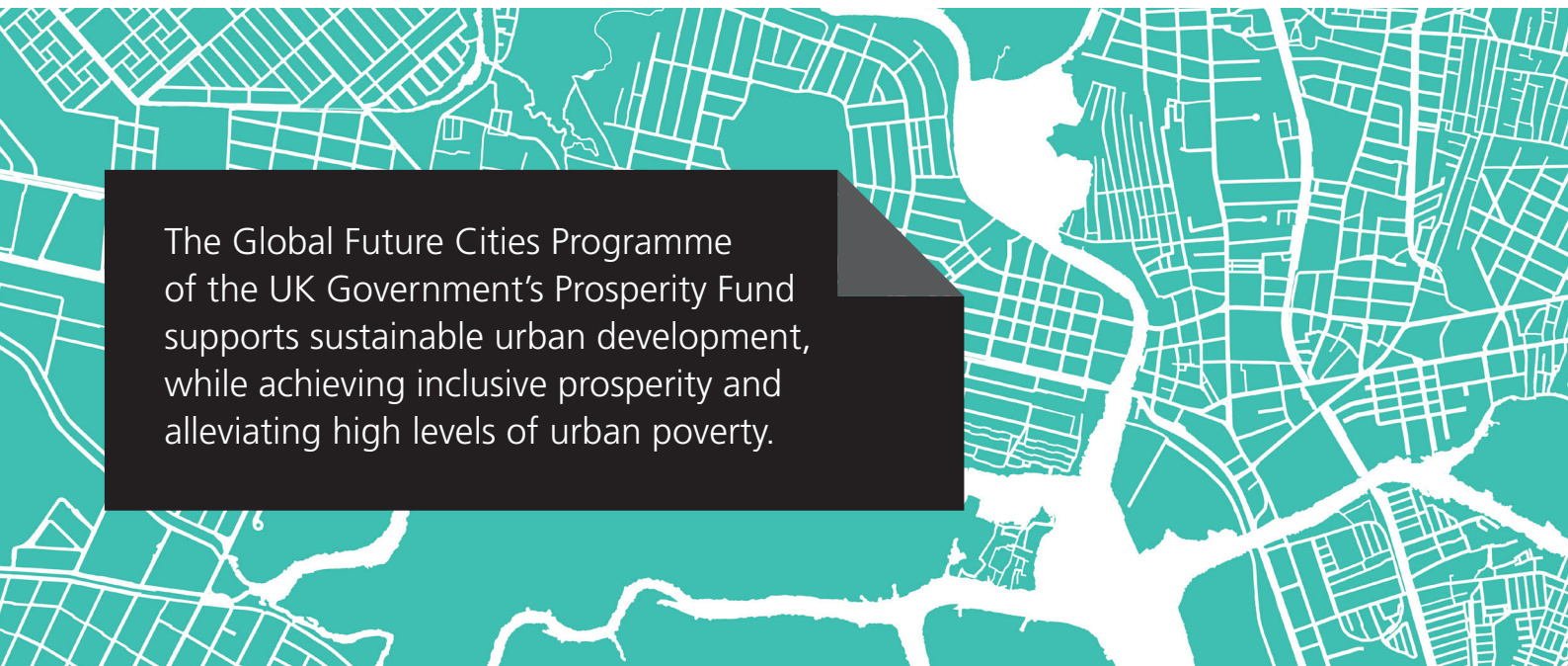
<https://www.bi.team/publications/behavioural-government/>

Article about the City of Cape Town's Day Zero campaign that applied behavioural insights:

<https://behavioralscientist.org/how-cape-town-used-behavioral-science-to-beat-its-water-crisis/>



For further information about the programme, please contact
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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.



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