

STRATEGIC FUNDING PROPOSAL: **RODDI**

20¹⁷₂₀



RODDI: Return On Data & Decision Intelligence



Western Cape
Government

BETTER TOGETHER.

**"We support professionals to make
better decisions every day"**

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1. Introduction

Successful service delivery is achieved when governments and their professionals make the right decisions. This strategic plan outlines the Western Cape's ambition to establish an online Return on Data and Decision Intelligence (RODDI) decision-making tool. This tool will provide approximately 78 000 civil servants of the Western Cape Government (WCG) with data governance and decision intelligence to make more informed, better, and faster decisions; improving sustainable development for communities and companies within the ambition of the Sustainable Development goals (SDG's).

Despite the challenges that affect the whole country, the Western Cape shows impressive progress in the area of sustainable development. The WCG has a reputation of delivering good and consistent services to communities and companies, because of its use of relevant and accurate sources of information. To further accelerate the progress in operational service delivery within the province, the WCG wants to invest in an intelligent decision making tool named RODDI. This tool supports professionals both offline and online (blended) to make better decisions every day. The RODDI beneficiaries are professionals who share the same ambition of participative and informed decision-making.

Beneficiaries and target groups

- The primary beneficiaries are the 78 000 government officials representing the 30 municipalities, 13 departments and other government entities within the Western Cape Province.
- The secondary beneficiaries are the RODDI's donors who are provided with evidence of successful decision-making in the daily operations and delivery of frontline services.

The overall winners of RODDI are the communities and companies, which will experience service delivery within the ambits of efficient, effective and informed decision-making.

2. Background

In 2006, as part of the National policy to institutionalise transparency and accountability within the three (3) spheres of government, the WCG in close cooperation with the National Department of Planning Monitoring and Evaluation (DPME), Statistics South Africa (STATS-SA) and the National Evaluation System (NES), has taken an initiative to put policies and systems in place to better understand government expenditure. In fact, a special chief directorate was established for that specific reason, to produce relevant and accurate data for the 13 WCG departments and their teams. This group produces information and data on the quality of the services; i.e. which services are functioning well and what can be improved. Although it took several years to develop and implement systems and methodologies throughout the 13 departments, the results provided a clear picture of where the WCG stands and where it can improve in the future.

Results from the last 6 years

The WCG concluded a diagnostic study of the provincial-wide Monitoring and Evaluation Framework 2009-2015 in November 2016. The diagnostic was not limited to the review of information used for decision making, but also provided valuable insights into the WCG's data availability and quality, analysis and evaluation, and sustainability of the monitoring and evaluation systems.

The study was based on five (5) fundamental building blocks namely: policy, data-technology, culture, people and finance, completed with (4) four processes as seen in Figure 1. The director general, heads of departments, information and communication technology (ICT)-experts, data governance committees and monitoring and evaluation officials were requested to comment on the added value of relevant information for better decision making.



Figure 1: shows the 5 fundamental building blocks of the study shaded in grey and the four M&E processes shaded in blue

A SWOT assessment, with its results demonstrated below was conducted as part of the diagnostic. The diagnostic was used as the input for the 2017-2020 RODDI strategic funding proposal.

Strengths

- Policy: There are policy initiatives (Province-wide Data Governance Framework) to start supporting evidence-based strategic decision-making. (Supply)
- Data-technology: A province-wide Business Intelligence (BI) solution is being developed to support data integration, monitoring and data information management. Overall these developments are being received positively. High-speed internet and data intelligence are identified as game-changers in improving 24/7 service delivery in the Western Cape Province.
- Culture: The WCG management acknowledges that decision-making in strategy formulation and operations should be more evidence-based. Most professionals acknowledge evidence-based decisions from reliable and accurate data as a sustainable solution for achieving more with less. There is a demand.
- People: there is a strong commitment from the central technical coordination unit (CD: SMI) in the Premier's office that coordinates and expands progress in evidence-based decision-making. All departments have appointed M&E officers.
- Finance: Finance for M&E comprises of standards, indicators, data systems development including support, staffing of M&E officers and evaluations. The WCG has also committed a substantial part of its budget to realise high-speed internet to ensure connectivity for all and between all government entities.

Weaknesses

- Policy: M&E related policy is not always understood. This is partly due to the need for clear definitions and descriptions of the M&E system and its components. Secondly it is due to limited communication and training. M&E policy lacks incentive mechanisms for using M&E and is regarded as a costly compliance (tick the box) exercise with too much duplication.
- Data-technology: Developing the integrated BI tool is mostly supply driven, instead of demand driven.
- Culture: The benefits of a business intelligence tool as part of M&E that is being developed is not being perceived by all as a useful management tool yet, over and above what management is currently using. Within the senior management cadre, M&E is often seen as 'The Enemy' and not as input for smart decision-making. A large segment of the WCG M & E population experiences M&E as a control function and is there to set them up for failure hence the common phrase "fear of failure" resonated amongst the staff.
- People: There are no clear M&E roles and responsibilities formulated. Job-descriptions and salary scales are not consistent. M&E people are often regarded as administrators who produce compliance reports; not as people who support the implementation of strategic management. This means that it is not known how many staff are actually undertaking M&E tasks across the Province.
- Finance: There is no insight into total spending on M&E in the WCG. The need for financial investment in M&E and its return on investment are not well defined and communicated. There is no substantial and sustainable budget allocated to M&E.

Opportunities

- Policy: provide professionals with a clear mandate for data and decision intelligence.
- Data-Technology: support operational decision-making (offline) with online decision intelligence. Demand driven, customized and it is easily accessible.
- Culture: reframe the focus from M&E into data governance and decision intelligence.
- People: develop a continuous improvement program that provides professionals with the relevant content to make better decisions every day.
- Finance: Create a value proposition that shows the return on investment, on using data for better decision-making.

Threats

- Policy: an inconsistency in the continuation of leadership in M&E related policy is a threat because these policies are dependent on a few individuals. Lack of coherence in policy understanding, acceptance and use across departments and tiers.
- Data-technology: duplication and lack of acceptance of changes in systems and processes.
- Culture: distrust between government levels and departments. Lack of trust and supportive leadership may feed reluctance to share data.
- People: limited coherence and cooperation between units and people working in strategic policy development, data systems and M&E functions.
- Finance: investing in Business Intelligence is seen as costly, not as an investment. Therefore, a decrease in the overall WCG budget and increase in budgetary demands. This period of resource and economic constraints creates more uncertainty about the importance and relevance of M&E.

3. Our Ambition

A roadmap for Province-wide Data Governance.

The Western Cape Government has acknowledged that there is a renewed urgency for improved data and statistics at global, regional, national, provincial and local levels. Challenges identified include an increased demand; better data management of data as a public good as well as the need for comparable data at national, regional and international levels. The WCG's issues in this regard are not unique; its challenges include data sharing, consistency of methods in duplication and overlap in data collection methods and collected data that is not used. Over the years, a number of initiatives have been implemented to address these challenges, but in most cases, these initiatives did not produce the desired and required effect.

The WCG is embarking on a journey to have an integrated province-wide BI solution that will transform the WCG into a data and information driven organisation for better, faster and more relevant decisions. The strategic intent is clear: better information, for better decisions, known to all.

Large organisations are also increasing their use of BI and using this data for decision-making. For the WCG this means that provincial departments will have easy access to relevant and accurate data. Heads of departments will have the benefits of using data and information to make evidence-based decisions, whether it is for policy development, planning or service delivery. Correct decisions for service delivery ultimately contribute to better development outcomes.

The Department of the Premier is pursuing four (4) ambitious missions simultaneously, and these missions are:

- To produce reliable and accurate data and information across the WCG.
- To partner in data and information products and systems.
- To ensure accountability and transparency of data and information systems.
- To keep stakeholders informed.

The departmental stakeholders have mapped four (4) high level and distinct areas of benefit for province-wide data governance. These are:

- Improved data management;
- Common data quality standards;
- Collaboration with partners; and
- Efficiency gains

There are four streams that are aligned with the domains of the various categories of data governance and are being implemented. These streams are:

Stream 1:

Effective coordination of data sources across sectors in terms of a logical data warehouse.

Stream 2:

Better policy design in terms of strategic frameworks/plans, standards for data management, privacy, compliance and security.

Stream 3:

Effective implementation in terms of: consistent application of indicators, data quality and metadata standards.

Stream 4:

Advocacy of Information, communication and learning.

Through the application of the Data Governance Framework and its four (4) related streams, the WCG, through the application of the framework, aims to achieve the following objectives:

- The identification and maintenance of provincial datasets to be part of a provincial data repository.
- The application of provincial administrative data to inform policy with relevant research.
- The integration of various provincial administrative data with other data sources.
- Cooperative relationships between data producers, custodians, users and other organs of state including entities and organisations.
- Avoiding duplication of data collection.
- Instilling a culture of common understanding of: terms, definitions, norms and standards.

- Better data security and data quality.

Added value of RODDI decision-making toolkit

In addition to this roadmap 2017-2020 the WCG wants to source additional donor funding to develop an online RODDI toolkit that focuses on the education, visualisation and communication of result-based decision-making.

A good decision is the result of at least two (2) important resources: relevant & accurate data (bits) and skilled people (brains). Whereas in the past, decisions could easily be based on experience and intentions, today we believe that decision-making should be more evidence based. This is going to be achieved with the availability of data intelligence. This way we have more reliable sources to allow for better decision-making.

An absolute condition to achieve this ambition is to prevent re-inventing the wheel, and to instead make use of what already exists. Many initiatives aimed towards informed data and decision intelligence have already been undertaken at global, national, as well as at local levels. The WCG wants to benefit from this knowledge not by replacing it, but rather by integrating what has been proven to be successful. Tapping into proven successes, results in consistency instead of resistance towards data and decision intelligence. Interlinking horizontal and vertical ambitions will result in an inclusive and participative approach that leads to effective and efficient decision-making.

Another requirement is that data and decision intelligence have to result in improved service delivery to communities or companies. This can only be achieved if citizens and/or entrepreneurs are facilitated and encouraged to give input and feedback on those decisions. There is a global trend whereby citizens do not only challenge decisions, but also protest because they feel unheard and shut out of the decision-making process; therefore decision-making should not only be efficient but also transparent.

The RODDI decision-making toolkit provides professionals with education, communication and visualisation tools to make better decisions every day.

Trends in Data Governance (DG) and Decision Intelligence (DI)

- Treasure what you can measure. Return on investment;
- Professionals will increasingly need to show how they arrived at their decision;
- Decision intelligence is no longer just for the analyst;
- Sharing (data) content becomes common practice;
- Visual analytics becomes the new language in translating complex data for informed decision making;
- People don't take government decisions for granted anymore; and
- Contribute to a bigger picture, connecting global and local environments.

Challenges

Notwithstanding the optimistic trends, we should not be blind to the challenges one has to overcome to create an environment of informed decision-making from relevant and accurate data. To name but a few:

- Better decision-making at a local level; make the product user friendly
- Reluctance to share data.
- Data intelligence is too much of a supply driven process.
- No substantial and sustainable budget.
- Interface between political and administrative dimensions.
- Link local to global goals such as sustainable development goals

In conclusion, although data & decision intelligence help us to make better decisions in our private lives, for example using a Geographic Positioning System (GPS) to travel from “A to B”, professionally we still travel without proper navigation. Our excuse is that human intelligence (brains) is of a higher order than data intelligence (bits), which indeed is a whole discussion in itself. But why not have the best of both worlds? A world in which the bits provide us with the correct coordinates for the most efficient and effective route to our destination; and the brains secure that we make the right choices to arrive safely and on time.

4. Investment themes

Assuring that decisions are evidence based RODDI used the results from the diagnostic as input to the strategic funding proposal. This way we know that solutions are provided where needed. Based on the five building blocks, it was identified that 23 investment areas resulted in a clear and positive impact. Parts of these investment areas are funded by the WCG within the 2017-2020 roadmap. For other investment areas such as education focusing particularly on capacity building, visualisation and communication, require additional funding hence additional donor funding is requested. Below an overview of the 23 investment areas:

Policy- provide professionals with a clear mandate for informed decision-making:

Further transform the WCG to configure its services to be more responsive and relevant to the needs of the public service across the three (3) spheres of government.

- Learning and development interventions are guided by policy norms and standards with regard to monitoring and evaluation as well as decision Intelligence that must be applied uniformly across the entire provincial public service.
- Strengthening of horizontal and vertical collaboration between the province, public entities and the private sector in planning, monitoring, evaluation and learning (PMEL).
- Well-defined and uniform policy, norms and standards, with a focus on results based service delivery, integrity, transparency and cost effectiveness.
- Research the advantages and disadvantages of a centralised or decentralised data and decision intelligence approach.

Data-Technology- support operational decision-making processes with data governance and decision intelligence:

- From supply to demand driven data governance.
- Connecting global to personal goals.

- Data quality assurance.
- Indicator development.
- Integrating and collaborating with other data centres that can supply secondary data.
- Communication facility centre for visualising data.
- Security and privacy.

Culture- reframe the key-message from monitoring and evaluation into data & decision intelligence:

- Develop an open culture of sharing data and decisions.
- Providing an incentive mechanism that rewards intelligent decision-making.
- Marketing and creating awareness to position decision Intelligence.
- Identifying a good example programme: repeat what has been proven to be successful.

People- develop a continuous improvement programme that provides professionals with the relevant content to make better decisions every day:

- Appoint a dedicated fund-manager to create awareness and raise the required co-funding from internal and external stakeholders and donors.
- Develop a generic curriculum for analysing data aimed at informed decision-making, which includes active and action learning, resulting in better service delivery.
- Develop an organogram with positions of dedicated M&E and decision intelligence officers.
- Compile a communication program that supports informed decision-making. This means that the decision journey will be communicated internally as well as externally of the WCG.

Finance- Create a value proposition that shows the return on investment of using data intelligence for better decision-making:

- Awareness programme to underline that data and decision Intelligence is not a cost but a saving or an investment towards efficient service delivery.
- Each department has a dedicated budget for data Intelligence which is in place for better decision-making.
- Develop a business case that shows the return on investment of a dedicated decision intelligence budget.

5. Value creation

Acknowledging that the public sector is facing a future with scarce resources and increasing pressure on budgets, economic and demographic challenges places a demand on the public sector to become more efficient and innovative. Putting it plainly, the public sector will have to deliver more with less, without compromising the quality of service in the years to come.

Investing in data and decision intelligence shows more accountability and better use of taxpayer's money compared to departments that still make choices based on intuition and experience. The added value of investing in data and decision intelligence can be financial as well as non-financial.

Non-financial value creation

Better understanding of different perspectives

Every decision has advantages and disadvantages. To be aware of the different perspectives of a decision, relevant and accurate data plays an important role in weighing the different options.

More accurate and precise responses to customer's needs

Data gathered from customers or citizens, reflects on government decisions in a different perspective. Government decisions that impact citizens should be made by both government and the citizens.

Accelerate time-to-market

Governments waste budgets through a combination of weak market insight (what is being developed is not what communities and corporates want) as well as tedious processes and delays. Decision intelligence accelerates time-to-market and reduces the risk of project failure. It can eliminate the fear of bad decision making that affects many officials, resulting in slow or even no decisions being taken.

Location independent

Online decision intelligence makes it possible to provide professionals with solutions when and where they need them. In order to be closer to the public and to close the gap between the government and its citizens, government officials should be out and about and meeting the public. With the decision intelligence hub, they are supported wherever they are and will be able to cope better with questions of the public.

Reduce/cut red tape

Red tape is often the result of fear of failure. The government has put rules on top of rules on top of rules to be sure that the outcome will be good. In fact, all these procedures can be reduced massively if transparent control systems are used; by having a continuous M & E process, supported by the data and decision intelligence. This will allow for the identification of wrong decisions sooner and mistakes can be prevented more effectively, rather than ticking numerous boxes.

Avoid insecurities / fear for failure

Insecurities block a fluid and harmonious decision journey. The fear of making wrong decisions makes proceedings unnecessarily long; and sometimes prevents decisions from being made on time. This may result in the problem escalating into a much harder to manage situation. Armed with relevant and accurate data, the professional can take bold and radical decisions. In other words: he is set free to do the right thing!

Tunnel vision

If you only have the information from your own department, it is easy to lose sight of the bigger picture. Professionals are not only responsible for their own field of expertise, but should always have the greater good in mind. The greater good being the well-being at large of citizens and companies in the Western Cape.

Duplication/ overlap

The biggest frustration of professionals is to repeatedly do the same thing. Decision intelligence prevents duplication and overlap by providing professionals with decisions that have proven to be successful. In addition, there is a trend to also record mistakes, so that these mistakes will not be swept under the carpet, but can be used as lessons learnt and to avoid repeating the same mistakes across the different departments.

Scalability

The scalability of intelligent data means that RODDI can be scaled from one department to another without disruption of the work process. The fluid way in which it can be implemented, adds to the flexibility.

Financial value creation

An international study by CAPFEMINI on four (4) continents around the world shows that data governance and decision intelligence increase productivity by 6%. On average, for processes where (big) data analytics have been applied, it has been found that performance improved by 26% in the past three (3) years, and it is expected that it will improve by 41% over the next three (3) years. Anecdotal and other evidence relating to the intensive use of data in decision-making can lead to better decisions and improved business performance. In the private sector data is now the fourth factor of production, as essential as land, labour and capital. It follows that tomorrow's winners will be the organisations that succeed in exploiting Big Data, for example by applying advanced predictive analytic techniques in real time.

Just over 50% of executives surveyed for the report say that management decisions based purely on intuition or experience are increasingly regarded as suspect, and two-thirds insist that management decisions are increasingly based on "hard analytic information". Nine out of ten of the executives polled feel that the decisions they've made in the past three years would have been better if they had access to all the relevant data.

Effective people management

On demand decision-making prevents unnecessary interaction between professionals and their own department and, more importantly, between the different departments. It prevents the waste of precious time and thus improves time-to-market in service delivery.

Improve procurement

Good procurement decision-making at an advanced level will look beyond "submitted cost" and will also look at costs associated with the acquisition, for example: receipt, movement, storage, use, maintenance and disposal of a product or service. Relevant and accurate data can provide information on the cost as well as supplier performance, product and service innovation.

Better risk management

Risk analysis is a proven way of identifying and assessing factors that could negatively affect the success of a business or project. It allows you to examine the risk that an organisation faces; and then helps you to decide whether or not to move forward with a decision. Collecting and sharing lessons learned in risk-management result in better decision-making to identify and manage risks effectively.

Increased fundraising

Two important trends observed regarding donor funding are:

- (1) Donors will provide more when they are offered a chance to fund a specific project.
- (2) Clear measures of performance and impact will be required by donors and funders. Providing donors with data that shows evidence of the impact of the project can impress donors to solidify their commitment rather than projects that don't make an impact.

(Cost) Effective delivery of services

The overall winners of improved decision making are the communities and companies, which will experience service delivery within the ambits of efficient, effective and informed decision-making.

The bottom line is that investing in data intelligence for better decisions will only get support if it shows added value for all stakeholders. Data intelligence still has to earn a position within government's priority budgeting. A proven return on investment is essential in achieving the goal of having a sufficient and sustainable budget. Investing in a decision-making process that uses data intelligence to assist professionals to make more effective and efficient decisions will at the end of the day result in substantial financial and non-financial benefits.

6. Investment mix

Taking into consideration that data and decision intelligence in the private sector already represents the fourth factor of production, as essential as land, labour and capital. The question then becomes: can data and decision intelligence achieve the same results in the public sector where the financial incentive (profit) is not the main driver?

The more government can save on public spending, the more it can invest in extra service delivery. To achieve this government officials do however have to be educated and have their mind-set changed regarding data and decision intelligence. Making them understand that these tools are not a cost, but a saving; and that effective and efficient service delivery starts with making informed decisions.

To prevent a once off effect whereby data and decision intelligence is only a temporary exercise, it is important to have a sustainable funding strategy that not only relies on provisional (donor) funding. RODDI therefore emphasizes a dual funding strategy whereby the primary users reinvest part of their savings or returns back into data and decision intelligence to maintain its consistency. Additionally, external donors such as the secondary beneficiaries can provide additional funding or other resources such as education, communication and visualisation.

The RODDI tool can be seen as an online store that provides professionals with tools that will save them money. The investment to develop these tools can be once-off funding from donors, but the maintenance for the tools should be the responsibility of the users, who after all are the ones that use the tools on a daily bases. Asking donors to invest in a store that provides tools that will not be maintained in the future will prove to be a challenge.

Investment primary users (revolving fund)

The 30 municipalities and 13 departments identified as the primary users of the RODDI tool, commit themselves to save. –For example- 15% on programmes and projects, by pre-investing 0.15% of the budget on informed data and decision-making. This can be on all departmental policies, programmes and projects; or alternatively only on a selection. This investment is not only a commitment towards consistency in data and decision intelligence; it also shows goodwill to other secondary (external) donors who are invited to participate in the initial three -year start-up phase.

Investment secondary users (once-off)

The three-year start-up period needs an estimated once-off investment of ZAR 30 Million (10 Mil. per annum) that results in the development of the online RODDI tool. This tool provides education, communication and visualisation solutions to support decision making in the domains of policy, data-technology, culture, people and finance.

7. Implementation

The RODDI tool will be integrated within the Western Cape Premier's office and falls under the responsibility of Chief Directorate Strategic Management Information (CD-SMI). The motivation of this governance structure is two-fold:

- Being housed within the Premier's department sends a signal to all government officials that the executive management leads by good example in using data intelligence to make informed decisions; and is also prepared to commit to sustainable funding. In addition, the Premier's Office is a strategic and reliable entry point for global and local partnerships.
- Choosing the CD: SMI as the coordination body for the RODDI tool is based on the core responsibilities of this chief directorate. Since 2007 the department collects and shares results based monitoring and evaluation data and therefore can be seen as the custodians of informed decision-making.

A dedicated fund-manager has to be appointed to raise awareness and source the required co-funding from national and international stakeholders, or alternatively an independent consultant can be appointed. The service providers responsible for the execution of the expertise developed within the five result areas should feature local as well as global knowledge of intelligence decision-making. External stakeholders

contributing donor funding will procure service providers via the Western Cape service provider database.

8. Stakeholders

International institutions

At a global level 193 countries belonging to the United Nations committed themselves to adopt a set of 17 Sustainable Development Goals (SDGs) to end poverty, protect the planet and ensure prosperity for all as part of a new sustainable development agenda. In South Africa STATS-SA, DPME, the Planning Commission, the Department of International Relations and Cooperation (DIRCO) and Sector departments cooperate at a national perspective of the SDG's, within the context of aligning the SDGs to the National Development Plan (NDP). Within this ambitious agenda, there is a growing demand for projects that showcase the successful implementation of the Sustainable Development Goals and the National Development Plan at provincial and municipal levels. The RODDI toolkit connects global to local data and therefore shows decision-making aligned with (inter) national standards without compromising the local reality.

Regional institutions

As a result of the SDGs, the African Union (AU) agreed at a regional level on the Agenda 2063 which is a strategic framework for the socio-economic transformation of the continent over the next 50 years. It builds on, and seeks to accelerate the implementation of past and existing continental initiatives for growth and sustainable development. The RODDI tool can become a good example of improving service delivery in the African context, and therefore can be scaled in other countries, provinces and municipalities within the African Union.

Provincial and municipal

Municipalities and local government institutions such as schools and hospitals are the enablers of the delivery of products and services to communities and companies. They are in the frontline of service delivery therefore, it is imperative that the RODDI tool be rolled-out in a local context first. Once RODDI shows proven results in improved decision-making in the Western Cape, then can the tool be provided to other provinces and municipalities as well.

Non-Governmental Organisations (NGO)

Providing donors such as international institutions and Non-Governmental Organisations (NGO's) with evidence of informed decision-making in a local context, will give them the advantage of investing smarter in current and future projects.

Knowledge institutions

Since the RODDI tool aims to improve decision-making, one needs education programmes and a curriculum to empower professionals in making the right decisions. Knowledge institutions will provide the relevant content. RODDI will provide the content to the individuals based on their needs and assist professionals to make better decisions every day.

Private Sector

In projects where public and private sector work together the RODDI tool can link the different stakeholders, common goals and content to each other. This will allow for the different stakeholders access to data relevant to them so they can make better decisions within their own mandate.

Citizen contribution

The RODDI Tool shows how better decisions can be made, not only to the professionals working within government institutions but also to citizens who can now get a better understanding of how decisions are being made. This way citizens become more involved in the delivery of government services.

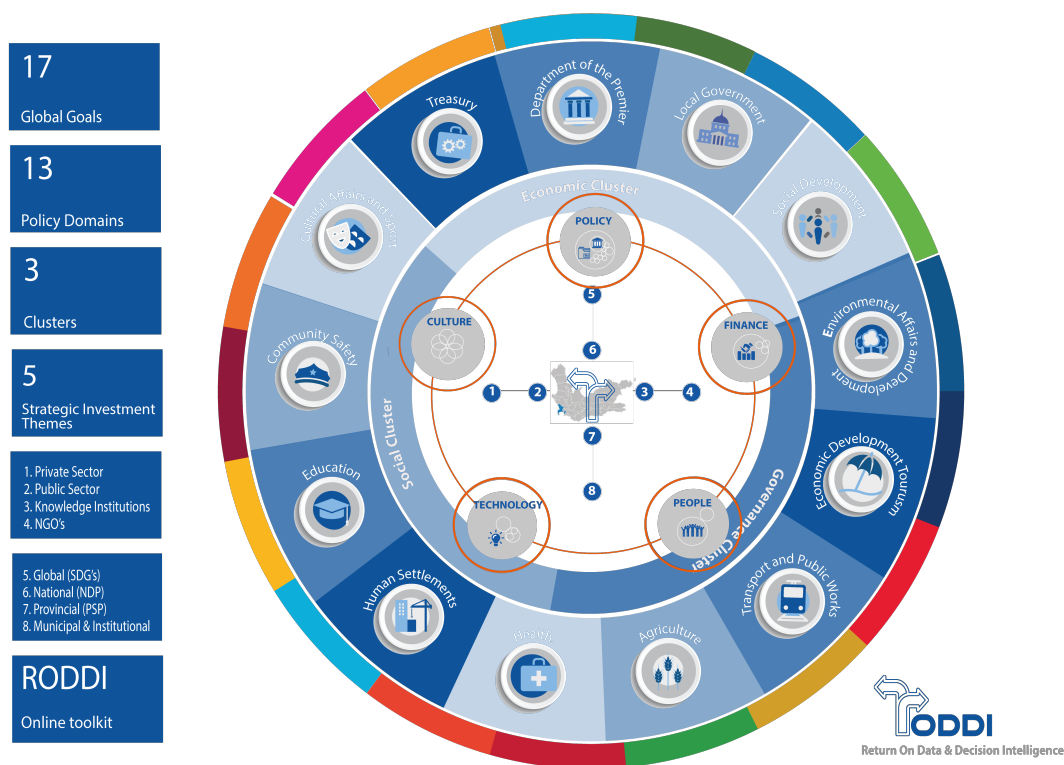


Figure 2: RODDI interlinks global to local decision-making.

9. In conclusion

The RODDI tool provides organisations with relevant and accurate data to improve result-based decision-making. RODDI assists professionals in making better decisions every day. In the past and to a certain extent currently, decisions are made based on assumptions and experience, however services delivered to communities and companies are too important to be decided upon based on this method. Therefore to achieve guaranteed, better service delivery to communities and companies, decisions should be made using an evidence and results-based method.

RODDI is not another data warehouse where data is gathered and analysed. Instead RODDI works with all kinds of data-resources that are already available. The added value of RODDI is that it will guide professionals in judging which solutions will work and which ones will not. In short, we provide professionals with different perspectives to act upon. As the Western Cape has a track record in results-based decision-making and already has built an impressive amount of data sets, the RODDI toolkit will contribute by translating data into information that professionals can use to make better decisions. To make sure the content speaks to national and global datasets. RODDI's starting point will be the global SDG's and national NDP goals. These goals will be aligned with the provincial and local goals. This way any decision made, will be made not only within the local but also in the national and global contexts.

With that in mind, the RODDI-tool provides professionals with better decisions in the context of policy, data technology, culture, people and finance. In practice this means that if a government official has to make a decision on the aforementioned areas, he or she first checks the different resources available at RODDI before making relevant decisions. Only content relevant to that particular area will be provided to that individual, reducing the amount of unnecessary parameters to look at before a decision can be made. The on-going collection and analysing of data will be funded by the WCG. For the development of the RODDI tool, an additional donor funding of ZAR 30 Million is requested.