



# Tran:SIT Update

Transformation towards Sustainable and Integrated Transport

## Lessons Learnt from the Urban Tran:SIT Programme

The Urban Tran:SIT programme was the first sustainable transport capacity building project of its kind to be run in South Africa. This Update is a formal reflection on what has been learnt from the programme, in order to raise awareness around what can be achieved through a focused effort at a municipal level to integrate sustainable transport approaches into planning, policy and implementation.

This update will be a useful starting point for any other local, provincial or national government department wishing to learn of the benefits and shortfalls of such a programme within a City.

### What was the Tran:SIT Programme?

The Urban Tran:SIT programme was a three year partnership between the City of Cape Town Transport Planning Department and Sustainable Energy Africa (SEA). SEA, a not for profit NGO, catalysed the programme by securing funding from the British High Commission.

The purpose of the programme was to build capacity in the City around sustainable transport, and to integrate sustainable transport approaches into planning, policy and implementation projects.

In order to achieve this a 'working from the inside' approach was adopted. This was done by placing a dedicated Sustainable Transport Professional (STP) within the Transport Planning Department, whose function was to focus exclusively on sustainable transport in the City. The idea was that through this approach a far more effective change could be achieved than through traditional consulting methods.

The STP received training and support from experts in sustainable transport throughout the Tran:SIT programme to ensure that she was sufficiently capacitated and empowered to perform her work within the City. Not only was her work within the Transport planning department important, but also her involvement with other City departments raised the profile of sustainable transport broadly within the City.

Integrating sustainable transport into planning and policy was a key focus area of the programme. Through meetings, focused workshops, technical and advisory support and the work of the STP, the Tran:SIT programme was instrumental in ensuring

Sustainable Transport promotes a new way of thinking about transport planning. This booklet is part of a series of booklets produced by the Urban Tran:SIT Programme. The Transformation to Sustainable and Integrated Transport for the urban environment (Tran:SIT) Programme focuses on sustainable transport and energy issues related to urban development in South Africa. The programme aims to build capacity of South African cities around sustainable transport.

A partnership project between the City of Cape Town and Sustainable Energy Africa. This Programme is funded by the British High Commission.



Cape Town provides opportunities for shared space and multi-use areas.

that sustainable transport planning approaches were accepted, and then entrenched in the city transport planning policy document – the ITP (Integrated Transport Plan). Central to this document is a set of sustainable transport performance indicators, which the programme helped to develop. More detail on these processes will be given later in the document.

Information dissemination was achieved through a website ([www.sustainable.org.za/transit](http://www.sustainable.org.za/transit)), the e-Tran:SIT – a bimonthly electronic newsletter, and 4 information booklets including:

- Making the case for public transport
- What is sustainable transport?
- Energy, Climate Change and Transport
- Lessons learnt from Tran:SIT programme (this document)

In terms of implementation, two sustainable transport demonstration projects were embarked on during the programme: a park 'n ride project which is linking with 2010 planning, to encourage car users to take the train, and a Large Employer Programme (LEP) which encourages big businesses in the City to promote sustainable transport approaches to work for their employees.

At the end of the programme, it can be said that most of its objectives have been met, and in some cases exceeded. The STP post – initially planned as a 3 year contract post - was recognised by the City as a strategically critical position, and was converted

into a permanent post. Sustainable transport was integrated into the heart of City transport planning and policy (the ITP) with sustainable indicators to measure progress and implementation projects were undertaken to promote sustainable transport approaches.

## The Role of Capacity Building in moving towards Sustainable Transport

Traditionally transport planners and engineers have focused on the 'hard' elements of transport: cars, mobility and economic efficiency. Many of the current generation of transport professionals and officials are embedded in this traditional view. Very little consideration has been given to equity, accessibility, energy efficiency, emissions, integrated public transport, safety, integrated town planning, urban quality and non-motorised transport – concepts that form the core of sustainable transport thinking. Even if this thinking is taking place, moving from concepts to implementation is a difficult step given the capacity constraints of local government and the institutional momentum of the traditional approach.

The progressive management in the City's Transport Planning Department recognized that for the City to develop sustainably, it was critical that a shift towards sustainable transport planning approaches be achieved. It was from this basis that the Tran:SIT programme identified the need for capacity building, specifically training, discussions and workshops around these issues. The capacity building was not only conducted within the Transport Department, but throughout the City. Capacity building activities and initiatives that took place included the following.

# 1. “Change Management” Implementation Workshop and follow up Workplace Practice Review

A one-day “Change Management” workshop was organised and held for key officials from the Transport, Roads and Stormwater (TR&S) Directorate. The overall aim of the workshop was to build capacity within the TR&S Directorate in order to ensure that all officials are familiar with the vision and goals of the City’s Integrated Transport Plan (ITP) and to provide them with a better understanding of how to integrate sustainable transport approaches into the work undertaken in order to meet the goals of the ITP.

During the workshop four main blockages to more sustainable transport practice within the City were identified, namely

- Lack of capacity to implement the ITP vision
- Not designing for sustainability
- Incomplete understanding of the transport system in the City of Cape Town
- Poor integration of housing, land-use and transport policies and budgets

A “workplace practice review” of the City’s TR&S Directorate was then undertaken by the Tran:SIT

Project Team. The purpose of this review was to identify, as specifically as possible, interventions which SEA can make in partnership with the City staff, to assist in turning the ‘sustainable transport’ vision in their ITP into concrete outcomes. Various recommendations were made, although the three main recommendations identified were

- the need to address the staff capacity shortages,
- the need for specific capacity building around key sustainable transport themes that can be implemented in Cape Town and
- the need to review the available data and update this where necessary in order to assist in the development of local area plans for the City of Cape Town.

It was realised that if the City does not address the capacity shortages in the department, it would limit the ability to implement the other recommendations.

In response to these initial sessions, the following capacity building activities took place:

## 2. Ongoing support for the Sustainable Transport Professional

The placement of the Sustainable Transport Professional (STP) in the City was a key element in



Participants report back at the change management workshop.

addressing capacity shortages within the City around sustainable transport. However, as people with sustainable transport skills are not readily available, a candidate with an environmental background was chosen. The STP received ongoing training and mentoring support in sustainable transport from experts in the field. With her increased capacity in this area, she was then able to pass on her knowledge and provide input into various projects / programmes on sustainable transport matters on an ongoing basis. Specifically she has interacted with members of the City's Transport Department, other City departments, other spheres of government, NGO's and the private sector through meetings, workshops, committees and working groups.

### **3. A training programme focussing on sustainable transport implementation at a local level**

A two-day workshop run by the internationally renowned sustainable transport expert Eduardo Vasconcellos, was organised. The main objective of this training was to provide an opportunity for local transport professionals to develop or improve their ability to analyse urban mobility conditions from a sustainable transport perspective. This included information on how to analyse the social and environmental impacts of mobility and transport changes.

### **4. A sequential review and refining of the sustainable transport indicators in the ITP**

An initial review of the sustainable transport indicators in the ITP occurred through a workshop organised by the Tran:SIT programme. In this workshop, a 'golden page' of indicators was established, which covered the core elements of sustainable transport planning and implementation. These indicators were subsequently simplified through a second review process, to reach a set of easily measurable indicators which accessed readily available data.

## **5. An interdepartmental workshop around Urban Quality**

A combined workshop was held which included Transport planning, Spatial and Urban planning and Environmental Resource Management around the concept of urban quality – one of the key indicators defined within the revised indicator set. Direction was gained on how best to define and quantify it.

## **6. Raising Awareness Initiatives**

Various initiatives were undertaken to raise awareness about sustainable transport within the City of Cape Town. These include:

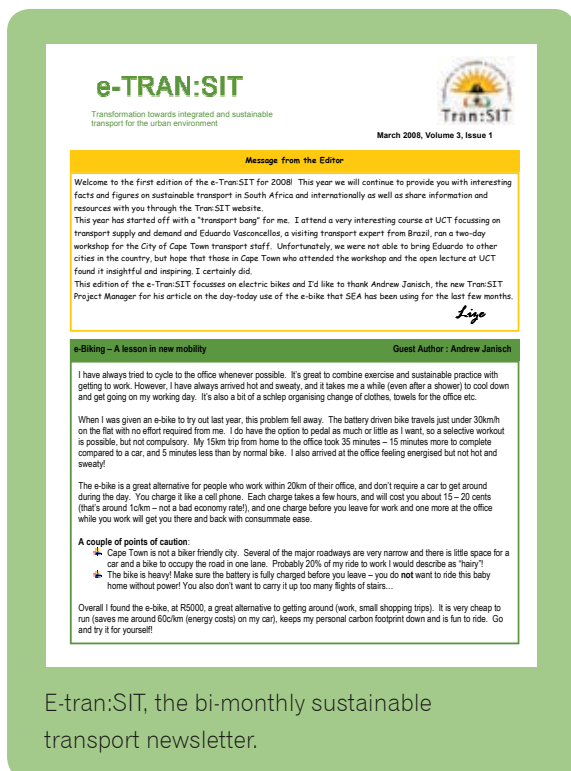
- Sustainable transport movie sessions where a documentaries focusing on sustainable transport or general environmental issues were shown to staff within the City. These were attended by staff members from many different departments in the City.
- A sustainable transport exhibition was held during the City's "Transport Month", in order to raise awareness of sustainable transport as well as the work that the City of Cape Town is doing.

## **7. Information/knowledge sharing**

The Urban Tran:SIT Programme included information development and dissemination in order to increase knowledge around sustainable transport and assist in its implementation in South Africa. Various methods were used to share this information, including the following:

- Tran:SIT website- which continues to run - which highlights sustainable transport projects implemented by the City of Cape Town, as well as acting as a resource for sustainable transport reports, legislation and other documents as well as web resources. It also advertises conference, events and presentation focussing on sustainable transport and other themes of interest. ([www.sustainable.org.za/transit](http://www.sustainable.org.za/transit)).

- The e-Tran:SIT – a bi-monthly newsletter which focussed on sustainable transport themes. Each edition will had a different theme and the theme was be linked to the showcased content on the Tran:SIT website. Some of the themes discussed included Transport and Climate Change, Biofuels, Public Transport, Urban Street Design and Green Cars
- A number of Tran:SIT Updates were been developed, which provide easy to understand information on key components of sustainable transport. The Tran:SIT Updates published included “Making the Case for Public Transport”, “An Introduction to Sustainable Transport”, “Energy, Climate Change and Transport” and “Lessons learnt from the Tran:SIT Programme”. These are available for download on the website.
- Network information sharing workshops were held with key Metropolitan Municipalities, namely eThekweni, Tshwane and Ekurhuleni in order to provide them with an introduction to the Tran:SIT Programme; to share information about sustainable transport; and to inform them about projects taking place within the City of Cape Town.



E-tran:SIT, the bi-monthly sustainable transport newsletter.

## Lessons Learnt from the Tran:SIT programme

As the Tran:SIT programme was the first of its kind in South Africa, there have been several lessons learnt as the programme has unrolled. This section highlights some of them, with the intention that should similar programmes roll out around the country will be informed and be prepared for similar situations.

### 1. The need for passionate champions for sustainable transport in a City

For a sustainable transport programme to be successful at a municipal level, a change in the way the City operates is required. To this end there must be both the political will to instigate and inspire the change, as well as enthusiastic buy in from senior City officials. A political champion, such as an Executive Councillor or Mayor is ideal to promote this message, while a leader at official level who champions Sustainable Transport will be the 'on the ground' source of inspiration for other City staff.

### 2. Capacity building is a key element at the infancy stage of moving towards a sustainable transport agenda

Capacity building through the methods highlighted in the previous section (training up and supporting a Sustainable Transport Professional (STP), workshops, information dissemination, technical support) is fundamental to getting a City to think differently around transport planning and implementation. Working with the city from the inside through the STP has proved to be an effective method of achieving this, as there is a 'face of sustainable

transport' within the City. Workshops have got City officials to really work through what sustainable transport means, and how it can be integrated into their work. The website, newsletters and updates created have been consistently accessed and have been highly successful mechanisms in raising the profile of sustainable transport approaches in Cape Town both internally at a City level, and externally through dissemination country- and world-wide.

### **3. Sustainable Transport must be integrated into policy, budgets, programmes and projects, and not be seen as a stand alone item**

Once capacity is built, the integration of sustainable transport into policy is the next step. Essentially this means that the Integrated Transport Plan (ITP) needs to have a sustainable transport thread running through the document. Programmes and projects focussing on transport through a sustainability lens can then be embarked on, safe in the knowledge that the work fits within the framework of the ITP and more broadly the IDP.

In the City of Cape Town this has been achieved in the latest review of the ITP. On the programmes and projects side, the City has a dedicated non motorised transport section, an Integrated Rapid Transport team (largely driven by the need to deliver for 2010), and recently created a permanent post for the



Bus-Mini Taxi lane on the N2, one of the programmes implemented by the CCT to promote public transport.

STP – all signs of movement towards an integrated sustainable approach to transport planning.

### **4. Lessons learnt from the placement of a Sustainable Transport Professional in the City**

- i) There is a danger in an under capacitated City Transport Planning Department that the Sustainable Transport Professional can be seen as "another pair of hands", and to be brought into work that is not clearly linked to the focus of the programme. This did occur from time to time, largely due to the pressures being placed by the 2010 World Cup deadlines. Future STP appointments must have clear job descriptions and work on specific sustainable transport projects from the outset.
- ii) The STP struggled to find a sense of place initially, as she was working for the City but being paid for by the Tran:SIT programme. This created a certain amount of tension, particularly when she was called upon to perform work not directly linked to the programme. However, as the STP grew into her position, this became less and less of a problem
- iii) The placement level of the STP may not have been ideal. Had the position been at manager level, the STP could have received more appropriate support and response to project and programme proposals. The STP's position within the organization did not hold enough "power" to get the job done initially. The problem with placing someone at manager level though is that there are very few skilled sustainable transport managers in the market. Within this context it may make sense for other Cities to adopt the Cape Town approach, and 'grow' the STP into a position of management. Ideally though, a management post and an STP type post concurrently would have probably worked the best.
- iv) The STPs could have received more mentorship through the programme, both technically from

the external sustainable transport expert, and managerially from the STP's supervisor from within the City. However budgetary constraints for the former and time constraints for the latter meant that the STP had to learn on her feet. In reflection this may not have been a bad thing, but a certain amount of stress would have been alleviated and faster progress would have been made had there been more support.

## 5. A one City approach is not ideal

This programme would have been more effective if STPs were placed concurrently in several cities around the country. Not only would the STP's have a dynamic support network, but better inter-city communication channels around sustainable transport would have been created.

## 6. Expect delays at local government level

The City of Cape Town procedures and processes are bureaucratic in nature and resulted in delays in aspects of the project, such as the implementation of demonstration projects. This will need to be budgeted into future programmes, as this generally cannot be ignored when working in a local authority environment. The capacity constraints within the Department have also impacted on the implementation of the projects.



Cape Town is implementing an integrated non-motorised transport plan for all sectors of society.

## 7. Programme would have been more effective in a non - 2010 World Cup focussed Environment

The 2010 World Cup and implementation of related projects are currently the priority for the City and much of the capacity within the staff has been given to that. This has to some extent limited the interaction with some key officials in the department as well as limited interaction at capacity building and awareness raising workshops. A core group of officials have, however, been activity involved in the programme and their input has been very valuable to the process.

## 8. The programme has facilitated better relationships with other city departments

As the STP has been involved in several inter departmental workshops, meetings and forums, awareness has been raised around the City's new focus on sustainable transport, and fostered a new level of inter-departmental communication.

# The model for integrating sustainable transport in city activities

This section runs through the key points to ensure the successful integration of sustainable transport into city activities

1. Work with willing and passionate city participants (must have buy in to sustainable transport approach from the outset, preferably at a political and official level)

2. Ideally work in parallel programmes with other cities
3. Place Sustainable Transport Professionals (STPs) within the Transport Planning department, if possible using a 2 tier approach:
  - a. Placement of a senior management level city Sustainable Transport Professional (STP)
  - b. Placement of a junior STP to assist senior STP in implementation of projects  
(Note: if senior skills are not present, the contracting of a sustainable transport consultant may fulfil this role until the junior STP is sufficiently empowered to take on the position, as per Cape town)
4. Ensure effective capacity building programme in place to
  - a. raise awareness around sustainable transport at a political level
  - b. run senior management and transport professional capacity building and change facilitation sessions
  - c. continue build the knowledge and skills of the STPs
5. Integrate sustainable transport as the central theme of the City's ITP. This will ensure a continued focus on sustainable transport, and provide a framework from which to budget for future projects and programmes
6. Develop a sustainable transport indicator set to drive management to move towards sustainable transport approaches
7. Ensure each participating city identifies specific projects with a sustainable transport focus to work on
  - a. It is important for all projects to be documented, capturing the practical 'how to' implementation process, for sharing with other cities.
8. Data collection and analysis
  - a. Instigate initial sustainable transport analysis of city transport data
  - b. Set up data base for each city
  - c. Identify relevant data gaps



The CCT aims to provide a sustainable environment for all.



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