

Spotlight on Tel Aviv-Yafo | 4-Step Model

Overview

- ▶ Mayor: Ron Huldai
- ▶ Lead staff on innovation: Itai Eiges
- ▶ Population of municipality: 429,515 (2015)
- ▶ Innovation/open data website: <https://opendata.tel-aviv.gov.il>

Tel Aviv-Yafo's innovation team **adopts a 4-step model**: 1) problem investigation (ethnographic research); 2) ideas development (co-creation with the different stakeholders); 3) service delivery preparation (including prototyping); and 4) service delivery with different scaling strategies.

Following this model, **the city worked on improving the quality of life senior citizens**. First, the team interviewed seniors to understand their daily lives and needs in terms of mobility, activities, relationships, and communities. After a holistic assessment, the team generated solutions to common challenges together with groups of citizens, other agencies, and experts. Based on these ideas, different city agencies have been working on a plan consisting of 13 initiatives aimed at promoting the elderly residents' quality of life.

Vision and approach to innovation capacity

The city's innovation strategy

Along with 44% of cities surveyed, Tel Aviv-Yafo has an **explicit innovation strategy**.

The city most closely associates innovation capacity with the following terms:

Big picture re-thinking

Technological innovation

Approaches to innovation capacity

Similar to 40% of cities surveyed, Tel Aviv-Yafo approaches innovation capacity **both** from a **holistic/macro level**, as well as in **specific policy areas**.

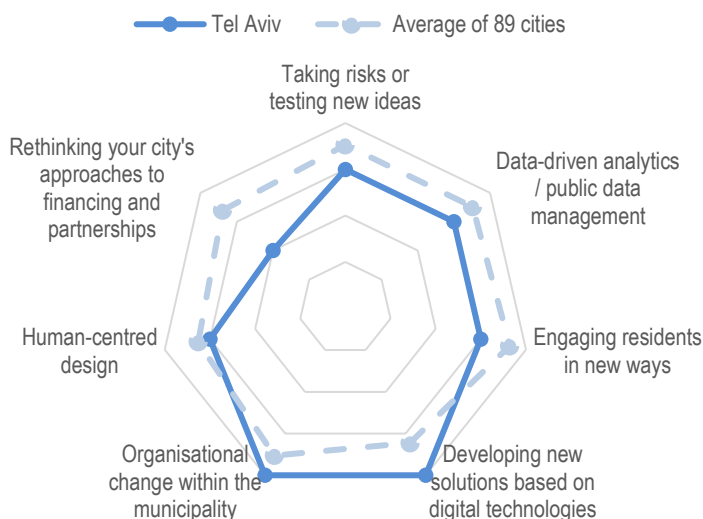
The **top two priority policy areas** for the city's innovation work include:

Digital governance

Social welfare / social services

Most common innovation activities

Tel Aviv-Yafo's most common innovation activities are **developing new solutions based on digital technologies** and **facilitating organisational change within the municipality**.



Funding for innovation capacity

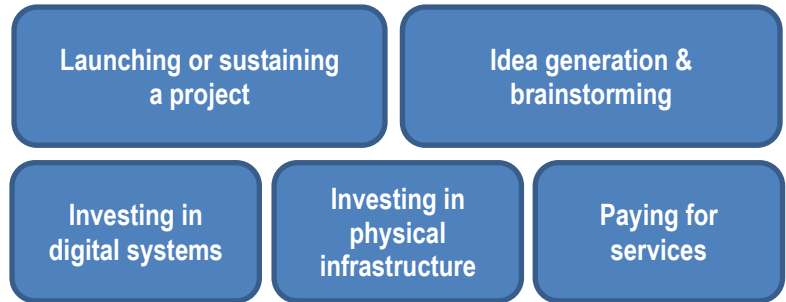
Funding to support innovation capacity

Like 77% of cities surveyed, Tel Aviv-Yafo has dedicated funding to support innovation capacity, which originates from the following sources:

- ✓ **Multilateral institution budget**
- ✓ **Municipal budget**
(operating budget/special funding process)
- ✓ **External funding**
(philanthropy/non-profit)

Types of activities being funded

Tel Aviv-Yafo's funding for innovation capacity is generally directed towards **launching or sustaining a project**, and **generating ideas & brainstorming**. These are the two most commonly funded activities among all cities surveyed. Tel Aviv-Yafo also **invests in digital systems and physical infrastructure** as well as **paying for services to a third party**.



Organisational structure & staffing



Tel Aviv-Yafo has the **innovation team (7 staff) at the Mayor's office** and the **innovation unit (2 staff) as part of the City Manager's office**.

Staff skills and profiles include:

- ✓ **Project manager**
- ✓ **Data scientist**
- ✓ **Designer**
- ✓ **Communication officer**
- ✓ **Community engagement staff**

Partnerships for innovation & data



Tel Aviv-Yafo has developed partnerships to promote its innovation capacity with **other public agencies, private firms, not-for-profit organisations, and city residents/resident associations**.

To improve data use, the city has also developed **data partnerships with the private sector, academia, think tanks, and private philanthropy** to collect and analyse data, as well as **with other cities**.

Measuring outcomes

Policy areas that **benefit from sufficient data**, or **lack sufficient data**, to support innovation capacity in the city:



NB: No response provided by the city for the policy areas in grey.

Innovation is **helping the city** to:

- ✓ **Improve internal government operations**
- ✓ **Improve service delivery**
- ✓ **Engage residents and other stakeholders**

The most **critical success factors** in supporting the city's innovation work:

- ✓ **Dedicated funding**
- ✓ **Dedicated innovation team**
- ✓ **Leadership from Mayor**
- ✓ **Culture of innovation in city**