

Urban Maestro

New governance strategies
for Urban Design

Analysis of the Global Future Cities Components as Governance Tools for Urban Projects

Pinar Caglin
Ban Edilbi
Jean-Paul Hitipeuw
Yelda Reis

UN HABITAT
UNITED NATIONS HUMAN SETTLEMENTS PROGRAMME

BOUWMEESTERMAITREARCHITECTE



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EXECUTIVE SUMMARY

The Global Future Cities Programme (GFCP) aims to carry out technical assistance for a set of targeted interventions in order to encourage sustainable development and increase prosperity while alleviating high levels of urban poverty. The overall set-up of the Global Future Cities Programme builds upon the UK FCDO (donor) as programme owner—for effective and targeted delivery of the programme, the UK FCDO has engaged five private sector partners for the development and delivery of the 30 strategic interventions. To ensure quality in the overall delivery, UN-Habitat has been engaged by the UK FCDO as a strategic and capacity-building partner.

The GFCP is delivered in two phases: an initial **Strategic Development Phase**, which informs and shapes the (currently ongoing) **Implementation Phase**. Throughout the two described phases, UN-Habitat has employed various tools and methodologies to shape, monitor and improve the urban projects currently under implementation. The tools described below are classified according to the Urban Maestro typology of tools.

In a complementary nature, one case study is presented, through a set of guiding questions posed to UN-Habitat's Strategic Advisors. The project, Increasing Quality and Accessibility of Streets in Cankaya Neighbourhood, Ankara, Turkey, is among the 30 projects currently being implemented under the GFCP.

This case study highlights the value of having a set of tools within a programme of a similar nature to the Global Future Cities Programme. While all tools have been used, not all are deemed effective, given that different tools have different purposes, effects and outcomes. Application of such tools may also depend on the context, the nature of the project and the stakeholders involved, as such tools are deemed effective not only with engaging stakeholders, but also in helping to deliver the Sustainable Development Goals and New Urban Agenda at local levels, promoting sustainable urban development.

This case study demonstrates that UN-Habitat's Urban Lab plays a key role in the GFCP by implementing the soft powers in urban projects in both the Strategic Development and the Implementation Phases. As experienced in the GFCP through 30 interventions across the globe, soft power tools complement the hard powers (formal tools) such as regulatory frameworks, general plans, design standards, and financial incentives. Together with the other interventions, this case study also reveals that soft powers feed into the hard powers present in cities by focusing on the process of carrying out an urban project rather than the end product itself.

INTRODUCTION

This paper builds upon previous and ongoing work by UN-Habitat and demonstrates through examples how the governance of urban planning and design interventions can be regarded as a soft power in establishing sustainable and inclusive design processes, with the ultimate goal to spur sustainable urbanization. Specifically, this paper builds upon the Ankara (Turkey) project within the Global Future Cities Programme (GFCP). In addition to providing this unique case from the GFCP, this paper illustrates similarities and differences in how various soft powers are applied within the programme; hereby, global references are linked to the European context. Furthermore, this paper demonstrates how specific cases can contribute to both achieving and localizing the Sustainable Development Goals (in particular SDG11), as well as the New Urban Agenda (NUA).

This paper is organized by firstly introducing the Global Future Cities Programme, its various partners and the governance structure it has adopted. Secondly, various tools utilized in the Programme are further explained, demonstrating direct linkages to Urban Maestro's typology of tools for the governance of urban design. Thirdly, this case study from the Programme referenced above is presented in order to illustrate how the urban design project utilizes those tools through a series of questions. Finally, this paper concludes with remarks highlighting the value of having a diverse toolkit applied in programmes of a similar nature to the Global Future Cities Programme.

1. UK PROSPERITY FUND GLOBAL FUTURE CITIES PROGRAMME

In 2015, the UK government established a new cross-government Prosperity Fund worth £1.3 billion over 2016-2021 in order to help promote economic growth in developing countries. The Global Future Cities Programme, a component of the larger fund, aims to carry out targeted urban interventions to encourage sustainable development and increase prosperity while alleviating high levels of urban poverty in 19 cities across 10 countries.

The Global Future Cities Programme (GFCP) is a specific component of the Prosperity Fund, which aims to carry out technical assistance through a set of targeted interventions to encourage sustainable development and increase prosperity while alleviating high levels of urban poverty, in particular, based on three thematic pillars: *urban planning, transport and resilience*. The Programme will also create significant short and long-term business opportunities in growing markets.

The overall set-up of the Global Future Cities Programme builds upon the UK FCDO (the donor) as programme owner, who, in order to ensure active and direct engagement in the programme, has deployed responsible programme managers in each of the participating countries. To ensure the effective and targeted delivery of the programme, the UK FCDO has engaged five private sector partners for the development and delivery of the 30 strategic interventions. These private sector partners, composed as consortiums of local and international organizations / companies, report directly to the UK FCDO as programme owner.

Role of UN Habitat's - Urban Lab

To ensure quality of the overall delivery of the Global Future Cities Programme, UN-Habitat has been engaged by the UK FCDO as a strategic and capacity building partner. To undertake this mandate, the Urban Lab of UN-Habitat has been deployed, taking an integrated, inter-disciplinary and impact-oriented approach in order to enhance inclusive and sustainable urban development.

Through this role, the Urban Lab provides participating cities with strategic, policy and technical advice, enabling cities as partners to be informed clients and to develop their own overall capacity and ownership in order to ensure delivery and the sustainability of the projects in the longer term.

The Urban Lab helped identify and define the 30 strategic projects, in consultation and dialogue with the 19 cities, and continues to support the delivery of the programme along its three core areas in order to embed global goals and promote policy change:

1. Strategic Advice and Technical Recommendations: interventions will be strengthened, and stewardship of proposed interventions will be enhanced beyond the Programme.
2. Capacity Development: city authorities are expected to strengthen their technical capacities and enhance their effectiveness in order to sustain the interventions regarding urban planning, transport and resilience. City authorities are also expected to be in a better position to finance interventions.

3. Knowledge Management: Awareness will be heightened about inclusive and sustainable urbanization as well as lessons learned from the interventions. As such, the Programme will contribute to the scalability and replicability of good practices.

2. GFCP COMPONENTS AS SOFT POWERS FOR URBAN DESIGN GOVERNANCE

The GFCP is delivered over two phases: an initial **Strategic Development Phase** to inform and shape the following **Implementation Phase**, which also provides further evidence for the Programme. In each Phase, UN-Habitat has engaged and used several soft power tools to shape, monitor and improve the urban projects in collaboration with the project partners.

The **Strategic Development Phase** of the GFCP was implemented with the support of UN-Habitat from April to December 2018. This phase aimed at supporting the UK Foreign, Commonwealth and Development Office (UK FCDO) in the identification and definition of 30 strategic interventions in 19 cities across 10 countries. Several key milestones were achieved during the Strategic Development Phase including stakeholder mapping and engagement; intervention definition, context analysis, viability assessment, assessment of the professional capacity and the market maturity of cities; a Transition Training, 20 Charrettes and 19 Validation Workshops.

During the ongoing **Implementation Phase**, private sector partners, referred to as Delivery Partners, provide technical assistance to city authorities regarding the implementation of the 30 strategic interventions. These Delivery Partners launched their work in Autumn 2019 and will continue to do so until the conclusion of the Programme in 2022. As the Programme is classified as Official Development Assistance (ODA), the UK FCDO places great importance on engaging private sector partners so as to have an international and national presence, expertise in cross-cutting issues such as those dealing with gender, and a solid understanding and commitment to the SDGs and the NUA.

As described above, the Global Future Cities Programme is a component of the Prosperity Fund, which was established in 2015 in order to help promote economic growth in developing countries. From this point of view, GFCP stands as a constituent part of the UK's overseas development aid that can already represent a form of financial support which aims to provide technical assistance to encourage

sustainable development and increase prosperity. Therefore, the Programme itself falls within the Support typology of tools in the Urban Maestro project.

The following section provides an overview of the various methodologies and tools applied within the Global Future Cities Programme and their respective linkages to the Urban Maestro typologies of tools.

2.1. Strategic Development Phase

City Context Reports: The City Context Reports ground the interventions with broader city trends and transformation dynamics. These reports describe the current city context and provide urban analysis on legal, spatial, and financial factors relevant to the interventions' implementation. They describe each intervention's potential contribution to the achievement of the SDGs, NUA, and Programme objectives in the short, medium and long term. They also outline the main success factors, based on international best practices, which provide recommendations for how proposed interventions could achieve maximum impact. *The City Context Reports fall within the Analysis and Support typologies of tools in the Urban Maestro project.*

Stakeholder Mapping: Stakeholder mapping supported the validation process for interventions—the Programme identified key stakeholders (the public and private sectors, civil society, donor organisations) that influence the sphere of the proposed interventions. This assisted in understanding the local institutional structures and organisations in place, as well as who the main stakeholders should be for leading the Implementation Phase, as well as the subsequent building, operation and maintenance of the interventions. *The Stakeholder Mapping falls within the Persuasion typology of tools in the Urban Maestro project.*

Charrettes: UN-Habitat led the implementation of 20 inclusive and participatory charrettes that drove discussions around intervention definitions, political objectives, and technical barriers and opportunities among relevant stakeholders in the cities involved. Participants included city officials, high-level decision-makers from the public and private sectors, academics, and civil society representatives, who shared their views and opinions through roundtable workshops, plenary feedback sessions, and discussions. The charrettes enabled UN-Habitat and its partners to identify the most appropriate interventions for each city and to foster a sense of common

ownership of the interventions. *The Charrettes fall within the Support, Exploration and Persuasion typologies of tools in the Urban Maestro project.*

Validation Workshops: Validation workshops were used to consolidate the final definitions of the interventions and Terms of Reference in smaller committees led by key city authorities and high-level political representatives. The validation workshops resulted in key stakeholders and main partners reaching consensus, and increased ownership of the interventions, paving the way for the Implementation Phase. *The Validation Workshops falls within the Support, Exploration and Persuasion typologies of tools in the Urban Maestro project.*

ToR Development: The ToRs define the framework for the delivery of the main activities the service provides during the Implementation Phase. The terms of reference describe the scope, context and expected outputs for each urban project, and explain how the interventions link to specific SDGs, the NUA and the goals of the Prosperity Fund. The ToRs were developed based on the outcomes of the aforementioned tools used in the Strategic Development Phase, through a participatory process with all relevant stakeholders, taking into account the city's needs as identified in the City Context Report. *ToR Development falls within the Exploration and Persuasion typologies of tools in the Urban Maestro project.*

Training and Dialogue Event: UKBEAG hosted a week of Training & Dialogue in London in 2018, which brought together representatives from each of the cities to engage with a group of subject matter experts and share experiences with one another. Among the subject matter experts who contributed to the London event were: the British Standards Institution, Connected Places Catapult, Design Council, HM Treasury Infrastructure & Projects Authority, the Met Office, Ordnance Survey, Transport for London and the UCL Development Planning Unit. *The Training and Dialogue event falls within the Information typology of tools in the Urban Maestro project.*

2.2. Implementation Phase

Theory of Change: The Theory of Change outlines potential drivers and barriers, alongside preconditions for achieving the expected outcomes of each intervention, which will contribute to the identification of potential capacity building and policy reforms in each city to achieve the long-term sustainability of the interventions. UN-Habitat supported the Delivery Partners in the programme by providing guidance and reviews to the country- and project-level ToC developments. Through UN-Habitat's review, strategies could be established to improve the viability of intervention and their long-term impact on the city. *The Theory of Change falls within the Support typology of tools in the Urban Maestro project.*

Technical Reviews of Project Outputs: UN-Habitat's thematic and international experts provide technical advice and support the city authorities throughout the Implementation Phase with assessing the main ToR deliverables against two main criteria:

- Level of alignment with the Sustainable Development Goals (SDGs) and the New Urban Agenda (NUA);
- Strategies in place to make interventions effective and sustainable beyond the Programme's timeframe.

The Technical Reviews fall within the Support typology of tools in the Urban Maestro project.

SDG Project Assessment Tool: The SDG Project Assessment Tool (referred to as the SDG Tool) has been developed by UN-Habitat as an offline, digital and user-friendly instrument to guide City Authorities and Delivery Partners in the development of more inclusive, sustainable and effective urban projects. The main purpose of the SDG Tool is to further the alignment of selected urban projects with the SDGs and each of their city's contexts. The objective of the SDG Tool is to:

- Improve the quality of urban projects in the planning, development and design phases to enhance sustainability and inclusiveness;
- Promote an enabling environment that ensures the implementability and viability of the projects in the medium and long term;
- Steer a participatory process between City Authorities and Delivery Partners to develop strategies that optimize each project's alignment with the SDGs and the Programme objectives.

The SDG Tool is applied periodically throughout the various phases of project implementation as an iterative assessment, triggering a discussion among key stakeholders to further improve the projects. Application of the SDG Tool will generate recommendations that aim to identify both weaknesses that could be improved on for projects and strengths, which could contribute to a greater sharing of best practices among cities in the Programme. *The application of the SDG Tool falls within the Support, Exploration, Persuasion and Rating typologies of tools in the Urban Maestro project.*

Knowledge Platform: The [Global Future Cities Knowledge Platform](#) is a web-based tool for disseminating knowledge between the multiple partners and stakeholders of the Programme, enabling knowledge exchange amongst them, particularly city-to-city learning. The platform facilitates information collection, storage and access, and functions as a repository of curated reports and background information that is relevant for the participating cities, donors and delivery partners. *The Knowledge Platform falls within the Information and Persuasion typologies of tools in the Urban Maestro project.*

Capacity Development: The aim of the Capacity Development component guides the development of the 30 urban projects to enhance their transformative potential, increase their impact and sustain them in the long-term. This component also enhances governance and technical capacity among the cities, in order for them to take ownership of the projects, ensuring both quality and long-term sustainability. This component will complement the technical assistance the Delivery Partners are providing on the ground. As well, thematic webinars and country learning events together with city-to-city learning activities will focus on the enabling environment, thereby reducing barriers and strengthen the drivers for implementation in the areas of:

- Integrated and inclusive planning
- Evidence-based design and the effective use of data
- Governance and collaboration
- Finance and procurement
- Implementation and enforcement

Capacity Development falls within the Information typology of tools in the Urban Maestro project.

Normative Outputs: Normative outputs can be defined as the collection and analysis of local best practices in order to establish trends. These outputs are used to generate or contribute to new global standards that can be derived from the Programme, and will reflect on various relevant topics for the GFCEP and its contribution to a larger global debate on urban development in emerging economies. This debate will build upon key findings from the Programme across the 19 cities regarding the main urbanisation trends in emerging economies, while also reflecting on key policy knowledge gaps in urban planning, transport and resilience and how these barriers can be addressed so as to maximise long-term impacts and advance the SDGs. In the Strategic Development Phase, two normative outputs were produced:

- Laying the Foundations for Transformative Urban Interventions in Emerging Economies
- Addressing Systemic Barriers for Achieving Sustainable Urbanization in Emerging Economies

The normative outputs fall within the Information and Analysis tools in the typology of tools in the Urban Maestro project.

The table below summarises the GFCP component in the Strategic Development and Implementation phases and the Typology of Tools they fall under the definition put forward by the research conducted under the auspices of Urban Maestro.

GFCP components	Typology of Tools
Strategic Development Phase	
City Context Reports	Analysis, Support
Stakeholder Mapping	Persuasion
Charrettes & Validation Workshops	Support, Persuasion, Exploration
ToR Development	Persuasion, Exploration
Training and Dialogue Event	Information
Implementation Phase	
Theory of Change	Support
Technical Reviews (Project outputs)	Support
SDG Tool (promotion of global frameworks, assessment sessions, recommendations report)	Persuasion, Exploration, Support, Rating
Knowledge Platform (Case studies & Project outputs)	Information, Persuasion
Capacity Development	Information
Normative Outputs	Analysis, Information

In the following section, a specific project is presented through a set of guiding questions posed and responded to by UN-Habitat Strategic Advisors. The project, titled Increasing Quality and Accessibility of Streets in Cankaya Neighbourhood, Ankara, Turkey, is among the 30 projects currently being implemented under the auspices of the GFCP. This project is currently being implemented by a consortium of private sector partners, led by UK-based companies: Arup in Turkey and Mott Macdonald in Myanmar. The project was selected as it has a strong urban design component, with a variety of tools being employed.

3. CASE STUDY: INCREASING QUALITY AND ACCESSIBILITY OF STREETS IN ÇANKAYA NEIGHBOURHOOD, ANKARA, TURKEY

Yelda Reis, Local Strategic Advisor - Turkey

Could you briefly describe the project's content and components?

The main objective of the project “Increasing Quality and Accessibility of Streets in Çankaya Neighbourhoods in Ankara” (hereinafter referred to as Çankaya Healthy Streets Project) is to provide technical assistance and capacity building to the Çankaya District Municipality for improving the streets and open public spaces of its neighbourhoods to favour a more liveable urban environment and to promote better life quality. The project is characterized by a socially inclusive and participatory design approach, and is built upon three components for achieving the desired impact. These include;

- Urban Design and Implementation Plans for Healthy Streets (Methodology for measuring the quality of public space and prioritization for pilot area selection, Strategic Plan, Urban Design Project, Participatory Design Process, and Manual for Implementation)
- Capacity Building (Training Programme, Municipal Networking Activity, and Adaptation to Municipality Regulatory Framework)
- Dissemination of the Methodology for Further Replication (Design Manual Handbook for Healthy Streets, Communication and Promotion, and Future Actions for Sustainability)

Following the strategic development phase for Çankaya Healthy Streets Project between January and December 2018, the implementation phase started in September 2019 and is expected to be completed in September 2021.

How did the Strategic Development Phase and the various tools used help shape the project?

The Strategic Development Phase used an interactive participatory process to ensure that the needs and priorities of Çankaya Municipality are integrated into the design and development of the project concept. The various participatory methods

like the charrettes, validation workshops and consultation meetings were applied to engage various stakeholders from the central government, the metropolitan municipality, and national and local NGOs and neighbourhood associations to identify not only existing capacity needs, but also the opportunities and limitations of the city. The charrette was the primary project preparation tool employed wherein key stakeholders contributed their ideas and comments towards the development of the project proposal. The thematic group discussions allowed for the development of the initial scoping studies under the guidance of the recommendations provided for further pursuing the project's main idea. Within this phase, Cankaya Municipality also participated in the Training & Dialogue Week in London which was organized at the programme level, which enhanced the municipality's awareness of the opportunities and challenges in Cankaya, and to better understand the broad range of topics addressed in the programme towards the achievement of the SDG targets.

Were the charrette and validation workshops effectively used to define and validate the project? Did they ensure the participation of vulnerable groups?

The charrette and validation workshops enabled UN-Habitat to achieve valuable input and contributions from a number of stakeholders in the project design phase. In the charrette, the participants were invited in groups to review the project in terms of cross-cutting issues such as: (1) the built environment (2) natural environment (3) social development (4) gender equality (5) human rights and (6) economic development. In that charrette, they found an opportunity to discuss both the potentially positive and negative aspects of the core project idea, which is to improve quality of life at the scale of streets/neighbourhoods, as determined in the initial scoping studies. While the majority of positive effects represented the how well thought-out the project is, challenging aspects were considered in the development of the main components of the project. Interactive discussions were encouraged to provide feedback from other stakeholders to understand different perspectives and to determine potential risks and opportunities. The validation workshop also enabled the relevant directorates of Çankaya Municipality to have a final input and adjustments on the draft TOR document. The workshops also increased the project ownership and commitment of the Municipality regarding the implementation phase, and although there was not any direct participation of vulnerable groups, their needs and demands were considered through the engagement of local NGOs and neighbourhood associations at the charrette.

From your experience of applying the SDG Tool, what are the benefits of the Tool?

The SDG Tool guides cities with developing interventions towards inclusive and sustainable urbanization, ensuring that project activities adequately incorporate sustainable principles of the SDGs under eight key drivers. The tool also provides an opportunity to assess progress on the technical and effectiveness aspects of project activities by using the performance criteria, supporting the identification of improvement areas for the project's upcoming stages.

For the Cankaya Healthy Streets project, all parties to the project evaluated and discussed the project's activities using a set of performance criteria in multi-stakeholder and iterative SDG project assessment workshops. The tailored SDG tool for Cankaya Project has 25 sustainability principles and 81 performance criteria under eight technical and effectiveness key drivers which mainly guide urban projects promoting sustainable urbanization. Two sessions have been conducted at the date of writing this paper, with these workshop discussions providing input for addressing "security" and "safety" issues as criteria to be included in the project methodology for existing situation analysis and the development of urban design solutions in the selected pilot neighbourhood. Similarly, the delivery partner has benefited from the scope of the various performance criteria of the SDG Tool in addressing action plans for sustainability while developing the project deliverable "Physical Implementation Programme". Likewise, it has been identified that COVID-19 has had an impact on stakeholder involvement and participatory activities, such as reaching out to different stakeholder groups. Therefore, there is a need to improve the participatory process, stakeholder engagement and awareness/communication activities as addressed by the SDG Tool performance criteria. This has also been highlighted as an important focus area for the next phases, which requires strong coordination and support from Çankaya Municipality.

The SDG project profiles displaying the project progress against the SDGs as a result of the assessment workshops are presented in the graphs below. UN-Habitat's technical recommendations provide input as part of the SDG Project Assessment Tool, which will eventually be adapted into roadmaps/strategies to sustain project implementation. For example, the urban governance perspectives highlighted by PC 46 revealed that the project should formulate good governance principles with defined roles and responsibilities, rather than solely identifying the stakeholders and target groups for the implementation of urban design solutions.

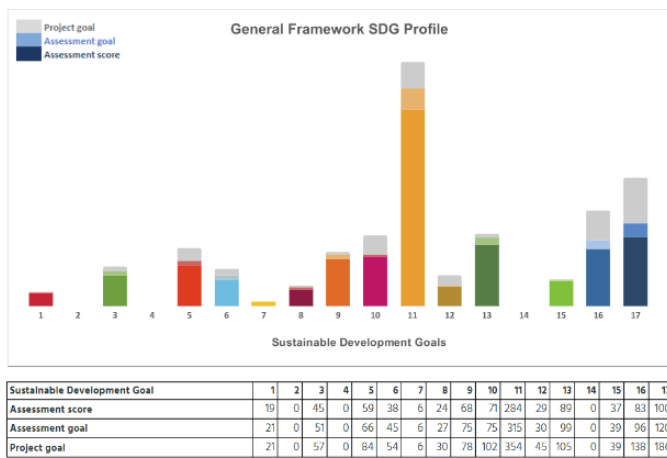


Figure 1. Cankaya WS1 SDG Profile (June 2020)

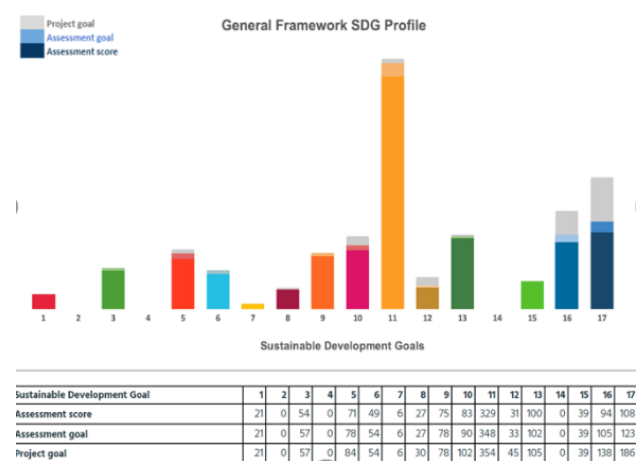


Figure 2. Cankaya WS2 SDG Profile (January 2021)

In your opinion, does the Tool facilitate horizontal and vertical collaboration and coordination among key stakeholders in your city/country? If so, how? What would in your opinion be the key benefits of engaging partners in the SDG Tool session related to your project?

The SDG Tool application process has facilitated close coordination and dialogue between key stakeholders. The constructive and participatory discussions have identified improvement areas on the technical and effectiveness aspects of project activities towards the achievement of the SDG targets. Besides internal technical meetings during the Implementation phase, key stakeholders have found the workshop an opportunity to re-evaluate the project activities against the sustainability principles and also the limitations/external factors, derived from the current circumstances in the city that are affecting the implementation stage. External factors affecting the project's alignment with the SDGs have also become more visible—for example, the existing safety/security analysis addressed by PC 7 highly depends on access to data and requires a higher-level collaboration with other public authorities, such as the Ministry of the Interior and Security Forces (the Police).

During the workshops, stakeholders have also identified potential areas for close collaboration which are essential to increasing the chances of success within the project's scope and timeframe. Cankaya Municipality understands that site-specific disaggregated data gathered from complaints and demands should be integrated into their workflows to improve existing urban environment conditions. The delivery partner has also shared their expectations from the Municipality for the timely and effective implementation of communication and community engagement plans.

Another example of the added value of the Tool to the project is that the delivery partner has integrated an outstanding approach following the first SDG Tool workshop in designing a project methodology that analyzes the existing site to

develop urban design solutions in the pilot area. There are eight themes, with two sub-themes each, that have been identified to ensure compliance with the sustainability principles of the tailor-made SDG Tool for the project; these are **security, comfort, inclusiveness, physical safety, people's voices, public spaces, sustainable environment and right to the street**. Each theme has been discussed in detail to provide technical guidance on the different components of streets. As displayed in the graph below, this work is an excellent example for other projects in the Programme, demonstrating the relation between the tailor-made SDG Tool and the Cankaya project's methodology (Urban Design Project Report, Arup, October 2020).

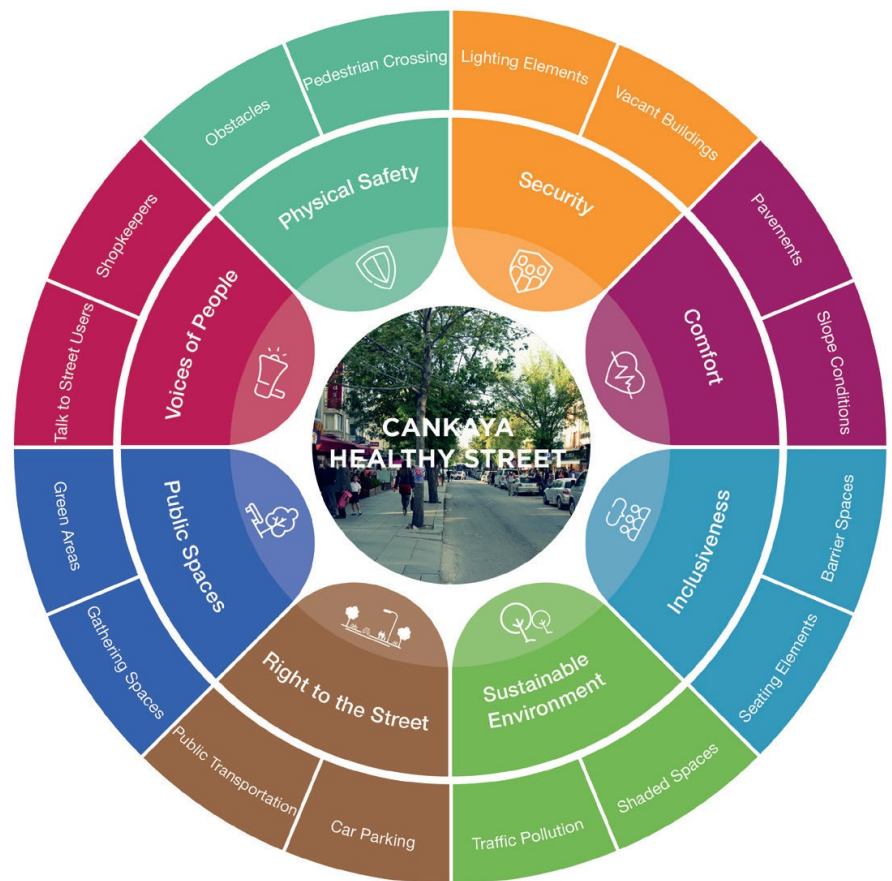


Figure 3.Cankaya Healthy Streets Project Framework: Main and sub-themes

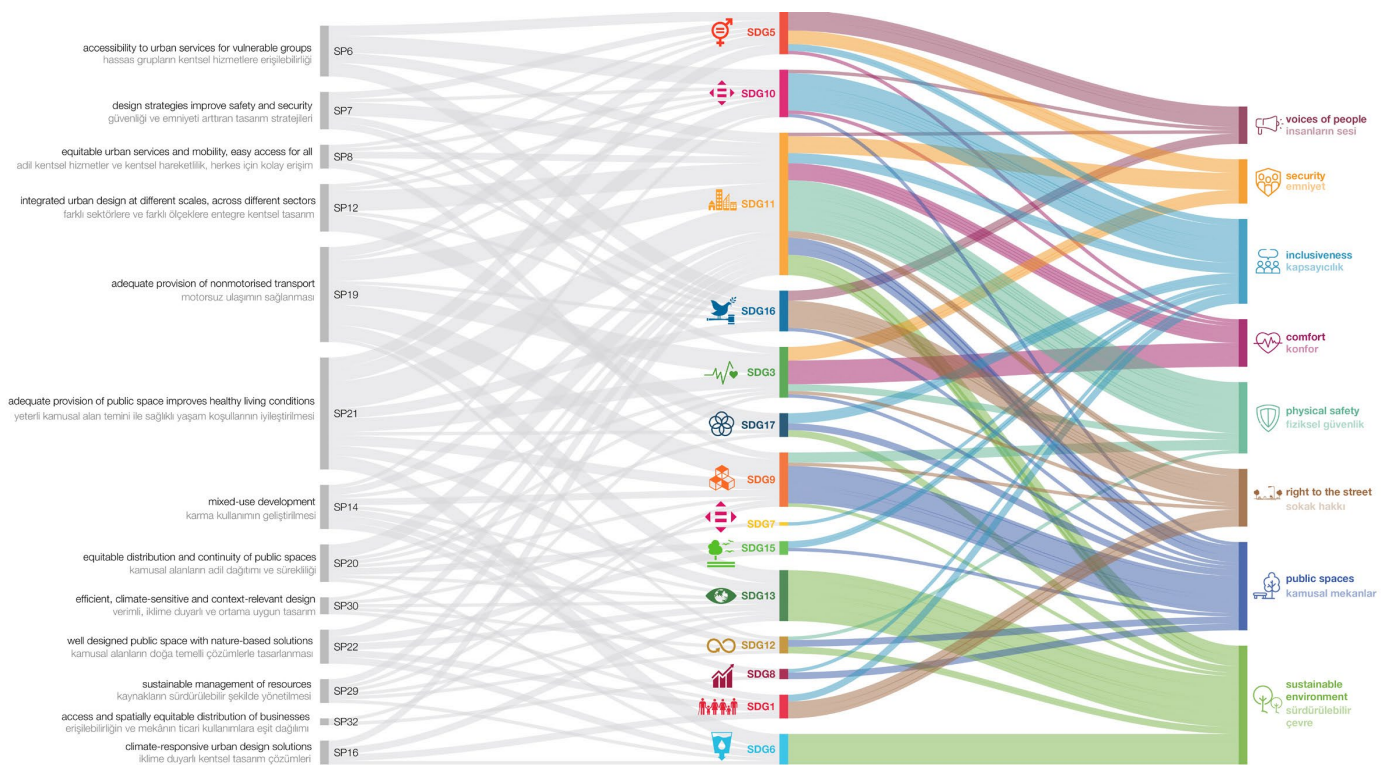


Figure 4. Mapping the relevance of the project methodology to the Sustainability Principles of the Tailored SDG Tool (Arup)

It is worth noting that the delivery partner has prepared a paper to introduce the SDG tool application process in Cankaya Project and its contributions to project development. This paper will be published in an academic journal and subsequently on the Global Future Cities Knowledge Platform.

Does the SDG Tool help to bring the international agenda on sustainable urbanization in your city? If so, how?

The SDG Tool ensures that the project aligns with the norms and standards recognized by international agendas for inclusive prosperity, sustainable urbanization and gender mainstreaming to meet the project objectives. The SDG Tool provides integrated and interdependent principles that address the key components of sustainable urbanization on the environmental, social, and economic dimensions.

The post-workshop evaluation results reveal that the SDG Tool has assisted in heightening Cankaya Municipality's awareness of social inclusion and the UN-Habitat's cross-cutting issues, such as climate change, gender, human rights, vulnerable/disadvantaged groups, given that they are embedded into the Sustainability Principles in the SDG Tool. According to a survey conducted during the 2nd SDG Workshop, it was agreed that the urban design solutions in the pilot

area, technical capacity building and stakeholder engagement perspectives were key areas to which the project mostly contributed. Furthermore, the social inclusion, participation and sustainability aspects of the project are considered as replicable aspects for other projects within the municipality.

No Poverty (SDG 1): Strategies should be adopted to eradicate all forms and dimensions of poverty. In this respect, the themes of right to the street and inclusiveness come into prominence in order to address the lack of transportation and access within the scope of SDG 1.

Good Health and Well-Being (SDG 3): Healthy lifestyles for people should be ensured. Not only the economically advantageous group, but everyone should be provided with access to high standards of healthcare. SDG 3 is discussed under the themes of security and physical safety, as well as the theme of comfort. In addition, it is related to the themes of right to the street and public spaces.

Gender Equality (SDG 5): Equality between men and women should be ensured. The position of all women and girls in the society should be strengthened. SDG 5 is heavily associated with the theme of voices of people. In addition, it touches upon the themes of security, inclusiveness, and comfort.

Clean Water and Sanitation (SDG 6): All individuals should be provided with access to clean water in a sustainable manner. SDG 6 is connected to the theme of sustainable environment.

Affordable and Clean Energy (SDG 7): All individuals should be provided with access to affordable, reliable, sustainable, and modern energy. SDG 7 is discussed under the theme of inclusiveness.

Decent Work and Economic Growth (SDG 8): In the urban environment, a healthy work environment should be supported with an uninterrupted, inclusive, and sustainable economic growth. SDG 8 is discussed under the themes of public spaces and inclusiveness.

Industry, Innovation and Infrastructure (SDG 9): An inclusive, solid, sustainable, and innovative infrastructure should be promoted. SDG 9 is discussed under the themes of physical safety, right to the street, and sustainable environment, as well as the theme of public spaces.

Reduced Inequalities (SDG 10): Regardless of their age, gender, disability, race, ethnicity, religion, economic status, or other statuses, everyone should be empowered in the economic, social, and cultural sense. Within the framework of SDG 10; the themes of voices of people, comfort, and public spaces, as well as the theme of inclusiveness, are discussed.

Sustainable Cities and Communities (SDG 11): Inclusive, safe, strong, and sustainable cities and settlements where all citizens have a quality life and where common welfare is achieved should be built. The themes that serve SDG 11 are the themes of physical safety, sustainable environment, comfort, security, public spaces, inclusiveness, and right to the street in that order according to their flow rates.

Responsible Consumption and Production (SDG 12): It should be ensured that resources are used responsibly and that both consumption and production are sustainable. SDG 12 is discussed under the themes of public spaces, sustainable environment, and physical safety.

Climate Action (SDG 13): Action should be taken to mitigate climate change and its potential effects. SDG 13 is closely related to the theme of sustainable environment.

Life on Land (SDG 15): Soil ecosystems should be protected and rebuilt, and their sustainable use should be promoted. SDG 15 is discussed under the themes of inclusiveness and public spaces.

Peace, Justice and Strong Institutions (SDG 16): Implementation methods for sustainable development should be strengthened. Institutions that are efficient in every field, can be held accountable, and are inclusive should be established by bringing together municipalities, non-governmental organizations, private sector representatives, and universities. SDG 16 is closely related to the themes of voices of people and public spaces, as well as the theme of right to the street.

Partnerships for the Goals (SDG 17): Implementation methods should be strengthened, and the global partnership for sustainable development should be revived. The themes that serve SDG 17 are the themes of inclusiveness, public spaces, and sustainable environment.

To summarize; the themes of physical safety, security, comfort, inclusiveness, sustainable environment, right to the street, public spaces, and voices of people serve respectively 12, 5, 7, 10, 9, 11, and 4 sustainable principles.

Figure 5. Scope of Project Main Themes against the relevant SDGs (Arup)

How engaged are your project partners with the Global Future Cities Knowledge Platform? Are they active users? In which ways is the platform contributing to this project?

Çankaya Municipality is not an active user of the Knowledge Platform, while the Delivery Partner has shared information regarding project progress updates and the online participatory design of tools for the adaptation of stakeholder engagement due to COVID-19. UN-Habitat engages both project partners in disseminating their insights and feedback on the platform regarding the SDG Tool following the workshops. Nevertheless, the Municipality has demonstrated a lack of interest in using the platform since language barriers are still a common challenge for the municipalities in Turkey. The communications-based activities, as determined at the beginning of the project, have not even been effectively implemented or supported by the Municipality. It is also worth noting that the recordings of the UKBEAG capacity development thematic programme have been uploaded with Turkish translations on the platform, which has been very helpful for the Municipality in providing access to training documents and presentations.

What is the reflection of the City Authorities on the capacity development component? Would this project benefit from capacity development activities directly or indirectly? How?

The programme level capacity development component (CD) is complementary to the project level capacity building activities. While designing the programme's capacity development activities with regards to scope and methodology, the needs and demands of the cities were heavily considered so as to strengthen the effectiveness and ensure sustainability and successful project implementation beyond the programme timeframe. The thematic content of the CD component has addressed the city-level limitations and challenges, which became apparent during the workshops conducted as part of the SDG Tool application. Some of the technical and effectiveness aspects addressed by the SDG Tool performance criteria (inclusive urban planning, data-based management, monitoring and evaluation, project financing mechanisms and participatory process) are critical areas that are needed by the Municipality to ensure sustainability. Through the CD program, Çankaya Municipality is better positioned to understand not only the alignment of their projects and policies towards the SDGs, but also major requirements for the implementation of urban design project components.

The project level training sessions are designed and implemented in the Municipality by the delivery partner for three target groups: decision-makers, technical staff and field workers. The healthy streets approach, SDGs, Gender and Social Inclusion (GESI) perspective, communication tools, public awareness, site analysis

techniques, urban design strategy making, project implementation roadmap and urban design detailing are the main areas addressed in the training sessions.

Prior to the first SDG tool workshop for the Cankaya Project, UN-Habitat prepared and implemented a short training session to introduce the SDG Tool's methodology and general policy framework for the SDGs and New Urban Agenda. This session was informative and was considered as a capacity development activity, as it will likely enhance the understanding of key drivers and principles of sustainable urbanization and help bridge key concepts of the SDGs to the municipality.

How would you describe UN-Habitat's contribution to the project's development by providing technical reviews?

UN-Habitat contributes to the development of each project's outputs through technical reviews and recommendations, which are focused on identifying critical issues and ensuring that the projects are being developed in a sustainable and inclusive manner. The technical reviews have always considered to what extent each project's outputs comply with the sustainability principles and performance criteria set out in the tailored SDG Tool.

The recommendations provided as a result of the technical reviews intensify the level of engagement of multiple stakeholders including beneficiaries and civil society organizations towards each stage of a project, and ensure the taking of relevant measures for active participation beyond the consultation level, though it was obvious that the current pandemic conditions have strongly hampered this participatory process. The technical reviews provided feedback to integrate safety issues in the project methodology for designing public spaces to promote non-motorized transport. The reviews are also very helpful for the SDG Tool pre-assessment stage to guide technical discussions with the Municipality.

How were normative outputs utilized in the project? Have any been developed as part of the project, and can the project contribute to the development of urban planning and design guidebooks in the future? Are there any Urban Design Guidelines developed for your city? If yes, have they been of any use for the GFCP? How?

Cankaya Municipality has gained practical knowledge on the approaches for implementation of urban design solutions, which have been proposed for the selected pilot area. The Cankaya project has provided valuable outputs: a

methodology for measuring the quality of public space, urban design strategy and pilot implementation designing approach at the neighbourhood level in the combination of five design components for healthier streetscapes and viable urban spaces; mobility, hardscape, landscape, digital and lighting and an implementation manual. The development of “**Design Standards and indicators Guideline for Healthy Streets**” is a major project deliverable and is being developed for the first time in the city, which increases the possibility for replication in other neighbourhoods in Ankara. This guideline will also contribute to the ongoing regulatory framework studies directed by the Ministry of Environment and Urban Planning in Turkey.

The proposed UN-Habitat guidebook is complementary to the Çankaya guideline in defining detailed urban design components/requirements at the local level and providing a comprehensive roadmap for designing healthier and more resilient land uses. Through global experiences with smaller-scale urban design projects, the UN-Habitat guidebook can present how urban design standards respond to the local context and ensure long-term sustainability issues.

Are the soft power tools in GFCEP commonly used in your city? If yes, which ones? How do they work?

Within the implementation phase of the Çankaya Project, community engagement and participatory processes are key to ensuring that the project's activities are appropriate and suit the needs and expectations of the communities and other relevant stakeholders. Given that COVID-19 has highly impacted stakeholder involvement and active participation, online participatory tools have been utilized to sustain a social inclusion perspective in order to reach diverse social groups, including women, youth, children and elderly people. Street interviews, surveys, focus groups, interactive workshops and online design workshops were very helpful to understanding the existing needs, opportunities and challenges that are faced by the community and stakeholders in the pilot area. In a series of citizen workshops, a number of scenarios for healthy and safer streets were tested with all identified groups for the development of urban design solutions.



Figure 6. Online engagement during COVID-19



Figure 7. Online engagement during COVID-19

There are other instruments to raise awareness among various target groups in Çankaya on designing healthy streets and urban spaces. Training programs are designed and implemented for decision-makers, technical staff and urban planners in the Municipality to increase their knowledge and professional skills on the inclusive and participatory urban design process. Dissemination materials like videos, brochures, booklets and posters are produced to promote the understanding of healthy urban environments within the local community and other stakeholders across all city levels.

Which other soft powers are being used in your city in urban design projects? (not covered by GFCP) If there are, what are the similarities/differences compared to the governance tools applied in the GFCP? Are there any complementarities/synergies?

The Turkish experience indicates that urban design projects are a matter of national-level regulatory framework of land use planning (No. 3194) which defines building densities, routes and the widths of roads and streets, alongside the distribution of social infrastructure (such as educational and health services, and public and religious buildings) in relation to the population's needs. Public participation is strictly limited to conducting surveys and joining informative meetings. Once the local level land use plan is prepared, the public is notified that they have one month to review and object to the proposal.

Urban design project competitions/exhibitions are organized by all national and local level authorities. Those design works are developed by professional experts in the fields of urban design, architecture, landscape and other related subjects. However, they rarely include local communities and NGOs in the decision-making process, which would otherwise build a dialogue with the land use planning authorities.

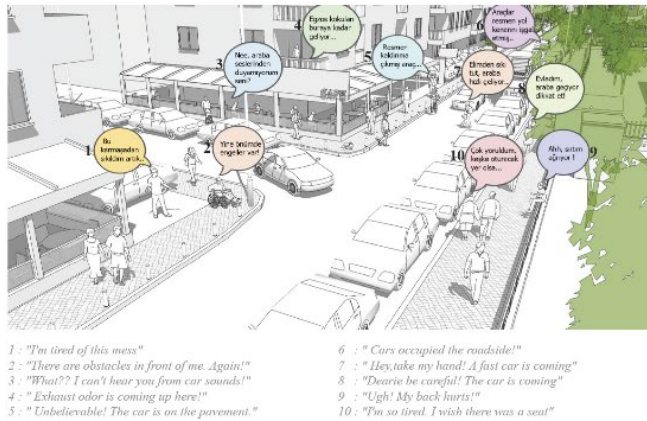
On the other hand, there have been certain improvements in the implementation of participatory activities, as individual initiatives are likely supported by some of the district and metropolitan municipalities (Kadıköy, Mersin, Istanbul), urban design ateliers are being developed to gather all affected people and enhance their involvement so as to decide on and shape urban development concepts at the local level. Participatory techniques have become widely used by local authorities for land use planning and strategy development as well. But again, the focus should be on designing participatory processes in urban planning phases; analysis, development of shared vision, strategies, prioritized projects and detailed action plans through the participation of interest groups.

Regarding the urban design, there are strategic documents and urban policies developed by Çankaya Municipality that increase open/green areas and the share of non-motorized modes and public transportation to promote healthy urban spaces at the district level (*Çankaya Urban Health Indicators and Çankaya Urban Health Development Plan, 2019-2023 (in terms of liveability, healthy green areas, pedestrian and cycling priority and effective public transport systems)*, *Çankaya Municipality Sustainable Energy Action Plan (SEAP) 2015-2020 (in terms of buildings, transport and challenging greenhouse gas emissions)*, *Çankaya Municipality Strategic Plan*).

The GFCP soft power instruments highly complement the city level policies and provide an important opportunity to showcase how to develop the urban design process (such as analysis/strategy-making, implementation-operations/maintenance and monitoring). Moreover, the pilot implementation component of the project is the core activity to formulate concrete urban design solutions and a roadmap for implementation to promote accessible and viable urban spaces at the neighbourhood level by integrating a participatory approach.

Eğzersiz 1: Mevcut durum üzerinden sorun tespiti

Exercise 1: Problem definition through the current situation



Eğzersiz 1: Öneri sokak tasarımı üzerinden beklentiler ve hayaller

Exercise 1: Expectations and dreams on proposal street design

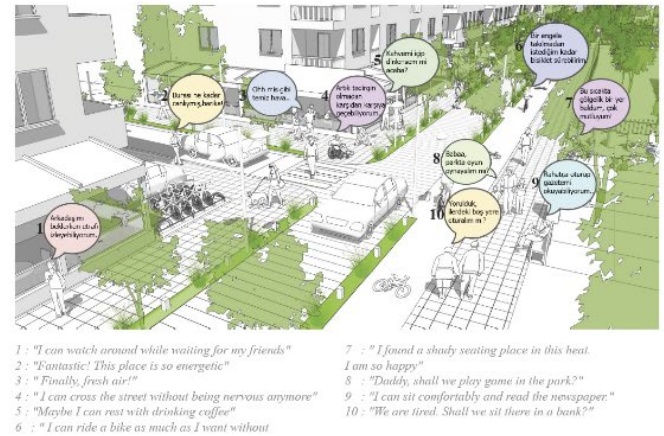


Figure 8. Visualization of the project's healthy streets concepts

Do you think GFCP governance tools (soft powers) are effective and would trigger a change in the governance of urban design projects in the city?

The SDG Tool is one of the instruments used during the project implementation phase. The sustainability principles of the Tool address strategies and approaches to ensure the continuous participation and active engagement of stakeholders including diverse social groups. Based on stakeholder analysis and institutional setting, horizontal and vertical integration dimensions have also been explored with defined roles and responsibilities across all city levels.

The project-level capacity development programme is highly effective for key stakeholders in the Municipality to increase awareness and knowledge on the whole urban design process; strategy making, analysis, urban design and planning phases, maintenance and operation, with the participatory and social inclusiveness perspectives.

Manuals for physical implementation and urban design guidelines are informal guidance documents that enhance the possibility for project replication in other local contexts within the city for better urban quality. In fact, they provide suggestions

rather than obligations on a wide range of functions, such as practical design guidance, design strategy, principles, framework, dimensions (landscape, hardscape, lighting elements, land use planning etc.), design techniques, and implementation tools (such as participatory methods or the design process). This will also highly contribute to the implementation of urban design solutions on the ground both technically and inclusively. The development of a guidance document and participatory design processes can trigger a change in the design governance and simply lead to no longer requiring lengthy procedures for alterations in the regulatory framework.

What conclusions and learnings can you draw (at this point) from the GFCP on how various governance tools can contribute to more sustainable governance from an urban design perspective? Any recommendations to share?

The SDG Tool, stakeholder engagement, participatory activities and capacity development are effective urban governance tools implemented in the Cankaya Project. The SDG Tool application process has provided the possibility to incorporate principles and criteria contributing to the achievement of integrated, inclusive, and sustainable design approaches during the project implementation phase. However, the effectiveness of the Tool would be higher if it had been integrated into the project design phase.

The involvement of stakeholders and the community in the urban design and planning of urban spaces are key to achieving sustainable and inclusive development. It allows for the building trust and better communication between the Municipality and the community while understanding their problems and design process for their own neighbourhoods. An effective participatory process will also strengthen the level of co-operation between decision-makers and the community, which would thereby contribute to the democratization and empowerment of the society. Due to restrictions imposed by governments in response to COVID-19, the participatory process in Cankaya Project has been limited to the consultative/informational level for analysing the needs and expectations at the local level, but is also intended to include co-designing activities to shape their future together. The development of a shared vision, strategies, prioritized projects, detailed action plans and design solutions through the participation of the community and relevant stakeholders would have also increased their ownership during the realization of the project, which is typically the case in Turkey. The participatory practices do not allow citizens to be involved in urban decision-making processes. Various mechanisms like public hearings, awareness campaigns, citizen forums, community outreach, and citizen advisory groups should be created or formed under

close collaboration with the Municipality to ensure participation at the local level. The experiences from best practices around the world demonstrate that NGOs can initiate and lead the participatory process at the local level.

On the other hand, the programme and project-level capacity building activities are effective for ensuring project sustainability and improving institutional ownership. Considering that the UKBEAG Capacity Development Programme started near the project's conclusion, the timing will ensure the obtaining of an appropriate contribution and guidance from the Municipality in developing project activities.

In your opinion, how can governance tools (soft powers) in urban design contribute to meeting the 2030 Agenda, and in particular, the SDG11 and the NUA?

The urban design governance tools accelerate the achievement of the effective implementation of the SDG11 and NUA, which go beyond planning and physical implementations on urban space. SDG11 targets address the promotion of local creativity, living and human concepts with a non-discriminatory approach and stimulating bottom-up processes for inclusive and integrated planning. They recognize citizens as the main actors of planning and development which shape their future urban spaces. Integration of the participatory approach into the urban design process provides an active engagement and cooperation of all stakeholders and community who have various powers, interests and institutional relationships.

The NUA makes the governance dimensions explicit alongside the ways in which cities are planned, designed, governed and financed to achieve sustainable development. The implementation of the capacity development programmes and the SDG Tool cultivate the technical and professional capacities of city authorities on integrated dimensions of sustainable development. Similarly, the application of the participatory urban design process empowers collaboration between all spheres of government and increases civic engagement in shaping their cities, which will facilitate the possibilities for building partnerships with all levels of stakeholders. The guidance documents for the Urban Design Standards provide physical and social integration in the design of urban spaces towards better implementation practices with various approach options instead of prescriptions and obligations provided via regulations.

The UN-Habitat's SDG Tool also provides capacity development to local authorities who are the main actors in urban development and the provision of urban services. Besides increasing collaboration and dialogue, the local goals are developed by all key stakeholders using a set of Sustainability Principles towards better implementation of the SDGs. The discussions held during the SDG workshops

provide that city contexts are taken into account based on harnessing local opportunities, limitations, and priorities. The Tool serves in localizing the SDGs and facilitates and catalyses sustainable development by linking the global, national, regional and local levels using a set of criteria under eight key drivers. The relevance between the project's methodology/outputs and the SDGs framework can be clearly defined.

4. CONCLUSIONS

The case study presented above highlights the value of having a set of tools within a programme of a similar nature to the Global Future Cities Programme. While all the tools have been used, not all have been deemed effective. Through the case study, and in relation to the 30 strategic interventions conducted across 19 cities, it is clear that the tools differ in their level of impact, depending on the city's local context, capacities, and reception to the tools. Differences in local contexts and complexities result in the tools having to be adapted for each application.

The case study has also revealed that governance and soft power tools should be, to an extent, applied early on in a project during the design and conceptualization stages in order to achieve a more effective implementation. Further, it can also be noted that different tools have different purposes, effects and outcomes, which also depend on when in the project cycle they have been applied. The application of such tools may also depend on the context or nature of the project and the stakeholders involved. In essence, tools, as discussed in this paper, are deemed to not only engage stakeholders, but also to help in delivering the Sustainable Development Goals and New Urban Agenda at the local level, promoting sustainable urban development.

This case study has also demonstrated that UN-Habitat's Urban Lab plays a key role in the GFCP by implementing the soft powers in urban projects in both the Strategic Development and Implementation Phases. As a strategic partner to the UK FCDO, Urban Lab supports the governance of the urban projects in the 19 cities across the programme by empowering informal tools such as city-wide analysis, participatory charrettes and workshops, knowledge sharing, and capacity-building events, as well as technical support for project design and monitoring as discussed in this paper. Through the effective use of such soft power tools, UN-Habitat helps cities to deliver better urban projects.

As experienced in the GFCP in 30 interventions across the globe, soft power tools complement hard powers (formal tools) such as regulatory frameworks, general plans, design standards, and financial incentives. Furthermore, this case study has also revealed that soft powers feed into those hard powers present in cities by focusing on an urban project's process than its end result.

Among the tools described in this paper, the SDG Tool has the significant power to improve urban design projects. Firstly, it brings the global agenda down to the project level given that the tool itself is built upon the SDGs and NUA principles. Secondly, it creates an opportunity to bring project partners together to discuss the project's outputs, thus enhancing the iterative consultation and feedback throughout the project implementation. Thirdly, because of the scoring process of the outputs, it serves as a ranking instrument and helps to monitor and evaluate the progress of the project. Lastly, through the involvement of technical experts in reviews and deriving the technical recommendations from the workshop discussions, it supports City Authorities with cultivating knowledge and expanding their technical capacity. Together with the overall experience of the GFCP programme, this case study confirms that the SDG Tool is an efficient and innovative soft power developed and implemented by the UN-Habitat Urban Lab to shape sustainable, inclusive and resilient cities.

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United Nations Human Settlements Programme (UN-Habitat)

P.O. Box 30030 00100 Nairobi GPO KENYA
www.unhabitat.org

URBAN MAESTRO

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Principal authors: Pinar Caglin, Urban Planner; Ban Edilbi, Urban Planner; Jean-Paul Hitipeuw, International Strategic Advisor – Myanmar; Yelda Reis, Local Strategic Advisor – Turkey

Contributors: Klas Groth; Cecilia Bertozzi; Frederic Saliez

Design and layout: Kidnap Your Designer, Brussels
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