FUNDAMENTALS OF PLANNED URBANIZATION

Training companion

UN@HABITAT
FOR A BETTER URBAN FUTURE

FUNDAMENTALS OF PLANNED URBANIZATION TRAINING COMPANION

UN@HABITAT
FOR A BETTER URBAN FUTURE

PRACTICAL GUIDE TO THE FUNDAMENTALS OF PLANNED URBANIZATION: TRAINING COMPANION ON THE INTEGRATED URBAN MANAGEMENT AND PLANNING TO SUPPORT THE NEW URBAN AGENDA AND SDG 11

DISCLAIMER

The designations employed and the presentation of the material in this publication do not imply the expression of any opinion whatsoever on the part of the Secretariat of the United Nations concerning the legal status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers of boundaries, or regarding its economic system or degree of development. The analysis, conclusions, recommendations and views expressed in this publication do not necessarily reflect those of the United Nations Human Settlements Programme, the United Nations, or its Member States. Information contained in this publication is provided without warranty of any kind, either express or implied, including, without limitation, warranties of merchantability, fitness for particular purpose and non-infringement.

UN-Habitat specifically does not make any warranties or representations as to the accuracy or completeness of any such data. Under no circumstances shall UN-Habitat be liable for any loss, damage, liability or expense incurred or suffered that is claimed to have resulted from the use of this publication, including, without limitation, any fault error, omission with respect thereto. The use of this publication is at the User's sole risk. Under no circumstances, including, but not limited to negligence, shall UN-Habitat or its affiliates be liable for any direct, indirect, incidental, special or consequential damages, even if UN-Habitat has been advised of the possibility of such damages. Excerpts may be reproduced without authorization, on condition that the source is indicated.

ACKNOWLEDGEMENTS:

CONTENTS

Photo by S.O.E. shutterstock - MOSCOW, RUSSIA

1

Introduction to the Training Companion

—— Introduction to the Training Companion

"Cities are at the center of economic growth worldwide, accounting for 80% of the global gross domestic product. Economies of scale and opportunities of agglomeration, realized by the concentration of people and economic activities, have the potential to transform cities into the loci of social progress and prosperity.

However, if the process of urban development is not well planned, inequality and social exclusion are ever-present risks. Cities that can avoid these pitfalls by focusing on sustainable development and adopting holistic and integrated sustainable urban management and planning approaches."

Maimunah Mohd Sharif, Under-Secretary-General and Executive Director of UN-Habitat

The Fundamentals of Planned Urbanization is a training companion on the principles of planned urbanization. It supports UN Habitat's efforts to develop human resources and institutional capacity for the implementation of the New Urban Agenda and the Sustainable Development Goal 11 (SDG 11). It also seeks to promote a paradigm shift towards sustainable urbanization. The companion includes eight modules to be conducted over the course of a five-day training, and is accompanied by presentations, interactive exercises, case studies, and opportunities for peer-to-peer exchange. Depending on interest and time available, the training can be tailored to focus on more specific topics and/or made shorter (see 1.4.1).

1.1 INTRODUCTION TO FUNDAMENTALS OF PLANNED URBANIZATION

Nowadays, cities are under tremendous pressure to keep pace with rapid urbanization, poverty and inequality, pollution and climate change and

" Capacity building is the backbone of the New Urban Agenda. Without strong institutions that are capable to plan, manage and implement development policies and can rely on well-trained staff who are capable to respond adequately to the challenges of urbanization and the demands of cities and its citizens, it is nearly impossible to assure that cities will become a sustainable place to live and work in dignity and peace."

-Position paper (2017), UN Habitat Capacity Development Unit

other global economic forces. Compelling evidence demonstrates that urban planning and design is declining all over the world. Cities are expanding in endless peripheries, residential densities are reducing dramatically, and public spaces are diminishing. This is a direct consequence of the poor implementation and enforcement of evidence-based urban planning and design. Urban laws and regulations are weakly linked to sustainable urbanization. Housing solutions are largely unaffordable, located in peripheral areas, increasing the costs of urbanization and exacerbating socio-economic inequalities. Cities face challenges in generating revenues and mobilizing financial resources to properly plan and maintain.

The inability to address these challenges and manage cities in a way that can guide them towards a planned and sustainable urban future adversely affects the outcomes of urbanization. Cities can become a liability, developing into informal, congested, inefficient, polluted, segregated, and violent places to live (Principles of Planned Urbanization, 2016).

When managed well, cities can provide opportunities for urban value creation, through optimization of economies of scale and agglomeration. Planned urbanization helps create value, sustainable growth, productivity, and contributes to economies of scale to create prosperity for all urban dwellers. With around 3 billion more people expected to live in urban areas by 2050, it is more critical than ever that we plan and manage our cities well.

Sustainable Development Goals (SDG)

The 17 interconnected Global Goals with 169 targets represent a universal call to action to end poverty, protect the planet, and ensure peace and prosperity for all. SDG 11 "Make cities and human settlements inclusive, safe, resilient and sustainable" in particular envisages a future in which cities provide opportunities for all, with access to basic services, energy, housing, transportation and more. The SDGs were adopted by world leaders in New York in September 2015.

New Urban Agenda (NUA)

Global, action-oriented document to guide national and local policies on the development of sustainable urbanization, housing and human settlements. The Agenda was adopted in Quito in October 2016.

City Prosperity Initiative (CPI)

Metric and a monitoring mechanism that enables city authorities, as well as local and national stakeholders, to identify opportunities and potential areas of intervention in their cities based on data.

Integrated Urban Management and Planning Approach (Three-Pronged Approach or 3PA)

An integrated urban management and city planning approach to make the NUA happen at local level. It advocates in support of three key pillars: a clear business plan, strong planning capacity and a sound regulatory regime.

This urgency has been acknowledged globally through the adoption of the **New Urban Agenda** (NUA) at the United Nations Conference on Housing and Sustainable Urban Development (Habitat III, October 2016, Quito, Ecuador) and the adoption of a city-specific **SDG 11 "Make cities and human settlements inclusive, safe, resilient and sustainable"** in 2015. The New Urban Agenda is an action-oriented document which sets global standards to achieve sustainable urban development, rethinking the way we build, manage, and live in cities. As a means, it promotes the cooperation between committed partners, relevant stakeholders, urban actors at all levels of government as well as the private sector.

To achieve the goals set forth by the New Urban Agenda and the Sustainable Development Goals, UN-Habitat advocates for a cohesive and data-driven urban management and urban planning practice that integrates:

1. an **urban/spatial plan** that addresses density, land use, streets and public spaces, and the definition of public and private domains through urban planning and design;
2. a **legal plan** that contains the rules of land subdivision and land occupation, as well as the regulatory frameworks governing planned urbanization; and
3. a **financial plan** to mobilize resources for its realization.

This integrated urban management and planning practice is referred to as the **Three-Pronged Approach (3PA).** This planned approach should result in a clear business plan and strong planning and regulatory capacity. It promotes a cross-sectoral approach, partnerships focused on delivery, streamlined procedures, but also participatory and inclusive planning processes.

One of the tools that can help implement this integrated approach at the local and national level is the **City Prosperity Initiative (CPI)**, developed by UN-Habitat in response to requests by local governments. CPI is the backbone of data and information to sustain evidence-based propositions and well-informed monitoring of the implementation of the new approach. CPI can help determine the critical areas of intervention, by employing a set of indicators that are intended to support the formulation of evidence-based policies, including the development of city- visions and action plans with measurable and objectively-verified results.

Evidence has shown that lack of capacity is among the top five reasons hindering the realization of sustainable urban development. Cities often do not have the human and institutional capacity, nor adequate and reliable data to objectively understand their own urbanization processes. Without data, urban policies tend to be blind repetitions of proven solutions, which may work well elsewhere, but not necessarily in all cities. The lack of baseline data and clear indicators furthermore results in the inability to track progress.

This training companion embraces a culture of multi-disciplinary approaches to addressing urbanization challenges and makes use of various UN-Habitat

tools. The companion introduces the integrated urban management and planning and CPI concepts and methodologies as a guiding framework to this training, provides methodologies for addressing specific planning topics, and includes case studies that illustrate the applicability of these approaches. Participants also have the opportunity to apply their skills in different exercises, which accompany each module.

1.2 TRAINING OBJECTIVES

The overall goal of this training is to mobilize and empower decision makers and practitioners in implementing the New Urban Agenda & SDG11. The training objectives are following:

i. To build human resources capacity by equipping participants with the knowledge, skills and tools related to planned urbanization and sustainable urban development;

ii. To strengthen institutional capacity for improved effective and efficient urban planning and management;

iii. To create understanding on the Fundamentals of Planned Urbanization as a methodology for urbanization resulting in equity, shared prosperity and environmental sustainability, by the integration of the integrated urban management and planning approach;

iv. To raise awareness on the importance of evidence-based and data-driven integrated urban management and urban planning practice, as practiced by the City Prosperity Index (CPI).

Furthermore, each module has its own specific objectives for different target audiences:

(i) Day One
The objective of the first day of the training is to serve as a "call to action" to motivate elected officials, planners, and technical staff toward a more integrated and coordinated approach to addressing urban challenges. Day one aims to develop and improve

participants' understanding of the current state of our cities, helping them gain a solid overview of existing global agreements addressing urban challenges. In addition, participants will discuss the need for evidence-based policies to create liveable cities for all.

(ii) Days Two-Five
This second part of the training builds on the day one module and focuses on specific urban planning themes and different city dynamics. The objective of this part of the training is to provide practical insight and hands-on learning experience around the topical areas. The modules include learning on how to apply the integrated urban management and planning to key urban topics (planned city extensions, housing, mobility, slum upgrading and climate change). It also provides an overview of the role of evidence based and data-driven policy-making, as championed by CPI.

1.3 TARGET AUDIENCE

This training has been developed for two specific groups of audiences:

(i) The first audience includes mayors, senior officials and decision-makers. This audience should be particularly interested in modules 1-3 (Day One) of the training that introduces the three components of the integrated urban management and planning approach as well as CPI tools to monitor and implement the principles of planned sustainable urbanization;

(ii) The second audience includes senior and technical municipal staff from planning, budgeting and economy, legal and regulatory, public works and related departments from municipalities and non-governmental organizations that deal directly with urbanization. This group should partake in all training modules 1-8 (Days One - Five).

1.4 OVERALL CONCEPT & METHODOLOGY

1.4.1 MODULE DESIGN
The training is divided into a series of eight individual topical modules. Each module incorporates the three elements of the integrated urban management and

planning approach. This means that, for example, the slum-upgrading module does not solely focus on the spatial element but also includes rules and regulations, urban finance and urban design to provide an effective approach to urban slums. Each module contains an interactive dialogue, multi-media lectures, case studies and practical exercises to maximize the training experience.

□ **Modules 1-3: Introductory 'Call to Action'**

In the first three modules, participants are provided foundational information on current state of urbanization and transformative potential of urbanization provided that it is well planned and managed. Participants will gain a clear understanding of the principles of planned urbanization, integrating rules and regulations, urban planning and design and urban finance. These modules will serve as a '**call to action'** and demonstrate concrete measures cities can take to better plan for their futures.

□ **Modules 4-8: Practical planning and thinking how to apply the integrated urban management and planning approach and CPI at local level**

The next five modules cover specific planning topics: planned city extension, housing at the center, urban mobility, slum upgrading, and climate change. These modules will dive deeper into specific urban planning issues and provide insight on how the integrated urban management and planning approach and CPI can be utilized in planning.

How to select modules?

It is at the discretion of each trainer to select which materials to utilize, depending on the objective of the training, amount of time, and the level of comfort of the trainer on the subject matters. For example, presentation slides, videos, or discussion questions can be omitted in case of time constraints. If the trainer is less comfortable with a subject matter, then the trainer can use the optional video presentations available throughout the modules.

The modules are designed to be complimentary and sequential. Modules 4-8 can also be used as

GENERAL MODULE OUTLINE
1. Discussion Questions or interactive Quiz
2. Presentation of the topic
3. Video presentations
4. Introduction of a case study
5. Participatory exercise
6. Conclusion & group discussion

stand-alone modules, giving the trainer the flexibility to tailor the training. Furthermore, modules can be shortened or expanded to full day sessions. Participants can be also invited to deliver their own case study presentations on a current urban planning policy or initiative, from their respective cities, to promote peer-to-peer learning.

1.4.2 TRAINING STRUCTURE

The full training is intended to last five working days between 9:00 AM and 5:00 PM.

The first day will introduce the topic and allow participants to get to know each other. This day will include introductory Modules 1-3. The remaining days will cover five specific urban planning topics (planned city extension, housing at the center, urban mobility, slum upgrading, and climate change), each in ½ day sessions. The only exception is slum upgrading, which lasts a full day. Participants will also deliver case study presentations from their respective cities over the course of ½ a day.

1.4.3 TRAINERS / FACILITATORS

For the successful delivery of this training, it is recommended that the training includes:

□ A moderator familiar with UN-Habitat principles and the local context
□ A rapporteur for documenting the training and outcomes
□ A local coordinator responsible for course logistics
□ UN-Habitat staff from Capacity Development or other units(optional)
□ A higher-level UN-Habitat representative (optional)

1.4.4 PARTICIPANTS AT THE CENTER

Participants are at the center of this training. Each of the modules include participant-led discussions on addressing implementation challenges in their own cities. During the second day of the program, each of the represented cities should have a case study. The case selected should be directly related to the participants' work, their organization, and preferably situated in the city where they work. It could be a project, a program, or a policy that is directly related to one or more themes of the training program. It should highlight the importance of data, information and knowledge for the planning, management and implementation of urban development plans (see Annex 2 for the case study format). During the remainder of the training, discussion questions should relate back to their case study and city.

1.4.5 WHEN CONDUCTING THE TRAINING

Trainers are encouraged to create an inclusive training environment:

❑ Allow participants to introduce themselves, i.e. an icebreaker with pairs of participants that introduce each other.
❑ Be clear about expectations and intentions.
❑ Ask for clarification if unclear about a participant's intent or question.
❑ Use inclusive and gender-sensitive language.
❑ Treat participants with respect and consideration.
❑ Develop awareness for barriers for learning (cultural, social, experiential, etc.).
❑ Provide sufficient time and space for participants to gather their thoughts and contribute to discussions.
❑ Share personal experiences rather than make general statements about groups of people (stereotyping).
❑ If there are dominant participants, actively ask the less vocal ones to share their thoughts.
❑ Give all participants a voice. Highlight the value of a diversity of perspectives as an essential part of the learning process.
❑ Go over constructive and destructive group behavior at the start of the training.
❑ Request that if participants challenge ideas of others, they base it on evidence and professional experiences.

Trainers should be prepared to:

❑ Always begin each session on time.
❑ Make sure before each session that the internet connection is working properly, hand-outs and material are prepared, printed out and distributed accordingly, and all presentations are pre-loaded onto the computer (including case study presentations, when applicable).
❑ Make sure the interactive quiz questions or discussions are prepared and ready to be launched.
❑ Request a participant to give a brief summary of the previous day.
❑ Review learning objectives with the group at the beginning of each day.

Some of the other general facilitation tips are:

❑ When energy levels drop low, consider changing the dynamics, i.e. change participants' roles from listeners to discussants or vice versa, or facilitate a conversation around the discussed topic.
❑ Participants' communication styles may vary, along with the quality and quantity of verbal contributions. Allow the quieter participants to lead or summarizes outcomes from small group exercises. Consider allocating different roles to the active contributors, such as note-takers or rapporteurs. Ensure the group exercises have a balance of participants with different communication styles.
❑ The facilitation style needs to meet the needs of the group at different stages of the training and consider their professional background. For example, a directive style of facilitation works well at the beginning of a meeting because participants typically prefer someone to take charge and lead the group in the right direction. However, after time when the participants have become comfortable with one another, a consultative facilitation style becomes more appropriate.
❑ Asking follow-up questions and paraphrasing questions and comments for everyone can effectively develop the discussion and raise activity levels among the participants. A combination of initiating and probing can be an effective

approach to bring out the roots of discussed issues.

❑ An effective facilitator bring to the fore issues or arguments that have not been mentioned to challenge some of the group thinking.

❑ An effective facilitator is one who quickly establishes and builds trust with the group, through honesty and transparency in their communication. Importantly, the facilitator does not have an answer to everything in the group they are facilitating, but holds the belief that the answer lies within the group (or their networks).

1.4.6 HOW TO FACILITATE DISCUSSION QUIZZES

For each module an online quiz can be given to participants to help facilitate an introductory dialogue around each topic, and to find out more about the course participants and their cities. Interactive web-based or mobile phone-based technology provides an anonymous platform to garner valuable feedback and input from all training participants. The technology is an important method for strengthening participant interaction and capturing information. Participants would need to have a web-enabled device (phone, computer, tablet) in order to participate in the quiz.

The interactive platforms that can be used by the trainer include Mentimeter (www.mentimeter.com) and Kahoot (www.kahoot.com). Trainers are encouraged to familiarize themselves with the platforms well in advance to be able to design the quiz, and do a practice test run of the quiz prior to launching it at a training.

Should participants not have internet access or web-based devices, it would be best for the trainer to facilitate a group discussion on these questions, using PowerPoint slides. It is recommended that the trainer asks the participants during the introductory session if they have brought web-based devices to best determine the appropriate course of action.

The quiz questions can be found on the UN-Habitat capacity building website http://capacitybuildingunhabitat.org/fundamentals-of-urbanization-implementing-the-new-urban-agenda-2018/.

1.4.7 PRE-TRAINING ACTIVITIES

It is imperative to know your audience. The trainer should collect information about each of the participants prior to each training to gain a general understanding of the participants' profile, to identify knowledge gaps and learning goals, and to better tailor the training modules to the target audience. For example, are participants entry, mid-level or senior staff? Is the expertise of participants in the area of urban design, finance, or governance? Is there a particular module they are more interested in than others? What types of cities do they represent? Surveys can be collected via email or using free online surveying technology, such as surveymonkey.com.

Participants should be provided with a complete agenda, venue details and logistics, suggested reading lists, a roster of other participants, case study guidelines and other relevant materials in advance, to allow participants to prepare prior to the training (a minimum of two weeks is suggested). It is necessary that trainees feel well prepared and that they are provided with sufficient background information so they know what to expect from the training itself.

Photo by Shutterstock - Aerial view of cars and trains

2

Fundamentals of Planned Urbanization:
Training Agenda

Fundamentals of Planned Urbanization: Training Agenda

	DAY 1 The State of Urbanization and Call to Action	**DAY 2** Planned City Extension and Case Studies	**DAY 3** Housing at the Center and Urban Mobility	**DAY 4** Slum Upgrading	**DAY 5** Climate change and Group Exercises
9:00 – 10:30	**Session 1** Welcome, Introductions, Who is in the Room?	**Session 5** Module Four: Planned City Extension	**Session 7** Module Five: Housing at the Center	**Session 9** Module Seven: Slum Upgrading	**Session 10** Module Eight: Climate Change
10:30 – 11:00	Break				
11:00 – 12:30	**Session 2** Module One: The State of Urbanization in the World: Action for Cities	**Session 5** Module Four: Planned City Extension	**Session 7** Module Five: Housing at the Center	**Session 9** Module Seven: Slum Upgrading	**Session 10** Module Eight: Climate Change
12:30 – 13:30	Lunch				
13:30 – 15:00	**Session 3** Module Two: Global Agreements on Urbanization	**Session 6** Presentation of Participant Case Studies	**Session 8** Module Six: Urban Mobility	**Session 9** Module Seven: Slum Upgrading	**Session 11** Lessons learned & Course Evaluation
15:00 – 15:30	Break				
15:30 – 17:00	**Session 4** Module Three: The Fundamentals of Planned Urbanization for Attaining Sustainable Development	**Session 6** Presentation of Participant Case Studies	**Session 8** Module Six: Urban Mobility	**Session 9** Module Seven: Slum Upgrading	**Session 11** Lessons learned & Course Evaluation

2.1 COURSE OUTLINE

DAY ONE					
DAY ONE: WELCOME & THE STATE OF OUR CITIES					
SESSION 1	**DURATION**	**CONTENTS**	**OBJECTIVES**	**TRAINING ACTIVITIES**	**REFERENCE MATERIALS**
Welcome, Introductions, Who is in the Room?	90 minutes	• To welcome participants • To allow participants to introduce themselves, and provide an overview of their city • To review the training agenda and venue logistics • To come to an understanding of the expectations of participants • To introduce the background, objectives, content and schedule of the training and the methodology employed during the course • To provide a welcome speech/ceremony from host (if applicable) • To provide participants with hand-outs • To find out more about participants and their cities	• To welcome participants • Introductions and hear expectations from participants • Clearly communicate the course, objectives, methodology • Provide a welcome from host organization • To learn basic information about participants and their respective cities	• Introduction presentation • Interactive dialogue • Ice breaker exercise	• Introduction presentation • Course hand-outs • Training Program/ Agenda
SESSION 2	**DURATION**	**CONTENTS**	**OBJECTIVES**	**TRAINING ACTIVITIES**	**REFERENCE MATERIALS**
Module 1: The State of Urbanization in the World: Action for Cities	90 minutes	• Overview of current trends impacting cities today • Summary of the current state of cities and why planning is in decline • Video: Paper City (3:21) • A call to action for better planned urbanization • Introduce the Fundamentals of Planned Urbanization publication and how planning is in decline • City Self-Assessment exercise	• To build an understanding that planning is currently in decline, and that there is an urgent need for planned urbanization • To emphasize a 'call to action' for more sustainable development • To assess the current state of planning in participant cities in comparison to findings from the "Fundamentals of Planned Urbanization"	• Module 1: Presentation • Video presentation • Group exercise • Interactive dialogue • Quiz	Module 1: Presentation • Video presentation • Exercise 1 hand-outs • Quiz Introduction

DAY ONE: WELCOME & THE STATE OF OUR CITIES

SESSION 3	DURATION	CONTENTS	OBJECTIVES	TRAINING ACTIVITIES	REFERENCE MATERIALS
Module 2: Global Agreements on Urbanization	90 minutes	• Video: The Future Is Now (4:22) • Comprehensive overview of International Urban Agreements pertaining to cities: • Sustainable Development Goals • Video: SDG's Explained (2:34) • SDG Exercise - Comparing your master plan to the SDG's • Paris Climate Agreement • Video: COP21/CMP11 official video (1:29) • Climate change planning group discussion • New Urban Agenda • NUA Group Exercise – Comparing your master plan to the NUA • Conclusion & Group Discussion	• To provide a concise overview of current international agreements pertaining to cities • To analyse the relevance of these agreements at local level • To understand the role urban planning in realizing these international goals and gain perspective on how well aligned (or not) participants' master plans are with the goals	• Module 2: Presentation • Video Presentations (3) • Group Exercises (2) • Interactive Dialogue	• Module 2: Presentation • Video presentations (3) • City master plans (brought by participants) • Exercise 2 Hand-outs
SESSION 4	**DURATION**	**CONTENTS**	**OBJECTIVES**	**TRAINING ACTIVITIES**	**REFERENCE MATERIALS**
Module 3: The Fundamentals of Planned Urbanization for Attaining Sustainable Development	90 minutes	• Overview of UN-Habitat Three-Pronged Approach and its relevance to future sustainable development • Video Master class: Principles of Planned Urbanization by Dr. Joan Clos (19:29) or from Master class from IUTC training (50 minutes) • Integrated urban management and planning group assignment & discussion • Introduction of the City Prosperity Initiative and data driven decision making • Exercise CPI • CPI, 3PA, NUA and SDGs • Video: City Prosperity Initiative (16:31) • Presentation of Mexico City Case Study • How to join the CPI Initiative & conclusion	• To understand the need for evidence-based, data driven decision making • To gain a general knowledge of the tools available to achieve the goals of the NUA and SDG's utilizing the integrated urban management and planning approach & CPI	• Module 3: Presentation • Video presentations (3) • Interactive dialogue • 3PA group assignment and dialogue • CPI Exercise	• Module 3: presentation • Video Presentations (3) • Exercise handouts

DAY TWO					
DAY TWO: PLANNED CITY EXTENSION & PRESENTATION OF CASE STUDIES					
SESSION 5	**DURATION**	**CONTENTS**	**OBJECTIVES**	**TRAINING ACTIVITIES**	**REFERENCE MATERIALS**
Module 4: Planned City Extension	3 hours	• The planning context and why we need to plan for city extensions • An introduction to the concept of Planned City Extensions and the general planning & design principles that apply • Video: On Compact, Integrated & Connected Cities (12:40) • An overview of how the 3PA applies to design and execution of planned city extensions • Video: Value Capture as a land-based tool to finance development (15:34) • Value Capture group discussion questions • The CPI and PCE as well as other 3PA data indicators • Presentation of PCE case study on the Philippines • Further examination of general planning principles such as public space, urban growth models, and density • Video: Making Room for a Planet of Cities (16:51) • Group exercise	• To gain a comprehensive understanding of the fundamentals and components involved in a successful planned city extension (FAR, public space, density) • To understand how an integrated 3PA approach is necessary for planned city extension	• Module 4: Presentation • Interactive dialogue • Case study presentation • Group Exercise	• Module 4: presentation • Video Presentation (3) • Exercise handouts
SESSION 6	**DURATION**	**CONTENTS**	**OBJECTIVES**	**TRAINING ACTIVITIES**	**REFERENCE MATERIALS**
Presentation of Case Studies	3 hours	Participants provide a case study presentation to the group.	• A better understanding of urban challenges and ways to address them through peer-to-peer learning	Case Study presentations Q&A: Peer-to-peer exchange	Case study presentations

DAY THREE					
DAY THREE: HOUSING AT THE CENTRE & URBAN MOBILITY					
SESSION 7	**DURATION**	**CONTENTS**	**OBJECTIVES**	**TRAINING ACTIVITIES**	**REFERENCE MATERIALS**
Module 5: Housing at the Centre	3 hours	• Overview of the impact of housing on the development of cities • Summary of the current state of housing • Housing and the applicability of the integrated urban management and planning approach • Overview of housing and SDG's, NUA, and CPI • Data resources available for housing evaluation • Housing examples: Singapore & Netherlands • Presentation of case study: Brazil • Exercise: Applying the 3PA to housing in your city • Interactive Discussion	• To provide a clear understanding of how housing is inextricably linked to sustainable urban development. • To clearly articulate the urgent need for better integration of housing into urban and national policy by using evidence based and data driven decision making	• Module 5: Presentation • Quiz • Video presentation • Case study presentation • Group exercise • Interactive dialogue • Online quiz	• Module 5: Presentation • Exercise Handouts • Quiz Module 5
SESSION 8	**DURATION**	**CONTENTS**	**OBJECTIVES**	**TRAINING ACTIVITIES**	**REFERENCE MATERIALS**
Module 6: Urban Mobility	3 hours	• Facts on mobility • The new paradigm: Defining mobility in terms of access • Video: Cities & the New Climate Economy (15:14) • Mobility and the 3PA • Video: Transforming Cities with Transit (15:48) • Discussion on Mobility and the CPI • Case study: Bogotá • Mobility Exercise	• To appreciate mobility as a key dynamic of urbanization, and to recognise how the associated infrastructure invariably shapes cities. • To understand how the spatial imprint and impact of infrastructure calls for a paradigm shift in urban planning, encouraging compact cities and mixed-land use	• Module 6: Presentation • Online quiz • Video presentation (2) • Case Study • Group exercise • Group discussion	• Module 6: Presentation • Quiz Module 6

DAY FOUR					
DAY FOUR: SLUM UPGRADING					
SESSION 9	**DURATION**	**CONTENTS**	**OBJECTIVES**	**TRAINING ACTIVITIES**	**REFERENCE MATERIALS**
Module 7: Slum Upgrading	6 hours	• Overview of the cause and history of slums, definition of slums, and the impact they have on cities • An overview of how slum redevelopment fits into the New Urban Agenda and SDG's • Insight on the integration of the 3PA and CPI in approaching slum upgrading • Importance of the twin-track approach; upgrading and prevention of slums • Propositions to resolve slum challenges: citywide, street-led upgrading • Video presentation: Street-led Citywide Slum Upgrading Claudio Acioly (25:34) • Overview of Participatory Slum upgrading Program (PSUP) • Video case study and group discussion • Role playing exercise on slum upgrading	• To gain a comprehensive overview of slums and the impact they have on cities • To provide an introduction to approaches for slum upgrading • To gain further insight about the challenges of slums and approaches for upgrading through a peer dialogue • To improve understanding of the complexities of upgrading and different approaches to slum upgrading through a hands-on role-playing exercise	• Module 7: Presentation • Online quiz • Video presentation • Video Case • Study • Role Play Exercise • Group discussion	• Module 7: Presentation • Video Presentations (2) • Exercise Handouts

DAY FIVE: CLIMATE CHANGE & CLOSING					
SESSION 10	**DURATION**	**CONTENTS**	**OBJECTIVES**	**TRAINING ACTIVITIES**	**REFERENCE MATERIALS**
Module 8: Climate Change	3 hours	• Defining climate change • Insight on how cities are both contributors to and victims of climate change • Exercise on how to assess the vulnerability of your city to climate change • Understanding how climate change, the NUA and the SDGs are interrelated and provide a call for action, including CPI • Integrating Climate change into urban development • Video presentation: Transforming the City towards Low-Carbon Resilience; Steffen Lehmann (16 min). • Planning for climate change • Video presentation: planning for climate change in practice (9 min) • Climate Change & the 3PA & group discussion • Case study • Lessons learned & further reading	• To gain a thorough understanding on how climate change and urban development are interlinked • To understand how to plan and realize sustainable development by integrating the integrated urban management and planning approach at local level	Quiz • Module 8: Presentation • Video • Case Study • Exercise • Group discussion	• Module 8: Presentation • Video
SESSION 11	**DURATION**	**CONTENTS**	**OBJECTIVES**	**TRAINING ACTIVITIES**	**REFERENCE MATERIALS**
Closing Remarks & Course Evaluation	3 hours	• Reiterate course objectives • Discussion on lessons learned • Introduction to world café, including three discussion questions	• Discuss lessons learned • Apply World Café methodology to identify how participants will apply 3PA to their daily practice • Course evaluation	• Group discussion	• World Café notes • Course Evaluation • Copies of course presentations
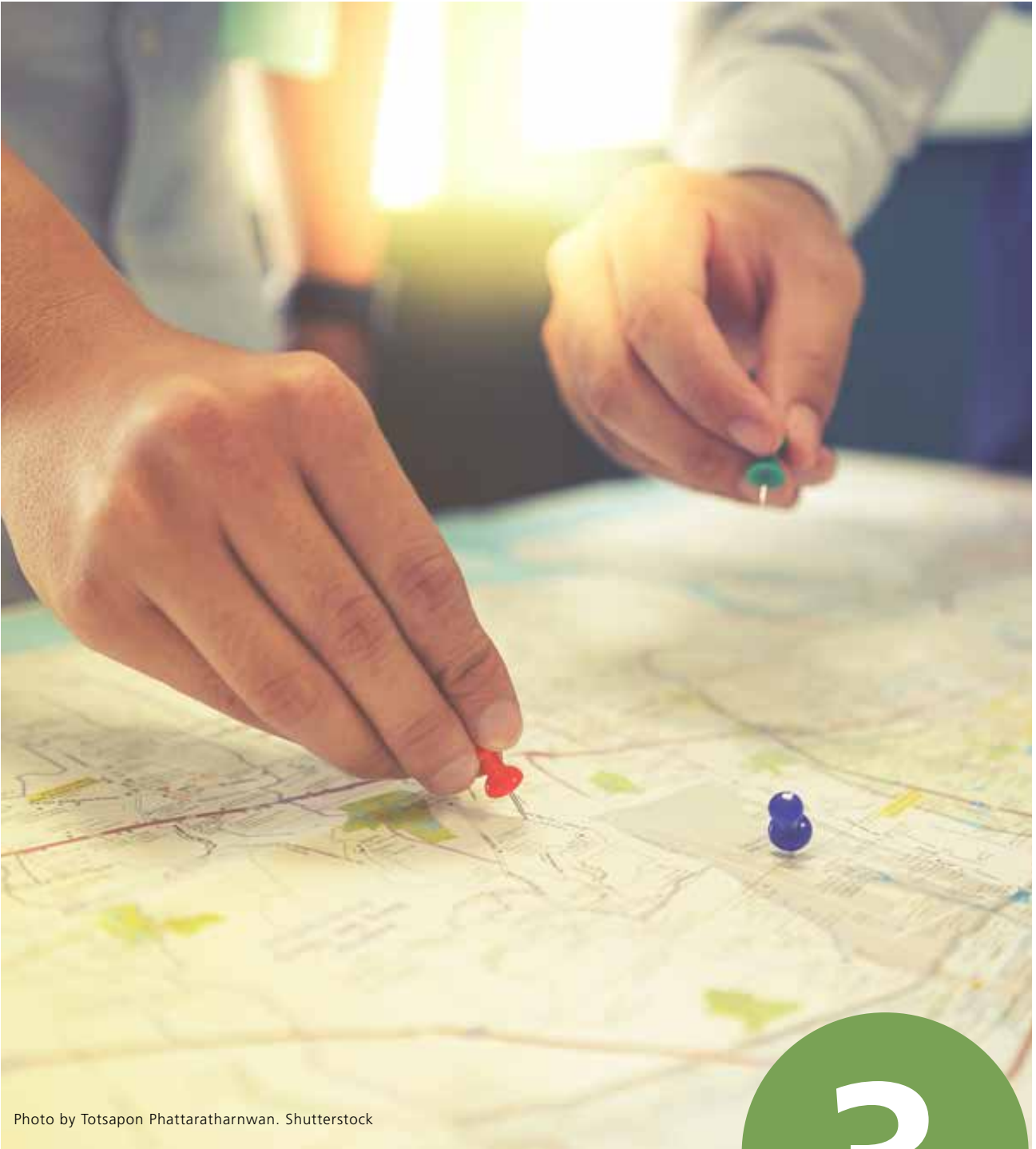
Photo by Totsapon Phattaratharnwan. Shutterstock

3

Session Details

— Session Details

3.1 DAY ONE

3.1.1 SESSION 1: WELCOME, INTRODUCTIONS & WHO IS IN THE ROOM

This session welcomes participants and introduces trainers and participants. The session will deliver the essential training information, including venue logistics and course materials. A welcome speech and/or opening ceremony will be provided by the host (if/where applicable).

Participants engage in an icebreaker activity to have the opportunity to learn a little bit about each other in an interactive way. Next, participants are provided with an overview of the course agenda, objectives, course contents and ground rules. Participants are introduced to each module topic and the respective learning objectives.

Participants should also engage in a "Who's in the Room" online quiz to find out a little bit more about one another and the cities from which they come. Last, participants are asked to share their expectations for the course.

TRAINER NOTES #1:

Participants should be provided with complete information about the training objectives and goals, agenda, and venue logistics. This is also an opportunity to learn a bit more about the participants and their respective cities.

The trainer can consider some type of icebreaker exercise for the introductions (see introduction presentation, for example). By prompting an informal dialogue among participants, it is an opportunity to establish a comfort level among the group.

It is important for the trainer should to explain the interactive training methodology employed during the course and encourage active dialogue.

Learning objectives:

1. To learn key information about participants and their respective cities.
2. To understand course expectations from participants.
3. To clearly communicate training logistics, goals and objectives.

Learning outcomes:

At the end of this session, participants will have a clear understanding of the goals and objectives of the training and will have gotten to know their fellow course participants and their cities.

3.1.2 SESSION 2: THE STATE OF URBANIZATION IN THE WORLD

This session aims to build a clear understanding of the state of our cities and why urban planning is in decline. The session strengthens the view that urbanization can be a transformative force towards sustainable development if properly planned, managed and steered with adequate planning, enabling legislation and a good set of plans and designs that can boost economic development and quality of living. It provides strong evidence that current policies and practices or the 'business as usual' approach is drastically falling short of accommodating the rapid growth pressures cities are facing today. It emphasizes why the New Urban Agenda is imperative to effectively address today's challenges and take advantage of the opportunities offered by global urban trends. The session is broken into four parts.

Part one provides an overview of the most significant challenges facing cities today as a result of rapid urbanization and globalization. It provides an overview of the state of cities through the presentation of data and evidence to show the current global urban trends. It asserts that cities are operating in a significantly different social, economic and environmental context than twenty years ago. It further reviews the structural challenges faced by cities in attempting to plan for the future.

This session should provide a well-rounded and broad perspective about global challenges cities are facing. The session should begin with a very broad context through the presentation of data and facts on recent global trends.

Next, the 'Fundamentals of Urbanization' study overview should provide a more specific narrative about the challenges cities face and the specific planning measures that are failing short: legal frameworks, plot and block regulation, housing and building codes, public space etc.

By the end of the session, and prompted by the exercise and group discussion, participants should feel comfortable reflecting and discussing on how these findings relate to their.

1. Part two provides an overview of why sound urban planning practice matters and is absolutely crucial to sustainable development. This part provides a 'Call to Action' for more deliberate, evidence-based decision-making.

2. Next, part three, provides an overview of the UN-Habitat publication, "The Fundamentals of Urbanization" (2016), a qualitative and quantitative study on urban trends and conditions in the world's cities. The publication delivers findings from a sample of 200 cities to demonstrate that the decline in planned urbanization is happening globally. It emphasizes that how we plan matters, as demonstrated through key findings in the study. Participants partake in an exercise in which they compare the broad subject areas and key findings of the study with their current state of their city. This exercise is followed by a group discussion on the current state of participant's cities.

3. Part four concludes with key lessons learned, group discussion questions and suggested further reading.

Learning objectives:

1. To build an understanding that planning is currently in decline, and that there is an urgent need for planned urbanization.
2. To emphasize a 'call to action' for better planning and well-managed urbanization.

3. To assess the current state of planning in participant cities' in comparison to findings from the "Fundamentals of Urbanization."

Learning outcomes:

At the conclusion of this session, participants will have acquired a sound understanding of the current state of our cities and what can be expected if we stay on the current trajectory. Through a series of examples, participants will come to the conclusion that many cities lack the capacity to face the current challenges associated with urbanization. Furthermore, participants will learn from the key findings of "The Fundamentals of Urbanization" that cities are falling short in planned urbanization and to apply this thinking to their own city contexts.

Recommended reading:

UN-Habitat (2016). The Fundamentals of Urbanization: Evidence base for Policy Making. https://unhabitat.org/books/the-fundamentals-of-urbanization-evidence-base-for-policy-making/

UN-Habitat (2016). The Implementation of the Principles of Planned Urbanization: a UN-Habitat approach to sustainable development

UN-Habitat (2016). World Cities Report 2016. http://wcr.unhabitat.org/main-report/

Further reading for the trainer:

UN-Habitat (2011). The Economic Role of Cities. http://unhabitat.org/books/economic-role-of-cities/

UN-Habitat (2015). International Guidelines for Urban and Territorial Planning. http://unhabitat.org/books/international-guidelines-on-urban-and-territorial-planning/

Video references:

UN-Habitat (2014). PAPER CITY - An Urban Story. https://www.youtube.com/watch?v=-Bqx2BuFjik

UN-Habitat (2015). Principles of Planned Urbanization by Dr. Joan Clos, Executive Director UN-Habitat. http://unhabitat.org/principles-of-planned-urbanization-dr-joan-clos-executive-director-un-habitat-2/

3.1.3 SESSION 3: GLOBAL AGREEMENTS ON URBANIZATION

The aim of this session is to provide the participants with a comprehensive overview of the current international agreements pertaining to cities, and how they can be applied in the local context. Participants will gain a better understanding of how their cities can become active participants in realizing these ambitious global goals. The session further asserts that urban professionals play a pivotal role in the realization of these goals through deliberate actions taken towards a more sustainable urban development. This session is broken into seven parts.

1. The first part provides a brief introduction on the impetus for global agreements and why they are so important in today's global context. It also provides a brief chronology of the various international urban related agreements, which are covered individually in the subsequent parts.

2. Part two focuses on the Sustainable Development Goals (SDG), particularly the transition from the Millennium Development Goals to the Sustainable Development Goals, highlighting the main differences between the two. This part explains the purpose and goals of the SDG's, further elaborating on SDG-11: Sustainable Cities and Communities - as it pertains specifically to urban development.

3. In part three, participants engage in a brief exercise, further reviewing the SDG 11 targets to determine which targets are most urgent to their city. They are also asked to look at the entire list of SDG's and rank their relevance to their city. Last, they further decipher which of the top three SDG 11 targets they have identified are included in their respective comprehensive/master plans, and to further assess how well their plans are aligned with the entire list of SDG's. Participants are encouraged to contemplate on the potential steps that could be taken.

4. Part Four delivers a brief presentation on the Paris Agreement, an international response to climate change. This part also provides a brief chronological overview leading up to the Paris Agreement, and its relevance, particularly to cities. During this section, participants will watch a brief video on the adoption of the Paris Agreement as well as engage in a group discussion on their respective climate change planning efforts. Again, participants are encouraged to consider how well their climate change efforts and plans match with broader global goals.

5. Part five follows with an overview of Habitat III and the New Urban Agenda. This portion also provides a brief historical perspective starting with Habitat I in 1976, to the recently adopted New Urban Agenda from Habitat III. The presentation delves further into the specifics of the New Urban Agenda, including the three transformative and eight key commitments.

6. In part six, participants engage in a brief exercise to identify how well their respective master/comprehensive plans aligns with the NUA. Participants are asked to examine the NUA transformative and key commitments and compare them with their city comprehensive/master plans to assess whether or not there is cohesion between local planning objectives and the international goals.

> **TRAINER NOTES #3:**
>
> Participants should gain a firm understanding of how global agreements pertain to city planning and moreover, how cities can be instrumental in facilitating meeting the goals of each agreement.
>
> The exercises are meant to bring the international context to a more practical level so that trainees can:
>
> better understand how their city is potentially contributing (or not) to the realization of these global goals to assess whether or not their current plans align with SDG's, Paris agreement and NUA, and
>
> to think about what they can do as individual urban professionals in helping to realize these goals.

7. The final part (7) provides a conclusion on the lessons learned, recommended reading and questions for further group discussion. The final discussion questions bring the conversation to an individual level by asking participants to think about how they envision their role as urban professionals in advancing the goals set forth in these international agreements.

Learning objectives:

1. To provide a concise overview of current international agreements that pertain to cities, including: The Paris Agreement, Sustainable Development Goals, and New Urban Agenda.
2. To provide a clear understanding of how international agreements should be implemented at the local level.
3. To clearly articulate the role of cities and urban planning in realizing these international goals.
4. To conduct a rudimentary analysis and gain perspective on how well aligned participants' master plans are with the goals of such international agreements.

Learning outcomes:

At the end of this session, participants will have a clear understanding of the most current global agreements pertaining to cities, and the necessity for international collaboration in reaching these goals. Furthermore, participants will gain a better understanding of the relevance of these global agreements at the local level, and in particular, for the planning practice in their own cities.

Recommended reading:

United Nations. Framework Convention on Climate Change Website. http://unfccc.int/paris_agreement/items/9485.php

United Nations Conference on Housing and Sustainable Urban Development. The New Urban Agenda Habitat III Website. www.habitat3.org

UN-Habitat (2016). SDG Goal 11 Monitoring Framework:https://unhabitat.org

24

sdg-goal-11-monitoring-framework United Nations. Sustainable Development Goals Website. http://www.un.org/sustainabledevelopment/sustainable-development-goals/

Further reading for the trainer:

Citiscope (2016). Here's the list of Sustainable Development Goal targets that have a role for cities. http://citiscope.org/story/2016/heres-list-sustainable-development-goal-targets-have-role-cities

Citiscope (2016). What is Habitat III. http://citiscope.org/habitatIII/explainer/2016/09/what-habitat-iii

United Cities and Local Governments (N.D.). The Sustainable Development Goals: What Cities Need to Know. https://www.uclg.org/sites/default/files/the_sdgs_what_localgov_need_to_know_0.pdf

Video references:

COP21 (2015). COP21/CMP11 Official Video https://www.youtube.com/watch?v=cQ4EYieWsTU

United Nations (2016). Habitat III Conference. https://www.youtube.com/watch?v=EXTwxKvA8A8

United Nations (2016). The Future is Now.

http://www.un.org/sustainabledevelopment/blog/2016/05/the-future-is-now/

3.1.4   SESSION 4: THE FUNDAMENTALS OF PLANNED URBANIZATION

This session delivers information on the basic principles of planned urbanization and provides guidance on the analytical tools available to better support evidence-based planning. This session contains five parts.

1. The first part introduces the 'Three-Pronged Approach' as an integrated, cross-sectoral management and planning approach to sustainable development.

2. In the next part, a video master class by Dr. Joan Clos on the 'Principles of Planned Urbanization" is presented, providing a comprehensive overview

of the Fundamentals of Urbanization and how cities can more adequately plan for the future by concertedly utilising the three-pronged approach. The starting point for the lecture is the distinction between spontaneous and planned urbanization. Planned urbanization emphasizes the benefits of cities, such as the capacity to generate wealth, employment, as well as the diversity of cultural exchanges. Spontaneous urbanization usually doesn't provide enough public space, basic services or attention to the principles of sound urbanization that would enable citizens to reap the benefits of living in a city. This video is followed by a brief exercise and discussion on the applicability of the 3PA in participating cities.

3. Part three builds on the previous sections, making the case that planning for sustainable development also requires evidence-based, data driven decision-making. It introduces UN-Habitat's City Prosperity Initiative (CPI). The CPI acts as a strategic policy tool where the data and information are collected to measure progress and identify critical areas for intervention in different dimensions of prosperity. The intention of the CPI is to link data to policy-making. Participants are provided an in-depth overview of the six dimensions of prosperity of CPI and the corresponding data indicators.

4. Part four includes a group exercise on the CPI for the participants to familiarize themselves with the terminology and logic of the tool and to get a basic understanding of how the CPI could be applied at the local level to enhance a data driven approach to planning. Participants will then be encouraged to visit the CPI website.

5. Part five delves deeper into the subject of the module. A UN-Habitat video by Eduard L. Moreno on the CPI will describe more in detail the initiative. Moreno in the video explains how the CPI was created based on city surveys and policy research. He then introduces the main characteristics of this index and the initial grouping of cities across the world that go from solid, moderate and weak factors of prosperity. Each one of these groups have specific features that reflect the stage of development of cities and their technical and institutional capacities, and their different performances are reflected through the six dimensions of prosperity. Moreno presents the objectives of the global initiative, indicating the technical support that UN-Habitat offers in various areas, such as institutional analysis, strategic thinking, training and capacity development, urban futures analysis, and policy simulations — all designed to help cities to advance on the prosperity path in a more sustainable manner. This part also reflects how CPI can be used as a tool to implement the integrated urban management and planning approach locally and explains the interlinkages with the New Urban Agenda and the Sustainable development Goals.

6. In part six, participants will be presented a case study on Mexico's application of the CPI to better evaluate their housing sector. The case study provides a concrete example of how the CPI can be practically applied in a large-scale effort to better inform policy-making. Lastly, participants will be informed on how to become involved with the CPI, in partnership with UN-Habitat.

7. The concluding part provides group discussion questions, key lessons learned and a suggested reading list.

Learning objectives:

1. To be introduced to the three-pronged approach (3PA) and to develop a clear understanding of the necessity for an integrated approach to future sustainable development efforts.

2. To clearly comprehend the need for evidence-based, data driven decision-making in city planning.

3. To gain a comprehensive understanding of the City Prosperity Initiative - its purpose, use and objectives (as well as how to get involved with the initiative).

4. To gain an understanding that access to adequate housing, water and sanitation or any other civic, cultural, economic, political and social rights that are codified in many human rights treaties, are integral parts of the CPI indicators and metrics.

Learning outcomes:

At the conclusion of this session, participants will appreciate the need for evidence-based, data-driven planning to achieve the goals of the NUA and SDG's and have been made familiar with two tools created by UN HABITAT, the 3PA and CPI.

Recommended reading:

UN-Habitat (2015). City Prosperity Initiative: Global City Report 2015. https://unhabitat.org/wp-content/uploads/2016/02-old/CPI_2015%20Global%20City%20Report.compressed.pdf

UN-Habitat (2016). City Prosperity Initiative: A tool to measure sustainable development. https://unhabitat.org/wp-content/uploads/2016/02-old/CPI%20brochure.compressed.pdf

UN-Habitat (2016). The Fundamentals of Urbanization: Evidence base for Policy Making. https://unhabitat.org/books/the-fundamentals-of-urbanization-evidence-base-for-policy-making/

UN-Habitat (2016). The Implementation of the Principles of Planned Urbanization: a UN-Habitat approach to sustainable development.

UN-Habitat (2016). World Cities Report 2016. http://wcr.unhabitat.org/main-report/

Further reading for the trainer:

UN-Habitat & World Urban Campaign (2014). City Changer Toolkit: City Prosperity Initiative Toolkit. https://unhabitat.org/city-changer-toolkit/

UN-Habitat (2016). Sustainable Development Goal 11 Monitoring Framework: A Guide to Assist National and Local Governments to Monitor and Report on Sdg Goal 11+ Indicators. https://unhabitat.org/sdg-goal-11-monitoring-framework/

Video references:

UN-Habitat (2014). City Prosperity Initiative Eduardo Lopez Moreno https://youtu.be/nQgnyDF2N-A

UN-Habitat (2014). The Notion of Prosperity Mohamed Halfani http://unhabitat.org/the-notion-of-prosperity-mohamed-halfani-un-habitat/

UN-Habitat (2015). Principles of Planned Urbanization by Dr. Joan Clos, Executive Director UN-Habitat. http://unhabitat.org/principles-of-planned-urbanization-dr-joan-clos-executive-director-un-habitat-2/

3.2 DAY TWO

3.2.1 SESSION 5: PLANNED CITY EXTENSIONS

This session gives an overview of the essential planning fundamentals necessary for accommodating future urban growth through planned city extensions (PCE). The session asserts that only cities that can address the double challenge of a good supply of land, and orderly patterns of expansion, will be able to establish a solid basis for future economic and social growth. Expansions and densification plans are needed to enable cities to accommodate the expected growth in the next decades in a sustainable way. This session builds on the previous topics, which are broader in scope, to more specific planning measures that cities should incorporate into expansion efforts. This session, broken into ten parts, provides in-depth contextual, as well as practical information on planning for future urban expansion.

1. Part one provides the contextual overview of how cities are urbanizing at a rapid pace, especially in developing countries, resulting in unplanned and often chaotic patterns. It provides a comprehensive overview of the latest data and statistics to demonstrate the enormity of the situation and the concurrent ramifications of rapid urbanization: unplanned development, environmental degradation, slums, sprawl, congestion, etc. It builds on previous sessions, asserting that mechanisms for ensuring an orderly expansion and densification of existing and planned neighbourhoods are needed in order to provide cities with a spatial structure that can support socioeconomic and environmental sustainability. Next, it defines planned city extensions as 'an urban planning approach that can offer sufficient, affordable and serviced urban plots in a timely fashion' as a path toward a more sustainable development.

   The part one will end with a video by Rafael Tuts from UN-Habitat "On Compact, Integrated & Connected Cities". The lecture provides an introduction on why sustainable urban development is so relevant and how it can be achieved. The lecture first briefly describes UN-Habitat's twin mandate of adequate shelter for all and sustainable urban development. It then explains how urban densities have significantly declined over the years in all parts of the world, exacerbating urban challenges like sprawl, segregation and congestion. It then reviews various planning approaches for rapidly growing urban areas. Further, Tuts will explain how national urban policies, city-region planning and planned city extensions can help in creating more compact, integrated and connected cities. The lecture ends with a global outlook, identifying several global processes that contribute to this new urban agenda.

2. Part two serves as a call to action by taking a deeper look at how planned city extensions fit into the broader narrative of the SDGs and NUA global agendas. It points to the specific targets and goals and how better planned city extensions can be instrumental in reaching these global ambitions.

3. Part three elaborates on how the three-pronged approach can be applied to planned city extensions to better accommodate infrastructure investment through tools such as value creation; guide future development within a regulatory framework; create a logical urban design pattern with appropriate street networks and public space; support densification and mixed-use development; and prevent or mitigate the impact of informal development.

   A video on value capture as a financing tool, from the Lincoln Institute of Land Policy by Martim Smolka, is presented as an example of specific financing measures cities can consider to increase their revenue base. Based on the recent publication entitled 'Implementing Value Capture in Latin America', Smolka explains the mechanism of value capture and its sustainability prospects. Smolka focuses on a sample of cases in the Latin American region, with an analysis that considers the equity and efficiency content and evaluates actual and potential revenues these instruments generate under different local institutional socio-political circumstances. This is followed by discussion questions specifically focused on value capture.

4. In part four, participants engage in a group exercise to better understand the applicability of the integrated urban management and planning approach to planned city extensions.

5. Part five provides a review of the CPI indicators, demonstrating how well-planned city extensions can impact the CPI indicators in different dimensions. This part also reviews additional data indicators that can be used to measure the impact of various elements of planned city extensions, for example, urban productivity, urban design and the regulatory environment.

6. Part six presents an in-depth case study of planned development initiatives under the umbrella of UN-Habitat's Achieving Sustainable Urban Development programme (ASUD) in four cities in the Philippines. ASUD addresses the gaps and deficiencies in current urban planning processes and policies at the national and local levels to be able to effectively respond to the complex demands of rapid population and economic growth. The case study demonstrates how advanced and deliberate planning efforts can be instrumental in assuring more sustainable urban development in cities that are rapidly expanding. Furthermore, it demonstrates a concrete application of the integrated three-pronged approach in doing so. The remaining parts further delve into specific planning measures and how they can best be incorporated into planning city extensions.

7. Part seven takes a deeper look at the planning of public spaces, emphasizing that planned city extensions entail a connected street network, serviced buildable plots and sufficient public space. Further details are provided about factors to consider when laying out a planned city extension.

8. Part eight takes a broader look at potential urban growth patterns including three growth scenarios: urban infill, satellite towns and planned city extensions.

9. The ninth part discusses density and considerations for determining the 'right' density through a comparison of different floor-area-ratio design scenarios.

10. Part ten concludes with a lecture by Shlomo Angel from NYU's Stern Institute titled, "Making Room for a Planet of Cities" which summarizes the necessity for planned city extensions. This lecture is based on the realization that the current urban planning paradigm ("the Containment Paradigm"), also known as urban growth management, smart growth, or compact city, and championed in the United States and Europe, is inappropriate in the rapidly-urbanizing countries in Asia, Africa and Latin America. Instead, he calls for a new paradigm that comes to terms with rapid urbanization ("The Making Room Paradigm"). Finally, the session finishes with key lessons learned, additional resources and a recommended reading list.

Learning objectives:

1. To better understand the foundational mechanisms for ensuring an orderly expansion and densification of existing and newly planned neighborhoods.

2. To learn how to approach new developments in a comprehensive and integrated manner utilizing the three-pronged approach from the inception to completion of the planning process.

3. To understand the fundamentals of planned city extensions, including the basic rules and approach to growth management models, public space, and basic urban design etc.

4. To understand how data and indicators, such the CPI data, are applicable to the planned city extension process, in making smarter and more informed planning decisions.

Learning outcomes:

At the end of this session, participants will understand that rapid urban growth requires strategic deliberate planning vis-à-vis planned city extensions. Furthermore, participants will learn about the urban planning components and practical application of growth strategies that result in sustainable urban development and cities, which are compact, integrated and connected.

Recommended reading:

UN-Habitat (2017). Economic Foundations for Sustainable Urbanization: A Study on Three-Pronged Approach: Planned City Extensions, Legal Framework, and Municipal Finance. https://unhabitat.org/books/economic-foundations-for-sustainable-urbanization-

a-study-on-three-pronged-approach-planned-city-extensions-legal-framework-and-municipal-finance/

UN-Habitat. Factsheet: Planned City Extensions. https://unhabitat.org/wpdm-package/fact-sheet-planned-city-extension/

UN-Habitat (2015). Planned City Extensions: Analysis of Historical Examples. https://unhabitat.org/books/planned-city-extensions-analysis-of-historical-examples/

UN-Habitat (2016). Technical Guidebook for Financing Planned City Extension and Planned City Infill

https://unhabitat.org/books/technical-guidebook-for-financing-planned-city-extension-and-planned-city-infill/

Further reading for the trainer:

UN-Habitat, Global Land Tool Network, Institute of Rural Reconstruction (IIRR) (2016). Remaking the Urban Mosaic. http://www.gltn.net/index.php/media-centre/gltn-news/734-remaking-the-urban-mosaic-participatory-and-inclusive-land-readjustment-pilar

UN-Habitat (2015). Global Public Space Planning Toolkit.https://unhabitat.org/wp-content/uploads/2015/10/Global%20Public%20Space%20Toolkit.pdf

UN-Habitat (2013). Streets as Public Spaces and Drivers of Urban Prosperity. https://unhabitat.org/books/streets-as-public-spaces-and-drivers-of-urban-prosperity/

UN-Habitat (2016). World Cities Report 2016-Chapter 9: Principles for a New Urban Agenda. http://wcr.unhabitat.org/main-report/

UN (2016). Sustainable Cities: Why They Matter. http://www.un.org/sustainabledevelopment/wp-content/uploads/2016/08/16-00055K_Why-it-Matters_Goal-11_Cities_2p.pdf

Case study references:

UN-Habitat (2016). Planned City Extension for Sustainable Development: A Quick Guide Book for Local Governments in the Philippines. http://unhabitat.org.ph/2016/07/12/pce-guidebook/

Video references:

UN-Habitat (2014). Raf Tuts. On compact, Integrated & Connected Cities. https://unhabitat.org/on-compact-integrated-connected-cities-raf-tuts-un-habitat/

UN-Habitat (2014). Shlomo Angel. Making Room for a Planet of Cities https://www.youtube.com/watch?v=1GknqMC4B2o

UN-Habitat (2013). Martim Smolka. Value Capture as a land based tool to finance development. https://unhabitat.org/value-capture-as-a-land-based-tool-to-finance-development-martim-smolka-lincoln-institute-of-land-policy/

3.2.2 SESSION 6: PRESENTATION OF CASE STUDIES

During this session, participants will deliver their own case study presentations on a current

urban planning policy or initiative, from their respective cities. By now, participants have been asked to bring a detailed case study in a structured format to the training (see Annex 2). Case study presentations present an important opportunity to bring some of the more conceptual or theoretical topics covered in the previous parts to a practical level. This session provides an additional opportunity for participants to engage in a peer-to-peer learning by hearing specific examples of the applicability of the integrated urban management and planning approach from fellow participants, and to engage in an interactive dialogue

TRAINER NOTES #6:

A good case study template is key to the successful delivery of this session. A trainer may want to review and or adapt the format prior to a session to reflect the focus of the training.

It is also suggested that the trainer reviews the participant's case studies prior to presentation to the group to ensure the appropriate level of detail.

to reflect on the successes and shortcomings of each case study.

Case studies are presented individually, or in a group format, for the project and city being presented. The case studies should be directly related to the participants' work, organization, and situated in the city in question. It could be a project, a programme, or a policy and should be directly related to the integrated urban management and planning approach theme of the training programme: integration of finance, regulation and planning/design. It should highlight the utilization of data, information and knowledge for the planning, management and implementation of urban development plans. Each case study presentation is allotted 30 minutes , followed by a ten-minute group question and answer (this may need to be adjusted according to number of participants and total time available).

Learning objectives:

❑ To share and learn about planning challenges and innovative solutions, using real-life experiences.
❑ To hear about the application of the integrated urban management and planning approach in a variety of planning contexts and regions/countries, from participants hands-on experience.
❑ To share professional experiences and receive feedback in a peer-to-peer learning context.

Learning outcomes:

Following this session, participants will have had the opportunity to share major challenges in their cities and have a deeper understanding of specific urban challenges and ways to address them through a peer-to-peer learning experience.

3.3 DAY THREE

3.3.1 SESSION 7: HOUSING AT THE CENTRE

Housing is one of those basic social conditions that determine the quality of life and welfare of people and places. Location, quality of design and building materials, and their placement within the

environmental, social, cultural and economic fabric of communities influence the daily lives of people, their health, security and wellbeing. The longevity of dwellings as physical structures furthermore affects both the present and future generations. Housing is therefore central to sustainable development, and cities have the duty to mobilize actions towards improving housing affordability and conditions, as a means of meeting basic human needs.

This session is intended to demonstrate how housing has been neglected as a central element in the urbanization process in the recent decades. The adverse effects include massive sprawl and slum development, lack of affordability, insecurity of tenure, environmental degradation, growing inequality and more. The main message of this session is that housing needs to be placed at the centre of the urban agenda as advocated by UN-Habitat, and as stressed in the New Urban Agenda and SDG 11. The Housing at the Centre session is broken into six parts.

1. In the first part, the presentation uses current data and trends to demonstrate how the lack of planning in the housing sector has resulted in precarious living situations for a significant portion of world's urban population. Today, approximately 25% of the world's population live in informal settlements, which is accompanied by an accelerating demand for housing and growing affordability issues as a result rapid urbanization. The presentation delves into the impact that inadequately planned housing has on the urban poor, namely in the formation of informal settlements, lack of tenure security, health risks and more. Participants are asked to identify the most pressing housing issues within their cities.

2. Part two focuses on the transition of housing policy following Habit III, which places housing at the centre of the New Urban Agenda. The session starts by providing a brief historical overview of housing policy and highlights how 'enabling' policies of the past failed to adequately meet housing needs and demand. It demonstrates that market-led policies have resulted in sprawling, unplanned, and often unaffordable cities that have been unprepared for absorbing the many millions of the rural poor that are still moving into informal settlements. Further exacerbating the situation, cities in the developing world are expected to double in urban population in 30 years and triple the occupied land area. As such, UN-Habitat advocates that it is time to put housing back at the centre of urban planning and policy which will require a paradigm shift from an enabling to investing approach. Furthermore, such a paradigm shift will require a holistic approach, which recognizes that housing is more than four walls, or it will only exert a negligible influence on actual housing process and results. It is within this context tjat housing has moved into the forefront in the New Urban Agenda as it is demonstrated in this part of the session. The presentation further demonstrates exactly where housing fits into the NUA's three transformative commitments.

3. Part three discusses housing from a 3PA perspective, emphasizing the need for both national and local plans and policies towards housing that are integrated and make housing a priority of any urban agenda. It provides specific measures that should be considered when planning for more affordable and stable housing in urban design, regulation, and finance. This section continues with two concrete case studies from Singapore, and the Netherlands, as examples of efforts to address urban housing issues and the application of a three-pronged approach to do so. The case studies show the intersection of national and local policy efforts, as well as how financing, design and regulation work together to address rapid urbanization and poor living conditions.

4. Part four of this session examines housing as it pertains to SDG 11 targets, including providing 'adequate, safe, and affordable housing for all' by reducing the proportion of people that live in slums, informal, and inadequate housing. It takes a closer look at the CPI and the indicators used to measure housing infrastructure. It also examines additional indicators and sources available in examining and measuring housing policy.

5. Next, the session looks at a comprehensive case study from São Paulo (city) and Brazil (national). The case studies combined demonstrate how the integration of both national and local housing policies have had significant results in propping up the housing market and providing more affordable low-income housing, as well as access to stable financing. It also demonstrates how Brazil's twin-track approach to housing (slum prevention and upgrading) has been successful in moving people into more stable housing situations.

6. Part six is comprised of an exercise in which participants are asked to assess their city's housing system, using a supply-demand matrix and by applying the 3PA rationale. The exercise concludes with a list of discussion questions intended for participants to examine their housing policies and to determine whether or not there is cohesion between national and local policies.

7. The housing session finishes with a review of the key lessons learned, as well as a recommended reading list.

Learning objectives:

1. To understand that unplanned rapid expansion of towns and cities means an increasing number of poor and vulnerable people are living in precarious conditions, without adequate living space or access to basic services, such as water, sanitation, electricity and health care. Providing access to adequate housing for all is high among the priorities of the New Urban Agenda and SDG 11.

2. To recognize that a paradigm shift is needed from the basic construction of houses to a more holistic approach, which integrates regulatory frameworks, as well as urban planning

and urban finance with a human rights approach that recognizes the need to place people at the center of sustainable urban development.

3. To understand that to position housing back at the center of the development agenda, a twin-track approach is needed. First, a curative approach which involves improving existing houses, and second, a preventive approach, which involves construction of new housing units.

Learning outcomes:

Following this session, participants will have acquired a clear understanding of how housing is inextricably linked to sustainable urban development. They will be able to recognize the urgent need for better integration of housing into urban and national policy by using evidence-based and data-driven decision-making. Also, they will be able to distinguish different tools and instruments that governments can use to intervene in the housing market and apply this to the housing situation in their own city.

Recommended reading:

Habitat III (2016). Issue Paper 22: Informal Settlements. http://unhabitat.org/wp-content/uploads/2015/04/Habitat-III-Issue-Paper-22_Informal-Settlements.pdf

Habitat III (2016). Issue Paper 10: Housing Policies. https://www.csb.gov.tr/db/habitat/editordosya/file/POLICY%20PAPER-SON/PU10-%20housing%20policies.pdff

McKinsey Global Institute (2014). A blueprint for addressing the global affordable housing challenge

http://www.mckinsey.com/~/media/mckinsey/global%20themes/urbanization/tackling%20the%20worlds%20affordable%20housing%20challenge/mgi_affordable_housing_full%20report_october%202014.ashx

UN-Habitat (2016). Housing at the Center of the New Urban Agenda. http://unhabitat.org/housing-at-the-centre-of-the-new-urban-agenda/

UN-Habitat (2005). Financing Urban Shelter: Global Report on Human Settlements.

https://unhabitat.org/books/financing-urban-shelter-global-report-on-human-settlements/

UN-Habitat (2016). World Cities Report 2016, Housing at the Center of Urban Policies.

http://unhabitat.org/wp-content/uploads/2014/03/WCR_Housing-at-the-Center-of-Urban-Policies-1.pdf

Further reading for the trainer:

Global Cities Business Alliance (2016). Housing for Inclusive Cities: Policy and Practice. https://www.pwc.com/gx/en/psrc/pdf/gcba-housing-inclusive-cities-policies-practice.pdf

UN Habitat (Various). Affordable Housing Series. http://unhabitat.org/series/affordable-housing-series/

UN-Habitat (2012). Going Green, A Handbook of Sustainable Housing Practices in Developing Countries. http://unhabitat.org/books/going-green-a-handbook-of-sustainable-housing-practices-in-developing-countries/

UN-Habitat (2014). United Nations Human Rights, Forced Evictions: Fact Sheet No. 25/Rev.1. http://www.ohchr.org/Documents/Publications/FS25.Rev.1.pdf

Case study reading references:

CityScope (2016). 'We managed to kick off a paradigm shift in São Paulo,' mayor says on leaving office. http://citiscope.org/story/2016/we-managed-kick-paradigm-shift-sao-paulo-mayor-says-leaving-office

Instituto Lula (ND). Program generates 1.3 million jobs and fuels the construction chain. http://www.brasildamudanca.com.br/en/minha-casa-minha-vida/economic-and-social-impact

NextCity (2016). São Paulo Is Betting Better Urban Planning Can Solve a Housing Crisis.

https://nextcity.org/features/view/sao-paulo-housing-crisis-master-plan-zeis-haddad-habitat-iii

UN-Habitat (2013). Scaling-up Affordable housing supply in Brazil: The My House My Life programme. http://unhabitat.org/scaling-up-affordable-housing-supply-in-brazil/

World Policy Blog (2016). Brazil: My House, My Life. http://www.worldpolicy.org/blog/2016/07/07/brazil-my-house-my-life

3.3.2 SESSION 8: URBAN MOBILITY

Mobility is a key dynamic characteristic of urbanization and the associated infrastructure invariably shapes the urban form of cities – the spatial imprint defined by roads, transport systems, spaces, and buildings. Yet, despite the increasing level of urban mobility worldwide, access to places, activities and services has become increasingly difficult. Owing to urban sprawl, the horizontal, low-density growth of cities over vast areas, distances between functional destinations such as workplaces, schools, hospitals, administration offices, or shopping amenities have become longer, leading to a growing dependency on private motorized transport and other car-centered mobility. Consequently, widespread congestion and traffic gridlock have now become the norm in many cities, impacting urban life through negative externalities such as pollution, noise stress, and accidents. Data from CPI provide evidences that the higher the street connectivity composite index, the higher the city prosperity index. There is therefore a positive correlation. Thus, urban spatial structures that make optimal use of land for increased mobility and circulation of people, goods and transport, do matter for sustainable urbanization.

So far, the standard response to addressing urban mobility issues has been to increase infrastructure, mostly for cars, such as building more roads, highways, flyovers, or tunnels. Unfortunately, these developments can lead to a vicious circle: more infrastructure stimulates urban sprawl because access to peripheral urban areas is eased, increasing the use of cars which, in turn, calls for further infrastructure development,

and so on. Therefore, this session calls for a paradigm shift in which mobility is realized as more than just getting people from point A to B. It is ultimately about accessibility. The session emphasizes that the purpose of mobility is to gain equitable and affordable access to resources, jobs, destinations, etc. The session's primary message is that a compact, mixed-use urban form is essential for increasing mobility, as is the prioritization of public transport and non-motorized transportation.

The urban mobility session is broken into seven parts.

1. In part one, information and data is provided to present the challenges cities currently face that are a result of poor transportation planning, unfettered development, and rapid urbanization. It also provides transportation forecasts as cars become more dominant, especially in the developing world, and how the car bias is increasingly negatively impacting cities, resulting in more congestion, sprawl, pollution and inequitable places. It then lays out the potential environmental, economic, human, and other dimensions if we stay on the current trajectory.

   Next, a video by Philipp Rode, from the London School of Economics, LSE Cities on, "Cities and the new climate economy" is presented. This lecture presents the findings of the cities research programme of the Commission's New Climate Economy (NCE) project, which LSE Cities is co-leading. The overall aim of NCE is to provide independent and authoritative evidence on the relationship between actions, which can strengthen economic performance and those, which reduce the risk of dangerous climate change. The presentation focuses on the role of cities in how

transportation and urban form needs to be at the center of the climate economy. The presentation is broken into three parts: urban growth and growth challenges, moving beyond business as usual, and enabling better urban accessibility.

2. During part two, participants are asked to discuss how current transportation systems impact these various dimensions of their cities. This part ends by concluding that urban mobility can also positively impact urban sustainability through deliberate planning measures, such as designing more compact and mixed-use development, prioritizing public transit, coordinating transportation and land use, and more.

3. Part three provides a comprehensive definition of mobility. It expands beyond the conventional wisdom of building more roads to accommodate new growth to defining mobility in terms of accessibility. It contends that urban planning and design, finance and regulation should focus on bringing people and places together, and that access has both spatial and human elements to consider.

4. Part four delves deeper into the integrated urban management and planning approach to mobility planning. It looks specifically at a variety of design patterns that help to increase accessibility in urban areas such as transit-oriented development. From a regulatory perspective, this integrated approach aims to support compact, mixed-use, and accessible development through strategic zoning, building codes, set-backs and more. From a finance approach, the presentation looks at the financial characteristics of different form of transportation with a closer look at public transit financing mechanisms.

   A UN-Habitat video lecture presented by Robert Cervero on "Transforming Cities with Transit" follows. Cervero calls for elevating the role of public transit in creating sustainable urban futures. He asserts that concentrating pedestrian friendly, mixed-use development near transit stops, supplemented by congestion pricing, is a promising strategy. Given that a large share of future urban growth will be in small to medium size cities, opportunities for integrating Bus Rapid Transit investments and urban development, as Cervero argues, should be exploited to the maximum degree possible.

5. Part five focuses on mobility and its inclusion in the Sustainable Development Goals and the New Urban Agenda. It looks at the infrastructure dimension of the CPI and more specifically at the urban mobility sub-dimension, which includes several indicators, such as public transit usage and transport affordability. Finally, this section asks participants to discuss how the CPI can be used to measure and evaluate progress toward SDG11 and NUA goals and review the CPI to examine which of the other indicators mobility might impact.

6. Part six provides a case study from Bogotá, Colombia, and highlights the city's efforts to build a bus-rapid transit system (BRT) to increase accessibility. The project aimed to transform Bogotá into a model for innovative, efficient, safe and accessible transportation networks. Further, the case study highlight's Bogotá's strategy by demonstrating the integrated urban management and planning approach employed to build a successful BRT system.

7. Part seven is a group exercise designed to get participants thinking about their current transportation system and to further consider what an ideal mode split should be. Participants are asked to consider the ideal mode share from a 3PA perspective.

8. The concluding part provides a list of lessons learned and a recommended reading list.

Learning objectives:

1. To gain an understanding that the purpose of mobility is to gain access to destinations, activities, services and goods. Urban planning should therefore be resident-centered, so that functional endpoints, the reasons for travel, are as close as possible to each other, in effect reducing distances and transportation needs.

2. To comprehend that mobility is a key dynamic of urbanization, and the associated infrastructure invariably shapes the urban form and the spatial imprint defined by roads, transport systems, spaces, and buildings of cities.

3. To conclude that mobility should not only be a matter of developing transport infrastructure and services. It has to be placed in a systemic context including city planning as a whole, to overcome the social, economic, political, and physical constraints of movement.

4. To be aware that addressing the mobility challenge calls for a paradigm shift in urban planning, encouraging compact cities and mixed-land use as a way to increase accessibility and to reduce the need for transportation altogether.

Learning outcomes:

At the end of this session, participants will better comprehend mobility as a key dynamic of urbanization and recognise how the associated infrastructure invariably shapes cities. Also, participants will be able to understand how the spatial imprint and impact of infrastructure calls for a paradigm shift in urban planning in their respective cities by encouraging compact cities and mixed-land use.

Recommended reading:

UN-Habitat. (2013). Planning and Design for Sustainable Urban Mobility: Global Report on Human Settlements.

https://unhabitat.org/planning-and-design-for-sustainable-urban-mobility-global-report-on-human-settlements-2013/

UN-Habitat (2014). Poverty and Sustainable Transport. https://sustainabledevelopment.un.org/content/documents/1767Poverty%20and%20sustainable%20transport.pdf

UN-Habitat (2013). Transport and Mobility Snapshots.

https://unhabitat.org/books transport-and-mobility-snapshots/

Further reading for the trainer:

World Bank. (2002) Cities on the Move: A World Bank Urban Strategy Review. http://siteresources.worldbank.org/INTURBANTRANSPORT/Resources/cities_on_the_move.pdf

Video References:

UN-Habitat (2017). Philipp Rode, LSE Cities. Cities and the New Climate Economy https://www.youtube.com/watch?v=aDXbjLJLV_U

UN-Habitat (2014). Robert Cervero, Transforming Cities with Transit. https://www.youtube.com/watch?v=rgd8tWIMhbs

Case study references:

Lincoln Land Institute (2013). Implementing Value Capture in Latin America. https://www.lincolninst.edu/sites/default/files/pubfiles/implementing-value-capture-in-latin-america-full_1.pdf

National Institute of Urban Affairs, Peer Experience and Reflective Learning (PEARL) (2015). Urban Mobility: Compendium of Global Good Practice. http://pearl.niua.org/sites/default/files/books/GP-GL4_MOBILITY.pdf

United Nations Office for South-South Cooperation and the National Council for Public-Private Partnerships (NCPPP) (2008). Examples of Successful Public-Private Partnership: VOLUME 15 of series Sharing Innovative Experiences. http://tcdc2.undp.org/GSSDAcademy/SIE/Docs/Vol15/10Colombia.pdf

---

TRAINER NOTES #9:

The content of this session is expected to last one full day (as opposed to a ½ day session). Trainer(s) should adjust the materials according to time available for this session and level of expertise

3.4 DAY FOUR

3.4.1 SESSION 9: SLUM UPGRADING

This session is intended to clearly articulate why there is an urgent need to address slums in a comprehensive and systematic manner through strategic urban planning. While the proportion of people living in slums has been in decline in recent decades, the total amount of people living in slums is increasing due to rapid urbanization, particularly in Asia and Africa. The session addresses an urgency to address slums in a systematic way, and with a human-centered approach. The session builds on the housing module, clearly articulating the necessity for a twin-track approach for both slum prevention and upgrading. The session is broken into nine parts.

1. The first part presents data and information on how slums adversely impact cities and how they perpetuate inequality and lack of access to opportunity for residents. It also provides an overview of slums in the developing world by region.

2. Part two provides a clear definition of slums as defined by UN-Habitat and provides an understanding behind the cause of slums.

3. Part three reviews the impact of slums on people and cities, and a short history of efforts to mitigate the impact of slums. It provides a chronology of efforts to address slums and the lessons learned from these approaches.

4. Part four serves as a call to action to address slums by beginning with a working definition of slum upgrading and the interventions typically deployed. Next, part four introduces a twin-track approach to slums: prevention and upgrading. It also reemphasizes the need for a fundamental paradigm shift, putting housing at the centre of urban policy. Last, this section reviews how addressing slums from a human-rights based approach is crucial in reaching the goals of SDG11 and the NUA.

5. Part five of the session demonstrates effective tools in addressing slums. Namely, the three-pronged

approach and the City Prosperity Initiative. Rather than piecemeal approaches, UN-Habitat advocates for a citywide approach, where slums are fully integrated into urban planning and management systems. A citywide approach to slums is necessary to bring solutions to scale, as opposed to project-based initiatives. Furthermore, UN-Habitat advocates for the opening of streets as the driving force for citywide slum upgrading, known as a 'street-led' approach. Consequently, the citywide approach utilizes streets as the entry point to slum upgrading. A video by Claudio Acioly of UN-Habitat on Street-Led Citywide Slum Upgrading, follows. This lecture proposes a fundamental shift in addressing the problems of slums and suggests an approach that focuses on streets as the engine for urban transformation. The strategy brought forward by Acioly uses streets as the natural conduits that connect slums spatially and physically with the city and goes beyond seeing streets as physical entity for mobility and accessibility only. This part continues with an overview of regulatory elements essential for successful slum upgrading with a particular emphasis on security of tenure. This section concludes with financial strategies, including potential sources of revenue for slum upgrading projects.

6. Part six examines the CPI as a tool for monitoring slums. It looks at various CPI dimensions and sub-dimensions and considers how slum-upgrading programs can positively move these sets of indicators.

7. Part seven provides an overview of participatory slum upgrading. UN-Habitat's Participatory Slum Upgrading Programme (PSUP) aims to address the inequitable and uneven urban development patterns represented by slums. It engages affected communities and key urban stakeholders, placing them at the centre of efforts to improve the lives of slum dwellers. Next, a video case study on slums in Kenya is presented to facilitate a group discussion around participatory slum upgrading. The case study video is followed by a number of discussion questions meant to elicit meaningful dialogue about citizen

participation and a peer-to-peer exchange about upgrading efforts.

8. In part eight, participants will engage in a slum-upgrading role-playing exercise in which they will be led through a highly-interactive, negotiating exercise. The exercise is a hands-on opportunity for participants to really look at all dimensions of slum upgrading from a variety of stakeholder perspectives. This exercise will improve the understanding of negotiation processes from the perspective of different stakeholders and the different and sometimes conflicting interests of inhabitants. The negotiation exercise is followed by a series of reflection questions.

This exercise is a condensed and shortened version of the street-led upgrading workshop (1 full day) that UN-Habitat has developed. For the expanded version, which includes comprehensive general instructions, team role descriptions, and more characters, please download the exercises found on http://capacitybuildingunhabitat.org/street-led-citywide-slum-upgrading/

9. The concluding section summarizes lessons learned and presents a recommended reading list.

Learning objectives:

1. Physical upgrading of slums with street networks and improved access to municipal basic services through augmentation of physical infrastructure has proven to make formidable positive social and economic changes in many cities.

2. Slum and informal settlement upgrading needs to become part of a broader urban vision of cities to promote the right to adequate housing and living standards for all.

3. Cities have the duty to mobilize action towards improving housing conditions in slums as a means of meeting basic human needs.

4. Countries and cities can provide adequate shelter for all, reduce slum growth and ensure sustainable urban development only with strong political will, sound guidelines and adequate regulations.

Learning outcomes:

At the end of this session participants will have gained a comprehensive understanding of the magnitude of the challenge, overview of slums, the impact they have on cities and the different approaches for prevention as well as slum upgrading. They will have gained practical knowledge and insights about the challenges of slums and approaches for upgrading through a hands-on role play and peer dialogue.

Recommended reading:

Habitat III (2016). Issue Paper 22: Informal Settlements.http://unhabitat.org/wp-content/uploads/2015/04/Habitat-III-Issue-Paper-22_Informal-Settlements.pdf

UN-Habitat (2015). A Practical Guide to Designing, Planning, and Executing Citywide Slum Upgrading Programmes.

https://unhabitat.org/books/a-practical-guide-to-designing-planning-and-executing-citywide-slum-upgrading-programmes/

UN-Habitat (2014). Streets as Tools for Urban Transformation in Slums. https://unhabitat.org/books/streets-as-tools-for-urban-transformation-in-slums/

UN-Habitat (2016). World Cities Report 2016, Chapter 3: The Fate of Housing. http://wcr.unhabitat.org/wp-content/uploads/2017/03/Chapter3-WCR-2016.pdf

Further reading for the trainer:

UN Habitat (2016). Designing and Implements Street-Led Citywide Slum Upgrading Programmes: A training module companion.

https://unhabitat.org/books/designing-and-implementing-street-led-citywide-slum-upgrading-programmes-a-training-module-companion/

UN-Habitat (2013). Housing and Slum Upgrading; Gender issue guide. https://unhabitat.org/books/housing-and-slum-upgrading-gender-issue-guide/

UN-Habitat (2013). The Relevance of Street Patterns and Public Space in Urban Areas.

https://unhabitat.org/the-relevance-of-street-patterns-and-public-space-in-urban-areas/

UN-Habitat (2013). Streets as Public Spaces and Drivers of Urban Prosperity. Nairobi: UN-Habitat.

https://unhabitat.org/books/streets-as-public-spaces-and-drivers-of-urban-prosperity/

Video references:

UN-Habitat (2014). A rights-based approach to urban development, Urban Jonsson, the Owls.

https://unhabitat.org/a-rights-based-approach-to-urban-development-urban-jonsson-the-owls/

UN-Habitat (2015). Street-led Citywide Slum Upgrading, Claudio Acioly. http://unhabitat.org/street-led-city-wide-slum-upgrading-claudio-acioly-un-habitat/

UN-Habitat (2013). Upgrading Slums for Better Cities. https://www.youtube.com/watch?v=eCgvSmlVJeY&feature=youtu.be

Case study references:
DW News. (No date). Kenya's slum upgrading yields mixed results. http://dw.com/p/2WmZq

---

TRAINER NOTES #10:

In this session the discussions will largely depend on how affected cities are by climate change and subsequently how advanced they are in climate change adaptation and mitigation. If cities are very different, it might be worthwhile to mix the groups in the exercise to promote learning opportunities.

Exercise references:
Capacity Development Unit website:http://capacitybuildingunhabitat.org/street-led-citywide-slum-upgrading/

3.5   DAY FIVE

3.5.1 SESSION 10: CLIMATE CHANGE

Cities are major contributors to climate change and also remain vulnerable to the effects of climate change. Cities cover less than 2% of the earth's surface, yet, they consume 78% of the world's energy. They also produce more than 60% of all carbon dioxide, and significant amounts of other greenhouse gas emissions (GHG). Furthermore, hundreds of millions of people in urban areas across the world will be affected by rising sea levels, increased precipitation, inland floods, more frequent and stronger cyclones and storms, and periods of more extreme heat and cold.

This session urgently calls cities to action, and advocates for the full integration of climate action initiatives into urban development agendas. Well-planned and managed urbanization is climate proof urbanization. This session is broken into seven parts.

1. Part one defines climate change and provides current trends in rising temperatures and greenhouse gas emissions (GHG).

2. The next part demonstrates how cities are both contributors, as well as victims of climate change. This part provides current data to evidence cities' contribution to GHG emissions and the latest data to demonstrate how urban areas are vulnerable to climate change due to many risk factors, including but not limited to, flooding, water scarcity, and heat island effects.

3. Part three shows how to conduct a vulnerability analysis, which is then followed by a small group exercise and discussion, in which participants are tasked with developing a vulnerability analysis.

4. Part four examines international agreements and how climate change is addressed, most prominently in the Paris Agreement, as well as the

SDGs and New Urban Agenda. Sustainable urban development is crucial in order to make progress on the SDGs and the Paris Agreement, which is confirmed by the New Urban Agenda. Finally, a link is made to the CPI and its relevant dimension and indicators.

5. Part five takes a closer look at integrating climate change into urban development. It further delineates climate action between mitigation and adaptation strategies. A video is presented by Steffen Lehmann on "Transforming the City Toward Low-Carbon Resilience". The lecture introduces urban design principles that support the transformation of existing cities towards more resilience regarding the impact of climate change. The lecture outlines the principles of Green Urbanism and two on-going research projects: (1) Urban microclimates: How to keep cities cool; (2) Low impact construction using prefabricated engineered timber systems. This section continues with a discussion on various climate change action strategies and demonstrates how cities can mainstream climate change in their urban planning and development practices, based on data from the CPI and a GHG inventory.

6. Part six takes a closer look at incorporating climate change strategies in an integrated way. This section emphasizes that good urban planning and climate change planning are essentially interchangeable. It further asserts that climate change planning should be integrated and mainstreamed with existing city plans, planning processes and development activities across all sectors.

7. The session is concluded by a practical case study from Bogor, Indonesia, in their efforts to embed a low emissions approach into the municipal 5-year development plan. The City of Bogor has set itself on a low-emission trajectory through prudent urban planning to guarantee long-term sustainable development. Throughout the session, discussion questions will give the audience the opportunity to relate the theory to their daily practice.

8. Part eight concludes with the key lessons learned and a list of reading references.

Learning objectives:

1. To understand that cities are main contributors to climate change, as well as greatly impacted by the effects of climate change, and as a result, cities can be a major player in reaching the goals of the Paris Agreement, the SDGs and the New Urban Agenda.

2. To recognize that a paradigm shift is needed for sustainable urbanization, which includes mainstreaming climate change into existing urban financial plans, urban governance and legislations and urban development plans.

3. To understand how planning for climate change can support sustainable urban development and how the CPI and a GHG inventory may provide evidence of the challenges that require action.

Learning outcomes:

At the end of this session, participants will have acquired a thorough understanding on how climate change and urban development are interlinked. They will also understand how to better plan for climate change at the local level by mainstreaming the topic into the planning practice, using a three-pronged approach.

Recommended reading:

UN Habitat (2014). Planning for Climate Change.https://unhabitat.org/books/ planning-for-climate-change-a-strategic- values-based-approach-for-urban-planners- cities-and-climate-change-initiative/

UN Habitat (2015). Guiding principles for City Climate action planning.

https://unhabitat.org/books/ guiding-principles-for-climate-city-planning-action/

New Climate Economy (2014). Better Growth Better Climate. http://newclimateeconomy.report/2014/

WRI (2014). Global Protocol for community-scale Greenhouse Gas emission inventories.

http://www.ghgprotocol.org/greenhouse-gas-protocol-accounting-reporting-standard-cities

UN Habitat (2015). Integrating Climate Change into City Development Strategies (CDS).

https://unhabitat.org/books/integrating-climate-change-into-city-development-strategies/

UN CC:e-Learn "Cities and Climate Change" https://uncceelearn.org/course/

Further reading for the trainer:

Worldbank (2010). Cities and Climate Change: an urgent agenda.

https://openknowledge.worldbank.org/handle/10986/17381

UN Habitat (2014). Cities and Climate Change initiative. Policy note 1.

https://unhabitat.org/wp-content/uploads/2014/06/CCCI-Policy-Note-1.pdf

UN Habitat (2014). Cities and Climate Change initiative. Policy note 2.

https://unhabitat.org/wp-content/uploads/2014/06/CCCI-Policy-Note-2.pdf

The Global Commission on the Economy and Climate (2014). Better Growth Better Climate: The New Climate Economy Report.

https://newclimateeconomy.report/2014/

Habitat III (2016). New Urban Agenda. https://habitat3.org/the-new-urban-agenda

UN Habitat (2016). World Cities Report. http://wcr.unhabitat.org

Nature (2013). Future flood losses in major coastal cities.

Nature (2015). The Urban Water Crisis.

Case study references:

Bogor City Government (2016). Bogor city low carbon policies and expectation of monitoring towards sustainable smart city.

https://lcs-rnet.org/pdf/loCARNet_5th_presentations/PS2-7.pdf

CDKN Inside stories (2016). Treading low-carbon pathways toward sustainability: The experience of Bogor City

https://cdkn.org/wp-content/uploads/2016/06/CDKN-Bogor-Inside-Story-low-carbon.pdf

ICLEI Case Studies (2016). Bogor, Indonesia.

http://www.iclei.org/fileadmin/PUBLICATIONS/Case_Studies/ICLEI_cs_186_Bogor_Urban-LEDS.pdf

ICLEI Climate Roadmap (2009). Bogor, Indonesia.

http://archive.iclei.org/fileadmin/template/project_templates/climate-roadmap/files/Local_Action/Local_stories/Local_Story_Bogor_26_Nov_09.pdf

3.6 SESSION 11: CLOSING REMARKS & COURSE EVALUATION

This session provides a brief recap of each module covered during the training session and the key lessons learned. Following each module summary, participants are asked to comment on the session, and to offer key takeaways or insights. This session serves to identify the lessons participants learned throughout the course and to provide insight for improving future trainings. Participants discuss how they will further apply the integrated urban management and planning approach in their daily work practice through a world café methodology. For detailed instructions, please refer to Annex 6.

This is also an opportunity for the host facility to provide some brief closing remarks to participants. Hosts are welcomed to provide a brief recap including any key insights, takeaways, and/or opportunities for sustained relationships.

The session ends with a group reflection and filling out a course evaluation form.

At the conclusion of the training, participants should walk away with a clear idea of the latest international thinking, concepts and agreements on city planning with an emphasis on the need for multi-disciplinary and proactive approach to city extensions to promote sustainable urban development. They will also have learned how to apply innovative concepts - in particular the 3PA and CPI - into their daily work practice.
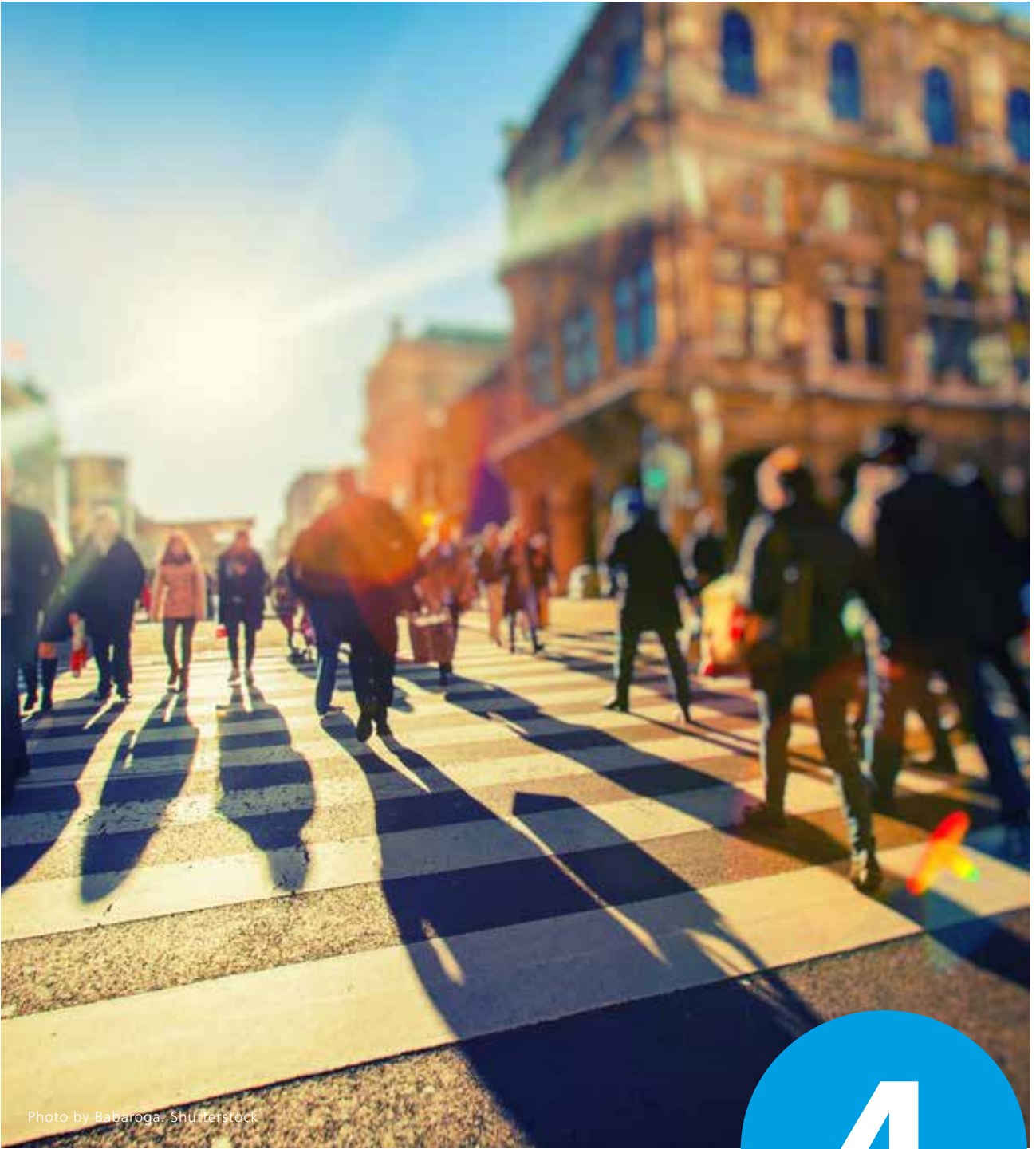

Photo by Shutterstock - Shanghai

Photo by Babaroga, Shutterstock

4

ANNEXES

Annexes

4.1 ANNEX 1: PRE-COURSE ACTIVITIES

TARGET AUDIENCE

The workshop targets city leaders, senior decision makers and executive staff of municipal and regional governments involved in housing, urban planning, municipal finance and urban rules and regulations, who could subsequently support institutional coordination at city level for implementing the Fundamentals of Planned Urbanization. The training will be delivered in English, with case studies from the region and other regions, where UN-Habitat is active. The capacity of the session is limited to 30 participants in order to ensure good interaction between the trainees and the trainers and among the trainees themselves. Priority will be given to teams of three people from the same city each from one of the following sectors: Urban planning, municipal finance, urban legislation, housing, territorial management. Female candidates are strongly encouraged to apply.

PRECOURSE APPLICATION

In order to apply for the course, each applicant is requested to submit:

- ❑ An application form (typed, not handwritten): This form MUST be submitted in MS Word format, NOT in PDF, JPEG, nor by FAX, except a scan file of page 4 with official signature as an approval sign of your training participation. Applications sent in fragmented scanned pages may lead to incomplete information of your application form and thus lead to disqualification of your application.
- ❑ A scanned passport copy (passport needs to be valid for more than 6 months from the departure date, if traveling from abroad), ,
- ❑ A 2-page outline summarizing the applicant's case study on urban planning, spatial planning, data, indicators, spatial analysis or monitoring of policy outcome,
- ❑ At least one letter of recommendation from your employer/head. Don't make any signature forgery

as the letter could imply that you have been officially approved on the training participation. In the case your document proves false before/during the training, we will cancel your candidacy and notify your organization/head of the fact.

CASE STUDY SUBMISSION

Applicants to the programme are required to prepare an outline of the case study that they will present during the programme, should they be selected by the selection committee. The case selected should be directly related to the participants' work, his/her organization, preferably situated in the city where he/she works. It could be a project, a programme, a policy and should be directly related to the theme of the training programme. It should highlight the importance of data, information and knowledge for the planning, management and implementation of urban development plans.

A 2-page outline, A4 format, single space, Arial font size 11) to be attached to the application should describe the context and local conditions, the objective, implementation strategy, results, challenges and opportunities. Candidates who do not submit a case study will be automatically disqualified.

Accepted applicants will be required to further develop the case study into a power point presentation which he/she will present during the workshop. Course participants are requested to bring relevant data, information, statistics from their respective cities to be used during the training sessions with a view of developing action plans.

SELECTION CRITERIA

Applications will be considered based on the following criteria:

- ❑ Proven ability to communicate in English. The nominees must be conversant in English. This should be guaranteed in the letter of recommendation.

- ❑ Demonstrated professional experience in planning and management of cities
- ❑ Nomination of an appropriate person who is able to participate effectively in the course

4.2 ANNEX 2: WHAT TO BRING TO THE TRAINING

Resources participants need to bring:

1. A copy of the most up-to-date City comprehensive/ master plan (if available)

2. A copy of the most up-to-date Climate Change Plan (if available)

3. City map showing land use

4. Case study presentation

5. City summary profile

For inclusion in City Profile:

Participants are required to bring the following information to the course in order to be able to relate

the course to their own situation. The city profile should be 3-5 pages in length and submitted before the beginning of the course to the trainer (preferably in the digital format; illustration can be attached). This information will be used by participants for some of the exercises, discussions and the case study presentation which will be carried out during the course. In the case that the information is not available, the participant should provide a justified reason or provide related information (e.g. the information on slums is not available, is it because the data has not been collected?) Wherever possible, maps, photographs and videos can be brought.

Photo by Tavarius, Shutterstock - Aerial view of Taipei Downtown, Taiwan

Name:	
Country:	
Participant City Profile	
About your country:	
Name of Country:	
Population	
GDP per capita in US$	
Human Development Index	
About your city:	
Name of city	
Population	
Main economic activities	
Monthly average income of a low-income family in US$	
Briefly describe the main problems in your city (environmental, social, economic etc.)	
List key achievements of the city in the last 10 years	
Briefly describe the situation in your city regarding access to housing and its relation to informally developed settlements	
Briefly describe the transportation system in your city: mode split, etc.	
Briefly describe your city's initiatives to address climate change.	
Identify the most common obstacle that is hindering low-income families in your city	
Provide an overview of growth patterns in your city- where is new development happening? What kind of new development is taking place (planned vs. unplanned, dense vs. sprawling)	
About urban policies and institutions	
List the institutions responsible for urban planning and management in our city Brief description of the system of governance, particularly of cities, in your country	
Briefly describe the current government policy (local, national) regarding your	
Does your city have development plans? How are they implemented?	
Briefly outline the regulatory framework or mention the type of legislation that addresses problems with new development, land regularization, property rights	
About Municipal Finance	
Provide an overview of your city's revenue streams (taxes, from central govt., fee's, loans, etc.)	
How do new projects get typically get financed in your city? (municipal revenue, land value capture, loans, public-private partnerships, etc).	
About Your Work	
Share brief details about your own work and experience in the urban sector (this may be related to policy, finance, legal, planning, project design and management, implementation, information management, training and teaching etc.)	

CASE STUDY PRESENTATION FORMAT

# of SLIDES	CONTENT: ABOUT YOUR CITY	DURATION
1-2	**Opening slide:** • Provide your name, profession, position, affiliation, country of nationality, name of the course, date. • Introduce yourself and the organization where you work, giving some additional information about the goal of your organization and your position, • What are your primary responsibilities?	1'
2-3	**National Context:** • Facts and figures about the country: total population, urban population, percentage of urban, GDP, GDP per capita, poverty level, government/political system. Any specific data that distinguishes the country. Use this slide to explain the development specificities of your country. • Illustrations: map of the country, a few photos, illustration that help highlight some ethnic, environmental aspect of the country. Show location of the city, case study. Provide additional data-based information and anecdotal information about your country	2'
3-4	**City analysis:** • Basic city data: include demographics such as population, geographic size, age cohorts, male/female population, ethnicities, etc. • Economic overview: city GDP, median income of the population, primary economic activities and where they occur. • Explain the main challenges of your city, e.g. housing needs, informal settlements, traffic congestion, etc. • Give an overview of any major planning and/or infrastructure initiatives. Explain the policy objectives that these planning efforts are hoping to achieve. (For example, mass transit plans or slum upgrading initiatives). • City planning department: how many staff, departments (show an organizational chart, if available). Where does the city administration lack capacity/ have sufficient capacity?	4'
2-3	**Data collection and decision making:** • How and who collects urban data? • Is your city involved in any indicator project or other robust data collection systems? (for example, land use databases, property tax databases) • What areas are measured/monitored? How is data used in urban planning? Explain the process of decision making for urban strategies utilizing data.	2'
2-3	**Legal framework for urban planning:** • Explain the legal framework for urban planning, including the system of land administration • What laws and regulations govern the implementation of urban strategies? (For example, building codes, zoning, land tenure, urban growth boundaries). • How is land managed and disposed for the purpose of urban development and housing development? • Explain how land is regulated and indicate whether or not land can be privately owned, commercialized. Who are the main actors in land development?	2'
2-3	**Municipal income and finances:** • How is revenue generated: taxes, allocations from national government, user fees, etc. • Briefly explain the role of the municipal government in budgeting for urban strategies and project implementation. • How are urban development plans calculated and budgeted? • Explain if there are systems of land value capturing or alternative methods for land-based revenue generation. • Are other financing options available (PPPs? Bonds?) Who are the main actors?	2'

2-3	**Institutional setting for planning and plans approval:** • Who are the actors and how does the planning department (if existing) relate with other divisions within the municipal government? • What is the planning approach (e.g. participatory, top-down, etc.)? • How are residents and other urban stakeholders are involved in the planning process? • At what scale are most development projects planned (local district, city administration, metropolitan or regional, from the national government.)	2'
# OF SLIDES	**CONTENT: CASE STUDY**	**DURATION**
2-3	**Background:** • Present the challenge the initiative/programme was trying to address. • Provide facts and figures about the case study such as population, size/area, location, density, etc. • Present illustrations: Maps, illustrations, photos, data that can reinforce the context of the case study	5'
3-5	**Strategy:** • Explain the strategy and the solutions implemented • Explain the goal of the project or policy intervention. • Describe the institutional and organizational setting, legal framework, financing mechanisms. Illustrate with visual aids as needed. • Provide financial figures such as budgets and cost elements, main sources of income • Who were the stakeholders involved? How were stakeholders engaged? • How was data used to better inform the decision making?	7'
1-2	**Conclusions:** • What were the results? • Describe the bottlenecks and strategies to overcome? • Outline the lessons learned including results of evaluation, beneficiaries' opinions and overall outcome as perceived and/or experienced by different stakeholders. • What in your own opinion, went well and what did not?	3'
	TOTAL TIME	**30'**

4.3 ANNEX 3: PLANNING TERM GLOSSARY

THE STATE OF URBANIZATION IN THE WORLD: ACTION FOR CITIES

Compact City - an urban planning concept that promotes relatively high residential density with mixed land uses. It is based on an efficient public transport system and has an urban layout which encourages walking and cycling, low energy consumption, and reduced pollution.

City Extension Planning - an urban planning tool that proposes a spatial structure for the growth of a city that can support its socioeconomic and environmental sustainability by ensuring an orderly expansion and densification of existing and future neighborhoods.

Connectivity - the density of connections in a street network and the directness of links. A well-connected street network has many short links, numerous intersections, and minimal cul-de-sacs. As connectivity increases, travel distances decrease, and route options and travel modes increase, allowing more direct travel between destinations, creating a more accessible and resilient system.

Density - the number of people inhabiting a given urbanized area.

Economic Inequality - the difference found in various measures of economic well-being among individuals in a group, among groups in a population, or among countries. Economic inequality sometimes refers to income inequality, wealth inequality, or the wealth gap.

Economies of Agglomeration – cost savings arising from clustering of population, housing, business activities and other urban services such as retail, healthcare, education and infrastructure.

Land Use - the products and/or benefits obtained from use of the land as well as land management actions (activities) carried out by humans to produce those products and benefits.

Livability - the sum of the factors that add up to a community's quality of life—including the built and natural environments, economic prosperity, social stability and equity, educational opportunity, and cultural, entertainment and recreation possibilities.

Polarization - the segregation within a society that may emerge from income inequality, real-estate fluctuations, economic displacements, etc., which results in such differentiation among various social groups, from high-income to low-income.

Plot Size - the size of a parcel of land on which a building will be or has been built.

Public Space - an area that is generally open and accessible to people. Public spaces usually include parks, streets, pavement, etc.

Rate of Urbanization - the increase in the proportion of urban population over time, calculated as the rate of growth of the urban population minus that of the total population. The rate of urbanization is positive when the urban population grows at a faster rate than the total population.

Social Exclusion - the failure of society to provide certain individuals and groups with those rights and benefits normally available to its members, such as employment, adequate housing, health care, education and training, etc.

Spatial Segregation - the separation of inhabitants of a city based on socio-economic, religious or ethnic grounds.

Suburbanization - the process of people moving from central urban areas to suburbs.

Sustainability (or Sustainable Development) - development that meets the needs of the present without compromising the ability of future generations to meet their own needs. It contains two key concepts: i) the concept of needs, in particular the essential needs of the world's poor that should be given the overriding priority; and ii) the idea of limitations imposed by the state of technology and social organizations on the environment's ability to meet present and future needs.

Urbanization - the proportion of a country that is urban. It is also referred to as the population shift from rural areas into urban centers.

Urban Migration - the process of people moving from rural areas to cities.

Urban Sprawl - also 'horizontal spreading' or 'dispersed urbanization', the uncontrolled and disproportionate expansion of an urban area into its surrounding, forming low-density and poorly planned development patterns. Common in both high-income and low-income countries, the urban sprawl is characterized by a scattered population living in separate residential areas, with long blocks and poor access, often overdependent on motorized transport, and missing well-defined hubs of commercial activity.

Walkability - a measure of how friendly an area is to walking.

GLOBAL AGREEMENTS ON URBANIZATION

Habitat III - the third United Nations Conference on Housing and Sustainable Urban Development which took place in Quito, Ecuador, from 17 – 20 October 2016.

Inclusive Cities - refers to cities that promote growth with equity and places where everyone, regardless of their economic means, gender, race, ethnicity or religion, is enabled and empowered to participate fully in the social, economic and political opportunities that cities have to offer. Participatory planning and decision-making are at the heart of an inclusive city. Promoting inclusiveness is socially just, good for growth, and central to sustainable urban development. Inclusive urban development and governance reduce inequality and social tension; incorporate the knowledge, productivity, social and physical capital of the poor and disadvantaged.

Incremental development - refers to the gradual expansion and improvement of individual houses, infrastructure and services, and neighborhoods. Incremental development increases affordability by spreading construction expenditures over a longer period of time. It also increases flexibility and adaptability to new needs and opportunities that may emerge during the extended construction period. At the same time, it minimizes the risk of defaults in times of downturns in the family economy.

Millennium Development Goals (MDGs) - refers to the eight international development goals established following the Millennium Summit of the United Nations in 2000 and the adoption of the United Nations Millennium Declaration. The MDGs established measurable and universally-agreed objectives for tackling extreme poverty and hunger, preventing deadly diseases, and expanding primary education to all children, among other development priorities.

Multilateral Organizations – an alliance between three or more countries to progress any given goal.

The New Urban Agenda - the outcome document agreed upon at the Habitat III cities conference in Quito, Ecuador, in October 2016. It will guide the efforts around urbanization of a wide range of actors — nation states, city and regional leaders, international development funders, United Nations programs and civil societies — for the next 20 years.

The Paris Agreement - the first-ever universal, legally binding global climate agreement which was adopted by 195 countries at the Paris climate conference (COP21) in December 2015. The agreement sets out a global action plan to limit global warming to well below 2°C to avoid dangerous climate change.

Policy - typically described as a principle or rule, or set of rules, to guide decisions and achieve rational outcomes. It usually consists of a set of established ways of responding to the recurring challenges in a given area of activities. Policies can be understood as political, managerial, financial, or administrative mechanisms that aim to reach explicit goals. They can be formulated and applied at various levels of an organization.

Resilience - the capacity of a system to absorb disturbance and reorganize while undergoing change, so as to still essentially maintain the same function, structure, and identity.

The Sustainable Development Goals (SDGs) - otherwise known as the Global Goals, are a universal call to action to end poverty, protect the planet, and ensure that all people enjoy peace and prosperity by 2030. These 17 Goals build on the successes of the Millennium Development Goals, while including new areas such as climate change, economic inequality, innovation, sustainable consumption, peace and justice, among other priorities.

Strategy - a plan of action designed to achieve a specific goal. A strategy sets the direction and scope of an organization over the long term to achieve advantages for the organization through its configuration of resources within a challenging environment to meet the needs of markets and fulfil stakeholder expectations.

THE FUNDAMENTALS OF PLANNED URBANIZATION FOR ATTAINING SUSTAINABLE DEVELOPMENT

Building Codes - a set of rules that specify the standards for constructed objects, such as buildings and non-building structures. Buildings must conform to the code to obtain planning permission, usually from a local council. The main purpose of building codes is to protect public health, safety and general welfare as they relate to the construction, occupancy and structures of buildings.

City Prosperity Initiative (CPI) – a UN-Habitat global initiative that enables city authorities, as well as local and national stakeholders, to identify opportunities and potential areas of intervention for their cities to become more prosperous. Its composite index made of six dimensions serves to define targets and goals that can support the formulation of evidence-based policies, including the definition of city-visions and long-term plans that are both ambitious and measurable.

Financial Plan – a plan that contains the ability of public investments to cover operations and, ultimately, generate economic and financial benefits for a city.

Land Registration – the system by which matters concerning ownership, possession or other rights in land can be recorded (usually with a government agency or department) to provide evidence of title, facilitate transactions and to prevent unlawful disposal.

Land Tenure - the legal regime in which land is owned by an individual, who is said to "hold" the land.

Legal Plan - contains the rules of land subdivision and land occupation as well as the regulatory frameworks governing planned urbanization.

Prosperity - a social construct that materializes in the realm of human actions. It deliberately and conscientiously builds on the conditions prevailing in a city at any time, despite its size or location. This is a broader, wide-ranging notion that has to do with clear policies, and well-balanced, harmonious development in a fair and just environment. UN-Habitat conceptualized the notion of urban prosperity as being composed of the following: productivity; infrastructure; quality of life; equity and inclusion; environmental sustainability, and governance and legislation. Urban prosperity is based on the fundamental principles of human rights. It considers that urbanization, as a process, should adhere to human rights principles, while the city, as an outcome, should meet specific human rights standards that need to be measured. In this sense, access to adequate housing, water and sanitation or any other civic, cultural, economic, political and social right that are codified in many of the human rights treaties, are integral parts of urban prosperity.

Spatial Planning - refers to the methods and approaches used to influence the distribution of people and activities in spaces of various scales. Spatial planning can be defined as the coordination of practices and policies affecting spatial organization. Spatial planning takes place at local, regional, national and inter-national levels and often results in the creation of a spatial plan.

Three-Pronged Approach - an integrated urban management and urban planning practice, which integrates the spatial plan that addresses density, land use, streets and public spaces, and the definition of public and private domains through urban design; a

legal plan that contains the rules of land subdivision and land occupation as well as the regulatory frameworks governing planned urbanization; and the financial plan that mobilizes resources for its realization.

Zoning- areas of land divided by appropriate authorities into zones within which various uses are permitted. Thus, zoning is a technique of land-use planning as a tool of urban planning used by local governments in most developed countries.

PLANNED CITY EXTENSION

Brownfield Development - an area of land or premises that has been previously used but has subsequently become vacant, derelict or contaminated. This term derived from its opposite, undeveloped or 'greenfield' land. Brownfield sites typically require preparatory regenerative work before any new development takes place and can also be partly occupied.

Building Conversions - the adaptation of a building or part of a building for a new use.

Cadaster - a parcel based and up-to-date land information system containing a record of interests in land (e.g. rights, restrictions and responsibilities). It usually includes a geometric description of land parcels linked to other records describing the nature of the interests, the ownership or control of those interests, and often the value of the parcel and its improvements.

Contiguity - a series of things in contact or in proximity.

Ecological Footprint - a measure of human impact on the Earth's ecosystem, which reveals the dependence of the human economy on natural capital.

Floor Area Ratio (FAR) - along with floor space ratio (FSR), floor space index (FSI), site ratio and plot ratio, refers to the ratio of a building's total floor area to the size of the parcel of land upon which it is built. The terms can also refer to limits imposed on such a ratio.

Gentrification - a process of renovation of deteriorated urban neighborhoods by means of the influx of more affluent residents.

Land Consolidation - a planned readjustment and rearrangement of land parcels and their ownership. It is usually applied to form larger and more rational land holdings.

Land Value Capture - a type of public financing that recovers some or all of the value that public infrastructure generates for private landowners.

Mixed-Use Development - a type of urban development that blends residential, commercial, cultural, institutional, or industrial uses, in which those functions are physically and functionally integrated, providing pedestrian connections. Mixed-use development can take the form of a single building, a city block, or the entire neighborhood. The term may also be used more specifically to refer to a mixed-use real estate development project—a building, complex of buildings, or district of a town or city that is developed for mixed-use by a private developer, (quasi-) governmental agency, or a combination thereof.

Parcellation - division of land into parcels (plots).

Polycentrism - the organizational principle of a region around several political, social or financial centers. Cities have no single center, but several. A country is polycentric if its population is distributed almost evenly among several centers in different parts of the country.

Serviced Urban Plots - an urban plot that is ready to build on, which means it already has the utility connections – water, gas, electricity and mains sewage, high-speed broadband and telephone – as well as access from the highway.

Setback Rules - required distance of a building or other structure from another building, a street or road, a river or other stream, a shore or flood plain, or any other place which is deemed to need protection. Depending on the jurisdiction, other things like fences, landscaping, septic tanks, and various potential hazards or nuisances might be regulated. Setbacks are generally set in municipal ordinances or zoning.

Setbacks along state, provincial, or federal highways may also be set in the laws of the state or province, or the federal government.

Transit-Oriented Development - a type of urban development that maximizes the amount of residential, business and leisure spaces within walking distance of public transportation.

HOUSING AT THE CENTRE

Adequate Housing - the right of every woman, man, youth and child to gain and sustain a safe and secure home and community in which to live in peace and dignity. The human right to adequate housing is more than just four walls and a roof.

Affordable Housing - housing that is deemed affordable as personal or household financial costs associated with housing do not threaten or compromise the attainment and satisfaction of other basic needs (for example, food, education, access to health care).

Availability of Services, Materials, Facilities and Infrastructure – adequate housing of which occupants do not have safe drinking water, adequate sanitation, energy for cooking, heating and lighting, sanitation and washing facilities, means of food storage, refuse disposal, etc.

Cultural Adequacy - adequate housing that respects and takes into account the expression of cultural identity and ways of life.

Demand-Side Housing Policy- policies that aim to increase aggregate demand. This needs to be done during a recession or a period of below trend growth. If there is spare capacity (negative output gap) then demand side policies can play a role in increasing the rate of economic growth. However, if the economy is already close to full capacity (trend rate of growth), a further increase in AD will mainly cause inflation.

Habitability - adequate housing that provides adequate space; protection from cold, damp, heat, rain, wind or other threats to health; structural hazards; disease vectors.

Housing Accessibility - adequate housing that takes into account the specific needs of disadvantaged and marginalized groups, such as the poor, people facing discrimination, persons with disabilities, and victims of natural disasters.

Housing at the Centre – a concept that aims to shift the focus from simply building houses to a holistic framework for housing development, orchestrated with urban planning practice and placing people and human rights at the forefront of urban sustainable development. At the national level, the goal is to integrate housing into National Urban Policies and into UN-Habitat's strategic thinking on planned urbanization. At the local level, the approach is to reinforce the importance of housing for urban planning and concomitantly to the development of cities and people. With the 'Housing at the Centre' approach, UN-Habitat will re-establish housing problems and opportunities in the international development agenda in an increasingly strategic manner vis-a-vis the future of urbanization.

Housing Enabling Approach – a development approach when the government creates an 'enabling environment' for developers to produce 'affordable' housing, while public housing is privatised on a large scale.

Housing Finance System - a system that provides the funds with which home-buyers can purchase their homes. Notwithstanding this simple premise, in a number of countries, largely as a result of government action, complicated housing finance systems have been developed.

Housing Guarantee Loan - a loan guaranteed by a third party in the event that the borrower defaults. The loan is quite often guaranteed by a government agency which will purchase the debt from the lending financial institution and, thus is responsible for the loan.

Adequate Housing Location - housing that allows access to employment options, health-care services, schools, child-care centers, and other social facilities, and is not be built on polluted sites nor in immediate proximity to pollution sources.

Housing Risk Exposure - housing conditions, such as lack of thermal comfort, dampness and mold, indoor air pollution, infestations, home safety, noise, accessibility, and other factors that affect the health of its inhabitants and the respective exposure varies between social groups and tenure within the population.

Inclusionary Zoning - a zoning that requires that some portion of every new housing development (e.g. 10%) beyond a given threshold size (e.g. 50 units) will be affordable to below-median income residents to both increase the number of affordable units and create mixed income communities. Some inclusionary zoning programs permit developers to make "in lieu" contributions to a regional housing trust fund to construct affordable housing, rather than requiring such units to be constructed on site.

Informal Settlement share the following three characters: 1) inhabitant have no security of tenure vis-à-vis the land or dwellings they inhabit, with modalities ranging from squatting to informal rental housing; 2) the neighborhood usually lacks, or is cut off from, basic services and city infrastructure; 3) Housing may not comply with current planning and building regulations and is often situated in geographically and environmentally hazardous areas.

In addition, informal settlements can be a form of real estate speculation for all income levels of urban residents, affluent and poor. Slums are the most deprived and excluded form of informal settlements characterized by poverty and large agglomerations of dilapidated housing often located in the most hazardous urban land. In addition to tenure insecurity, slum dwellers lack formal supply of basic infrastructure and services, public space and green areas, and are constantly exposed to eviction, disease and violence.

Insecurity of Tenure - means that households can easily lose their home through expropriation and forced evictions. This makes it difficult to motivate people to invest in their homes and create safe and healthy living environments when they understand and worry that it can all be taken away beased on their experience of decades of political challenges.

Legal Security of Tenure - a degree of security of tenure which guarantees legal protection against forced eviction, harassment and other threats, regardless of the type of tenure.

Slums - those that lack one or more of the following: 1) access to improved water; 2) access to improved sanitation; 3) sufficient living space; 4) structural quality/durability of dwellings; 5) security of Tenure

Supply-Side Housing Policy - policies that improve an economy's productive potential and its ability to produce.

Twin-Track Approach - an approach that focuses on improving the supply and affordability of serviced land and new housing opportunities at a scale that aims at curbing both the growth of existing slums and the creation of new slums, while also implementing city-wide and national slum upgrading programs to improve housing conditions and the quality of living conditions in existing slums. The Twin-Track includes: 1) curative approach - slum upgrading; 2) preventative approach - prevention of new slums through the provision and planning for new housing

MOBILITY

Bicycle-Sharing System - public bicycle system or bike-share scheme that is a service in which bicycles are made available for shared use to individuals on a short-term basis. Bike share schemes allow people to borrow a bike from point "A" and return it at point "B".

Bus Rapid Transit (BRT) - a bus-based public transport system designed to improve capacity and reliability relative to a conventional bus system. Typically, a BRT system includes roadway that is dedicated to buses, and gives priority to buses at intersections where buses may interact with other traffic; alongside design features to reduce delays caused by passengers boarding or leaving buses, or purchasing fares. BRT aims to combine the capacity and speed of a metro with the flexibility, lower cost and simplicity of a bus system.

Car Sharing Programs - car sharing (US) or car clubs (UK), a model of car rental where people rent

cars for short periods of time, often by the hour. They are attractive to customers who only occasionally use a vehicle as well as others who would like occasional access to a different type of vehicle, other than their daily vehicle. The organization renting the cars may be a commercial business and the users may be organized as a company, public agency, cooperative, or ad hoc grouping.

Congestion Pricing or Congestion Charges - a system of surcharging users of public goods that are subject to congestion through excess demand, such as higher peak charges for use of bus services, electricity, metros, railways, telephones, and road pricing to reduce traffic congestion; airlines and shipping companies may be charged higher fees for slots at airports and through canals at busy times. This pricing strategy regulates demand, making it possible to manage congestion without increasing supply.

Electronic Road Pricing System – a system used in managing road congestion. Based on a pay-as-you-use principle, motorists are charged when they use priced roads during peak hours. ERP rates vary for different roads and time periods depending on local traffic conditions. This encourages motorists to change their mode of transport, travel route or time of travel.

Informal (Motorized) Transport - also referred to as 'paratransit,' relies on privately owned vehicles whose operators often lack necessary permits or do not meet requirements for vehicle size, insurance coverage or driver standards. Even if some operators are fully licensed, they may deviate from routes or charge unauthorized higher fares, as a result of which they are considered informal.

New Urbanism - Before the advent of the private car, traditional neighborhoods were compact and highly walkable. Daily activities (e.g. shops, restaurants and schools) that were no more than five minutes away were characteristic of the pre-automobile era. In the early 1980s, an urban design movement, called 'new urbanism', was developed in the US. This movement sought to return neighborhoods to their pre-automobile designs and ambiances – places

that promoted walking, allowed daily face-to-face interaction of people from all walks of life and provided a range of housing types, workplaces, commercial-retail offerings and public places.

Non-Motorized Transport - refers to the transportation of passengers via human or animal powered means including bicycles, rickshaws, pedicabs, animal-drawn carts and walking.

Private Motorized Transport - involves vehicles that are powered by an engine and are used by individuals or private companies to transport passengers. Light-duty vehicles (cars, SUVs, light trucks and mini-vans) and two- or three-wheelers remain the key modes of private motorized transport in urban areas.

Public-Private Partnership - a long-term contract between a private party and a government entity, for providing a public asset or service, in which the private party bears significant risk and management responsibility, and remuneration is linked to performance.

Public Transportation - transport services that are available to the public for payment, run on specified routes to timetables with set fares, and within the context of this report, in an urban area. They may be operated by public or private organizations and cover a wide range of modes, namely bus, light rail (tramways and street cars), metros, suburban rail as well as waterborne transport (ferries, boats).

Regional Planning - deals with the efficient placement of land-use activities, infrastructure, and settlement growth across a larger area of land instead of an individual city or town. Regional planning is a sub-field of urban planning as it relates land use practices on a broader scale.

Traffic Calming Strategies - strategies that allows the street becomes an extension of a livable space in the neighborhood – a place to walk, chat and play. Car passage becomes secondary. Traffic calming is one such example, pioneered by Dutch planners who have added speed humps, realigned roads, necked down intersections and planted trees and flowerpots in the middle of streets to slow down traffic. With traffic

calming,

Traffic Congestion - a condition on transport networks that occurs as use increases that is characterized by slower speeds, longer trip times, and increased vehicular queueing. The most common example is the physical use of roads by vehicles.

Transit-Oriented Development - traditional or new urbanism development that is physically oriented to a public transport station. By concentrating a mix of pedestrian-oriented development around public transport nodes, residents and workers are more likely to catch a train or a bus for out-of-neighborhood trips and walk or bike for shorter within-neighborhood trips. TOD aims to function as community hubs and places where people not only 'pass through' but also choose 'to be' – e.g. for public celebrations and demonstrations, outdoor concerts, farmers' markets and other activities that help build community.

Transportation Corridor - a linear area that is defined by one or more modes of transportation like highways, railroads or public transits which share a common course.

Value Capture - the practice of linking fees and taxes on the indirect but real beneficiaries of transport access, emerged as an attractive political approach to the challenge of creating sustainable revenue sources for public transport.

SLUM UPGRADING

Citywide Slum Upgrading - a citywide scale approach which is fundamental to enhancing the economic outcome generated by the opening of prioritized and multiple streets in different settlements, increasing connectivity, circulation and mobility and providing the opportunity for the ultimate physical integration of slums and informal settlements into their surrounding neighborhood. Streets are the first step to integrating the economic resourcefulness of slum dwellers into wider urban and national markets.

Participatory Slum Upgrading Program (PSUP) - a joint effort of the European Commission (EC) and UN-Habitat. To date, the program has reached out to 35 countries of the African, Caribbean, and Pacific

Group of States and 160 cities, and has provided the necessary enabling framework for improving the lives of at least 2 million slum dwellers. The PSUP's approach is grounded on its emphasis on integrating slum dwellers into the broader urban fabric and adopting a positive stance towards slum dwellers and in-situ slum upgrading, using city-wide participatory planning methods.

Slum Prevention - refers to the set of measures that provide viable, and preferable, alternatives to the creation of new slums. It requires ensuring the availability of a highly diversified supply of affordable housing solutions, matching the diversity of housing demand in terms of locations, tenure types, costs and standards. Slum prevention is the main component of the Global Housing Strategy addressing the need for new housing. It requires comprehensive and forward-looking urban planning, appropriate and effective legal and regulatory frameworks, timely provision of affordable serviceable land, and availability of finance. It also requires demand responsive mechanisms for the introduction of infrastructure and basic services, and the availability of adequate and affordable construction materials and components.

Slum Upgrading - refers to the improving of the physical and environmental conditions as well as the provision of infrastructure and services, in the areas that are considered as slums and incorporating them into the mainstream city. It usually begins with a survey of actual conditions followed by the planned rationalization of layouts of individual plots (land readjustment) in order to enable the introduction of streets and land required for the infrastructure and services. This is combined with some means of ensuring security of tenure (regularization). To be successful, the process must be community-driven and fully participatory. Slum upgrading is the main component of the Global Housing Strategy addressing the housing situation in existing areas of cities. The cost of slum upgrading is usually higher for inhabitants, the city and society than the cost of the planned development of new residential mixed-use areas, with appropriate planning, which enables "slum prevention".

Street-Led Slum Upgrading - a simple and straightforward approach that rationalizes the layout

of settlements, generates spatial urban patterns that essentially transform slums into neighborhoods and connected economies through a process of physical integration with the larger urban area, where streets, and public space, and act as the primary conduits for social and economic transformation that benefits the city as a whole.

CLIMATE CHANGE

Adaptation (of Climate Change) - the process of adjustment to actual or expected climate and its effects. In human systems, adaptation seeks to moderate or avoid harm or exploit beneficial opportunities. In some natural systems, human intervention may facilitate adjustment to expected climate and its effects. Various types of adaptation exist, e.g. anticipatory and reactive, private and public, and autonomous and planned. Examples are raising river or coastal dikes, and substituting more temperature-shock resistant plants for sensitive ones, etc.

Climate Change - refers to a change in the state of the climate that can be identified (e.g., by using statistical tests) by changes in the mean and/or the variability of its properties and that persists for an extended period, typically decades or longer. Climate change may be due to natural internal processes or external forcing such as modulations of the solar cycles, volcanic eruptions and persistent anthropogenic changes in the composition of the atmosphere or in land use. Note that the Framework Convention on Climate change (UNFCCC), in its Article 1, defines climate change as: 'a change of climate which is attributed directly or indirectly to human activity that alters the composition of the global atmosphere and which is in addition to natural climate variability observed over comparable time periods'. The UNFCCC thus makes a distinction between climate change attributable to human activities altering the atmospheric composition and climate variability attributable to natural causes.

CO_2 Equivalent - the universal unit of measurement to indicate the global warming potential (GWP) of each GHG, expressed in terms of the GWP of one unit of carbon dioxide. It is used to evaluate the climate impact of releasing (or avoiding releasing) different greenhouse gases on a common basis.

Disaster Risk Reduction - the concept and practice of reducing disaster risks through systematic efforts to analyze and manage the causal factors of disasters, including through reduced exposure to hazards, lessened vulnerability of people and property, wise management of land and the environment, and improved preparedness for adverse events.

Ecosystem - a functional unit consisting of living organisms, their non-living environment and the interactions within and between them. The components included in a given ecosystem and its spatial boundaries depend on the purpose for which the ecosystem is defined: in some cases, they are relatively sharp, while in others they are diffuse. Ecosystem boundaries can change over time. Ecosystems are nested within other ecosystems and their scale can range from very small to the entire biosphere. In the current era, most ecosystems either contain people as key organisms, or are influenced by the effects of human activities in their environment.

Energy Efficiency - minimizing the amount of energy used for a given, constant energy service.

Exposure - the presence of people, livelihoods, species or *ecosystems*, environmental functions, services, and resources, infrastructure, or economic, social, or cultural assets in places and settings that could be adversely affected.

Extreme Weather Event - an event that is rare at a particular place and time of year. Definitions of rare vary, but an extreme weather event would normally be as rare as or rarer than the 10th or 90th percentile of a probability density function estimated from observations. By definition, the characteristics of what is called extreme weather may vary from place to place in an absolute sense. When a pattern of extreme weather persists for some time, such as a season, it may be classed as an extreme climate event, especially if it yields an average or total that is itself extreme (e.g., drought or heavy rainfall over a season).

Food Security - a state that prevails when people have secure access to sufficient amounts of safe and nutritious food for normal growth, development and an active and healthy life.

Global Protocol for Community-Scale Greenhouse Gas Emission Inventories - a robust and clear framework that builds on existing methodologies for calculating and reporting city-wide GHG emissions.

Global Warming - refers to the gradual increase, observed or projected, in global surface temperature, as one of the consequences of radiative forcing caused by anthropogenic emissions.

Green Building Technologies – technologies used for both structure and the use of the building that are environmentally responsible and resource-efficient throughout a building's life-cycle: from siting to design, construction, operation, maintenance, renovation, and demolition.

Greenhouse Effect – the effect that greenhouse gases absorb thermal infrared radiation, emitted by the Earth's surface, by the atmosphere itself due to the same gases, and by clouds. Atmospheric radiation is emitted in all directions, including downward to the Earth's surface. Thus, greenhouse gases trap heat within the surface— troposphere system.

Greenhouse Gas - gaseous constituents of the atmosphere, both natural and anthropogenic, that absorb and emit radiation at specific wavelengths within the spectrum of thermal infrared radiation emitted by the Earth's surface, the atmosphere itself, and by clouds. This property causes the greenhouse effect. Water vapor (H_2O), carbon dioxide (CO_2), nitrous oxide (N_2O), methane (CH_4) and ozone (O_3) are the primary greenhouse gases in the Earth's atmosphere. Moreover, there are a number of entirely human-made greenhouse gases in the atmosphere, such as the halocarbons and other chlorine and bromine containing substances, dealt with under the Montreal Protocol. Beside CO_2, N_2O and CH_4, the Kyoto Protocol deals with the greenhouse gases sulphur hexafluoride (SF_6), hydro fluorocarbons (HFCs) and perfluorocarbons (PFCs).

Greenhouse Gas Inventory - a quantified list of GHG emissions and sources per city.

Impacts (of Climate Change) - the effects of climate change on natural and human systems. Depending on the consideration of adaptation, one can distinguish

between potential impacts and residual impacts: i) Potential impacts: all impacts that may occur given a projected change in climate, without considering adaptation; ii) Residual impacts: the impacts of climate change that would occur after adaptation.

Intended Nationally Determined Contributions (INDCs) – the publicly announced post-2020 climate actions that countries intend to take under the international Paris agreement. The climate actions communicated in these INDCs largely determine whether the world achieves the long-term goals of the Paris Agreement: to hold the increase in global average temperature to well below 2°C, to pursue efforts to limit the increase to 1.5°C, and to achieve net zero emissions in the second half of this century (http://www.wri.org/our-work/topics/indcs).

Low-Emission Development (LED) - in part interchangeable with climate change mitigation but has a stronger focus on combining (sustainable) development and developing a low emission pathway.

Urban Low Emission Development Strategy B- a pathway for cities to transition to a low emission, green and inclusive urban economy, through its integration into city development plans and processes. The Urban LEDS is one of the main outcomes of the GCC program. It includes a vision for the future and sets forward targets for GHG emission reduction and development goals as well as the overarching policies and actions needed to achieve them. Through them, local governments can gain immediate, direct, cost effective and scalable greenhouse gas (GHG) emission reductions, while improving livelihoods for their citizens and businesses and optimizing the use of local renewable energy and other resources. An Urban LEDS could – and ideally should – connect to a Regional and National LEDS to ensure efforts are aligned and coordinated.

Low Regrets Policy - a policy that would generate net social and/or economic benefits under current climate and a range of future climate change scenarios.

Mainstreaming - the process by which climate risks to city plans, programs, activities and policies are considered and adjusted to address these risks. Mainstreaming assumes that other projects can be enhanced – e.g.

poverty reduction, urban sustainability, etc. – and their benefits can be increased by integrating climate planning with them. Mainstreaming helps to ensure that a city's plans and policies are not at odds with climate risks now and in the future.

Mitigation (of Climate Change) - a human intervention to reduce the sources or enhance the *sinks* of greenhouse gases (GHGs).

Resilience - the capacity of social, economic and environmental systems to cope with a hazardous event or trend or disturbance, responding or reorganizing in ways that maintain their essential function, identity and structure, while also maintaining the capacity for adaptation, learning and transformation.

Sensitivity (to Climate Change)- the degree to which a system is affected, either adversely or beneficially, by climate variability or climate change.

The effect may be direct (e.g. a change in crop yield in response to a change in the mean, range, or variability of temperature) or indirect (e.g. damages caused by an increase in the frequency of coastal flooding due to sea level rise).

SMART - Self-Monitoring Analysis and Reporting Technology - the technologies (includes physical and logical applications in all formats) that are capable to adapt automatically and modify behavior to fit environment, senses things with technology sensors, this providing data to analyze and infer from, drawing conclusions from rules.

Strategic Environmental Assessment (SEA) - a systematic decision support process, aiming to ensure that environmental and possibly other sustainability aspects are considered effectively in policy, plan and program making.

Photo by Oscity. Shuttertsock - NEW YORK

Vulnerability (to Climate Change)- the propensity or predisposition to be adversely affected. Vulnerability encompasses a variety of concepts and elements

including sensitivity or susceptibility to harm and lack of capacity to cope and adapt.

4.4 ANNEX 4: COURSE EVALUATION

COURSE EVALUATION HANDOUT
HOW TO CONDUCT THE EVALUATION
The evaluation consists of two parts:

Part 1. Overall evaluation of the course

Part 2. Evaluation of sessions

You are required to complete both parts and submit the completed form to the Course Coordinator before the concluding session.

Please use the ranking matrix given below to rank each of the sessions/ exercises.

1 is the lowest in value and 5 is the highest. For example, if you found the session extremely useful, you can tick 5, and 1 if you did not find it useful at all.

Explanation of the ranking parameters
❑ Usefulness: Did you find the contents useful in relation to your work?
❑ Knowledge: Did the session add to your knowledge? If so, how?
❑ New skills: Did the session help you to acquire new skills, for example, in analysis, planning,

Photo by Shutterstock - Qingdao

negotiation, teamwork, etc.? If so, please explain.

❑ Interest: Did you find the presentation, discussions and methods interesting? Please specify.

The box on the right is for your explanations and suggestions for improving the session.

PART 1. OVERALL EVALUATION OF THE COURSE

Has the course met your expectations? (circle one) Yes / No / Partly
Please explain:
Would you recommend this course to others? (circle one) Yes / No / Not sure
Comments:
Was the duration of the course: (circle one) Too short / Too long / Sufficient
Comments:
What would you change about the course?
Please explain briefly:
List three sessions that you found particularly useful:
1. 2. 3.

PART TWO: EVALUATION OF THE SESSIONS

Session One: Welcome, Introductions, Who is in the Room?						
	1	2	3	4	5	COMMENTS
USEFULNESS						
INTEREST						

Session Two: The State Of Urbanization In The World: Action For Cities						
	1	2	3	4	5	COMMENTS
USEFULNESS						
KNOWLEDGE						
NEW SKILLS						
INTEREST						

Session Three: Global Agreements On Urbanization						
	1	2	3	4	5	COMMENTS
USEFULNESS						
KNOWLEDGE						
NEW SKILLS						
INTEREST						

Session Four: The Fundamentals Of Planned Urbanization For Attaining Sustainable Development						
	1	2	3	4	5	COMMENTS
USEFULNESS						
KNOWLEDGE						
NEW SKILLS						
INTEREST						

Session Five: Planned City Extensions						
	1	2	3	4	5	COMMENTS
USEFULNESS						
KNOWLEDGE						
NEW SKILLS						
INTEREST						

Session Six: Case Study Presentations						
	1	2	3	4	5	COMMENTS
USEFULNESS						
KNOWLEDGE						
NEW SKILLS						
INTEREST						

Session Seven: Housing At The Centre						
	1	2	3	4	5	COMMENTS
USEFULNESS						
KNOWLEDGE						
NEW SKILLS						
INTEREST						

Session Eight: Urban Mobility						
	1	2	3	4	5	COMMENTS

USEFULNESS						
KNOWLEDGE						
NEW SKILLS						
INTEREST						

Session Nine: Slum Upgrading						
	1	2	3	4	5	COMMENTS
USEFULNESS						
KNOWLEDGE						
NEW SKILLS						
INTEREST						

Session Ten: Climate Change						
	1	2	3	4	5	COMMENTS
USEFULNESS						
KNOWLEDGE						
NEW SKILLS						
INTEREST						

module 1

FUNDAMENTALS OF URBANIZATION

UN@HABITAT
FOR A BETTER URBAN FUTURE

Exercise 1 .Fundamentals of Urbanization

1. Instructions
- Break into groups by city or small groups. Select one note taker and one reporter.

2. City Health Check
- Review sheet 1 'City Health Check' do you recognize these problems in your city? Indicate on scale of 1-5 (individually)

- Get in your groups and discuss the results: which ones are **the most relevant** urban challenges in your city? Give an example.

4. Report Findings
- Reporter will report back group findings to the whole group (3-5 min per group, depending on time).

Configuration . Group exercise

Time . 05 min . review statements (individual)
10 min . discussion to formulate analysis (in groups by city)
15 min . time to present (one presenter per group)
30 min . total

EXERCISE 1.1 . SHEET 1 . CITY HEALTH CHECK

How valid is this statement for your city?
Tick box on scale 1-5

Provide a relevant example of the specific challenge:

1. Legal Status Planning Regimes

☐☐☐☐☐ The city is growing in places not covered in current plans

☐☐☐☐☐ The planning process is too complex and hard to manage

☐☐☐☐☐ Enforcement of the city plan is difficult and not followed

2. Public Space & Buildable Area

☐☐☐☐☐ Density, walkability and connectivity in urban spaces is decreasing

☐☐☐☐☐ There is insufficient public space in urban areas

☐☐☐☐☐ It is problematic to acquire land for public space

3. Plot & Block Regulations

☐☐☐☐☐ The street layout is not good for biking and walking

☐☐☐☐☐ Policy does not always translated into rules on the ground

☐☐☐☐☐ Available plot sizes in planned area's do not always correspond to what is needed

☐☐☐☐☐ Plot subdivision and consolidation regulations are too stringent and enforcement mechanisms quite weak.

4. Development control & regulation

☐☐☐☐☐ Development is not always happening in the right place when looking at densification and livability objectives

☐☐☐☐☐ Developers pay fees but they are not always proportionate to the infrastructure and service burdens created

5. Building codes

☐☐☐☐☐ Residents, business and builders opt for informal solutions often on the edge of cities

☐☐☐☐☐ Residential fabric is poorly integrated into the existing city, spatially segregating new neighbourhoods and isolating the poor

☐☐☐☐☐ Building and housing codes can be unrealistic or inaccessible and encourage informality

6. Governance

☐☐☐☐☐ Public spending is not always efficient and transparent

☐☐☐☐☐ Participation is rarely successful in effecting change

☐☐☐☐☐ Planning and administration mismatch among responsibilities, powers and funding

1

2

3

4

5

6

module 2

WORLDWIDE AGREEMENTS ON THE PROGRESSION OF CITIES

UN@HABITAT
FOR A BETTER URBAN FUTURE

Exercise 2 . Sustainable Development Goals

1. Instructions
- Break into groups by city or small groups. Select one note taker and one reporter.

2. SDG 11 . Local Top 3
- Review sheet 1 'SDG 11' and read through the SDG 11 targets, pick the top 3 targets that are most urgent for your city (individually).

3. SDG 11 . City Self Assessment
- Rate for each target how well your city is equipped to reach this target on a scale of 1-5 (individually).

4. Sheet 2. URBAN RELEVANCE TO OTHER SDG'S
- Review Sheet two and and rate 1-5 how important other city related SDG's are to your city.

5. Discuss & Report Findings
- With your group discuss the results and develop a summary of your discussion (from both Sheet 1 & 2).

Configuration . Group exercise
Time . 05 min . review statements (individual)
10 min . discussion to formulate analysis by group
15 min . time to present (one presenter per group)
30 min . total

DISCUSSION QUESTIONS
- Your city's top 3 SDG targets (sheet1), are they included in your master plan?
- How much does your plan connect to other SDG' s beyond SDG 11?
- How can your master plan help to reach the goals of SDGs?
- Which SDG's might be missing in your master plan?

EXERCISE 2.1 . SHEET 1 . SUSTAINABLE DEVELOPMENT GOAL 11

First- Select which SDG target is the most urgent in our city?
Select your top 3

Next, rate how well equipped your city is to meet this target ?
Rate on scale 1-5

TARGET 11-1

SAFE AND AFFORDABLE HOUSING
By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums.

SAFE AND AFFORDABLE HOUSING

TARGET 11-2

AFFORDABLE AND SUSTAINABLE TRANSPORT SYSTEMS
By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons.

AFFORDABLE AND SUSTAINABLE TRANSPORT SYSTEMS

TARGET 11-3

INCLUSIVE AND SUSTAINABLE URBANIZATION
By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries.

INCLUSIVE AND SUSTAINABLE URBANIZATION

TARGET 11-4

PROTECT THE WORLD'S CULTURAL AND NATURAL HERITAGE
Strengthen efforts to protect and safeguard the world's cultural and natural heritage.

PROTECT THE WORLD'S CULTURAL AND NATURAL HERITAGE

TARGET 11-5

REDUCE THE ADVERSE EFFECTS OF NATURAL DISASTERS
By 2030, significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses relative to global gross domestic product caused by disasters, including water-related disasters, with a focus on protecting the poor and people in vulnerable situations.

REDUCE THE ADVERSE EFFECTS OF NATURAL DISASTERS

EXERCISE 2.1 . SHEET 1 . SUSTAINABLE DEVELOPMENT GOAL 11

TARGET 11·6

☐

REDUCE THE ENVIRONMENTAL IMPACT OF CITIES
By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management.

☐ ☐ ☐ ☐ ☐

TARGET 11·7

☐

PROVIDE ACCESS TO SAFE AND INCLUSIVE GREEN AND PUBLIC SPACES
By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities.

☐ ☐ ☐ ☐ ☐

TARGET 11·A

☐

STRONG NATIONAL AND REGIONAL DEVELOPMENT PLANNING
Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning.

☐ ☐ ☐ ☐ ☐

TARGET 11·B

☐

IMPLEMENT POLICIES FOR INCLUSION, RESOURCE EFFICIENCY AND DISASTER RISK REDUCTION
By 2020, substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters, and develop and implement, in line with the Sendai Framework for Disaster Risk Reduction 2015–2030, holistic disaster risk management at all levels.

☐ ☐ ☐ ☐ ☐

TARGET 11·C

☐

SUPPORT LEAST DEVELOPED COUNTRIES IN SUSTAINABLE AND RESILIENT BUILDING
Support least developed countries, including through financial and technical assistance, in building sustainable and resilient buildings utilizing local materials.

☐ ☐ ☐ ☐ ☐

EXERCISE 2.1 . SHEET 2 . URBAN RELEVANCE TO OTHER SDG'S

How relevant is this target for your city?
Rate on scale 1-5

Icon	Target	Rating
SDG 1 No Poverty	Local economic development strategies that create jobs & raise incomes (SDG1/SDG8)	☐ ☐ ☐ ☐ ☐
SDG 3 Good Health and Well-Being	Reduce air pollution, foster healthy lifestyles and prevent deaths from road traffic accidents (SDG3)	☐ ☐ ☐ ☐ ☐
SDG 5 Gender Equality	Identify and tackle violence and harmful practices against women through urban planning (SDG5)	☐ ☐ ☐ ☐ ☐
SDG 6 Clean Water and Sanitation	Identify measures to increase access to clean water and sanitation in slum areas (SDG6)	☐ ☐ ☐ ☐ ☐
SDG 9 Industry, Innovation and Infrastructure	Promote small-scale industry and start-ups in their local economic development strategies (SDG9)	☐ ☐ ☐ ☐ ☐
SDG 10 Reduced Inequalities	Help reduce inequalities within cities (SDG10)	☐ ☐ ☐ ☐ ☐
SDG 12 Responsible Consumption	Support short supply chains, thereby reducing transport and carbon emissions (SDG12)	☐ ☐ ☐ ☐ ☐
SDG 14 Life Below Water	Help protect the lakes and oceans by preventing sewage, industrial effluent and other wastewater to flow directly into their surrounding seas (SDG14)	☐ ☐ ☐ ☐ ☐
SDG 15 Life on Land	Ensure that biodiversity conservation is an integral part of urban planning and development strategy (SDG15)	☐ ☐ ☐ ☐ ☐

module 3

THREE PRONGED APPROACH AND CPI

Exercise 3 . Three Pronged Approach

for integrated urban management & planning

A legal plan that contains the rules of land subdivision and land occupation as well as the regulatory frameworks governing planned urbanization

An urban/spatial plan that addresses density, land use, streets and public spaces through urban design

A financial plan to mobilize resources for its realization.

EXERCISE 3.1 . SHEET 1 . THREE PRONGED APPROACH

Draw your circles here:

1. Instructions

Break into groups by city
or small groups.
Select one note taker
and one reporter.

For Example:

R
F
P

2. Three Pronged Approach

Individually draw the circles that best
represent the current way of working
in your municipality (individually).

R = Regulation/Legal
F = Finance
P = Planning

3. Discuss & Present

Discuss with the group why you
drew your city the way you did.
Now together discuss what you
think most cities look like and draw
the consensus on a flipchart. Think
about size and position. Present it
to the group and explain why your
group drew the graph as such.

Discussion Questions:
- Do you think your cities are representative
  of other cities or different? How and why?
- Were there common themes among your
  cities? If so, where?
- What are some of the real-life implications
  of the graph your group developed?

Configuration . Group exercise

Time . 05 min . review 3PA (individual)
05 min . discussion to formulate consensus (in groups by city)
10 min . time to present (one presenter per group)
20 min . total

CITY PROSPERITY INITIATIVE

Exercise 3 . CPI at city level

Productivity

Infrastructure

Governance

Quality of life

Environmental sustainability

Equity & Inclusion
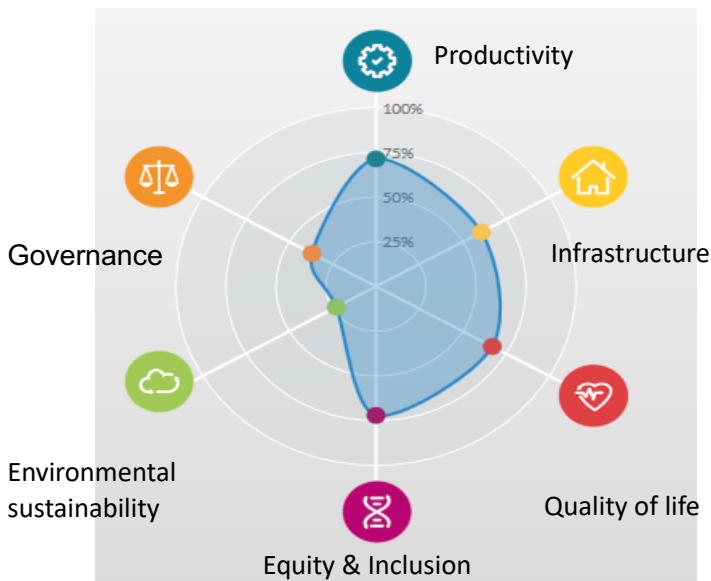
A CPI provides at a glance:

- Raw characteristics of urban growth (how much, and where)

- Quality of that growth

- Prosperity of the city (how your city is governed or how it creates and distributes socio-economic benefits or prosperity).

1. Instructions

- Break into groups by city or small groups. Select one note taker and one reporter.

2. CPI quick assessment

- Logon to: http://cpi.unhabitat.org/estimate-cpi-your-city and explore what you think your CPI might look like through the CPI estimator tool. Draw it on the graph above.
- Discuss in your group what you think your city's CPI might look like. Why do you think it would look that way?

3. CPI comparison

- Access CPI webpage http://cpi.unhabitat.org/compare-cities and find our city score or a city that is comparable with yours. Compare the scores with your quick indicative assessment. What are your observations?

4. Report Findings

- Get ready to present your findings to the whole group (3-5 min per group)

Configuration . Group exercise

Time . 10 min . review city CPI and create indicative chart
10 min . access CPI website and run/compare scores
10 min . time to present (one presenter per group)
30 min . total

---

module 4

PLANNED CITY EXTENSION

EXERCISE 4.1 . SHEET 1 . 3PA & CPE

1. Instructions

Break into groups by city
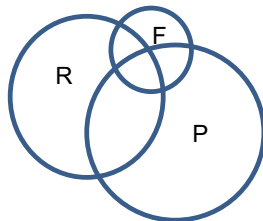or small groups.
Select one note taker
and one reporter.

2. Review table 1

Review in your group table 1
on sheet 2 '21 Components
for a Legal Framework' We will
apply the 3PA thinking to this
table. You will see that each
piece of legislation is either
linked to **financial framework**
or **planning and design.**

3. Create Venn diagram

- Refer to diagram 1 on sheet 3.
  Draw a diagram like this on a
  flip chart.
- Use six different colour post-it
  notes. Give each note a
  number and name of one of
  the 21 legal components. In
  total you now have 21 post-it
  notes.
- Start putting the post-it notes
  in the corresponding circles on
  the flip chart, according to the
  situation in your country/city.
- This diagram looks something
  like the sample diagram on
  this page. It shows the
  interconnectedness of the
  3PA between the financial,
  legal and the planning
  framework.

4. Present Venn diagram

- Compare the diagrams of
  other groups.
- Which numbers are in the
  same circles which ones are
  different?
- The facilitator will ask you to
  explain the rationale.

5. Level of Intervention

- Get back into your groups.
- Add two lines to your flipchart
  so it looks like diagram 2 on
  sheet 3.
- Now rearrange and divide the
  post-it notes by level of
  government.

6. Final Discussion

- Each group will briefly
  present how the diagram
  changed when reassigning
  the post-it notes to include
  levels of government.

- Facilitator will reflect on the
  results of each group and
  identify commonalities and
  differences.

sample Venn diagram showing
compliance of legal components with
financial and planning framework
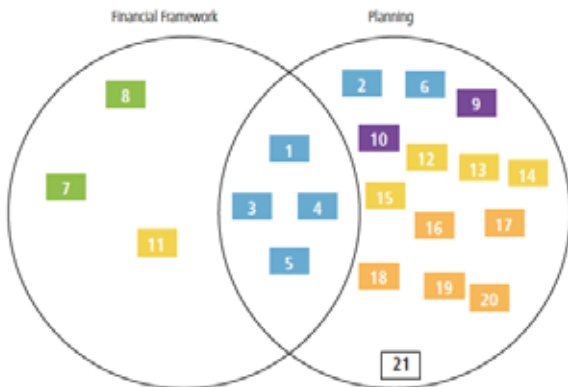
This diagram is for reference only, results may differ by city and country

Configuration .	Group exercise
Time .	15 min . review table 1 and create ven diagram (2,3)
	10 min . group presentations and reflection (4)
	5 min . create new ven diagram (5)
	15 min . discussion and make final ven diagram (6)
	45 min . total
Materials .	Flipchart, markers, post it notes

EXERCISE 4.1 . SHEET 2 . 21 Components for a Legal Framework

Land Management			Land Based Financing			Buildability -Development		
	1	Support the establishment of a physical and fiscal cadaster, with an efficient, up-to-date and publicly available information system		7	Develop mechanisms to share increases in land value due to planning decision (urban to rural, building potential, valuable land use) and public investments (streets, public space, green areas, public transport infrastructure, basic infrastructure)		9	Allocate clear vertical development rights
	2	Develop an urban planning hierarchy that is adequate to the local needs. Plans are designed and implemented. The planning instruments include a city street plan.						
	3	Provide an efficient tenure system with a legislation recognizing statutory and customary rights (stability and security)						
	4	Regulate land use to foster land use diversity and mixed use		8			10	Define the buildable area (percentages, patterns, setbacks, etc.) based on desired densities and morphology
	5	Regulate Land-readjustment activities for urban extension and densification						
	6	Support the provision of social housing						

Public Space			Land Based Financing			Buildability -Development		
	11	Provide a regulatory mechanism for private land acquisition		16	Define a minimum plot size for residential use		21	Revise the Building Code
	12	Provide regulatory to allocate sufficient space to streets (e.g. coverage ratio, number of intersections, width and length, street density)		17	Define a maximum block size			
	13	Provide Regulatory Mechanisms to allocate space to non-street public space (e.g. green areas, play grounds. Sport facilitates)		18	Provide efficient mechanism to allow plot consolidation			
	14	Assign clear responsibilities of owners relating to the maintenance of streets and public space		19	Provide Plot readjustment mechanisms to allow flexibility in uses			
	15	Formulate design guidelines for building facades		20	Provide efficient mechanisms to allow plot subdivision			

EXERCISE 4.1 . SHEET 3 . REGULATORY COMPONENT CPE

Diagram 1
Interconnectedness of the 3PA
between the financial, legal and the planning framework
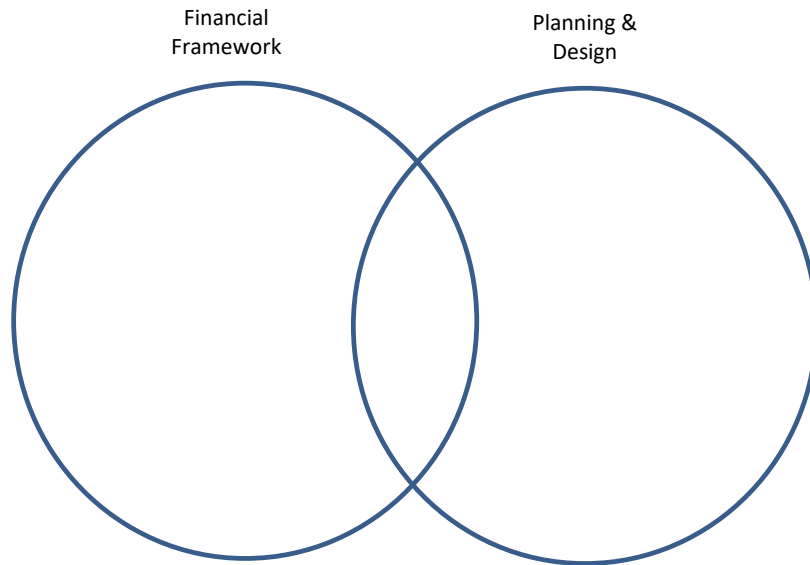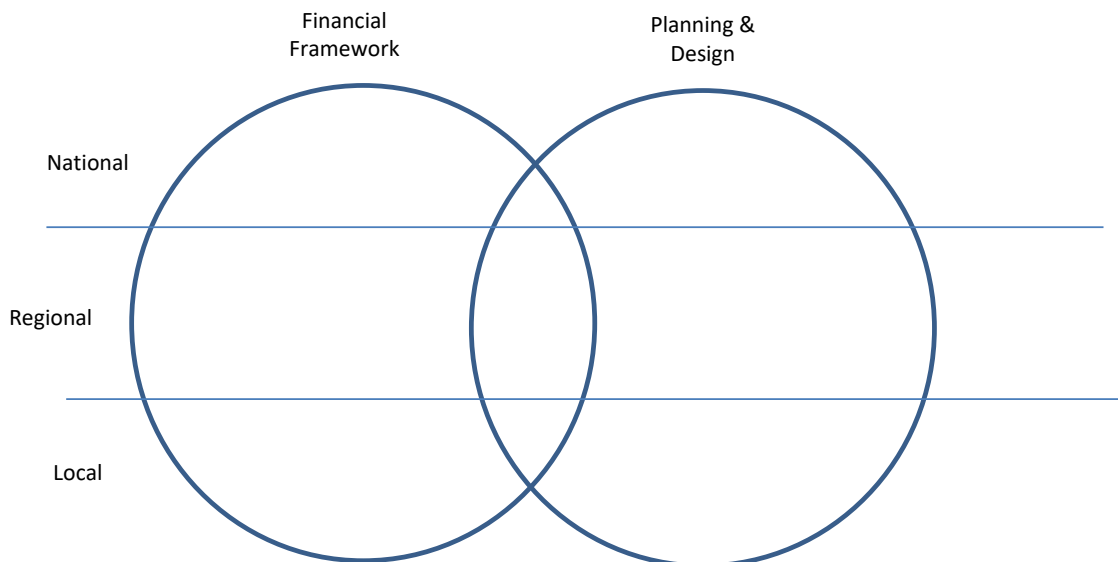
Financial
Framework

Planning &
Design

Diagram 2
Interconnectedness of the 3PA
between the financial, legal and the planning framework
by planning hierarchy

Financial
Framework

Planning &
Design

National

Regional

Local

module 5

HOUSING at THE CENTRE

EXERCISE 5.1 . SHEET 1 . 3PA & HOUSING at the CENTRE

1. Instructions

- Facilitator uses ppt to introduce exercise
- Break into groups by city or small groups. Select one note taker

2. Design Housing Triangle

- Study the housing diagrams that have been introduced in this module and are presented on sheet 2 and 3.
- Individually draw a housing triangle for your city.
- Divide interventions into:
  - Financial
  - Regulatory
  - Planning & Design
- In those three categories separate them by **demand** and **supply** side intervention
- One triangle should be drawn for each person or participants can be grouped by city (see visual reference on sheet 4).

3. Reflect on Triangles

- Refer back to the 'housing challenges' that were introduced in the beginning of this module (also sheet 4)
- What are the biggest challenges in your city?
- Reflect on the interventions in your triangle.
- Rate each intervention with 1-3 stars, based on how well they are suited to deal with the priority challenges in your city.

5. Suggest Improvements

- Think of 2-3 specific housing challenges in your city.
- Use knowledge from the Netherlands, Singapore and Brazil case study as well as presentations from the other groups, to propose measures that you could try locally
- Create a new triangle to introduce these measures
- Each person (or group by city) should have two triangles – the current situation & newly proposed measures

6. Present new Triangle

- Each group will be asked to have a few people present their findings

Ask Yourself:
- What is currently working and what is not? Explain your ratings for each existing intervention.
- Which measure would you suggest locally to best deal with these challenges?
- Would measures be regulatory, financial or planning related?
- Would the action be supply/demand related?
- What measures would you recommend at a national level to support your city's housing need?

Configuration . Group exercise

Time . 10 min . ppt introduction by facilitator (1)
10 min . design housing triangle (2)
10 min . reflect on triangle (3)
20 min . group presentations triangles (4)
20 min . suggest improvements and create new triangle (5)
20 min . group presentations new triangles and discussion (6)
90 min . total

Materials . One computer per group

EXERCISE 5.1 . SHEET 2 . 3PA & HOUSING at the CENTRE

SINGAPORE

Planning & Design →

SUPPLY
- National Housing Policy
- Housing blocks in self sufficent new towns around mass transport corridors
- Housing Development Board as provider of social housing (85% of population)

SUPPLY
- Minimum quota of HDB housing in new development
- Price control of primary market HDB flats

DEMAND
- Allocation regulations for different ethnic and income groups

← Regulation

Finance →

SUPPLY
- Low cost land & construction subsidies for HDB
- Annual grant to HDB

DEMAND
- Extra incentives to CPF for target groups
- Compulsary savings scheme: Central Provident Fund

NETHERLANDS

Planning & Design →

SUPPLY
- National Housing Policy
- Mixed projects' with both owner-occupied and social rented housing
- Housing corporations and municipal housing bureau as providers of social housing (35% of population)

SUPPLY
- Minimum quota of social housing in new development

DEMAND
- Rent control for social housing sector

← Regulation

Finance →

SUPPLY
- Guarantee structure through central housing fund for housing corporations

DEMAND
- Individual rental subsidy
- Income tax deduction of mortgage interest for home owners

EXERCISE 5.1 . SHEET 3 . 3PA & HOUSING at the CENTRE

BRAZIL

Planning & Design→

SUPPLY
- Minha Casa, Minha Vida
- Twin-track approach
- National Effort to Modernize cities
- Goal to build 3.4 million homes

housing
at the Centre

SUPPLY
- 2001 City Statute
- Decentralization to cities
- Numerous enabling laws, ordinances and amendments

← Regulation

Finance→

SUPPLY
- Access to finance
- Attractive developer financing

DEMAND
- Subsidies
- Mortgage loans
- Tax exemptions

SÃO PAULO

Planning & Design→

SUPPLY
- Strategic Urban Masterplan
- Build 717,000 new housing units by 2030
- Transit-oriented development
- Expansion of ZEIS Zones
- Set-aside portion of ZEIS for affordable housing

housing
at the Centre

SUPPLY
- Removing height requirements
- Allowing mixed-use development
- Allowing adaptive reuse in occupied buildings
- Removing parking minimums in ZEIS

← Regulation

Finance→

SUPPLY
- Inclusionary Zoning
- Fee waivers
- Density bonuses

Module 5 .
Housing @ the centre

UN@HABITAT
FOR A BETTER URBAN FUTURE

EXERCISE 5.1 . SHEET 4 . 3PA & HOUSING at the CENTRE

Key Housing Challenges

1. Quantity of supply versus demand
2. Affordability
3. Informal status
4. Insecurity of tenure
5. Unsustainable design
6. Risk exposure
7. Insufficient housing finance
8. Lack of planning

Key Questions

- What is currently working and what is not? Explain your ratings for each existing intervention
- Which measure would you suggest locally to best deal with these challenges?
- Would measures be regulatory, financial or planning related?
- Would the action be supply/demand related?
- What measures would you recommend at a national level to support your city's housing need?

Figure 1 . Visual Reference Housing Triangle

Planning & Design→

SUPPLY

DEMAND

housing at the Centre

?

SUPPLY

DEMAND

← Regulation

Finance →

SUPPLY

DEMAND
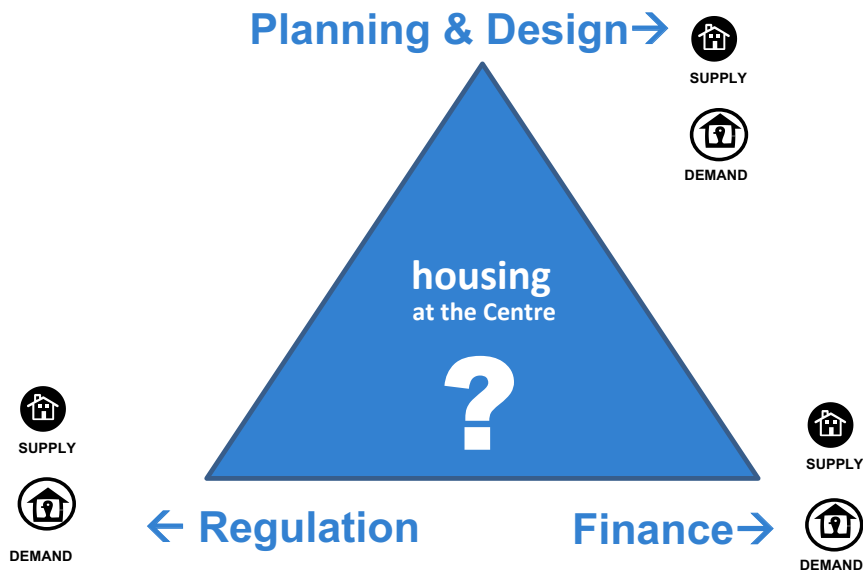
module 6
MOBILITY

EXERCISE 6.1 . SHEET 1 . URBAN MOBILITY

1. Instructions

- Break into small groups or groups by city. Select one note taker

2. Draw two bar charts

- Draw a bar chart of what you think the current mode split is for your city….
- Draw a bar chart of what you think the mode split should be by 2050…

3. Reflect on bar charts

- Now look at your chart and pick the mode that you choose to be increased the most.
- If you selected, public transit – what type do you envision? (Bus, BRT, light rail, Metro)

- What would your planning strategy be to increase this mode of transportation in your city? (For example- bikes paths, transit oriented development, new roads)
- How could it be financed?
- What type of legislation or regulatory changes would it require?

4. Present bar charts

- Each group selects a volunteer to present their bar chart and explains:
- Where would it be most needed?
- How would it benefit your city most? (congestion, sprawl, emissions, etc).
- Would it make transportation more accessible and/or affordable? How? For whom?
- What is the first step to take in making it happen?

Public Transport Options

Metros have capacity of moving up to 60,000 passengers per hour (in one direction), travelling at 30-40 km/h.

Bus Rapid Transit (with platforms, to speed boarding and exclusive lanes) can move up to 40,000 passengers per hour, travelling at 20-30 km/h.

Light rail carries up to 12,000 passengers per hour, travelling at 20 km/h.

A busway can move up to 20,000 per hour travelling at 20 km/h.

Sample transportation bar chart

| Non-Motorized 12% | Publc Tranport 15% | Motorized 61% | Other 12% |
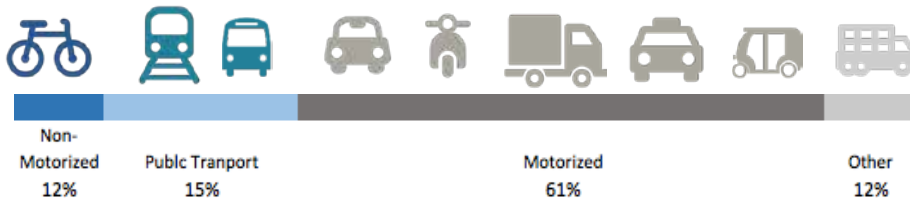
Configuration . Group exercise

Time . 5 min . ppt introduction by facilitator (1)
20 min . barchart exercise (2)
20 min . Presentations and reflections (3)
45 min . total

Materials . One computer per group

UN@HABITAT
FOR A BETTER URBAN FUTURE

module 7

SLUM UPGRADING

UN⊕HABITAT
FOR A BETTER URBAN FUTURE

EXERCISE 7.1 . SHEET 1 . NEGOTIATING GAME
STREET-LED SLUM UPGRADING IN AMBEDKAR NAGAR

The Case - Ambedkar Nagar
- The municipality wants to implement a citywide upgrading programme through a street-led approach.
- The mayor and his team of experts have selected the slum Ambedkar Nagar for implementation of a pilot project.
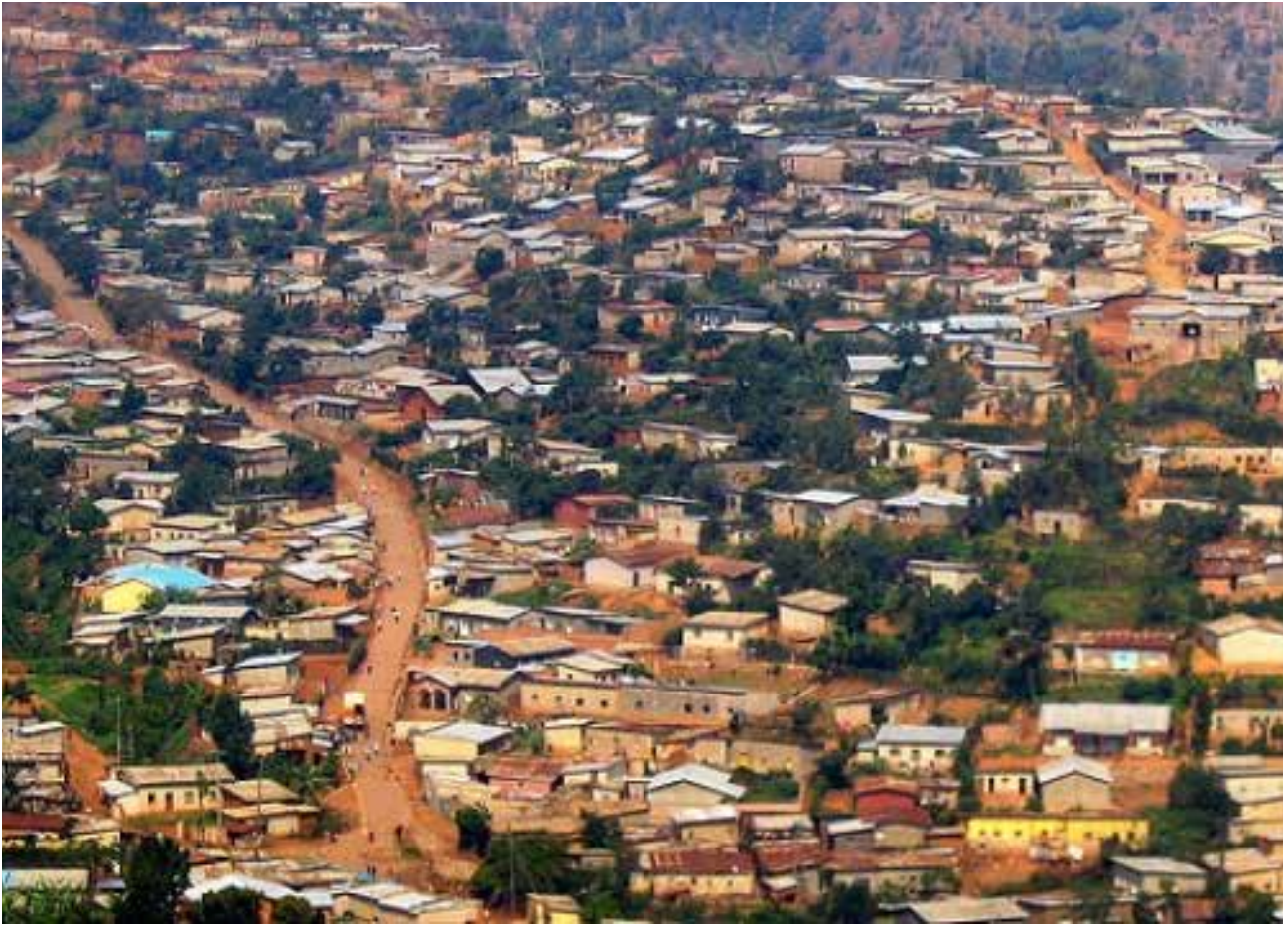- When the government reaches an overall agreement, it will invest and start the upgrading, if not it will pull out and the project will not take place.

1. Exercise Overview
- Introductory ppt to explain context of the simulation game

2. Assignment of Roles
- Participants will each pick one of the 10 roles representing the different municipal officers and stakeholders/players
- In addition there is a need for two observers and two assistants
  *Adjust according to number of participants
- Hand out participant roles: Participants should only read their own role description, not the roles of others

3. Assignment of Roles
- Players get handout Sheet One & Two, One role, and three maps:
  1. Existing Conditions
  2. Municipal Proposed Interventions
  3. Blank Map
- Each person should study the government's proposal and their role

4. First Round Negotiations
- First round negotiations start, led by the municipal officer

5. Coffee Break
- Coffee break and opportunity for participants to find allies to develop alternative plans, ideas and proposals

6. 2nd Round Negotiations
- 2nd round negotiations start, lead by the municipal officer

7. Reporting Back
- Report final result back by Mayor's representative (10 min)
- Report by the two observers (10 min each)

8. Reflections & Lessons Learned
- What are the main challenges in a street-based slum upgrading process?
- Give an example of different and sometimes even conflicting interest of inhabitants
- Give an example of tensions between the public and public collective and the public and the private
- How is the 3PA relevant to this? In which aspects would a more integrated planning approach make it easier to come to an agreement that is acceptable for everyone and where, in the best scenario, everyone benefits or at least does not loose?

Configuration . Role Play Exercise

Time . 10 min . ppt introduction by facilitator (1)
5 min . Assignment of roles (2)
10 min . Study proposal and role (3)
30 min . First round negotiations start (4)
30 min . Coffee break and find allies to develop alternative plans (5)
40 min . Second round of negotiations (6)
30 min . Report back by Mayor's representative & observers (7)
20 min . Reflections on learning objectives (8)
3 hours total

Materials . Printed & cut out handouts sheet 1-6 and 3 sets of maps for each participant, Role for each participant, Three sets of A1 size prints of maps, Flipchart

EXERCISE 7.1 . SHEET 2 . Existing Situation
STREET-LED SLUM UPGRADING IN AMBEDKAR NAGAR

Proposed Upgrading Plan Ambedkar Nagar

Widening and upgrading of selected roads, open spaces and install waste collection points

Specific improvements in three selected streets:

- Provision of street lighting;
- Widened and paving, thereby stimulating mixed use along the streets;
- Improving connection to neighboring areas;
- Creation of public open space;
- Installation of new waste collection points

Note: proposed interventions may require demolition and resettlement

About Ambedkar Nagar
- In existence for 25 years.
- Land belongs to the municipality.
- Most residents are low-middle income people living here because they cannot find affordable housing in a central location.
- A new industrial zone is located just South of the slum
- In the middle of the slum there are a couple of workshops operated by tanners, potters and coppersmiths.
- There are also small shops: convenience shops, teashops, a butcher, tailor, barber, mobile repair, and a video lending library. They mostly operate from their homes but also rent space from other plot owners.
- Some residents work in the nearby shopping mall but the majority of people find employment outside the slum as daily laborers or in government jobs.

Upgrading Ambedkar Nagar The Planning Process

Mapping/inventory exercise by municipal planning department to identify the properties (residential and commercial) types of businesses, houses, existing roads, services and unoccupied spaces was completed.

Based on this mapping/inventory the Municipal Planning Department has indicated potential intervention and priority areas.

The Municipal Planning Department has now called a meeting to present the proposed interventions to the community and different stakeholders for comments and alternative suggestions.

Municipal Representatives

Mr. Singha – Deputy Head of the Municipality (representative of the Mayor)

Mrs. Seth – Assistant to Deputy Head of the Municipality

Mr. Abijhat – Budget Officer

Mrs. Punti – Legal Department

Key players/stakeholders in Ambedkar Nagar

Mr. Abijhat –Tea-Shop owner

Mrs. Faswhi –Convenience Store owner

Mr. Padmadhar – Cigarette Seller

Mr. Das – Landlord & Businessman

Mr. Paramita –Leather tanning workshop owner

Mrs. Shanti – School teacher

EXERCISE 7.1 . SHEET 3 . STREET-LED SLUM UPGRADING
ROLE DESCRIPTIONS . MUNICIPAL TEAM

**Facilitator: cut on dotted lines and hand out roles individually

----

Municipal representative: The mayor has selected AMBEDKAR NAGAR slum for implementation of a pilot slum upgrading project. AMBEDKAR NAGAR was selected as pilot because of its location and the fact that the land belongs to the municipality.

Another important factor is the mayor's intention to use the upgrading process to legalise tenure, start charging ground rent and enforce stricter pollution control rules on the tanners, potters and coppersmiths workshops to eventually incentivise them to relocate to the nearby industrial zone.

**Mr. Singha –
Deputy Head of the Municipality
(representative of the Mayor)**

Responsibility:
The Deputy Head will chair all meetings and inform participants of the results of negotiations.

Profile:
You have been working on this project for years. You are a big advocate of street led upgrading- by first, legalising tenure and then following up with sanitation, green space and better infrastructure. Your priority is to widen the roads to improve traffic flow in and around Ambedkar Nagar. You would like to see more non-polluting commercial activities and more parking spaces to stimulate commercial use. You envision earning back the investment through property and business tax as well as parking fees.

Nice to know:
Your ambition is to become the next mayor and its very important to score on this project

You are a 'friend' of Mr. Das. He often invites you for tea in one of his many establishments. He expects you to keep him up to speed on recent developments and share confidential information. In return he is a very generous friend to you, treating your daughter to a very nice overseas honeymoon when she got married.

Municipal representative: The mayor has selected AMBEDKAR NAGAR slum for implementation of a pilot slum upgrading project. AMBEDKAR NAGAR was selected as pilot because of its location and the fact that the land belongs to the municipality.

Another important factor is the mayor's intention to use the upgrading process to legalise tenure, start charging ground rent and enforce stricter pollution control rules on the tanners, potters and coppersmiths workshops to eventually incentivise them to relocate to the nearby industrial zone.

**Mrs. Seth –
Assistant to
Deputy Head of the Municipality**

Responsibility:
To take notes of the proceedings ad assist your boss Mr. Singha

.
Profile:
You have not been in this job very long. Your previous job was in the environmental department. You have prepared all documentation to be tabled and you are well aware of the importance of this project for your boss.

Nice to know:
You are nature lover and active member of 'Friends of the Earth '

When you were still at the Environmental Department you once visited the Ambedkar Nagar primary school as part of an educational programme where you met Mrs. Shanti, the school teacher.

EXERCISE 7.1 . SHEET 4 . STREET-LED SLUM UPGRADING
ROLE DESCRIPTIONS . MUNICIPAL TEAM

Municipal representative:
The mayor has selected AMBEDKAR NAGAR slum for implementation of a pilot slum upgrading project. AMBEDKAR NAGAR was selected as pilot because of its location and the fact that the land belongs to the municipality.

Another important factor is the mayor's intention to use the upgrading process to legalise tenure, start charging ground rent and enforce stricter pollution control rules on the tanners, potters and coppersmiths workshops to eventually incentivise them to relocate to the nearby industrial zone.

**Mr. Abijhat –
Budget Officer**

Responsibility:
You been asked to sit in this meeting as Ambedkar Nagar is in your district.

Profile:
You have only recently been informed of this plan. You've never been to Ambedkar Nagar. You're very sceptical, as budget for the required investments is 2 million lak, and you don't see an increased tax base as sufficient justification to earn back the investment.

Nice to know:
You are a very active member of the democratic party, a different political party than the mayor.

Municipal representative:
The mayor has selected AMBEDKAR NAGAR slum for implementation of a pilot slum upgrading project. AMBEDKAR NAGAR was selected as pilot because of its location and the fact that the land belongs to the municipality.

Another important factor is the mayor's intention to use the upgrading process to legalise tenure, start charging ground rent and enforce stricter pollution control rules on the tanners, potters and coppersmiths workshops to eventually incentivise them to relocate to the nearby industrial zone.

**Mrs. Punti –
Legal Department**

Responsibility:
Your overall responsibility throughout the municipality is to regularise security of tenure and home improvement, and you've been asked to sit in this meeting as Ambedkar Nagar is in your district.

Profile:
You have made a site visit to Ambedkar Nagar and see the potential of the area. You only have one agenda and that is to legalise tenure for both shops and business as soon as possible.

Nice to know:
You have another meeting scheduled that is of great importance to you, so don't have a lot of time and want to move things along.

EXERCISE 7.1 . SHEET 5 . STREET-LED SLUM UPGRADING
ROLE DESCRIPTIONS . RESIDENTS

**Mrs. Faswhi –
Owner Convenience Store**

Responsibility:
As a long time resident and owner of a popular convenience store, you're the informal spokesperson for Ambedkar Nagar. You have studied the plans extensively.

Profile:
You're pro-legalising tenure, but you do not want any major changes as you want to avoid displacement and resettlement. But in the case that resettlement is unavoidable you want to be resettled in Ambedkar Nagar or very close to it. You're critical of the green/open spaces in the plan as you anticipate displacement.

You don't want the connecting road on to the shopping mall going next to Mr. Das shop,

Nice to know:
You are a very active member of the democratic party, a different political party than the mayor.

You're not a big fan of Mr. Das as he is taking over too much of your business.

**Mr. Abijhat –
Owner Tea Shop**

Responsibility:
As owner of a popular teashop, you're the main representative of the local small business sector.

Profile:
You want to be connected to the upgraded main road and you also lobby for smaller roads to be paved and better connected to the main upgraded road. You're also very keen to get street lighting to be installed throughout the area so that businesses can go on until late at night and women can go out for shopping in the evening.

Nice to know:
The waste disposal point is right next to your teashop, so you would not mind this to be relocated

**Mr. Padmadhar –
Cigarette Seller**

Responsibility:
You're an ordinary small business man who rents a space from a landlord and holds no formal right to property.

.
Profile:
You've heard that the municipality is going to regularize tenure of residents. You don't not want to be evicted by your landlord. You are worried that eventually with improved roads and investments in housing that this will trigger increasing rent which will lead to gentrification and the poor will be pushed away.

Nice to know:
You belong to the same political party as Mr. Abijhat, the Budget Officer.

EXERCISE 7.1 . SHEET 6 . STREET-LED SLUM UPGRADING
ROLE DESCRIPTIONS . RESIDENTS

Mr. Das –
Landlord & Businessman

Responsibility:
You're a relative newcomer to Ambedkar Nagar, but you 'own' multiple properties that you rent out to workers. Your also have a mobile phone/pawn, it covers two plots.

Profile:
Adjacent to your house there are two unoccupied plots that you would like to convert into parking spaces for your customers. Also you want the road in front of your shop to be widened and paved. This road will improve the connection to the shopping mall. You want the leather tanners, copper smiths and potters to move as they creates a lot of nuisance.

Nice to know:
You acquired your second commercial plot after buying out your neighbor, a cousin of Mr Paramita, the lather tanning workshop owner..

In the past weeks, you've actively talked to shop-owners to vote in favor of your plan.

You are well connected with some politicians and especially the deputy head of the municipality Mr. Singha is your 'friend'

Mr. Paramita –
Owner Leather tanning workshop

Responsibility:
You're one of the first settlers in Ambedkar Nagar, you've been here already for 25 years.

Profile:
Basically you want to keep the neighbourhood as much as it is now as. You want to remain where you are but you want to be connected to the main road and want part of the budget for improvement of smaller roads.

Nice to know:
You want to keep the waste disposal at its current location as that is convenient fro your business.

You're afraid of Mr. Das trying to also buy you out.

Mrs. Shanti –
School teacher

Responsibility:
You're a primary school teacher in Ambedkar Nagar, you know most of the mothers of the children who go to the school.

Profile:
You want speed limits, more green and playgrounds for children. You are worried that traffic will increase; you want to be involved in the selection of streets for widening so that through traffic can be avoided. You want to ensure that proper lighting of all streets, public toilet blocks and open spaces is part of the upgrading plan, even if part of the road improvement budget has to be cut..

Nice to know:
When se was still at the Environmental Department Mrs. Seth – the Assistant to the Deputy Head of the Municipality - once visited your school as part of an educational programme.

Map 1: **AMBEDKAR NAGAR** Existing Conditions

Informal Market
Informal Market

Shopping Mall

Neighbouring slum

Middle Income Residential

Industrial zone

Existing plot :

■ : Mr. Das	■ : Potters	■ : Waste collection bins
■ : Unoccupied	■ : Copper smiths	
■ : Small shop owners	■ : Leather tanners	
■ : Public toilet		

Map 2: **AMBEDKAR NAGAR** Government Proposed Upgrades

Informal Market
Informal Market

Shopping Mall

Neighbouring slum

Middle Income Residential

Industrial zone

N

Existing plot :

■ : Mr. Das
■ : Unoccupied
■ : Small shop owners
■ : Public toilet
■ : Potters
■ : Copper smiths
■ : Leather tanners

New plot :

■ : Waste collection bins
□ : Open space
■■■ : Road proposed for upgrading to 6m

Map 3: **AMBEDKAR NAGAR** blank map

Informal Market
Informal Market

Shopping Mall

Neighbouring slum

Middle Income Residential

Industrial zone

N
0m 3m 9 m 18 m 36m

Existing plot :

■ : Mr. Das
■ : Unoccupied
■ : Small shop owners
□ : Public toilet

■ : Potters
■ : Copper smiths
■ : Leather tanners

New plot :

■ : Waste collection bins
□ : Open space
■-■-■ : Road proposed for upgrading to 6m

module 8

CLIMATE CHANGE

UN@HABITAT
FOR A BETTER URBAN FUTURE

- eak into groups by city or small oups
- nink about the contributing and nerable effects of your city on mate change

raw two sets of bar charts

- raw two bar charts (one ntributing and one nerable) that reflect oportionally the effects of mate change in your city

- Look at your bar charts and reflect on the following questions:
- Exposure: How is your city vulnerable to changes in the climate today and how it could be in the future?
- Sensitivity: How will these changes affect people, places, institutions and sectors today and in the future?

could affected people, places, institutions and sectors respond and mitigate or adapt to climate change impacts?
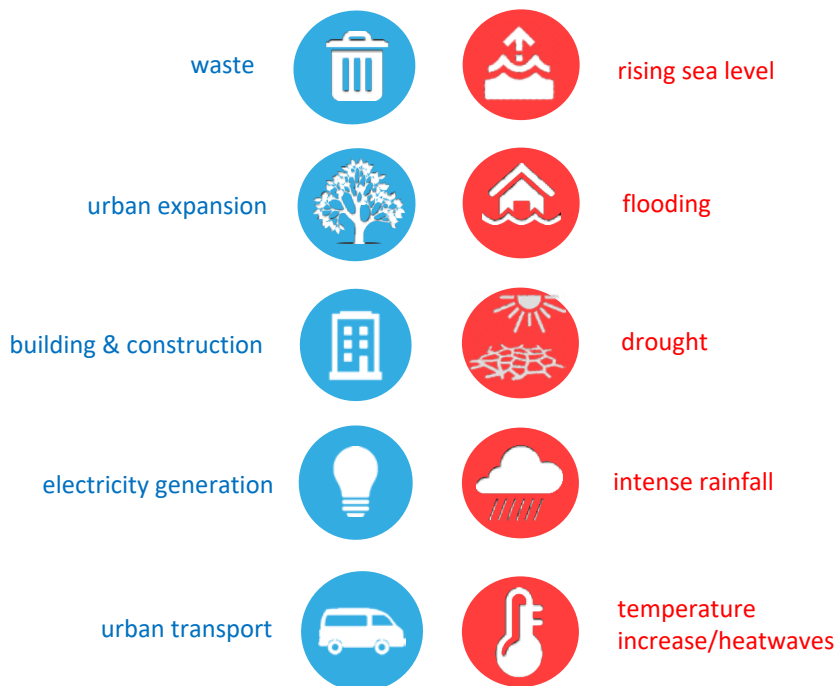
4. Present bar charts

- Volunteers can present their bar charts and explains: what Legal, Financial and Planning resources and capacity do they have and need to adapt?

Sample climate change bar chart

gs   Waste   Electricity   Transportation   Urban Expansion

100
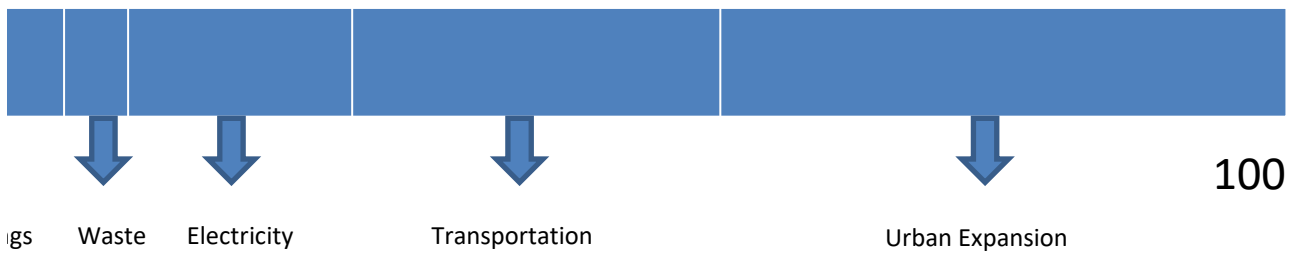
cities as climate change contributors

vulnerable effects of climate change on cities

contributors		vulnerable effects	
waste	🗑	🌊	rising sea level
urban expansion	🌳	🏠	flooding
building & construction	🏢	☀	drought
electricity generation	💡	🌧	intense rainfall
urban transport	🚐	🌡	temperature increase/heatwaves

UN@HABITAT
FOR A BETTER URBAN FUTURE

Session Eleven: Closing Remarks and Course Evaluation						
	1	2	3	4	5	COMMENTS
USEFULNESS						
INTEREST						

4.6   ANNEX 6: WORLD CAFÉ NOTES

WHAT ARE WORLD CAFÉ CONVERSATIONS?

World Café is an easy-to-use method for creating a living network of collaborative dialogues on questions that matter in real work. Cafés have different names to meet specific goals, for example, Creative Cafés, Strategy Cafés, Leadership Cafés, and Community Cafés. World Café conversations are based on the principles and format developed by the eponymous global movement to support conversations that are significant in corporate, government, and community settings around the world. These notes are adapted from *The World Café Community Foundation*. For more information, visit www.worldcafe.com.

WHAT IS ESSENTIAL ABOUT THE WORLD CAFÉ METHOD?

The World Café Community Foundation has outlined a series of guidelines for putting conversation to work through dialogues and engagement. Using these guidelines in the planning of meetings and gatherings, you will be able to create a unique environment where surprising and useful outcomes are likely to occur. A World Café is always intimate, even when it scales to very large numbers.

WORLD CAFÉ GUIDELINES: SEVEN DESIGN PRINCIPLES

The World Café format is flexible and can adapt to various circumstances. When these design principles are used together, they foster collaborative dialogue, active engagement, and constructive possibilities for action.

1) Set the Context

The reason why we are conducting this World Café is that we want to facilitate the participants to think how they can do their work differently after the Fundamentals of Planned Urbanization training. It is important that all participants lean in and feel free to contribute to the conversation.

2) Create A Hospitable Space

Set tables around the room in a way that creates a welcoming atmosphere. At each table four to five people should be able to have an enjoyable conversation. The number of tables therefore depends on the number participants. Each table has a paper tablecloth or a large sheet of paper for notes and a number of markers. Each table will have a host who can also be a participant. The host will facilitate the conversation in an open, inviting and safe manner. When people feel comfortable, they become creative thinkers, honest speakers, and engaged listeners.

3) Explore Questions that Matter

The slides introduce three questions that are relevant to the training and use a progressively deeper line of inquiry through three conversational rounds. It depends on the time available, and the trainers will decide to focus on all three or just one most relevant question. The questions are action oriented and have the intention to lift the energy and a 'can do' attitude.

Question 1: Which of the lessons that you have learned over the past days are the most relevant and applicable to your daily work?

Question 2: What can and will you do differently in your job as of tomorrow?

Question 3: What are the critical success factors that will enable you to continue doing your job differently?

Each round of questions will take maximum 10 minutes of conversation. The host will facilitate the conversation and will take notes. The trainer will keep track of time.

4) Encourage Everyone's Contribution

As leaders we are increasingly aware of the importance of participation, but most people don't only want to participate but also to actively contribute to making a difference. It is important to encourage the participants in your meeting to share their ideas and perspectives, while also allowing anyone who wants to participate by simply listening to do so.

5) Connect Diverse Perspectives

After each conversation of 10 minutes, participants

will move to other tables. They will move freely but are encouraged to continuously mix themselves into new groups. This gives the opportunity to link the essence of your discoveries to ever-widening circles of thought and is one of the distinguishing characteristics of the Café. As participants carry key ideas or themes to new tables, they exchange perspectives, greatly enriching the possibility for surprising new insights.

6) Listen Together for Patterns & Insights
Listening is a gift we give to one another. The quality of our listening is perhaps the most important factor determining the success of a Café. Through practicing shared listening and paying attention to themes, patterns and insights, we begin to sense a connection to the larger whole. Encourage people to listen for what is not being spoken along with what is being shared.

7) Share Collective Discoveries
Conversations held at one table reflect a pattern of wholeness that connects with the conversations at the other tables. The last phase of the Café, often called the "harvest", involves making this pattern of wholeness visible to everyone in a large group conversation. Invite a few minutes of silent reflection on the patterns, themes and deeper questions experienced in the small group conversations and invite them to share with the larger

World Cafe Design Principles group. Make sure you have a way to capture the harvest.

PRACTICAL GUIDE TO THE FUNDAMENTALS OF PLANNED URBANIZATION

TRAINING COMPANION

The United Nations Human Settlements Program (UN-Habitat) is the United Nations agency for human settlements. It is mandated by the UN General Assembly to promote socially and environmentally sustainable towns and cities with the goal of providing adequate shelter for all.

Capacity Building is defined as the transfer and multiplication of knowledge, competencies, methods, and skills to a maximum number of individuals and institutions, linking individual and institutional performance improvement in action. UN-Habitat's capacity building materials can be found on http://capacitybuildingunhabitat.org/