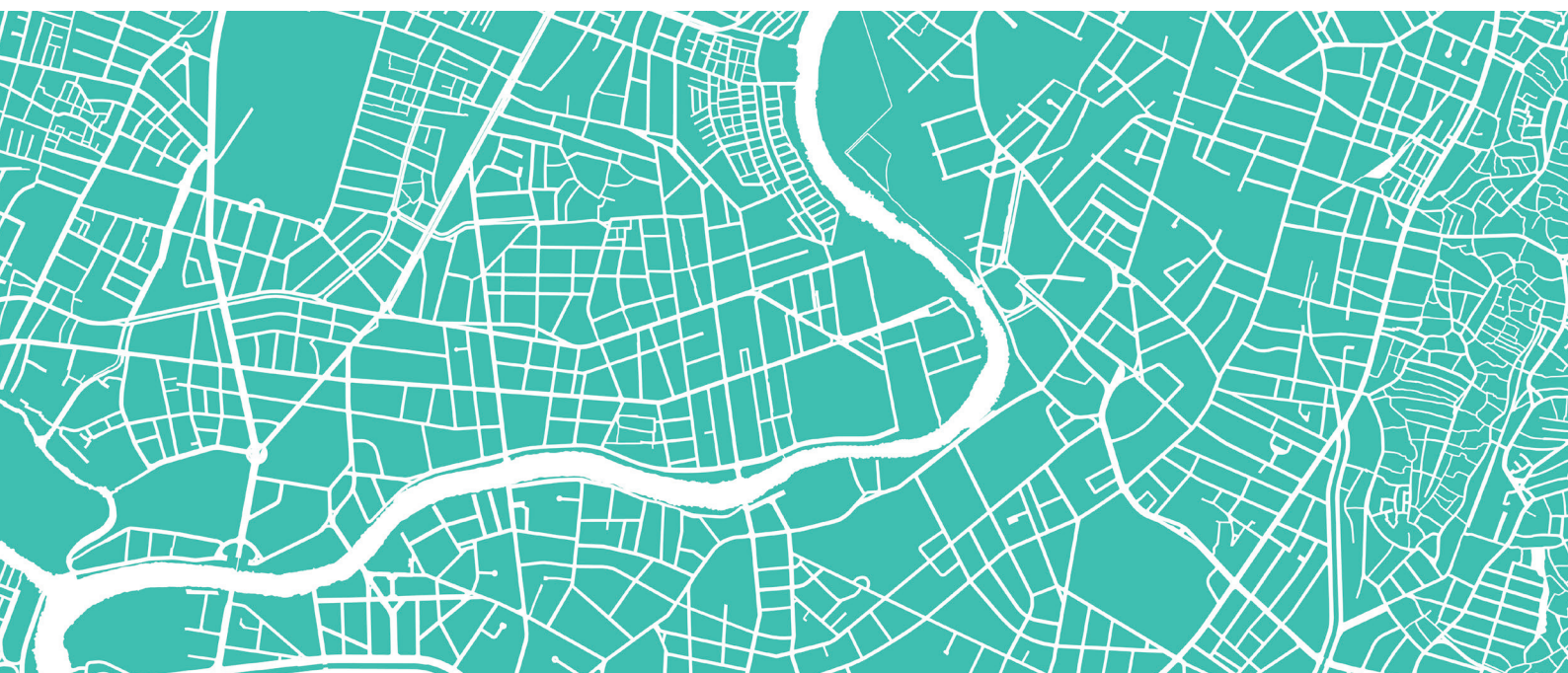




Foreign, Commonwealth  
& Development Office



## City-to-City Knowledge Exchange

### Overview Report

Session 2: Istanbul, Ankara, Belo Horizonte and Durban

02 September 2021

**UKBEAG**  
UK Built Environment Advisory Group

**UN HABITAT**  
FOR A BETTER URBAN FUTURE



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# Introduction

**The City-to-City Knowledge Exchange (C2CKE) programme forms part of the Strategic Capacity Development Component being delivered by the UK Built Environment Advisory Group (UKBEAG) in collaboration with UN Habitat, in support of the FCDO Global Future Cities Programme.**

The C2CKE programme has been developed to respond to the interest that has been shown in the work of other cities by the respondents to the Capacity Needs Assessment that was circulated earlier in the year. The programme comprises four events, each of which features four cities that have been selected based on the level of interest shown. The aim of the programme is to enable cities to share their experiences, to learn from one another, to help build relationships with one another and to promote engagement among a wider group of stakeholders.

Each session is being supported by a range of Subject Matter Experts (SMEs) who bring their knowledge and expertise to bear in the capacity of 'critical friends'. The role of the SME's is to provide constructive observations on the presentations, helping to identify issues which might not have been adequately recognised, suggesting solutions for challenges which may have been identified and exploring synergies between projects in the cities. They will also explore links with the topics that formed part of the Thematic Programme, namely:

- 1 Integrated & Inclusive Planning
- 2 Governance & Collaboration
- 3 Evidence-based Design & the Effective use of Data
- 4 Project Finance & Procurement
- 5 Implementation & Enforcement, Monitoring & Evaluation
- 6 Leadership & Change Management

**The purpose of this document is to serve as a record of the main contributors and the principal matters discussed.**





Effective integrated planning works at all scales (i.e. national, regional, district and local) and needs to be inclusive (i.e. it should address the needs of all stakeholder groups, including vulnerable and marginalised groups and communities). To achieve this, it will typically include provision for a range of consultative and/or participatory planning activities.

## Istanbul Turkey



### Contributors

The following cities presented their projects during the course of Session 2 which took place on 02 September 2021:

#### **Istanbul, Turkey**

Sustainable Urban Mobility Plan (SUMP).

**Presented by** [Mr Utku Cihan](#)

*Head of Transportation, Istanbul Metropolitan Municipality*

#### **Ankara, Turkey**

Bicycle Strategy, Masterplan & Pilot Implementation for Integrated non-motorised Multimodal Transport.

**Presented by** [Mr Erol Algun](#)

*Transport Planning Branch Manager, Ankara Metropolitan Municipality*

#### **Belo Horizonte, Brazil**

Intelligent Mobility in Expresso Amazonas

**Presented by** [Mr Jean Mattos Duarte](#)

*Deputy Secretary, Prefeitura Belo Horizonte*

#### **Durban, South Africa**

Enhanced Institutional Governance Coordination for Supporting Alignment of Stakeholder Plans working on Transit-Oriented Development.

**Presented by** [Mr Manoj Rampersad](#)

*Senior Manager, eThekweni Transport Authority*

### Subject Matter Experts

The following Subject Matter Experts contributed to the session:

- **Ms Victoria Delbridge**, *Head of Cities That Work, International Growth Centre*
- **Mr Shahrukh Wani**, *Cities Economist, International Growth Centre*
- **Ms Maggie Baddeley**, *Design Council Expert, Design Council*
- **Ms Nicola Kane**, *Head of Strategic Planning, Insight & Innovation, Transport for Greater Manchester*
- **Mr Ryan Sequeira**, *Mobility Specialist, UN Habitat*





# Principal Matters Discussed During the Session

After a short presentation from each city, a discussion took place between the presenters, the subject matter experts and the audience. The following are among the main topics discussed:

## Main Points covered during the Session

### How incentives can be used to encourage people to use sustainable forms of transport.

The **coordination and collaboration between government stakeholders** is a principal element that determines the success of interventions. In eThekweni, the ambitious transit-oriented development plan requires an institutional model that can align the incentives of key governmental departments. eThekweni's project structure recognizes this and attempts to put this coordinated governance structure at the core of their actions. In Istanbul, the plan proposed a 'sustainable mobility unit', an important step in coordination, though the unit will require a legal mandate if the plan is to be successfully implemented.

Linked to coordination, is the need to **link land use and transport planning** so that true 'place-based' development occurs that incorporates mobility, land, and people together. In cities like Istanbul and Melaka – which are home to world heritage sites – this is made even more complex with the pressure from tourism. In both cities, the number of tourists visiting per year is more than residents, having a dramatic impact on planning and capacity of systems at certain times of the year.

In Ankara, the challenges of **integrating cycling with other modes** of transport and retrofitting cycling infrastructure in a city that is already congested were raised. As part of this, encouraging a cycling culture and modal shift is needed - including communication that aligns with existing interests, and giving agency to the new travel mode by targeting and convincing elite users first, rather than having it as a 'last resort' alternative for those who cannot afford other modes. In eThekweni, it was recognised that a modal shift in transit will take time, will require a sustained effort and will also require a focus on the quality of the service to help overcome historic spatial inequity and sprawl.

**Learning from other cities** can play an important role. This includes comparison on key benchmarks standards around on realistic targets to move towards more sustainable modes of transport, especially linked to different types of trips people take. Such cross-city learning can also provide a way to share strategies to generate **public buy-in** when making mobility investments. When the strategy calls for people to change behaviour (for e.g., by moving from cars to buses) or making highly visible changes to the build environment (e.g., building bike lanes), achieving public buy-in becomes critical. The role of leadership is also critical here. It is through leadership that a city can develop a common purpose around these plans and strategies needed for successful implementation.

Belo Horizonte  
Brazil



It was recognized that the project teams have had to navigate the pandemic over the past year, either by delaying or altering certain actions, or limiting stakeholder engagement. This links to the broader recognition that multi-sectoral and long-term **plans must deal with uncertainty**. The need for an iterative process that allows for learning and feedback, an organizational champion who 'owns' and 'maintains' major plans, and the proactive use of real-time data were recognized as critical features for mitigating uncertainty. On the latter, it was noted in that previous transport prediction models have had to be disregarded as the data is no longer up to date, as both journeys and vulnerable groups have changed.

Cities face varying constraints and trade-offs when it comes to the use of technology and **data management**. For example, in Belo Horizonte, the smart mobility technology intervention, has shown the use of imagery analysis to map user-journeys to be helpful in terms of adding information dimensions on gender, age and disability while at the same time contributing to safety and security of passengers. However, the imagery analysis has been compromised during the pandemic by the wearing of masks. The use of this technology is also constrained by an absence of a conducive data-sharing framework across departments. In Istanbul, data is being used as the entry point to build more cooperation.

Financing mechanisms were listed as key constraints throughout. In the case of Istanbul, the city is leveraging grants from the European Union and the World Bank; the latter is also providing finance in Belo Horizonte. However, in the long run, they will need local fiscal instruments to **finance** the investments needed under these interventions. For example, there is potential for land-value capture instruments, which are being explored in Durban as transit-oriented development expands, while corporate funding to offset costs of acquiring and maintaining bicycle sharing schemes, as has been done in London, is being explored in Ankara. In 'Belo Horizonte', it was highlighted that while 'pilot' technologies may be freely provided, rolling them out extensively might end up being very costly. This requires well-thought-out and informed procurement of data infrastructure that provides good value-for-money, backed by efforts to build in-house capacity to manage this infrastructure.





The aim of the strategic capacity development component is to complement the other elements of the Global Future Cities Programme, to consider some of the barriers and enablers to sustainable urbanisation and to help achieve the programme's long-term impact.

Ankara  
Turkey



### Key Takeaways

- **Promoting collaboration between government departments is critical** so plans are implemented, particularly on areas of land use and transport planning.
- Plans should incorporate elements that allow them to **withstand uncertainty**, such as through adequate flexibility and ways to incorporate on-going feedback.
- Data is an important input in planning and delivering transport services, doing so requires establishing **data management systems** that provide good value-for-money and can be managed in-house.
- While finance can be sought internationally, this needs to be repaid through **local fiscal instruments**, especially to fund projects beyond the pilot phase. This is also important in developing public-sector capacity.
- Cross-city learning can provide important input to cities, such as through **sharing key benchmarks**.
- Communicating with the public to generate their buy-in is critical, this can be aided by ensuring it aligns with stakeholder interests and **creates a common purpose**, through active city-wide leadership.





# Links to Further Information

**Sustrans, supporting walking and cycling in the UK:**

[https://www.sustrans.org.uk/?gclid=Cj0KCQjw4eaJBhDMARIsANhrQAA6FCyg\\_ME3Y6Nes11w609BuLEqkax51ieldes3HrvYLucWHRVtIBlaAkPVEALw\\_wcB](https://www.sustrans.org.uk/?gclid=Cj0KCQjw4eaJBhDMARIsANhrQAA6FCyg_ME3Y6Nes11w609BuLEqkax51ieldes3HrvYLucWHRVtIBlaAkPVEALw_wcB)

**IGC, Data-oriented urban transport reform in middle-income and developing cities:**

<https://www.theigc.org/publication/data-oriented-urban-transport-reform-in-middle-income-and-developing-cities/>

**IGC, Strategies for effective procurement and public-private partnerships in the transport sector:**

<https://www.theigc.org/publication/strategies-for-effective-procurement-and-public-private-partnerships-in-the-transport-sector/>

**IGC, Designed to succeed: Building authorising environments for fast-growing cities:**

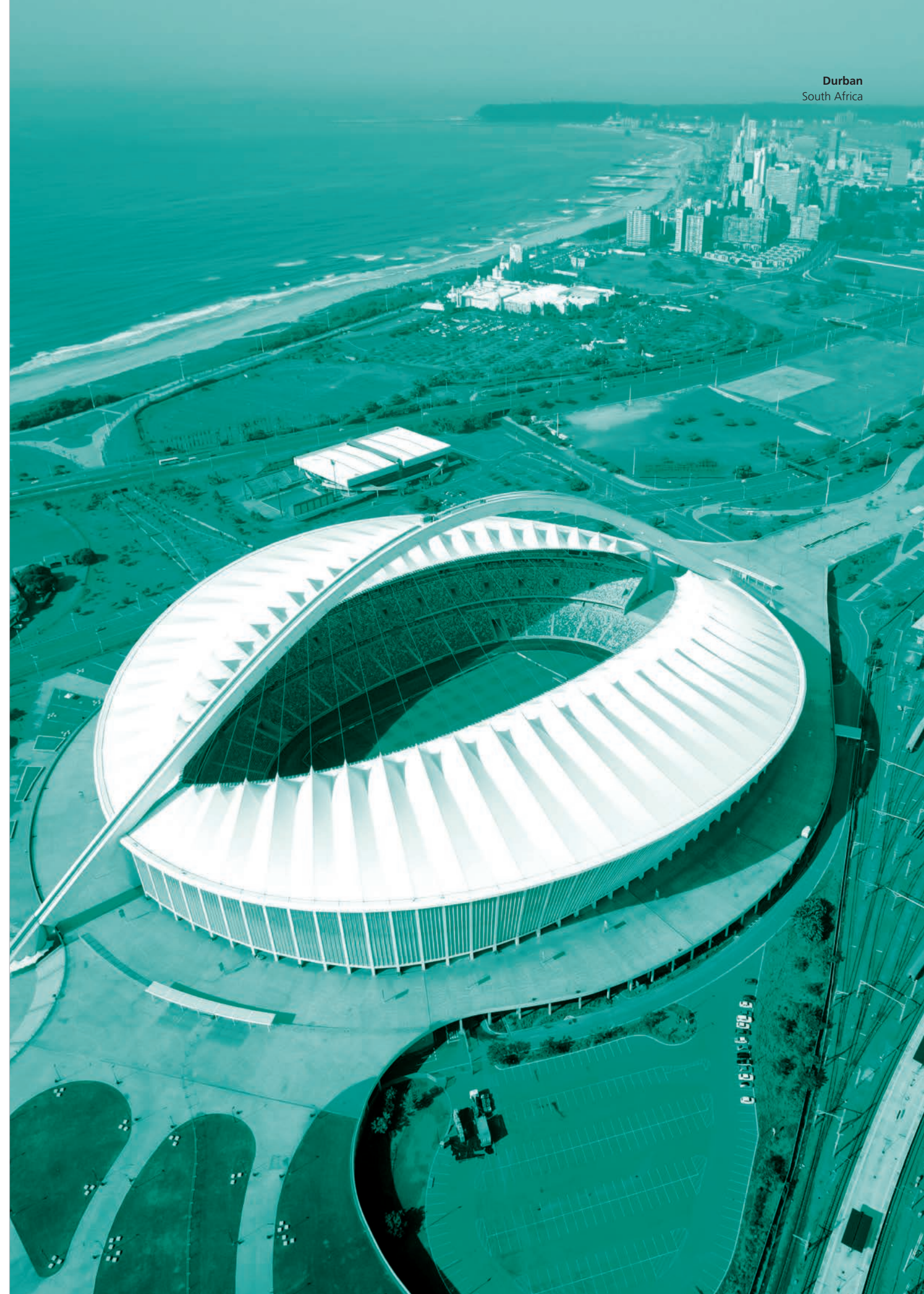
<https://www.theigc.org/publication/designed-to-succeed-building-authorising-environments-for-fastgrowing-cities/>

**Link To The Online Recording**

Copies of the presentations and a recording of Session 2 can be found on the Global Future Cities website at:

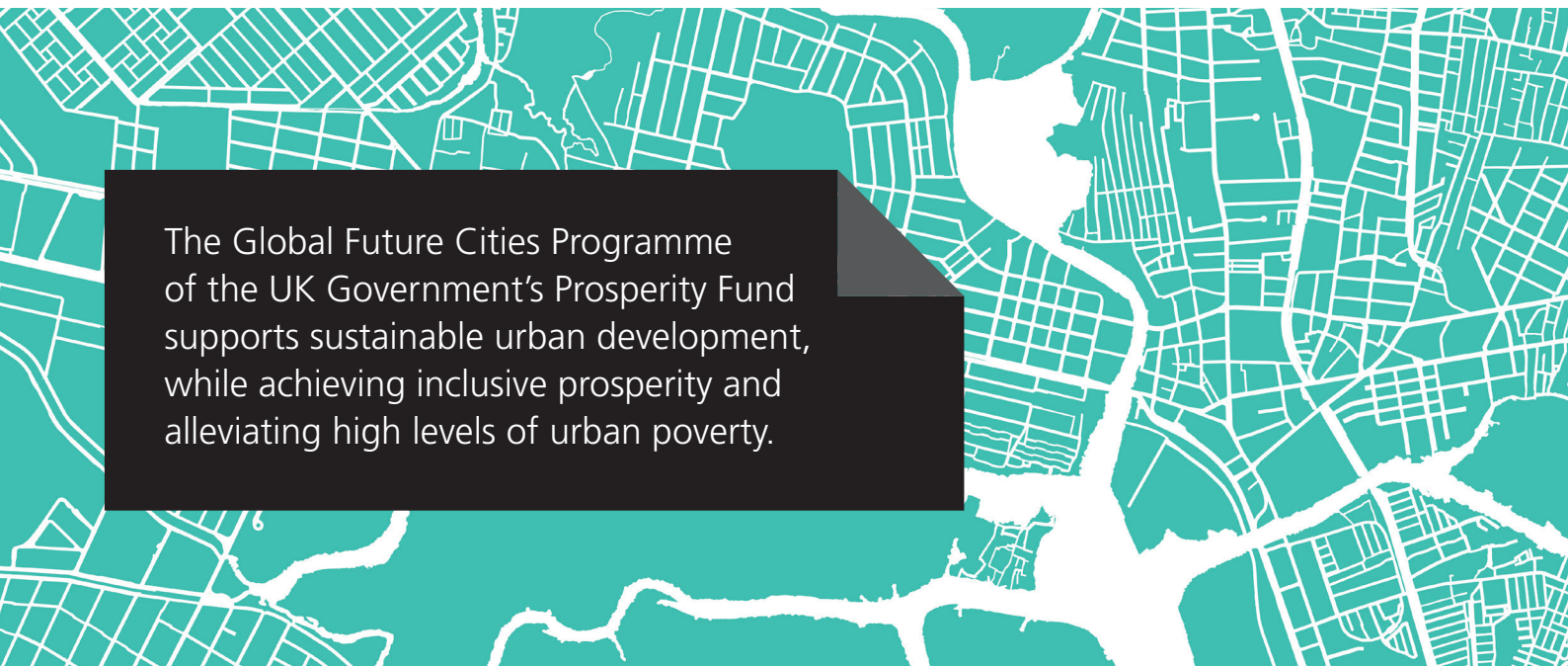
<https://www.globalfuturecities.org/city-to-city/02-september-session-2>

Durban  
South Africa





For further information about the programme, please contact  
Adrian Malleson at [adrian.malleson@riba.org](mailto:adrian.malleson@riba.org)



The Global Future Cities Programme  
of the UK Government's Prosperity Fund  
supports sustainable urban development,  
while achieving inclusive prosperity and  
alleviating high levels of urban poverty.