Toolkit on Localization of Urban Practices

A Screening Tool for Government Officials Planning to Replicate Urban Best Practices and Policies in Their Cities

CityNet's Toolkit on Localization of Urban Practices

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Are you a City Official or an Urban Stakeholder looking to...

Implement best practices and policies based on other cities' successes?

Localize successful projects according to your city's context?

Replicate case studies while adapting them to your city's needs and capabilities?

Identify challenges and obstacles on implementing urban projects?

▬ About this Toolkit

The Toolkit on Localization of Urban Practices produced by CityNet is the result of an initiative that developed over several years. Throughout the many workshops and capacity building activities that CityNet has carried out through the years, the need was raised to develop a toolkit to assist city government officials in assessing the relevance of best practices, policies, and case studies that CityNet regularly introduced to them for their own cities.

Taken to its simplest expression, this toolkit aims to assess if best practices and projects from one city can be localized and successfully implemented in another city of interest. It offers city government officials a step-by-step guide and framework to analyse any best practices and case studies they encounter.

Following this analysis, they can then make a more enlightened and sound decision as to whether they should attempt to localize and implement this best practice in their own city.

▬ Why did we develop the Toolkit on Localization of Urban Practices?

As a platform connecting cities and other urban stakeholders, CityNet works on facilitating cooperation among its members. In order to do so, it regularly hosts and organizes capacity building and knowledge sharing workshops, trainings, seminars, etc., and focuses on sharing best practices and policies on urban projects. By being exposed to successful projects, CityNet members can learn from and localize urban practices to their own contexts, situations, and needs.

Building on the wealth of experience of its members, the Toolkit will help CityNet members to localize best practices of another city to their home cities, increasing the potential to successfully bring out positive results.

Please visit the following website to download the excel version of the toolkit

THE KEY TO SUCCESSFUL LOCALIZATION OF **URBAN BEST PRACTICES, PROJECTS, POLICIES, AND CASE STUDIES**

Nature of the Project

01

Stakeholders

02

Toolkit

03

Resources

04

Institutional Framework

05

Project Environment

⊙ INTRODUCTION

What is the Toolkit on Localization of Urban Practices?

This toolkit will help you assess if a best practice from another city can be localized and successfully implemented in your city.

The Localization Toolkit is a diagnostic tool to identify and assess the challenges in delivering best practices of members and clusters to the local setting, enhancing the possibility of policy and project implementation.

⚠️
BEWARE

· There are a wide range of factors that affect the successful implementation of a policy or project, from its relevance, to technical feasibility, to leadership of organization.

· Technical solutions alone may not be sufficient to replicate a best practice in the local setting. The practitioners need to understand a wider range of factors that enables the best practice to bring about intended results in the local setting.

The transplantation, replication, and localization of a best practice is a difficult process and is often hindered by delivery challenges.

Examples of Delivery and Implementation Challenges

Overly complex or unclear projects and objectives
→ Transplanted projects don't always have their intended effects

Disengaged or resistant stakeholders
→ Difficulties during implementation, such as limited capacity, misaligned incentives, or lack of coordination among stakeholders

Lack of resources
→ Non-technical as well as technical obstacles

Inefficient or non-existent institutional framework
→ Lack of policy and law to complete the implementation

Weak support or poor project environment
→ Little or no support from the population and politician
→ Unsustainable project

What can you achieve?

The Toolkit is designed to identify and assess challenges that may arise in the process of localization in order to facilitate success.

As a city government official, you are often exposed to a variety of best practices of other cities during workshops, trainings, seminars, etc. When faced with an interesting project, you likely reflect about how you could develop an action plan to illustrate how to implement these ideas in your city.

However, not all best practices you are exposed to will be suitable for your city, and many will create implementation challenges in their localization. This Toolkit will be used to identify the potential development challenges and to develop solutions on how to address those delivery challenges.
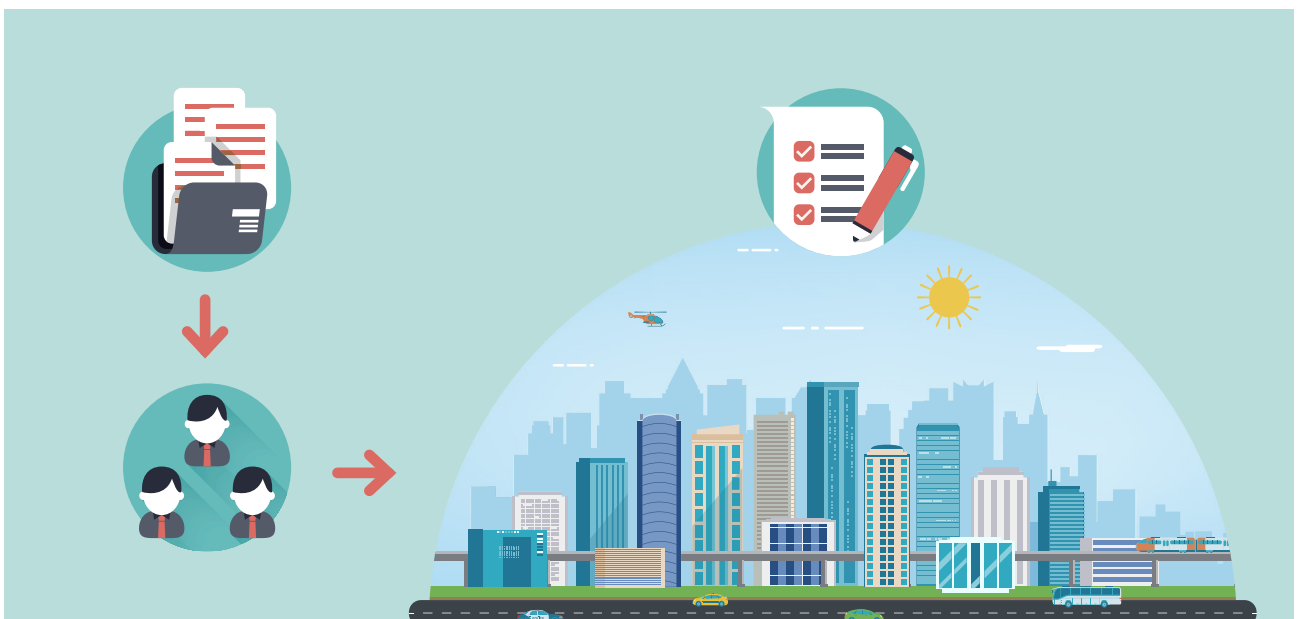
KEY OUTCOMES

By comparing the final results of the Toolkit, including weighting, rating and scoring, you will:

· Understand the similarities and differences between the original city and your city

· Be able to elaborate on the unique features or critical challenges in the delivery of the selected best practice in your city

· Identify the best practice you are most likely to successfully implement in your city

· Identify aspects and areas of the selected best practices that need to be adapted to your city's context and environment

Screening Best Practices to Achieve Local Successful Localization

What does the Toolkit include?

The Toolkit provides you a general framework to assess the feasibility of a best practice, policy, or project, regardless of the type of project or theme.

The framework contains a set of dimensions, factors, and indicators that are recognized internationally. These dimensions have been adapted for the local and city context, providing a detailed evaluation of an urban project's chance of success.

KEY FEATURES

· Selects dimensions, factors, and indicators to help city officials evaluate an urban project's possibility of successful implementation.

· Highlights special features or delivery challenges that need to be considered in the context of localization or transplantation of a policy.

· Evaluate best practices through a multi-dimensional assessment focusing on potential challenges and differences to consider when localizing in a different city.

Each element, dimension and part of the framework will be explained at length in the following chapters, however at this point, it is important to note that the Toolkit is based on the following 4 main steps:

Step 1. Defining the Project's Assessment Dimensions

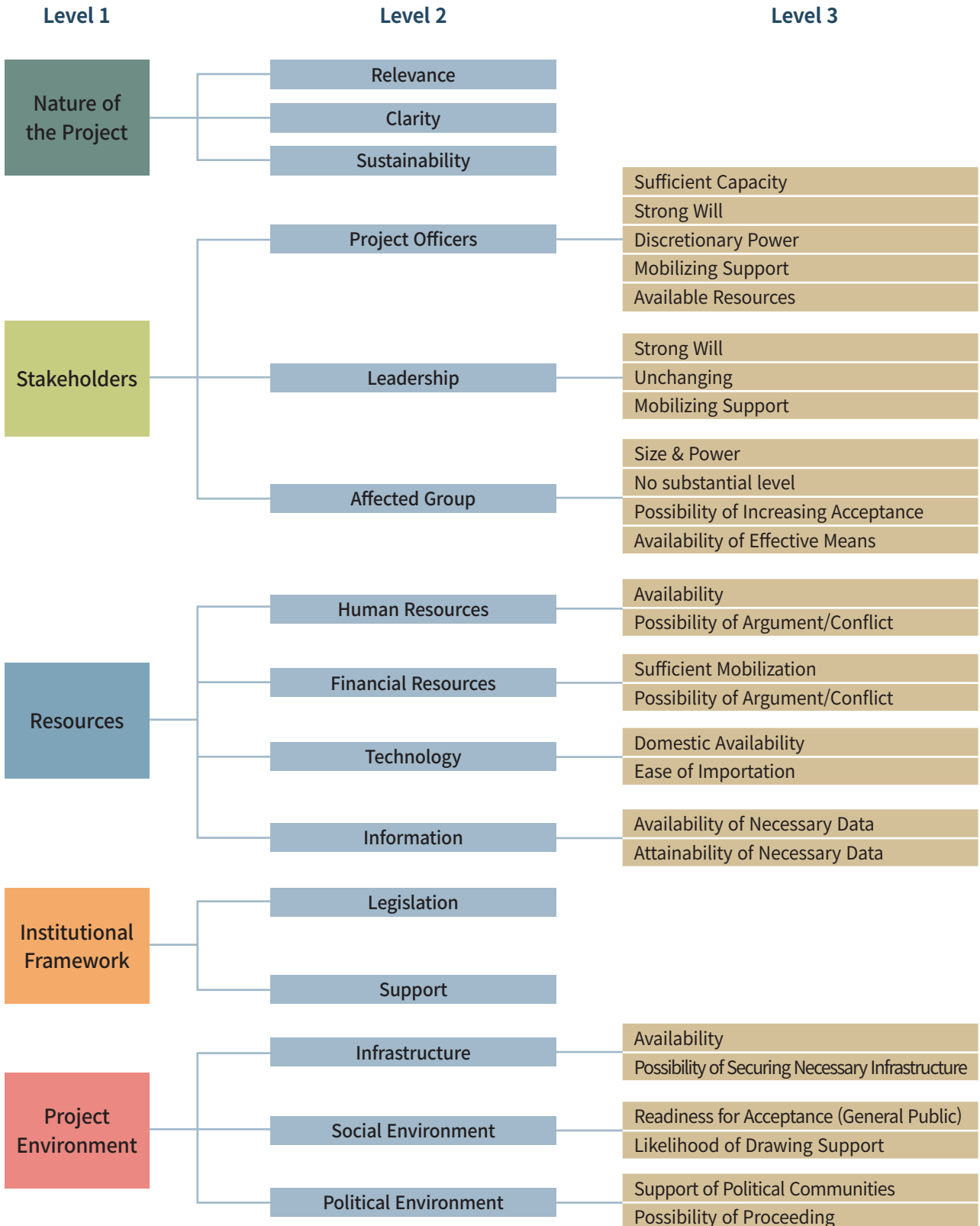**Step 2. Weighting the Key Dimensions**

Step 3. Rating & Assessing the Urban Practice

Step 4. Measure & Score the Results

Toolkit on Localization of Urban Practices – Schematic Framework & Structure

The toolkit can also be summarized through the following three level assessment,
highlighting key dimensions for successful localization of best practices.

Level 1	Level 2	Level 3
Nature of the Project	Relevance	
	Clarity	
	Sustainability	
Stakeholders	Project Officers	Sufficient Capacity
		Strong Will
		Discretionary Power
		Mobilizing Support
		Available Resources
	Leadership	Strong Will
		Unchanging
		Mobilizing Support
	Affected Group	Size & Power
		No substantial level
		Possibility of Increasing Acceptance
		Availability of Effective Means
Resources	Human Resources	Availability
		Possibility of Argument/Conflict
	Financial Resources	Sufficient Mobilization
		Possibility of Argument/Conflict
	Technology	Domestic Availability
		Ease of Importation
	Information	Availability of Necessary Data
		Attainability of Necessary Data
Institutional Framework	Legislation	
	Support	
Project Environment	Infrastructure	Availability
		Possibility of Securing Necessary Infrastructure
	Social Environment	Readiness for Acceptance (General Public)
		Likelihood of Drawing Support
	Political Environment	Support of Political Communities
		Possibility of Proceeding

Understanding and Interpreting the Results of the Toolkit

You have now fully completed the Toolkit, congratulations. The remaining task is to analyse and interpret the results you have achieved. The explanation below will help you make sense of your results.

The Toolkit allows you to obtain two main results:

> **1. A general total score that informs you on the relative probability of successfully localizing the selected practice in your city**

> **2. A sectional score that informs you more specifically on certain areas of project implementation & localization. This allows you to identify dimensions of strengths and weaknesses for your city should it attempt localizing the selected practice.**

The total score at the bottom will be given as both a number between 1 and 4 and as a percentage. The closer the number is to 4 or 100%, the higher the probability the localization of the selected practice in your city is to be successful.

As a general rule of thumb, a best practice is considered to be likely successful if the total score is above 2.5 or ~62%. Under this threshold, there are serious concerns and points that should be considered before you move forward with the implementation of this project.

The Toolkit also provides a total of 5 "sectional score" one for each of the key dimensions. Similarly to the total score, these scores are based on a 1 to 4 scale and a percentage. The closer the number is to 4, the higher the probability the localization of the selected practice in your city is to be successful according to this specific dimension.

As a general rule of thumb, a key dimension is considered to be a strength in the implementation of the selected best practice if its sectional score is above 2.5 or ~60%. Under this threshold, this dimension can act as a serious weakness and undermine the probability of successfully localizing the best practice.

From Screening Best Practices to Project Localization and Implementation

Now that you have completed the Toolkit and analysed a best practice you found promising for your city, you are now capable of having a more educated judgment on whether your selected best practice is suitable for your city.

A strong result from the Toolkit will provide rationale and support in your decision to localize your chosen project. On the other hand, a negative result should alert you to reconsider whether the chosen best practice is appropriate for your city. Should you still decide to move ahead with your chosen project, the Toolkit should have helped you identify potential obstacles and challenging dimensions you may face during localization. You now have the opportunity to address these issues at the onset of project localization.

The next step for you is to share the results with your colleagues and leadership, and should you decide to localize this best practice, to undertake a full-fledge detailed feasibility study.

Finally, although you have completed the Toolkit for one practice, we recommend using it again with any best practices you might consider localizing in your city. This is not a one-time process, but rather a continuous screening of best practices that might be a perfect match for you.