

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

RESEARCH & CONTENT DEVELOPMENT

KEVIN DROUIN
Program Officer, CityNet

DR. HYEON PARK
Dean and Professor, University of Seoul,
International School of Urban Sciences

DR. HONGSEOG GOH
Visiting Professor, University of Seoul,
International School of Urban Sciences



EDITORS

YOUNGMIN CHANG
Director of Programs, CityNet

JAIME PAULO MORA
Senior Program Officer, CityNet

DANBEE LEE
Program Officer, CityNet

MEGAN CHOW
Program Officer, CityNet

HUI QIAN
Program Officer, CityNet

YUJIN LEE
Program Intern, CityNet



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CONTACT US

CityNet Secretariat Programs Team
Seoul Global Center 10F, 38 Jongno, Jongno-gu, Seoul, Korea
T. +82-2-723-0630 E. sdgplatform@citynet-ap.org E. info@citynet-ap.org
www.citynet-ap.org

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**



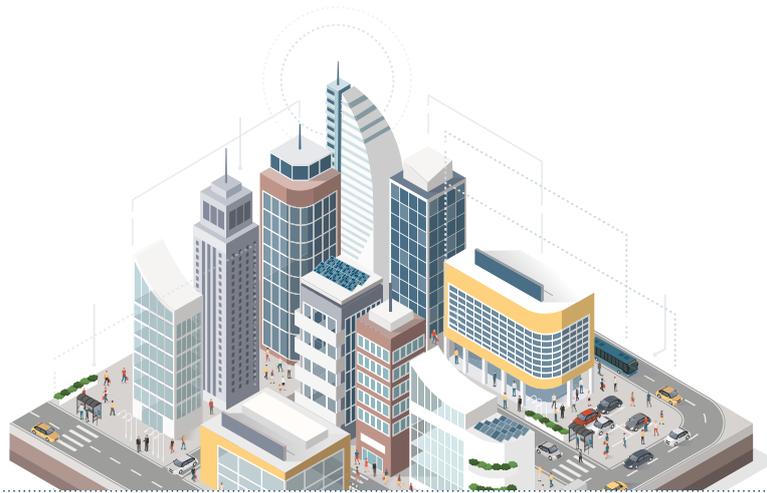


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◉ INTRODUCTION

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.



- 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.

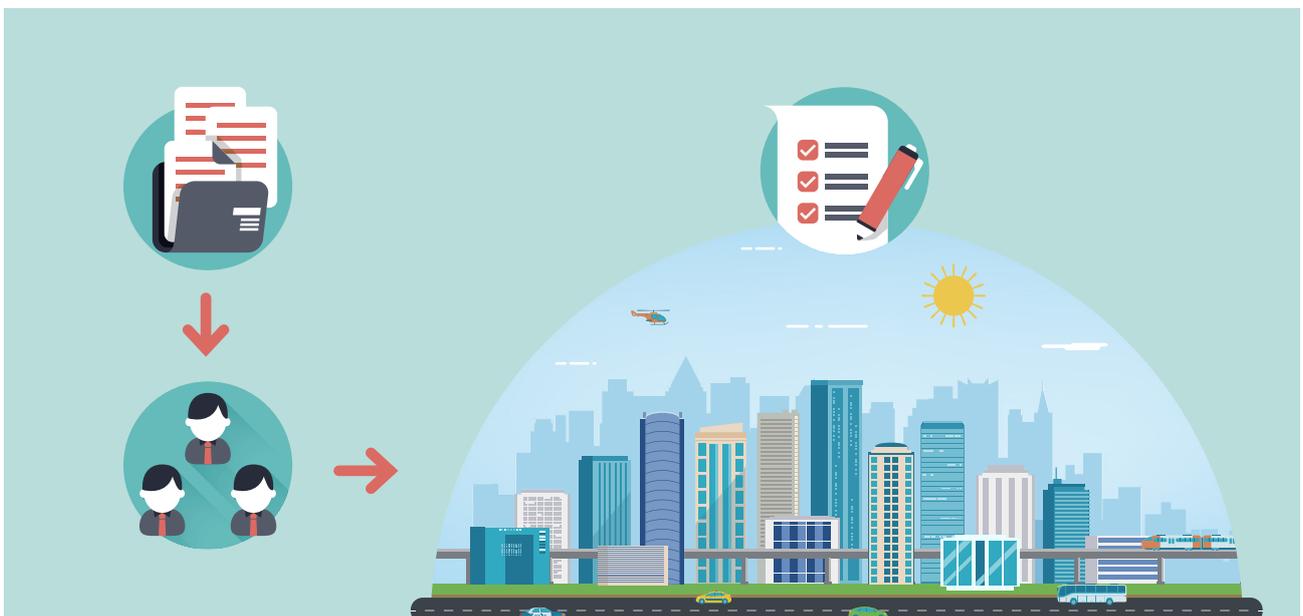


KEY
OUTCOMES

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.



- 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

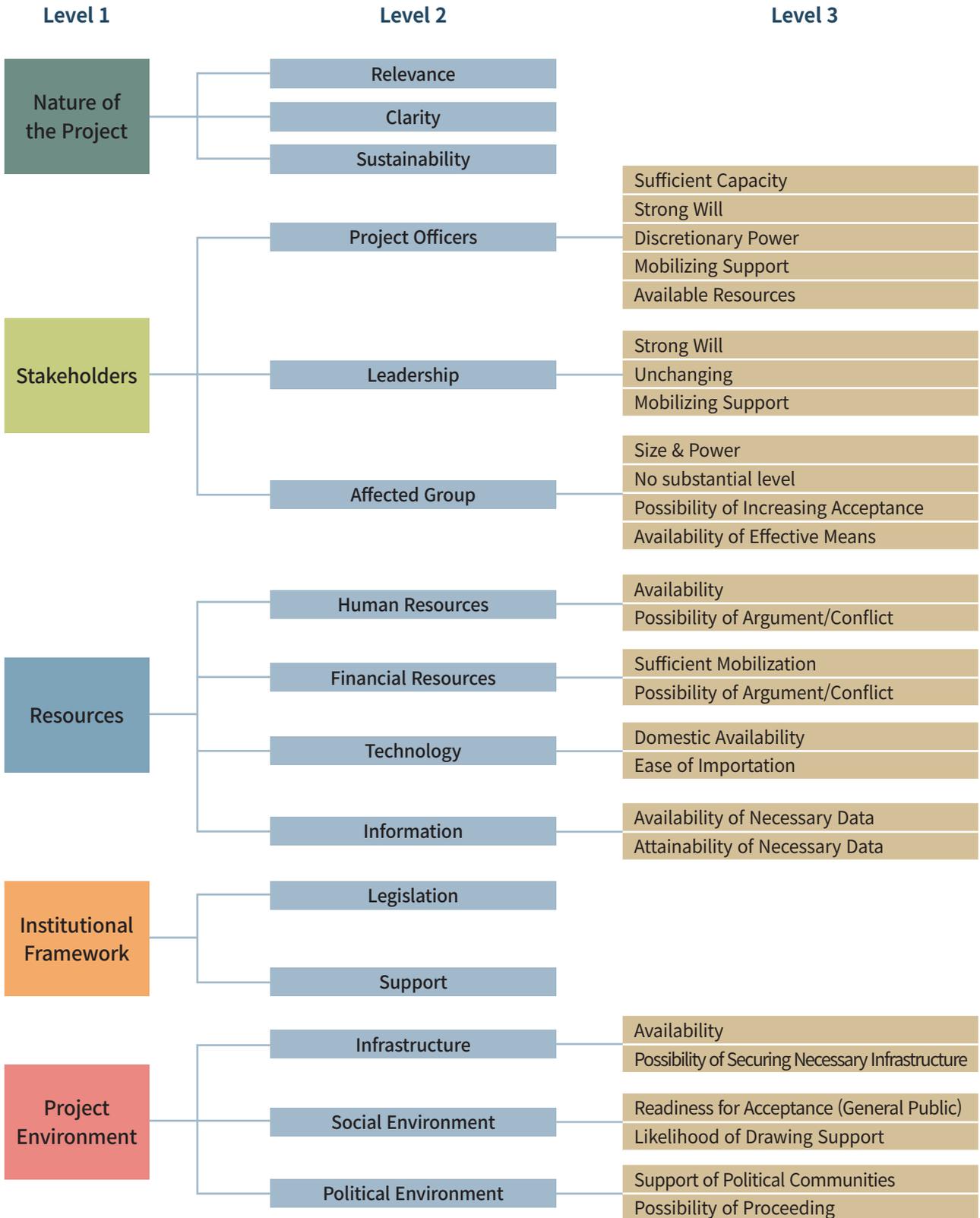
Step 2. Weighting the Key Dimensions

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.



● CASE STUDY EXAMPLE TO BE USED THROUGHOUT THE TOOLKIT

To assist with comprehension of the Toolkit, we are providing one case study that will be used to complete the Toolkit as an example.

Seoul Metropolitan Government's Night Bus (Owl Bus) Based on Big Data Technology



Background – The Big Picture

As the city's industrial, economic and cultural activities expanded in size and scope, the citizens expressed the need for a safe bus service operating from midnight to dawn that would support the residents' economic activities.



The Seoul Night Bus, also known as the Owl Bus, was established with the following objectives:

- To improve convenience for those taking public transportation after midnight
- To lessen financial burdens on the economically disadvantaged, such as self-employed small business owners and night-shift workers
- To address citizens' everyday concerns by customizing policy measures, using big data technology

Challenges

While the Seoul Metropolitan Government (SMG) has steadily introduced measures to ensure greater convenience and better mobility for its residents, the city was still afflicted with insufficient mobility rights for the socially and economically disadvantaged. For example, students and workers (e.g. sanitary workers or small business owners) who worked at night found it difficult to use the existing limited-time rail system.

The city was also challenged by growing problems due to late-night taxis' refusal of passengers and illegal operation. At late night and dawn hours, the demand for mobility was higher than the supply so that taxi drivers illegally demanded extra fares or refused passengers, which caused serious inconvenience to the SMG residents.

Through community consultation and surveys, SMG discovered that the lack of a late-night public transportation system has been a huge inconvenience for its residents. As a result, starting from 19 April 2013, the city government began to operate two pilot routes exclusively for an after-midnight service. In the following three months alone, the service was used by 220,000 people, and the number of service routes expanded to 9.

Actions & Implementation

The bus system was developed in response to the public need, hence the routes were developed accordingly to areas of urgent needs.

Bus routes were selected using big data analysis of late-night call volume. During the initial stages of mapping out operations for the night buses, the issue of selecting bus routes emerged. The municipal government colour-coded regions by call volume based on data provided by a private communication service provider, KT. Then it analysed the number of passengers who got on and off at each bus stop in the heavy call volume regions and connected the dots to develop the most relevant routes.



Big data analysis to decide routes, intervals and stations



- To develop routes according to demand, big data, in particular taxi smart card data and mobile phone communication history, was used.
- For example, to generate the O/D (origin/destination) matrix, the call location was processed as “origin” and the billing address as “destination.”
- Through a partnership with KT (Korea Telecom), a private mobile service provider, 3 billion phone calls and 5 million taxi ride anonymized data were analysed to construct the O/D matrix for night trips



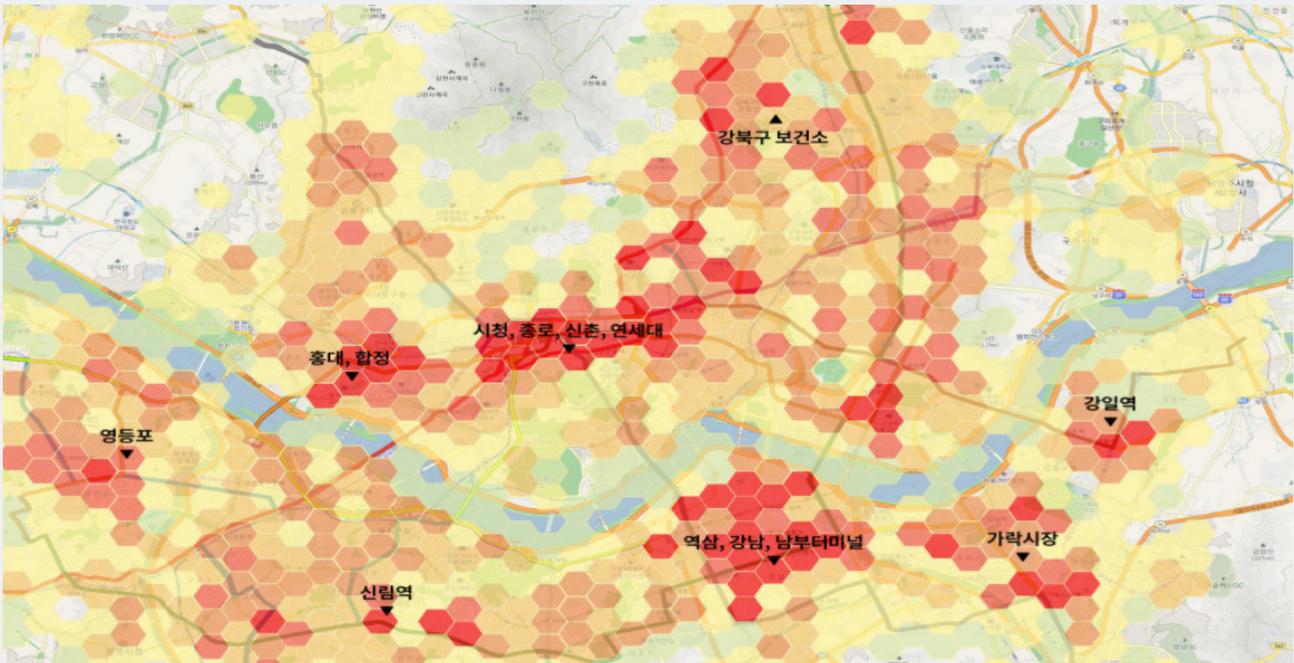
Passenger safety was the priority. In order to secure passenger safety, various measures were implemented. For example, only highly qualified drivers were paid generous wages so that they would be willing to only concentrate on their night shifts, without taking daytime jobs. Buses were also fitted with a protective partition and speeding prevention device (limiting the bus speed at 70km/h). Mandatory inspections before driving were required as well.

Further Information

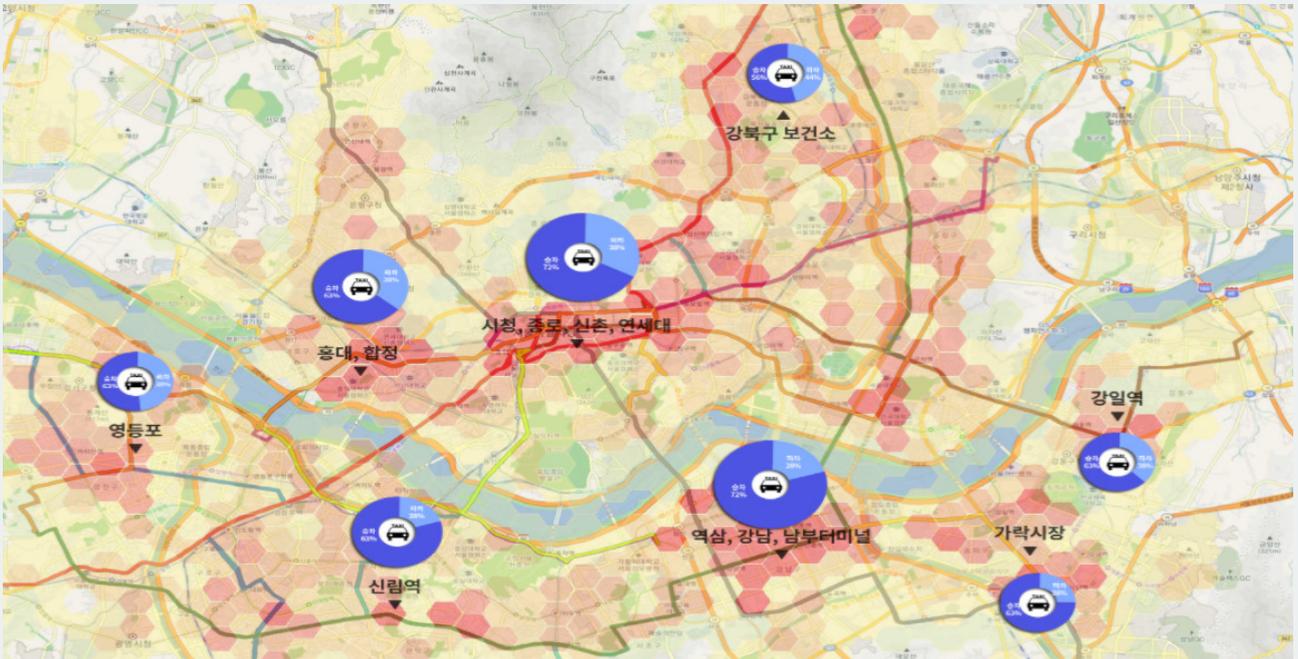
Prior to the major bus reform of 2004 in Seoul, private bus companies' selective operation (focusing on profitable routes only) was a lingering concern for the SMG. In order to solve the problem, the government worked on turning the bus operation system from private to quasi-public. With the new system, Seoul manages the bus routes and revenues while the private companies operate buses.

From 2004 onwards, financial support was provided by Seoul through the quasi-public bus system agreement, which enforced service enhancement through guaranteed stable management of bus companies and enhanced usage of public transportation. The Owl bus service is also funded through this mechanism. Given that the night buses display a concentrated usage rate during 1am to 3am, it is possible that a deficit will result during other times on certain routes, which will require frequent adjusting of the interval between buses to prevent additional financial spending.

Big Data mapping of Seoul utilizing 3 billion phone calls anonymized location data



Big Data mapping of Seoul Utilizing 5 million taxi ride anonymized data

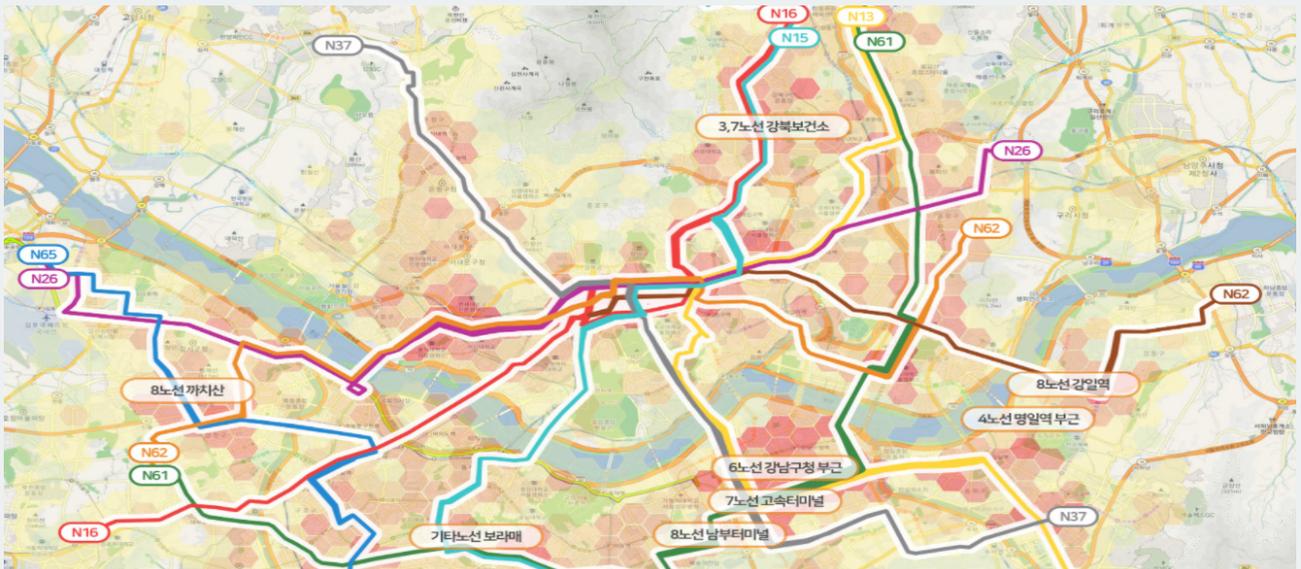


More information on the Urban
SDG Knowledge Platform



Selection of Owl bus route based on big data

(<http://scpm.seoul.go.kr/>)



STEP 1.

Defining the Project's Assessment Dimensions



STEP 1.

DEFINING THE PROJECT'S ASSESSMENT DIMENSIONS

In step 1 you will:

Define and understand the key assessment dimensions of the Toolkit

The following dimensions will help you better understand the aspects you should consider when screening the suitability of a best practice to be localized in your city. Make sure you understand the content of the following.

Nature of the Project

When selecting a best practice for local implementation, you should assess the project's relevance, clarity, and sustainability. More specifically, consider the following questions.

A. Relevance

1. Is the project relevant to address the problems you are trying to solve in your city?
-

B. Clarity/Concreteness

1. Are the project objectives, goals, actions, results clearly defined and comprised of concrete elements and steps to undertake?
-

C. Stable and sustainable implementation

1. Can the project be implemented in a stable and sustainable way? Will the project be beneficial over the long terms, beyond the initial implementation phase? Can it help create more benefits to the population beyond the stated objectives?



Stakeholders

When selecting a best practice for local implementation, you should assess the project officers, the leadership, the target population, and the potentially disaffected groups. More specifically, consider the following questions.

A. Project officers of implementation agency

1. Do project officers of the implementation agency have sufficient capacity to understand the project?
 2. Do project officers of the implementation agency have a strong will to implement the project?
 3. Does the officer in charge have the discretionary power to approve necessary changes to the project?
 4. Can the project officer mobilize organizational support and cooperation from the implementation agency?
 5. Are there resources for rewards or sanctions available based on the project performance?
-

B. Leadership

1. Does the leader of the implementation agency have a strong will and interest to implement the project?
 2. Will the leadership remain unchanged in the medium future?
 3. Can the leadership mobilize support from inside and outside of the organization, particularly from the political arena?
-

C. Disaffected group / target population

1. Is the size and power of the beneficiary group bigger than those of disaffected groups?
2. Is there no substantial level of resistance to the project by disaffected groups?
3. Is there the possibility of increasing acceptance from the disaffected groups by engaging them into the process of project implementation?
4. Are there effective means (legal enforcement or economic incentives) available to make resistant groups accept the project?



Resources

When selecting a best practice for local implementation, you should assess the human and financial resources, and whether you have the necessary technical, technological, and informational capacities. More specifically, consider the following questions.

A. Human resources

1. Are there human and institutional resources available to implement the project?
 2. Is it possible to augment the human and institutional resources if necessary
-

B. Financial resources

1. Is it possible to mobilize sufficient financial resources inside and outside of your organization?
 2. Is it possible to augment the financial resources if necessary?
-



C. Technology

1. Are the technologies necessary for project implementation available domestically?
 2. Is it fairly easy to import foreign technologies under the current diplomatic situation?
-

D. Information

1. Is the necessary data/information for project implementation available? And is it reliable?
2. Is it possible to secure the missing data/information?

Institutional Framework

When selecting a best practice for local implementation, you should assess the existing legislation and its effect, and mobilizing support outside of the agency. More specifically, consider the following questions.

A. Legislation

1. Is it possible to introduce new institutional arrangements, such as laws or regulations, necessary for project implementation?



B. Support

1. Is it possible to get the necessary support for building those institutions inside and outside of your organization?

Project Environment

When selecting a best practice for local implementation, you should assess the potential infrastructure, social, and political environments. More specifically, consider the following questions.

A. Infrastructure

1. Are the necessary basic facilities and technologies available for project implementation?
 2. Is it possible to secure those facilities and technologies with the introduction of the project?
-

B. Social environment

1. Given the contemporary social norms, is the general public ready to accept the new project?
 2. Is it possible to draw public support through engagement of opinion leaders?
-



C. Political environment

1. Do the political communities including political parties and higher tiers of government support the project?
2. Is it possible to proceed with the project in a sustainable way even if there is a lack or withdrawal of political support?
3. Is the election cycle a factor in the implementation of the project?
4. How likely is the project to be continued after the end of the current political term?

Seoul Metropolitan Government's Night Bus (Owl Bus) Based on Big Data Technology

Level 1	Level 2	Example indicators
 <p>1. Nature of the Project</p>	A. Relevance	Is it possible to quantify the impacts of the project in terms of specific performance indicators rather than in broad objectives of the project? Evidence of achieving the results? Decreased accidents? Increasing ridership? Citizens' savings?
	B. Clarity	Are there clear steps to implementing and developing night time bus routes? How clear are the objectives of the project?
	C. Sustainability	Are there a sufficient number of owl buses, making lots of citizens enjoy the benefits of the late-night buses? Does the municipal government have a long term plan to expand the owl bus network, reinforcing the tangible benefits of the project onwards?
 <p>2. Stakeholders</p>	A. Project officers of implementation agency	Do working level staff have to capacity to carry out an adaptive implementation? Are Program Officers/working staff in the transportation and/or ICT department interested and incentivized in carrying out a big-data driven late night bus?
	B. Leadership	Mayor or City Council; are there planned or possible leadership changes throughout the implementation of the project?
	C. Disaffected groups/ Target population	Is the size and power of the beneficiary group (bus operators & citizens) bigger than those of disaffected group (car drivers & taxi drivers)? How significant is the citizen demand for increased late-night services?
 <p>3. Resources</p>	A. Human resources	Are there specialists on public transport policy or transport planning? Is the department in charge strong enough to mobilize resources from other departments if necessary (ICT/Smart City Department)?
	B. Financial resources	Is it possible to mobilize sufficient financial resources inside and outside of the organization (including ODA funds)? Capabilities to secure financial resources?
	C. Technology	Is the technology necessary to capture the data available?
	D. Information	Availability of the information from the existing system. Does your city own or can gain access to the necessary big data sets?
 <p>4. Institutional Framework</p>	A. Legislation	Is the necessary privacy legislation to legally use big data based on citizens' information in place? Are new regulations needed to allow bus drivers to work during night-time?
	B. Support	Is there any support from the central government or international cooperation for such a project? Can you develop a multi-dimensional response?
 <p>5. Project Environment</p>	A. Infrastructure	Are those basic facilities and technologies available for project implementation (e.g. availability of buses during the night)?
	B. Social environment	Is there demand from citizens regarding this service? Will the private sector who potentially owns the big data be interested in partnership?
	C. Political environment	Is there political support from opposition parties and higher tiers of government to implement a late-night bus system?

STEP 2.

Weighting the key dimensions



STEP 2.

WEIGHTING THE KEY DIMENSIONS

In step 2 you will :

Weight the relative importance of each key assessment dimension for your city when it comes to successful project implementation.

In step 1, we have discussed the various key dimensions that should be considered when implementing an urban project. However, the impact that each dimension has on the success of localizing a best practice may differ from city to city. For example, a given city could be significantly affected by its stakeholders while another one could be more immune to this dimension. This is why it is important for you to make your own assessment on the weight of each dimension, based on your own experience in your city. Critical factors in delivery of policy and project implementation vary by cities and countries.

Although you are welcome to assign the value you believe to be the most accurate for each dimension, to increase the accuracy of the evaluation, the following table with suggested ranges is provided. These ranges were based on the research conducted to produce this Toolkit.

Key Dimension	Suggested Weight on Level 1 (%)	ex.
 1. Nature of the project	15-25	20
 2. Stakeholders	25-40	30
 3. Resources	20-30	25
 4. Institutional framework	10-20	10
 5. Project environment	10-20	15
Total (must equal 100)	100	100

For Level 2 dimensions, once again, although you are welcome to assign the value you believe to be the most accurate for each dimension, to increase the accuracy of the evaluation, please consider the following. Based on extensive research for the Toolkit, the following dimensions have been labelled as critical factors for successful localization of an urban practice. Therefore, it is recommended that the factors with a * symbol on the table below be weighted more strongly.

Level 2 critical factors for successful localization of urban best practices
<p>1. Nature of the Project</p> <ul style="list-style-type: none"> - Relevance* - Clarity - Sustainability
<p>2. Stakeholders</p> <ul style="list-style-type: none"> - Project Officers* - Leadership** - Disaffected population*
<p>3. Resources</p> <ul style="list-style-type: none"> - Human resources* - Financial resources* - Technology - Information**
<p>4. Institutional framework</p> <ul style="list-style-type: none"> - Legislation - Support**
<p>5. Project Environment</p> <ul style="list-style-type: none"> - Infrastructure - Social environment* - Political environment*

The ** symbol denotes an emphasis on the importance of this factor

To accurately determine the probability of successful localization, it is important to adjust the relative importance of the key dimension according to your city's situation and capabilities.

When completing the Toolkit's weighting table below:



- Consider your city's situation and context when it comes to developing, implementing, and completing a project
- For each dimension, both on Level 1 and Level 2, assign a percentage (weight) according to your city's capacities, context, and characteristics
- The sum of all 5 key dimensions on **Level 1** should be 100%
- The sum of the factors within one key dimension (e.g. Level 1) should be 100%

* E.g. For key dimension 1 "Nature of the Project," the weight given to "A. Relevance," "B. Clarity," and "C. Sustainability" should add up to 100%.



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

SMG’s Night Bus (Owl Bus) Based on Big Data Technology—Key Dimensions Weighting Table

Level 1	Level 2	Weight on Level 1 (%)	Weight on Level 2(%)
1	Nature of project	20%	
	a. Relevance		45%
	b. Clarity		35%
	c. Sustainability		20%
			100%
2	Stakeholders	30%	
	A. Project officers of implementation agency		30%
	B. Leadership		40%
	C. Affected groups/ target population		30%
			100%
3	Resources	25%	
	A. Human resources		25%
	B. Financial resources		25%
	C. Technology		20%
	D. Information		30%
			100%
4	Institutional framework	10%	
	A. Legislation		30%
	B. Support		70%
			100%
5	Project environment	15%	
	A. Infrastructure		20%
	B. Social environment		40%
	c. Political environment		40%
			100%
	Total	100%	

CASE EXAMPLE

**Please refer to the end of this publication for an empty template you can fill.*

STEP 3.

Rating & Assessing the Urban Practice



STEP 3.

● RATING & ASSESSING THE URBAN PRACTICE

In step 3 you will:

Assess and determine if the best practice you selected is localizable in your city

In step 2, you assigned a relative weight to each of the key dimensions of the Toolkit. In step 3, you will have the opportunity to assess and analyse if the best practice you want to localize can be done so successfully in your city.

To determine the probability of successful localization, the Toolkit provides you with a series of questions to answer for each of the key dimensions we discussed in the previous sections. When completing the Toolkit's rating table below:

- Consider the best practice you want to localize and all the information you have learned about the case
- Respond to the question accordingly to your city's capacities, context, and characteristics.
- For each section, select one answer from "Very unlikely," "Unlikely," "Likely," and "Very likely" (with their respective corresponding score of 4, 3, 2, and 1.
- Under the "Score" column, inscribe the assigned value according to the answer you selected



CASE
RATING

* E.g. If you selected "Unlikely," then you should inscribe "2" under the score tab.
If you selected "Very likely," then you should inscribe "4" under the score tab.

- Add up and average the score for each factors and put the results in the corresponding **AVERAGE** cell

* E.g. There are 3 questions under the factor "Leadership." If your answer were "Very likely [4]," "Very unlikely [1]," and "Unlikely [2]," you should add up the three results and average them. $(4 + 1 + 2) / 3 = 2.333$

SMG's Night Bus (Owl Bus) Based on Big Data Technology— Urban Practice Rating Table

Very unlikely	Unlikely	Likely	Very likely	Score
1	2	3	4	

Add the value you select in the "score" section

CASE EXAMPLE	1 Nature of project						
		EXAMPLE		X			2
		A. Relevance					
		Is the policy/project relevant to address the problems?			X		3
						AVERAGE	3
		B. Clarity					
		Is the policy/project clearly defined and comprised of concrete elements?				X	4
						AVERAGE	4
		C. Sustainability					
		Can the policy be implemented in a stable and sustainable way?			X		3
					AVERAGE	3	
2 Stakeholders							
	A. Project officers of implementation agency						
	Do project officers of implementation agency have sufficient capacity to understand the project?			X		3	
	Do project officers of implementation agency have strong will to implement the project?			X		3	
	Does the officer in charge have discretionary power to adjust the way of implementation to the changes in the project environment?		X			2	
	Can the project officer mobilize organizational support and cooperation of implementation agency?				X	4	
	Are those resources for rewards or sanctions available based on the project performance?		X			2	
					AVERAGE	2.8	
	B. Leadership						
	Does the leader of the implementation agency have strong will and interest to implement the project?				X	4	
	Will the leadership remain unchanged for the time being?	X				1	
	Can the leadership mobilize supports inside and outside of the organization, in particular from the political arena?		X			2	
					AVERAGE	2.33	
	C. Affected groups/target population						
	Is the size and power of the beneficiary group bigger than those of disaffected group?			X		3	
	Is there NO substantial level of resistance to the project by disaffected groups		X			2	
	Is there possibility of increasing acceptance of the affected groups by engaging them into the process of project implementation			X		3	
	Are there effective means (legal enforcement or economic incentives) available to make the resistant groups accept the project?		X			2	
					AVERAGE	2.5	

*Please refer to the end of this publication for an empty template you can fill.

Add the value you select in the "score" section

Very unlikely	Unlikely	Likely	Very likely	Score
1	2	3	4	

3 Resources					
A. Human resources					
Are there human and institutional resources available to implement the project?				X	4
Is it possible to augment the human and institutional resources if necessary?			X		3
AVERAGE					3.5
B. Financial resources					
Is it possible to mobilize sufficient financial resources inside and outside of the organization?			X		3
Is it possible to augment the financial resources if necessary?		X			2
AVERAGE					2.5
C. Technology					
Are those technologies necessary for project implementation available domestically?		X			2
If not, is it fairly easy to import foreign technologies under the current diplomatic consideration?		X			2
AVERAGE					2
D. Information					
Is the necessary data/information for project implementation available? And is it reliable?		X			2
If not, is it possible to secure those data/information?			X		3
AVERAGE					2.5
4 Institutional framework					
A. Legislation					
Is it possible to introduce new institutional arrangement such as laws or regulations necessary for project implementation?			X		3
AVERAGE					3
B. Support					
Is it possible get supports of building those institutions inside and outside of the organization?				X	4
AVERAGE					4
5 Project environment					
A. Infrastructure					
Are those basic facilities and technologies available for project implementation?			X		3
If not, is it possible to secure those facilities and technologies with the introduction of the project?			X		3
AVERAGE					3
B. Social environment					
Given the contemporary social norms, is the general public ready to accept the new project?				X	4
Is it possible to draw public support through engagement of opinion leaders?				X	4
AVERAGE					4
C. Political environment					
Do the political communities including political parties, higher tier of government support the project?			X		3
Given the lack or withdrawal of political supports, is it possible to proceed the project in a sustainable way?			X		3
AVERAGE					3

*Please refer to the end of this publication for an empty template you can fill.

STEP 4.

Measure & Score the Results



STEP 4.

● MEASURE & SCORE THE RESULTS

In step 4 you will:

Measure and score the probability of successful localization of your selected case

At this stage of the Toolkit, you have already completed all the necessary assessments. The last step is to compile the numbers you have produced in the previous steps. This will give you a relative percentage on the probability of successful localization of your selected case in your city.

To complete the Toolkit's scoring table below :

1. Input the numbers from the "Weighting Table" under the "weight" column in the corresponding cells
2. Input the **AVERAGE** values from the "Rating Table" under the "rate" column in the corresponding dimensions.
3. Multiply the "weight" with the "rate" to obtain your "weighted score"

* E.g. If your weight for leadership is 40% and your average rate for the leadership questions is 2.333, then multiply $2.333 \times 40\% = 0.933$

4. Add up your "weighted score" under each dimension to obtain your "sectional score"

* E.g. In the stakeholder dimension, if your "weighted score" for "A. Project Officer," "B. Leadership," and "C. Disaffected Group" are respectively 0.84, 0.933, and 0.75, add these three number to obtain your stakeholder sectional score of 2.5233

5. Multiply the key dimension's "weight" with their corresponding "sectional score" to obtain the key dimension's "weighted score"

* E.g. If the "weight" for Stakeholders is 30%, and the "sectional score" is 2.5233, then multiply $2.5233 \times 30\% = 0.75699$

6. Finally, add up the 5 key dimensions' "weighted scores" to obtain your total and "final score"



SMG’s Night Bus (Owl Bus) Based on Big Data Technology— Urban Practice Scoring Table

		Weight (Level 1)	Weight (Level 2)	Rate	Weighted Score	
CASE EXAMPLE	1 Nature of project	20%			3.35	0.67
	A. Relevance		45%	3	1.35	
	B. Clarity		35%	4	1.4	
	C. Sustainability		20%	3	0.6	
2 Stakeholders	30%			2.5233	0.75699	
A. Project officers of implementation agency		30%	2.8	0.84		
B. Leadership		40%	2.33	0.933		
C. Disaffected groups/target population		30%	2.5	0.75		
3 Resources	25%			2.65	0.6625	
A. Human resources		25%	3.5	0.875		
B. Financial resources		25%	2.5	0.625		
C. Technology		20%	2	0.4		
D. Information		30%	2.5	0.75		
4 Institutional framework	10%			3.7	0.37	
A. Legislation		30%	3	0.9		
B. Support		70%	4	2.8		
5 Project environment	15%			3.4	0.51	
A. Infrastructure		20%	3	0.6		
B. Social environment		40%	4	1.6		
C. Political environment		40%	3	1.2		
	Total	100.00%				2.96949

*Please refer to the end of this publication for an empty template you can fill.

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 table 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 is the one you calculated and can obtain from the “total score” cell. It is a number between 1 and 4.

- The closer the number is to 4, the higher the probability the localization of the selected practice in your city is to be successful.
- You can also transform the result into a percentage by dividing the number by 4 and multiplying by 100.

* E.g. Total score of 2.89949. $(2.89949 / 4) \times 100 = 72.49\%$

- As a general rule of thumb, a best practice is considered to be likely successful if the total score is above 2.5 or ~60%. 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 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.

- 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.
- You can also transform the result into a percentage by dividing the number by 4 and multiplying by 100.

* E.g. Sectional score for the Nature of the Project dimension of 3.35. $(3.35 / 4) \times 100 = 83.75\%$

- 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.

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. Moving forward, remember to consider the following 4 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

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



The Toolkit on Localization of Urban Practices



Toolkit on Localization of Urban Practices - Key Dimensions Weighting Table

Level 1	Level 2	Weight on Level 1 (%)	Weight on Level 2(%)
1	Nature of the project	%	
	A. Relevance		%
	B. Clarity		%
	C. Sustainability		%
			100%
2	Stakeholders	%	
	A. Project officers of implementation agency		%
	B. Leadership		%
	C. Disaffected groups/target population		%
			100%
3	Resources	%	
	A. Human resources		%
	B. Financial resources		%
	C. Technology		%
	D. Information		%
			100%
4	Institutional framework	%	
	A. Legislation		%
	B. Support		%
			100%
5	Project environment	%	
	A. Infrastructure		%
	B. Social environment		%
	C. Political environment		%
			100%
	Total	100%	

Toolkit on Localization of Urban Practices – Urban Practice Rating Table

Add the value you select in the “score” section

Very unlikely	Unlikely	Likely	Very likely	Score
1	2	3	4	

1	Nature of project				
	EXAMPLE		X		2
	A. Relevance				
	Is the policy/project relevant to address the problems?				
	AVERAGE				
	B. Clarity				
	Is the policy/project clearly defined and comprised of concrete elements?				
	AVERAGE				
	C. Sustainability				
	Can the policy be implemented in a stable and sustainable way?				
	AVERAGE				
2	Stakeholders				
	A. Project officers of implementation agency				
	Do project officers of implementation agency have sufficient capacity to understand the project?				
	Do project officers of implementation agency have strong will to implement the project?				
	Does the officer in charge have discretionary power to adjust the way of implementation to the changes in the project environment?				
	Can the project officer mobilize organizational support and cooperation of implementation agency?				
	Are those resources for rewards or sanctions available based on the project performance?				
	AVERAGE				
	B. Leadership				
	Does the leader of the implementation agency have strong will and interest to implement the project?				
	Will the leadership remain unchanged for the time being?				
	Can the leadership mobilize supports inside and outside of the organization, in particular from the political arena?				
	AVERAGE				
	C. Affected groups/target population				
	Is the size and power of the beneficiary group bigger than those of disaffected group?				
	Is there NO substantial level of resistance to the project by disaffected groups				
	Is there possibility of increasing acceptance of the affected groups by engaging them into the process of project implementation				
	Are there effective means (legal enforcement or economic incentives) available to make the resistant groups accept the project?				
	AVERAGE				

Add the value you select in the “score” section

Very unlikely	Unlikely	Likely	Very likely	Score
1	2	3	4	

3 Resources				
A. Human resources				
Are there human and institutional resources available to implement the project?				
Is it possible to augment the human and institutional resources if necessary?				
AVERAGE				
B. Financial resources				
Is it possible to mobilize sufficient financial resources inside and outside of the organization?				
Is it possible to augment the financial resources if necessary?				
AVERAGE				
C. Technology				
Are those technologies necessary for project implementation available domestically?				
If not, is it fairly easy to import foreign technologies under the current diplomatic consideration?				
AVERAGE				
D. Information				
Is the necessary data/information for project implementation available? And is it reliable?				
Is it possible to secure those data/information?				
AVERAGE				
4 Institutional framework				
A. Legislation				
Is it possible to introduce new institutional arrangement such as laws or regulations necessary for project implementation?				
AVERAGE				
B. Support				
Is it possible get supports of building those institutions inside and outside of the organization?				
AVERAGE				
5 Project environment				
A. Infrastructure				
Are those basic facilities and technologies available for project implementation?				
Is it possible to secure those facilities and technologies with the introduction of the project?				
AVERAGE				
B. Social environment				
Given the contemporary social norms, is the general public ready to accept the new project?				
Is it possible to draw public support through engagement of opinion leaders?				
AVERAGE				
C. Political environment				
Do the political communities including political parties, higher tier of government support the project?				
Given the lack or withdrawal of political supports, is it possible to proceed the project in a sustainable way?				
AVERAGE				

Toolkit on Localization of Urban Practices – Urban Practice Scoring Table

		Weight (Level 1)	Weight (Level 2)	Rate	Weighted Score	
1	Nature of project	%				
	A. Relevance		%			
	B. Clarity		%			
	C. Sustainability		%			
2	Stakeholders	%				
	A. Project officers of implementation agency		%			
	B. Leadership		%			
	C. Disaffected groups/target population		%			
3	Resources	%				
	A. Human resources		%			
	B. Financial resources		%			
	C. Technology		%			
	D. Information		%			
4	Institutional framework	%				
	A. Legislation		%			
	B. Support		%			
5	Project environment	%				
	A. Infrastructure		%			
	B. Social environment		%			
	C. Political environment		%			
	Total	100.00%				

The CityNet's Toolkit on Localization of Urban Practice is also available online in Excel and PDF format on the CityNet website. Please visit the following website to download the Excel version of the Toolkit.



**Toolkit on Localization of Urban Practices:
A Screening Tool for Government Officials Planning to Replicate Urban
Best Practices and Policies in Their 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. For inquiries please contact the CityNet Secretariat at sdgplatform@citynet-ap.org

CityNet

CityNet is the largest association of urban stakeholders committed to sustainable development in the Asia Pacific region. Established in 1987 with the support of UNESCAP, UNDP and UN-Habitat, the Network of cities has grown to include more than 170 municipalities, NGOs, private companies and research centers. CityNet connects actors, exchanges knowledge and builds commitment to more sustainable and resilient cities.

