Mehrnaz Ghojeh
BOVA Network - March 2018

Policy initiatives and governance
Healthier cities through improved governance
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Overview

1. The Global Urban Health Landscape (Actors, Frameworks, Agendas)
2. How City Governments Operate? and How are City Plans Strategised and Realised?
3. City networks as potential vehicles for driving urgency for action
LOCATING URBAN HEALTH WITHIN GLOBAL DEVELOPMENT FRAMEWORKS, ACTORS AND AGENDAS
The growing/evolving landscape of actors, frameworks and agendas in urban health

- **1970s-1990s**: Increased attention to the implications of global urbanization
- **Early- to mid-2000s**: Emergence of urban health epistemic community and a growing research interest in urban health
- **Mid- to late- 2000s**: Increasing programming on urban health in LMICs
- **2009–Present**: Growing global advocacy, research, and programming on the health of the urban poor in LMICs
  - **2010** Director-General of WHO declares this year as ‘Year of Urban Health’
  - **2013** ‘100 Resilient Cities’ initiative launched, pioneered by Rockefeller Foundation.
  - **2015** SDGs have stand-alone goals on health and cities, but no explicit mention of urban health
  - **2017** C40 Climate Leadership Group Health Benefits of Urban Climate Action Programme in 30 Cities
  - **2018** Wellcome Trust’s Our Planet Our Health Programme launched on global urban health project in 10 Cities

(Source: Shawar & Crane, 2017 – Amendments by BuroHappold)
Urban health outcomes are directly measured in 7 of the SDGs ...

World Health Organisation (2017)
... but are indirectly linked to almost all of them
The New Urban Agenda starts at the other end and tries to unify all the urban issues present in the SDG framework, starting with SDG 11.

Source: UN-Habitat (2017)
1. Why is urban development important to health and vice versa?

2. What are examples of successful urban policies and strategies that deliver environmental, economic, social and health benefits?

3. How can decision-makers apply a “health lens” to urban planning, governance and finance, and avail themselves of tools to improve health, reduce social inequalities and ensure wider access to services and opportunity?

4. What role can the health sector play in advancing healthy, sustainable urban planning?

Source: WHO, Health as the Pulse of the New Urban Agenda, 2016
Priority 1: Understanding disaster risk
“Safe hospitals and health infrastructure” (para 25f)

Priority 2: Strengthening disaster risk governance to manage disaster risk
“Mainstream disaster risk reduction in health” (para 27a)

Priority 3: Investing in disaster risk reduction for resilience
“Health system resilience and disaster risk management for health” (para 30i)

Priority 4: Enhancing disaster preparedness for effective response and to “build back better” in recovery, rehabilitation and reconstruction
“Health data” (para 33n) and “Mental health” (para 33o)
'City-networks’ are growing in number (200+), strengthened by the prevailing discourse that cities are an optimal unit of government at which to deliver ACTION at speed.
Other Non-Governmental Actors

**STARTUPS** - Bringing a new approach to urban health, one block at a time

**RESEARCH LABORATORIES** - Producing scientific evidence for the effective design and implementation of urban health initiatives

**OTHER** - Engaging directly with doctors, nurses and other health professionals to advocate for responses to climate change and urban Development and planning.

**Partnership for Healthy Cities**

**CITY NETWORKS** - A network of cities, mayors, and local leaders to tackle noncommunicable diseases (NCDs) and injuries.
INTERPRETING AND CRITIQUING FRAMEWORKS AND TOOLS

100 Resilient Cities Framework

Source: Arup / Rockefeller Foundation
INTERPRETING AND CRITIQUING FRAMEWORKS AND TOOLS

Equality Indicator for City of New York

Source: Equality Indicator NYC
HOW CITY GOVERNMENTS OPERATE? AND HOW ARE CITY PLANS STRATEGISED AND REALISED?
CITY MANAGEMENT AND POLITICAL TIMEFRAMES ARE OFTEN TOO RIGID TO MANAGE ADAPTATION FLUIDLY

- **100+ years**: City form/land disposition
- **20 years**: Infrastructure Investment
- **10 years**: Economic Cycle
- **5 years**: Electoral Cycle
- **5 years**: Planning and Consultation Cycles
- **0.25-5 years**: Product cycle (varies IT through to mobility technology)
- **0.25-5 years**: Media/social trend cycles (crises occur in the very short term)

**TOO FAST / TOO SLOW**
UNDERSTANDING THE ‘LOGIC CHAIN’

100+ years
- City form/land disposition

20 years
- Infrastructure Investment

10 years
- Economic Cycle

5 years
- Electoral Cycle

5 years
- Planning and Consultation Cycles

0.25-5 years
- Product cycle (varies IT through to mobility technology)

0.25-5 years
- Media/social trend cycles (crises occur in the very short term)

Ultimate Outcomes
- Human development
- Low carbon/climate resilience
- National/regional economic development

Immediate Stakeholder Outcomes
- Sector development
- Return on investment
- Target group needs met

Outputs
- Housing, Infrastructure, Workspace etc.

Demand Case
- Growth, market, social

Supply Case
- Land, labour, investment

What I can do...

What I get re-elected on...

TOO FAST / TOO SLOW
Framework for Integration

What does a comprehensive plan include and How does one ensure the plan is sustainable?

A City Development Strategy or City Masterplan should be a **Framework for Integration** it should contain:

1. **City Vision & Objectives**: setting out clear long term policy trajectories for the city

2. **City Baseline**: setting out an integrated understanding of all key parameters underlying the city’s development. This should based on live/regularly updated datasets and mapping

3. **City Strategy**: synthesising city objectives and baseline to establish strategies that respond directly to city vision/priorities

4. **Implementation Tools**: organisational, finance and regulatory tools which enable prioritisation and delivery of key actions
Living Framework - What is the process required for producing an action plan?

Feedback driven framework - maintains speed and relevance of strategic interventions...

- Stakeholders and wider city engagement
- Imperatives
- Objectives
- Evidence and Emerging Parameters
  - Economy
  - Demographics
  - Resources
- Vision and Policy
- Emerging Strategy
  - Objectives
  - Planning Frameworks
  - Implementation Strategies

Initiatives & Projects
- Long Term
- Medium Term
- Short Term

Long Term Strategy Implementation

Insights inform emerging strategies

Project implementation changes the city

‘A timely answer which is 70% right and on time (within 6 months) is better than 95% in 3 years time’
The Mayor said:
“WE’RE THROWING A WALL OF MONEY AT THIS CITY BUT WE’RE NOT MOVING THE DIAL ON SOCIAL OUTCOMES…”

BUT MANY PLANS ARE NOT SUSTAINABLE

2,000 Projects under way but...

- Policy not turning into action
- Wrong projects or Badly executed
- Inadequate Capability/Insufficient capacity
- Poor Integration Internally & externally
Cities are open systems – connected regionally, nationally and internationally.

They nest at multiple levels:
1. District/neighbourhood
2. City
3. City-Region
4. Multi-city region
5. National systems of cities
6. International

It helps where governance is aligned to control over the **functional city region**
GOVERNANCE STRUCTURES

CITY LEADERSHIP
City Elected Representatives

KEY TASKS
- Promote
- Plan
- Build (Deliver)
- Deliver Services
- Control
- Operate/Maintain

ENABLERS
- Mandates
- Resources

National/Regional Government
- Govt. Agencies
- Civil Society/NGOs
- Business
- Institutions

leading from the middle
GOVERNANCE STRUCTURE AND EXPENDITURE
London

Source: LSE Cities (2016)
GOVERNANCE STRUCTURE AND EXPENDITURE

Tokyo

Source: LSE Cities (2016)
GOVERNANCE STRUCTURE AND EXPENDITURE

Delhi

Source: LSE Cities (2016)
GOVERNANCE STRUCTURE AND EXPENDITURE

Delhi

Source: LSE Cities (2016)
CASE STUDY: CITY NETWORKS AS POTENTIAL VEHICLES FOR DRIVING URGENCY FOR ACTION
## Networking Networks

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| Purpose | To address sustainability issues in cities         | To lead the world's cities in responding to climate change imperatives | To establish a resilience movement across the world's cities | To reduce Non-Communicable Disease risk factors in cities |

| Delivery | ICLEI provides technical support to its members by doing research and linking it to local practice. It also supports improved access to finance for its members to facilitate implementation of relevant solutions to sustainability problems. | Technical micro-engagements (~$0.01m) in context of cities' existing plans and strategies accompanied by high-level networking between mayors | Single technical and strategic engagement (~$1m) to deliver and implement overarching city resilience strategy | Each city will receive support to implement one of ten proven interventions to prevent non-communicable diseases and injuries. Focus is on evidence-based strategies and innovation. |

| Engagement Approach | Direct to relevant sectoral departments | Direct to relevant sectoral departments | Establishment of a new office of city resilience headed by a Chief Resilience Officer (CRO) | Direct to relevant sectoral departments |
City networks tend to benefit from having an AGILE PLATFORM OF MANAGEMENT AND OPERATION, helping them navigate through the COMPLEX GOVERNANCE AND TECHNICAL LANDSCAPE OF CITIES.
WORKING WITH CITY NETWORK ORGANISATIONS

100 Resilient Cities
WORKING WITH CITY NETWORK ORGANISATIONS
100 Resilient Cities Engagement and Support Process

City Selection

Orientation
Agenda Setting Workshop

Phase 1
Preliminary Resilience Assessment

Phase 2
Strategy development

Implementation
Strategy Release

MORE RESILIENT CITY

36 Resilience Strategies & 1,900 concrete actions and initiatives
WORKING WITH CITY NETWORK ORGANISATIONS
100 Resilient Cities Engagement and Support Process

City Selection
- Agenda Setting Workshop
- Preliminary Resilience Assessment
- Strategy development
- Strategy Release

Implementation

36 Resilience Strategies & 1,900 concrete actions and initiatives
WORKING WITH CITY NETWORK ORGANISATIONS
100 Resilient Cities Framework - Responding to Complexity

Source: Arup / Rockefeller Foundation
### URBAN HEALTH MATRIX

**Working towards a health lens for urban development**

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<tr>
<th>Treatment and delivery of healthcare</th>
<th>Management of epidemics and catastrophes</th>
<th>Mitigating health issues from other sources</th>
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*Source: BuroHappold (2017)*
## URBAN HEALTH MATRIX

Urban initiatives within the health lens

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<td>urban greening</td>
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<td>education and vaccination</td>
<td>integrated DRR&amp;M</td>
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Source: BuroHappold (2017)
# URBAN HEALTH MATRIX

Awareness of sectoral biases within the field

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Source: BuroHappold (2017)
MAPPING HEALTH VULNERABILITIES RELATED TO HOUSING PROVISION IN CITIES

**SCALE**
- Location
  - open space
  - air quality
  - food supply
- Neighborhood
  - access to social infra
  - healing spaces
- Building
  - vermin
  - active travel
  - thermal comfort
- Unit
  - hazardous materials
  - life protection
  - indoor air quality
  - ventilation
  - sanitation

**MECHANISM**
- social cohesion
- mental wellbeing
- CVDs
- injury and death
- NCDs and birth defects

**HEALTH OUTCOMES**
- life style diseases
- RCDs and communicable diseases

This diagram illustrates the mapping of health vulnerabilities related to housing provision in cities, highlighting the scales and mechanisms that contribute to health outcomes.
MAPPING HEALTH VULNERABILITIES RELATED TO SOLID WASTE MANAGEMENT IN CITIES

**PROCESS**
- Volume
- Non-compliance
- Packaging
- Non-collection
- Delay
- Noise
- Handling of contaminants

**MECHANISM**
- Air quality
- Sharps
- Incineration
- Landfill
- Fire
- Air quality

**HEALTH OUTCOMES**
- Reduced NCDs
- Vector borne diseases
- Mental health
- Respiratory conditions and CVDs
- Injury and death
- NCDs and birth defects
MAPPING HEALTH VULNERABILITIES RELATED TO CLIMATE CHANGE IN CITIES

Components:
- Sea Level Rise
  - Community displacement
  - Food supply
  - Water supply
- Temperature Rise
  - Expanding vector habitats
  - Urban greening
  - Heat waves
- Extreme Weather Events
  - Allergens
  - Air quality
  - Fire
  - Flooding
  - Rain storms

Mechanism:
- Mental health
- Nutrition
- Communicable disease
- Heat stroke and CVD risk
- Injury and death

Health Outcomes:
GOVERNANCE:
Identifying the scope of influence of governmental actors in housing provision

National / Central Government

SCALE
- Location
  - Open space
  - Air quality
  - Food supply
- Neighborhood
  - Access to social infrastructure
  - Healing spaces
- Building
  - Vermin
  - Active travel
  - Thermal comfort
  - Hazardous materials
  - Ventilation
  - Sanitation
- Unit

MECHANISM
- Social cohesion
- Life protection

HEALTH OUTCOMES
- Life style diseases
- RCDs and communicable diseases
- Mental wellbeing
- CVDs
- Injury and death
- NCDs and birth defects
GOVERNANCE:
Identifying the scope of influence of governmental actors in housing provision

**Metropolitan / Municipal Government**

**SCALE**
- LOCATION
- NEIGHBORHOOD
- BUILDING
- UNIT

**MECHANISM**
- open space
- access to social infrastructure
- vermin
- hazardous materials
- ventilation
- air quality
- healing spaces
- active travel
- thermal comfort
- sanitation
- food supply
- social cohesion
- life protection
- indoor air quality

**HEALTH OUTCOMES**
- life style diseases
- RCDs and communicable diseases
- mental wellbeing
- CVDs
- injury and death
- NCDs and birth defects
GOVERNANCE:
Identifying the scope of influence of governmental actors in housing provision

Local Authority / Regulators

- LOCATION
- NEIGHBORHOOD
- BUILDING
- UNIT

SCALE
- open space
- access to social infrastructure
- vermin
- hazardous materials
- ventilation

MECHANISM
- air quality
- healing spaces
- active travel
- thermal comfort
- sanitation
- food supply
- social cohesion
- life protection
- indoor air quality

HEALTH OUTCOMES
- life style diseases
- RCDs and communicable diseases
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WORKING WITH CITY NETWORK ORGANISATIONS
C40 Cities Leadership Group – Benefits of Urban Climate Action
Air quality - Programme and objectives

- Deliver enhanced understanding of Air Quality/Health measurement in city administrations
- Drive ‘climate action’ through more impactful communications of Health impacts
- Encourage scaling up and speeding up of actions
- Develop tools for more rapidly determining optimal policies
- Train technical staff to carry out this type of analysis for other actions
WORKING WITH CITY NETWORK ORGANISATIONS
C40 Cities Leadership Group – Benefits of Urban Climate Action

Air Quality – Causal chain, pathways to action framework
WORKING WITH CITY NETWORK ORGANISATIONS
C40 Cities Leadership Group – Benefits of Urban Climate Action

Air Quality – Causal chain, pathways to action framework

Focusing on specific outcomes
Helping cities measure the impacts of urban climate action (air quality and health)

- **Action**: System Change
- **Output/Benefit**: System Change to AQ Change
- **CRF/Multipliers**: AQ Change to Health Impact
- **Benefit**: Health Impact to Economy
WORKING WITH CITY NETWORK ORGANISATIONS
C40 Cities Leadership Group – Benefits of Urban Climate Action
Observations

• Data collection lags behind the science (eg PM10 to PM2.5)

• Whole-city initiatives are necessary to deliver population-level impacts

• Unintended consequences are a real possibility
  • Diversion of traffic from low-density to higher density neighborhoods
  • Fuel efficiency measures can encourage higher consumption
Summary

• Cross-sector collaboration between individuals, departments and sectors is fundamental to unlocking the required data for urban decision-making and should be further promoted.

• Even ‘high capacity’ cities face integration challenges. In fact, large wealthy cities can often struggle more with this.
  - Technical vocabularies
  - Departmental control and budgeting

• Peer-to-peer learning represents very high value. Cities learnt as much from each other as from the appointed experts.

• City networks are institutions which are increasingly shaping the governance landscape of urban innovation and urban decision-making.
Human health and social outcomes are powerful drivers for transformative change. Can this be harnessed to deliver multiple planetary health objectives?

‘A little knowledge is a bad thing’. Too much can induce paralysis. Finding the optimal balance is the holy grail of delivering research into policy. Rapid testing and evaluation of different methods is critical.

City networks often have direct contact and influence with critical city decision makers (i.e. mayors, department heads). Their role as trusted advisors and brokers between new science and city stakeholders and decision makers provides a unique platform for integrating health evidence and practices into future urban action, policy and projects.
Thank you
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