Building Urban Safety through Public Space

The links to Key Sustainable Development Goals and Targets

SDG 11: Make cities and human settlements inclusive, safe, resilient and sustainable

Target 11.7 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.

Note that safety is considered a key driver to attaining other goals: gender equality (Goal 5); peace, justice and strong institutions (Goal 16, in particular SDG 16.1); partnerships for the goal (Goal 17)
Key New Urban Agenda Statements

14. A vision of cities that are inclusive and safe and without discrimination, that foster prosperity and quality of life for all (para 11 NUA); by leaving no one behind; by promoting safety and eliminating discrimination and all forms of violence; by ensuring public participation providing safe and equal access for all.

26. We commit ourselves to urban and rural development that is people-centred, protects the planet, and is age- and gender-responsive and to the realization of all human rights and fundamental freedoms, facilitating living together, ending all forms of discrimination and violence, and empowering all individuals and communities while enabling their full and meaningful participation. We further commit ourselves to promoting culture and respect for diversity and equality as key elements in the humanization of our cities and human settlements.

36. We commit ourselves to promoting appropriate measures in cities and human settlements that facilitate access for persons with disabilities, on an equal basis with others, to the physical environment of cities, in particular to public spaces, public transport, housing, education and health facilities, public information and communication (including information and communications technologies and systems) and other facilities and services open or provided to the public, in both urban and rural areas.

37. We commit ourselves to promoting safe, inclusive, accessible, green and quality public spaces, including streets, sidewalks and cycling lanes, squares, waterfront areas, gardens and parks, that are multifunctional areas for social interaction and inclusion, human health and well-being, economic exchange and cultural expression and dialogue among a wide diversity of people and cultures, and that are designed and managed to ensure human development and build peaceful, inclusive and participatory societies, as well as to promote living together, connectivity and social inclusion.

53. We commit ourselves to promoting safe, inclusive, accessible, green and quality public spaces as drivers of social and economic development, in order to sustainably leverage their potential to generate increased social and economic value, including property value, and to facilitate business and public and private investments and livelihood opportunities for all.

67. We commit ourselves to promoting the creation and maintenance of well-connected and well-distributed networks of open, multipurpose, safe, inclusive, accessible, green and quality public spaces, to improving the resilience of cities to disasters and climate change, including floods, drought risks and heat waves, to improving food security and nutrition, physical and mental health, and household and ambient air quality, to reducing noise and promoting attractive and liveable cities, human settlements and urban landscapes and to prioritizing the conservation of endemic species.

92. We will promote participatory age- and gender-responsive approaches at all stages of the urban and territorial policy and planning processes, from conceptualization to design, budgeting, implementation, evaluation and review, rooted in new forms of direct partner-ship between Governments at all levels and civil society, including through broad-based and well-
resourced permanent mechanisms and platforms for cooperation and consultation open to all, using information and communications technologies and accessible data solutions.
Key New Urban Agenda Statements

97. We will promote planned urban extensions and infill, prioritizing renewal, regeneration and retrofitting of urban areas, as appropriate, including the upgrading of slums and informal settlements, providing high-quality buildings and public spaces, promoting integrated and participatory approaches involving all relevant stakeholders and inhabitants and avoiding spatial and socioeconomic segregation and gentrification, while preserving cultural heritage and preventing and containing urban sprawl.

99. We will support the implementation of urban planning strategies, as appropriate, that facilitate a social mix through the provision of affordable housing options with access to quality basic services and public spaces for all, enhancing safety and security and favouring social and intergenerational interaction and the appreciation of diversity. We will take steps to include appropriate training and support for service delivery professionals and communities in areas affected by urban violence.

100. We will support the provision of well-designed networks of safe, accessible, green and quality streets and other public spaces that are accessible to all and free from crime and violence, including sexual harassment and gender-based violence, considering the human scale, and measures that allow for the best possible commercial use of street-level floors, fostering both formal and informal local markets and commerce, as well as not-for-profit community initiatives, bringing people into public spaces and promoting walkability and cycling with the goal of improving health and well-being.

103. We will integrate inclusive measures for urban safety and the prevention of crime and violence, including terrorism and violent extremism conducive to terrorism. Such measures will, where appropriate, engage relevant local communities and non-governmental actors in developing urban strategies and initiatives, including taking into account slums and informal settlements as well as vulnerability and cultural factors in the development of policies concerning public security and crime and violence prevention, including by preventing and countering the stigmatization of specific groups as posing inherently greater security threats.

109. We will consider increased allocations of financial and human resources, as appropriate, for the upgrading and, to the extent possible, prevention of slums and informal settlements, with strategies that go beyond physical and environmental improvements to ensure that slums and informal settlements are integrated into the social, economic, cultural and political dimensions of cities. These strategies should include, as applicable, access to sustainable, adequate, safe and affordable housing, basic and social services, and safe, inclusive, accessible, green and quality public spaces, and they should promote security of tenure and its regularization, as well as measures for conflict prevention and mediation.

153. We will promote the systematic use of multi-stakeholder partnerships in urban development processes, as appropriate, establishing clear and transparent policies, financial
and administrative frameworks and procedures, as well as planning guidelines for multi-
stakeholder partnerships.
The adoption of the 2016-2030 Sustainable Development Goals requires the provision of well-designed networks of safe, inclusive and accessible public spaces and streets, free from crime and violence, particularly for women and children, older persons and persons with disabilities. Although public space becomes the ground for the coproduction of urban safety, its importance is not widely recognized in the literature and policy arena. In the absence of a compendium, showing the tools, principles and relevant practices, UN-Habitat’s Safer Cities Programme and the Programme on Public Space has decided to put together a handbook – a quick practical guideline on how to build urban safety through public space.

‘Building Urban Safety through Public Space’ provides the local governments with tools to frame and implement principles, policy recommendations and development initiatives on safe public places. The way current safety is assessed in urban public spaces varies greatly from one city to another. Many cities yet do not have regulations or assessment tools for urban safety policy. The UN-Habitat’s methodology presented in this handbook has been developed to fill this gap and to improve the knowledge on delivering safe public spaces for all. The handbook serves to strengthen key stakeholders’ understanding about the importance of public space, initiating a dialogue among leaders, policymakers, planners and community on how to coproduce a safer city with public space in mind. It will also serve to demonstrate the value of the involvement of the citizenry and civil society in building urban safety by securing, developing and managing public spaces in the city.

UN-Habitat’s Mandate to Work with Public Space: For a long time, while UN-Habitat focused on shelter and basic services, public space and urban planning remained a neglected agenda for the agency. At the 23rd Governing Council of UN-Habitat, Member States mandated and challenged the agency to address the issue of public space and how this can contribute to sustainable urban development and improved quality of life (Resolution 23/4 on Sustainable Urban Development through Access to Public Spaces). Specifically, Member states requested UN-Habitat to:

- Advance the agenda on placemaking and public spaces in a way that will consolidate local and international approaches to creating inclusive cities, enhance the knowledge of UN-Habitat partners and local authorities the quality of urban life
- Facilitate and implement exchange, cooperation and research between partners working in this field
- Develop a policy approach on the role that public spaces can play in meeting the challenges of our rapidly-urbanizing world, to disseminate that policy and its results widely, and to develop a plan for ensuring its application internationally
- Assist in coordinating UN-Habitat partners in disseminating knowledge to existing sustainable urban development processes at all government levels
Since 2012, UN-Habitat's Urban Planning and Design Branch (UPDB) and Office of External Relations have jointly embarked on the development and implementation of a Global Programme on Public Space, which is organized around three main areas:

1. Partnerships for public space
2. City-wide strategies and pilot/demonstration projects
3. Knowledge management, tools and advocacy.

UN-Habitat’s Mandate to Work with Safer Cities: UN-Habitat’s Safer Cities Programme was launched in 1996 at the request of African Mayors seeking to tackle urban crime and violence in their cities. At the 23rd Governing Council of UN-Habitat, Member States mandated the agency to address the issues of crime and violence in the context of sustainable urban development, calling for a growing involvement of local authorities through the Global Network on Safer Cities (Resolution 23/14 on Sustainable Urban Development through Safer Cities and the Prevention of Urban Crime). At the 26th Governing Council of UN-Habitat, Member States calls the agency to increase the visibility of available tools, methods and expertise through the Safer Cities Programme, providing the governments with monitoring tools for evidence-based policy and practice on safer cities (Resolution 26/6 on Promoting Safety in Cities and Human Settlements).

Over the course of 20 years, Safer Cities Programme has accumulated an array of partnerships with diverse stakeholders at multiple levels. Safer Cities has been organizing and promoting regional and international debates on urban crime prevention within its international network of partners. This has resulted in the creation of a Global Network for Safer Cities. Through the Global Partnership Initiative on Safer Cities the following areas are being covered:

1. Partnership building on safer cities
2. Integrated and evidence-based strategies for delivering measurable improvement in security
3. Capacity building, knowledge management, tool development and advocacy

With the given mandate, UN-Habitat is mobilizing partners to work with several cities around the globe to realize the transformative commitments on safe public space, required for the implementation of the New Urban Agenda. A safer city is the city that builds social cohesion, reduce inequality and that builds a sense of community, civic identity and civic culture, through the provision of safe, inclusive and accessible public spaces, especially for the most vulnerable groups like women etc.
Building Urban Safety through Public Space

Definitions come first

**Public Space**
The Charter of Public Space defines public space as “all places publicly owned or of public use, accessible and enjoyable by all for free and without a profit motive”. Public spaces are a key element of individual and social well-being, the places of a community’s collective life, expressions of the diversity of their common, natural and cultural richness and a foundation of their identity. […]

In other words, public space is defined as the sum of the areas devoted to streets, public open spaces and public facilities. Open public space is defined as the sum of areas in the city devoted to streets and boulevards – including walkways, sidewalks, and bicycle lanes – and the areas devoted to public parks, squares, recreational green areas, public playgrounds and open areas of public facilities. Public facilities include public libraries, civic centers, municipal markets and public sport facilities.

**Urban Safety**

In addition to addressing the prevention of crime and violence, urban safety also includes the enhancement of individual rights including the physical, social and psychological integrity of a person. As such, urban safety is a complementary concept to crime prevention, as it starts from the observation that inadequate urban development and local governance and social and territorial exclusion patterns encourage crime and violence. In this perspective, urban safety adopts a citywide and participatory process to address the risk factors, and above all, protection factors of insecurity in cities, creating the conditions of more sustainable, inclusive, cohesive and just cities (Universidad Alberto Hurtado, 2008).

Why public space matters for urban safety?

Planning for social integration becomes the key entry point towards actualizing a safety and security focus for the realization of sustainable development, while promoting safety as a ‘public good’ and public space as the arena for the coproduction of safety for all. The adoption of the 2015-2030 Sustainable Development Goals requires the provision of well-designed networks of safe, inclusive and accessible public open spaces and streets - implying free from crime and violence, particularly for women and children, older persons and persons with disabilities. Hence, public space serves as the arena for the co-production of safety for all, as it contributes to building a sense of community, civic identity and civic culture, while constructing citizens values and manifesting their rights, and particularly of the most
vulnerable ones.

From a perspective of safety as a public good, a network of multi-functional and community-appropriated public spaces build a sense of identity, cohesion and values of community and citizenship, as well as provide a site for social interaction and exchange, a landscape for economic development and a field for political expressions, and new urban identities that can enhance social integration.
Seven principles for the crime prevention and public space policy

**A citywide approach**

By adopting a citywide urban safety strategy that ensures a citywide distribution of public spaces through socially inclusive and participatory approaches the city has the potential to set in motion a transformative model for its urban policy and programming on how to build a safer and just city for all.

**Goal**

- Develop citywide strategies that are people-centred and that ensure planning, design and management of public spaces at different scales.

**A city-led approach**

The city is the solution to the question of how to address the issues of crime and violence in the city by reducing inequalities to access public spaces and other services and urban opportunities. The city have to address the problems elicited by crime and violence, integrating a culture of prevention within the development agenda – shifting the mindset from safety as an issue related to police and justice system only to safety as a product of social and environmental factors to be addressed through an integrated and comprehensive approach that not only prevent crime and victimization, but also contribute to sustainable urban development.

**Goal**

- Decentralise security policies and enhance the role and capacities of the local government in coordinating safety and crime prevention strategies.
- Anchor public space in national urban policies and mainstream crime prevention strategies at the city level.
- Mainstream and institutionalize the approach.

**A comprehensive approach**

The multi-sectorial approach to make cities and human settlements safer at a citywide scale, with a community based focus, under a local government-led coordination and a coalition building oriented process should be grounded on a comprehensive approach. A rigorous safety diagnosis of the causations of crime provides a source of reference for the local government to define priorities for interventions in public spaces and identify targets for programmes and assistance where they are likely to be most effective.

**Goal**

- Conduct participatory public space assessments, taking into account safety issues the amount of land designated as public space, but also the user experience, the quality, distribution, and accessibility in the city.
- Generate data for analysis that promotes the use of indicators for evidence-based policy and practice to initiate a city-to-city learning exchange that enables the local government to advocate for an evidence-based policy agenda on public space.

**A citizen-led approach**

The urban interventions in public spaces can

**Goal**
only be effective when communities are consulted and when interventions are based on evidence and tailored to the specific needs and vulnerabilities of key populations. The neighbourhood building and activation require the local government to adopt a decentralized, bottom-up approach that adopts citizen-generated ideas to then support these kinds of citizen-led initiatives in their decision making frameworks. A successful participation requires certain preconditions which include an environment that encourages active citizenship and that accept citizens and their organizations as partners in the development process.

**A coalition-led approach**

Creating a local safety coalition - a partnership led by a public leader, ideally the Mayor - is key for the development of community-wide planning strategies for addressing crime and violence prevention in public spaces. The response to crime and violence as a development issue requires the establishment of a coalition of partners from across different sectors and settings to provide support in a coordinated and efficient way.

**Goal**

- Mobilize and build a coalition of partners
- Establish governance frameworks that are transparent, accountable and efficient

**A community-based approach**

The reduction of crime and violence in the city requires actions that address its multi-casual nature, incorporating integral strategies ranging from effective urban planning, design and governance, through community-based approaches in which communities take the initiatives. This means that community groups will either be the source of the project ideas or will play leading role in the implementation, management or maintenance of the projects, in this case of public spaces. Central to this approach is the need to recognize that the people who are the beneficiaries of these projects to fully shape and take ownership of them.

**Goal**

- Include information-gathering, processes for determining policies and projects, implementation, and creating opportunities for communities to take initiatives themselves
- Involve community through active participation in identifying priorities, developing strategies, and allocating resources based on their concerns and priorities

**A co-production approach**

A broad-based approach to building consensus on urban safety constitutes the establishment of local coalitions and partnerships rooted in the co-production of safety for all. In this context the local government can play an important role in facilitating such partnerships, with central governments to provide resources to enable the

**Goal**

- Promote inclusive rules, regulations and collective capacities for implementing a governance framework that shape a culture of ‘safe, inclusive and connected public spaces’, while enhancing ‘the right to the city’ in which the most vulnerable
necessary policy frameworks. In co-production partnerships it is important to develop innovative interventions that reduce conflict and increase safe public spaces. While revitalizing and improving the neighborhoods it is important to increase the visibility and the voice of the most vulnerable ones to inform legislative, design and planning frameworks to co-produce public spaces in the city.

segments of the society such as the poor, migrants, women and children and people with disabilities participate in the co-production of safety for all.

- Establish legal and operational frameworks for regulating public-private partnerships and the engagement of civil society to make crime prevention policies more inclusive so that address a wider spectrum of challenges.
30 Strategies to Build Urban Safety through Public Space
Safe Public Space Manifesto - Turning spaces into places

Here, UN-Habitat provides the local governments with a series of policy recommendations and strategies for improving the state of urban safety and public spaces in the city. These actions, expected to be undertaken from 2018 to 2021, are the first steps needed towards the implementation of the New Urban Agenda and the Sustainable Development Goals to ‘make cities and human settlements inclusive and sustainable.

1. **A city wide local coalition**
   - Initiate the mapping of all the stakeholders in the city
   - Strengthen the cooperation between the city and the stakeholders
   - Mobilize resources and build a coalition of partners

2. **A communicative city**
   - Provide or facilitate the creation and maintenance of a healthy communicative environment that integrate citizens to get involved in civic activities and participate in various roles
   - Create a climate for the expression of differences in values and opinions
   - Initiate opportunities for the development of interpersonal trust and social links
   - Create mobility for sharing information and stability

3. **A visible city**
   - Give a ‘voice, visibility and validity’ to the actions of the leaders as they respond to the urban safety agenda
   - Increase coordination on communication, advocacy and outreach among cities and donors
   - Develop and disseminate knowledge and tools on urban safety at all levels

4. **A city of local governance**
   - Establish institutional mechanisms that facilitate the cooperation and build trust and accountability between the city and the stakeholders

5. **A city of trust**
   - Ensure integrity according to strict ethical and moral codes, and commit to zero tolerance of corruption
   - Make transparency a central element of the local governance, and report on the activities
   - Ensure accountability by engaging citizens and other government agencies to elicit the proper monitoring of the local public

6. **A democratic city**
   - Establish online voting registration with the aim of increasing the voter participation in the city
   - Bring the people into the process by enhancing the communications and the consultation process, and by engaging the citizens in the decision-making
policy, programme delivery and the use of the available resources effectively

7. **A city attractive for investment**
   - Establish institutional and market conditions for innovative financing models for urban development including financial instruments, social investment bonds, public-private partnerships and crowdfunding
   - Ensure the community buy-in to the urban development projects by establishing mechanisms that take into account communities preferences and priorities
   - Work with the provincial and national government to increase the allocation of municipal funding for crime prevention and public space strategies

8. **A big picture of the city**
   - Put together a citywide Land-Use Plan
   - Put together a citywide Crime Prevention strategy
   - Create a Safe Public Space plan and strategy
   - Initiate a review of the barriers, including the legislative ones, to deliver safe public spaces

9. **A city of evidence**
   - Initiate a citywide participatory public space assessment that interrogates: safety, the availability of public spaces and streets, including the land-use and mobility, the user experience, the social organizations and the quality and the distribution of public spaces in the city
   - Initiate a citywide local safety audit and conduct a victimization survey to understand the root-causes of crime and violence
   - Assess the municipal service delivery
   - Analyze other secondary data about crime, socio-economic character, well-being etc.

10. **A city of data**
    - Make use of technology that is people-centered to collect data
    - Build capacity within the local government for data collection and monitoring
    - Establish a local server for data collection and management
    - Create an open-source data platform

11. **A responsive city**
    - Conduct periodic participatory diagnosis and monitoring
    - Make sure to create responsive mechanisms within the municipality that

12. **A city of public spaces that fit to the context**
    - Plan and design public spaces that best reflect the particularities of the context, whether it is a well-planned or unplanned area
to respond to the citizens’ reporting and observations

Plan and design public spaces that best reflect the aspirations and vision of the local community

<table>
<thead>
<tr>
<th>13. A city of public spaces that are public</th>
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<tbody>
<tr>
<td>• Establish the legislative and regulatory framework for all places publicly owned or of public use are accessible and enjoyable by all for free and without a profit motive</td>
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<td>• Establish frameworks that regulate billboard advertisement and consider it as a funding option for other initiatives</td>
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<th>14. A city of great gathering places</th>
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<tr>
<td>• Ensure to revitalize and create new public gathering places</td>
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<td>• Make the public spaces the first and the most defining features of the neighbourhood</td>
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<th>15. A city of great streets and mobility</th>
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<td>• Encourage walkable neighbourhoods and reduce car dependency</td>
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<tr>
<td>• Optimize use of land and provide an interconnected network of streets which facilitate safe, efficient and pleasant walking, cycling and driving</td>
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<tr>
<td>• Improve the pedestrian experience with a stronger public space system</td>
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<tr>
<td>• Create separated pedestrian, bike and car lanes</td>
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<td>• Optimize connectivity by improving accessibility to public spaces, promoting landmarks and providing interaction between the space and the surroundings</td>
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<th>16. A city of just and socially inclusive public spaces</th>
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<tr>
<td>• Make public spaces accessible for all ages, genders, abilities and migrants</td>
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<td>• Support the most vulnerable segments of the society to use public spaces</td>
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<td>• Foster ethnocultural programmes</td>
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<td>• Make sure the urban interventions do not foster displacement</td>
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<th>17. A city of safe public spaces</th>
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<tr>
<td>• Improve safety by providing adequate lighting, promoting walkability and minimizing conflicts between the use and users</td>
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<tr>
<td>• Promote the ‘eyes on the streets’ and discourage the use of CCTV cameras</td>
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<td>• Foster developments that target mixed and</td>
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<tr>
<th>18. A city of a network of public spaces</th>
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<tr>
<td>• Ensure and acquire land for a well-defined system of neighbourhood scale of plazas and squares, walkable streets, and make a better use of privately-owned public spaces</td>
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<tr>
<td>• Create a well-defined system of natural and green parks that enhance biodiversity and ecological habitats</td>
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</table>
| • Develop a regulatory and legislative frame-
balanced communities in terms of income level, social status, ethnicity, demographics, and tenure;

4. Consider the social organization around the public spaces

Refine the fabric of the city via environmental design interventions that provide clear lines of sight on the streets and eliminate the isolated corners

Support new developments and upgrading projects that create new spaces, and/or re-pro-program the existing neighborhoods as mixed-use instead of single-use

work for the creation of new public spaces

reinforce local identity and civic pride

• Enhance the physical character of an area, shaping existing and future development.

• Improve physical and social inclusion, including accessibility

• Provide green infrastructure and ecosystem services.

• Provide for children and young people’s play and recreation

• Provide cultural, social, recreational, sporting and community facilities

• Protect and promote understanding of the historical, cultural and archaeological value of places

• Provide popular outdoor educational facilities and promote the opportunities for local food production

19. **A city of great economics of public spaces**

• Promote 24h economies and boost the economic potential of tourism, leisure and cultural activities

• Conduct a census of publicly-owned land with the help of technology

• Update land cadasters and property tax assessments

• Use building rights transfers

• Capturing unearned land value

• Analyze the cost-benefits of investment in public space

20. **A city of technology**

• Enhance surveillance as green sustainable design to enhance the image of the city in terms of safety and security through the cybernetic mechanisms;

• Integrate green technologies

• Provide platforms to deliver the information about city dynamics in real-time to citizens

21. **A city of good design**

• Enhance and promote participatory design and planning processes

• Design the urban form of the city with the users’ and pedestrians’ experience in mind

• Design public spaces that fit to the context and respect the socio-cultural values and the biodiversity of the neighborhood

• Recognize and enhance public spaces that are multi-functional and community appropriated

22. **A city of experiences and happenings**

• Promote and livable and vibrant public spaces and streets

• Create a yearly calendar of activities and festive of the city

• Ensure the citizens can plan or hold celebrations, markets or protests in accessible public spaces and streets

• Promote pedestrianized entertainment
• Use durable and local materials for public spaces and streets
districts of local bars or other entertainment places

23. **A city of democratic spaces for great public involvement and expression**

• Identify and expand the civic representation at the neighbourhood level
• Allow and facilitate the residents/local community to access public spaces for public and political expression

24. **A city of art, culture and expression**

• Promote public art, including various forms of expression such as graffiti, sculpture, temporary installations or pavilions, and screening/projection
• Support spontaneous and short term art projects
• Create and support outdoor spaces for public art to be managed by the community or groups of artists
• Support educational programmes that enhance public art

25. **A city of engaged community**

• Ensure the necessary regulatory frameworks for the continuous engagement of the community

26. **A city of civic representation and participation**

• Give a voice, visibility and validity to the urban poor and the most vulnerable segments of the society (women, youth, migrants etc.)
• Initiate a series of consultation processes in relation to issues of crime prevention strategies, planning, design and municipal budget
• Provide opportunities for participatory design and planning of public spaces
• Provide opportunities for participatory maintenance and management of public spaces
• Identify and expand civic representations at the neighbourhood level

27. **A city of vision**

• Institutionalize the approach towards safe public spaces to last in time
• Realize the necessary institutional and legislative reforms
• Develop a safety impact assessment for the urban interventions to ensure that

28. **A city of goals**

• Make sure to have measurable targets
• Implement the action plan based on the short-, medium- and long-term goals
other development projects (including here housing, infrastructure) has a positive impact on urban safety

29. Keeping track of the city

- Measure and evaluate whether the interventions are implemented successfully
- Measure and evaluate whether the interventions are having the expected impact, and whether they are properly targeting the problem
- Build capacity of the local government and citizens to monitor the urban interventions based on the indicators agreed

30. A city of feedback

- Initiate an evaluation process after each step
- Develop an impact evaluation to assess the changes in the well-being of individuals or community attributed to the urban safety and public space projects
# 10 Steps for Building Urban Safety through Public Space in 150 weeks

## A Roadmap

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<th>Strategy and action plan</th>
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<td>2 - Put the structures on place</td>
<td>3 - Where we are and where we want to go</td>
<td>4 - Bring the change and develop a strategy</td>
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<td>5 - Mind the gap</td>
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### 1. Assess the political and institutional environment to identify opportunities from developing a citywide strategy on Safe Public Spaces

- Identify the institutional, legislative and financial gaps for the implementation of the strategy
- Draft notice amendments to regulations and laws, including the rationale behind the transformation model
- Initiate city consultations for the legislative reform
- Agree on the changes and finalize the drafts
- Initiate the approval process within the municipal council or other municipal decision-making body

### 2. Secure political commitment

- Agree on the Manifesto on ‘Citywide Safe Public Spaces’
- Agree on priority areas
- Establish working groups
- Develop an integral strategy, including a monitoring strategy, as well as a strategy for the management and maintenance of public spaces

### 3. Identification of the champion and the coordinating team

- Map all the stakeholders based on their role, importance, and what they bring and benefit from participating
- Organize meetings/workshops organized
- Number of participants based on age and gender
- Number of citywide consultations conducted
- Decisions and strategies agreed
- Meeting minutes
- Number of strategies drafted
- The objectives, targets and timeframe drafted

### 4. Map all the stakeholders

- Agree on the way forward
- Launch a media campaign
- Develop a public participation framework for building trust and accountability

### 5. Agree on the Manifesto on ‘Citywide Safe Public Spaces’

- Develop a partnership strategy for social and political participation
- Agree on new potential areas, including change and development strategies
- The objectives, targets and timeframe, including the rationale behind the transformation model
- Mind the gap

### 6. Ensure transparent, accountable and efficient governance

- Develop a participatory governance framework with a coalition of stakeholders at the center
- Establish an institutional framework for cooperation and investment of the municipal area
- Establish an institutional framework for building trust and accountability

### 7. Develop a partnership building strategy for social and political participation

- Establish an institutional framework for cooperation and investment of the municipal area
- Establish an institutional framework for building trust and accountability
- Establish a Safer Cities Coordinating Committee

### 8. Agree on the way forward

- Develop a partnership strategy for social and political participation
- Agree on the Manifesto on ‘Citywide Safe Public Spaces’
- Agree on the Manifesto on ‘Citywide Safe Public Spaces’
- Develop a partnership strategy for social and political participation

### 9. Develop a public communication strategy and launch a media campaign on 'Citywide Safe Public Spaces'

- Agree on the Manifesto on ‘Citywide Safe Public Spaces’
- Agree on the Manifesto on ‘Citywide Safe Public Spaces’
- Develop a partnership strategy for social and political participation

### A theory of change – Mind the process

- Political Commitment secured
- Stakeholder mapping
- Stakeholder analysis and report
- Number of meetings organized
- Number of participants based on age and gender
- Number of strategies identified
- Number of meetings organized
- Number of meetings organized
- Number of meetings organized
- Number of meetings organized

- Periodic reports on municipal governance framework
- Questionnaire drafted for the municipal departments/sectors
- Social cohesion surveys
- Secondary data analyzed
- Number of new administrative structures
- Number of institutional changes
- A partnership strategy for social and political participation
- Number of meetings organized

- Number of existing policies/strategies reviewed
- Number of trainings conducted
- Number of officials trained based on aged and gender
- Secondary data analyzed
- A list of quantitative and qualitative indicators agreed
- Evaluation report on the effectiveness of projects and services

- Number of meetings organized
- Number of citywide consultations conducted
- Number of participants based on age and gender
- Number of participants based on age and gender
- Number of participants based on age and gender
- Number of documents drafted
- Number of documents drafted
- Number of documents drafted
- Number of documents drafted
<table>
<thead>
<tr>
<th>Participation</th>
<th>Civic associations</th>
<th>Voter turnout in the elections</th>
<th>Number of partnerships/networks/projects initiated or joined before and after the strategy</th>
<th>Number of global and regional networks joined</th>
</tr>
</thead>
<tbody>
<tr>
<td>An accountability and transparency strategy</td>
<td>Participative action strategy</td>
<td>Evaluation feedback form</td>
<td>Diagnosis phase</td>
<td>The type of tools used in the diagnosis phase</td>
</tr>
<tr>
<td>Participative action strategy</td>
<td>Gender strategy</td>
<td>Safety audit</td>
<td>Mobility mapping</td>
<td>Number of activities for the design of the assessment tools</td>
</tr>
<tr>
<td>Youth strategy</td>
<td>Children strategy</td>
<td>Victimization survey</td>
<td>Number of assessments conducted</td>
<td>Data analyzed (both primary and secondary data) and evaluation report of the current situation drafted</td>
</tr>
<tr>
<td>Migrant strategy</td>
<td>Disabled and old people strategy</td>
<td>Public communication strategy</td>
<td>Evaluation feedback form</td>
<td>Report on the policy implications</td>
</tr>
<tr>
<td>Maintenance, monitoring and evaluation framework drafted</td>
<td>A partnership strategy for social and political participation</td>
<td>Participative action strategy</td>
<td>Public communication strategy</td>
<td>Evaluation feedback form</td>
</tr>
</tbody>
</table>
### Implementation

| Week | 0 | 4 | 8 | 12 | 16 | 20 | 24 | 28 | 32 | 36 | 40 | 44 | 48 | 52 | 56 | 60 | 64 | 68 | 72 | 76 | 80 | 84 | 88 | 92 | 96 | 100 | 104 | 108 | 112 | 116 | 120 | 124 | 128 | 132 | 136 | 140 | 144 | 148 | 150 |
|------|---|---|---|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|
| **6 – Planning for safe public spaces** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1 Identify the inputs, activities, outputs, outcomes for an integrated and citywide plan on safe public spaces, having in mind the timeframe, targets, management, maintenance, monitoring and evaluation frameworks. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2 Develop workplans and assign responsibilities. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3 Agree on indicators and monitoring mechanisms. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 4 Initiate citywide consultations to agree on the inputs, activities, outputs and outcomes. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

### Institutionalization

| Week | 0 | 4 | 8 | 12 | 16 | 20 | 24 | 28 | 32 | 36 | 40 | 44 | 48 | 52 | 56 | 60 | 64 | 68 | 72 | 76 | 80 | 84 | 88 | 92 | 96 | 100 | 104 | 108 | 112 | 116 | 120 | 124 | 128 | 132 | 136 | 140 | 144 | 148 | 150 |
|------|---|---|---|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|
| **7 – The time to implement** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1 Consolidate the partnerships. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2 Start implementing the action plan through citywide participative actions, taking into account short and medium term goals. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

### Monitoring and evaluation

| Week | 0 | 4 | 8 | 12 | 16 | 20 | 24 | 28 | 32 | 36 | 40 | 44 | 48 | 52 | 56 | 60 | 64 | 68 | 72 | 76 | 80 | 84 | 88 | 92 | 96 | 100 | 104 | 108 | 112 | 116 | 120 | 124 | 128 | 132 | 136 | 140 | 144 | 148 | 150 |
|------|---|---|---|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|
| **8 – Management and maintenance** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1 Test innovative solutions for the management and maintenance of the public spaces. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2 Implement the management and maintenance plan through a citywide participation action. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

### A theory of change – Mind the process

- Number of meetings/workshops organized
- Number of citywide consultations conducted
- The inputs, activities, outputs, outcomes for an integrated and citywide plan on safe public spaces drafted
- A partnership strategy for social and political participation
- Participative action strategy
- Public communication strategy
- Evaluation feedback form
- Number of projects implemented
- Participative action strategy
- Public communication strategy
- A partnership strategy for social and political participation
- Evaluation feedback form
- Number of projects implemented
- Participative action strategy
- Public communication strategy
- A partnership strategy for social and political participation
- Evaluation feedback form
- Number of institutional and legislative reforms carried out
- Safety impact assessment institutionalized
- The Safer Cities Coordinating Committee and Action Group for Situational Prevention established
- Number of trainings conducted
- Participative action strategy
- Public communication strategy
- Evaluation feedback form
- Number of meetings/workshops organized
- Number of monitoring and assessments conducted
- Number of trainings conducted
- Participative action strategy
- Public communication strategy
- Evaluation feedback form

### The timeframe

- **PARTNERSHIPS**
- **GOVERNANCE**
- **DIAGNOSIS**
- **STRATEGY AND ACTION PLAN**
- **IMPLEMENTATION**
- **MONITORING AND EVALUATION**
- **INSTITUTIONALIZATION**