

# wuf<sup>10</sup>

المنتدى الحضري العالمي  
World Urban Forum

## Managing sustainable cities and communities - *Learning from all urban stakeholders*

FIDIC – INTERNATIONAL FEDERATION OF CONSULTING ENGINEERS



ISO 37109 – The developers guide to the ISO 37101  
urban sustainability management standard



ISO TC 268 WG1



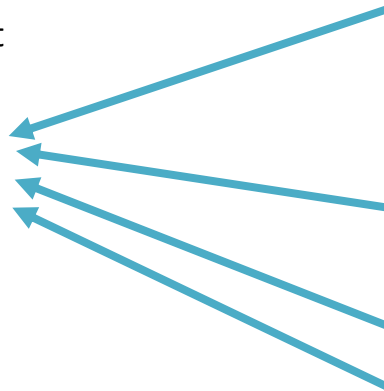


## 6 purposes of sustainability

1. Attractiveness
2. Preservation of the environment
3. Resilience
4. Responsible use of resources
5. Social cohesion
6. Well-being

## 12 sustainability issues

1. Governance, empowerment & engagement
2. Education & capacity building
3. Innovation, creativity & research
4. Health & care in the community
5. Culture & community identity
6. Living together, interdependence & mutuality
7. Economy & sustainable production & consumption
8. Living & working environment
9. Safety & security
10. Community infrastructures
11. Mobility
12. Biodiversity & ecosystem services



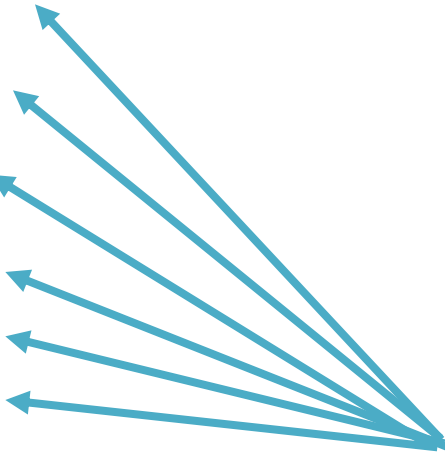


## 6 purposes of sustainability

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## 12 action areas

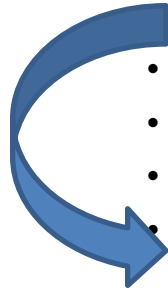
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The management of SD in a city/community according to classic management methods

- **POLITICAL COMMITMENT**
- **MANDATE**
- **STRATEGY**



- **To set out SUSTAINABILITY purposes**
- **Definition of strategic measurable objectives**
- **Definition of an action plan**
- **Definition of an impact assessment system**



Continuous improvement



An iterative process to achieve sustainability purposes based upon the purposes/issues matrix

**A. PRELIMINARY & CONTEXT STUDIES\***

- Interested parties' needs & expectations
- Community & management system scope

**B. BASELINE REVIEW & PROGRAMME**

- Consider the evolving situation, interested parties' needs and expectations to establish baseline situation (§6.1.2) & select relevant issues)

**C. STRATEGY**

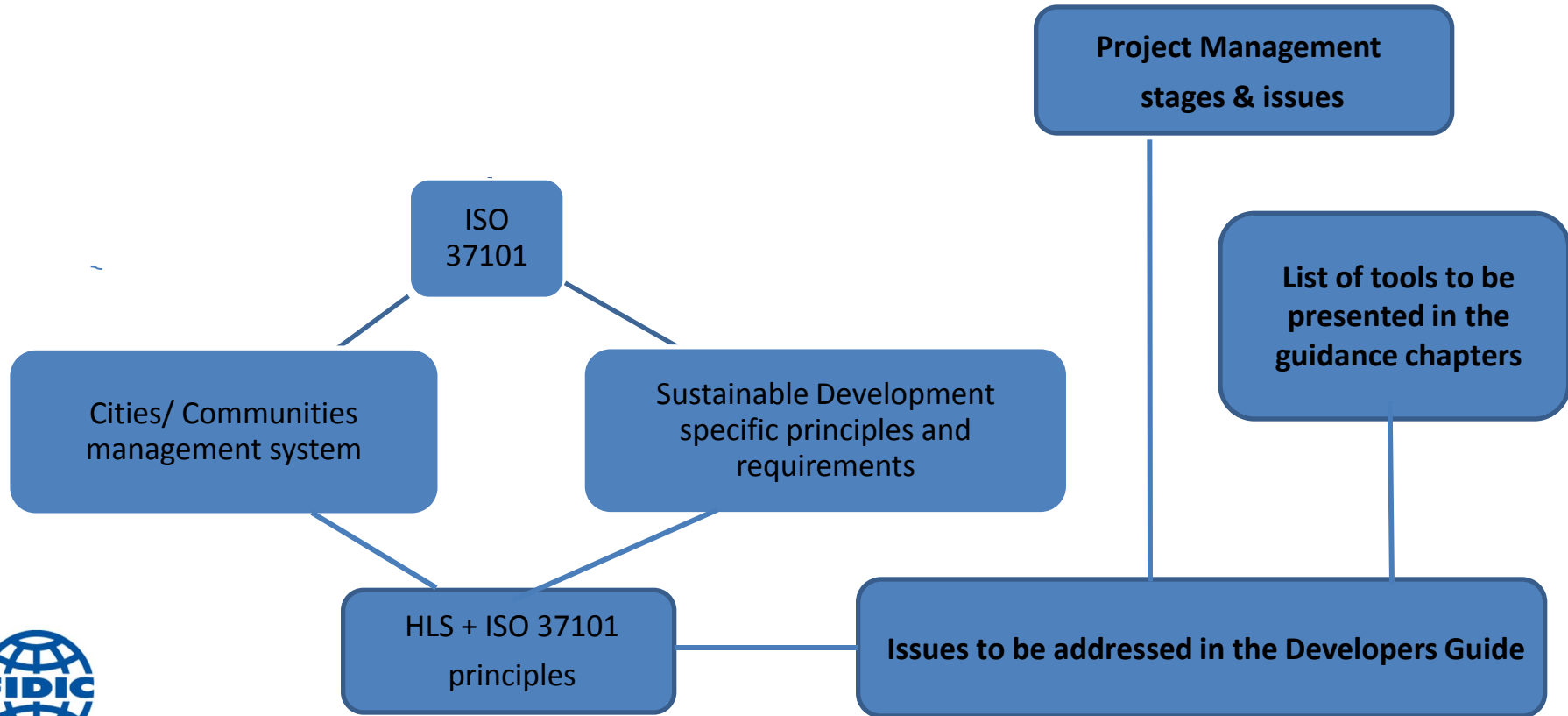
- To optimize resources, competence, authorities, risks & opportunities to define, implement & evaluate processes for a global strategy) & for strategies for each purpose

**D. ACTION PLANS**

- Define, implement & evaluate action plans) & performance measures in the light of continual improvement

**E. PERFORMANCE EVALUATION**

\*Can be used to clarify the selection of an organization by the community





ISO 37101

Principle: community actions aim to address relevant sustainability purposes

ISO 37109  
TOOL BOX

Relevance Analysis

Project stakeholders alignment

Product Management

Process Management

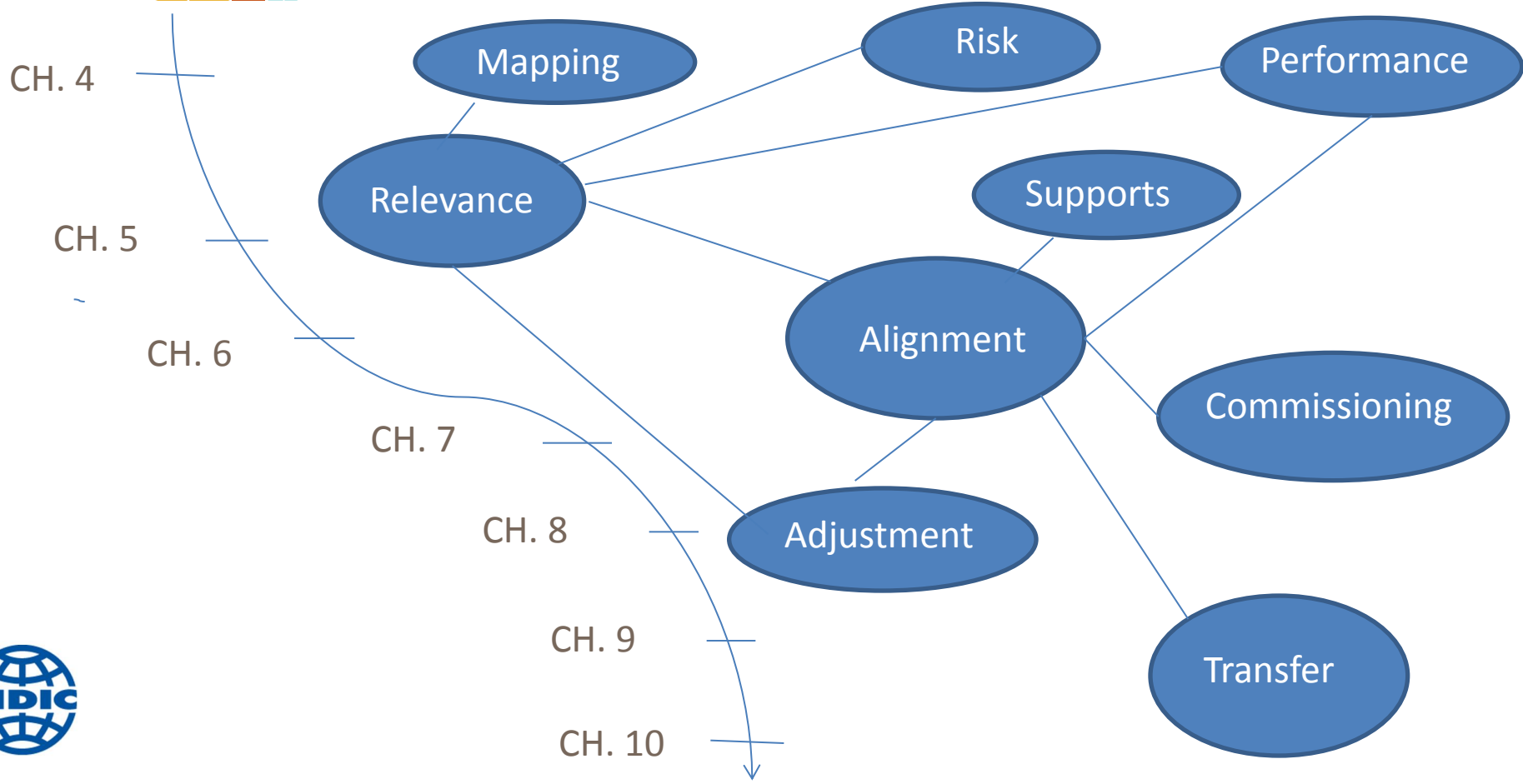
Project Management





1. Collaborative decision making
2. Shared financial risks/rewards
3. Early involvement of key participants
4. Multi-party agreement
5. BIM or shared delivery models
6. Jointly developed goals
7. Mutual trust and respect
8. Liability waivers
9. Leadership
10. Intensified early planning
11. Early identification of risk





Proposed tools	Guide chapters							
	Context	Ch 4	Leadership Ch 5	Planning Ch 6	Support Ch 7	Operation Ch 8	Evaluation Ch 9	Improv Ch 10
Stakeholder analysis	x		x	x	x			
Relevance analysis	x			x	x	x	x	x
Methods to align the project: stakeholders, project strategy, implementation plan, management process	x		x	x		x		
Project governance manual (roles, responsibilities, decision making process) to align project governance. With externalities	x		x	x	x	x		
Project management (procedures manual, flow chart, budget management, training manuals)	x		x	x	x	x	x	x

Proposed tools	Guide chapters						
	Ch 4 Context	Ch 5 Leadership	Ch 6 Planning	Ch 7 Support	Ch 8 Operation	Ch 9 Evaluation	Ch 10 Improvment
Change management.	x				x	x	x
Updated relevance analysis .					x	x	x
Transfer: commissioning process, supply and trading manual, reporting manual, virtual model.	x	x	x	x	x	x	x
Performance assessment tool for commissioning and evaluation	x		x			x	x



### Stakeholder analysis:

- expectations,
- competences,
- Contribution,
- potential interaction in the project or territory.

### Relevance analysis

- assess, with the potential support of relevant indicators, the envisaged project performance to meet the project objectives and development challenges.
- relevance analysis must be shared with urban development authorities.

### Alignment of stakeholder considerations and ISO 37101 principles

- adjustment of the project strategy,
- adjustment of the implementation plan,
- adjustment of management processes.



- **Key considerations**
  - Definition of the project, project developers, tool, principles
  - ISO 37101 principles
  - Project management principles
  - Relevant tools
  - Details of the requirements for key tools
  - Reference to relevant project management resources
  - Consistency with other standards e.g. ISO 9001 (quality management), ISO 14001 (environmental management), 26000 (corporate social responsibility)



**Thank you**