



Outcomes of the 4th Session of the Steering Committee of the World Urban Campaign

30 May - 2 June 2010 Alicante, Spain

EXECUTIVE SUMMARY

The fourth Steering Committee meeting of the World Urban Campaign was held in Alicante, Spain, 30 May- 2 June 2010. The meeting was hosted by the Municipality of Alicante and co-sponsored by Press Group and Aguas de Barcelona (Agbar).

The meeting was opened by the Mayor of Alicante, Mrs. Sonia Castedo Ramos, who welcomed the participants to the city. She reiterated her commitment to the 100 Cities Initiative and to hosting the 100 Cities Summit in Alicante in April 2011. She stated that the Summit would be an outstanding opportunity for her city and others to exchange with and learn from each other, helping World Urban Campaign partners to foster cooperation between cities. The Deputy Executive Director of UN-HABITAT, Mrs. Inga Klevby, expressed her appreciation for the warm welcome and hospitality extended by the Mayor and the Municipality of Alicante. The main outcomes of the meeting were:

- Adoption of the Steering Committee's Terms of Reference, formally establishing the Committee as an advisory body to the Executive Director of UN-Habitat. This provides the partners of the World Urban Campaign with a means to inform the Governing Council of UN-Habitat in its norm-setting function as a subsidiary body of the General Assembly.
- The establishment of a working group and road map for the organisation of the 100 Cities Summit taking place in Alicante, April 2011.
- Agreement on the way forward for a resource mobilization strategy, work plan and set of themes for the WUC.
- Kick-starting work on: a catalogue of tools and methods; policies and legislation; and 'the Habitat Business Award for Better Cities'.
- Convening the next Steering Committee meeting in Shanghai during World Habitat Week, October 2010.

The meeting was attended by 51 participants, representing a comprehensive range of UN-Habitat Partners. Two new partners were in attendance.

A. THE WUC STEERING COMMITTEE TERMS OF REFERENCE

The Working group was opened by the Deputy Executive Director of UN-HABITAT. The group began by discussing substantive issues relating to the draft Terms of Reference. These included: the status of the Steering committee as an advisory body to UN-HABITAT; its ideal size and composition; and the need to reflect the Goals and Principles of the Paris Declaration in the Terms of Reference. **The key changes to the TORs were:**

- UN-Habitat is an *ex officio* member of the Standing Committee;
- There is no need for “Associate Partners” as the only difference is in voting rights. All *bona fide* organisations are welcome to become partners of the WUC. However those who wish to become members of the WUC-SC must comply with the Terms of Reference and the Goals and Principles of the Paris Declaration. It was noted that there *is* provision in the TORs for guests to attend WUC-SC meetings;
- The Chair and co-chair of the Steering Committee will be elected at the World Urban Forum and serve until its following session;¹
- Timing of meetings: Meetings of the Steering Committee of the WUC should coincide with other major events where it is expected that many partners will be present;
- Number of members: The provision to limit membership was deleted, as this may lead to unnecessary competition for places, as well as a loss of interest. It was agreed that the Standing Committee is responsible for monitoring the composition, representation and attendance of the WUC-SC. It was noted that the TORs provide for amendments if necessary;
- Representation: Adequate representation of all Habitat Agenda Partners will be ensured in the Steering and Standing committees. The categories of partners proposed by UN-Habitat were debated and amended (see Figure 1, Annex II).

It was agreed that the TORs be adopted after further inputs have been received. These will come into effect at the next SCM in Shanghai, October 2010, marking one year since the establishment of the Steering Committee in Barcelona.²

B. THE 100 CITIES INITIATIVE

1. STEPS TO TAKE THE 100 CITIES INITIATIVE FORWARD:

- Identify the **stakeholders to be approached** and how to approach them. Mayors or senior officials of city hall (planning, international relations, etc.) should be approached first. Promotional material (website, brochures etc.) should focus on these targets;
- The value-added of the 100 Cities Initiative and the incentives it provides include:

¹ This implies that the term of office is determined by the calendar of the WUF.

² Including the election of the chair and co-chair of the WUC-SC

- (i) *Politically*, it provides international visibility and a platform for different stakeholders to showcase their achievements.
- (ii) *Technically*, it provides stakeholders with a pool of living practices, tools, methods and lessons learned to help them plan for the future.
- (iii) The Initiative will be aided by ‘City Champions’ who will be supported by the WUC. The roles and responsibilities of the champions will be properly defined on the website. The proposition of co-champions within a city will be explored. ‘Champions’ also feature in the UNISDR global campaign on resilient cities; some clarity is needed to avoid confusion.³
- (iv) The Initiative will demonstrate results-oriented content.
- (v) It will provide a unique opportunity for stakeholders to spread ‘good news’.

2. THE STRUCTURE OF THE 100 CITIES INITIATIVE

The 100 Cities Initiative will work according to the following paradigm and milestones:

- ‘100’ represents a working number and a starting point for the Initiative.
- Any decision regarding the number of cities involved will be made later.
- The cities will interact amongst each other leading up to the summit, generating a critical mass of knowledge.
- This knowledge will be consolidated immediately before the summit, yielding a collection of living practices and launching a global message.
- Particular practices may be highlighted and given special recognition.
- The language of the messages must be adapted depending on the target audience (technical vs. non-technical).
- Local media should be involved from the start in reporting on and publicizing the initiative, leading up to mobilizing international media and a worldwide audience.
- Champions or “learning partners” will require editorial and production support, perhaps from a third party (e.g., Cityscope). Press Group is providing funding for 3 dedicated support staff.
- A strong basis of cooperation between local authority and civil society actors is a selection criterion for the initiative.
- The first Planning Meeting is planned for September 2010, by this time a PDF on the WUC and the 100 Cities Initiative should be produced; and the website should be modified according to the agreed structure.

³ A alternative formulation is “learning partners”

3. THE 100 CITIES WEBSITE

The final structure of the website will be endorsed at the EGM. However, the working group suggested some provisional changes contained in Annex V.

4. THE 100 CITIES INITIATIVE NOMINATING TEMPLATE

The first contact/expression of interest Questionnaire for cities and the Nominating Template for champions were reviewed pending finalization at the EGM in September 2010. The revised questionnaire and template feature in Annex VI.

5. THE 100 CITIES SUMMIT, APRIL 2011

The first 100 Cities Summit will be held in Alicante in April 2011. It will be the first learning event of the WUC. Mayors, the media and Champions will be invited to bring a wide range of viewpoints. This event represents the beginning of the initiative, not its conclusion. Three preparatory working groups will meet in Alicante prior to the Summit. The first will be held in September 2010.

The World Bank has expressed interest in a partnership to further explore during a meeting on innovative cities in Washington in June.

C. THE TOOLS AND METHODS DATABASE AND OBSERVATORY ON GOOD POLICIES AND ENABLING LEGISLATION

The group reviewed the two proposals tabled by UN-Habitat on the database and observatory and raised several issues of usefulness and feasibility that must be recognized.

Catalogue of Tools and Methods

A user-driven catalogue would provide a one-stop shop for tools and methods on sustainable urbanization. Such a catalogue would not only promote the sharing of knowledge on tools and methods, but also help match problems with solutions. The group recommended the following:

- It should be hosted on an open source platform;
- It should be open to user reviews and (moderated) comments;
- Tagging would either be user driven or would require further unpacking of the sustainable urbanization theme;
- Multiple platforms should be used to allow different levels of access, including the option of contacting the owners/authors of a tool.

It was suggested that the first phase should focus on tools and methods developed and applied by the WUC partners.

Next step: UN-Habitat will design a short questionnaire. This will solicit information on existing tools and methods, forming the basis for a template, which will be ready for discussion

at the October SCM in Shanghai. Steering Committee members will provide their own tools and methods as the first set of data for the catalogue.

Observatory on good policies and enabling legislation

UN-Habitat, through its Best Practices and Local Leadership Programme (BLP), field tested a methodology for unpacking and assessing urban policies and enabling legislation. The methodology and template was applied in 9 countries. In view of a clear and compelling demand from different spheres of government for examples of effective policies and model legislation the group recommended adopting the template from UN-Habitat. Initially, focus should be placed on the themes of good governance, decentralisation and social inclusion (the right to the city). Given the Brazilian experience of the “Right to the City Charter”, the Ministry for Cities of Brazil should be invited as a partner for this endeavour.

UN-Habitat will initiate the process by circulating the existing methodology for information.

The WUC-SC will then nominate laws for documentation in the agreed themes. Up to 10 model laws/policies will be agreed upon in Shanghai and work started thereafter to be reviewed at the 100 Cities Summit. *The goal is to have a platform to launch the 10+ unpacked laws and policies at WUF6 in Bahrain.*

UN-Habitat has been asked to present the policies and enabling legislation initiative to the Governing Council to mobilize high-level support and funding.

D. WUC THEMES AND WORK-PLAN

THEMES

The group began with the question: do we want themes for the campaign and if so what could they be? The consensus was that working under different themes could help focus the campaign and allow it to highlight particular aspects of sustainable urbanization. However, one year may not be enough time to adequately prepare and develop a theme. The prospect of using WUF themes was also discussed and regarded favorably; however, as WUF themes are negotiated with the host country and often selected late the same issue arose.

The following general operating principles were agreed upon: the WUC should continue to leverage events such as the WUF and World Habitat Day and it should avoid contributing to the confusion caused by too many messages running at the same time. The group agreed that core elements of the sustainability pillars should be unpacked in order to derive themes from them. The WUC should aim to forge a positive vision of urbanization and help manage paradoxes and conflicts; the Paris Principles must underpin these goals. No single theme can interest *all* partners, but themes should be broad enough to include elements that galvanize multiple groups, but these should not be so broad as to become meaningless.

The group finally made four recommendations on themes:

- All WUC themes should be chosen in accordance with the Paris principles;

- UN-Habitat should also consider the Paris principles when selecting themes for WUF, World Habitat Day etc., so that the WUC and other UN-Habitat programs and products can have mutually reinforcing messages;
- The theme of WUF5 *Bridging the Urban Divide* was very well received by most participants and continues to inspire. The group proposes that this be the WUC theme for 2010-2012, thus linking WUF5 and WUF6.
- Should the theme of World Habitat Day 2011 be decided before October 2010, the SCM in Shanghai will consider whether to adopt the WHD theme on its own or as a sub-theme of *Bridging the Urban Divide*.

Given that WUF6 will be held in Bahrain, the theme of inclusiveness with a focus on migrant workers should be considered, under the general theme of bridging the urban divide.

WORK PLAN

The group began by looking at the draft 2010-2012 work-plan distributed by UN-Habitat; this featured the dates of some major events which were found on the internet.

Partners' activities: The WUC Secretariat will circulate the draft for all partners to fill in their which are relevant to the campaign. These should include commitments in the MOUs for those who have already signed. New partners' activities will be added accordingly and partners are responsible for updates. Google calendar was suggested as an option and the Secretariat will investigate. It was agreed that common activities can contribute positively to the WUC. The Shanghai meeting agenda will include a discussion of bringing ad hoc partners' activities into the WUC strategy.

Tools and methods: By 2 October 2010, the tools group will have a draft questionnaire that will form the basis for the tools reporting template, this will be used for soliciting information on tools and methods and will be finalized at the meeting in Shanghai. UN-Habitat will extract partners' tools and methods by 31 December 2010 to begin the design of the on-line catalogue. April 2010 - the catalogue will launch at the 100 Cities Summit.

Policies and enabling legislation observatory: The discussion on putting policies with tools and methods as distinct from legislation came up. Most members thought that the original formulation (good policies and enabling legislation) should remain. A working group for this activity should be established. The Best Practices and Local Leadership Programme network should be involved since they were key partners in the development of the pilot initiative. UN-Habitat should discuss with the Global Parliamentarians their further involvement and UN-Habitat and partners should identify potential institutions to anchor the initiative. The ten pilot policies/laws to document are to be identified through WUC partners aiming for working database by April 2011 in view of launching the observatory during WUF6 in 2012.

Mobilizing partners: This is an ongoing task. Existing partners should sign MOUs as soon possible as definitely by October 2010. The mobilization of new partners should address any gaps in geographic, thematic and constituency representation.

Monitoring and evaluation of the WUC: It was agreed that this should be a prominent item of the agenda for the Shanghai SCM. Before this, a concept paper should be developed for substantive tracking and evaluation of WUC impact on the sustainability debate. Other levels of monitoring will include information from the 100 Cities Champions, hits on the website, and

direct requests for information and tools.

Communications: As soon as possible, a communications working group should be established that can develop the WUC website, as well as take the lead on the establishment of a communications strategy that has a range of messages for different target groups.

E. THE WUC RESOURCE MOBILIZATION STRATEGY

Since the launch of the Campaign, partners have contributed nearly USD 1 million in in-kind donations, and nearly USD 500,000 in cash contributions. The group began by examining the “Lessons learned from the kick-start phase of the Campaign”, in the Discussion Note: “Elements of a Resource Mobilization Strategy”. These were generally endorsed, but the following comments were offered:

- Partners are generally in the best position to mobilize resources;
- However, the support of by UN-Habitat has been critical to success. In some cases, UN-Habitat should lead resource mobilization efforts.
- WUC partners have so far only mobilized internal funds in support of the Campaign. It is now necessary to mobilise external resources.
- Effective outreach to potential funding sources from partners is essential. In part, this involves formulating a simple communications strategy; procedures could include the assignment of someone to coordinate fund-raising outreach to potential donors.
- The WUC will need to coordinate with other related campaigns in helping to avoid the perception that it has been competing with partners for resources. This includes coordination on semantic issues: e.g., it was noted that both the WUC and the UNISDR “Making Cities Resilient” campaign use the ‘champion’ concept.

The WUC needs to mobilize resources for both fixed (i.e., the WUC secretariat) and variable costs (i.e., expenses directly related to specific activities). Both were discussed extensively as described in Annex VII.

It was also noted that UN-Habitat has decided to put in place the secretariat for the WUC comprised of three full time staff under the overall direction of the Director of the Global Division reporting directly to the Deputy Executive Director.

FURTHER CONSIDERATION ON ALTERNATIVES FOR ADMINISTERING RESOURCES

The WUC secretariat should consider two further options for managing resources:

- Channelling a portion of WUC related funds through a third party - such as a foundation or NGO (with tax-exemption). Depending on the source, such a conduit might make it easier to manage the flow of funds. Habitat for Humanity, for example, has played this role for UN-Habitat in the past, at least for project-specific activities.
- Passing funds through the U.N. Foundation, which charges a 2% fee for this service.

At a more basic level, the secretariat should consider:

- Whether in the short-term the WUC secretariat could be decentralized (at least in part). Locating some activities outside of Nairobi would allow for key expenses to be covered in-kind by partners. The Campaign's original strategy document proposed that the secretariat responsibilities could be shared amongst partners.
- The long-term home of the WUC secretariat. Some campaigns exist that started with the UN and were spun off to NGOs; this could open up new funding. This should be evaluated after the Campaign had generated some credibility and outcomes.

OTHER CONCLUSIONS

Principles for mobilizing resources include:

- ✓ *Campaign Partner-led resource mobilization*
- ✓ *Transparency and accountability* – with resource needs and expenditures
- ✓ *Sufficiency* – providing sufficient funds for the secretariatⁱ

Principles for an effective Resource Mobilization Coordinator – see Annex VIII.

Materials to aid communications with funding sources should include:

- ✓ A revised generic MOU;
- ✓ Stationery for the WUC with a letterhead that lists major partners; and
- ✓ More general materials for the WUC.

Finally, the secretariat needs to immediately develop a **business plan**. This plan should consider all points that have been raised in this discussion, including but not limited to:

- ✓ Organizational structure and necessary fixed expenses;
- ✓ The structure of annual subscription fees;
- ✓ Alternative models for funding Campaign projects and outputs;
- ✓ Alternative options for administering resources, etc.

The business plan should start with, and build upon, outputs being developed by other working groups, including the WUC work plan, the Habitat Business Award, and so on.

F. THE HABITAT BUSINESS AWARD

First launched in 2008, the Habitat Business Award was delivered in July 2009 at the First Habitat Business Forum, New Delhi. Its success reflects the business community's enthusiasm for such activity, providing global visibility to their practices. The Habitat Business Award will be organized in conjunction with global events such as the WUF, constituting a key platform to engage with private sector partners to promote cooperation with an increasingly vital set of stakeholders in sustainable urbanization.

The WUC will provide an excellent platform for the award, particularly with regards to:

- Incorporating the private sector into the WUC Best Practices component; and
- Disseminating lessons learned from best business practices

The term “private sector” was clarified as “Market-oriented profit-seeking entities”, the group acknowledged their role in tackling urbanization issues. The prize is for private sector entities with outstanding practices – either reflecting their core business model, or certain initiatives – showing commitment to sustainable urbanization.

The award shall be named the **UN-HABITAT Business Award for Better Cities**.

The Award will focus on the overall objectives of achieving ‘Better Cities’. It will not use pre-established themes or categories as in the first Habitat Business Award. The goals of the UN-HABITAT Business Award for Better Cities are:

- To **recognize outstanding practices** by the private sector in areas contributing to sustainable urbanization, particularly with regard to urban poverty and climate change;
- To **increase the knowledge base** of business practices that can address urbanization issues and strengthen synergies between UN-Habitat and the private sector;
- To **provide a platform** for lessons learned to disseminate to a wider corporate audience.

The driving principles of the UN-HABITAT Business Award for Better Cities shall be those of the WUC, known as the Paris Principles⁴.

Additionally, business entities shall be awarded for their best practices in promoting sustainable urbanization when demonstrating in particular the two following impacts:

- Mass reduction of environmental negative externalities - construction, waste generation and others - in urban areas;
- Improving living conditions and entrepreneurship at the bottom of the pyramid.

Practices shall be selected from the following five regions:

- Americas (North, Central, and South inc. the Caribbean);
- Europe;
- Asia-Pacific;
- Middle East and North Africa;

⁴ The principles of sustainable urbanization involve: Accessible and pro-poor land, infrastructure, services, mobility and housing; Socially inclusive, gender sensitive, healthy and safe development; Environmentally sound and carbon-efficient built environment; Participatory planning and decision making processes; Vibrant and competitive local economies promoting decent work and livelihoods; Assurance of non-discrimination and equitable rights to the city; and empowering cities and communities to plan for and effectively manage adversity and change.

- Sub-Saharan Africa.

This regional structure shall be approved by UN-Habitat by October 2010.

MANAGING THE AWARD

The Award may be supported by private sector partners, sponsors and their associations, as well as organizations and foundations dedicated to the award's focus area – the categorization of Business Award Partners can be found in Annex IX.

METHODOLOGY

- In Alicante, September 2009, an expert group will discuss the award criteria and process based on lessons and advice from the first international jury (May 2009) and award cycle;
- Juries composed of impartial experts will be convened by UN-Habitat for each region;
- A comprehensive media campaign will be conducted from the outset to spread awareness of the award to all regions, thoughtful coverage of events will maximise its learning value;
- Web applications will be accepted in the two UN working languages (English/French); the web platform will allow for video clips; it will allow for an on-line pre-selection process;
- The launch will be at the UN Pavilion in UN-Habitat week at the Shanghai World Expo;
- Deadlines will be set for the different regions; after which, UN-Habitat will carry out the first screening process, presenting preliminary candidates to the regional juries. Juries will then pre-select through the web platform, before meeting to agree on the finalized selection;
- In each region, the jury shall select at least 5 outstanding initiatives, including one best, and a number of good initiatives;
- Award ceremonies will be held in the five regions (timeline to be confirmed):
 - Americas: July 2011
 - Asia-Pacific: September 2011
 - Europe: November 2011
 - Sub-Saharan Africa: January 2012
 - Middle East and North Africa: February 2012
- A Global Award ceremony - combining the best initiatives selected in the five regions - will held during the Sixth Session of the WUF in Bahrain, 2012;
- All qualifying applications – including video clips – will go on a best business practices database. This will be a resource for the media, researchers and urban decision-makers.

CONCLUSION

The meeting ended with the following key items:

Preparation of the Shanghai World Expo WUC related events:

During the UN-Habitat week at the UN pavilion, the following will be held:

- A WUC meeting on 7 October (morning) to present key partners and launch the award;
- All partners are invited to a CISCO meeting on 8 October at their pavilion which will focus on the campaign theme. The event will broadcast the WUC to the 'outside world', particularly targeting those present on Expo premises, i.e., those with Pavilions. 3 or 4 partners will present the WUC story (with details to be worked out) and a revised brochure will be presented. One of the past HBA winners may be asked to present to explain the re-launched HBA. The 100 Cities Initiative will also be launched, and the summit will be presented, and perhaps the Observatory on Good Policies and Enabling Legislation as well.
- 9-10 October shall be dedicated to the next WUCSCM where the Chair, co-Chair and Standing Committee will be elected. And of course, the TORs will be implemented.

Shanghai World Expo events – see Annex X.

These should be considered when organizing the EGMs of the 100 Cities Summit and Habitat Business Award, taking place back to back in September in Alicante.

Preparation of Fifth Steering Committee meeting (Shanghai, October 2010):

Two actions need to be taken:

- Partners who have signed MOUs must add their schedule of events into the master calendar of WUC-related events and share news of initiatives where 2 or more partners are involved.
- Those who have not signed MOUs must consider signing in conjunction with planned events (September, Alicante & October, Shanghai). A user-fed system - perhaps utilizing Google's calendar tool - would perhaps be the best way to update the calendar.

Implementation of the World Urban Campaign at the national/local/community level:

Partners expressed the need to implement the Campaign at lower and national levels, as well as city and community levels. ENDA-RUP in particular, affirmed the prospects for initiating this in countries such as Senegal, and in selected cities and communities.

Immediate next steps:

- Finalize the new 12-18 month work-plan so partners can collaborate (see Annex C);
- Finalize the draft Resource Mobilization Strategy, based on the Alicante SCM;
- Carry out draft survey questionnaire on good policies, tools and methods. Partners provide feedback before the Shanghai SCM, with a first draft catalogue by the 100 Cities Summit;
- Establish a Committee on Communications Strategy, a key agenda item for Shanghai.

ANNEXES

ANNEX I – MEETING AGENDA

Day 1: Sunday 30 May

11h00-17h00: Site Visit and Sightseeing Tour

The tour offered by the City of Alicante will include a coastal visit and lunch.

20h30: Networking dinner

- **Welcoming message**

By Sonia Castedo Ramos, Mayor of Alicante and Inga Klevby, Deputy Executive Director, UN-Habitat

- **Introduction of World Urban Campaign Partners**

Day 2: Monday 31 May

09h00-10h00: Introductory Plenary session

- Welcoming
- Briefing on the outcomes of the last Steering Committee meeting and the Fourth Session of the World Urban Forum
- Adoption of the meeting agenda
- Introduction of new World Urban Campaign Partners

10h00-10h30: Coffee break

10h30-13h00: Working groups

Three working groups will be formed to brainstorm on the following:

- Group A: Review of the WUC Steering Committee's terms of reference
- Group B: Review of the 100 Cities Initiative's activities, strategy, criteria and template - Planning group meeting on the 100 Cities Summit
- Group C: Review of the Good Policies and Enabling Legislation, Tools and Methods

13h00-15h00: Lunch

15h00-18h00: Working groups (continued)

Day 3: Tuesday 1 June

9h00-11h00: Plenary session

- Working groups report to plenary
- Adoption of WUC Steering Committee terms of reference
- Election of the Standing Committee
- Adoption of revised 100 Cities Initiative framework
- Adoption of the road map for good policies, tools & methods

11h00-11h30: Coffee break

11h30-13h00: Working groups

Three working groups will be formed to brainstorm on the following:

- Group A: WUC resource mobilisation strategy
- Group B: Habitat Business Forum and Award
- Group C: WUC theme(s) and workplan

13h00-15h00: Lunch

15h00-18h00: Working groups (cont'd)

Day 4: Wednesday 2 June

9h00-10h30: Plenary session

- Working groups report in plenary
- Adoption of the workplan and resource mobilisation strategy
- Arrangements for preparations for the 100 Cities Summit
- Adoption of the new look and feel of the Habitat Business Award
- AOB

10h30-11h00: Coffee break

11h30-13h00: Conclusion

- Final agreement reached and conclusion on the way forward
- Closing remarks

ANNEX I – LIST OF PARTICIPANTS

| | |
|---|--|
| <p>1. Gordon Feller Chief Executive Officer Urban Age Institute San Francisco, California, USA gordon.feller@gmail.com</p> | <p>2. Davina Jackson DCity Pty Ltd davina@dcityresearch.net</p> |
| <p>3. Theo Schilderman Head of Infrastructure Services Practical Action theos@practicalaction.org</p> | <p>4. Malick Gaye Director, ENDA RUP – SENEGAL Representative of the Habitat International Coalition (HIC) endarup@yahoo.fr</p> |
| <p>5. Alison Brown Women in Informal Employment: Globalizing and Organizing (WIEGO) School of City & Regional Planning Cardiff University, UK BrownAM@cardiff.ac.uk</p> | <p>6. Xavier Crépin Délégué Général/Chief Executive Officer ISTED, France World Urban Campaign Focal Point for the Habitat Professionals Forum (HPF) xavier.crepin@i-carre.net</p> |
| <p>7. Prof. Luigi Fusco Girard Universita Degli Studi Di Napoli Italy girard@unina.it</p> | <p>8. Sarah Silimann Program Coordinator Governance Campaign Huairou Commission sarah.silliman@huairou.org</p> |
| <p>9. Raphaelae Yon-Araud GDF SUEZ, France rya@greenopie.fr</p> | <p>10. Christine Platt Commonwealth Association of Planners South Africa plattcf@mweb.co.za</p> |
| <p>11. Eugenie L Birch FAICP Co- Director, Penn IUR University of Pennsylvania 127 Meyerson Hall Philadelphia, PA 19104 elbirch@design.upenn.edu</p> | <p>12. Angus McGovern Publisher Press Group Holdings Europe S.A. angusm@pressgroup.net</p> |
| <p>13. Cemil Giray Alyanak President mondofragilis group cemil.alyanak@mondofragilis.net</p> | <p>14. Gemma Graziani Sustainability Consultant info@gemmagrazianivesey.com</p> |
| <p>15. Toby Johnson Senior Communications Officer Telecommunication Standardization Bureau UN Palais, Geneva toby.johnson@itu.int</p> | <p>16. Pablo Vaggione Secretary General Intern. Society of City & Regional Planners(ISOCARP) p.vaggione@isocarp.org</p> |

| | |
|--|--|
| <p>17. Mr. Philippe Mauran Affordable Housing Group Project Manager LAFARGE, France philippe.mauran@lafarge.com</p> | <p>18. Cedric Baecher Co-Founder Nomadeis Associés Veolia Environnement, Paris cedric.baecher@nomadeis.com</p> |
| <p>19. Ariane Muller Koordination Best Practices Hub - Wien TINA VIENNA Urban Technologies & Strategies GmbH - Wien · Austria office@bestpractices.at</p> | <p>20. Nicolas Dutreix Co-Founder Nomadeis Associés Veolia Environnement, Paris Nicolas.dutreix@nomadeis.com</p> |
| <p>21. Sandra Amlang United Nations International Strategy for Disaster Reduction (UNISDR) amlang@un.org</p> | <p>22. Sein-Way Tan Chairman & Chief Executive Officer Green World City Organization tsw@greenworldcity.com</p> |
| <p>23. Louise Cox President, Internation Union of Architects (UIA) Paris, France thubbul@bigpond.com</p> | <p>24. Stefan Schurig Director, Climate Energy World Future Council stefan.schurig@worldfuturecouncil.org</p> |
| <p>25. Jin Sook Lee Global Coordinator Building & Woodworkers International (BWI) jinsook.lee@bwint.org</p> | <p>26. José Luis Nicolás Rodrigo Consejero Técnico Ministerio de Vivienda Paseo de la Castellana, 112 28071 Madrid jlnicolas@vivienda.es</p> |
| <p>27. Suranjana Gupta Community Resilience Campaign Huairou Commission Mumbai 400051 Suranjanagroots@aol.com</p> | <p>28. Jane Katz Director of International Affairs & Programs Habitat for Humanity International JKatz@habitat.org</p> |
| <p>29. Emilie Maehara Rédacteur - Coopération en matière de gouvernance urbaine Ministère des Affaires étrangères et européennes, France emilie.maehara@diplomatie.gouv.fr</p> | <p>30. Bert Smolders ARCADIS NV The Netherlands b.smolders@arcadis.nl</p> |
| <p>31. Nils Clotteau Partnership Expert United Postal Union nils.CLOTTEAU@upu.int</p> | <p>32. Angela de la Cruz Mera Under Director for Urban Planning Spanish Ministry for Housing</p> |
| <p>33. Thibaut Nancy Manager of Communication</p> | <p>34. Hon. Jerko Rosin Vice-President</p> |

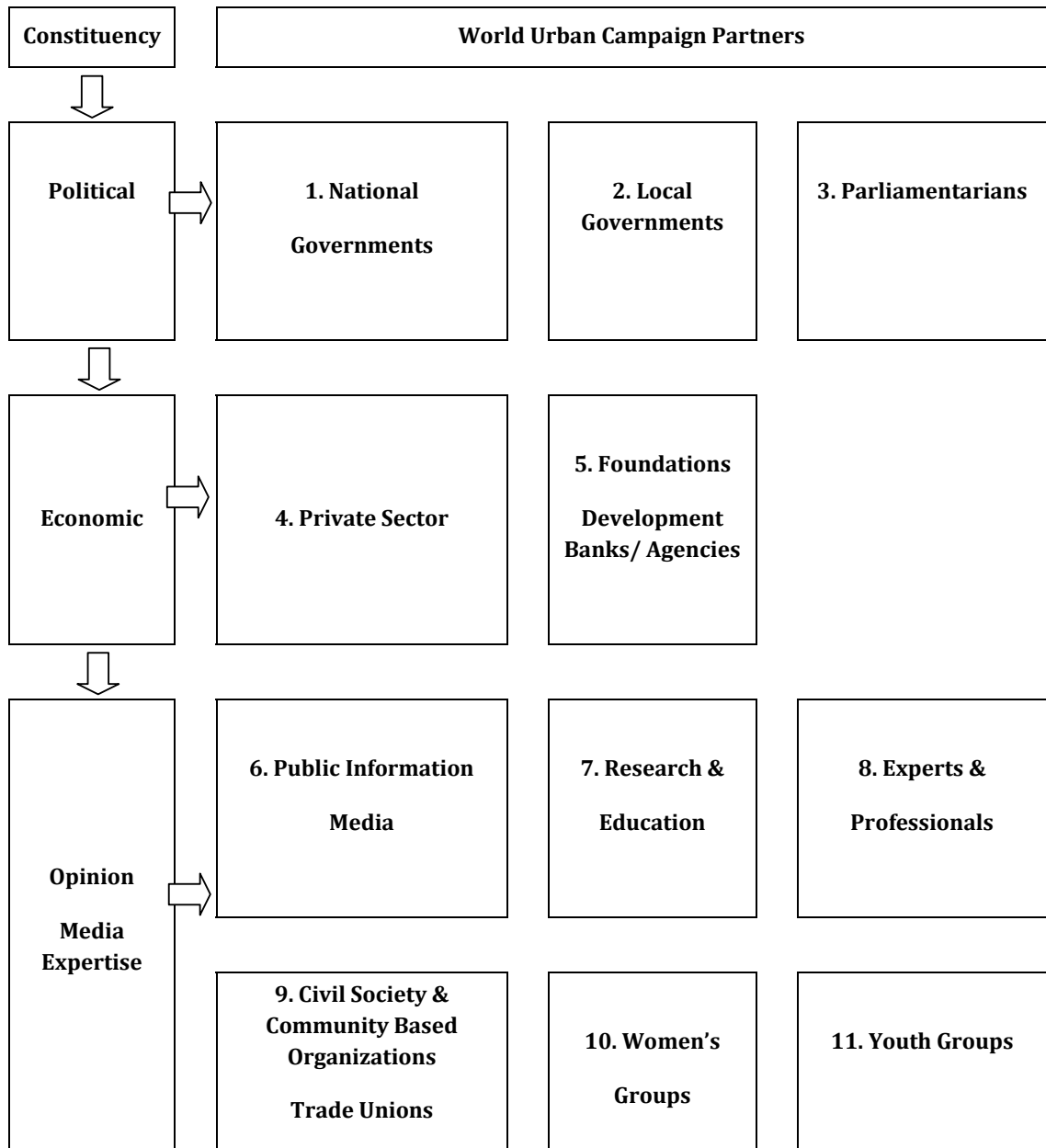
| | |
|--|--|
| UCLG, Barcelona T.Nancy@cities-localgovernments.org | Global Parliamentarians for Habitat (Europe) jerko.rosin@sabor.hr |
| 35. Katharina Felgenhauer BASF, The Chemical Company and BASF Social Foundation, Ludwigshafen, Germany katharina.felgenhauer@basf.com | 36. Gabriel Barros Project Officer Metropolis Secretariat General gbarros@metropolis.org |
| 37. Ivana Liovic Advisor to Hon. Jerko Rosin ivana.liovic@mzopu.hr | UN-HABITAT REPRESENTATIVES: 38. Inga Klevby Deputy, Executive Director, UN-Habitat Inga.Klevby@unhabitat.org |
| 39. Nicholas You Senior Policy & Planning Advisor Email: Nicholas.You@unhabitat.org | 40. Chris Williams UN-Habitat Representative Washington Office Chris.Williams@unhabitat.org |
| 41. Mohamed Halfani Head, Urban Development Branch Mohamed.Halfani@unhabitat.org | 42. Christine Auclair Chief, Private Sector Unit Christine.Auclair@unhabitat.org |
| 43. Diana Lopez Caramazana City-to-City Cooperation UN-Habitat - Barcelona diana.lopez@onuhabitat | 44. Sara Candiracci UN-Habitat Sara.Candiracci@unhabitat.org |
| 45. Wandia Seaforth Human Settlement Officer Best Practices Unit Wandia.Seaforth@unhabitat.org | 46. Robert Kehew Urban Development Branch UN-Habitat Robert.Kehew@unhabitat.org |
| 47. Alvaro Hoyos Advocacy & Outreach alvaro.hoyos@unhabitat.org | 48. Sharad Shankardass Spokesperson Office of the Executive Director Sharad.Shankardass@unhabitat.org |
| OBSERVERS 49. Julian Jackson Press Group Holdings Europe S.A. julian.jackson@pressgroup.net | 50. Vicente Carbona Press Group Holdings Europe S.A. Vicente.carbona@pressgroup.net |

ANNEX III – DRAFT WORLD URBAN CAMPAIGN WORK-PLAN

| World Urban Campaign 2010-12 Draft Workplan | 2010 | | | | | | | | 2011 | | | | | | | | 2012 | | | | | |
|--|------|------|------|-----|------|-----|-----|-----|------|-----|-----|-------|-----|------|------|-----|------|-----|-----|-----|-----|-----|
| | may | june | july | aug | sept | oct | nov | dec | jan | feb | mar | apr | may | june | july | aug | sept | oct | nov | dec | jan | feb |
| WUC Steering Committee | | | | | | | | | | | | | | | | | | | | | | |
| Fourth Steering Committee Meeting | 30-2 | | | | | | | | | | | | | | | | | | | | | |
| WUC event @ Shanghai World Expo (7 Oct) | | | | | | 7 | | | | | | | | | | | | | | | | |
| Fifth Steering Committee Meeting (7-9 Oct) | | | | | | 7-9 | | | | | | | | | | | | | | | | |
| Sixth Steering Com. Meeting (28-30 Apr) | | | | | | | | | | | | 28-30 | | | | | | | | | | |
| Seventh Steering Committee Meeting (Sept) | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | |
| WUC Events | | | | | | | | | | | | | | | | | | | | | | |
| WUC event @ Shanghai WExpo - UN Pavillon | | | | | | 7 | | | | | | | | | | | | | | | | |
| Launch of the Good Policies Initiative | | | | | | | | | | | | | | | | | | | | | | |
| Launch of the Tools and Methods database | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | |
| 100 Cities Initiative | | | | | | | | | | | | | | | | | | | | | | |
| First Planning Meeting (7-9 Sept) | | | | | | 7-9 | | | | | | | | | | | | | | | | |
| Second Planning Meeting (end Nov) | | | | | | | | | | | | | | | | | | | | | | |
| Third Planning meeting (end Jan) | | | | | | | | | | | | | | | | | | | | | | |

| 2010-12 Draft Workplan | may | june | july | aug | sept | oct | nov | dec | jan | feb | mar | apr | may | june | july | aug | sept | oct | nov | dec | jan | feb | mar |
|--|-----|------|------|-----|-------|-----|-----|-------|-----|-----|-----|-----|-----|------|------|-----|------|-----|-----|-----|-----|-----|-----|
| Partners Milestones | | | | | | | | | | | | | | | | | | | | | | | |
| Siemens Future Dialogue, Beijing | | | | | 9 | | | | | | | | | | | | | | | | | | |
| UIA 24th World Congress of Architecture, Tokyo | | | | | | | | | | | | | | | | | 25- | 1 | | | | | |
| ISOCARP World Congress, Nairobi | | | | | 19-23 | | | | | | | | | | | | | | | | | | |
| 3rd UCLG World Congress, Mexico | | | | | | | | 16-20 | | | | | | | | | | | | | | | |
| ISTED WUC Event French Pavillon, Shanghai | | | 14 | | | | | | | | | | | | | | | | | | | | |
| ICLEI 2010 Future of Cities Congress, Korea | | | | | | 5-7 | | | | | | | | | | | | | | | | | |
| Siemens Future Dialogue, 9 Sept, Beijing | | | | | | | | | | | | | | | | | | | | | | | |
| Metropolis World Congress, Cairo | | | | | | | | | | | | 4-7 | | | | | | | | | | | |
| Universal Postal Congress, Doha 24Sep 5Oct | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | | |

ANNEX IV – FIGURE 1: THE WORLD URBAN CAMPAIGN PARTNERS



ANNEX V – PROVISIONAL CHANGES TO THE 100 CITIES INITIATIVE WEBSITE

The following tabs will be added to the homepage:

- The Initiative
 - Cities...the info is here!
 - Become a Champion
 - Summit 2011
 - Info about the World Urban Campaign
-
- A separate tab on the city page for the Champion. The roles and responsibilities of the Champion will be outlined. There will be a platform for Champions to interact (e.g. *a dedicated intranet page*).
 - Timestamp updates to the initiatives. “Living Practices” are dynamic; there must be regular chronological updates to the initiatives which give the reader an impression of how they have progressed.
 - A comment feature. This will also allow readers to ask questions of the initiatives. Due to the legal implications of allowing anyone to comment, the EGM will make a final decision on the nature of this facility. Perhaps the champion could filter the comments before they are posted, or perhaps there could be a short-term e-debate to discuss specific topics, removing the need of a permanent moderator.
 - A connect feature. Allowing cities to point to other similar initiatives. The end of a project on a new transit line might read, “If you liked this, check out high-speed rail in Shanghai” à la Amazon.com’s “Customers who bought this also bought . . .”

ANNEX VI – 100 CITIES INITIATIVE QUESTIONNAIRE AND NOMINATION TEMPLATE

First Contact Questionnaire:

Name of City

| | |
|--------------------------------------|------------------------|
| Your name: | Basic city Data |
| Your organization: | |
| Your position/title (if applicable): | Population size total: |
| E-Mail: | Surface area total: |
| Telephone: | Population density: |
| Address: | GDP per capita: |

100 Cities Initiative Nomination Template:

1. City's compelling story: an overview

Describe your city's evolution and the direction it has taken in terms of sustainability, concentrating, if possible, on the last ten years, now, and then looking ten years into the future (approx. 500 words max.).

2. Outlining the Initiative(s)

Detailed below is the template from which you must describe the city's initiative(s). Please use the same template for each initiative (min: 1; max: 10).

Title/slogan for the initiative:

Start date for the initiative:

Tentative end date for the initiative:

Thematic Area/Category (TBD):

A. Describe how the initiative addresses the issues of sustainable urban development (max: 750 words).

Include for example:

- Reasons for undertaking initiative.
- Challenges confronting the initiative and action taken.
- Goals and timeframe for the initiative.
- Parties and partners to the initiative
- Has your initiative borrowed from other experiences and it is linked to other cities or networks?
- Describe funding/financing strategy for initiative.
- What measurements or metrics have you used to assess the impact?
- Have you developed any specific tools or methods to improve the city?
- What new urban quality of life or levels of sustainability have you already achieved or hope to achieve?
- How does the initiative contribute to new image and new reputation for your city?
- What connections exist between your initiative and the rest of the world?
 - + linked to global network of similar initiatives
 - + linked to national network of similar initiatives
 - + linked to global network of cities
 - + linked to national network of cities
 - + making positive impacts on global climate change
 - + other

Please provide - where possible - the following (*N.B. The format of the documents do be uploaded must be specified*):

- 1 photo that best illustrates the initiative
- 1 video that best illustrates the initiative

- 1 graphic that best illustrates the initiative
- 1 map that best illustrates the initiative
- 1 chart that best illustrates the initiative
- 1 synopsis or brochure outlining the initiative
- web link
- technical data

B. About the WUC (500 words)

How did you hear about the 100 Cities Initiative?

What made you decide to reply?

What would you like to gain by applying?

ANNEX VII – FIXED AND VARIABLE COSTS

Fixed costs

Regarding the ‘minimum’ requirements of USD 300,000/year - as well as UN-Habitat’s contribution of three staff members - for the secretariat to coordinate the Campaign, as cited in the Discussion Note:

- This should be sufficient; more detail has been requested to substantiate this estimate.
- Mobilizing even “minimum” resources from partners will be a challenge, particularly given the current financial crisis.
- Partners may be more likely to fund specific activities that yield tangible outputs (i.e., variable costs), rather than indirect fixed expenses. Accordingly, UN-Habitat should lead the mobilization of resources to cover fixed costs. Or, the “burden of proof” will be on them to show partners what they will gain from their support.
- The substantial in-kind contribution planned by UN-Habitat reflects the centrality of the Campaign; this contribution should further assist resource mobilization efforts.
- In the spirit of partnership, we should look to mobilize resources *and* share expenses.

To help meet fixed costs, the Secretariat should propose annual corporate sponsor subscription fees. Budgeting for a fixed annual contribution is easier for some partners (e.g., local governments) than others (e.g., NGOs). USD 10,000/year would not be a ‘big deal’ for most (large) corporations, higher levels should be considered for some. Most but not all participants favoured setting different levels of sponsorship, e.g., gold, platinum, etc., with different levels of annual financial contribution. Such an arrangement:

- Would help to structure discussion with potential contributors;
- Provide for large, small, and a range of types of organizations to give support.
- There could be a means-based “sliding scale” of subscription fees.

However:

- The scheme should be kept simple;
- The secretariat should account for both cash and in-kind contributions;
- Large contributions should be encouraged for the benefit of accounting;
- However, partners with fewer resources should not be excluded;
- Fee requirements should be clearly outlined in MOUs with partners; and
- The benefits derived from different levels of sponsorship should be articulated.

Finally, the secretariat should ask partners to report on their contributions to date.

Variable costs

Regarding costs directly associated with a given activity or output:

- Some specific activities can cover their own costs;
- Regarding reprinting the WUC brochures, partners are invited to sponsor a print run wherein their logo could feature, but also run extra copies for the use of others.

Regarding the variable requirements for the Secretariat to backstop projects and activities being undertaken by partners:

- Partners will be requested to contribute to project costs (e.g., 10-15 %).
- The rates charged by other organizations for such support vary widely - e.g., from 1-50% of project costs – depending on the size of the project and type of organization involved. Most participants were comfortable with the secretariat's request.
- As host (at least in the short term) to the Secretariat, UN-Habitat should confirm that its accounting system can be transparent and efficient for these purposes.

ANNEX VIII – PRINCIPLES FOR AN EFFECTIVE RESOURCE MOBILIZATION COORDINATOR

An **effective resource mobilization coordinator** should:

1. Report regularly to the WUC Committee and Secretariat;
2. Liaise with the Secretariat and UN offices;
3. Track all requests for hard cash;
4. Reduce congestions and overlapping requests;
5. Draft written agreements on donations and contracts;
6. Monitor the flow of funds;
7. Support the Secretariat on assessing fundraising prospects from each type of source;
8. Identify new sources to approach;
9. Strengthen the fundamental capacity of the WUC to raise funds;
10. Aid partners (where needed) with fund-raising for the WUC Secretariat and projects;
11. Prepare collateral outreach materials and strengthen existing items.

ANNEX IX – BUSINESS AWARD PARTNERS

The Business Award Partners shall be categorized as follows:

- **The Convening Partner** (UN-HABITAT) will receive and screen applications; perform secretariat duties; and guide regional juries, communications and outreach activities.
- **Supporting Networks** Overarching organizations providing in-kind support, promoting through their networks (chambers of commerce, private sector associations, etc.)
- **Organizing Partners** Providing logistical support and the necessary funds to do so.
- **Research & Expert Partners** Contributing expert technical advice for the award process and the dissemination effort.
- **Media Partners** Assisting implementation of the media strategy, contributing through outreach and dissemination beyond the event coverage.
- **Corporate sponsors** will not be entitled to apply for the Business Award.

ANNEX X – OTHER SHANGHAI WORLD EXPO EVENTS

Other Shanghai World Expo events include:

- Future Dialogue on Better City Better Life organized by Siemens 9 September, Beijing;
- French pavilion events 14 July, co-organised by ISTED, Ville de Paris, Paris Chamber of Commerce, the Villes en Développement newsletter on the WUC will be handed out; virtual - DCity launch a Digital facility for young people to advance IT tools and systems for cities (June-Oct).
- UCLG offers their stand at the International Organization Pavilion. They offer to replicate materials from WUC partners and welcome them to use their exhibit space. Ariane Mueller mentioned that the Austria Pavilion might have space available. DCity offered to work with the WUC on their late October launch in Singapore, UNISDR offered their support. Katharina Felgenhauer from BASF offered her company's help at the Expo, perhaps to raise the WUC's profile through a special side-event – perhaps inviting potential partners and the press - to a briefing held before or after the SCM.

¹ Regarding 'sufficiency' two opposing paradigms were discussed. In the first one UN-Habitat plays a central role in coordinating and driving the campaign, requiring between \$1.0 to \$1.32 million per year. In the second option UN-Habitat plays a light role requiring about \$350,000 per year.