



Outcome of the Experts Group Meeting on the 100 Cities Initiative of the World Urban Campaign

Nairobi, 26-28 January 2010

A. INTRODUCTION

The first Steering Committee meeting of the World Urban Campaign (WUC), held in Barcelona 12-14 October 2009, recommended the establishment of a Sustainable Cities Advisory Commission and that the concept, scope and methodology for the proposed 100 Cities Initiative be launched in its beta version at World Urban Forum 5 (WUF5). The partners also decided to hold an Expert Group Meeting in January 2010 to:

- (i) Define criteria for cities' inclusion on the list;
- (ii) Identify the thematic focus of the initiative;
- (iii) Outline how the Initiative will work including content, reporting and management;
- (iv) Selection process for national champions to manage, review and synthesize the city submissions to WUC; and,
- (v) Constitute the Sustainable Cities Advisory Commission as the governing body of the 100 Cities Initiative.

The second steering committee meeting held in Paris, 7-9 December 2009, further recommended that the members of the Expert Group meeting be comprised of a mix of partners and independent experts who are both experienced and knowledgeable about best practice systems and the use of the new media.

Twenty-one experts participated in the meeting at UN-Habitat headquarters, Nairobi, 26-28 January 2010. The following document constitutes the major outcome of the Experts Group Meeting. Other outcomes include expressions of interest by Gallup, Makati Municipality (Philippines), University of Pennsylvania, and the Center of Urban and Environmental Studies of Eafit University (Medellín, Colombia) to formally join the Campaign and the offer by Pressgroup International to host the 100 Cities Initiative website and to organise the 100 Cities Summit in 2011.

B. BACKGROUND

Two of the key challenges of any campaign are: (a) being able to reach out to a critical mass of people who matter; and (b) identifying who those people are.

In the case of the WUC the primary client and beneficiary are both cities.

But cities are complex organisms and no single social or political entity can claim that they represent a city in its entirety. For this reason, the WUC needs a strategy - or a vehicle - that can reach out to a broad cross-section of actors and constituencies that help shape the politics and the policies of a city.

The 100 Cities Initiative is designed as an experimental phase lasting 12 to 18 months to test how best to appeal to and mobilize people, communities, municipal officials, service providers, and the political leadership of any city. It does so by encouraging these actors to tell their story on how they are contributing to a better and more sustainable city. After this initial test phase to culminate in a 100 Cities Summit, the initiative would be opened to broader participation by all cities committed to open learning and sharing.

The intention is to make full use of the new media and encourage people to submit their stories in the most creative and innovative manner possible.

C. CONCEPT OF LIVING PRACTICES

The 100 Cities Initiative is about “living practices”. Living practices are holistic and forward looking. They provide dynamic learning opportunities and are organized around principles of sharing and structured learning through partnering. The processes and outcomes of living practices will be documented, reported and measured over time. The major characteristics of living practices can be briefly summarized as follows:

- Looks forward at current and future challenges;
- Involves multiple actors and the community in a spirit of sharing and learning;
- Focuses on problem-solving especially for yet to be resolved issues and challenges;
- Uses a story-telling format to facilitate periodic updates by multiple actors using multiple media;
- Employs tools and metrics for benchmarking and assessing process and progress;
- Recognises and rewards sharing and learning;
- Supports story telling in local languages and relies on a “champion” to extract lessons learned.

The Learning Matrix

Living practices are not intended to replace “best practices”, rather to build on them and to provide a user-friendly and cost-effective way for their continuous updating for learning purposes.

The spin-off applications of best and living practices are very similar and provide value-added inputs to practically all forms of sharing, learning and exchange. Figure 1 provides an overview of the “Best and Living Practices Learning Pyramid”.

Figure 1: Best and Living Practices Learning Pyramid

Objectives/Activities	Target Audiences/Users	Instruments
Awareness-building	Informed public Media Media professionals Decision-makers	Awards and recognition systems Investigative journalism reports
Networking & Information Sharing	Decision and policy-makers Practicing professionals	Living practices and best practices databases

	Training and Leadership development institutions	Publications/Articles Web-pages, Newsletters Listserv
Learning tools and capacity-building	Training and Leadership development institutions Local authority associations Professional associations	Living and best practices Case studies Living and best practices Casebooks Issue briefs & articles Training manuals
Peer learning and C2C	Local authority associations Networks of NGOs/CBOs International organisations Multi- & bi-lateral assistance Chambers of Commerce	Transfer guides, methods and tools Match supply/demand for expertise Conferences & seminars Advisory services
Policy Development	Decision-makers at all levels Policy advocacy groups National governments International & inter-governmental organizations	Database on urban policies and enabling legislation Policy trends and responses Normative guidelines State of the World's Cities Report

Illustrative Example of Living Practices

Access to Health Care for All in Dakar, Senegal

In Senegal, the law on decentralization calls for cities to assume operational responsibility for administering primary health care. A policy on "Better Access to Health Care to all at a Lower Cost" was adopted by the Dakar Municipality, together with a Strategic Plan in order to provide access to basic health care to all at a lower cost. Emphasis was placed on prevention rather than cure, as part of a long-term strategy for sustainable health care. Within five years, eight health care centers, 29 health units and one maternity centre had been built and made operational. Also a mobile service called "Un mois, une Commune" (one month, one district) was established to provide free consultations and raise awareness and inform people on preventive health care. Community participation has been one of the principal pillars of the policy with communities managing their own health committees and medical supplies. This policy has since been replicated in Kaffrine and Sédhiou in Senegal. Access and affordability to health and social services have been substantially improved by a combined approach on the use of generic drugs, taking into consideration geographical access and mobility of the low-income population, decentralizing specialized health care and services to different neighbourhood health centers, introducing well-equipped mobile revolving clinics, and integrating social services with health care at the neighbourhood level. (UN-Habitat, Good Policies and Enabling Legislation for Attaining the MDGs, 2005)

The Medellin Toy and Game Libraries, Colombia

The libraries are catalysts for urban neighborhood revitalization in the Colombian city where 60% of the population live in conditions of poverty. The most affected are the children. After assessing issues such as children's use of spare time, the limitations of spaces for recreation for boys and girls, and the need for neighborhood revitalization, the local authority developed a concept of "multiple libraries". These are toys and games libraries for children ages 1-10, and are spread across the city. The libraries have become places of inclusion, recreation, social and educational development, as well as magnets and focal points for parents and other adults in the poor neighborhoods. The most prestigious and architecturally significant Toy and Game Library in Medellín is built on the steep slopes of one of Medellín's largest slums. The library lies adjacent to a ski-lift (cable car) station which is used to connect the slum to the city center and the urban transportation backbone in the valley. Together they represent a remarkable demonstration of how urban design can be used to spearhead slum upgrading and provide a sense of inclusion,

pride and identity to a previously marginalized community. (UN Habitat Best Practices Programme, 2006)

D. COMMITMENTS AND CRITERIA FOR PARTICIPATING IN THE 100 CITIES INITIATIVE

Who can submit a story?

Any group or entity, such as a street, neighbourhood or district association or municipal authority can post a story as long as they abide by a few simple “commitments”. These commitments also serve as criteria and include:

- that the story is real and verifiable,
- that the author or initiator of the story has invited other people/stakeholders to give their view,
- that the story is being shared and is freely open to the public for scrutiny and commentary, and
- that the story will be updated at least twice a year.

Who can add to or comment on the story?

The 100 Cities Initiative, as part of the World Urban Campaign, encourages viable partnerships among local, state and national governments, civil society, and the private sector. To encourage such ownership and engagement, the submission form will contain questions as to how different partners are or have been involved, such as:

- Which partners have been involved in defining the issues and challenges facing your city or community?
- What type of inputs or support has each partner provided? (e.g. administrative, financial, technical, political, etc.)?
- Does your initiative involve central government and, if so, how (policy dialogue, policy support, grants or loan guarantees, etc.)?
- Which partners or spheres of government would you like to involve to further the objectives of your initiative?

Additional partners are encouraged to join the initiative at any point in the process.

The story can focus on a policy, a programme or a project and should support, to the extent possible, as many of the seven principles of the World Urban Campaign described below¹.

Principles of the Campaign

Sustainable urbanization is understood by all partners as a process which promotes an integrated, gender-sensitive and pro-poor approach to the social, economic and environmental pillars of sustainability. This integrated approach further requires that investments be made in new forms of technology and inclusive governance. More specifically, the principles of sustainable urbanization involve assurances of:

(i) Accessible and pro-poor land, infrastructure, services, mobility and housing;

¹ These principles were adopted by the Steering Committee of the World Urban Campaign at its second meeting in Paris, December 2009.

- | | |
|-------|--|
| (ii) | <i>Socially inclusive, gender sensitive, healthy and safe development;</i> |
| (iii) | <i>Environmentally sound and carbon-efficient built environments, including the use of appropriate technologies;</i> |
| (iv) | <i>Participatory planning and decision making processes;</i> |
| (v) | <i>Vibrant and competitive local economies promoting decent work and livelihoods;</i> |
| (vi) | <i>Conditions of non-discrimination and equitable rights to the city; and</i> |
| (vii) | <i>Governance structures that will empower cities and communities to plan for and effectively manage adversity, resilience and change.</i> |

E. BENEFITS TO THE CITY OR COMMUNITY

Every city of every size is facing new challenges of urban sustainability and global climate change. The 100 Cities Initiative is designed to provide a platform for cities from around the world to participate in the World Urban Campaign and to access a global network dedicated to the sharing of new tools and methods and forms of investment in urban sustainability.

Some of the key benefits accruing to cities and communities participating in the 100 Cities Initiative includes:

- Exposure to a global network of partners that are promoting more enabling policies and leading edge practices in sustainable urban development;
- Recognition at national and international levels as a city or community committed to innovation and change;
- Insights to new public-private partnerships and models for investment;
- Opportunities to learn from a large number of cities and communities engaged in green economic development opportunities, technologies and know how;
- Access to a vast array of tried and tested tools, methods and approaches for effective urban planning and management and sustainable and resilient housing and urban development.

F. COMMITMENTS OF AND CRITERIA FOR CITY CHAMPION (ADVOCATE/FRIEND)

A key feature of the 100 Cities Initiative is that each city will have its “champion” in the form of an institution, organization or individual with knowledge of both the city and the challenges facing that city. The champion, ideally a WUC partner, would operate on a voluntary basis of approximately 20 hours/year and abide by four commitments:

- To look at the city story, its updates, blogs and commentaries and provide a one-page analytical review, twice a year. The report must give perspective on the seven principles of sustainable urbanization. This review would also focus on lessons learned, pointers for the future, and possible synergies with other cities and partners;
- To agree to the public sharing and scrutiny of the review;
- To be selected or openly acknowledged by the city or community;
- To solicit, where appropriate, national government engagement and support in the spirit of promoting knowledge management as part of the World Urban Campaign.

The criteria for identifying and selecting a champion will vary from city to city. The core characteristic is a balance between objectivity and proximity. On the one hand, the “champion”

should undertake an analytical review from a critical distance. On the other hand, such a review needs to be conducted with a good understanding and knowledge of the city and the context in which it operates. It would therefore be preferable for the champion to be a “citizen” of the city and that he or she belongs to a Habitat Partner organization, institution or association. A city champion should be responsible for no more than one city.

The objective of such an external analytical review is not to judge or challenge the veracity of the story, but rather to encourage completeness in the discussion of the contributing factors to both successful and less successful aspects of the policy, programme or project. Additionally, the champion will be encouraged to “coach” the city by facilitating contacts and providing suggestions where appropriate.

Finally, the most important benefit is that the champion will ensure the extraction of lessons learned of potential benefit to his or her own city and to other cities and communities, and to help verify that progress has been made on the city’s living practice.

G. COMMUNICATIONS

Overall principles

The combined outreach of the WUC partners has been estimated to be 22 million people. Also, some 350 accredited journalists are expected to attend the World Urban Forum. These conditions present excellent opportunities for expanding outreach and participation in both the WUC and in the 100 Cities Initiative. Long term success will however on a strong and effective communications strategy. Some elements of such a communications strategy are outlined below.

Phase 1: Drive communications traffic to a dynamic information and registration website that will be user-friendly and will encourage the submission of nominations;

Phase 2: Once a city is chosen, WUC partners need to be encouraged to act as communicators and champions.

Messaging

The proposed slogan of the 100 Cities Initiative is: “*How many stories is your city?*”

Other sub-slogans could include:

- “Your city, your story”
- “Become the voice of your community”

The following types of messaging are proposed to guide the production of press releases, high-level web content and printed materials related to the 100 Cities Initiative.

What?

- Celebrating innovations that makes your city more sustainable
- Highlighting innovation for sustainable urbanization
- Recognising stories of change in cities throughout the world
- Listening to urban voices and what people are doing to improve city life

Where?

- Worldwide, cities of all scales of urbanity

Who?

- Engaging from the grassroots up
- Individuals engaging in positive change for urban communities
- Rich + poor: all voices

A list of key words or “tag clouds” that are to be emphasized in web content are contained in Annex II.

Website banner: “Give us 3 minutes of your time and we will put your city on the map”

Platforms for promotion

International:

- WUF
- 100 Cities Summit
- Partners’ congresses, conventions, council meetings, symposia, etc. ²
- 100cities.org
- WUC.org
- WUC partners’ websites (logos and links)
- Governing councils, commissions, board meetings and other consultative processes of inter-governmental organisations including UN-HABITAT, ITU, UPU, WHO, ILO, ISDR ...

National platforms

- World Habitat Day
- National partners’ channels (web, webinars, conferences, in-house magazines)
- National Habitat Platforms and Committees

Local platforms

- City tourism and chamber of commerce websites
- Social/cultural events
- City networks
- Utility bills/city tax bills

Players

- Nominators (ambassadors)
- General public
- Story (cities)
- Champions
- Media (national, international, technical)
- National governments
- WUC partners
- Habitat Agenda Partners (11 groups)
- United Nations/International Organizations
- Other professional groups

Media

There was general acknowledgment that media coverage, outreach and partnerships are critical to drive interest and participation. The EGM took note of an ongoing initiative to mobilise a global network of professional journalists (‘Citiscopes’) to undertake investigative reporting of best practices, innovations and of city initiatives. The meeting also underscored

² Estimated at 4 international events per year

the fact that the wide range of partners represented in the WUC could ensure effective use of the following media channels.

International

- Print
- Broadcast (TV + radio)
- Web/blogosphere
- Specialized (print, web, etc.)
- Social media
- News agencies

National

- As above

Local

- As above + community radio, mobile (SMS), megaphone

H. NOMINATING TEMPLATE: MINIMUM REQUIRED INPUTS TO JOIN THE INITIATIVE

* = not required

Your name:

Your organization:

Your position/title (if applicable):

E-mail:

Telephone:

Address:

Name of the activity/initiative which you are nominating as a compelling Initiative:

What title/slogan for Initiative?*

What beginning date for Initiative?:

What end date for Initiative?*

What current issues effecting urban quality of life does your initiative address?

4 frames in the right hand margin as you scroll down the first page:

- Upload 1 photo that best illustrates the Initiative To upload more photos click here:
- Upload 1 video that best illustrates the Initiative To upload more videos click here:
- Upload 1 graphic that best illustrates the Initiative To upload more graphics click here:
- Upload 1 map that best illustrates the Initiative To upload more maps click here:
- Upload 1 chart that best illustrates the Initiative To upload more charts click here:
- Upload 1 MPEG that best illustrates the Initiative To upload more MPEGs click here:
- Upload 1 synopsis or brochure outlining the initiative To upload more click here:
- Insert weblink here

Basic City Data:

Population size total:

Surface area total:

Population density:

GDP per capita:

Key weblinks that best inform about your city:

Click here on this map to find your city:

Type here more words about your city's key characteristics:

How would you characterize your Initiative? From list below, select two most important areas of primary intervention and order them as "1" and "2":

- ☐ social sphere
- ☐ economic sphere
- ☐ environmental sphere
- ☐ cultural sphere
- ☐ political sphere
- ☐ technological sphere
- ☐ other
- ☐ holistic and integrated /does not completely fit into any single category

Briefly describe the process that led to the birth of this initiative:

Briefly describe the challenges (current and future) confronting this initiative:

What actions have been taken to date to address these challenges:

- ☐ forming public-private partnerships
- ☐ mobilizing financial resources
- ☐ public participation in planning and decision-making
- ☐ strategic planning
- ☐ use of sustainability metrics to determine existing base-lines or proposed bench marks
- ☐ other

Briefly describe/list the actions taken to date which address these challenges:

Who are the principal actors and stakeholders and what do they contribute?

<i>Partner's name</i>	<i>Partner's category:</i> International agency National gov't Regional gov't Local gov't Professional association Multi-city network NGO CBO Other:	<i>Partner's type of support:</i> - political - technical - admin - financial - research/ - knowledge/ tools and methods	<i>Comments</i>

Has the initiative developed any specific tools and/or methods to improve the city?

If so, please give us a brief description:

Has the initiative borrowed, from other sources, any specific tools and/or methods which you are applying to your initiative?

If so, please give us a brief description:

Is your initiative focused on a single urban population center? ☐ Yes ☐ No

Or is it focused on multiple jurisdictions? ☐ Yes ☐ No

Is your initiative focused on improving the city's quality of life?

If Yes, how?

Is your initiative focused on improving the city's sustainability?
If Yes, how?

As regards the initiative's key goals and objectives, what new urban *qualities of life* does your initiative aspire to create?

As regards the initiative's key goals and objectives, what new urban *levels of sustainability* does your initiative aspire to create?

As regards the challenges, what does your city aspire to:

- More jobs
- Less crime
- Cleaner air
- Cleaner water
- Etc

Describe for a visitor the most exciting aspect of your city? What to recommend s/he do and see?

How does this initiative contribute to new images 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

Since 100 cities is part of WUC, which is devoted to sharing lessons learned, and tools and methods, what 100 Cities activities would be most valuable to your initiative?

Has your initiative already achieved key goals?

If yes, please list accomplishments:

If not, what are your expectations?

If not, what timeframe?

Has your initiative used measurements, indicators and metrics?

If yes, which measurements, or indicators or metrics?

Would sustainability metrics tools be of use to tracking your initiative?

I. DRAFT FORMAT FOR ANALYTIC OVERVIEW BY CITY CHAMPION

To be determined.

J. TIMELINE

Prior to 22 March 2010, 15-20 pilot project cities will be nominated and requested to submit their commitments and descriptions. The beta version of the website for the 100 Cities

Initiative will go live, a new issue of Urban World magazine will be published for distribution at WUF.

- By September 2010, the first stories and reports from the partnership will be entered on the website.
- By February 2011, the first updates for each of the cities will be entered into the website.
- By August 2011, the second update and the champion's story will be submitted.
- By September 2011, the first 100 Cities Summit.

K. INITIAL LIST OF NOMINATED CITIES

Region	Country	City	Partner
East Asia and Pacific	Philippines	Makati, Manila	ISDR/EMI
Europe	Austria	Vienna	Best Practices Hub - Wien
Europe	Poland	Rybnik	UN-Habitat Warsaw office
Europe	Sweden	Hammarby, Stockholm	ISOCARP
Europe	Spain	Alicante	Press Group
Europe	Russia	Puschino	Huairou Commission
Latin America and the Caribbean	Guatemala	Livingston	Huairou Commission
Latin America and the Caribbean	Brazil	São João da Barra	IBAM
Latin America and the Caribbean	Brazil	Sao Paulo/ Rio	Arcadis
Latin America and the Caribbean	Colombia	Medellin	Safer Cities Programme
Latin America and the Caribbean	Argentina	Rosario/ Santa Fe	Safer Cities Programme
Middle East and North Africa	Syria	Aleppo	ISTED
Middle East and North Africa	Morocco	Rabat	Veolia Environment
Middle East and North Africa	Iran	Tehran	IAARA
North America	United States	Chicago	UN-HABITAT
North America	United States	Philadelphia	University of Pennsylvania
South Asia	India	Mumbai	Veolia Environment
Sub-Saharan Africa	Tanzania	Dar es Salaam	Commonwealth Association of Planners
Sub-Saharan Africa	Benin/Burkina	Cotonou/Ouagadougou	ISTED/Safer Cities Programme
Sub-Saharan Africa	South Africa	Johannesburg	Commonwealth Association of Planners

Note: Two names are to be proposed by UCLG and Metropolis

ANNEX I

EXAMPLES OF TAG CLOUDS OR KEY WORDS TO BE USED IN WEB CONTENT TO FACILITATE WEB TRAFFIC

<ul style="list-style-type: none">• bridging the urban divide• right to the city• participatory• pro-poor• inclusive• partnerships• community• global• “what works?”• tales of 100 cities• connecting• stories• visibility• expanded networks• advancing• empowering• urban prosperity• sustainable urbanism• green cities• gender-sensitive	<ul style="list-style-type: none">• well-being• effective actions• grassroots• citizen needs and priorities• change agents• learning• sharing• advertise and promote• competitive advantage• meeting challenges• practical solutions• living practices• best practices• lessons learned• action plan• social inclusion• poverty• investment• resilience• citizenship
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