

REPORT OF THE WORLD URBAN CAMPAIGN’S 20TH STEERING COMMITTEE MEETING

30th October 2018

Malmaison Hotel

Liverpool / United Kingdom

Executive Summary

The 20th Steering Committee meeting (SCM20) of the World Urban Campaign (WUC) convened on 30th October 2018 in the city of Liverpool (United Kingdom). The gathering was held in conjunction with the World Cities Day observance, which took place on 31st October 2018 hosted by the Mayor of the city of Liverpool.



1. Meeting Objectives	3
2. Introduction	3
3. WUC Secretariat activity report.....	3
4. Un-Habitat Strategic Plan & Global Stakeholders Collaborative Framework (SCF)	4
5. Repositioning the World Urban Campaign	7
6. Propositions on global thematic campaigns / initiatives	8
7. Conclusion & Way Forward	8

Annex A: Urban Thinkers Campuses – Overview

Annex B: Strategic Plan 2020-2025

Annex C: Global Stakeholders Collaborative Framework (SCF)

Annex D: Proposal for repositioning the World Urban Campaign

1. MEETING OBJECTIVES

The objectives of the 20th Steering Committee meeting were:

- i. To take stock of the WUC work and activities for 2018
- ii. To present progress on the UN-Habitat Strategic Plan 2020-25 and Stakeholders Collaborative Framework preparations and discuss role and contribution of the WUC
- iii. Discuss the repositioning of World Urban Campaign and the formulation of new strategy for the strengthening of the platform as a key driver in promoting the implementation of the New Urban Agenda and urban SDGs.
- iv. Outline a roadmap and a workplan for the next phase

2. INTRODUCTION

Mr. Sandeep Chachra (WUC Co-Chair, Action Aid India) opened the meeting and welcomed, the World Urban Campaign Secretariat members (Mr. Dyfed Aubrey, WUC Coordinator (A.I), Mr. Doudou Mbye, WUC Coordinator, Mr. Roi Chiti, WUC Project Leader, Mr. Damien Thibon, WUC Communications and Knowledge Management) and all participants. The Steering Committee formally adopted the WUC draft agenda.

3. WUC SECRETARIAT ACTIVITY REPORT¹

Mr. Damien Thibon presented the first part of the WUC Secretariat activity report to the Steering Committee, with an overview of the Urban Thinkers Campuses held by partners in the last cycle.

This year, the WUC Secretariat recorded 27 UTCs held in the period from March to December. He highlighted that 12 UTCs have been held in the first part of the year, and that all others will take place during the months of November and December. Reminding partners that in Phase 3 (2018), Asia Pacific and Africa have been the most active regions in comparison to the Phase 2 (Latin America and Africa) and Phase 1 (Europe and Asia Pacific). He continued with a comparative and qualitative analysis² between the periods giving a brief overview of the available UTC reports (UTC 2.0 (47) & UTC 3.0 (2)) on the World Urban Campaign website. To conclude his presentation, Mr. Thibon invited all attendees to actively join the WUC social media efforts³ and discuss about the new and next generation of UTCs.

Thereafter, Mr. Roi Chiti reaffirmed the importance of Urban Thinkers Campuses as the main activity of the Campaign and a key tool for inclusive dialogue, knowledge and awareness raising as well as calls for individual and collective actions. He commented on improvement areas including a more structured thematic focus, stronger results-orientation, quality assurance and reporting as well as innovations and communication tools. He concluded that improvements should go in the direction of aligning and integrating the WUC to the work of UN-Habitat and its other advocacy and partnership platforms.

¹ Annex A: Urban Thinkers Campuses – Overview

² Sustainable Development Goals, TheCityWeNeed Principles and Drivers of Changes targeted.

³ Facebook, Instagram, Twitter, LinkedIn, Website and Newsletter.

Mr. Sandeep Chachra opened for questions and discussions.

The Steering Committee agreed that UTCs are much needed and can be effective in terms of opening a dialogue between decision makers and other stakeholders and to generate commitments. Recent UTC impacts were highlighted, including the Faith-based UTC which resulted in the creation of the Faith Cities program; Mannheim city's UTC which advanced making Mannheim an SDG city, and UTCs held in Nigeria resulted in cities and communities having an institutionalized process to contribute to the follow up on the NUA implementation. Members agreed on the fact that the demand for more UTCs is high. UTCs should be expanded with a tighter focus, at the same time, be linked to World Urban Forum and the priorities of UN-Habitat including spearheading campaigns on the WCD topics of the year. They can be used as a platform to raise resources, mobilize actions and collect substantive inputs and knowledge for UN-Habitat and the implementation of its mandate.

There is now an opportunity to expand the membership of the WUC and increase its impact. There should be a new reporting template that is simpler and more focused. WUC needs to be promoted more strongly, mobilizing more resources from and for the UTCs, ensuring quality reports and follow up on commitments and recommendations. In a response to these needs, a proposal for two types of UTC was tabled and will be discussed by one of the working groups.

4. UN-HABITAT STRATEGIC PLAN⁴ & GLOBAL STAKEHOLDERS COLLABORATIVE FRAMEWORK (SCF)⁵

Mr. Dyfed Aubrey began with a presentation on the draft UN-Habitat Strategic Plan 2020-2025 introducing a situation analysis with the areas that UN-Habitat needs to reinforce:

- *Leadership and Partnership*
- *Data collection and analysis*
- *Capacity development and leveraging financing*

He presented the results of a survey with the lens of a "SWOT Analysis" from stakeholders, beginning by the following UN-Habitat identified strengths:

- *Strong mandate and focal point role on urbanization,*
- *High recognition of our technical advisory services,*
- *Mission-driven personnel and high-level competence and commitment to UN-Habitat's mandate*
- *Transformative change with specific programmes and projects, in particular in protracted crisis (decades long presence)*
- *Mobilization of broad range of partners*

And weaknesses:

- *Unclear vision and organizational mission both with staff and partners,*
- *Unable to respond adequately to the immense challenges of urbanization,*

⁴ Annex B: Strategic Plan 2020-2025

⁵ Annex C: Global Stakeholders Collaborative Framework (SCF)

- *Weak loop between normative-operational work,*
- *Lack of integrated planning & Weak delivery capacity,*
- *Poor understanding of big picture issues,*
- *Knowledge Management is not optimized in the Agency,*
- *Communication is weak, not strategic and need for stronger advocacy,*
- *Resource mobilization and donor and business intelligence are weak,*
- *Limited sense of how partnerships can be more effective,*
- *Low profile in UN Delivering as One,*
- *Low rating on innovation,*
- *Weak reporting (financial, narrative, etc.) and weak focus on impact)*

Opportunities:

- *Catalytic role and potential leading authority on urbanization issues,*
- *Increased demand for technical advisory services,*
- *Urban implications of the global agendas,*
- *expanded role of the Agency through NUA/SDGs and new commitments with partners,*
- *Value for money of normative work,*
- *Resolution on strengthening UN-Habitat,*
- *Humanitarian development nexus / sustained peace agenda*

And finally the threats:

- *Reputational risks associated to underperformance*
- *Perceptions of inefficiency and lack of accountability*
- *Straying from normative work and poor attention to research and knowledge production,*
- *Project portfolio poorly diversified*
- *Core funding is declining*
- *New resources are unpredictable, donors' resources are changing and the Agency is not adapting as needed*
- *Unclear contribution to global agendas*

The Stakeholders Analysis reveals that stronger synergies should be built with International Financial Institutions other UN agencies and the Intergovernmental bodies.

Mr. Aubrey continued with a detailed explanation of the strategic orientations of the Plan, based on the four domains of change:

- *Reduced poverty and spatial inequality in urban and rural communities*
- *Enhanced shared prosperity of cities and regions*
- *Strengthened climate action and improved urban environment*
- *Effective urban crisis prevention and response*

He finished his presentation by explaining how the campaign can leverage the UN-Habitat Strategic Plan priorities and approaches and contribute to creating knowledge, raising awareness and supporting meaningful partnerships for collective actions towards sustainable urban development and the delivery of the UN-Habitat mandate.

Mr. Roi Chiti, presented the UN-Habitat Stakeholders Collaborative Framework (SCF) and defined the need of a SCF.

The SCF will facilitate UN-Habitat stakeholders and networks to come together to work on collective visions, mutual beneficial strategies, encourage joint activities to scale up urban solutions, and enhance stakeholder contributions to implement SDGs and NUA commitments. He explained the SCF Goals⁶ and the guiding principles⁷. UN-Habitat will operationalize the SCF in coordination with a global stakeholder engagement advisory group/board drawn from diverse networks, existing and new, and with the representation of regional and national level stakeholder engagement groups. He concluded by outlining implementation arrangements⁸.

Mr. Dyfed Aubrey opened for comments and clarifications on the UN-Habitat Strategic Plan 2020-25 presentation, re-assuring on the possibility for the WUC members to provide inputs to the finalization of the Plan, in line with the WUC advisory role to UN-Habitat.

Participants commented on various elements of the presentation.

Mr. Sandeep Chachra highlighted other issues as follow:

- *Prosperity and sharing capital is the key issue. It would make sense to focus more on shared prosperity rather than poverty reduction.*
- *Right to the city framework is in the New Urban Agenda and should be part of the social inclusion domain. The question of peace and safety is not only refugees related.*
- *Public spaces are a welcome-thinking, however the future will be a battle for commons' protection which is wider dimension than Public space.*
- *Housing should be thought as a continuum of multiple solutions to the same need. Informal economy/workers and the future of work should be considered as we try to ensure decent job for all.*
- *Typology of cities should consider dynamics of cities absorbing rural populations as well as how cities can contribute to rural economies through an effective urban-rural continuum.*

The participants brought up some other significant elements to the discussion:

About the diagnostic:

- 1. The question of the Informal economies and the resilience should be more prominently reflected.*
- 2. The Governance, including vertical and horizontal integration across the levels is not clear on the Strategic plan.*
- 3. Ideologies tend to be removed from international frameworks for consensus purposes, however we recognize that we don't live in an ideology less world.*

⁶ *Strengthen stakeholders' collaboration-partnerships, Encourage ownership and the systematic sharing, Draw on stakeholders' expertise, knowledge and networks, Promote inclusion, the right to participate and access to information, Enhance strategic communication and sharing*

⁷ *Equality, accessibility and inclusion to ensure genuine and meaningful participation so that "no one is left behind", Shared responsibility and ownership, Transparency and Accountability, A focus on results, impact and transformative change in lives and processes, Sustainability to institutionalize long term commitment to stakeholder engagement with UN-Habitat and beyond.*

⁸ *Joint advocacy, Use of evidence informed data to strengthen SUD initiatives and dissemination, Collaboration with UN-Habitat programmes, Policy advice and leadership, Monitoring and Reporting, Enhanced cooperation with the UN system and intergovernmental bodies*

4. *Upcycling and re-cycling it is clearly mentioned, though the focus should be on the circular economy and the concept of triple Rs, with strong focus on reducing.*
5. *Results based and not process based is acceptable to some extent, however it should be recognized that data on results can be biased and it is important to know about the process through which results are achieved, to ensure that they are ethically sound.*
6. *Sustainable urban mobility and transport is not prominent, especially looking at the future of cities and integrated urban mobility solutions.*
7. *On the living conditions, we don't find a mention of the habitat for human living and the harmony with nature, how cities function to provide living conditions and the environment. Looking at the natural capital and living systems - not only financial capital.*
8. *Gender and youth should be separated and clarified as gender equality and empowerment.*
9. *An accountability framework should be proposed in the Strategic Plan in addition to the results-based framework, including the monitoring part of it.*
10. *The four domains of change must be global since the international agendas are universal.*
11. *There is a need for UN-Habitat to engage with stakeholders in developed countries. How we deal with the size of cities and have a better access to knowledge and data. Entrepreneurship is the real economy.*
12. *Humanity, infrastructure, human rights, human capital are the key elements critical for the Grassroots communities.*
13. *For grassroots communities it is important to reflect and identify what has been done, what do we want, what is the way forward and what do we want others to do.*

It was agreed that in addition to feedback provided during the Steering Committee meeting, WUC members will send written comments to the UN-Habitat WUC Secretariat by 20th November.

5. REPOSITIONING THE WORLD URBAN CAMPAIGN⁹

Mr. Roi Chiti, presented a proposal for repositioning the World Urban Campaign, within the UN-Habitat strategy, aligned to the UN system reform. The idea is to foster enduring partnerships and promote stakeholder engagement for an inclusive and scaled up implementation of NUA and SDGs, including monitoring and reporting elements and raise awareness and mobilize support, through joint advocacy and campaigns, data and knowledge creation, and through stronger engagement with UN system and intergovernmental process. He explained the three areas for Strengthening the World Urban Campaign¹⁰. To conclude, he highlighted the importance of the Urban Thinkers Campus and other innovative events' formats like the local investment forum, in strengthening the role of WUC in leading high Impact advocacy initiatives, and spearheading bold thematic campaigns.

Mr. Sandeep Chachra opened for comments and clarifications on the Stakeholders Collaborative Framework and the re-positioning strategy for the World Urban Campaign highlighting. Comments from participants included:

⁹ **Annex D: Proposal for repositioning the World Urban Campaign**

¹⁰ *Increased engagement, Increased integration and Synergies, Increased results and impacts*

- *Communication between WUC Secretariat and WUC Partners (External & Internal Communication) needs to be strengthened and made consistent*
- *The World Town Planning day in November should be linked to the Urban October, including WHD/WCD.*
- *More synergies can be created with Habitat Country Programmes and the WUC organizations members in those countries.*
- *Focused Campaigns (Micro-campaigns - issue focus campaigns – specific thematic campaigns) and their linkage to the World Urban Campaign should be promoted and better articulated.*
- *UN-Habitat needs to provide support to its members to help them be recognized as global actors. Capacity building of members can be useful also considering the positive cascade effect.*
- *Regionalization of the WUC activities and reporting should be considered.*
- *UN-Habitat should create more space for WUC during the World Urban Forum to enhance visibility and showcasing impacts.*
- *Better interface with Ms. Maimunah Mohd Sharif, Executive Director, UN-Habitat, during the Governing Council should be considered.*

6. PROPOSITIONS ON GLOBAL THEMATIC CAMPAIGNS / INITIATIVES

Within the umbrella of the “City We Need” and the New Urban Agenda vision, it was agreed that the World Urban Campaign should support the Waste Wise Cities Campaign. This Campaign can easily leverage on its relevance at the grassroots level. We need to build the capacity of grassroots women to turn waste into wealth. Arcadis could also advise on waste management plans and other WUC partners could bring their experiences, including in the framework of the local investment forums.

Mr. Esteban Leon made a presentation on the UN-ISDR “Making Cities Resilient Campaign” where UN-Habitat is a main partner and Chair of the committee. This global campaign has been running for almost a decade and has been able to mobilize nearly 4,000 local authorities and key global and regional development partners like the World Bank, Cities Alliance, Interamerican Development Bank, Rockefeller Foundation among others, making worthwhile to align and seeking synergies with the WCD 2018 theme “building sustainable and resilient cities” and its follow up actions. The WUC will provide solidarity to this initiative as it moves towards an implementation focus, and UN-Habitat will keep WUC informed of progress.

7. CONCLUSION & WAY FORWARD

Every member supported the idea of fostering the WUC role of mobilizing public, political and financial support to the implementation of the New Urban Agenda and the UN-Habitat mandate within the UN system, through raising awareness, disseminating knowledge and inspiring actions thorough incisive campaigns and high impact advocacy initiatives and products, innovating existing tools and formats.

This should include expanding memberships with targeted focus on every constituency, exploring the idea of the Local Investments Forums linked to other existing multi-stakeholders platforms, to harness the contribution from the private sector within, inclusive, transparent and accountable.

Concerning the advisory role to UN-Habitat, the WUC Partners will consolidate recommendations to the Strategic Planning for 2020-25 and shared through the UN-Habitat established channel.

Specific thematic campaigns will be discussed tapping into the partners' knowledge and networks to increase the impact.

As a way forward to the main issues raised during the meeting, the Steering Committee members proposed to create nine working groups to formulate and provide more structured directions by the next SCM to be held in January 2019.

Below are listed the nine Working Groups with related focal points:

1. WORKING GROUP 1 – WUC NEW VISION

Focal points: Un-Habitat, WUC Chair & Co-Chair, Mr. Chris Elisara, Mr. Dyfed Aubrey, Mrs. Jane Katz, Mrs. Judith Hermanson

2. WORKING GROUP 2 – ADVISORY ROLE TO UN-HABITAT

Focal points: Mr. Chris Elisara, Mr. Dyfed Aubrey, Mrs. Jane Katz, Mrs. Judith Hermanson

3. WORKING GROUP 3 – AFFORDABLE HOUSING

Focal points: Mrs. Danielle Grossenbacher, Mr. Bert Smolders, Mrs. Jelly Mae Moring, Mr. Michele Vianello, Mrs. Jane Katz, Mrs. Jenny Line, Mrs. Sri Husnaini Sofjan

4. WORKING GROUP 4 – SUSTAINABLE AND RESILIENCE CITIES CAMPAIGN

Focal points: Mr. Esteban Leon, Mrs. Alison Brown, Mrs. Sri Husnaini Sofjan

5. WORKING GROUP 5 – WASTE WISE CITIES CAMPAIGN

Focal points: Mrs. Limota Goroso Giwa, Mr. Bert Smolders

6. WORKING GROUP 6 – SDG CITIES

Focal points: Mr. Christian Hubel, Mr. Dyfed Aubrey

7. WORKING GROUP 7 – INFORMAL WORK

Focal points: Mrs. Alison Brown, Mr. Peter Abraham Fukuda Loewi, Mr. Sandeep Chachra

8. WORKING GROUP 8 – LOCAL INVESTMENT FORUMS

Focal points : Un-Habitat, Mr. Chris Elisara, Mrs. Carmen Hobitsh

9. WORKING GROUP 9 – NEW GENERATION OF UTCs

Focal points: Mr. Peter Abraham Fukuda Loewi, Mr. John Etherington, Mr. Dyfed Aubrey

The meeting was closed by WUC Steering Committee Co-Chair Mr. Sandeep Chachra, announcing the next teleconference in January with the Steering Committee members.

