

civil society innovation and urban inclusion



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Civil Society Innovation and Urban Inclusion

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introduction

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URBAN INCLUSION

2020

INNOVATION REPORT

OUR HOPES FOR THIS REPORT

The International
Civil Society Centre
hopes this report:

Recognises the amazing efforts of the innovators who have understood and shared the opportunities and roles which exist for civil society organisations (CSOs) working within city ecosystems to influence and transform these to be more inclusive.

Offers you creative inspiration as you explore strategies and roles to reach and work with new partners, engage new audiences, and devise new ways of working—and thinking—in complex urban contexts.

Increases your knowledge of diverse urban contexts and civil society responses to them—working in partnership with city authorities and multiple stakeholders—in different regions of the world, to make cities more inclusive of a range of key populations and whole communities.

Inspires sharing and learning across our sector, thereby catalysing further innovation and ultimately a stronger and more resilient civil society. We want to spur organisations to work together to implement and scale these strategies, wherever possible.

OUR REASONS FOR THE REPORT

The International Civil Society Centre’s 2019–2021 strategy aims to highlight innovations that can benefit the civil society sector internationally. We seek to advance understanding of the most promising innovations, both inside and outside our sector, that can be applied to tackle common contemporary challenges. To achieve this aim, we have collected and shared some of the most inspiring and interesting examples in this second edition of our annual Innovation Report format, with the hope of fostering an interactive platform for sharing innovative ideas and best practices among international and local CSOs and networks.

CSOs are innovators. They test new approaches to both traditional and emerging problems. One of today’s most prominent and influential global megatrends is the rapid but unplanned urbanisation taking place around the world, which risks excluding the priorities of many groups of people living in cities from formal planning and decision-making processes. While CSOs have achieved some success in addressing these challenges, there is a significant opportunity for organisations to learn and benefit from the lessons others have encountered. That is the goal of this annual report.



civil society

innovation

and

urban inclusion

INNOVATION AND URBAN INCLUSION

We looked at two factors in order to decide which initiatives to highlight: inclusion—in terms of integrated system-level intervention, multi-stakeholder delivery, process including community engagement, and outcomes—and innovation—in terms of level of disruption and scalability.

URBANISATION AS A
DRIVER FOR CIVIL SOCIETY
INNOVATION AND IMPACT

The accelerating population shift from rural areas to urban areas, and accompanying social and economic changes, is one of the most critical global trends influencing the trajectory of other major megatrends. Cities are increasingly likely to be on the frontlines of climate and humanitarian crises as populations are displaced there seeking more secure lives. This fast-moving phenomenon will increasingly impact global sustainable development efforts, and the work of international and national CSOs for decades ahead.

These organisations have made important contributions towards implementing the UN New Urban Agenda and supporting progress towards the Sustainable Development Goal (SDG) 11, making cities inclusive, safe, resilient and sustainable. Acting as bridges between community capital and prioritised needs, and linking urban dwellers to duty bearers, CSOs both create and build on new opportunities to improve the inclusion, prosperity and resilience of urban communities, in particular of marginalised, excluded or vulnerable groups and key populations. These include: informal settlers and workers, homeless people, indigenous groups, refugees, migrants and displaced people (both international and internal), women, children, youth and adolescents, older persons and people with disabilities.

However, the complex system of powerful stakeholders and rapid speed of change in urban contexts pose a number of unique innovation drivers for CSOs, with their traditional programming experience in rural settings and typical advocacy focus at national level. Powerful city administrations are becoming as important as or even starting to outpace national governments, and play a growing role in pursuing responses to climate change, SDG activities and emerging technologies.

To maximise their urban impact potential, CSOs need to strengthen the roles they can play, including policy-making, organisational training and skills building, and facilitating learning for and between cities. These factors drive the need for internal disruption and new operational models, partnerships, skills and capacities to strengthen impact for and inclusion of key marginalised, excluded or vulnerable groups, and whole urban communities.



how we define inclusion

For this report, our case study approaches, programmes or projects exemplify four different dimensions of inclusion:

- a) integrated sector/systems-level intervention
 - b) multi-stakeholder engagement and/or delivery
 - c) process, including active community leadership and engagement
 - d) successful contributions to SDG-linked outcomes, for better equity and justice
-

These are defined more specifically on the following pages.¹

1

Please note, where the term 'resident' is used, it is simply as a reference to people physically living there, regardless of formally documented or recognised resident status by the relevant city or state.

1 HORIZONTAL INTEGRATION (MULTI-SECTORAL) AND/OR VERTICAL (MULTI-LEVEL/SYSTEM-WIDE)

- the approach is multi-sectoral and not siloed to a particular sector (such as housing, education, health, water, sanitation and hygiene (WASH) or livelihoods), but identifies and responds to multiple complex needs (horizontal integration), and/or
- engages at or influences multiple levels of the urban system—from neighbourhood/municipality, to city-wide, sector, market, policy and institutional capacity levels (vertical integration).

2 STAKEHOLDER ENGAGEMENT/DELIVERY

The approach creates, expands or leverages connections or partnerships with multiple stakeholders as a critical element of inclusive design and delivery, including many of the following actors:

- diverse urban resident grassroots, neighbourhood or community-based organisations (CBOs), associations or groups (including faith groups), representing key stakeholder populations in particular;
- religious institutions such as churches;
- other local non-governmental organisations (NGOs) or CSOs;
- international NGOs or CSOs;
- public actors, city governments and representatives, municipal authorities or urban planners;
- other authorities/service or utility providers—such as police, water companies, etc;
- state/federal actors, or non-state actors with public legitimacy;
- academia or other educational establishments or institutions such as schools;
- media;
- professional associations and/or labour unions;
- private sector, including local small business;
- donors/philanthropy;
- international, multilateral or inter-governmental organisations.

3 PROCESS

The approach or programme/project:

- shows evidence of mobilising or leveraging urban resident-led engagement and social/cultural capital as a fundamental approach to inclusion;
- creates, expands or leverages inclusive whole-neighbourhood or—municipality approaches and/or participation of particularly marginalised, excluded or vulnerable urban key populations—in plans, policies and decision-making processes, listening to and learning about their needs and preferences and enabling their direct agency and engagement in implementation;
- supports whole neighbourhoods and/or particularly marginalised, excluded or vulnerable urban key populations to articulate their needs and advocate for their rights at city, national and/or international levels e.g. by strengthening social and public accountability mechanisms;
- (wherever data or technology is involved as an enabler), leverages or generates democratic and ethical use of tools and data for urban planning, policy- or decision-making.

4 RESULTS/OUTCOMES

The approach or programme/project demonstrates success in inclusive SDG-linked contributions (towards better equity and justice) in the relevant urban context by delivering services, outcomes or impacts and/or systemic and sustainable changes in market or social or policy environments which, for example:

- increase social cohesion;
- reduce or remove barriers that keep particularly marginalised, excluded or vulnerable urban key populations from achieving their full rights, or improves service access and rights opportunities for these groups;
- create new or enhance or extend existing neighbourhood- or municipality-wide services/ opportunities as needed;
- build inclusive resilience efforts for neighbourhoods, municipalities or cities to quickly recover from environmental- and conflict-related hazards and risks;
- combat geographic marginality by ensuring impoverished neighborhoods are better served.

how we define innovation

For this report, we have defined innovation as “an iterative learning process which identifies, adapts/adjusts and shares novel ideas for improving civil society action, impact, and operating space.” All of the approaches implement new ideas or ways of working, foster novelty and creativity, idea exchange, and enterprise in finding solutions that respond to the relevant urban contextual challenges.

More specifically, when we assess the degree of innovation across a hugely diverse set of contexts and approaches for this theme, we have categorised how the case studies compare and contrast in the following ways:

What **level of disruption** to the sector or system and/or the city or cities in which the approach is targeted or operating can it be shown to have already reached (at the time of writing)?

This **disruption** could be to a range of areas and ways of both conceptualising, doing and organising things, including but not limited to: traditional ideologies, assumptions, mindsets, skillsets, ways of engaging communities, using data and technology, policy, planning and other decision-making processes, stakeholder co-ordination models and structures, etc. Alternatively, the approach has established convincing evidence or identified effective new models and practices to help influence change or wider transformation in the civil society sector itself.

The levels of disruption are defined more specifically as follows:

LEVEL OF DISRUPTION	
Sector	The wider sector within which the approach is targeted or operating has been transformed to such a significant or sustainable extent, as a result of this intervention, that it is extremely unlikely the sector will try, want, or be able, to reassert or revert back to the previous status quo/ways of doing things. The catalysed changes and more inclusive outcomes are now embedded in the sector or system.
City	The city (or cities) where the approach is targeted or operating has been transformed to such a significant or sustainable extent, as a result of this intervention, that it is extremely unlikely the city will try, want, or be able, to reassert or revert back to the previous status quo/ways of doing things. The catalysed changes and more inclusive outcomes are now embedded in the city (or cities).
Both	The approach demonstrates both of the above.

2 SCALEABILITY

What **level of scaleability**—city-wide, national or international—can the approach itself, or applied lessons from or informed by it, be shown to have already reached (at the time of writing)?

This **scaleability** includes transfer and adaptation to different locations and contexts either directly by the organisation itself, or indirectly by other actors.

The levels of scaleability are defined more specifically as follows:

LEVEL OF SCALEABILITY	
City-wide	The approach—or its defining elements—have been successfully introduced and implemented to more than one neighbourhood or district or municipal area in the same city or metropolitan area. Alternatively, this includes demonstrably influencing policies or practices at the city-wide level.
National	The approach—or its defining elements—have been successfully introduced and implemented to more than one city or metropolitan area in the same country either by the originating organisation(s) directly, or through partners. Alternatively, this includes demonstrably influencing policies or practices at the national level.
International	The approach—or its defining elements—have been successfully introduced and implemented to cities or metropolitan areas in different countries around the world, either by the originating organisation(s) directly, or through partners. Alternatively, this includes demonstrably influencing policies or practices at the global level, such as at or through multilateral or inter-governmental organisations, forums or processes.

3 MATURITY DEFINITIONS

Unlike our 2019 report on ‘Civil Society Innovation and Populism in a Digital Era’, in which we also adopted a secondary set of **maturity definitions** (below) to indicate the stage of each innovation, the urban case studies this year are—aside from a few emerging pilots—otherwise nearly all already well established. This reflects the extended length of time typically needed to develop effective partnerships and approaches and demonstrate emerging impact in urban contexts.

LEVEL OF MATURITY	
Emerging	The innovation is in the process of being implemented. Some evidence or lessons may be generated to inform iteration or adaptation of the innovation and to assess if it is demonstrating effectiveness, influence or impact.
Established	The innovation has been fully implemented. Evidence is available to assess if and how it has been effective or achieved influence or impact. Wider lessons or conclusions can be shared with others.





case

- 01 school area road safety assessments and improvements (sarsai) programme
- 02 urban safety project
- 03 built for zero
- 04 ageing and urbanisation
- 05 cities for children city-wide approach
- 06 urban social farming practice & principles
- 07 urban refugees incubation program
- 08 orientation, listening, support and integration (oasi) project
- 09 welcoming cities
- 10 safer cities for girls
- 11 urban labour rights and collective action in the indian economy
- 12 global urban approach 2018-30
- 13 mukuru special planning area (spa) community mobilisation
- 14 urban eye health programme

studies

key



children



adolescents



older people



women



disabled people



refugees / migrants



first nations



homeless people



informal residents



informal workers



whole community



local ngos, csos, cbos



faith groups



international ngos, csos



city authorities



other service providers



state / federal actors



academia



schools



media



private sector



local small business



professional associations



labour unions



donors



multilateral organisations

stakeholders

















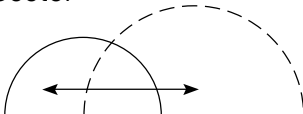
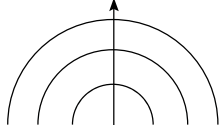


school area road safety assessments & improvements (sarsai) programme

Ensuring safer journeys to school for children and reducing urban traffic speed limits to 30 km/h in fast-growing cities across sub-Saharan Africa.

In many of the cities in sub-Saharan Africa where Amend works, the vast majority (more than 80%) of children walk to school, facing very high risks of road traffic injury on unsafe pedestrian routes. SARSAI creates safe pedestrian areas around schools and provides education at community level, and data-driven advocacy and technical support with decision-makers, to tackle the problem.

A key aspect is ensuring reduced speeds of motorised vehicles in areas around schools where children interact with them. Research shows the chance of pedestrian survival in the event of a crash increases exponentially at reduced speeds: for a vehicle travelling at 50km/h, the chance of pedestrian survival is only 15%, but at a vehicle speed of 30km/h, survival chances reach 90%.

ORGANISATION Amend	LOCATION Dar es Salaam, Tanzania	POPULATION 2.5 M ¹	GROWTH RATE 6% ²
KEY S'HOLDERS 	OTHER STAKEHOLDERS          		RELEVANT SDGS   
DISRUPTION City and Sector 		SCALEABILITY International 	



1.35M

PEOPLE DIE ANNUALLY FROM ROAD TRAFFIC INJURIES, 90% IN LOW- AND MIDDLE-INCOME COUNTRIES

2X

CHILDREN IN AFRICA ARE TWICE AS LIKELY TO DIE OR BE INJURED IN ROAD CRASHES THAN CHILDREN GLOBALLY

#1

ROAD TRAFFIC INJURY IS CURRENTLY THE NUMBER ONE CAUSE OF DEATH FOR PERSONS AGED 5-29 YEARS WORLDWIDE

“Amend is the glue that brings these different actors together to better understand the problem... We’re not just focused on the immediate vicinity around a school where children are facing risks but rather along hundreds of kilometres of roads and large stretches.”

AYIKAI POSWAYO – PROGRAMME DIRECTOR – SARSAI

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KEY OUTCOMES

Since 2012, SARSAI has:

Reduced injury rates by 26% and cut traffic speeds in school zones by up to 60% in Dar es Salaam, Tanzania.

Scaled to nine capital cities/countries in Africa, covering 48 school areas/70 schools, preventing an estimated 500 injury cases each year.

Enabled policy change for traffic speed limits in school areas reduced to 30km/hour at national level in Zambia, and city level in Windhoek, Namibia.

Influenced large-scale engineering road projects in Tanzania through World Bank collaboration, via the Tanzania Strategic Cities Project (in eight cities), as well as others.

KEY PROGRAMME ACTIVITIES

Community engagement

Community infrastructure

Data/technology

Education/behaviour change

Policy/advocacy

Research

Stakeholder co-ordination,
network-building

Technical support

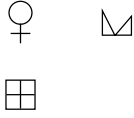


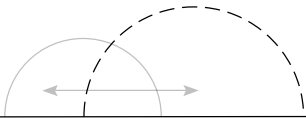
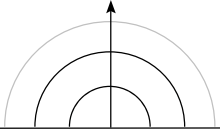
1 STATISTICS FROM UN WORLD URBANIZATION PROSPECTS (2018)
2 STATISTICS FROM UN WORLD URBANIZATION PROSPECTS (2018),
ESTIMATED AVERAGE ANNUAL GROWTH RATE (2020-25)

urban safety project

Strengthening multiple government agencies' effectiveness and responsiveness to urban safety needs in townships in Myanmar through good data, coordinated responses and community engagement.


In Myanmar, local township authorities are best suited to deliver impact in the communities where they are responsible for providing services, addressing urban safety needs and security concerns. But they have complex and siloed histories of working as individual units, and are also primarily top-down institutions unfamiliar with public participation.

The Urban Safety Project enables these authorities to perceive urban safety problems in a different way through using evidence, acting on the combined strengths of different departments, and listening to the perspectives of different people in the community. It brings different administrative units together for collaborative problem-solving, empowering township officials with a mapping tool to visualise, overlay and share data, including important information from community-level safety audits carried out by groups including informal residents and women.

ORGANISATION The Asia Foundation Women for the World Thibi	LOCATION Myanmar	POPULATION Hlinethaya: 688,0001 Hpa-an: 422,0001 Taunggyi: 382,0001	GROWTH RATE 1.85% ²
KEY S'HOLDERS 	OTHER STAKEHOLDERS 		RELEVANT SDGS 
DISRUPTION Sector 		SCALEABILITY National 	

10-20%

SAFER THAN MEN IS HOW WOMEN IN SOME WARDS SAY THEY FEEL, INDICATING NORMALISATION OF SOME OF THE URBAN SAFETY ISSUES THEY EXPERIENCE⁴



33%

OF THE POPULATION IN YANGON, THE FASTEST GROWING CITY, STILL DOES NOT HAVE ACCESS TO BASIC INFRASTRUCTURE³

30%

OF MYANMAR'S CURRENT POPULATION IS URBAN, BUT THIS IS EXPECTED TO CHANGE³

“This project is... helping to lay the foundations for leapfrogging advances in data-driven e-government, so we’re moving fast but very deliberately trying not to break things.”

LUMIN LWIN – PROJECT COORDINATOR – THIBI

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KEY PROGRAMME ACTIVITIES

- Community engagement
- Data/technology
- Organisational training/skills building
- Policy
- Stakeholder co-ordination, network-building
- Technical support

1 STATISTICS FROM NATIONAL CENSUS (2014), ROUNDED TO THE NEAREST 1,000 – 2 STATISTICS FROM UN WORLD URBANIZATION PROSPECTS (2018), ESTIMATED AVERAGE ANNUAL RATE OF CHANGE OF THE URBAN POPULATION FOR MYANMAR (2020-25) – 3 STATISTICS FROM THE ASIA FOUNDATION – 4 STATISTICS FROM WOMEN FOR THE WORLD

KEY OUTCOMES

Since 2016, the project has:

Built community cohesion with ward safety audits bringing together groups across previous social divides— such as formal and informal residents— to perceive and address shared local challenges.

Increased recognition of and demand by municipal authorities for community-generated data and changed mindsets on responsibility and service provision e.g. with one ward extending waste collection beyond formal tax-paying residents to informal settlers, for whole-community benefit.

Developed and championed organisational cultures and horizontal learning structures for data-driven decision-making across different municipal authorities.



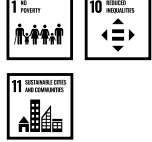
Documented guidance for other communities and actors to be able to use the ward safety audit process and Township Geographic Information System (GIS) Tools in other locations and on other issues.

built for zero

A movement of more than 80 communities in the USA redefining what is possible in ending homelessness.

Built for Zero communities drive population-level reductions in homelessness in an effort to reach functional zero—a milestone indicating that homelessness is rare and brief—and to sustain this accomplishment. They often begin by tackling either military veterans experiencing homelessness, or people experiencing chronic homelessness, on their way to ending homelessness for all.

Built for Zero communities first commit to not simply managing, but measurably ending, homelessness in a population. They then bring together all the necessary actors and develop a system built upon real-time by-name data for smarter triage. They use data to understand the ever-changing dynamics of their homeless population and appropriately target housing and resources needed to help people exit homelessness, as well as to drive systems improvement, and advocate for the resources they need.

ORGANISATION Community Solutions	LOCATION Rockford, Illinois, USA	POPULATION 321,000 ¹	GROWTH RATE 0.70% ²
KEY S' HOLDERS 	OTHER STAKEHOLDERS 		RELEVANT SDGS 
DISRUPTION City and Sector 		SCALEABILITY International 	

500,000

PEOPLE ARE ESTIMATED TO EXPERIENCE HOMELESSNESS ON ANY GIVEN NIGHT IN THE USA



1/4

OF ALL HOMELESS INDIVIDUALS EXPERIENCE CHRONIC PATTERNS (TYPICALLY ONE YEAR OR MORE) DUE TO EXTREME VULNERABILITY AND SERIOUS UNDERLYING HEALTH OR DISABLING CONDITIONS. THIS IS ON THE RISE.

70%

OF HOMELESS PEOPLE ARE ABLE TO SELF-RESOLVE THEIR SITUATION, WITH ANOTHER 15-20% REQUIRING SHORT-TERM OR TEMPORARY EXTERNAL SUPPORT ONLY

“You need many many different actors working together to solve a problem this complex... but we don’t have good models for telling stories about these kinds of coalitions—compound heroes.”

JAKE MAGUIRE – CO-DIRECTOR – BUILT FOR ZERO

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KEY OUTCOMES

Since 2015, Built for Zero has:

Scaled to 80 communities in the USA and, with international partners, to multiple cities in Australia, Canada and the United Kingdom.

13 communities which have ended military veteran or chronic homelessness. In January 2017, Rockford became the first community in the USA to end homelessness for both chronic and military veteran populations.

Almost 60% of communities which have achieved a measurable reduction in homelessness. 99% have achieved quality real-time data on homelessness.

Housed more than 125,000 people by Built for Zero communities.

KEY PROGRAMME ACTIVITIES

Community engagement

Data/technology

Community infrastructure

Organisational training/skills building

Policy/advocacy

Research

Improved service delivery

Stakeholder co-ordination, network-building

Technical support

1 STATISTICS FROM UN WORLD URBANIZATION PROSPECTS (2018)
 2 STATISTICS FROM UN WORLD URBANIZATION PROSPECTS (2018), ESTIMATED AVERAGE ANNUAL GROWTH RATE (2020-25)

ageing and urbanisation: community research and global advocacy

Building global recognition and understanding of the unique experiences of older people in cities, and arming them with evidence for city-level activism on behalf of their whole community.

Through global advocacy, HelpAge has worked with its network members to ensure that the key issues for older people in cities—personal security, housing, physical accessibility and public spaces—are recognised in UN-level processes guiding sustainable urban development.

This included organising a coalition on ageing and urban issues to positively influence »Habitat III and the New Urban Agenda« in 2016.

Through community research, HelpAge is building up the body of knowledge and evidence around older people’s unique experiences of urban living, what issues matter to them and the daily impacts on their quality of life.

It arms older people with this evidence to directly influence key city stakeholders to improve urban spaces and services, on behalf of their whole community.

ORGANISATION HelpAge International	LOCATION Nairobi, Kenya New Delhi, India	POPULATION NRB: 4.4 M ¹ ND: 28.5 M ¹	GROWTH RATE NRB: 3.94% ² ND: 2.70% ²
KEY S’HOLDERS 	OTHER STAKEHOLDERS  		RELEVANT SDGS   
DISRUPTION Sector 		SCALEABILITY International 	

58%

OF PEOPLE 65+ LIVE IN CITIES; OVER 500M GLOBALLY, INCLUDING 23M IN AFRICA



289M

LIVE IN LOW- AND MIDDLE-INCOME COUNTRIES, AND THIS WILL RISE TO 80% BY 2050

60+

PEOPLE AGED OVER 60 ARE THE FASTEST GROWING COHORT OF URBAN POPULATIONS

“The narrative around older people is very interesting... we have this idea of them being left behind in the villages... but older people are urbanised at a higher rate than the rest of the population.”

SION JONES – STRATEGIC POLICY AND PROGRAMMES MANAGER

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KEY PROGRAMME ACTIVITIES

Community engagement

Data/technology

Policy/advocacy

Research

Stakeholder co-ordination,
network-building

1 STATISTICS FROM UN WORLD URBANIZATION PROSPECTS (2018)
2 STATISTICS FROM UN WORLD URBANIZATION PROSPECTS (2018),
ESTIMATED AVERAGE ANNUAL GROWTH RATE (2020-25)

KEY OUTCOMES

Since 2016, HelpAge’s work has:

Organised a coalition to influence the New Urban Agenda guiding declaration (from UN Habitat III) to include far broader and holistic recognition of ageing and the key issues for older people in cities, and significantly increasing the number of mentions of older people from two to 27.

Conducted research with 1,310 older residents of Nairobi, Kenya and New Delhi, India, to explore their experiences of different aspects of urban life, such as transportation and crime.

Developed a community action model whereby older people activists, armed with data and evidence they have collected, engage with local municipal stakeholders resulting in neighbourhood changes, such as dealing with a flooded street or maintaining a public park.

“We’ve somewhat neglected the spatial dimension of people’s experience of their lives and of their wellbeing.”

SION JONES – STRATEGIC POLICY AND PROGRAMMES MANAGER

cities for children city-wide approach

World Vision’s framework for addressing children’s vulnerabilities in urban contexts, promoting just and inclusive cities where children thrive in safe, healthy, resilient, and prosperous environments.


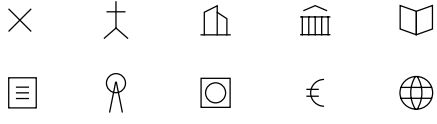

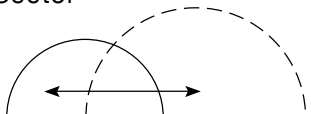
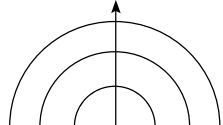
It consists of five inter-related domains of change affecting child wellbeing in cities: healthy, safer, prosperous, resilient and just cities, focusing on inclusion of the most vulnerable through policy change.

The framework identifies four critical strategic pillars which drive sustainable and transformational impact—social cohesion, urban governance, knowledge-building, built environment, public space and urban services.

It also identifies four enablers of change already existing in urban environments which can be used to enhance scale: partnerships, technology, urban planning and design, and urban policy.

World Vision has a growing urban footprint, with at least 20% of its programmes globally in urban centres across Africa, Asia, Latin America and Eastern Europe.

This example from Honduras helps to contextualise how this framework is used.

ORGANISATION World Vision International	LOCATION Valle de Sula, Honduras	POPULATION 2M ¹	GROWTH RATE 2.72% ²
KEY S’HOLDERS 	OTHER STAKEHOLDERS 		RELEVANT SDGS 
DISRUPTION City and Sector 		SCALEABILITY International 	

2/3

OF NATIONAL GDP IS GENERATED BY VALLE DE SULA, HONDURAS’ MANUFACTURING AND COMMERCIAL HUB



35%

ORGANISED CRIME AND STREET GANGS ACCOUNT FOR 35% OF ALL HOMICIDES

173

HOMICIDES PER 100K RESIDENTS WHICH HAPPENED IN 2013 IN SAN PEDRO SULA IS REPORTEDLY THE HIGHEST HOMICIDE RATE OUTSIDE OF WAR ZONES³

“This approach helped us move from doing little impact through mobilising communities at the neighbourhood level to increasing our reach, influence and impact by engaging at the city level.”

ALINE RAHBANY – TECHNICAL DIRECTOR FOR URBAN PROGRAMMING

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KEY OUTCOMES

Since 2016, World Vision Honduras’ work has:

KEY PROGRAMME ACTIVITIES

Community engagement

Data/technology

Education/behaviour change

Employment/livelihoods opportunities

Community infrastructure

Organisational training/skills building

Policy/advocacy

Improved service delivery

Stakeholder co-ordination,
network-building

Technical support

Impacted 70,000 children and 6,000 youth living in fragile and marginalised neighbourhoods. 25 peace clubs were created with 680 youth involved.

Delivered alternative education programmes for 1,400 youth and 2,000 women, with 490 youth and 46 women starting a business or other employment.

Influenced local actors to develop child protection actions impacting more than 4,900 children, involving 40 local churches and 39 communities with Child Protection Committees.

Influenced both local government plans and national public policies to be more inclusive of children’s rights and protection needs, including the Policy of Childhood and the Adolescents, and Law for Prevention and Protection of People Displaced by Violence.

1 STATISTICS FROM UN WORLD URBANIZATION PROSPECTS (2018), FOR SAN PEDRO SULA, THE BIGGEST CITY IN THE WIDER VALLE DE SULA METROPOLITAN AREA. – 2 STATISTICS FROM UN WORLD URBANIZATION PROSPECTS (2018), ESTIMATED AVERAGE ANNUAL GROWTH RATE (2020-25)
3 STATISTICS FROM THE GUARDIAN (2015)

urban social farming practice and principles

Supporting collaborative urban food gardens, social farms and markets as a means to build socially, ecologically and economically resilient communities in cities in and beyond South Africa.

The South African Urban Food and Farming Trust provides support to and advocates on behalf of local urban food systems to make good food fair and affordable in South Africa's cities, promoting the important role of urban food gardens and farms in developing resilience in fragile communities.

It partners with organisations and social entrepreneurs to strengthen households, community food gardens and food hubs, and the links between them.

It helps grow small-scale 'emerging' farmers with commercially sustainable potential, and makes capital investments in urban farms which strengthen community cohesion and resilience.

The Trust carries out research and tests innovative methods, models and shared design principles, substantiated by reliable data, to improve outcomes and scale impact to cities in southern Africa and beyond.

ORGANISATION South African Urban Food & Farming Trust	LOCATION Cape Town, South Africa	POPULATION 4.4M ¹	GROWTH RATE 1.84% ²
KEY S'HOLDERS 	OTHER STAKEHOLDERS 		RELEVANT SDGS
DISRUPTION City and Sector 		SCALEABILITY City-wide 	

72%

OF CAPE TOWN'S LOW-INCOME AREAS ARE FOOD INSECURE



4-5%

ONLY 4-5% OF CAPE TOWN'S HOUSEHOLDS ARE SERVED BY URBAN AGRICULTURE

55%

OF CAPE TOWN'S POPULATION IS OVERWEIGHT AND THIS IS INCREASING

“These kind of urban farms and food gardens are some of the most radically inclusive activities that one can imagine because food is universal... if you eat, you’re in.”

KURT ACKERMANN – CO-FOUNDER AND EXECUTIVE MANAGER – SAUFFT

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icscentre.org/innovationreport/2020

KEY PROGRAMME ACTIVITIES

Community engagement

Education/behaviour change

Community infrastructure

Policy/advocacy

Research

Stakeholder co-ordination,
network-building

Technical support

KEY OUTCOMES

Since 2014, SAUFFT has:

Developed the Oranjezicht City Farm 0.25ha community food garden, which now benefits from more than 10,000 hours per annum in community volunteer time, and is recognised as a leading site/voice in the urban farming movement in South Africa.

Established (and sold) the linked Oranjezicht City Farm Market, the largest of its kind, supporting more than 120 local small farmers and food traders, employing more than 300 staff, and accommodating 8–12,000 visitors each week.

Developed design principles for urban social farming to guide the establishment of an urban social farm in any community which wants to initiate this.

Twice hosted the Food Dialogues, multi-part speaker series and panel discussions including diverse voices involved in shaping the food system, and published the Food Dialogues Report to shape policy, strategy and priorities across all sectors of society.

1 STATISTICS FROM UN WORLD URBANIZATION PROSPECTS (2018)
2 STATISTICS FROM UN WORLD URBANIZATION PROSPECTS (2018),
ESTIMATED AVERAGE ANNUAL GROWTH RATE (2020-25)

urban refugees incubation program (URIP)

Enabling the development of self-sustaining refugee-led organisations (RLOs) that actively support their communities by improving service delivery and advocacy and facilitating the work of humanitarian actors in non-camp urban settings.

URIP facilitates RLOs to be recognised, positioned and prepared as equal partners in refugee response, in line with the aid localisation agenda. This includes their ability to receive and manage funds autonomously, design and implement projects, and meaningfully participate in the different levels of humanitarian aid.

To achieve this goal, RLOs must have strong organisational skills, and sufficient resourcing and technical support for these. URIP delivers training sessions based on RLOs' individual organisational challenges and needs, to strengthen their skills, and ensure more efficient services and activities for their communities.

This model of comprehensive mentorship and organisational capacity-building enables urban RLOs to expand their reach and services, better connect to frontline humanitarian providers, and enhance their sustainability.

ORGANISATION Urban Refugees	LOCATION Kampala, Uganda	POPULATION 3.0M ¹	GROWTH RATE 5.14% ²
KEY S'HOLDERS 	OTHER STAKEHOLDERS 		RELEVANT SDGS
DISRUPTION Sector 		SCALEABILITY International 	



60%

MORE THAN 60% OF ALL REFUGEES LIVE IN URBAN AREAS, OUT OF CAMP SETTINGS

85%

MORE THAN 85% OF REFUGEES RESIDE IN LOW- AND MIDDLE-INCOME COUNTRIES

1.4M

AS OF 2020, THERE ARE AN ESTIMATED 1.4 MILLION REFUGEES IN UGANDA, OF WHICH 6% (80,000) ARE IN THE CAPITAL, KAMPALA⁴

“I remember the guy [from the Kampala Capital City Authority] came with blank slides and he said ‘the first slide you see here, this is the information that we have about refugees in Kampala’... I liked his honesty.”

ROBERT HAKIZA – YOUNG AFRICAN REFUGEES FOR INTEGRAL DEVELOPMENT

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icscentre.org/innovationreport/2020

KEY PROGRAMME ACTIVITIES

- Community engagement
- Employment/livelihoods opportunities
- Organisational training/skills building
- Policy/advocacy
- Research
- Stakeholder co-ordination, network-building

1 STATISTICS FROM UN WORLD URBANIZATION PROSPECTS (2018)
 2 STATISTICS FROM UN WORLD URBANIZATION PROSPECTS (2018),
 ESTIMATED AVERAGE ANNUAL GROWTH RATE (2020-25) – 3 STATISTICS
 FROM UNHCR – 4 STATISTICS FROM UNHCR

KEY OUTCOMES

- Since 2016, the URIP has:
 - Supported seven urban RLOs to increase the quantity and reach of services provided to affected populations, expand their networks and co-ordinate with humanitarian partners.
 - Scaled from a pilot in Kuala Lumpur, Malaysia (three RLOs) to the current programme in Kampala, Uganda (four RLOs) and plans to expand to Nairobi, Kenya or a capital city in the Middle East.
 - Developed a replicable organisational training curriculum for RLOs which can be used by other organisations in new city contexts.
 - Advocated for recognition of RLOs as equal partners in the international aid system and promoted refugee leadership in humanitarian responses.

“Our approach and organisation has to adapt to fit the needs and maturity levels of the refugee-led organisation, rather than the other way round.”

JESSICA SALLARD – HEAD OF MISSION – URIP UGANDA

orientation, listening, support & integration project

Promoting self-reliance and active participation of refugees and asylum seekers, and wider integration and narrative change, in the city of Turin (Italy) and Europe more broadly.


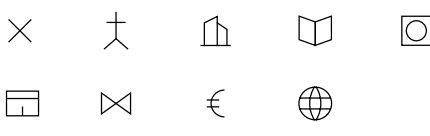

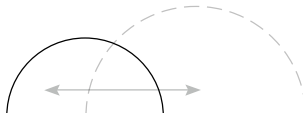
Mosaico promotes a new narrative of refugees as resources who contribute to the development of host communities.

It supports protection capacities and networks, building on voluntary work, peer-to-peer models and services available in the city, strengthening referral mechanisms and multi-stakeholder response.

It also builds advocacy networks to bring refugees' voices to decision-making platforms and influence asylum policy in Italy and the wider EU.

The OASI project provides socio-legal orientation, referral and support to refugees and migrants in transit or marginalised situations.

It listens and responds to people's individual cases, jointly devising personalised solutions and connecting them to appropriate institutions, at critical moments where otherwise fragmented and inaccurate information could result in them discontinuing their integration paths or making poorly-informed decisions about their future.

ORGANISATION Mosaico Action for Refugees	LOCATION Turin, Italy	POPULATION 1.8M ¹	GROWTH RATE 0.20% ²
KEY S' HOLDERS 	OTHER STAKEHOLDERS 		RELEVANT SDGS 
DISRUPTION City 		SCALEABILITY International 	
<div style="display: flex; justify-content: space-between; align-items: center;"> <div style="text-align: center;"> <h1>9,000</h1> <p>SEEKING ASYLUM AND HOLDING INTERNATIONAL PROTECTION³</p> </div> <div style="text-align: center;"> <p>POLITICIANS AND THE MEDIA PORTRAY THESE NUMBERS AS MUCH HIGHER, WHICH AFFECTS PUBLIC PERCEPTION</p> </div> </div> <div style="text-align: center; margin: 20px 0;">  </div> <div style="display: flex; justify-content: space-between; align-items: center;"> <div style="text-align: center;"> <h1>11</h1> <p>YEARS RAN ONLY BY VOLUNTEERS, MOsaico HAD 3 PEOPLE BECOME PAID STAFF IN 2018</p> </div> </div>			

“[The OASI on the Street App] is easy to download and to share with social workers, with refugees, with migrants, with locals, so for everybody... it’s a gift from Mosaico to the city.”

YAGOUB KIBEIDA – EXECUTIVE DIRECTOR – MOSAICO ACTION FOR REFUGEES

LISTEN TO THE PODCAST AT:

icscentre.org/innovationreport/2020

KEY PROGRAMME ACTIVITIES

- Community engagement
- Data/technology
- Education/behaviour change
- Employment/livelihoods opportunities
- Policy/advocacy
- Research
- Improved service delivery
- Stakeholder co-ordination, network-building
- Technical support

1 STATISTICS FROM UN WORLD URBANIZATION PROSPECTS (2018). IN HIS INTERVIEW, YAGOUB USES THE 2017 CENSUS FIGURES – 2 STATISTICS FROM UN WORLD URBANIZATION PROSPECTS (2018), ESTIMATED AVERAGE ANNUAL GROWTH RATE (2020-25) – 3 STATISTICS FROM MOSAICO

KEY OUTCOMES

Since 2016, Mosaico has:

Directly supported 400 people through OASI—with numbers increasing every day—including distributing 30,000 food bags and 500 homeless kits, and helping to secure access to housing and services for 80 people, and 30 refugee students. Mosaico has been a key response partner for COVID-19, integrated into Turin’s municipal crisis unit to reach ‘invisible’ at-risk populations.

Indirectly supported an estimated 1,000 OASI on the Street app users to identify and access basic services available in the Turin metropolitan area.

Co-founded the National Italian Network for Refugees and Exiles (UNIRE), with 50 members of different refugee communities from ten regions of the country, to support Italian refugee-led associations and activists.

At a European level, co-founded Refugees’ Ideas and Solutions for Europe (RISE), a network of 22 members from 14 countries, and is also a board member of the European Council on Refugees and Exiles (ECRE), an alliance of 106 NGOs from 40 countries, both important platforms for joining up refugee-led campaigning and policy/advocacy.

welcoming cities

Building a national network of cities and municipalities committed to an Australia where everyone can belong and participate in social, cultural, economic and civic life.

Welcoming Cities supports local councils (municipalities) and their communities to become more welcoming and inclusive, building from their commitment to an Australia where people of all backgrounds have equal opportunity to belong, contribute and thrive.

Welcoming Cities recognises and positions local councils as best placed to understand the complexity and diversity of their communities and facilitate a whole-of-community approach. It supports them through a network built around:

Knowledge Sharing through evidence-based research, resources, policies and case studies;

Partnership Development facilitating and resourcing multi-sector and cross-community partnerships to maximise learning, reach and impact;

Celebrating Success recognising leading practice and innovation in welcoming efforts;

Standards and Accreditation setting the National Standard for cultural diversity and inclusion policy and practice in local government.

ORGANISATION Wecloming Australia	LOCATION Parramatta, Australia	POPULATION ~250,000 ¹	GROWTH RATE 2.97% ²
KEY S'HOLDERS 	OTHER STAKEHOLDERS		RELEVANT SDGS
DISRUPTION City and Sector 		SCALEABILITY International 	

60,000

YEARS IS HOW LONG THE DARUG PEOPLE HAVE LIVED IN THE CITY OF PARRAMATTA



+10%

OVERALL, BY 2050, EACH MIGRANT WILL, ON AVERAGE CONTRIBUTE MORE TO AUSTRALIA'S ECONOMY THAN EXISTING RESIDENTS⁴

50%

OF PARRAMATTA'S RESIDENTS WERE BORN OVERSEAS, COMPARED TO 37% IN SYDNEY IN 2019³

“Our multicultural success story really can’t exist in a vacuum... addressing injustices and supporting self-determination is really a critical aspect of building inclusive communities.”

ALEEM ALI – CHIEF EXECUTIVE OFFICER – WELCOMING AUSTRALIA

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icscentre.org/innovationreport/2020

KEY PROGRAMME ACTIVITIES

- Community engagement
- Education/behaviour change
- Organisational training/skills building
- Policy/advocacy
- Research
- Stakeholder co-ordination, network-building
- Technical support

1 STATISTICS FROM WELCOMING AUSTRALIA AND ID COMMUNITY – 2 STATISTICS FROM ID COMMUNITY, ESTIMATED AVERAGE ANNUAL GROWTH RATE (2016-2041), THE POPULATION FOR THE CITY OF PARRAMATTA IS FORECAST TO INCREASE BY 253,285 PERSONS (108.04% GROWTH), AT AN AVERAGE ANNUAL CHANGE OF 2.97% – 3 STATISTICS FROM WELCOMING AUSTRALIA – 4 STATISTICS FROM MIGRATION COUNCIL AUSTRALIA (2016)

KEY OUTCOMES

Since 2016, Welcoming Cities has:

- Catalysed community-level innovations led by local government, such as The Paramatta Dialogues project, Australia’s first model for inter-cultural dialogue and exchange between First Nations persons and newly-arrived migrants, which has generated learning for replication elsewhere.
- In less than four years, reached 50 members representing more than 30% of the Australian population.
- Via Welcoming International, joined a growing network of more than 300 municipalities in eight countries: Australia, New Zealand, the USA and Canada, Mexico, Germany, Spain and the United Kingdom, using similar approaches.

“If a seed’s being put into a garden—or putting itself into a garden...if a refugee is entering a new community—how do you make sure that the soil is fertile?”

DAVID LUBELL – FOUNDING DIRECTOR – WELCOMING INTERNATIONAL

safer cities for girls

Increasing adolescent girls' (aged 13–24) safety in and access to public spaces and their active & meaningful participation in finding solutions for safe and autonomous mobility.


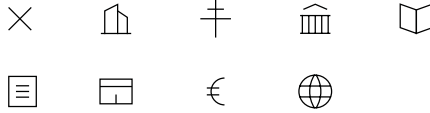

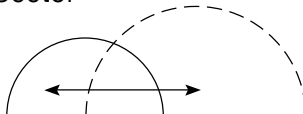
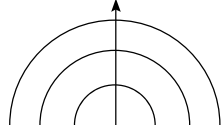
Safer Cities for Girls is a partnership between Plan International, UN-HABITAT, and Women in Cities International to build safe, accountable and inclusive cities with and for adolescent girls (aged 13–24).

It tackles unequal power relations and challenges harmful social norms which perpetuate insecurity and exclusion of girls in cities.

This globally-united, but locally-implemented, programme brings partners together to put adolescent girls at the centre of transforming cities into places of inclusion, tolerance, and opportunity for everyone.

It creates opportunities and skills for youth-led advocacy, engagement and influencing at community, city and global levels, using innovative engagement modalities and participatory tools.

These include: training curricula for girls, boys, community, government, and transportation stakeholders, community score-cards, policy reviews, awareness-raising campaigns and art, sport, theatre and music.

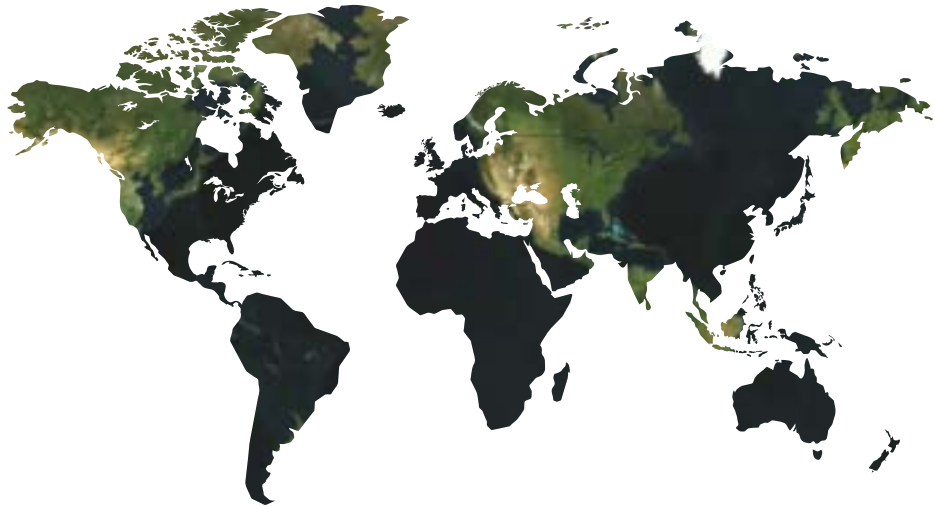
ORGANISATION Plan International	LOCATION Global (15 cities)	POPULATION Hà Noi: 4.3M ¹ Kampala: 3.0M ¹ Lima: 10.4M ¹ New Dehli: 28.5M ¹	GROWTH RATE Hà Noi: 3.60% ² Kampala: 5.14% ² Lima: 1.44% ² New Dehli: 2.70% ²
KEY S' HOLDERS 	OTHER STAKEHOLDERS 		RELEVANT SDGS 
DISRUPTION City and Sector 		SCALEABILITY International 	

700M

BY 2030, AROUND 700 MILLION GIRLS WILL LIVE IN URBAN AREAS³

45%

OF GIRLS IN KAMPALA, UGANDA, REPORTED BEING SEXUALLY HARASSED ON PUBLIC TRANSPORT³



2.2%

ONLY 2.2% OF GIRLS REPORTED ALWAYS FEELING SAFE WHEN WALKING IN PUBLIC SPACES³

96%

OF ADOLESCENT GIRLS IN NEW DELHI, INDIA, DO NOT FEEL SAFE IN THE CITY³

“We want to reclaim the public space so that young girls can decide how to use it.”

YLLAYLEE DAS – GLOBAL PROGRAMME MANAGER – SAFER CITIES FOR GIRLS

LISTEN TO THE PODCAST AT:

icscentre.org/innovationreport/2020

KEY PROGRAMME ACTIVITIES

- Community engagement
- Data/technology
- Education/behaviour change
- Organisational training/skills building
- Policy/advocacy
- Research
- Stakeholder co-ordination, network-building

1 STATISTICS FROM UN WORLD URBANIZATION PROSPECTS (2018)
2 STATISTICS FROM UN WORLD URBANIZATION PROSPECTS (2018),
ESTIMATED AVERAGE ANNUAL GROWTH RATE (2020-25) – 3 STATISTICS
FROM PLAN INTERNATIONAL

KEY OUTCOMES

Since 2014, Safer Cities for Girls has:

Directly reached 40,000 girls, 25,000 boys, 700,000 community members, 4,000 transportation stakeholders and 2,500 government stakeholders in 15 cities around the world.

In Vietnam, included young people’s concerns and recommendations in the Hà Noi District Development Plan for the 2020–25 period.

In Uganda, enabled the adoption of recommendations from young activists to ensure safeguards against sexual harassment in public transportation in reforms to the Traffic and Road Safety Act.

In India, with the National Institute of Urban Affairs, engaged young people in the development of child- and adolescent-friendly indicators in the cities’ Master Plan.

“It’s like the adolescent girl is left to navigate that entire space alone with no support, no cohesion, no mentoring.”

YLLAYLEE DAS – GLOBAL PROGRAMME MANAGER – SAFER CITIES FOR GIRLS

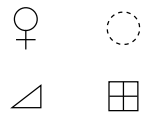
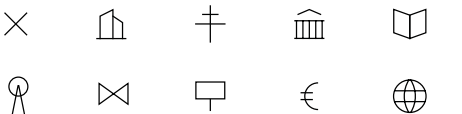

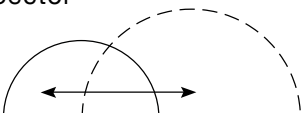
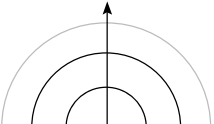
urban labour rights and collective action

Collectivisation, research and knowledge-building at scale, and urban narrative and policy change with informal sector workers across 32 cities in India.

ActionAid India has helped collectivise workers from 16 different trades in the informal economy to build their joint negotiating capacity in support of decent work and social protection. This includes domestic workers, construction workers, street vendors, garment workers, rag-pickers, and fish-workers.


It carries out research at scale in different city contexts across India to better understand the diverse range of individual experiences of informal workers and uses this to influence broader changes in narratives and discourse around urban labour, and to advocate for policies which recognise the rights and reduce the precarity of vulnerable communities.

ActionAid India has also innovated new knowledge models to combine activist, academic and policy knowledge through interdisciplinary exchange and learning, and bring diverse stakeholders together for collective theorising on critical urban development issues.

ORGANISATION ActionAid Association India	LOCATION India (32 cities)	GROWTH RATE 2.33% ²
KEY S'HOLDERS 	OTHER STAKEHOLDERS 	RELEVANT SDGS 
DISRUPTION City and Sector 		SCALEABILITY National 

94%

OF INDIA'S LABOUR FORCE IS IN THE INFORMAL SECTOR⁶



45%

WAS THE GROWTH RATE FROM 2001-11, WITH A TOTAL OF 457 MILLION PEOPLE, ACCORDING TO THE 2011 CENSUS. DURING COVID-19, REVERSE URBAN-RURAL MIGRATION HAS BEEN HUGE, WITH ESTIMATES AROUND 22-30 MILLION BY JUNE 2020.⁴

607M

IS ESTIMATED TO BE INDIA'S URBAN POPULATION BY 2030, GROWING RAPIDLY FROM 461M IN 2018³

“Our idea of systemic shifts has been to look at as many stakeholders in this urbanisation drama and to try and influence their thinking around it, so for us it’s a fairly large theatre.”

KT SURESH – NATIONAL LEAD – URBAN & LABOUR

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icscentre.org/innovationreport/2020

KEY PROGRAMME ACTIVITIES

- Community engagement
- Data/technology
- Education/behaviour change
- Employment/livelihoods opportunities
- Organisational training/skills building
- Policy/advocacy
- Research
- Improved service delivery
- Stakeholder co-ordination, network-building
- Technical support

KEY OUTCOMES

Since 2015, ActionAid India has:

Helped form more than 900 collectives of more than 40,000 unorganised informal workers from 16 different trades, such as rag picking, waste management and domestic work, with more than 20,000—mostly women—able to access social security measures as a result.

Established more than 50 Workers Facilitation Centres to help make labour migration more secure and ensure due rights, entitlements and a life of dignity to migrant workers. It has also provided life and livelihoods skills training to more than 30,000 people, including more than 25,000 women.

Delivered multiple research projects at scale with under-represented communities across a number of cities in India, including most recently interviewing more than 17,000 migrant workers during the 2020 COVID-19 lockdown periods.

In 2020, during the COVID-19 pandemic, provided food and sanitation material support to more than 2.5 million people in 201 districts across 24 states, including helping stranded migrant workers with essentials.

1 THE GOVERNMENT OF INDIA USES A THREE-TIERED CLASSIFICATION SYSTEM OF INDIAN CITIES BASED ON POPULATION, DEVELOPMENT AND INFRASTRUCTURE. THESE ARE THE NUMBER OF CITIES IN EACH TIER IN WHICH ACTIONAID ASSOCIATION INDIA HAS WORKED, WITH ESTIMATED 2018 POPULATION SIZES. – 2 STATISTICS FROM UN WORLD URBANIZATION PROSPECTS (2018), ESTIMATED AVERAGE ANNUAL GROWTH RATE (2020-25) FOR INDIA – 3 STATISTICS FROM UN WORLD URBANIZATION PROSPECTS (2018) – 4 STATISTICS FROM BUSINESS TODAY – 5 STATISTICS FROM ACTIONAID ASSOCIATION INDIA – 6 STATISTICS FROM THE CENTRE FOR MONITORING THE INDIAN ECONOMY (CMIE)


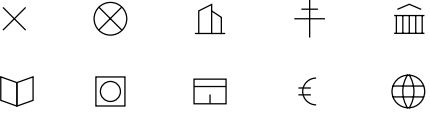

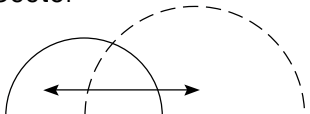
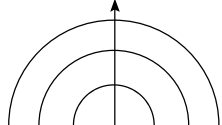
global urban approach 2018-30

Habitat for Humanity's Global Urban Approach (GUA) addresses urban housing challenges in 70+ countries worldwide, building better cities through increasing access to adequate and affordable housing.

The GUA is a comprehensive housing ecosystem strategy driven by people, public and private partnerships, with a focus on women and vulnerable groups who bear a disproportionate burden of urban challenges.

At its core are the co-creation of context-relevant and evidence-based community-, market-, and policy-level interventions which lead to improved living conditions for low-income communities and longer-term systemic changes to the entire affordable housing sector.

Working with key community, public and private stakeholders to design interventions from analysis of the entire housing ecosystem, including socioeconomic and environmental conditions, the market, and policy environment, highlights the key constraints and opportunities affecting the delivery of adequate and affordable housing. These examples from Liberia and Paraguay help to contextualise how this approach is used.

ORGANISATION Habitat for Humanity International	LOCATION Monrovia, Liberia Asunción, Paraguay	POPULATION Monrovia: 1.4M ¹ Asunción: 3.2M ¹	GROWTH RATE M: 3.36% ² A: 1.67% ²
KEY S' HOLDERS 	OTHER STAKEHOLDERS 		RELEVANT SDGS 
DISRUPTION City and Sector 		SCALEABILITY International 	

1.6B

PEOPLE ARE ESTIMATED TO LIVE IN SUB-STANDARD HOUSING AND 1B LIVE IN SLUMS – 1 IN 8 PEOPLE, AND PROJECTED TO DOUBLE BY 2030³



70%

OF LIBERIA'S URBAN POPULATION, OR 1.4M, LIVE IN SLUM SETTLEMENTS AROUND THE CAPITAL, GREATER MONROVIA⁴

1300

HOUSEHOLDS WITH LOW QUALITY HOUSING, OVER-CROWDING, AND A LACK OF BASIC SERVICES POPULATE CHACARITA, ONE OF ASUNCIÓN'S FIRST NEIGHBOURHOODS⁴



“We always speak about public private partnerships, so we think it’s really important to emphasise and add the fourth P—the people.”

SANJEE SINGH – DIRECTOR – INTERNATIONAL HOUSING PROGRAMS

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icscentre.org/innovationreport/2020

KEY PROGRAMME ACTIVITIES

- Community engagement
- Comprehensive assessments
- Organisational training/skills building
- Community infrastructure
- Improved service delivery
- Market engagement
- Policy/advocacy
- Stakeholder co-ordination, network-building
- Technical support

KEY OUTCOMES

Since 2016, this approach has:

In the slum community of Peace Island, Monrovia, 24,300 people (90%) will have access to clean water, 1,800 people will have access to improved sanitation, and 20,250 people (75%) will be served with improved solid waste collection by the government-authorized Community Based Enterprise.

The biogas sanitation facility to be built in Peace Island will serve as an example for on-site sustainable sanitation solutions for other slum communities.

Significantly shifted government housing policy and mindsets to support slum upgrading, including the establishment of the Slum Upgrading Unit within the National Housing Authority.

In Asunción, Paraguay, 1,000 families were voluntarily relocated to new housing units, with new community spaces and services, 8km from their old flood-prone neighbourhood. Stronger relationships between community and government have also resulted in improved public policy and planning around relocations.

1 STATISTICS FROM UN WORLD URBANIZATION PROSPECTS (2018)
2 STATISTICS FROM UN WORLD URBANIZATION PROSPECTS (2018),
ESTIMATED AVERAGE ANNUAL GROWTH RATE (2020-25) – 3 STATISTICS
FROM UN-HABITAT (2016), WORLD CITIES REPORT – 4 STATISTICS FROM
HABITAT FOR HUMANITY INTERNATIONAL

mukuru special planning area (spa) community mobilisation

Large-scale mobilisation for a community-wide consultation process for all residents to participate in the planning process for one of the largest ever informal settlement upgrading projects—Mukuru Special Planning Area (SPA), Nairobi.

The SPA process led by Nairobi City County was designed to be community-driven, so the city planners and technical partners could actively listen and gather views from Mukuru’s residents on transforming their neighbourhoods.

42 organisations supported the County in seven thematic consortiums to design the inclusive Integrated Development Plan for the upgrade. They collected and analysed data, sought community feedback on draft proposals, and developed solutions to integrate community knowledge and dreams with finance, legal and spatial realities.

The Muungano Kenyan alliance worked with these organisations to mobilise this community-wide consultation process and communicate with Mukuru’s residents.

It also supported community groups to carry out household level enumerations and create settlement profiles to inform the design of solutions and consensus-building.

ORGANISATION Muungano wa Wanavijiji SDI Kenya AMT	LOCATION Nairobi, Kenya	POPULATION 4.4M ¹	GROWTH RATE 3.94% ²
KEY S’HOLDERS 	OTHER STAKEHOLDERS		RELEVANT SDGS
DISRUPTION City and Sector 		SCALEABILITY City-wide 	

650 acres

AND 138,000 INFORMAL HOMES, BUSINESSES AND OTHER INSTITUTIONS WILL BE TRANSFORMED INTO A HEALTHY, FUNCTIONING NEIGHBOURHOOD BY THE MUKURU SPA PROJECT⁵



172%

HOUSEHOLDS IN MUKURU PAY FAR MORE THAN THE FORMAL UTILITY TARIFF FOR SMALL AMOUNTS OF VERY LOW-QUALITY WATER, AND ALSO 45-142% MORE FOR ELECTRICITY⁴

70%

OF NAIROBI’S RESIDENTS LIVE IN SINGLE-ROOM UNITS IN INFORMAL SETTLEMENTS AND TENEMENTS³

“If we can pull this off, there’s nothing we can’t pull off.”

JOE MUTURI – NATIONAL LEADER – MUUNGANO WA WANAVIJIJI

LISTEN TO THE PODCAST AT:

icscentre.org/innovationreport/2020

KEY PROGRAMME ACTIVITIES

Community engagement

Data/technology

Community media

Community infrastructure

Research

Improved service delivery

Stakeholder co-ordination,
network-building

Technical support

1 STATISTICS FROM UN WORLD URBANIZATION PROSPECTS (2018)
2 STATISTICS FROM UN WORLD URBANIZATION PROSPECTS (2018),
ESTIMATED AVERAGE ANNUAL GROWTH RATE (2020-25) – 3 STATISTICS
FROM IIED ET AL. (2019) BRIEFING: ‘TOWARDS HOLISTIC SOLUTIONS TO
NAIROBI’S AFFORDABLE HOUSING CRISIS’ – 4 STATISTICS FROM SDI KENYA
5 STATISTICS FROM MUUNGANO WA WANAVIJIJI – 6 STATISTICS FROM
HORN ET AL. (2020) ‘SCALING PARTICIPATION IN INFORMAL
SETTLEMENT UPGRADING’

KEY OUTCOMES

Since 2018, this approach has:

Recruited a team of 450 data collectors, with ~70% representing women and youth for settlement profiling, training and community exchange activities, thereby generating a new group of local change-makers.⁶

Organised 100,561 households in Mukuru, into 1,000 sub-clusters of 100 households each, in turn grouped into 13 segments representing a geographical neighbourhood and demographic participation unit in the Mukuru Integrated Development Plan.⁶

Supported community planning consultations and validation processes for five of the seven themes in the Plan at either segment or sub-cluster level. A total of 5,370 people participated in community planning forums. This resulted in the inclusion of 15 upgrade and 26 new proposals for social infrastructure.⁶

The Mukuru Integrated Development Plan has the President’s backing for implementation. New roads and sewers are connecting Mukuru to the rest of Nairobi, the area now has free, clean water and the Cabinet of Kenya has approved the construction of 13,000 new houses. Because of Mukuru, two more slum areas of Nairobi, Kibera and Mathare, have now also been declared as SPAs.

urban eye health programme

Ensuring eye health is integrated within the urban public health system in Patna, Bihar for ease of access to the economically and socially underprivileged community.

Sightsavers promotes lasting change by strengthening existing health systems, advocating with and influencing governments and demonstrating best practices.

The Urban Eye Health programme models urban eye health service provision — particularly to slum communities—within the overall structure of the state government’s National Urban Health Mission (NUHM).

The programme extends primary eye care services to urban poor populations, specifically living in slums, and other vulnerable populations including homeless people, rag-pickers, street children, construction workers, sex workers, and temporary migrants. Potential patients are identified by community health workers.

It has established Vision Centres within these communities for doorstep delivery of comprehensive eye care services, identifying eye disorders, correcting refractive errors and making onward referrals to nearby hospitals for cataract surgery or higher-order eye care.

ORGANISATION Sightsavers India	LOCATION Patna, Bihar, India	POPULATION 2.4M ¹	GROWTH RATE 1.98% ²
KEY S’HOLDERS 	OTHER STAKEHOLDERS 		RELEVANT SDGS
DISRUPTION City and Sector 		SCALEABILITY National 	

110,000

INHABITANTS LIVE IN
110 LISTED SLUMS
IN THE CITY OF
PATNA, BIHAR³

2019

PRIOR TO
SEPTEMBER 2019,
THE NATIONAL URBAN
HEALTH MISSION
(NUHM) DID NOT CATER
TO THE EYE HEALTH
NEEDS OF THE URBAN
SLUM POPULATION
IN PATNA

“Go and integrate your things, your ideas, your initiatives with the government ideas and make sure that you demonstrate something, and then government is the best player to scale up.”

RN MOHANTY – CHIEF EXECUTIVE OFFICER – SIGHTSAVERS INDIA

LISTEN TO THE PODCAST AT:

icscentre.org/innovationreport/2020

KEY PROGRAMME ACTIVITIES

Community engagement

Data/technology

Education/behaviour change

Policy/advocacy

Improved service delivery

Stakeholder co-ordination,
network-building

Technical support

KEY OUTCOMES

Since 2019, through this programme:

Patna now has 23 Vision Centres flourishing in 23 Urban Primary Health Centres.

From September 2019-20, community health workers screened 48,557 people and optometrists in the Vision Centres provided primary eye health treatments to 16,318 patients. 2,768 people were identified for onward referral for hospital cataract surgery and 6,336 people were prescribed spectacles.

Additional diabetes screening and referral services are also provided from within the urban public health system.

The Government of India has acknowledged this work as the first of its kind in India where primary eye health services have been integrated into urban primary health services. Sightsavers is already planning to replicate the Patna model with government in 20 cities, including Bhubaneswar, Jaipur and Kolkata.

1 STATISTICS FROM UN WORLD URBANIZATION PROSPECTS (2018)
2 STATISTICS FROM UN WORLD URBANIZATION PROSPECTS (2018),
ESTIMATED AVERAGE ANNUAL GROWTH RATE (2020-25) – 3 STATISTICS
FROM SIGHTSAVERS INDIA



recommendations

Taken together, the case studies suggest the following overall recommendations for other innovators, movers and shakers in civil society working in urban contexts.



give 'urban' the respect it deserves

Urbanisation is one of the defining trends of our times and yet perhaps still our sector's best kept secret. Many people would likely name urbanisation, along with climate change and advancing digitalisation, as major current global driving forces. But it doesn't have anywhere near the same visibility or coherence in most CSOs' work—through strategy, advocacy, programming, communications and resourcing—as these other major forces. Across our sector, we need to give it the full respect it deserves.

Urban contexts will increasingly be the locations for many issues we're working on to challenge inequality and injustice, and at the nexus of development, humanitarian and peace-building, as these challenges interact and play out in **volatile, uncertain, complex and ambiguous (VUCA)** ways. But the future aside, a significant proportion of organisations' existing work is undoubtedly already in urban settings, but as an incidental rather than fundamental factor. It needs to be a deliberate, focused priority for all of us in all our work, not just a backdrop to things we already happen to be doing.

Strategically, urbanisation is treated in different ways by different organisations, and some haven't even yet worked out how to do so (is it a strategy, a sector, a theme, etc.?). At most, there's a team of two staff members dedicated to working on it, even in the organisations that have very deliberately invested in this. And it's difficult to identify from either advocacy messages or public communications how much—let alone how—organisations are currently working in these contexts.

The process of identifying this set of case studies from across our sector has in itself been hugely revealing. Finding our way to them has often felt like navigating a secret world shrouded in mystery, or an investigation into a highly sensitive or underground topic. We attended a 'specialist' practitioners' convention (the UN World Urban Forum), were referred through trusted intermediary organisations or networks, or happened across a blog. In this context, anything you do find already feels innovative and disruptive, from the very simple fact that the organisation is already communicating publicly about it.



elevate 'compound' & community protagonists

Every case study organisation is very clear that they could not have achieved inclusive outcomes or scaled success on their own. However, another recurring theme is how many urban challenges can unintentionally end up as 'everyone's responsibility, so no one's responsibility' at the city administration level, and that CSOs may need to help join all the dots. And at the same time, many CSOs also have some way to go in developing the new skills necessary to nurture and navigate a different set of relationships and power dynamics for urban working, compared to traditional programming in rural areas, or advocacy with national-level actors.

So we need to get better at conceptualising, convening and communicating conversations around collective responsibility—as a means to empower individual action—and sharing models and stories of success of many stakeholders working as one system. This is not a utopian ideal, it is the pragmatic reality as the only way to bring about inclusive and sustainable urban change. This will involve CSOs developing new mindsets, skills, visions and vocabularies for working as one of many 'compound protagonists' in urban settings, and ways of deploying their assets and influence within this system as advisors, advocates, balancers, builders, connectors, educators, fact-finders and facilitators—often at the same time.

And at the very heart of these 'compound protagonists' are community protagonists. CSOs have critical roles to play in enabling, ensuring and elevating their active participation within city design and decision-making processes. Our case studies recognise and champion the fact that, just as city or municipal authorities are technical experts in urban design, communities and key populations are the technical experts in how the city's spaces and services are used. So their perspectives are just as critical to these collective responsibility conversations and one system of 'compound protagonists' working together. CSOs which are led by and represent key populations living in the city, such as the refugee-led organisations in this report, also show how they are experts not only on their own communities, but also natural imagineers of coherent and cohesive wider 'whole community' approaches for everyone living in a neighbourhood or city.

Finally, we need to get better at telling these collective stories of urban impact and innovation, better and collectively. It's not just the type of stories we tell but the ways in which we tell them, how often and to whom. Of course, this includes public communication and engagement—as per our first recommendation—to attract attention and remain relevant. But we also need to be more comfortable and systematic in sharing our experiences of urban success and failure with each other, to smooth our learning journeys with 'compound protagonists' and inspire each other's aims and ambitions. This report is our small contribution towards this wider aspiration.



think systems, outcomes and entry points

Our case study organisations have shown how they have got to grips with a range of complex urban challenges, identified their niche in the system, introduced sometimes simple solutions and expanded beyond specific entry points to bring value to urban actors, transform data and decision-making processes, and unlock the achievement of broader positive outcomes.

Any kind of success in cities means getting to grips with complexity and systems thinking, and in many cases intentionally introducing disruptions into this system. This presents a significant challenge to organisations accustomed to the relative operational stability of working in rural areas, where communities are easier to delineate physically and populations may be more static. Cities, in contrast, are and will increasingly be porous and precarious places of transient populations with multiple intersecting identities of ‘community’ which cannot be spatially separated, and where different needs emerge, overlap and shift more quickly in time.

This links to the need for a radical shift to outcome-based approaches, from more typical output-based ones. Some organisations, such as Amend and Community Solutions, achieved strong early success in directly delivering infrastructure improvements in the cities where they were working. However, they really only started seeing significant results which actually ‘moved the dial’ on their urban challenges (road safety and homelessness respectively) through refocusing on the ultimate outcomes they wanted to achieve. Through this, they re-engineered and refined their influence, co-ordination and support roles within the wider data and decision-making landscape, which then unlocked swift and sustainable change on these issues across a large number of cities and countries.

Organisations with entry points for specific key populations, e.g. older people, informal settlers, refugees, etc. have seen how their activism, advocacy and approaches have actually delivered broader outcomes—both hyper-local/ neighbourhood and city-wide—which benefit everyone living there. This also resonates with the broader opportunities which can be unlocked through adopting universal design thinking and principles, already underpinning innovative thinking for ‘smart city’ solutions, for example.



seed good—and continuous—self-disruption

As it is impossible to predict how urban challenges may change over time in increasingly VUCA contexts, our case studies taken together indicate that there can be no fixed recipes for success, ‘durable solutions’ or even ‘best practice’. Instead, what exists and emerges are sets of promising approaches, tools and practices which can be brought together in shifting, context-specific combinations, which must in turn be inclusive of and accountable to community-wide data and insights. These promising approaches, tools and practices will have to be developed and refined on an ongoing basis, and often abandoned, as contexts shift, new needs emerge, or a regular re-examining of outcomes and systems indicates something else might be required.

As a whole, the case studies point to the fact that effective urban working inevitably means embracing short cycles of continuous self-disruption, and constantly evaluating, rethinking and innovating what an organisation does, how it does things, and who it does them with. The big question this poses is whether organisational cultures and staff are sufficiently flexible, empowered and skilled to not just respond and ride change, but in many cases actively seek to initiate it.

Simply being adaptive in response to external shifts doesn’t seem to be sufficient given the dynamic nature of urban working. Instead, organisations should increasingly adopt and embed a strong futures focus, actively considering different scenarios—with insights from all the ‘compound’ and community protagonists—to inspire the changes necessary from inside out, which can in turn better shape and shift urban systems to be more inclusive.



invest in horizontal knowledge management

This is clearly a common theme in unlocking both organisational impact and sustainability of outcomes. Although these could—and should—involve multiple stakeholders, four opportunities in particular stand out:

i) Within international CSOs: the organisations which have invested in this across teams and partners working in a—growing—global portfolio have found this key to identifying enablers of scale and impact; for example, ActionAid Association India, Habitat for Humanity International, Plan International and World Vision International.

ii) Between CSOs: there is no regular cross-organisational learning and peer support space beyond individual sectors, such as housing, but as this report shows, there are many relevant lessons and shared inspiration and solidarity to be learned and developed across a diverse range of approaches, experiences and geographical locations.

iii) Between CSOs and city representatives, municipal units or other urban practitioners: Organisations which have set up or invested in mutual learning journeys with other city stakeholders—to understand the different strengths and barriers within the urban system—can better establish clear added value, specific entry points and opportunities, stronger collaborations and greater demand, for their own roles in that system.

iv) Between cities or municipal units within a city: The organisations and approaches which have invested in setting up and technically supporting horizontal structures between different administrative units within the same city, or between cities, have seen this strong peer-to-peer dynamic both driving quality and sustainability—by seeding ‘virtuous and friendly competition’—and catalysing more organic community-building. Importantly, all the relevant organisations highlighted how critical these existing peer-to-peer mechanisms also became in mobilising at and across city level to support COVID-19 responses in all these locations.



leverage different routes to scale

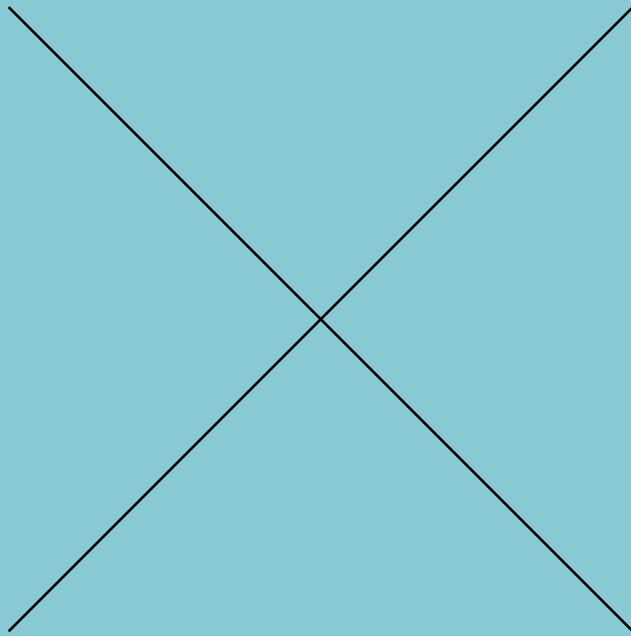
When it comes to urban impact and influence, many small organisations are thinking big, whilst many big organisations are thinking small (not the same as starting small with bigger vision). The empowering insight from this report is that we can all both think and do big, regardless of size, but we may need to rethink the opportunities and ways in which we can best achieve this.

The case studies in this report highlight at least three successful routes to scale:

- i) National CSOs, like Mosaico in Turin, Italy or the South African Urban Food and Farming Trust in Cape Town, South Africa – and international CSOs like ActionAid and HelpAge, employ routes to scale by building and nurturing national and regional advocacy or academic networks to amplify local-level experiences and lessons;
- ii) Organisations like Amend, Community Solutions, Urban Refugees and Welcoming International, have developed guiding frameworks, standards, curricula, tools and methodologies which they have successfully designed and implemented themselves and are now increasingly supporting others to scale internationally;
- iii) International CSOs with broad global reach, like Habitat for Humanity, Plan International and World Vision International, have first developed and refined different campaigns, approaches or frameworks through local testing and global knowledge management, which they have then successfully applied and contextualised to multiple cities around the world.

All organisations can think bigger as to how to better position themselves to ride these different routes to scale, and as – if not more – importantly, how they can help scale the work of others.

final



thoughts

The opportunities for civil society organisations, working as part of a network of 'compound' and community protagonists, are both huge and hugely exciting, especially as national governments increasingly turn inwards when thinking through solutions for big sustainable development challenges and co-ordinated responses to increasingly VUCA humanitarian and conflict situations.

Circumstance, if not active choice, will ultimately force organisations working for any kind of social good, equity and justice, into urban contexts. All the signs, statistics and stories we come across point to this as inevitable. So we can be dragged into this urban future, individually and unprepared, or collectively, clear-eyed and competent, with the shifts we've outlined in these recommendations. **From being our sector's best kept secret, this could become our sector's best success story.**

This report is only a starting point in bringing diverse experiences together, but it is a call to action for us to do so more systematically and more often, with our peer 'compound' and community protagonists.

ABOUT THE INTERNATIONAL CIVIL SOCIETY CENTRE

The International Civil Society Centre was founded in 2007 to support international civil society organisations (ICSOs) to maximise their impact for a sustainable and more equitable world. Our mission is to strengthen the impact and resilience of these organisations to support people to change their world for the better. The Centre is owned by 15 of the largest ICSOs working across environmental, human rights, social justice and humanitarian issues.

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www.kas.de

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With its global initiative “Strong Cities 2030”, launched in September 2018, Konrad-Adenauer-Stiftung (KAS) responds to the need to build capacity, share know-how and best practices as well as facilitate international collaboration in terms of sustainable urban development amongst young local policy makers and experts.

www.kas.de/en/strong-cities-2030

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