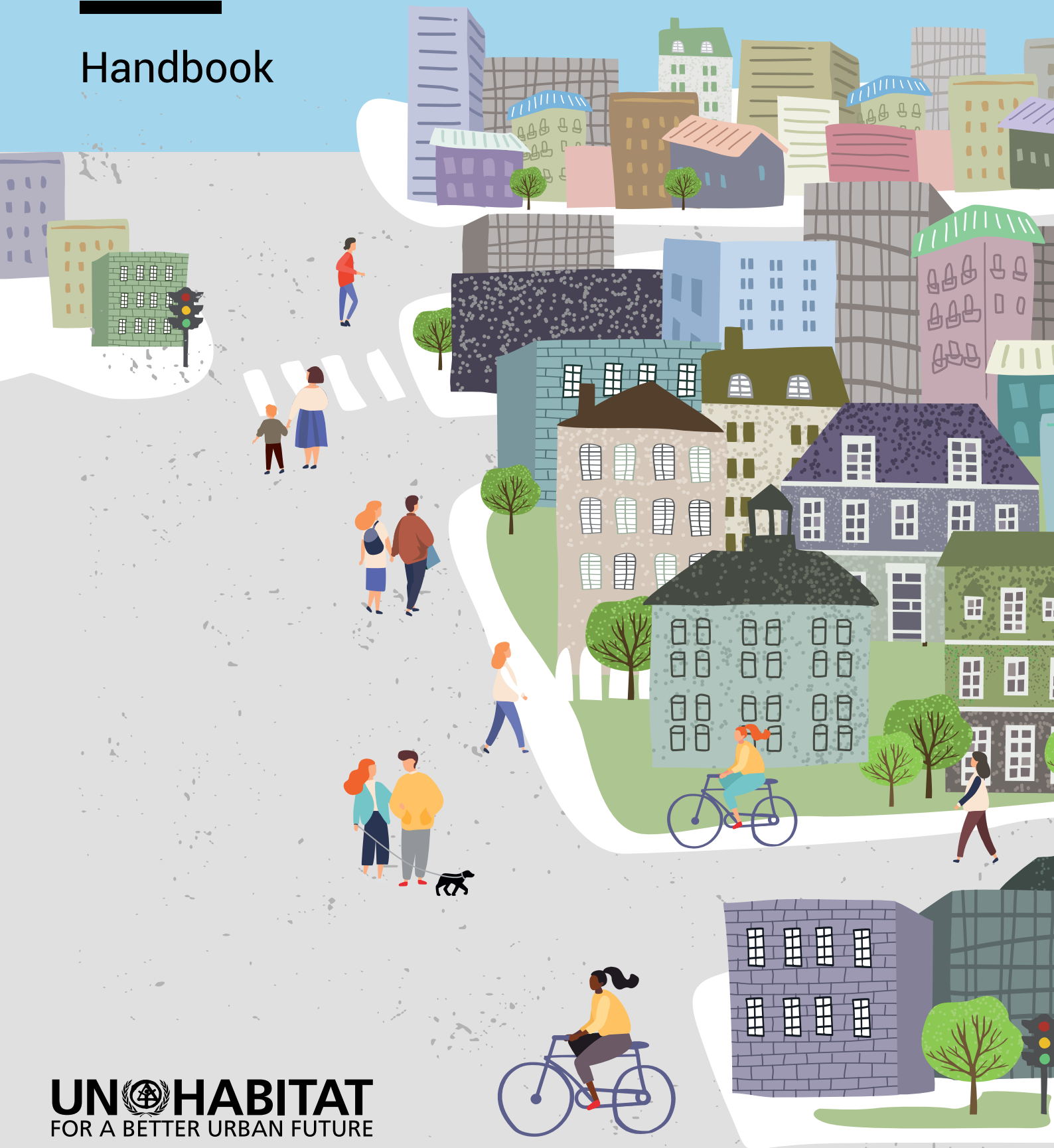


BUILDING PARTICIPATORY ACCOUNTABILITY SYSTEMS FOR CITY POLICIES

Handbook



**Building Participatory Accountability Systems for City Policies:
Handbook**

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HS Number: HS/005/21E

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ACKNOWLEDGEMENTS

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Funding

The project is funded by the United Nations Development Account (UN Development Account).



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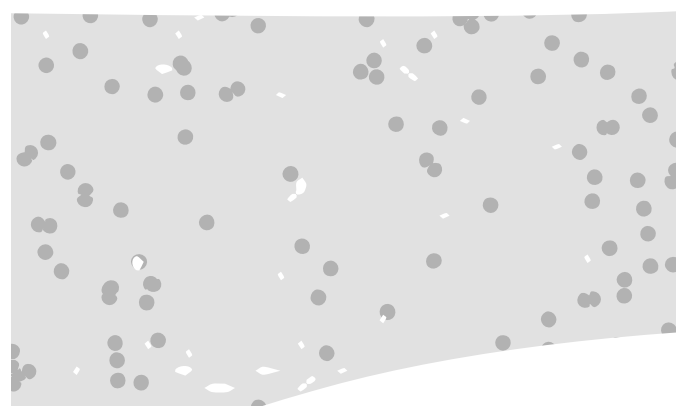
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Introduction to the Handbook

Cities around the world are reacting quickly to the challenges arising from rapid urbanisation. The way they respond is critical to mitigating the impacts of rapid urbanisation on their population. It is clear that the global ambitions to “Leave no one behind” are ever more acute and important during these challenging times. However, to truly leave no one behind and achieve inclusive and sustainable development, we must not forget that our citizens represent a vital voice and a powerful source of information and solutions.

We have seen that a one-size-fits-all approach in public policy is not feasible. Local living conditions and people’s needs vary from place to place. What has worked in one city may not work in another, so interventions need to be tailored and people-centered. This Handbook offers guidance on how to develop urban projects and interventions with a participatory and consultative approach with city stakeholders, while allowing for flexibility to tailor interventions to the specifications and needs of individual cities and regions.

The Building Participatory Accountability Systems for City Policies Handbook presents the methodology designed and deployed in six cities in Bolivia, Brazil, and Peru from 2017 to 2020. This methodology supports UN-Habitat's efforts to mobilise knowledge, resources, and promote partnerships for the implementation and fulfilment of the New Urban Agenda and Sustainable Development Goal 11 (SDG 11): Make cities and human settlements inclusive, safe, resilient and sustainable.

This publication includes four chapters demonstrating the process of development, implementation and reporting of initiatives that strengthen participatory, transparent and accountable systems at the local level. Furthermore, the Handbook seeks to share the results, strengths and lessons learned in participating cities to future project executors, as well as innovative tools to build capacity among city stakeholders.

The Handbook is intended to facilitate the replication of the pilot project implemented in Latin America, which has been featured in the UN-Habitat Catalogue of Services under the Participatory Processes section¹.

Learning objectives

At the completion of the Handbook, users will:

- 01 Strengthen their capacities to integrate knowledge and to analyse, evaluate and manage urban interventions through a more inclusive, participatory and accountable approach.
- 02 Strengthen their capacities to design and implement action plans while demonstrating the linkage of their indicators to SDG 11 compliance.
- 03 Enhance their capacities to build alliances with the city's stakeholders in order to work towards a common goal.

Who can use the Handbook?

This Handbook has been designed mainly for local authorities and local and national NGOs and UN agencies. Users with the following backgrounds will find the Handbook useful: urban professionals, city workers, decision-makers or influencers, relevant city stakeholders, or promoters of social inclusion and citizen participation.



Local authorities: mayors, senior officials, decision-makers and technicians.

Purpose for using the Handbook:

To coordinate the participatory processes proposed in the Handbook, as well as report and communicate progress.



Local and National NGOs as well as UN Agencies

Purpose for using the Handbook:

To understand how, and in what ways it is possible to partner with local authorities to seek more participatory and transparent processes, leaving no one behind.



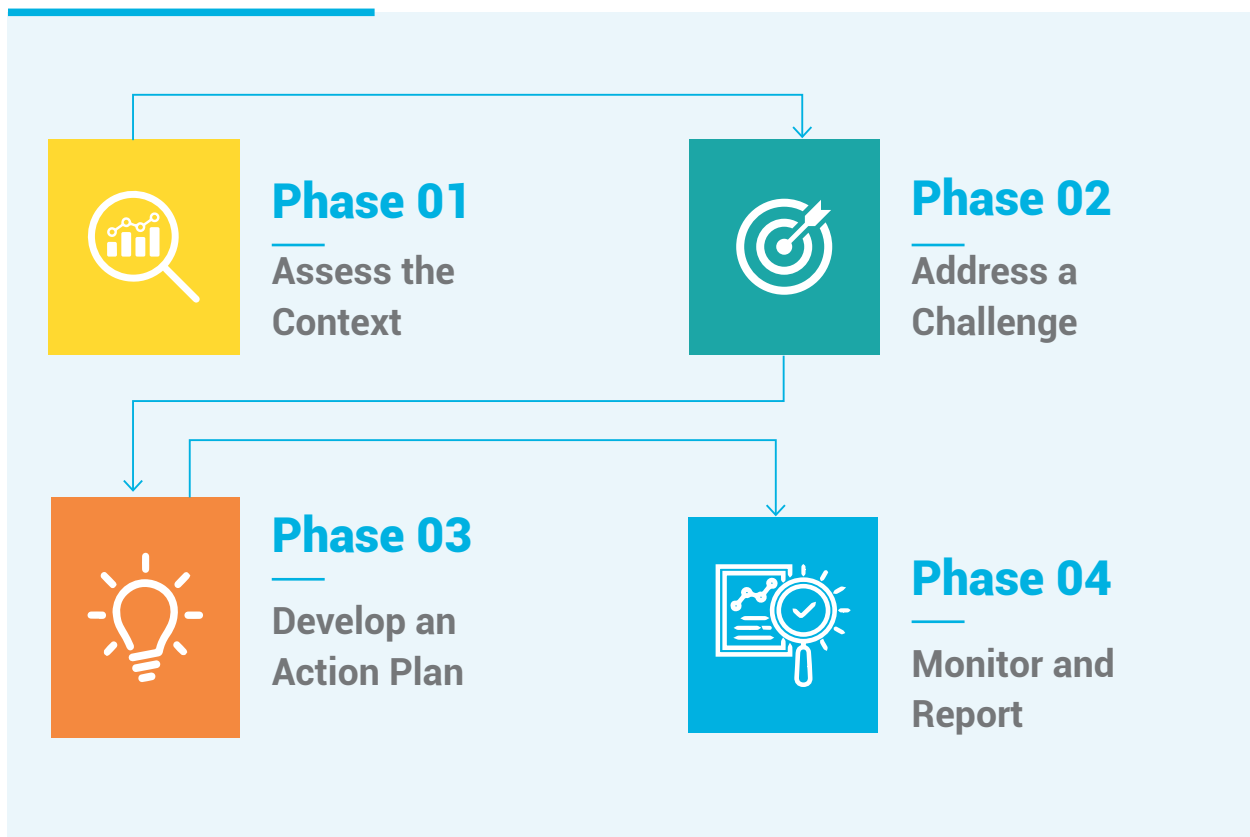
Methodology

The proposed methodology is based on the idea that each phase of the project is interrelated with the other phases, thus constituting an integrated intervention. The result of a phase of this Handbook is used as an input for the next one, ensuring consistency in the decisions to be taken and smoothness in the intervention sequence.

The methodology consists of four phases to complete the project successfully:

Figure 1: Four phases of the methodology to be employed.

Source: UN-Habitat.



The Handbook does not intend to dictate how things should be done, but rather to present a series of strategies and tools that can be adapted to the contexts and needs of each locality. In some parts of the Handbook, such as in the Asses the Context phase, the user is invited to select the most relevant tools to be used, depending on local needs and on the information already available in the context to work.

To perform all the activities and phases in this Handbook, it is advisable to have a working period of two to three years. Figure 2 shows an example of a timetable with a period of 2.5 years (30 months). Each activity description has a different colour to facilitate the search for these within the Handbook as well as to know at what stage of the process they should be carried out.

Activity Description	Time of completion (months)								
	1	2	3	4	5	6	7	8	9
Project resource mobilisation	█								
Project manager selection		█							
Project partners selection			█						
Partnership consolidation				█					
Stakeholder mapping					█				
Network and communication platform(s) establishment						█			
City Snapshot							█		
Training Needs Assessment								█	
Training workshops									█
Sustainable Cities and Communities Consultation**									█
Accountability Labs									█
Development of the Action plan									█
Implementation of the action plan									█
Progress report									█
Monitoring of implementation									█
Production of Voluntary Local Report									█
Project closure with the network									█
Evaluation of the project									█

**Preparation period = 1 or 2 months
 Implementation period (blue) = 4 months
 Results analysis and production of report = 2 months
 Dissemination of the report = 1 month

Phase 1 – Asses the context

There are three main components in this phase:

- i. Stakeholders and partners,
- ii. City Snapshot,
- iii. Training needs assessment.

Each tool to be used in this phase has qualitative or quantitative measures that can be used to assess the knowledge, capacity and needs of the local context. The assessment may not require all the tools mentioned in this phase, but those that are considered the most relevant given the working setting.

Phase 2 – Address a challenge

This phase features:

- i. Accountability Labs.

This phase describes how to address one of the challenges identified in the situation analysis conducted at an earlier stage, in consensus with the main actors. The phase presents different methodologies, and an example of a Lab carried out in Latin America.

10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	

Phase 3 – Develop an action plan

Once the Lab sessions are over, an action plan is produced to identify the methodology to be implemented, as well as the existing resources and possible risks to be faced in subsequent phases. In addition, the plan will assist in identifying indicators and measures to monitor progress once the intervention is deployed.

challenges identified and commitments made in the previous stages. It also identifies critical actions that are needed to ensure the sustainability of the interventions, as well as to strengthen the work done in the implementation stage.

Phase 4 – Monitor and report

There are two main components:

- i. Progress and final reports,
- ii. Voluntary Local Reports.

Monitoring and reporting provide a way to determine whether there was progress on the resolution of the

Annexes

This section contains tools for training workshops, as well as the Sustainable Cities and Communities Consultation and the process for replicating it in other cities. Furthermore, it also offers insights on how to mobilise resources for the implementation of the plan, should the need arise.

Handbook Background



The Decade of Action for the 2030 Agenda

The success of the 2030 Agenda for Sustainable Development hinges on effective collaboration between all relevant actors. With their high density of population and activities, cities play a fundamental role as drivers of change in their countries and regions and a high percentage of Sustainable Development Goals indicators are measured at their level.

With just under ten years left to achieve the Sustainable Development Goals, local actions have the potential to be a transformative force which can help to accelerate the achievement of the 2030 Agenda and the New Urban Agenda (NUA).

Although the Sustainable Development Goal 11 refers to sustainable cities and communities, to achieve inclusive and sustainable urbanisation, other aspects of the SDG framework need to be addressed as well. The following table presents the nexus between SDG11 with other SDGs and with the New Urban Agenda.

World leaders at the SDG Summit in September 2019 called for a Decade of Action and delivery for sustainable development, being local action one of the key tiers of action. All actions within this time frame must be based on:

- > three pillars of “mobilising everyone, everywhere”;
- > integrated approaches to planning; and turning ideas into solutions.

Figure 3: Definition of the 2030 Agenda and the New Urban Agenda - UN-Habitat, 2017b.

Key Terminology



The 17 interconnected Global Goals with 169 targets represent a universal call to action to end poverty, protect the planet and ensure peace and prosperity for all. SDG 11 “Make cities and human settlements inclusive, safe, resilient and sustainable” in particular envisages a future in which cities provide opportunities for all, with access to basic services, energy, housing, transportation and more. The SDGs were adopted by world leaders in New York in September 2015.



Global, action-oriented document to guide national and local policies on the development of sustainable urbanization, housing and human settlements. The Agenda was adopted in Quito in October 2016.

This Handbook aims to facilitate tools and knowledge for the formulation of actions that will contribute to the fulfilment of the 2030 Agenda during this Decade of Action, with a particular focus on SDG 11. The following is a brief description of the topics to be addressed in this Handbook.

Figure 4

THE SDG 11 TARGET	LINKAGE TO OTHER SDGS	LINKAGE TO New Urban Agenda Paragraphs
11.1 By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums	      	31, 32, 33, 34, 46, 61, 70, 99, 107, 108, 110, 112
11.2 By 2030, provide access affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable areas	    	48, 50, 54, 113, 114, 115
11.3 By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries		29, 39, 40, 41, 42, 92, 149, 155, 156, 157, 160
11.4 Strengthen efforts to protect and safeguard the world's cultural and natural heritage	    	38, 63, 66, 121, 122
11.5 By 2030, significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses relative to global gross domestic product caused disasters, including water-related disasters, with a focus on protecting the poor and people in vulnerable situations	    	65, 68, 69, 71, 73, 74, 75, 76, 77, 78, 119, 123
11.6 By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management	    	65, 68, 69, 71, 73, 74, 75, 76, 77, 78, 119, 123
11.7 By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities	   	37, 53, 55, 56, 67, 100, 109
11.a Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning	 	87, 88, 89, 90, 91, 158, 159
11.b By 2020, substantially increasing the number of cities ... adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters and ... disaster risk management	    	77, 78, 86, 94, 95, 96, 97, 98

Urban Governance

What is Urban Governance?

Governance is about “how things are done” and not “what the result is”

(UN-Habitat, 2005).

Measuring governance implies that one needs to measure the mechanisms, processes and institutions.

(UN-Habitat, 2005).

Since the beginning of human settlements, thriving cities have hinged on good effective and inclusive urban governance. UN-Habitat defines urban governance as *the different ways in which public and private institutions and individuals participate in the planning, design and management of the common affairs of a city, and the processes used for effectively realising the short- and long-term agenda of a city's development (UN-Habitat, 2020a)*. At the same time, the New Urban Agenda identifies governance as one of the four fundamental drivers of change which promotes new forms of direct partnership between governments, communities, civil societies and the private sector.

Urban governance recognises that power exists inside and outside the formal authority and institutions of government. Effective institutions and governance mechanisms, both formal (constitution, legislation and regulations) and informal (social norms, customs and traditions), together determine how people, and public and private sector organisations, make decisions of an economic, social or political nature, maximising potential and optimising resources.

Moreover, good, effective and inclusive urban governance frameworks assures that the views of minorities are considered and that the voices of the most vulnerable in society are heard in decision-making. It is also responsive to the present and future needs of society.

Hence, it is essential to measure how decisions are made based on complex relationships between many actors with different priorities and what is the level of progress in decision-making, decision taking and implementation.

Principles of Urban Governance²

UN-Habitat proposes the adoption of five UN principles of Urban Governance, which are interdependent and mutually reinforcing:

- i. Effectiveness
- ii. Equity
- iii. Accountability
- iv. Participation
- v. Security

Considering the novelty of having so many people concentrated in a given space, new types of smart and responsive governance are necessary. Thus, with the digital transformation, it is also imperative to incorporate the principle of:

- vi. Digitalisation and knowledge management

² The following principles are quoted from the documents Urban Governance Index and The New Urban Agenda Illustrated.

Principles of Urban Governance

Equity:

Equity comprises sustainability, gender equality and intergenerational equity, with institutional priorities focusing on pro-poor policies and an established mechanism for responding to the basic services. Also, it refers to balanced territorial development across both local jurisdictional boundaries and the urban-rural continuum.

Security:

Security of governance implies that there are adequate mechanisms for citizens' security, health and environmental safety.

Accountability:

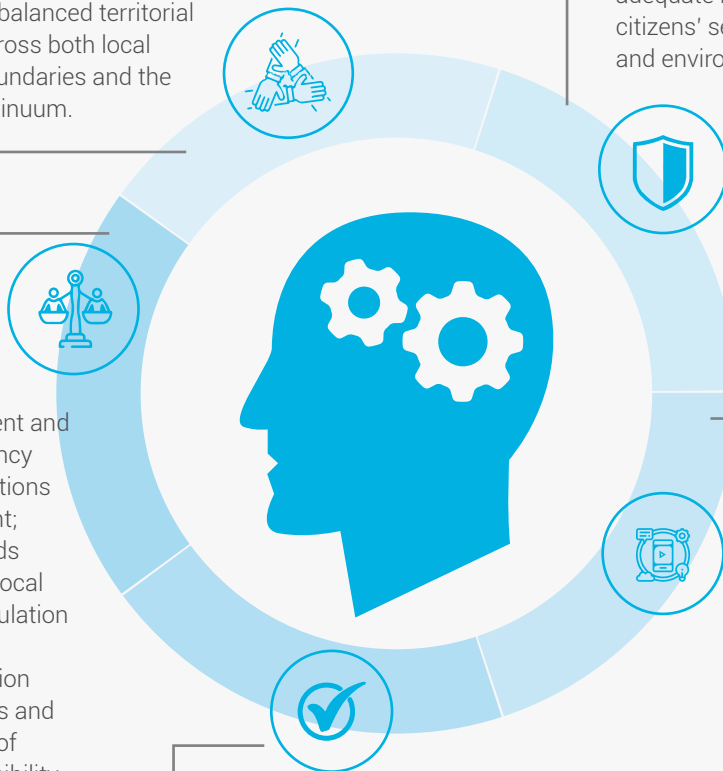
Mechanisms are present and effective for transparency in the operational functions of the local government; responsiveness towards the higher level of the local government; local population and civic grievances. Availability of information on government policies and actions, a clear sense of organisational responsibility, and an assurance that governments are efficiently administered and free of systemic corruption are essential components of this principle.

Effectiveness:

Effectiveness includes efficiency, subsidiarity and strategic vision. It measures the existing mechanisms, the delivery of services and response to civil society concerns. It also involves the delegation of resources, competences and decision-making. Along with the urban governance principles described above, the Handbook is based primarily on the governance principles of transparency, accountability, and citizen participation.

Digitalisation and knowledge management:

The use of e-governance tools and knowledge management strategies can facilitate greater access to urban services for dwellers and businesses, as well as creating new options for gathering and using data. This principle includes the notion of digital rights and data property policies.



Transparency and Accountability

Governance requires trustworthy and reliable institutions rooted in the principles of transparency and accountability. Without transparency and accountability, there is no trust between a government and those whom it governs.

Accountability and transparency are crucial for monitoring the progress on the Sustainable Development Goals and its compliance.

Transparency

Transparency in governance guarantees *the availability of reliable, relevant and timely information, which can be used to measure the performance of the authorities and to prevent any possible abuse of power* (UN-Habitat, 2020d). Transparency in the process and results of planning is vital to promote equality in outcomes.

Transparency requires government officials to act openly and allow those affected by administrative decisions to know about the resulting facts and figures (e.g., the city budget) as well as the criteria used to reach those decisions. Availability of information on government policies and actions, a clear sense of organisational responsibility, and an assurance that governments are efficiently administered and free of systemic corruption are important components of transparent governance.

Big data, the Internet of things and other digital technologies offer new ways of sharing information, leading to an increase in transparency in cities. Yet transparency is not only about the availability of data, but also about its accessibility. The ease of access to and understanding of the information increases the level of transparency, as well as citizen engagement in decision-making and implementing public policy. In that sense, transparency serves to achieve accountability.

Accountability

Accountability is the *ability to call public officials, private employers, or service providers to account, requiring that they be answerable for their policies, actions and use of funds* (Narayan, 2002). It involves both an obligation of public officials or corporations and the right of people or citizens.

Accountability provides the framework for community oversight and reporting government misconduct as well as the framework for individuals to seek recourse for any harmful acts by public administrators. Accountability goes beyond the mere responsibility of delivery of a task or service. It also means answerability if a service is not delivered in a timely and efficient manner such that it becomes a burden. It is the citizens right but also their duty to demand it.

This relational nature implies the existence of a constant flow of information between both parties that allows, at an ideal level, the construction and consolidation of spaces for debate and deliberation on public issues through mechanisms of transparency and citizen participation.



Citizen Participation

Engaging the public in planning for the city through participatory means is an essential factor for achieving sustainable urban development. A participatory process is a channel which involves the reflection and the exchange of ideas between the city council and city stakeholders. It makes it possible for citizens to have a say in the development of their city through encouraging debate, gathering opinions and implementing innovative ideas.

City stakeholders can identify problems, objectives and challenges facing their cities, aiming to develop plans and strategies in compliance with the Sustainable Development Goals. By including as many groups in society as possible, we can form the most appropriate proposals concerning specific actions and interventions.

Participation does not mean solely consulting or informing but contributing. The World Bank defines it as *“the process through which state and non-state actors interact to design and implement policies”* (World Bank, 2017).

However, not all forms of participation involve people at the same level and apply the same sharing of power. Involving citizens in the process can range from informing them, thereby giving merely a sense of participation, to actual engaged citizen input and feedback.

The participation can be measured along three crucial dimensions: *“Who participates?”*, *“How participants communicate with one another and make decisions*

together?” and *“How discussions are linked with policy or publication?”* (Fung, 2006)

Participatory processes benefit communities by increasing accountability, improving policy outcomes, tailoring policies to the needs of local marginalised communities, reducing corruption and increasing access to public services. Stakeholders must communicate and share what they know as they understand local issues, contexts and territories best, ensuring the most meaningful impact on the community.

Nonetheless, it cannot be ignored the fact that those in need of support do not always have the time or the means to participate. Thus, effective participation, with citizens influencing projects, is an important step forward toward including vulnerable communities.

Participation, therefore, must be influenced by innovative mechanisms that enhance the scope and inclusiveness of the city processes. One innovative trajectory involves participation through technology. Nevertheless, while technology is becoming more accessible, it cannot wholly substitute other means of involvement as access to computers and the internet is still limited in some regions, and many are not computer literate.

Collaborative governance shall seek to strengthen trust and generate meaningful and robust agreements among all stakeholders and advocate for better, more creative and more realistic city solutions.



Introduction to the project “Building Participatory Accountability Systems for City Policies in Latin America”.

The objective of the “Building Participatory Accountability Systems for City Policies in Latin America”³ project, was to strengthen public policy systems in six cities in three countries (Chimbote and Trujillo in Peru, Tarija and La Paz in Bolivia, Rio de Janeiro and Niterói in Brazil). UN-Habitat led the initiative in collaboration with the Economic Commission for Latin America and the Caribbean (ECLAC). UN-Habitat staff were the overall coordinators of the project and its implementation.

The project encouraged local governments to embrace a participatory planning approach by systematically engaging city dwellers. Moreover, it centred on the development of partnerships with different city stakeholders, citizen participation and the use of innovative online tools, resulting in increasing transparency and accountability at the local level.

The project outcomes substantiated the importance of an inclusive approach and wide-stakeholder engagement in sustainable urban development policies. By facilitating the mainstreaming of participatory processes, the six cities improved:

1. Communications between the local government and citizens;
2. The appreciation for multi-stakeholder dialogue among the municipalities and the civic society;
3. Ownership of the city development initiatives and actions among citizens.

Main results

Throughout the three years of implementation, there was continuous communication with local governments, civil society and other stakeholders. The interaction was reflected in the activities promoting exchange and dialogue in the six participating cities, allowing participants to come together for analysis, debate and build contributions for local planning instruments.

Among the main results can be highlighted:

01 Training to over 1,800 city stakeholders. These include public officials, NGOs, academia (both at the primary and higher education levels), neighbourhood groups, and civil society at large (including vulnerable groups).

“The workshop was excellent. Participating in a workshop to discuss social participation gives us greater motivation to continue believing that it is the main way to build a more just society and above all, to guarantee the social rights of all.”

Participant of Accountability Lab workshop in Rio de Janeiro.

3 Also known as “Accountability Systems for Measuring, Monitoring and Reporting on Sustainable City Policies in Latin America”



02 Collaborative production among stakeholders of action plans to address challenges in their city.

"It was interesting to participate in the Accountability Lab where we elaborated an action plan to implement SDG 11 in Trujillo, where we prioritised the SDG 11.6 because we consider that our city has a major problem with solid waste management.

We carried out a situational diagnosis in Monserrate - Territorio Vecinal N°36, an area adjacent to the private university Antenor Orrego UPAO, and involved its students in identifying disposal points. The students became aware of this problem and developed proposals."

Yadira Ortecho, Academic of Universidad Privada Antenor Orrego de Trujillo, Peru.

04 Production of Voluntary Local Reports, in the cities of Chimbote, Trujillo, Niterói and Rio de Janeiro.

"The VLR was an excellent opportunity for us to link our public policies and strategic indicators to the Sustainable Development Goals. The VLR has all the potential to establish itself as a good practice within the City Hall to be carried out annually and disseminated to society. It is an excellent tool to account for the municipal administration's efforts in implementing the 2030 Agenda and building a more sustainable Niteroi with opportunities for all."

Marília Sorrini Peres Ortiz, Deputy Secretary of Planning of SEPLAG, Niterói.

03 Annual implementation (from 2018) of the Sustainable Cities and Communities Consultation in Brazil, as well as replication in Bolivia and Peru in 2019; gathering the views of +26,000 citizens and engaging +200 young volunteers to support the dissemination of the initiative.

"Citizen collaboration and transparency are the best tools to improve public management. The technology ensures that the dialogue with the population happens quickly, efficiently, and allows the results of this conversation to be measured, which facilitates the evaluation of public managers."

Gustavo Maia, CEO and co-founder of Colab.

05 Consolidation of networks in the different participating cities, as well as between cities.

"We thought the workshop was fantastic, it was very good to know the experiences of other cities, there is a lot of diversity, but also many synergies between the projects."

Daniel Gaspar, director of the management and government school of Niterói.



Lessons learned

01 City problems and challenges are multidimensional. Therefore, sectoral integration and inter-jurisdictional cooperation are necessary to address and solve the critical gaps encountered during the project. It is essential to continue strengthening the interaction and partnership between local agents, neighbouring municipalities as well as with governmental officers at different levels, to achieve SDGs compliance in the cities..

02 Despite efforts to build the capacity of municipal officials as well as replication actors (e.g., NGOs), there remains a great demand for improved knowledge management systems to transfer technical knowledge and achieve better performance and sustainability of interventions. The above, coupled with participatory activities and access to information, must take place on an ongoing basis.

03 Additionally, the use of technological tools allowed broader outreach of the project and understanding of the challenges faced in the urban context. In that regard, data governance protocols, data property policies and digital rights are concepts to be taking into account.

04 Innovation was a cornerstone in the execution of the project. This was mirrored in the different approaches adopted for the delivery of the project objectives, in the engagement and partnership with startups, as well as the flexibility to tailor the methodology to the local contexts of the six cities involved.

Within the following chapters, lessons learned, testimonies and cases from participating stakeholders and involved cities will be presented.





PHASE 01

Assess the context

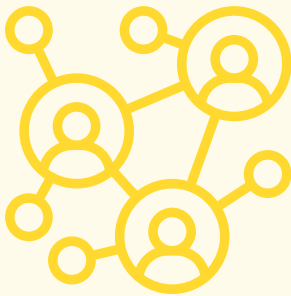
This phase offers guidance and tools that facilitate both the constitution of the project network and its capacity building. The tools outlined were produced and implemented in the project carried out in Latin America and seek to reinforce existing knowledge, skills and capabilities among the different stakeholders.

1.1 Identify key partners and stakeholders

1.1.1 Set up partnerships

The achievement of the 2030 Agenda will require different sectors and actors working together in an integrated way. The SDG 17 recognises multi-stakeholder partnerships as important vehicles for mobilising knowledge, expertise, technologies and financial resources. It also encourages and promotes effective public, public-private and civil society partnerships⁴.

The ability to forge and cultivate effective partnerships with other city stakeholders is essential to any endeavour. By investing time and resources in building a network of trusted and reliable partners, city initiatives will potentially be exposed to endless opportunities to gain from new perspectives and ways of working. **Through partnerships, we can deliver far more than we can alone.**



By investing time and resources in building a network of trusted and reliable partners, city initiatives will potentially be exposed to endless opportunities to gain from new perspectives and ways of working.

In these days of rapid urbanisation, partnerships are more than just a recommended strategy. They are the only way forward for anyone looking for longevity in their interventions. The key to ensuring successful partnerships is to see tangible added value to the organisational goals and priorities of the parties involved.

Some benefits of having partnerships are:

- Sharing of ideas,
- Engagement with trusted stakeholders,
- Support to tackle city challenges,
- Opportunities to maximise the scope of interventions,
- Access to knowledge and a greater understanding of the operational context,
- Access to more people, meeting the goal of leaving no one behind,
- Long-term stability and impact,
- Enhance professional skills and competencies within the workforce.

Developing partnerships requires time and effort, as well as the commitment of all partners to work collaboratively. Every partner offers different values, priorities, resources and skills while ensuring a shared vision. When setting up partnerships, it must be foreseen that these will be maintained. A well-maintained partnership entails constant interaction, monitoring progress and making necessary changes when required.

1.1.2 Identify partners and stakeholders

Before describing the different actors and sectors that can be engaged in the planning and implementation of a project, it is necessary to understand the differences between a **partner** and a **stakeholder**. Numerous organisations and individuals may be involved in a project without necessarily being partners.

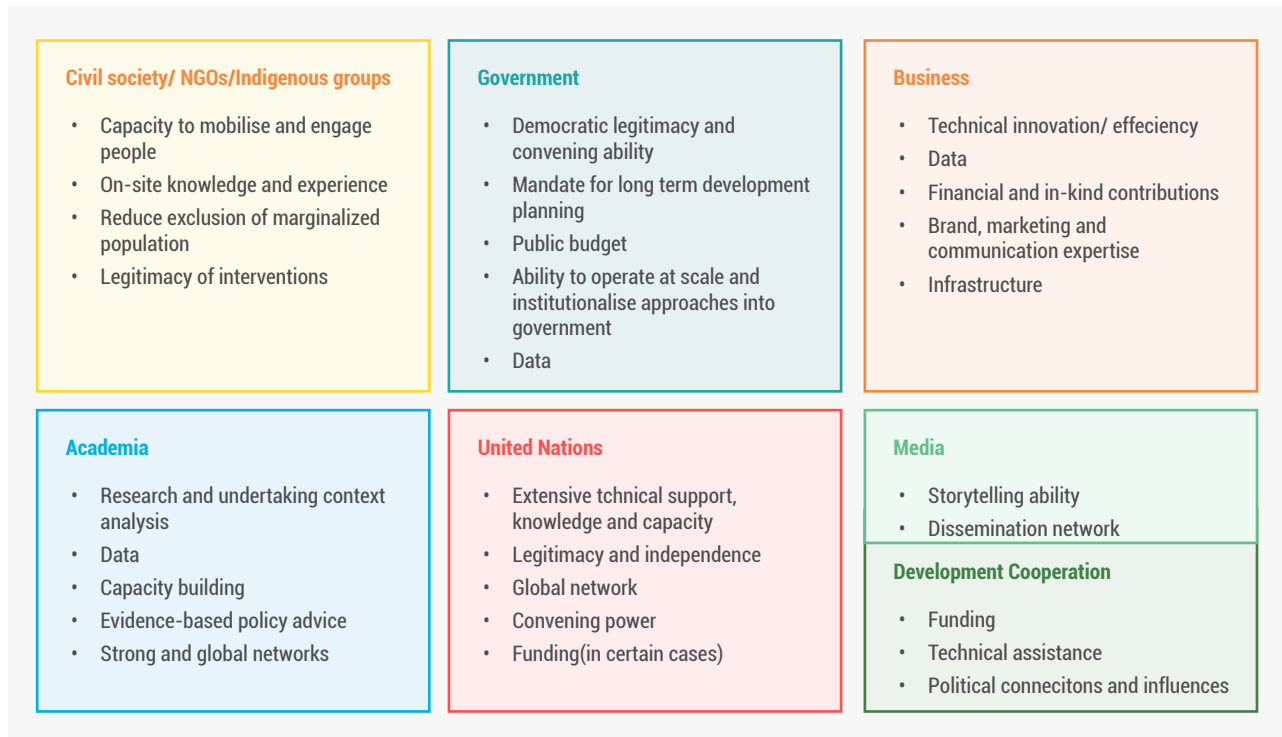
Partners are those who have a specific role in the solution to some crisis or challenge. In comparison, stakeholders are those audiences that have a particular interest and connection to the problem and whose views must be taken into account when planning solutions to tackle the issues at stake.

The following figure illustrates the range of sectors to be involved and how they can contribute either as partners or as stakeholders.

4 <https://sdgs.un.org/topics/multi-stakeholder-partnerships-and-voluntary-commitments>.

Figure 5 Understanding different stakeholders.

Information taken from the Stakeholders Resource Map (United Nations and The Partnering Initiative, 2020)



1.1.3 Establish a network

A network is the consolidation of the working group -both partners and stakeholders- that will contribute to the development and implementation of successful and inclusive city interventions. In order to establish it, it is first necessary to map out who will constitute it, what knowledge or experience they can bring and what degree of commitment is needed from each one. Once the institutions or people have been targeted, the engagement process begins.

Preliminary consideration and planning are essential before any event or communication with the network. This refers to considering in advance how to address the meeting, its objective(s), what commitments will be made by each of the stakeholders and partners, as well as identifying the focal points for each action to be taken.

To maintain a constant flow of communication between all those involved, it is suggested to rely on platforms that facilitate connectivity between members. The

selection of the platform will vary according to the preferences of the members, as well as the accessibility to different technologies they may have.

It is also suggested to regularly review the progress and developments of the commitments made during the meetings, what worked well, where did you or one of your partners get pushback, what can be done differently, and what can be done to move forward.

Once the project is finished, the network must have a final discussion to evaluate the work carried out, as well as to establish the actions that will ensure the sustainability of the project. What commitments will be made by each institution to continue with the work done? What were the lessons learned? And what areas need to be improved for future interventions?

Similarly, the communication channels must remain in place so as not to lose contact among the members upon project completion.



1.1.4 Takeaways from the project in Latin-America

In order to establish the network in the project, the first step was to identify the target locations, in this case, the participating countries and cities. Once selected, a partner per country was assigned to act as a focal point for the implementation of the activities, as well as for communication with all stakeholders.

The partners in this project were mainly local NGOs, and the partnership was consolidated through Agreements of Cooperation and Memorandums of Understanding between the selected institutions and UN-Habitat.

After determining the objectives, the responsibilities of each partner and the time frame, all the stakeholders forming the network were identified. The local partners, along with the municipal governments, were responsible for mapping out representatives of local government, civil society, academia and business associations in the cities involved.

The main stakeholders (from the six cities) were thus invited to a meeting where they had the opportunity to present the work they have carried out in the institutions they represent, as well as to make the first contact with stakeholders from the other cities.

At the end of the first meeting, the attendees agreed to create a WhatsApp group to maintain communication between them and to be able to share announcements

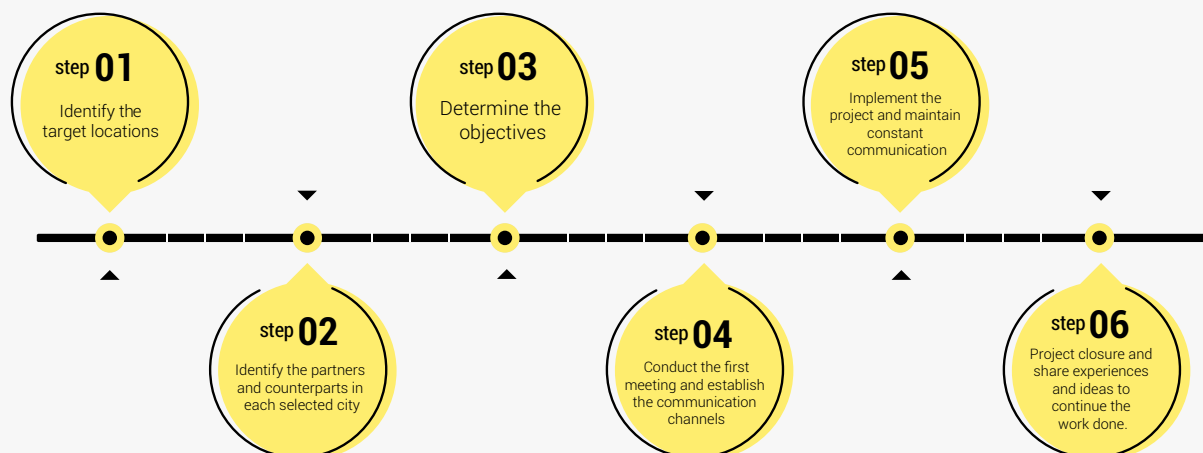
pertaining to the network. Similarly, UN-Habitat created an email distribution for the same purposes. However, the latter was not as well frequented as the WhatsApp group.

As the project progressed, UN-Habitat established a group on Workplace⁵ to share resources and training materials. All communication channels had approximately 40 members. The network also facilitated independent project collaborations between cities to replicate successful interventions.

During the three years of project implementation, there was regular communication with the members selected by partner NGOs and local governments, fostering multi-sectoral collaboration.

The network members attended the activities and meetings organised by the project, both at regional level (between the six cities) and local level, to gather their inputs, experiences and views on the challenges to be addressed. In total, five regional meetings were held (1 virtually due to the Covid-19 pandemic). As for local meetings, cities organised an average of 10 meetings.

Finally, the project held a final meeting, bringing together for the last time the stakeholders of the six cities to share experiences, achievements, challenges faced, and lessons learned. Furthermore, during this meeting, there was a brainstorming session to identify actions that would preserve the continuity of the work carried out.



⁵ Workplace is a social network of a business nature. It is a dedicated and secure working space for organisations to connect, communicate and collaborate.

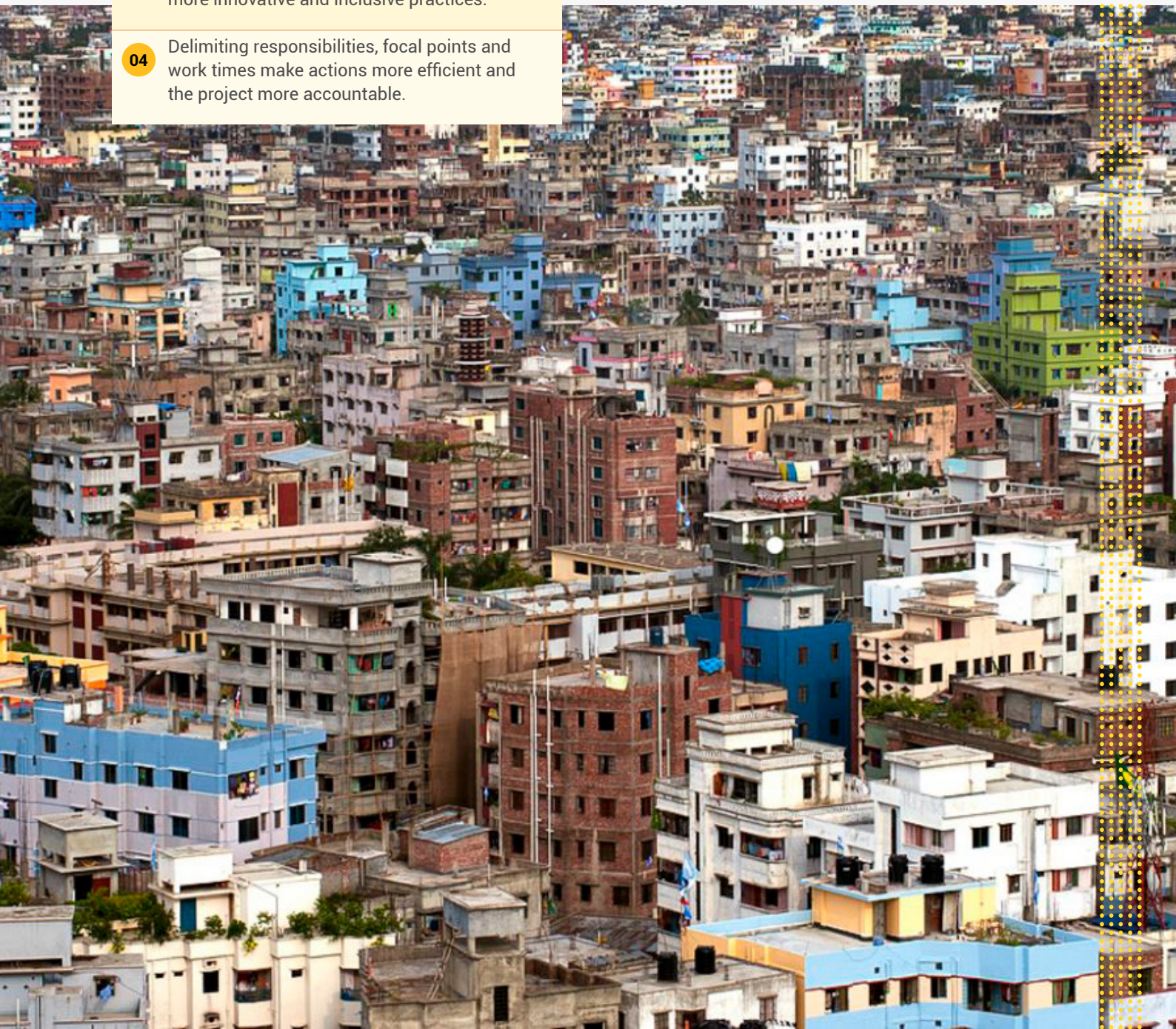


The lessons learned from this practice were:

- 01 City problems and challenges are multidimensional. Therefore, sectoral integration and inter-jurisdictional cooperation are necessary.
- 02 Having platforms that facilitate communication ensures that work is more collaborative and gives a sense of ownership to the project's stakeholders.
- 03 Spaces for dialogue and co-creation between different stakeholders and sectors are conducive to reformulating how problems are addressed and encourage more innovative and inclusive practices.
- 04 Delimiting responsibilities, focal points and work times make actions more efficient and the project more accountable.

"My participation in this project leaves me with several lessons learned and an appreciation of the importance of training ourselves and the municipalities."

Ruby Palacios, local coordinator of activities in Trujillo, Peru, for Foro Ciudades para la Vida.



1.2 City Snapshot



Level of engagement:
Consultation with key stakeholders



Estimated time:
2 weeks



Needs city official data

Once the partners are identified, and the network is in place, the next step is the City Snapshot. A template is proposed at the end of this section for replication.

1.2.1 What is the City Snapshot?

The City Snapshot is the starting point in this process and helps to understand what the current situation of the city is, what public policies and programmes are in place or planned and what challenges may exist. It aims to give a glimpse of the city and its key indicators.

The Snapshot is primarily intended as a tool to produce a comprehensive and interpretative description of the city and helps users to collect and analyse the urban context more effectively and consistently. The template applies to all cities, regardless of their size.

The depth of the analysis depends largely on the resources to be used, as well as the time spent on it. Through this exercise, it is possible to generate a clear and straightforward representation of the city, which serves as a baseline for identifying priority areas, challenges and potential areas for further intervention.

The template also contributes to the localisation of public policies aimed at improving the quality of life and its relation to the targets of SDG 11.

It is recommended to retake the Snapshot during the production of the Voluntary Local Report (chapter 4) to compare the city's progress before and after the city intervention to be conducted throughout this Handbook.

The template is structured in five sections covering:

- Overview and indicators,
- Description of the city, its urbanisation and management,
- Strategies and policies related to SDG 11,
- Participation, citizenship, transparency and accountability,
- Challenges of the city.

Both local authorities and NGOs can fill in the template. However, in the case of NGOs, it is recommended only to use official data and if possible, validate the information with a government representative.



1.2.2 City Snapshot Template

Name of the city and country:	
Name of the Mayor and Vice-Mayor:	
Name of the author of the form:	
Contact email and telephone:	<i>(Here it is recommended to place who will be the focal point of the project)</i>
OVERVIEW AND INDICATORS (Only indicate the number)	
Population:	
Area (km ²):	
Total urbanised area (km ²):	
Gross population density:	
Average annual population growth rate:	
City GDP (USD):	
GDP per capita (USD):	
Annual Municipal Budget:	
Housing deficit:	
Number of informal settlements/slums:	
Percentage of urban population living in informal settlements/slums:	
Inter-municipal cooperation (if applicable). Such as metropolitan/regional authorities, institutions, among others:	
DESCRIPTION OF THE CITY, ITS URBANISATION AND MANAGEMENT (Please cite the sources of information)	
Political system and local government:	<i>Briefly describe the political system relevant to urban policies and whether there is a policy in place with respect to the rights of citizen participation in city development issues. What is the public policy that has had the strongest impact on the development of your city? What are the municipal policies that stimulate or restrict urbanisation and the leading agency or organisation responsible for urban management?</i>
Brief background of the urbanisation of the city:	<i>How is your city growing and urbanising? What are the urbanisation and development trends?</i>
Geographical location, ecosystem and disaster risks:	<i>What is the location, size and extension of the city? Its topography, flora and fauna? Include risks to natural disasters relevant to the city.</i>
Population Profile:	<i>What are the demographic characteristics of the city? Break down the information into age, gender, indigenous groups, ethnicity, religion, primary languages and poverty level.</i>
Environmental Profile:	<i>This section refers mainly to environmental protection relevant to the city, CO2 emissions or PM2.5 concentration; as well as the percentage of green spaces in the city.</i>
Housing Profile:	<i>What percentage of the city has access to formal housing? Give a brief description of the formal housing access mechanisms. Are there any specific housing programmes aimed at low-income families? What is the connection between the housing sector and the informal sector?</i>
Economy Profile:	<i>What are the primary industries? Information on the public and private sectors; formal and informal sectors; employment and average wages; trends and investments.</i>
Profile of municipal infrastructure and public services:	<i>What is the percentage of the population with access to basic infrastructure?</i>

STRATEGIES AND POLICIES RELATED TO SDG 11**CITY GOVERNMENT PRIORITIES, DESCRIPTION OF ACTIONS, POLICIES AND STRATEGIES***(Can be actions/policies already underway or planned)*

11.1 By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums.	<i>Actions/policies already underway or planned</i>
11.2 By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with particular attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons.	<i>Actions/policies already underway or planned</i>
11.3 By 2030, enhance inclusive and sustainable urbanisation and capacity for participatory, integrated and sustainable human settlement planning and management in all countries.	<i>Actions/policies already underway or planned</i>
11.4 Strengthen efforts to protect and safeguard the world's cultural and natural heritage.	<i>Actions/policies already underway or planned</i>
11.5 By 2030, significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses relative to the global gross domestic product caused by disasters, including water-related disasters, with a focus on protecting the poor and people in vulnerable situations.	<i>Actions/policies already underway or planned</i>
11.6 By 2030, reduce the adverse per capita environmental impact of cities, including by paying particular attention to air quality and municipal and other waste management.	<i>Actions/policies already underway or planned</i>
11.7 By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities.	<i>Actions/policies already underway or planned</i>
11.a Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning.	<i>Actions/policies already underway or planned</i>
11.b By 2020, substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters, and develop and implement, in line with the Sendai Framework for Disaster Risk Reduction 2015-2030, holistic disaster risk management at all levels.	<i>Actions/policies already underway or planned</i>
11.c Support least developed countries, including through financial and technical assistance, in building sustainable and resilient buildings utilising local materials	<i>Actions/policies already underway or planned</i>

PARTICIPATION, CITIZENSHIP, TRANSPARENCY AND ACCOUNTABILITY

Structure and institutionality of citizen participation.	<i>Brief description</i>
Access to government information, budget, expenditure and programmes.	<i>Brief description</i>
Main public, private, community and civil society stakeholders who act and discuss with the city council.	
Initiatives of local participation and transparency of public management in the city.	<i>Brief description</i>
Achievements and Results.	

CHALLENGES OF THE CITY

What is the main obstacle you identify in the development of your city that obstructs/hinders SDGs compliance?	
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1.2.3 Lessons learned from the project in Latin America

The City Snapshot was the first analysis made of the six cities participating in the project. Upon completion of the Snapshot, each city's priority areas in relation to SDG 11 were analysed, and potential challenges to the city's situation were identified.

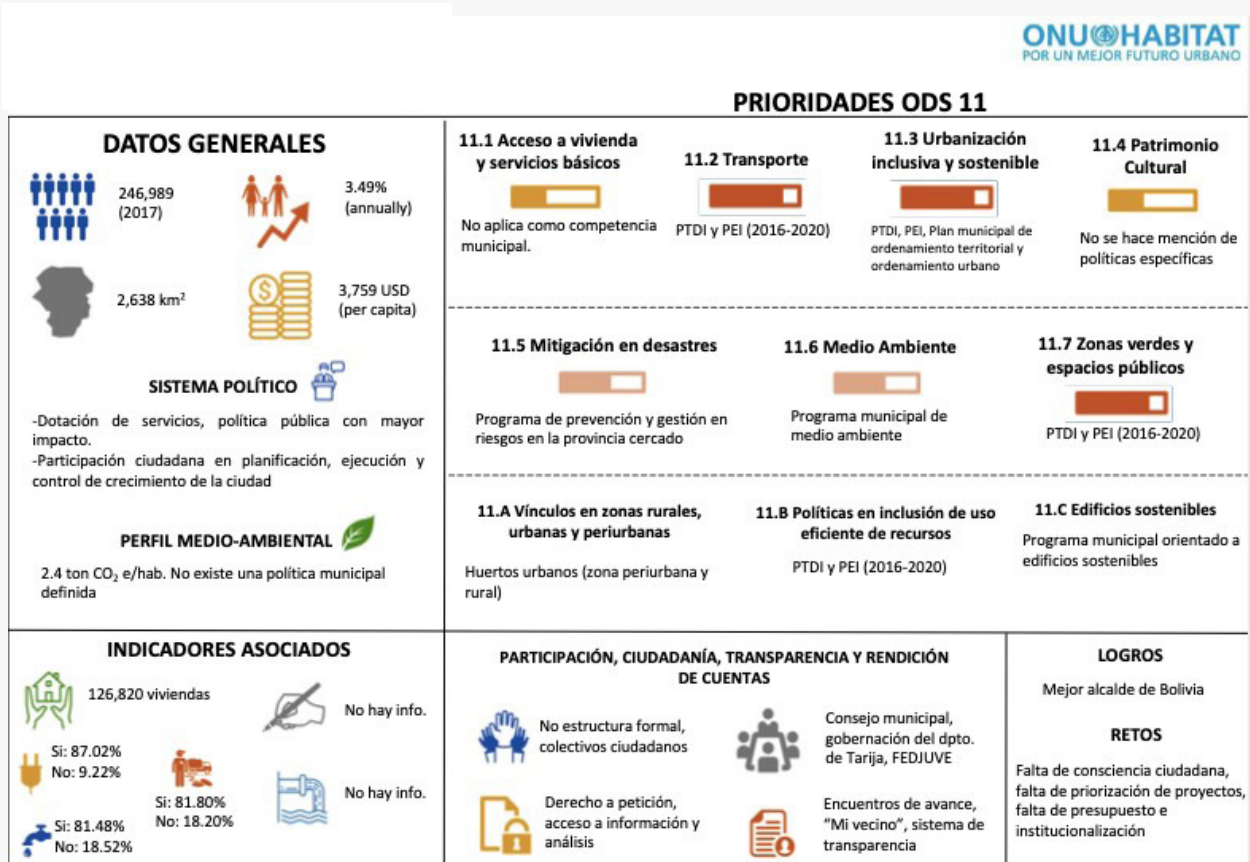
Figure 6 presents the main results of the City Snapshot of Tarija, Bolivia through an infographic. This information helped to consolidate the knowledge about the city among all local stakeholders.

The data collection and completion of the Snapshot in Tarija was carried out by local government representatives, in coordination with the project's partner NGO. The resulting information was disseminated through the project platforms with all the members of the project network.

"The City Snapshot was a handy tool for a self-diagnosis and to make visible the situation of our cities among the project's target areas. The data it generates is widely accessible, and easy to obtain, although it must be filled in transversely given that from a single office, it would not be possible to complete all the required data adequately. A real screenshot of the city."

Oscar Vargas Amézaga,
Municipality of Tarija, Bolivia.

Figure 6 Example of infographic of the City Snapshot of Tarija, Bolivia
Source: UN-Habitat



1.3 Training Needs Assessment (TNA)

	Level of engagement: Consultation with key stakeholders		Estimated time: 1 Month		Needs city official data
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Once the partners and stakeholders of the project have been identified, as well as the overview of the city with the City Snapshot, it is necessary to analyse what are the capacity constraints of the project members. Conducting this analysis will identify areas in need of training, to strengthen the capacities of key actors before delving into the formulation of action plans for city interventions.

1.3.1 What is a Training Needs Assessment?

A training needs assessment (TNA) identifies the skills, knowledge and attitudes of potential trainees. It also identifies the gap between required and actual performance, exploring the causes and reasons for it as well as methods for closing or eliminating the gap. The TNA uses this information to determine if and how the issue can be improved by training.

The TNA highlights the priority areas for training and the range of skills available for the design of future activities. To do this, it is essential to consult people for information. The main methods for studying people's opinions, skills, attitudes and behaviours are interviews, questionnaires and observations.

The template presented below is a guide on how to conduct a TNA and how to present the information to facilitate analysis. The template is structured in five sections:

- 01 Introduction
- 02 Context: data and results
- 03 Analysis of the training and current situation
- 04 Training needs: Identification of issues and competencies
- 05 Conclusion

Upon completion of the assessment, and before starting training programmes, it is crucial to establish what the learning objectives will be. Learning objectives clearly define what the goal of the training is. The goals usually refer to increased knowledge, improved skills or changed attitudes, and may reflect one or a combination of these.

Finally, it is beneficial to perform these assessments periodically to evaluate the effectiveness of the training programmes, as well as to identify emerging areas to train.



1.3.2 Template

Table of contents

Section of the report	Description
1. Introduction (1 page)	Brief description of the relevance of the training, as well as the city/ country context. Additionally, include the objective of the report and its content.
2. Context: (4 pages)	Data and results
2.1 Institutional framework	Mapping of main actors, groups or organisations that influence or may influence a training-related issue as well as those that could be future trainers. This includes the formal and informal arrangements they have established.
2.2. Qualitative analysis	It is recommended to use different approaches to ensure that the perspectives of training needs are maximised.
2.2.1 Interviews	They can be conducted individually or in groups, in a structured or semi-structured manner. It is recommended to interview more than one person from the same team to have a point of comparison and a better perception of the current situation.
2.2.2 Questionnaires	Efficient way of obtaining quantitative information, it is recommended to implement this to have contact with a larger number of stakeholders.
2.2.3 Strategic Plan of the municipality	Summary and description of the municipality's development plan, strategic axes and description of the master plan for institutional development.
3. Analysis of training and current situation (4 pages)	Present the results obtained in the previous section, to know the situation and context through which the cities are operating. It is recommended to use graphics to make the analysis of the information more visual.
4. Training needs: Identification of themes and competencies (4 pages)	Conclude with the priority training needs identified in the research conducted. It is recommended that the objectives and topics comply with the "Smart" methodology, which seeks Specific, Measurable, Attainable, Realistic and Time-based objectives.
5. Conclusion (1 page)	
6. Bibliography	
7. Annexes	<ul style="list-style-type: none"> • Example of a questionnaire • Terms and acronyms • Images and graphics • Others



1.3.3 Takeaways from the project in Latin-America

The template was shared with the six participating cities⁶, being the NGOs partners of the project, the ones responsible for coordinating the research. Each country had different methodologies and developed their tailored questionnaires to survey officials and local leaders.

In La Paz, Bolivia, 30 people were surveyed. In addition, Fundación para el Periodismo⁷ interviewed key stakeholders within the municipality.

Among the most frequently mentioned training needs in the studies were:

1. The 2030 Agenda
2. Open data and transparency
3. Strengthening citizen participation

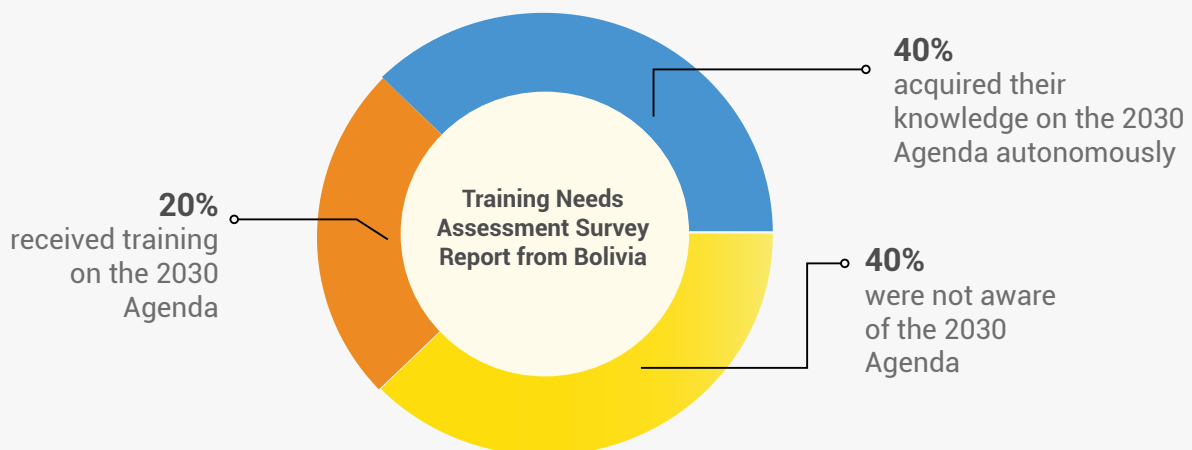
The results of the survey showed that only 20% of respondents representing the municipality said they received training on the 2030 Agenda. At the same time, 40% indicated that they had acquired their knowledge autonomously. Finally, the other 40% stated that they were not aware of it. This indicator was crucial for establishing training programmes on SDG 11 (mainly), which established immediate connections with the planning activities carried out by the municipalities.

During the project's three years of implementation, the team in La Paz conducted 10 training workshops, roundtables and forums to strengthen local capacity on the issues identified as priorities for training. Although knowledge and awareness of the 2030 Agenda is greater, there is still a need for capacity building on how to translate global agendas into local actions to maximise the impact of future interventions and public policies.

The study also led to the mapping of local institutions who could act as enablers for some of the workshops, as well as allies for the activities to be carried out in La Paz. The main allies in La Paz were local universities and local and national journalists. These stakeholders were actively involved during the three years of project implementation.

Among the most noteworthy actions carried out together with the allies were:

- 01 Joint organisation of courses for municipal officials,
- 02 Institutional support in the dissemination and implementation of the Sustainable Cities and Communities Consultation,
- 03 Production of press releases to raise awareness of the challenges addressed in the Accountability Labs.



⁶ Exercise carried out in November 2017

⁷ Project partner in Bolivia



PHASE 02

Address a Challenge

The previous phase addresses the required preparation to build a robust, knowledgeable and skilled network among key city stakeholders, aiming to provide the necessary basis for exploring how to address urban challenges.

This phase will present, an approach to seek solutions to the previously identified urban challenges in an innovative, inclusive and participatory manner: the Accountability Lab. Furthermore, the phase will offer different methodologies for Lab replication as well as takeaways from the Lab conducted in Niterói, Brazil.

2.1 Accountability Lab

2.1.1 What is a Lab?

A Lab drives innovative ideas, processes and partnerships to steer tangible and transformative urban solutions that contribute to sustainable urbanisation, the achievement of the SDGs and the implementation of the NUA (UN-Habitat, 2016). Due to its collective approach, a Lab helps decision-makers find multi-sectorial solutions in a complex and dynamic world. Furthermore, it gives opportunities for diverse and marginal stakeholders to participate and influence processes and activities. Thus, ensuring more transparent and accountable action plans for city interventions.

There are important differences between a Lab and a workshop. A Lab is designed around a contextual issue, while workshops are designed around themes. Therefore, a Lab focuses on testing something or finding a solution to a problem. A workshop is designed mainly to learn about something. Furthermore, a Lab provides an opportunity for the group to decide what to address, while in the workshop, it is the facilitator who determines the topics to be trained.

The primary outcome of a Lab is to provide an action plan (often left on paper), a set of tools or frameworks that can generate a pilot project that promotes structural change in the city. The pilot project can be one big project, a series of thematic projects or one smaller intervention. Regardless of its scope, the plan helps to increase the intervention's viability by generating a sense of ownership among city stakeholders.

Who should participate?

It is encouraged to involve a wide range of different stakeholders in the city to foster inclusive participation and a multi-disciplinary team. The wider the range of approaches, the more likely it is that innovative, out-of-the-box interventions will be produced. However, participants can vary according to the methodology adopted for the Lab's organisation, as well as the desired outcome.

Figure 7 Lab in La Paz, Bolivia

Source: Fundación para el Periodismo

For Example, In the LAC project, the Labs organised in Bolivia and Peru involved local authorities, academia, the media, neighbourhood councils, indigenous groups and associations of people with disabilities. Whilst in those in Brazil, the focus was on cultivating spaces for co-creation and cross-sector among public officials within the municipality. Both approaches received a good response from the attendees due to the scarcity of these spaces in their local contexts.



2.1.2 Planning the Lab

The productivity of the Lab relies on how it is organised. This section will present some elements to consider while planning the Lab, as well some participatory planning methodologies that can boost the collaboration among the Lab's participants.

While planning the Lab, it is imperative to take into consideration the following elements:

01

Stakeholders engagement:

- Are stakeholders ready to collaborate, and is there a sense of urgency about working together?
- Are the stakeholders able to represent their interests effectively?
- Are all relevant sectors related to the issue being addressed represented?
- Do all stakeholders see the process as fair, including shared decision-making, and is it governed by agreed procedures that ensure mutual commitment?
- Is there a representation of the decision-making authority?
- Are citizens or civil society organisations submitting their best representatives to participate?

02

Resources and possible setbacks:

- Who will be the facilitator of the Lab? Strong leadership is needed before, during and after the Lab.
- What is the degree of support from the authorities? This factor is fundamental, as it will be what stimulates the implementation of the action plans to be carried out in the Lab. This will also define the scope of the proposals to be made in the action plan.

- How to overcome mistrust and scepticism among attendees?
- Are resources available for the implementation of the proposals to be produced in the Lab? If no resources are available, how will this limitation be overcome to ensure implementation?

Due to the particularities of each city, the methodology to be used in the Lab may vary. The following list unveils examples of participatory planning methodologies, which may yield ideas for the Lab's organisation. The choice of methodology (whether one of those presented or another) will depend on each project.

Community Action Planning (CAP)⁸

CAP is an active, intensive, community-based workshop, which takes place over a period of two to five days. The result is a development plan that includes a list of prioritised problems, strategies and options in addressing the issues, and a detailed work programme that describes who, when and what should be done.

Phases:

Phase 1: Problem identification and prioritisation - what are the problems?

Phase 2: Strategies, options and trade-offs: What approaches and actions are most appropriate to address the problems?

Phase 3: Planning for implementation: Who does what, when and how, and how to make it work?

Phase 4: Monitoring: how is it working, and what can we learn from it?

8 For further reference: Hamdi, N., & Goethert, R. (1997). Action Planning for Cities: A Guide to Community Practice

Planning for Real (PFR)⁹:

PFR is a method of giving local people a 'voice' and professionals a clear idea of the needs of local people to achieve improvement in their neighbourhood or community. The PFR is distributed in the form of a "kit", a small box containing basic instructions, a sample model, a master cut-out for physical elements and non-physical attributes.

The process consists of three primary stages:

- 01 In the **first stage**, the model (see figure 8), the model is assembled within the community. This model is used to advertise public meetings to begin the process of identifying problems and opportunities.
- 02 In the **next stage**, public meetings are held where cutbacks are placed in the model as a way of identifying problems of concern to the community. Around these issues, small "working groups" are formed on specific topics, e.g, traffic, shopping malls, play areas, job opportunities, among others. These working groups then meet to work out details and negotiate conflicting interests and priorities using a 'now, soon, later' table as a guide.
- 03 The **last stage** corresponds to the "Follow-up" package. This offers suggestions for keeping things going and recommends other useful publications.

Objectives-Oriented Project Planning (ZOPP):¹⁰

The ZOPP output is a planning matrix, which summarises and structures the main elements of a project and highlights the logical links between planned inputs, planned activities and expected results. The ZOPP has two phases: analysis and project planning.

The analysis phase, in turn, is divided into four stages:

- a. Participation analysis
- b. Problem analysis
- c. Analysis of objectives
- d. Analysis of alternatives

The project planning phase results in the Project Planning Matrix sometimes called the Project Planning Framework.

Charrettes¹¹

The Charrettes is an urban management technique where all vested interest groups are invited to participate.

The process incorporates four phases:

- 01 The initial "startup" phase, which can last up to three months. Here a steering committee is formed which seeks the interest of local groups.
- 02 The "preparation" phase, where momentum and enthusiasm for the event is built, team members are identified, extensive information is gathered, and the overall picture of the issues is placed.
- 03 The 'event' itself. The event has four main stages:
 - The stage of identifying key problems and opportunities.
 - The stage of brainstorming for solutions or options.
 - The 'synthesis' stage, where strategy is determined, and a report prepared.
 - The 'production' stage, where recommendations are presented.
- 04 The "follow-up" phase, which includes the ongoing activities arising from the event.

The four methodologies presented have shared characteristics, such as:

- Problems drive them. Their procedures are defined to respond to problems encountered on the site. Both real problems and perceived problems.
- They offer a prioritisation process of the problems identified.

9 For further reference: Gibson, T. (1988). Planning for Real: Users' Guide

10 For further reference: Hamdi, N., & Goethert, R. (1988). Making MicroPlans: A Community Based Process in Programming and Development

11 For further reference: <https://www.epa.gov/international-cooperation/public-participation-guide-charrettes>

- They value partnerships at all stages of project development. Their interactive techniques strive to promote this end and invite differences of opinion that encourage dialogue and creative solutions.
- They strive for a process that is transparent and understandable to all.
- They emphasise progressive documentation of processes and results as a means of promoting learning and encouraging follow-up.

- Their focus is on implementation: projects and programmes rather than studies or research.

One of the most challenging aspects of a participatory planning process is to ensure continuity. The euphoria of the moment and the interaction dynamics are generally challenging to sustain, that is why successful strategies must have an integrated vision towards the long-term goal of implementation.

It is therefore crucial that the outcome of any Lab records explicitly the "next steps", including who does what and when. It is essential to keep in mind that what is important in a Lab is the implementation of the plan; more than the plan itself.

Figure 8 Example of a PFR model

Source: *Planning for Real Organisation, The UK*





2.1.3 Takeaways from the project in Latin-America

In Niterói, Brazil, the Lab was an event called “SDG Week”. The methodology used was different from that of the other cities in the project. It promoted, in an innovative way, the commitment and stimulation of creativity among the city authorities. The main objective was to provide a space for public officials to build inclusive and disruptive practices that create opportunities for participation among people with different backgrounds in the public sphere.

In order to select the methodology to be used, the Secretariat of Planning, Modernisation of Management and Control of Niterói (SEPLAG), chose to explore people, organisations, networks and experiences from different localities that promote the culture of innovation in the public sector in line with the 2030 Agenda. Once mapped, representatives of these organisations were invited to share their experiences with Niterói’s public officials.

Workshop of SDG Week (day 1):

During the workshop, different discussion groups were held with the participation of the organisations, people and networks identified above.

- The first roundtable addressed the issue of innovative public management. In this section, there was a dialogue on the concept of innovation and how the innovative vision can help the public sector to fulfil the 2030 Agenda.
- The second panel dealt with cases of innovation in municipalities. This section presented some examples of innovation from other cities in Brazil, such as Recife, Teresina, Salvador.
- The third discussion was on public policies based on evidence. It was discussed how the production and use of public statistics played an essential role in the elaboration of diagnostics, monitoring and evaluation of public policies for social development.

At the end of the workshop, teams were set up to formulate projects that would encourage the officials to “get their hands on” the city’s problems. The teams had a week to work on their proposal, which was presented at the closing of the SDG Week, where the first three places were also awarded. To promote intersectoral work, each team was asked to have at least two officials and entities from the municipality.

Through a call, the city hall invited officials from different secretariats to participate in the Lab. The SDG Week entailed three levels of participation for the officers:

Level 1: Access to exclusive content via email. The content presented initiatives and lessons learned by the mapped organisations.

Level 2: Access to exclusive content and participation in the SDG Week workshop (first day of the Lab).

Level 3: Access to both exclusive material and the workshop, and the possibility of submitting a project for the city’s main challenges, to compete for the SDG Week award.



In total, 108 municipal officers and 19 project proposals participated in the SDG Week.

The proposals were based on seven challenges, which were selected based on evidence from the Observatory of Niterói (ObservaNIT). The central themes of the challenges were: mobility, health, education, economic development, recycling, social inclusion and social participation. It should be noted that all the challenges were also linked to some SDGs and indicator of these.



The challenges were:

1. How can the age gap in the municipal education network be addressed?
2. How to support prenatal coverage?
3. How to improve congestion rates?
4. How can digital participation be extended to the peripheral areas of the municipality?
5. How to provide a favourable environment for the setting up of startups?
6. How to expand solid waste recycling?
7. How to reduce the number of people living on the streets?



Results of the SDG Week:

- Once the Lab was over, the winning projects and the most viable ones were coached so that they could be implemented in the municipality. The mentoring helped the team to materialise their ideas by setting objectives and data collection. It also identified possible risks and the next steps for their implementation.
- The methodology of the SDG Week was systematised to disseminate it to other cities. The methodology records the event, from its formulation process to the mentoring stage for project implementation.
- The municipality analysed the challenges and opportunities for creating an Innovation Lab in Niterói.



Lessons learned:

- The event was well-received by public officials. The SDG Week represented a step towards the institutionalisation of the culture of innovation in the municipality;
- Municipal officials participated in the spirit of public entrepreneurship, becoming active in transforming public sector challenges and in the ongoing search for solutions and partnerships;
- The SDG Week placed the user of public services at the centre of public policy design;
- The Lab allowed to share different perspectives, examples, points of view, theories and methodologies, stimulating new partnerships.



Next steps:

- Implementation of the projects. This has been delayed due to the Covid-19 outbreak globally.
- New editions of the SDG Week. In future editions, it is envisaged to encourage the participation of civil society as well as public officials.

Figure 9: Team pitching their project idea
Source: SEPLAG, Niterói



Figure 10: Team pitching their project idea
Source: SEPLAG, Niterói



PHASE

03

Develop an Action Plan

This phase will provide more information on how to formulate the action plan to be developed during the Lab. It also offers guidance on resource mobilization for implementing the plan and the takeaways from the Latin American project.

3.1 ACTION PLAN



Level of engagement:
Co-creation among city stakeholders



Estimated time:
5 hours on average, which can be distributed over several sessions.



It is advisable to have official data

3.1.1 What is an action plan?

An action plan is a detailed document that unveils the needed activities to achieve a goal within a specific period and with a defined cost and scope. The action plan shall describe how the Lab team(s) intend to employ strategies to achieve the goals set out during the Lab. Thus, the action plan will be the tool that will lead to a more concrete vision towards the intervention to be undertaken.

A good action plan outlines the steps to achieve the agreed goals and helps reach the target within the stipulated timeframe. Each step should consider the following points:

- What are the actions to be performed?
- Who will be responsible for carrying them out?
- What will be the time frame for their execution?
- What resources are needed?
- Who should be informed and/or consulted?

It is advisable to add a RACI matrix¹² to the action plan to ensure that each step of the plan is assigned to a person or team, while also ensuring that everyone is aware of and in agreement with the designation of responsibilities.

R	<p>Responsible</p> <p>Who is/will be doing this task? Who is assigned to work on this task?</p>
A	<p>Accountable</p> <p>Who's has the authority to take decision?</p>
C	<p>Consulted</p> <p>Anyone who can tell me more about this task? Any stakeholders already identified?</p>
I	<p>Informed</p> <p>Anyone whose work depends on this task? Who ahs to be kept updated about the progress?</p>

When establishing the actions that will lead to the fulfilment of the goals, it is necessary to consider which constraints may delay the implementation and/or completion of the goals. Projects don't exist in isolation and are always influenced by both internal and external environments. The internal environment refers to the relatively controllable circumstances by those responsible for the project, whilst the external environment cannot depend on the project's team..

It is also essential to have a short-term and long-term vision when defining the project's impacts. The short-term vision will lead to long-term compliance, where usually a more transformative change can be perceived.

¹² RACI is an acronym derived from the four key responsibilities most typically used: responsible, accountable, consulted, and informed. More information about the matrix is available on the following pages.

The following are some questions that may help determine the desired results:

- What are the long-term outcomes we expect to achieve?
- What short-term outcomes do we need to meet our long-term goals?
- What activities should be included to ensure the fulfilment of both terms results?

Finally, to measure compliance with the action plan, the following benchmarks should be considered:

- Were the objectives satisfactorily achieved within the scope, time and resources allocated at the time of planning?
- What is the degree of satisfaction of the stakeholders involved in the implementation process?
- What is the degree of satisfaction of the stakeholders benefiting from the intervention?

3.1.2 Recommendations in planning:

There are mainly four recommendations that arise when making an action plan:

01	02	03	04
<p>The involvement of the right people in the development and fulfilment of the actions.</p> <p>Composing an action team provides a key opportunity to broaden the experience and perspective that applies to the plan, but also to broaden organisational alignment and commitment to the plan.</p>	<p>Coordination of the activities to be carried out.</p> <p>It is suggested to take into consideration having meetings to measure progress and see points for improvement during the implementation of actions.</p>	<p>Realistic implementation timeframe.</p> <p>Many plans initially make the mistake of proposing overly ambitious projects that compromise the capacity of institutions and stakeholders. Similarly, there are often limited monetary resources for the implementation of action¹³. It is recommended to establish concrete measures that can be carried out within the time frame and resources defined beforehand.</p>	<p>Articulation with existing plans/policies.</p> <p>The proposed activities should consider already defined programmatic actions and articulate strategies to avoid duplicating efforts and facilitate ownership and success of the plan.</p>

¹³ To find out more about funding possibilities, see the annex at the end of the manual

Below is an example of a template for the development of an action plan. This template can be used in its entirety or can be a reference for the one to be used for the urban intervention to be performed.

3.1.3 Template

The main components of an Integrated Action Plan are detailed below¹⁴. This is not an exhaustive list, but an orientation of what should be included:

Section 1: Definition of the challenge/problem

Where are we now?

Current status of the challenge to be addressed:

- Challenge analysis
- Institutional context
- Are there or have there been strategies to address this challenge?
- Stakeholders affected by the challenge
- Roles and responsibilities in addressing the challenge

Supporting questions for the completion of section 1

1. What is the current state of the problem?
2. What are the main forces currently impacting the problem?
3. What are the main forces that will impact the problem in the future?
4. What will be the impact of effectively addressing or not addressing the problem?
5. What is needed to effectively address the problem?

Section 2: Set the objectives

Where do we want to go?

- Description of the work plan approach and its rationale for selection
- Define stakeholders involved in the implementation of the work plan
- Action plan vision
- Key objectives (make sure to use the SMART¹⁵ approach)
- Expected results and indicators

Supporting questions for identification of indicators

What are indicators? Indicators are concrete, observable, measurable and critical areas that will inform partners about the performance or change that has occurred in

the city. Indicators indicate how well the programme is being implemented based on what was planned.

1. What are the specific achievements and results that the project seeks? (place them in priority order)
2. How could you measure such achievements in quantitative and qualitative terms?
3. Group the indicators into topics and categories: are they indicators of project implementation? of impacts? of short, medium or long term? what kind of data do they require to measure? is it feasible/ are there resources available to obtain these data?
4. Prioritise the indicators according to themes, feasibility, and importance in telling the success story of the project.

Model to develop indicators – example:

Project outcome	Specific objective	Target	Indicator

¹⁴ For further reference: Guidelines to produce an Integrated Action Plan https://urbact.eu/sites/default/files/media/guidelines_for_iap_final.pdf

¹⁵ SMART is an acronym that stands for Specific, Measurable, Achievable, Realistic, and Timely.

Section 3: Actions and timetable

How do we get where we want to go?

- Breakdown of planned activities/actions that will be developed and delivered to help meet the established objectives
- When these activities will be delivered?
- Timetable of actions (for instance, Gantt Chart¹⁶)
- RACI Matrix to define responsibilities

Model to develop RACI Matrix – example:

R: Responsible
A: Accountable
C: Consulted
I: Informed

Note: There should only be 1 person accountable for each activity

Activity No.	Activity Description	Stakeholder 1	Stakeholder 2	Stakeholder 3	Stakeholder 4
1	Training workshop organization	C	AR	I	C
2	Financial Resource Management	A	I	R	C

Section 4: Financing scheme

What resources are needed to reach what we want to achieve?

1. What resources will be needed to carry out the actions?
2. Are resources available at the national or international level?
3. Are the costs of initiating the project and funds to sustain the project in the long term considered?



16 Gantt chart is a visual view of tasks scheduled over time

17 For guidance on ways to seek project funding, see Annex 3.



3.1.4 Takeaways from the Project in Latin America

Case study of Rio de Janeiro

What was the Lab in Rio de Janeiro about?

The objective of the Lab in Rio de Janeiro was to carry out activities to build on the technical capacities of the public officials who integrate the Committee in charge of the Rio de Janeiro Sustainable Development Plan (PDS in Portuguese), as well as the representatives

of civil society organisations whose work is related to the issues under discussion. The demand for the workshops, as well as the topics to be worked on, were defined through the findings of the Training Needs Assessment.

What is the PDS?

The PDS sets goals and objectives for 2030, as well as the vision for the city in 2050. The Plan is aligned with the SDGs and has five cross-cutting themes: Cooperation and Peace, Equality and Equity, Longevity and Well-being, Climate Change and Resilience, and Governance. The PDS Committee is made up of over 40 city council officials and is coordinated by the Planning Office in collaboration with the Casa Civil.

The main objectives of the workshops were:

- To provide spaces for dialogue and co-creation between the PDS Committee and representatives of civil society;
- To enhance the expertise and skills of the participants;
- To explore new knowledge and tools capable of supporting the elaboration of the PDS and stimulate open government initiatives to achieve the fulfilment of the 2030 Agenda;
- To contribute to innovative and participatory actions for the strengthening and implementation of the PDS.

Figure 11: Lab in Rio de Janeiro
Source: Vanessa Meneguetti





The Lab had five workshops, held during the months of March and April 2019. The topics addressed were:

- **Workshop 1:** Agenda 2030, the Sustainable Development Goals and the New Urban Agenda. *Target audience: Teachers from the public education network.*
- **Workshop 2:** Agenda 2030, the Sustainable Development Goals and the New Urban Agenda. *Target audience: PDS Committee and representatives of civil society organisations.*
- **Workshop 3:** Methodologies for participation. *Target audience: PDS Committee and representatives of civil society organisations.*
- **Workshop 4:** Transparency in governmental information. *Target audience: PDS Committee and representatives of civil society organisations.*
- **Workshop 5:** Labs on public policy innovation. *Target audience: PDS Committee and representatives of civil society organisations.*

How was the action plan developed during the Lab sessions?

During the Lab, recommendations were proposed for the implementation of the PDS in the areas covered in each session. These recommendations were captured and systematised for prioritisation. Following the screening, a selection of viable actions was made (both in terms of human and financial resources) and deadlines were set for their implementation, as well as indicators to measure progress. A total of 18 actions were proposed, of which three were selected for implementation.



Action 1: Establish a governance group within the PDS Committee to develop guidelines for participation and transparency among workshop participants.



Action 2: Develop PDS centres to disseminate information on the Plan and articulate territorial discussions.



Action 3: Carry out participatory processes in different regions of the city, involving schools and local stakeholders.

For each action, activities were proposed that would help to fulfil it, as well as indicators that would allow the progress of the work carried out to be measured. The following table presents an example of an activity to achieve compliance with Action 3:

Project Outcome	Specific Objective	Target	Indicator
Identify challenges faced by civil society and propose actions to address them	To consolidate schools as civic spaces	Members of the School Community Councils.	Total number of actions proposed by civil society in the PDS

How has the action plan been implemented?

Once the work plan was completed, as well as the indicators and expected results, the proposed activities were carried out. In the case of the example presented in the table above, nine meetings were organised in schools in different regions of the city in October and November 2019.

The meetings had as their priority audience the parents and guardians of the School Community Councils of the Municipal Secretariat of Education. The sessions sought to strengthen the population's culture of social participation, consolidating schools as civic spaces in the process of building the PDS. A total of 600 people attended.

The participatory meetings had two objectives:

- > To map existing actions that contribute to sustainable development and which are carried out by people, organisations and/or the public authorities,
- > To map out actions to be carried out in relation to the axes of the PDS. For each action, the stakeholder responsible for its implementation was identified (citizens, local organisations or public authorities).

In total, 278 actions were collected and analysed by the municipality. Up to August 2020, 48 actions have been incorporated into the PDS. The remaining proposals are still being analysed with the technical team. The actions already included were classified by theme, as well as by the stakeholder responsible for carrying them out. Figure 14 presents an example of the actions proposed in relation to the Equality and Equity axis (information in Portuguese).

Figure 12: Participatory process in Santa Cruz and Guaratiba
Source: Rio de Janeiro City Hall Communication Office



Figure 13: Participatory process in Santa Cruz and Guaratiba
Source: Rio de Janeiro City Hall Communication Office



Figure 14 presents an example of the actions proposed in relation to the Equality and Equity axis (information in portuguese)

Figure 14: Actions proposed for the PDS by citizens on equality and equity

Source: UN-Habitat and Rio Prefeitura

	EU	Incentivar a leitura e oportunizar o consumo a cultura (museus, eventos culturais etc.).
	ORGANIZAÇÕES	Criar cooperativas de capacitação profissional para jovens e pessoas em situações vulneráveis.
	TODOS JUNTOS	TODOS JUNTOS Ajudar em projetos para tirar jovens das mas e do tráfico, e apoio para famílias com entes nessas situações (governo, ONGs, empresários etc.).
	PODER PÚBLICO	<ul style="list-style-type: none"> • Ampliar a quantidade de escolas e creches em horário integral. • Melhorar a infraestrutura das escolas proporcionando acessibilidade, conforto e qualidade. • Criar mais parceria entre saúde, educação e assistência social. • Aumentar o investimento em ações para o Ensino de PcD. • Disponibilizar internet gratuita e abrir espaços públicos para uso da tecnologia para pessoas sem recursos financeiros. Oferecer internet gratuita nas praças, além de locais de acesso para uso da população em espaços livres, organizado e seguro. • Ofertar cursos técnicos e profissionalizantes para jovens visando entrada no mercado de trabalho. • Oportunizar espaços de educação, cultura e lazer para que os jovens possam se afastar do crime e das drogas. • Criar programa para oportunidade de estudo e trabalho para PcD , LGBT e ex detentos. • Promover espaços de cultura, lazer, esporte para crianças e jovens. • Incentivar e investir nos pequenos comércios, produtores e criadores locais como forma de melhoria da economia, mais empregos e desenvolvimento dos bairros. • Melhorar o canal de escuta população, conhecendo suas necessidades e colocando em prática suas propostas com maior transparência.

The remaining actions and activities planned as a result of the Lab and which were set out in the action plan, are in the process of being implemented.





PHASE 04

Monitor and Report

This phase covers the relevance of having mechanisms to monitor and report on the progress to build accountability frameworks. Templates for preliminary and final reports and a guideline for the development of Voluntary Local Reviews (VLR) are available in this phase.

4.1 Monitoring, evaluation and reporting

The monitoring, evaluation and reporting of the project should be continuous throughout the work period. Having ways to check on the progress and identify whether the actions are within scope, budget and have the planned results is important for the project and working group to collaborate effectively. Moreover, monitoring and evaluation can help the task team to identify issues, measure success and learn from any mistake. Effective monitoring will help to reassure that the planned actions are creating a positive impact on the project outcomes.

To monitor progress, periodic reports should be produced. Keeping records helps to follow the progress and builds a sense of achievement among the team. Furthermore, reports can be useful if additional funds are required or if the scope of the project is to be increased with new activities. The reporting process is integrated by data and evidence, to provide information to the team in order to make decisions that can impact on the project. Besides reporting, there are other mechanisms for monitoring progress.

Examples for monitoring progress

- Team meetings, which can be conducted on a weekly or monthly basis;
- Participatory reviews by the stakeholders;
- Missions to the site.

After producing the report and collecting data through the other monitoring mechanisms, it is advisable to reflect on the findings. The following questions can help to trigger such reflection:

- Are the activities being performed as planned?
- Are there any unforeseen consequences emerging as a result of these activities?

- How are the activities being carried out within the given time period?
- Have the commitments made by the different stakeholders been fulfilled (based on the RACI matrix produced in the action plan)?
- Has the project been consolidated as inclusive and participatory?
- Are there any project components that need to be changed?
- What is the impact of these changes?
- Will these actions lead to the expected results?

As presented in the timetable at the beginning of this Handbook, it is recommended that preliminary reports are produced every year or six months (depending on the final duration of the project), as well as a final report. On completion of the preliminary evaluations, it is key to share the findings with the partners and the project network. Keeping stakeholders informed helps to increase the accountability of the project and to generate a greater sense of ownership of it. In addition, these reports also help to keep project donors informed, if applicable.

Below is a template for producing both preliminary and final project reports. In the final report, it is suggested to add to the template a section for lessons learned and one for the main results.

4.1.1 Template

Monitor and report template

In addition to the reports that are usually produced to measure progress, this Handbook encourages the production of Voluntary Local Reports to assess the city's progress in regards to the 2030 Agenda and to visualise where the city wants to advance and what steps are needed to achieve these goals.

Title of the project:	
Reporting period:	
Total Budget:	
Implementation Rate: = <i>Total expenditure (D)/Total budget (A)</i>	

Project background:	
Summary of achievements to date:	

Review of performance indicators			
Expected accomplishment	Indicator	Indicator achievement	Comments

Review of activities and status		
Activities	Status <i>(Cancelled, delayed, not yet started, in progress or completed)</i>	Comments

Challenges encountered so far:	
Possible future challenges:	
Revisions:	
Additional information:	

Financial information

4.2 Voluntary Local Reviews

In addition to the reviews that are usually produced to measure progress, this Handbook encourages the production of Voluntary Local Reports to assess the city's progress in regards to the 2030 Agenda and to visualise where the city wants to advance and what steps are needed to achieve these goals.

When the 2030 Agenda and the Sustainable Development Goals were established, the United Nations, in agreement with the member states, proposed the production of annual reports that would monitor and evaluate the degree of compliance of countries with the global agendas. These reports were called Voluntary National Reviews (VNR). Given the role that cities and local governments play in achieving the global goals and particularly sustainable urban development, in addition to the VNRs, has been encouraged the production of Voluntary Local (VLR).

The VLR aims to assist local governments in monitoring and reporting on their progress towards implementing the 2030 Agenda. At present, over 50 cities worldwide have contributed to the production of Voluntary Local reviews. Among them are New York (USA), Barcelona (Spain), Mannheim (Germany), Oaxaca (Mexico), La Paz (Bolivia), Helsinki (Finland), Cape Town (South Africa), Suwon (South Korea), among others¹⁸.

There is currently no official or a universal version of a template. Nevertheless many institutions (UNDESA; ESCAP; EC JRC; Brookings) have issued knowledge documents and guidance to support local governments in their VLR exercise. UN-Habitat, together with UCLG,

have released the first volume of the Guidelines of VLRs, providing a key suggestion for VLR development based on comparative analysis of existing VLRs. A second volume exploring the connection between VLRs and VNRs will be released in the first quarter of 2021.

At the time the present project was running, none of these knowledge products was available. Hence, in this Handbook, we present a template whose focus is on the progress and trends regarding SDG 11. UN-Habitat developed the template on the request of and for the cities participating in the project in Latin America on which this Handbook is based.

The template was developed based on (1) the common reporting guidelines of 2015 and its updated version of 2017, prepared by the United Nations Secretary General and (2) the Handbook for the Preparation of Voluntary National Reviews produced by the United Nations Department of Economic and Social Affairs (UNDESA).

The following table of contents is divided into ten different chapters, which will help to structure the reviews. At the beginning of each chapter, a brief explanation can be found, as well as suggestions for the cities and people in charge of writing the final review.

The cities conducting a local review are advised to adapt the report to their local specificities and circumstances. For ensuring that the report is knowledge-based, cities are encouraged to include graphic illustrations of their data findings, such as diagrams, tables or graphs, where necessary.

¹⁸ To learn more about the VLRs, as well as the reports from the identified cities, visit the following guidelines: https://unhabitat.org/sites/default/files/2020/07/uclg_vlrlab_guidelines_july_2020_final.pdf

4.2.1 Template

Voluntary Local Report

Opening statement (max. 1 page)

This chapter expresses the commitment of the local government in achieving SDG11, made by the city government / mayor / highest authority in the city, and should include:

- a general presentation of the SDGs, specifically SDG11,
- the current status of the city's SDG progress and the local government's commitment to the implementation of the Agenda 2030,
- the localisation process and its importance for the successful implementation of the SDGs,
- the intersection among SDGs and the municipal strategic development goals.

Highlights (max. 1 Page)

This chapter serves as an executive summary of the report and provides information on the major plans and achievements of the city in terms of local SDG implementation with a special focus on SDG11 and should include the following:

- the main local strategic goal and vision of the city;
- the way in which the city is addressing the overlap between the global goals and its local strategy,
- information on the review process,
- how the local government responds to the implementation of the SDGs and to the principle of leaving no-one behind in brief,
- two or three priority targets of SDG11 and explain the reason behind their prioritisation,
- two or three examples of challenges, good practices and lessons learned,
- two or three areas in which the locality would need support: financing, capacity building, technology, partnerships etc.

Introduction (max. 2 pages)

The introduction chapter aims to give a review of the background of SDG implementation, the reporting process and its importance, the local context and local sustainable development strategies:

- the context and objectives of the report: review cycles and how these reviews are utilised,
- the key features of the country, the city and the local context: geography, population data, socio-economic characteristics, political and institutional characteristics,
- an overview of the national objectives with a focus on SDG 11,
- the policies ensuring the integration of SDGs and the links to other international agreements: Addis Ababa Action Agenda, Paris Agreement, Sendai Framework for Disaster Risk Reduction, etc.,
- a brief description of the local urban strategy – city development strategy, municipal plan, strategic plan, sustainable development plan.

Methodology and process for the preparation of the report (max. 4 pages)

The methodology chapter aims to provide information on the way in which the report was developed and implemented, and whether stakeholders' participation took place in the process. It should include:

- information on the methodology adopted by the locality: scope, depth and limitations,
- how the different levels of government (horizontal and vertical) were involved in the preparation of the report,
- whether multi-stakeholder participation was achieved - who was engaged in the discussions,
- what mechanisms have been used to integrate other stakeholders in the review process: civil society, academia, private sector, UN Country teams if engaged,
- examples of successful models used for improving or expanding civic engagement and engaging youth leadership.

Structural constraints (max. 4 pages)

This chapter identifies different constraints at different levels that prevent the city to develop sustainably.

These include:

- the cross-cutting issues that constrain the implementation of the SDGs,
- barriers regarding institutional capacity and regulatory frameworks,
- examples of policies that have resulted in transformative changes in addressing these barriers and issues.

Policy and enabling environment for the development of the local strategy

Ownership of the SDGs (max. 4 pages)

This section focuses on the general public knowledge on SDGs and SDG implementation, including:

- awareness raising and dissemination of information at all levels of government and stakeholders for creating an enabling environment, participatory and inclusive processes,
- the ways in which different groups, particularly women and young people were engaged,
- the facilitation of direct citizen engagement,
- accountability and transparency at the local level.

Incorporation of the SDGs into national frameworks (max. 4 pages)

This section identifies to what extent the local action, policies and localization of SDG11 align with the national framework and reporting. It should include:

- a description of local vision documents and local development plans,
- to what extent local frameworks are aligned with the SDGs,
- to what extent local frameworks are aligned with regional and global frameworks,
- the practices or tools developed to ease the alignment of the SDGs at the local level,
- actions undertaken by sub-national and local governments to implement the SDGs,
- how the city is localizing data and indicators to manage performance and progress,
- a gap analysis in case one has been conducted, what approaches have been successful, and what would be helpful for identifying lack of progress,
- the main challenges and difficulties that the locality faces in implementing the SDGs, include relevant data for explaining the cause of these challenges, and propose possible ways forward.

Integration of the four dimensions of sustainable development (max. 3 pages)

This section focuses on the integration of the social, economic, environmental and spatial dimensions of sustainable development. It should include:

- the actions that are being taken to ensure that all levels of government work together, horizontally and vertically, to integrate the four dimensions of sustainable development and the SDGs,
- the interlinkages between SDGs.

Leaving no one behind (max. 4 pages)

This section describes the way in which the 'leaving no-one behind' principle¹⁹ is incorporated in the development plans and programmes of the locality. The principle focuses on ensuring that vulnerable and marginalized groups are equally benefiting from the interventions. This section should focus on:

- » strategies for identifying vulnerable groups and their needs;
- » description of the underlying reasons for their vulnerability;
- » how the locality responds to the principle and how outreach is targeted so that marginalized and vulnerable groups are reached;
- » actions for eliminating discriminatory barriers and ending extreme poverty;
- » policies that aim to reduce inequalities, including the question of overlapping inequalities;
- » disaggregated data available and information on the data gaps;
- » the role of non-governmental actors at the local level.
 - Geographical inequalities and spatial segregation
 - Children
 - Youth
 - Persons with disabilities
 - Older persons
 - Indigenous peoples
 - Migrants
 - Women and girls
 - LGBTIQ

¹⁹ For further information on the incorporation of the 'leave no-one behind' principle into monitoring and evaluation, it is advised to view the Handbook for Conducting Evaluations of Normative Work in the UN System (UNEG) and Integrating Human Rights and Gender Equality in Evaluations (UNEG).

Institutional mechanism and regulatory frameworks (max. 3 pages)

The following section gives an insight into the ways in which different stakeholders and institutions participate in the implementation of the SDGs at the local level. The information provided should include:

- how the institutional framework has been adopted in line with the Agenda 2030,
- how different stakeholders and institutions are incorporated in the institutional framework and how their interests and views are represented,
- the different models for organising internally to enable strong SDG implementation and the role of the mayor and other elected officials,
- laws and legislation enabling the participation of stakeholders,
- how key national government institutions are involved at the subnational and local level - human rights institutions, civil society organizations and the private sector and how their responsibility is assigned.

Goals and targets (max. 20 pages)

This chapter provides information on the progress of SDG11 targets with specific actions and projects undertaken:

- explain to what extent SDG11 is a national and/or local priority compared to other SDGs,
- the progress of SDG11 targets with project examples under each target respectively, also providing context and explanations to trends and outcomes,
- analyse the progress that the country has made on the goals and targets since 2015,
- include indicators developed by the city that better represent the progress of the SDG targets,
- interlinkages with other SDGs,
- analysis of emerging issues and challenges,
- gaps and the measures put in place or planned to address them,
- good practices and lessons learned.

List of SDG11 indicators

- 11.1.1 Proportion of urban population living in slums, informal settlements or inadequate housing
- 11.2.1 Proportion of population that has convenient access to public transport, by sex, age and persons with disabilities
- 11.3.1 Ratio of land consumption rate to population growth rate
- 11.3.2 Proportion of cities with a direct participation structure of civil society in urban planning and management that operate regularly and democratically
- 11.4.1 Total expenditure (public and private) per capita spent on the preservation, protection and conservation of all cultural and natural heritage, by type of heritage (cultural, natural, mixed and World Heritage Centre designation), level of government (national, regional and local/municipal), type of expenditure (operating expenditure/investment) and type of private funding (donations in kind, private non-profit sector and sponsorship)
- 11.5.1 Number of deaths, missing persons and directly affected persons attributed to disasters per 100,000 population
- 11.5.2 Direct economic loss in relation to global GDP, damage to critical infrastructure and number of disruptions to basic services, attributed to disasters
- 11.6.1 Proportion of urban solid waste regularly collected and with adequate final discharge out of total urban solid waste generated, by cities
- 11.6.2 Annual mean levels of fine particulate matter (e.g. PM2.5 and PM10) in cities (population weighted)
- 11.7.1 Average share of the built-up area of cities that is open space for public use for all, by sex, age and persons with disabilities
- 11.7.2 Proportion of persons victim of physical or sexual harassment, by sex, age, disability status and place of occurrence, in the previous 12 months
- 11.a.1 Proportion of population living in cities that implement urban and regional development plans integrating population projections and resource needs, by size of city
- 11.b.1 Number of countries that adopt and implement national disaster risk reduction strategies in line with the Sendai Framework for Disaster Risk Reduction 2015–2030
- 11.b.2 Proportion of local governments that adopt and implement local disaster risk reduction strategies in line with national disaster risk reduction strategies
- 11.c.1 Proportion of financial support to the least developed countries that is allocated to the construction and retrofitting of sustainable, resilient and resource- efficient buildings utilizing local materials

Means of implementation of SDG11 (max. 5 pages)

This chapter details the means of implementation adopted and expresses the challenges, barriers and constraints that have prevented the efficient implementation of the Agenda 2030 at the local level. It should include:

- **financial capacity:** the current financial resource flows (ODA, FDI, remittances and other steps to mobilise domestic resources) and the steps taken to identify gaps and estimate resources necessary for the achievement of the 2030 Agenda, also include the role of the private sector in financing,
- human resources capacity,
- institutional capacity,
- planning and legislation capacity,
- availability of data,
- access to technologies and innovation,
- partnerships: public-private, multi-stakeholder, civil society,
- monitoring, evaluation and reporting capacity,
- capacity building needs of the city to efficiently implement the global goals in their locality,
- identify specific needs for the city.

Monitoring and evaluation at the subnational level (max. 5 pages)

The monitoring chapter of the report provides information on how the city aims to monitor and evaluate its progress made towards reaching the SDG targets at the city level according to the global indicator framework, including:

- reliable, timely, accessible and disaggregated data,
- challenges from data collection and management at the local level,
- information on what efforts the city has been taking for improving the accessibility of quality data and statistical capacity,
- innovations for data collection and disaggregation,
- efforts for ensuring transparency and accountability.

Conclusion (max. 2 pages)

The conclusion shall include a summary of the analysis, findings and policy implications, including:

- new and emerging issues identified by the review,
- lessons learned from the review process and how it can be used,
- the steps planned for integrating SDGs into local plans and programmes as a way forward,
- plans and programmes the city has been developing to further enhance the implementation of the Agenda 2030 and local development plans,
- plans for regular review of progress at the local and national levels,
- what support the city or country need in preparing future reports,
- what adjustments should be made to the voluntary local review guidelines.



4.2.2 Take-aways from the Project in Latin America

The template presented in the previous section was developed at the request of the cities participating in the project. This initiative was joined by Chimbote, Trujillo, Rio de Janeiro and Niterói. With regard to Bolivian cities, La Paz has been one of the pioneering cities in the production of these reports, presenting its first edition to the project's network at an event organised in Niterói in 2018.

Regarding Niterói's VLR, a consultant was hired to assess the performance of the municipality and its management in its different areas. The report took as its starting point the analysis of documents related to the 2030 Agenda and the SDG implementation. Furthermore, the "Niterói que Queremos", the Multi-annual Plan and the Master Plan, as well as the sectoral plans, underpinned the construction of the document. Likewise, interviews were conducted with key officers who could provide more information on the policies. As for the collection of data and the construction of indicators, the platform ObservaNit20 served as the basis for selecting

performance indicators. All data collected were from 2013 to the present to analyse the policy's continuity in the last two administrations.

Niterói's VLR emphasised the evaluation of SDG 11 and was structured as follows: housing, sustainable transport, participatory planning, risk reduction and public spaces. In addition, three sections were included: 1) education policies; 2) health policies; and 3) inclusion and vulnerability reduction policies.

According to the municipality's officials, Niterói's VLR has proven to be a useful tool for social monitoring, enabling the assessment of SDG coverage at the local level, and revealing progress and issues that still need further work. After launching the publication, the Niterói government plans to expand the dialogue with citizens and achieve a virtual and face-to-face participatory dynamic so that the population can have a say in its content and contribute future updates until 2030.

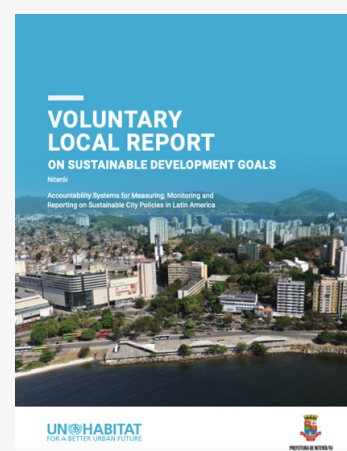
Click on the images to access the VLRs of the cities participating in the project.



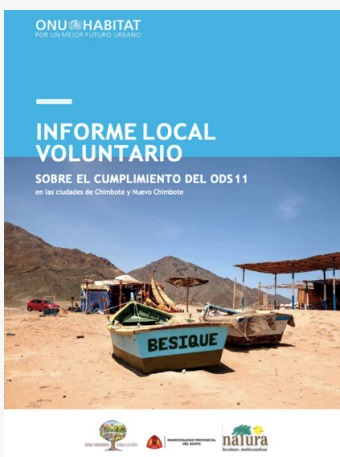
Rio de Janeiro, Brazil (Portuguese)



Trujillo, Peru (Spanish)



Niterói, Brazil (English)



Chimbote, Peru (Spanish)



Niterói, Brazil (Portuguese)



La Paz, Bolivia (Spanish)





Annexes

This section includes:

- 01 Tools for use in training
- 02 The Sustainable Cities and Communities Consultation Initiative
- 03 Guide to finding funding opportunities for city interventions.

1.Tools for use in training:

1.1 The Housing Barometer



Level of engagement:
Training activity

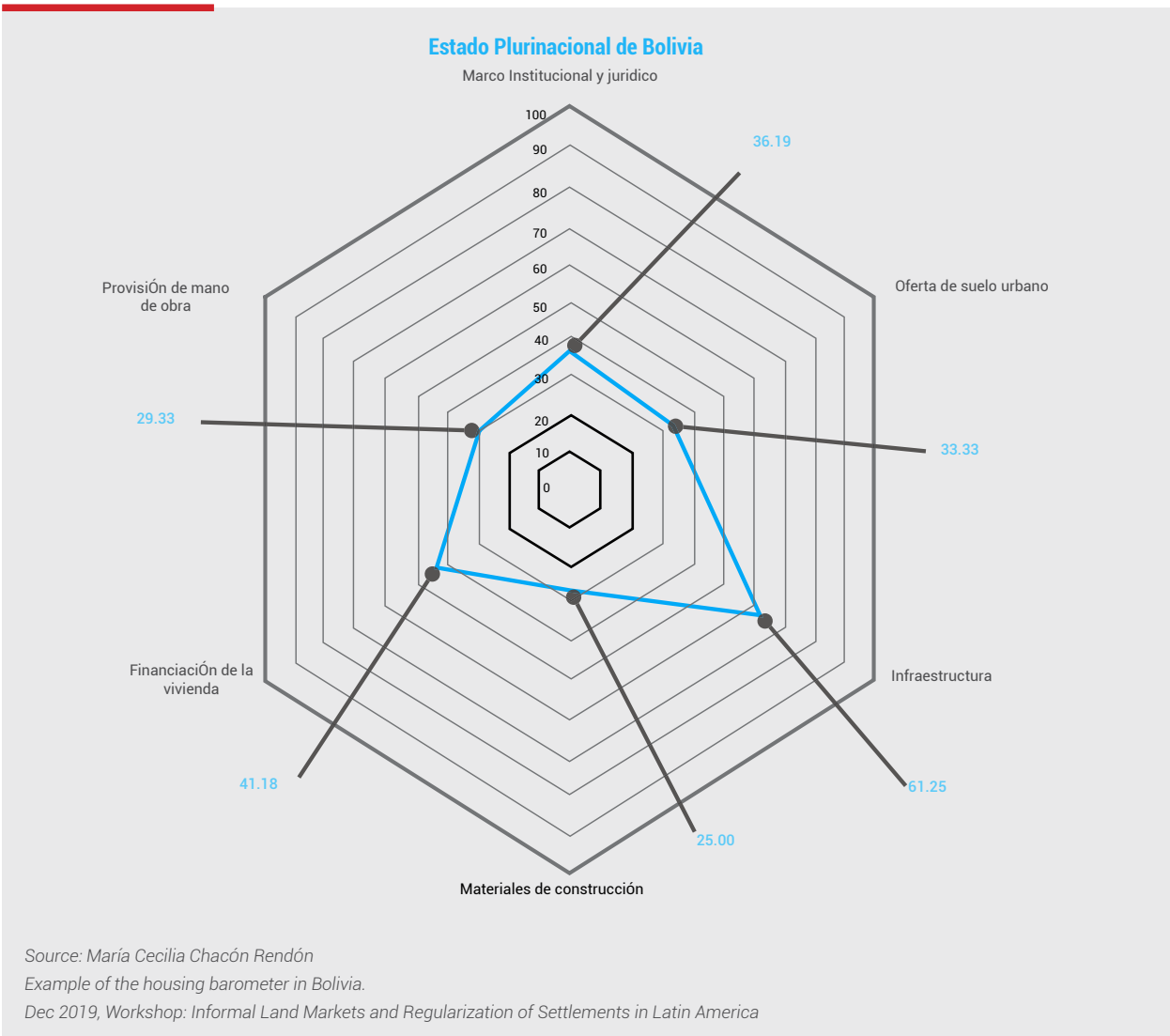


Estimated time:
1 hour



Needs knowledge on the housing sector in the participant's country and city

Figure 15: Example of the housing barometer in Bolivia.
(UN-Habitat, 2018)



The Housing Barometer is a tool to support rapid analysis of the housing sector. It expresses the perceptions of participants about the performance of the various subsectors of the housing sector. It is a problem-solving tool helping in the identification of the problem areas or policy shortcomings that need attention.

The Housing Barometer has a guide that introduces the tool and explains how to use it. This guide is available in English. The tool also has a worksheet, which is available in English and Spanish.

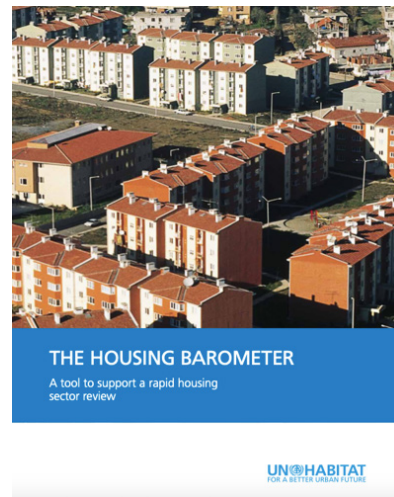
The barometer is comprised of a set of 6 questionnaires (each questionnaire has 15 to 21 questions) for each sub-division, with standardised indicators giving a value scoring that is visualised in a radar chart, also called the housing diamond (see figure 15).

The sub-divisions are:

- i. Labour provision
- ii. Infrastructure
- iii. Institutional and legal framework
- iv. Building materials and construction industry
- v. Housing finance
- vi. Urban land supply

In addition to Latin American countries, the Housing Barometer has been widely used in countries such as Bangladesh, Bhutan, India, Indonesia, Mongolia, Philippines and Vietnam.

The tool has particular benefit in case the housing sector is identified as one of the main challenges or as an issue to be trained.



Click on the report to access the worksheets as well as the user guide.

1.2 The SDG 11 Survey



Level of engagement:
Training activity



Estimated time:
20 Minutes



No prior knowledge is needed

As part of the project's activities in Latin America, a Training of Trainers workshop was held in March 2018 with several institutions mapped out in the training needs assessment. The training aimed to train local agents to act as multipliers of knowledge within their community.

During this workshop, an interactive activity was carried out to get to know the participants' perception of how their cities were doing on the ten targets of SDG 11, transparency and accountability. A substantial discussion among the participants ensued due to the different impression each one had, strengthening the collaboration and participation between them.

The results of the workshop were used to develop an online survey to broaden the scope of the exercise. This online survey is available in English and Spanish and has been used since July 2018. The survey has 21 core questions and 10 optional questions subject to the participant's answers to the yes and no questions (see questionnaire below). It is designed to determine the public's perception of the different areas of work in a city.

At the end of the consultation, the participants visualise their results, as shown in figure 16. This visualisation allows to quickly identify the strengths and weaknesses of the city (according to their perception) in relation to the targets of SDG 11 and transparency and accountability.

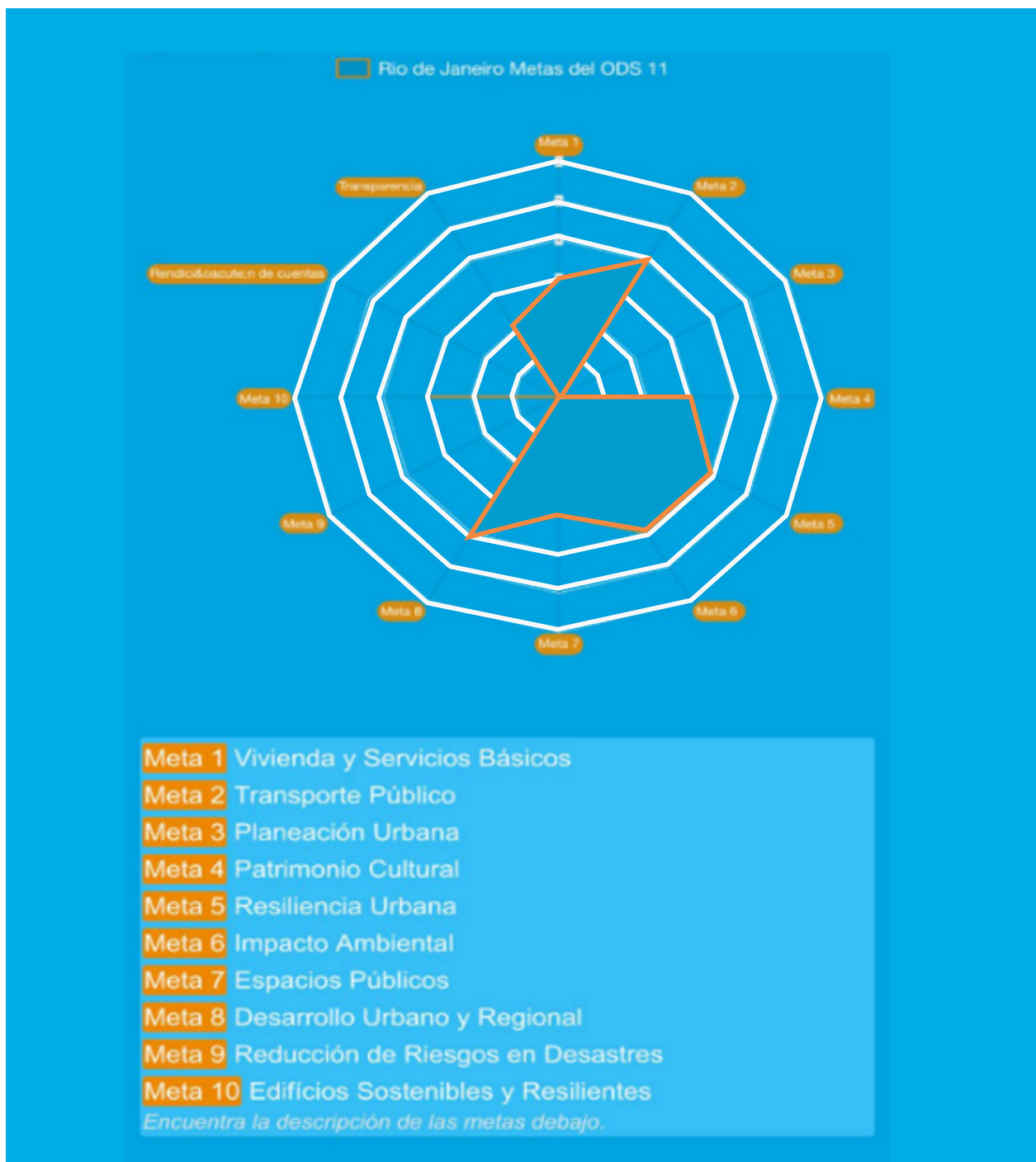
It is strongly recommended to carry out this exercise in training workshops and, once the consultation is over, to set up teams and ask them to compare their results and discuss the similarities, differences and why of their perceptions.

As of January 2020, the online survey has gathered nearly 900 respondents from over 51 countries, with

most of whom have been participants of training workshops both by UN-Habitat and partners. The online consultation served as a basis for the development of the Sustainable Cities and Communities Consultation, explain below.

To answer the survey, visit the following [link](#).

Figure 16 Example of the result of the city of Rio de Janeiro. Workshop in Niterói, Brazil in August 2018



Questionnaire:

Note: The questions in red correspond to those that are displayed when the participant answers Yes to the previous question. The questions in green correspond to those whose answer is No.

On a scale from Strongly disagree to Strongly agree, please indicate to what extent you agree or disagree with the following statements:

1. In the city I live, there are policies regarding climate change and resilience to disasters.
Resilience means a city's ability to withstand, respond to and adapt to emergencies and disasters.
 No Yes
2. In the city I live, the policies regarding climate change and resilience to disasters are improving.
Resilience means a city's ability to withstand, respond to and adapt to emergencies and disasters.
 Strongly disagree Disagree Agree Strongly agree
3. To my knowledge, the city I live in is getting worse at being prepared for local disasters.
 Strongly disagree Disagree Agree Strongly agree
4. In the city I live in, the access to safe, inclusive, accessible and green public spaces is increasing (including for people in vulnerable situations, women, children, persons with disabilities and older persons).
 Strongly disagree Disagree Agree Strongly agree
5. In the city I live in, the number of local initiatives dedicated to creating a better urban life is increasing.
 Strongly disagree Disagree Agree Strongly agree
6. In the city I live in, the expenditure of the local government on the preservation, protection and conservation of our cultural and natural heritage is decreasing.
 Strongly disagree Disagree Agree Strongly agree
7. In the city I live in, the number of people that have adequate access to basic services (clean water, sanitation, electricity and waste removal) is increasing.
 Strongly disagree Disagree Agree Strongly agree
8. The access to safe, affordable, accessible and sustainable public transport in the city I live in is getting worse.
 Strongly disagree Disagree Agree Strongly agree
9. In the city I live in, the access to safe public transport for people in vulnerable situations, women, children, persons with disabilities and older persons is improving.
 Strongly disagree Disagree Agree Strongly agree

10. In the city I live in, the number of people living in slums, informal settlements, or inadequate housing is increasing.

Strongly disagree Disagree Agree Strongly agree

11. To my knowledge, the city I live in is allocating more and more financial means to the construction of sustainable and resilient buildings that utilise local materials.

Here, resilient means a building's ability to withstand emergencies and disasters.

Strongly disagree Disagree Agree Strongly agree

12. The local government, organisations, companies and people in the city I live in care more and more about the preservation, protection and conservation of our cultural and natural heritage.

Strongly disagree Disagree Agree Strongly agree

13. In the city I live in, considering the population growth, the availability of land is improving.

Strongly disagree Disagree Agree Strongly agree

14. The quality of waste management in the city I live in is decreasing.

Strongly disagree Disagree Agree Strongly agree

15. The city I live in is getting worse at building sustainable and resilient buildings that utilise local materials.

Here, resilient means a building's ability to withstand emergencies and disasters.

Strongly disagree Disagree Agree Strongly agree

16. In the city I live in, there are possibilities for citizens to participate in local urban planning and management.

No Yes

17. In the city I live in, the possibilities for citizens to participate in local urban planning and management are decreasing.

Strongly disagree Disagree Agree Strongly agree

18. In the city I live in, cases of physical and sexual harassment in public spaces are increasing.

Strongly disagree Disagree Agree Strongly agree

19. In the city I live in, when people are unhappy with the local government, there are ways to put forth complaints.

No Yes

20. In the city I live in, the authorities are becoming less and less responsive to complaints from citizens.

Strongly disagree Disagree Agree Strongly agree

21. In the city I live in, for people who are unhappy with the local government, the possibilities to complain are increasing.

Strongly disagree Disagree Agree Strongly agree

22. In the city I live in, the number of people (e.g. from the government, NGOs, activists or any other segment of society) that work toward creating a better urban life is decreasing.

Strongly disagree Disagree Agree Strongly agree

23. The level of air pollution in the city I live in is increasing.

Strongly disagree Disagree Agree Strongly agree

24. In the past two years, was the city you live in struck by any natural disaster?

No Yes

25. In the city I live in, if disaster strikes today, the number of people negatively affected would be lower than it would have been if a disaster had struck 2 years ago.

Strongly disagree Disagree Agree Strongly agree

26. In the city I live in, if disaster strikes today, the direct economic loss would be higher than it would have been if a disaster had struck 2 years ago.

Direct economic loss is any harm to physical structures like buildings and belongings inside of them. Indirect economics loss includes people losing their incomes and jobs. In this survey, we focus only on direct economic loss.

Strongly disagree Disagree Agree Strongly agree

27. In the city I live in, comparing with 2 years ago, the number of people negatively affected when disaster strikes is decreasing.

Strongly disagree Disagree Agree Strongly agree

28. In the city I live in, comparing with 2 years ago, the direct economic loss caused when disaster strikes is increasing.

Direct economic loss is any harm to physical structures like buildings and belongings inside of them. Indirect economics loss includes people losing their incomes and jobs. In this survey, we focus only on direct economic loss.

Strongly disagree Disagree Agree Strongly agree

29. In the city I live in, it is possible to access information about the municipal government's policies, actions and use of funds.

No Yes

30. In the city I live in, the municipal government is getting better at providing information that is easy to understand about the municipal government's policies, actions and use of funds.

Strongly disagree Disagree Agree Strongly agree

31. In the city I live in, it is getting more and more difficult to access information about the policies, actions and use of funds of the municipal government.

Strongly disagree Disagree Agree Strongly agree

2. The Sustainable Cities and Communities Consultation



Level of engagement:
Consultation at city/
national level



Estimated time:



4 Months
No prior knowledge needed

The following initiative demonstrates how to transform a training tool into a local initiative to stimulate citizen participation and raise awareness of the 2030 Agenda. The Sustainable Cities and Communities Consultation is based on the SDG 11 Survey. Below are further details on the initiative, lessons learned from its implementation in Brazil, Bolivia and Peru; as well as a guide for replicating the consultation in new cities and countries.

About the consultation

Cities are increasingly encouraged to and focused on reporting progress of the implementation of SDGs, in addition to the reports on sustainable urban development prepared at the national level. Understanding the perception of citizens can play an essential role in the development of these reports and the implementation of appropriate follow-up actions, and citizen empowerment for greater involvement in public administration.

The Sustainable Cities and Communities Consultation is a mobile phone-based wide consultation on transparency, accountability and progress on the implementation of SDG 11. It is based on the SDG 11 Survey but has variations in some of the questions and the language, to be accessible to the general population.

The consultation was first launched in Brazil, in October 2018, and it was replicated in Bolivia and Peru, in 2019. The endeavour has been in partnership with the startups Colab (Brazil) and OS City (Mexico), and since 2018, over 26,000 citizens have participated from over 820 cities in the three participating countries. In Brazil, the consultation has been carried out annually and will continue until 2030, to compare the degree of compliance of SDG 11 in Brazilian cities based on citizen perception.

The initiative demonstrates an innovative way to engage citizens, create awareness of sustainable city policies and the 2030 Agenda, in addition to facilitating monitoring and gathering of data to support a dialogue with municipal governments for policy change. Since its conception, all responses have been monitored through a digital dashboard, and data has been disaggregated for better understanding and analysis.

Furthermore, the results have been unveiled in reports available in Portuguese, Spanish and English. These reports have been given to decision-makers for their knowledge and incorporation of the data in the formulation of public policies. The publications are available on the UN-Habitat website. Click on the images of the reports to access them.

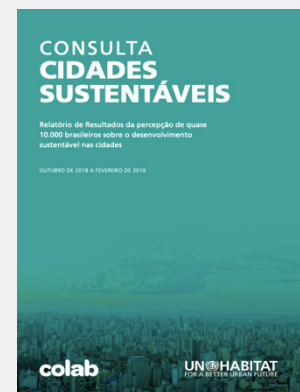
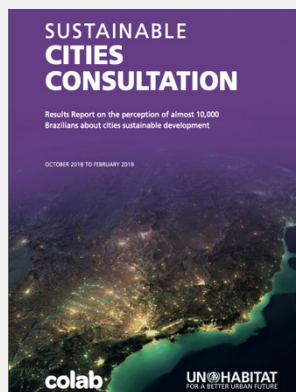


Figure 17 Consultation Results Screen - Example in Brazil (UN-Habitat and Colab, 2019)



The consultation has 30 multiple choice questions on topics such as transport, inclusion, basic services and transparency. All questions used the Likert Scale ranging from "I strongly agree" to "I strongly disagree" and provided a perception analysis.

One of the main features of the consultation is the chart for instant visualisation of the result, available to each person at the end of the consultation. This chart, as seen in figure 17, allows respondents to compare their responses with the average for their city, as well as at national level (or in the case of Bolivia and Peru, with the average of the other participating cities). Due to pre-defined question markings, the answers are grouped by topic - SDG 11 targets - to allow comparison of all indicators.

The Ambassadors programme

Even though the technology is becoming more accessible, in some regions, access to the internet is still limited or non-existent, and many are not computer literate or literate at all. This limits the inclusiveness of some interventions, mainly with the most vulnerable.

Consequently, and in order to maximise the scope of the initiative, the Ambassadors' Programme was proposed. The programme was launched during the first implementation of the consultation (Brazil, 2018-2019) and is constituted by young volunteers who champion the consultation in their communities.

The programme's objective is to create a local network of multipliers for the consultation and engage their communities with face-to-face and digital actions.

Figure 18 Ambassador in Tarija, Bolivia

Source: Fundación para el Periodismo



In Brazil, the programme is coordinated by Colab, and through its networks, they invite volunteers to promote the consultation. Each ambassador has a code which allows counting the number of people participating thanks to the ambassador's diffusion. Through the app, ambassadors can monitor their progress and can earn medals (like in video games) for their merits. At the end of the consultation (four months after implementation), ambassadors receive rewards such as access to workshops, certificates, among others. To date, more than 360 ambassadors have participated in the dissemination of the consultation.

In Bolivia and Peru, partnerships were established with local universities on the recruitment of ambassadors. Most of them were architecture students. Each ambassador was given a T-shirt, visual material and data packages to enable them to access the internet and help those who did not have the resources to access the platform. On average, each country had 15-20 young volunteers.

The ambassador's programme, in addition to increasing the total number of respondents, has enabled young people to engage in local initiatives. The Bolivian ambassadors, for instance, expressed their interest in pursuing their area of expertise in the field of urban planning.

"Collaborating to make my city sustainable is awesome, and there is no better source for a city diagnosis than the citizens who live in that city. I believe that if authorities know the real needs of the population, they will be able to make more relevant decisions".

Igor Hemmins, Ambassador of Caçapava for the Sustainable Cities and Communities Consultation in Brazil.

Steps to replicate the consultation in my city and/or country

The experience in Brazil, Bolivia and Peru, shows that new channels of communication that involve citizens in decision-making can generate and validate a significant amount of data to support local policies and improve their impacts on the ground.

To replicate the consultation, the following need to be considered:

Short-term (3 months)

- i. Contact the UN-Habitat Capacity Development and Training Unit to express interest;
- ii. Identify the partners and focal points for logistical and technical development as well as implementation;
- iii. Delimitate the scale of the consultation and the cities to be piloted (if not starting at the national level);
- iv. Consensus on the budget to be used, the sources of funding and those responsible for managing these resources;
- v. Corresponding signature of Memorandum of Understanding (MoU) and/or Agreement of Cooperation (AoC) with all the actors involved to carry out the consultation;
- vi. Creation of the consultation platform (questionnaire, visualisation of results and data capture mechanisms).

Medium-term (6 months)

- i. Implementation of the communication campaign (before and during the execution of the consultation);
- ii. Launch of the consultation.

Long-term (1 year)

- i. Closure of the consultation;
- ii. Analysis and display of data and results;
- iii. Launch of the report;
- iv. Dissemination of the publication among local authorities and main decision-makers in the city and country deployed.

To standardise the consultation and to be able to compare responses not only between cities of the same country but also among different countries, it is highly recommended to maintain the **implementation period of four months after its launch**. During the implementation period, it is recommended to perform monthly analyses on the development and acceptance of the consultation with the population. This analysis will allow adjustments (if necessary), as well as different dissemination strategies to capture all the socioeconomic segments of the city.

Lessons learned from Brazil, Bolivia and Peru

Language: Although there is a standard questionnaire, it must be reviewed by local experts to ensure that it is accessible and understandable to the whole population. It is also advisable to test the questionnaire with at least ten people (different social strata, level of education, age, among others) before it is launched to the general population.

Length: The consultation lasts on average 10 minutes. However, some respondents have hesitated to participate due to the length of it. The more accessible the language, the quicker it will be completed and the greater the number of respondents.

Technology: Technology facilitates efforts by systematising the processes, such as data analysis. And certainly, innovative processes with limited resources can be optimised to scale up the scope of this through technological tools. However, in all three countries, there were challenges in reaching the most vulnerable population. Hence, it can be concluded that technology without the support of human capital does not generate the same impact. The ambassadors have played an essential role in disseminating and attracting users. The physical contact between the respondent and the volunteer generates an atmosphere of trust for the participant, thus motivating his or her contribution.

Public spaces: In addition to being spaces for recreation and inclusion for citizens, public spaces are spaces that encourage citizen participation. On several occasions, public spaces were the places that attracted the most participants during the fieldwork carried out by the ambassadors.

Dissemination: There is an interest from the population to participate and get involved in initiatives that promote the well-being of their city and community. However, little knowledge about such initiatives or the processes for participation inhibits people's spirit. Dissemination and outreach campaigns should be designed according to the city's popular media.

Partnerships: Generating alliances between different actors and sectors in the city is vital. The development and implementation of the consultation has involved the public and private sectors, NGOs, academia, civil society and UN-Habitat.

Local authority commitment: In the three countries, the level of public participation has been correlated with the level of commitment of local authorities to the initiative. Where engagement from the authority was high, there was noticeably increased levels of participation.

3. Guide to finding funding opportunities for city interventions

Over the course of the project's experience in Latin America, one of the recurrent concerns received by different stakeholders was the scarcity of resources at the local level and the lack of knowledge about how to apply for external funding. This section presents some tips to facilitate the search for project funding.

Before starting any search, it is essential to define the project and its framework, therefore the following should be taken into consideration:

- **Who will be the partners of the project.** Most funding requests that projects be collaborative and have agreements between different stakeholder groups.
- **To have a robust action plan.** Don't forget that the plan should mention the desired outcome, project objectives, timeframe, and people involved in its development and implementation.
- **A well-prepared budget that justifies all expenses and is consistent with the narrative of the action plan.** It is worth remembering that the emphasis is not on raising as much money as possible, but on the necessary resources that will lead to effective results and improvements in the target location.

Funding can come from individual donors, foundations, international organisations, intergovernmental agencies, and local, state, and the federal government. When preparing your application, it is necessary to take into consideration the following:

- **Be sure you are eligible for the funding opportunity you seek to apply.** For instance, the approach of your project is compatible with the values and areas of work of the funding organisations; the geographical region is within the areas applicable to the fund, the call is open, among others.
- **Verify the application process of each fund.** Basic requirements, application forms, information and procedures vary by funder. Having a robust plan will give you the basis needed for each application; however, each proposal must be tailored to the requirements of each fund.

In addition, it is recommended to explore at the local level whether there are any similar projects similar and whether it is possible to combine them to enlarge the scope of the intervention and to fundraise jointly. It is advisable to pursue local funds first and then seek for international funds. This is to underline the interest at the local level in materialising the project presented, which will attract more external donors.

Below are some pages outlining international calls for funding. **The list is not exhaustive, nor does it contain all the agencies for each section,** but gives an idea of platforms where to search:

Intergovernmental Agencies:

- [UN Capital Development Fund](#)
- [UN Foundation](#)
- [The World Bank IBRD Funding Program](#)
- [European Commission](#)
- [African Development Bank](#)

- [Asian Development Bank](#)
- [Inter-American Development Bank](#)
- [OPEC Fund for International Development](#)

International Development Cooperation Agencies:

- [German Organisation for Technical Cooperation \(GIZ\)](#)
- [Canadian International Development Funding](#)
- [Dutch Ministry of Development Cooperation](#)
- [Italian Agency for Development Cooperation](#)
- [Japan International Cooperation Agency \(JICA\)](#)
- [Korea International Cooperation Agency \(KOICA\)](#)
- [Swedish International Development Cooperation Agency \(SIDA\)](#)
- [United States Agency for International Development \(USAID\)](#)
- [Norwegian Agency for Development Cooperation \(NORAD\)](#)
- [UK Government Department for International Development \(DFID\)](#)

Foundations:

- [Oak Foundation](#)
- [Packard Foundation](#)
- [Bloomberg Foundation](#)
- [The Rockefeller Foundation](#)
- [Bill & Melinda Gates Foundation](#)

Platforms with a database of different opportunities²¹:

- [Candid](#)
- [FundsforNGOs](#)
- [Peak Proposals](#)

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