



Guide to Urban Thinkers Campuses

Towards the Implementation of the New Urban Agenda



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UN-Habitat World Urban Campaign



UN HABITAT



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#UrbanThinkers

#TheCityWeNeed

You are an Urban Thinker

*You want to be part of the change towards
the implementation of the New Urban Agenda.*

*Organise an Urban Thinkers Campus with a group
of committed Partners and be part of
the collective action .*



This guide is intended to assist organizations which have an interest in being part the urban thinkers' movement in the post-Habitat III era in the context of the implementation of the New Urban Agenda to achieve The City We Need. It is meant to provide a framework for Urban Thinkers Campuses in the second phase (UTC 2.0) of The City We Need process.

From principles to drivers of changes and urban solutions identified in The City We Need process during Phase 1 of the Urban Thinkers Campuses, Phase 2 is geared towards action in order to implement the New Urban Agenda, which was adopted at the Habitat III Conference on 20 October 2016 and defined for the next twenty years.

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Related weblink: www.youtube.com/watch?v=iis-L2JkkRs

I. INTRODUCTION

The Urban Thinkers Campus model is an initiative of UN-Habitat conceived as an open space for critical exchange between urban researchers, professionals, and decision-makers who believe that urbanization is an opportunity and can lead to positive urban transformations. It is also intended as a platform to build consensus between partners engaged in addressing urbanization challenges and proposing solutions to urban futures.

The first Urban Thinkers in Campus was organized in October 2014 on the theme *The City We Need*, and brought together urban thinkers and established UN-Habitat partner organizations and constituencies to reflect on current urban challenges and trends and to propose a new paradigm. Building on the previous deliberations of the World Urban Campaign, this Campus was meant to gather new thinking and strengthen the first campaign position entitled *The Future We Want - The City We Need* that was prepared from September to December 2013 and launched in March 2014 in New York prior to the Seventh Session of the World Urban Forum (April 2014, Medellin). The First Urban Thinkers Campus was acknowledged by participants as a model to pursue for further debates in order to bring partners around the table to negotiate principles, policies, and action planning on key issues that need to be addressed at the Habitat III Conference and built up in the New Urban Agenda.

Subsequently, the World Urban Campaign Steering Committee at its 11th Meeting in October 2014 recommended that other Urban Thinkers Campuses be solicited in order to amplify the urban thinkers' movement towards Habitat III. Those new campuses would allow strengthening *The City We Need* position of partners further. From 29 June 2015 to 20 February 2016, Urban Thinkers Campuses have been organized around the framework of *The City We Need*, engaging 7,847 men and women from 124 countries and 2,137 organizations, representing fourteen constituent groups: Local and Subnational Authorities, Research and Academia, Civil Society Organizations, Grassroots Organizations, Women, Parliamentarians, Children and youth, Business and industries, Foundations and Philanthropies, Professionals, Trade Unions and Workers, Farmers, Indigenous people and the Media. These constituencies have gathered in 26 Campuses to converge and debate in multiple Urban Thinkers Sessions, Urban Labs, Plenary Debates, Exhibitions, Media and Cinema Sessions organized, under the leadership of the WUC partners. The journey which started in Caserta drove us to Stockholm (Sweden), Kampala (Uganda), Hong Kong (China),

New Delhi (India), Palermo (Italy), Nairobi (Kenya), New York (USA), Geneva (Switzerland), Dhaka (Bangladesh), Omaha (USA), Barcelona (Spain), Mexico City (Mexico), Recife (Brazil), Dubai (UAE), Paris (France), Vancouver, Kuching (Malaysia), Chitungwisa (Zimbabwe), Melbourne (Australia), Mannheim (Germany), and ended in Alghero (Italy) (Annex A: list of UTC - Phase 1).

The recommendations made by the Urban Thinkers Campuses were then compiled and distilled by a Drafting Committee which concluded its work on 12 March 2016 to deliver *The City We Need 2.0*. The manifesto was then adopted unanimously by the World Urban Campaign Steering Committee on 16 March 2016 in Prague/Czech Republic, where they acknowledged the Urban Thinkers Campus as an unprecedented consensus-building process whereby everyone was given a voice through a decentralized model. Never before in the history of UN-Habitat has such a decentralized process been able to engage participants on that scale in a structured dialogue, giving a voice to everyone to build a joint manifesto.

The UTC process offers a structured model of participation in multiple locations, allowing people to contribute in a longer time frame while bringing to the table the specificities of different contexts. It builds on both global and local engagement, allows participation from diverse regions, at different times and in different types of sessions allowing dialogue, showcasing, experimentation and consensus building among structured constituent groups and following an agreed format and the same reporting framework for all UTCs.

The City We Need 2.0 presents a new urban paradigm for the 21st century, a vision that was shared with the world before the United Nations Conference on Housing and Sustainable Urban Development (Habitat III), before the Zero Draft of the New Urban Agenda to disseminate compelling messages around key principles, drivers of change, solutions, and generate commitments.

At the 16th session in Quito in October 2016, the WUC Steering Committee has recommended that a new series of Urban Thinkers Campuses be organized in order to continue engaging stakeholders in the post-Habitat III era. WUC Partners have endorsed a new generation of Urban Thinkers Campuses to be used as platforms for action bringing together all partners to implement the New Urban Agenda towards *The City We Need*.

II. UTC GOALS AND PRINCIPLES

A. CONTRIBUTE TO THE IMPLEMENTATION OF THE NEW URBAN AGENDA TOWARDS THE CITY WE NEED

In 2012, Partners of the World Urban Campaign have called for a new urban paradigm based on a critical review of current urbanization patterns and practices: ***To make sure we have the city we need in the 21st century cities our new urban paradigm will have to be guided by*** a set of principles preliminarily articulated in the Manifesto for Cities (...). We will have to translate these principles into policy action areas tailored to local conditions.

The City We Need 2.0 encompasses ten principles:

1. The City We Need is socially inclusive and engaging
2. The City We Need is affordable, accessible and equitable
3. The City We Need is economically vibrant and inclusive
4. The City We Need is collectively managed and democratically governed
5. The City We Need fosters cohesive territorial development
6. The City We Need is regenerative and resilient
7. The City We Need has shared identities and a sense of place
8. The City We Need is well-planned, walkable and transit-friendly
9. The City We Need is safe, healthy and promotes well-being
10. The City We Need learns and innovates

and ten drivers of change:

1. Governance and Partnerships
2. Planning and Design
3. Finance
4. Land, Housing and Services
5. Environment
6. Health and Safety
7. Economy and Livelihoods
8. Education
9. Technology
10. Monitoring and Evaluation

Those have generated a series of **urban solutions** proposed after Urban Thinkers Campuses – Phase 1 and before the Habitat III Conference. Those implementable urban solutions were meant to be innovative, stimulating, inspiring, ambitious and grounded in the reality of communities and practice. In the post-Habitat III era the solutions were meant to be subject to further scrutiny and commitment to action. For the WUC Urban Thinkers, urban solutions have been conceived as initiatives, practices, policies and models that address urban challenges. They should range from projects to strategies that have been implemented or are in the course of being implemented, meant to have a proven impact on people's lives, to be economically feasible, replicable and scalable, influencing transformation.

From **PRINCIPLES** to **DRIVERS OF CHANGE** and **URBAN SOLUTIONS**, the next step is geared to **ACTION** to implement the New Urban Agenda defined for the next twenty years.

Solution areas have been identified in the first round of WUC urban solutions prior to Habitat III:

1. **Financing tools and promotion of social capital:** How to finance the City We Need. How communities are going to cope with their lives in a context of reduced resources. Solutions are precisely at the heart of communities and social networks ruled by reciprocity, trust, and cooperation, producing goods and services not mainly for themselves, but for a common good, an essential key to The City We Need.
2. **Empowerment in the urban space:** Informal workers, slum dwellers, children and youth are prime examples of these groups, which if empowered to better access the city yield great returns to communities at unanticipated scales. Empowering people uses various vehicles from education to art.
3. **Optimization of urban access and flows:** Access and flows of vehicles, utilities and data can be greatly optimized in order to improve overall quality of life and economic returns at several levels. Such solutions also have tremendous impacts on the use of energy, land and resources, directly addressing environment and climate issues.

4. **Sharing and pooling:** In the same spirit, sharing and pooling data, bikes, cars, utilities, etc. seems to be the trend in order to cope with decreasing resources and to optimize usage of urban infrastructure and space. At the same time, such solutions reinforce social interaction while promoting economic returns.

5. **Environmental regenerative urban processes:** These solutions help cities to harness their own regenerative capacity in order to address their increasingly damaging ecological footprints. Inefficient operations and wasteful linear systems should be turned into resource-efficient and circular systems

Those solutions areas should inspire WUC partners to focus on these areas in dedicated Urban Thinkers Campuses in order to define action towards the achievement of The City We Need.

B. CREATING AN OPEN SPACE FOR CRITICAL EXCHANGE AND CONSENSUS BUILDING

The Urban Thinkers Campus should offer an open space for partners. It should convene representatives of different constituencies and partner organizations to debate around emerging practices that can positively contribute to a new urban paradigm in order to define their priorities.

The Campus should not be presented as a formal conference where speakers make official presentations. The Urban Thinkers Campus is meant to be a place to share, learn and define the way forward through individual and joint commitments to implement the New Urban Agenda. The format of the Campus should be flexible, based on open facilitated sessions, allowing a high level of interaction. All participants should have equal opportunities to voice their views, ideas, and commitment to support their vision towards action.

C. ACTION-ORIENTED UTCS

The Urban Thinkers Campuses – Phase 2 (UTC 2.0) are meant to articulate the next steps of ACTION in order to implement the New Urban Agenda towards The City We Need:

1. **PRIORITY ACTIONS:** Urban Thinkers should define their priority actions. They should agree on those in roundtables after a series of **urban labs** and **urban thinkers' sessions**.
2. **COMMITMENTS:** They should bring their individual organizations commitments at **roundtables** of negotiations after a series of **partner group sessions**.
3. **ACTION PLAN:** They should then define an **action plan** combining all priority actions and commitments of all stakeholders presented in plenary.
4. **ROLE SETTING:** They should agree on roles and responsibilities of stakeholders.
5. **ROAD MAP:** The final outcome of each Campus should be an **agreed implementable road map** with key milestones presented in plenary.
6. **SHARING:** The above should be shared publicly through all WUC outreach channels (website, social media, newsletter, emails and others).

III. THE UTC MODEL

A. URBAN THINKERS SESSIONS AND LABS

Urban Thinkers sessions can be organized on key issues of the overall Campus Theme, in which urban thinkers will debate and brainstorm. These sessions should ultimately produce detailed and comprehensive solutions, frameworks, processes, innovations that can support the final action-oriented outcome of the Campus.

In a spirit of learning, the Campus should include **Urban Labs** to experiment new practices and models that can inspire participants in their thinking.

While the labs should focus on new thinking and innovation, participants should always question the likelihood of new models to be implemented at a meaningful scale. "Innovation" should be the key word for Urban Labs. However, participants should always consider the feasibility, testing, and implementation of new models. This underscores the importance of bringing possible implementing partners around the table in those creative labs. As Urban Thinkers Sessions, those should feed into the roundtables.

B. PARTNER GROUP SESSIONS

In a spirit of sharing, the Campus should include Partner Group sessions that will allow an intensive level of exchange among the 16 partner groups:

1. Local and Subnational Authorities
2. Research and Academia
3. Civil Society Organizations
4. Grass-root Organizations
5. Women
6. Parliamentarians
7. Children and Youth
8. Business and Industries
9. Foundations and Philanthropies
10. Professionals
11. Trade Unions and Workers
12. Farmers
13. Indigenous People
14. Media
15. Older persons
16. Persons with Disabilities

The Partner Group sessions should be dedicated to specific debates and discussions on action points of the implementation. Those should feed into the roundtables. Organizers should keep in mind that these sessions are meant to be organized in limited groups, with a participant size that remains small enough to enable output-oriented discussion and clear results.

C. ROUNDTABLES

Roundtables are central to the Campus process since they are meant to be the point of articulation where:

- **priority areas** are negotiated
- **commitments** are brought to table, discussed and **roles** agreed upon
- consensus is reached on **action plan(s)** and a **road map**.

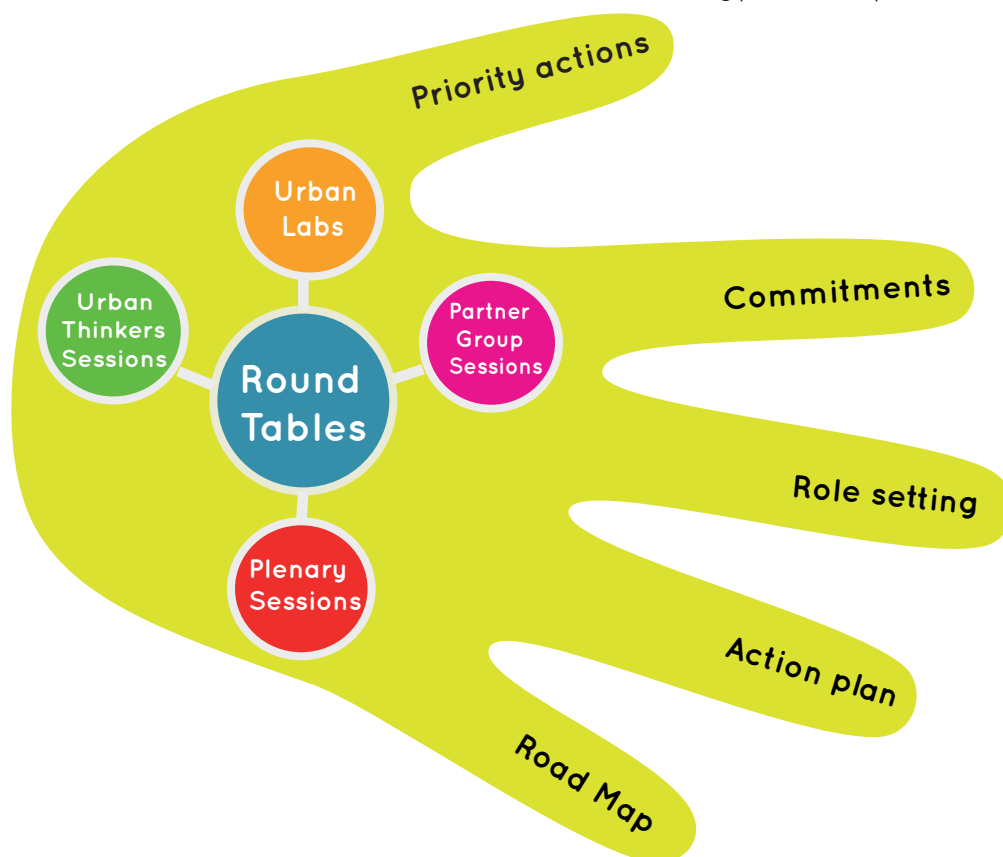
Several round-tables can be organized on different action areas of the UTC.

D. PLENARIES

All results of Urban Thinkers Sessions, Urban Labs, Partner Group Sessions and Roundtables should be reported in plenary sessions on a daily basis or more, depending on the action areas and groups involved. Those are essential to keep all participants on the same page.

E. OVERALL PROCESS

All UTCs should aim to follow the below outlined session types and process:



Depending on the design of the Campus, the above sessions can take place in parallel, spread over the course of multiple days. Ideally, the duration of a UTC should be 3 days, in order to ensure adequate debate and negotiation sessions are held to enable the production of substantive outcome documents; however, no specific duration is prescribed.

F. TEMPLATE UTC AGENDA

A typical agenda for a three-day Campus could be as follows

UTC Day 1			
Opening Plenary: Welcome and Agenda Setting			
Urban Thinker Session	Urban Thinker Session	Urban Thinker Session	Urban Thinker Session
Coffee Break			
Urban Lab	Urban Lab	Urban Lab	Urban Lab
Lunch Break			
Partner Group	Partner Group	Partner Group	Partner Group
Round-table		Round-table	
UTC Day 2			
Opening Plenary: Report form Day 1			
Urban Thinker Session	Urban Thinker Session	Urban Thinker Session	Urban Thinker Session
Coffee Break			
Urban Lab	Urban Lab	Urban Lab	Urban Lab
Lunch Break			
Partner Group	Partner Group	Partner Group	Partner Group
Round-table		Round-table	
UTC Day 3			
Opening Plenary: Report form Day 2			
Round-table		Round-table	
Coffee Break			
Round-table		Round-table	
Lunch Break			
Closing Prenary: Conclusion on commitments, roles, action plan & road map			

IV. Design & Promote Your UTC

A. IN A NUTSHELL

Practically, your Campus should have:

1. A clear theme (see Annex B) that leads to action, related to the implementation of the New Urban Agenda and The City We Need principles, drivers of change and solution areas;
2. A core group of engaged partners who are able to commit to action;
3. A core list of invitees as core resources for the UTC;
4. A venue for hosting all sessions (virtual UTC run through teleconferencing systems can be envisaged);
5. A core group of moderators, able to animate sessions and harness results of each sessions;
6. A core reporting team able to draft key outcome points of sessions and assemble results for on-line reporting.
7. A core media team, able to report on the Campus in liaison with local, national and international media as well as the WUC Communication team, using video- and photography as well as social media.

B. BRANDING

The UTC organizer shall use the World Urban Campaign and the UTC logos at the venue and in all UTC materials, including on any online presence (website, social media, etc.). Selected UTC organizers will receive more detailed branding guidelines from the WUC Secretariat in January 2017.

C. OUTREACH & PROMOTION

All UTC organizers will be encouraged to provide promotional content for their Campus, which shall support the UTC outreach efforts through traditional and new media. If materials are provided by the UTC host, the WUC Secretariat will endeavor to forward their invitation to all WUC Partners and previous Campus participants, as well as disseminate the materials through all WUC outreach channels. In the UTC Phase 1, social media was a very popular outreach tool for many organizers, and the dedicated #UrbanThinkers hashtag reached almost 20 Million people on Twitter during Phase 1. UTC 2.0 organizers are therefore encouraged to share their activities on social media:

Hashtag: [#UrbanThinkers](#)
WUC on Twitter [@urbancampaign](#)
WUC on Facebook
[UN-Habitat World Urban Campaign](#)

WUC on Instagram [@worldurbancampaign](#)
WUC on Youtube [World Urban Campaign](#)
WUC on LinkedIn [World Urban Campaign](#)
WUC on Flickr [World Urban Campaign](#)

V. WUC SECRETARIAT SUPPORT

A. WHAT WE OFFER

Upon selection of your proposal, the WUC Secretariat offers all UTC organizers direct support in the preparation of their Campus. In particular, UTC organizers will benefit from the following (this list is not exhaustive):

1. Support to Campus Agenda design
2. Design support of logos and materials
3. Support to Campus website design
4. Invitation to all WUC Partners and Urban Thinkers Networks to your Campus
5. Dissemination of your promotional materials through all WUC channels (social medias, WUC and UN-Habitat website, WUC newsletter, videos, etc.) during and after your Campus, on the way towards World Urban Forum 9, to be held in February 2018.
6. Update of Campus webpage on the WUC website with content provided by UTC organizer.

B. YOUR UTC CHECKLIST

Please check you follow the UTC process:

1. Submit your application form (deadline: 31 December 2016)
2. You will receive a confirmation of your submission by the WUC Secretariat
3. When approved by the WUC Standing committee, you will be notified if your Campus is selected
4. Have your first conference call meeting with the WUC Secretariat as soon as possible, at least 6 to 8 weeks before your Campus
5. Make sure your venue is secured
6. Prepare your programme and agenda and share with the WUC Secretariat for dissemination
7. Prepare your Campus website
8. Inform the WUC Secretariat when registration is open, ideally 4-8 weeks before the Campus starts

9. Confirm your speakers & moderators, if possible 4-8 weeks before the Campus
10. Send your invitations
11. Prepare your Campus report (on-line reporting facility will be provided), 3 weeks after event

VI. UTC REPORTING

A report of the Campus shall be prepared by the Lead Partner organizing the UTC. The WUC Secretariat will share details for online reporting with all selected UTC organizers in January 2017.

The reporting framework will include, but not be limited to the following details:

1. **UTC details**

*UTC title, organizer(s) names, organizer(s) logo
Date, Venue/ City/ Country*

2. **Introduction**

Describe the UTCs context and process

3. **Participants information**

*Number of participants + Nationalities
Organizations represented
Partner groups represented
List of speakers*

4. **Key outcomes & recommendations**

Describe the main outcomes of the discussions, and highlight actionable and concrete recommendations including how and why the changes or additions are being recommended (e.g. strategic feasibility) and links to case studies.

5. **Session summaries**

A summary of each session: Urban Thinkers sessions, Urban Labs, Partner Group sessions, Roundtables, Plenaries

6. Media materials (if available)

Photographs

Video footage

Links to social media posts / coverage

Links to articles / press releases etc.

Reports may be submitted in English, French or Spanish, however all UTC organizers will submit an executive summary in English.

All reports will be published on a dedicated UTC page on the WUC website.

ANNEX A – LIST OF URBAN THINKERS CAMPUSES – PHASE 1

UTC Phase 1: 29 June 2015 to 20 February 2016

	Title	Venue	UTC Lead Organizer
UTC 1	Public Space in the New Urban Agenda	Stockholm, Sweden	Future of Places
UTC 2	Solutions to Urban Slums: Building on Communities Knowledge & Heritage	Kampala, Uganda	Africa Union of Architects
UTC 3	Who has a right to Asia's World City: 1% vs 99%	Hong Kong, China	Designing Hong Kong
UTC 4	Asia Pacific Housing Forum 5	Manila, Philippines	Habitat for Humanity
UTC 5	The City We Need fosters Inclusive Prosperity	New Delhi, India	National Institute of Urban Affairs
UTC 6	City as a Service	(Palermo, Italy)	PUSH
UTC 7	WamamaTunauwezo (Women have the Power)-Engaging Women in Ensuring Safety	Nairobi, Kenya	Huairou Commission / Polycom Development Project
UTC 8	New York City Urban Thinkers Campus: Road Map to The City We Need	New York City, USA	Municipal Arts Society (MAS) New York
UTC 9	Healthy and Just Cities for Children and Youth	Geneva, Switzerland	World Vision
UTC 10	Megacities: Bridging Reality & Aspiration	Dhaka, Bangladesh	Bangladesh University of Engineering and Technology (BUET)
UTC 11	The Role and Opportunities in Urban Sustainability for Small and Mid-Size Cities	Omaha, USA	Joslyn Institute for Sustainable Communities (JISC)
UTC 12	Housing in The City We Need	Barcelona, Spain	Habitat Professionals Forum (HPF)
UTC 13	Urban Thinkers Campus México 2015 - The Legal Course towards Habitat III	Mexico City, Mexico	Colegio Nacional De Jurisprudencia Urbanistica (CNJUR)
UTC 14	The City with a Gender Perspective We Need	Mexico	Bufete MIRA
UTC 15	Inclusive Cities: Youngsters and Open Source Technologies in Urban Space	Recife, Brazil	Innovation and Research for Cities (INCITI) – Federal University of Pernambuco (Brazil)
UTC 16	Future Cities Forum – Urban Thinkers Campus Dubai	Dubai, UAE	FIABI & Dubai Real Estate Institute
UTC 17	Smart Planning for Sustainable Cities	Paris, France	Federation National des Agences D'Urbanisme (FNAU)
UTC 18	Women Transforming Cities Dialogue Cafes	Vancouver, Canada	Huairou Commission / Women Transforming Cities
UTC 19	Health and Wellbeing in the City We Need	Kuching, Malaysia	United Nations University – International Institute for Global Health (UNU-IIGH)
UTC 20	The City Youth Need, the World They Want	Nairobi, Kenya	Youth Advisory Board
UTC 21	Resilient Cities: Bridging the Humanitarian/Development Divide	virtual	World Vision
UTC 22	Building Inclusive Smart Cities. A Focus on Safety & Sanitation	New Delhi, India	Habitat for Humanity
UTC 23	The Progressive City We Want	Chitungwiza, Zimbabwe	Huairou Commission / Ray of Hope
UTC 24	Ethical Cities: Locking in Livability	Melbourne, Australia	World Vision / UN Global Compact Cities Programme
UTC 25	Urban Citizenship in a Nomadic World	Mannheim, Germany	STIRN / City of Mannheim
UTC 26	The City We Need: Open for Art	Alghero, Italy	University of Sassari (Italy)

ANNEX B – UTC THEMES

Urban Thinkers Campuses themes should be aligned with the **New Urban Agenda - Quito Implementation Plan** overall framework articulated in the transformative commitments and effective implementation areas as follows:

The Transformative Commitments
for Sustainable Urban Development:

.Sustainable Urban Development for Social Inclusion and Ending Poverty
.Sustainable and Inclusive Urban Prosperity and Opportunities for All
.Environmentally Sustainable and Resilient Urban Development

Effective Implementation

.Building the Urban Governance Structure: Establishing a Supportive Framework
.Planning and Managing Urban Spatial Development
.Means of Implementation

Related weblink: <https://habitat3.org/the-new-urban-agenda>

Urban Thinkers Campuses should also address the 17 Sustainable Development Goals to 2030:



Related weblink: <http://www.un.org/sustainabledevelopment/sustainable-development-goals/>

Urban Thinkers Campuses should address action and solution areas to achieve The City We Need 2.0 Principles and Drivers of Change:

The City We Need Framework



Principles

1. The City We Need is socially inclusive and engaging
2. The City We Need is affordable, accessible and equitable
3. The City We Need is economically vibrant and inclusive
4. The City We Need is collectively managed and democratically governed
5. The City We Need fosters cohesive territorial development
6. The City We Need is regenerative and resilient
7. The City We Need has shared identities and a sense of place
8. The City We Need is well-planned, walkable and transit-friendly
9. The City We Need is safe, healthy and promotes well-being
10. The City We Need learns and innovates

Drivers of Change

1. Governance and Partnerships
2. Planning and Design
3. Finance
4. Land, Housing and Design
5. Environment
6. Health and Safety
7. Economy and Livelihoods
8. Education
9. Technology
10. Monitoring and Evaluation



Related weblink: www.worldurbancampaign.org/city-we-need

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