

GLOBAL CAMPAIGN FOR SUSTAINABLE URBANIZATION

Initial concept and strategy paper

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Started: Wednesday, June 18, 2008

Last updated: Tuesday, January 6, 2009 at 09:43

File name:

URBAN CAMPAIGN STRATEGY final-1.docx

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PROLOGUE

I have been asked to create the framework for the *global campaign for sustainable urbanization*. There is some history, there are challenges and there are endless opportunities. In the end, though, there is one mission: to help both those that ‘have’ and those that ‘need’, to live in cities that are for the common good.

Most of those who will read this paper fully understand the stakes. Our cities can be our civilization’s assets or its demise. Unfortunately, others do not understand this or, frankly, don’t care.

Will this paper, the Campaign, or any of our efforts improve matters? If you do not believe this firmly, you are not a campaigner and this process is not for you. If you do believe that we can cause change, welcome aboard.

Now comes the daunting task of creating and sustaining a partnership-based global campaign. Bringing together stakeholders with potentially

diverging views is challenging, making it incumbent for us to compromise.

Nowhere is the need for compromise more evident than in the Campaign’s definition per se. Indeed, all must agree on the definition of a ‘campaign’. I have used the following as my basis for reflection:

The Campaign presented in this paper is a joint effort to create the conditions that will favor sustainable urbanization as defined, among others, in the UN-Habitat Medium Term Strategic and Institutional Plan; this Campaign is not an operational tool used to implement program objectives.

For some it will be too ambitious in scope, for others it will fall short. In the end, though, what matters is that we all bring something constructive to the table, in a spirit of contribution and collaboration.

The author.

INTRODUCTION

A great campaign:

- **Mobilizes** partners in a spirit of collaboration providing the glue that keeps everyone working together
- Provides the **visibility** that stakeholders need to leverage the mission making the noise that keeps the campaign high on the agenda
- Acts as a beacon, continuously **guiding** stakeholders towards the mission
- **Motivates** all stakeholders ensuring resource allocation, continuity and growth

These four traits are critical to nurturing the global campaign for sustainable urbanization into a great campaign.

Collaborative mobilization

Historically, campaigns have encountered difficulty when trying to bring partners fully on board. Getting them to support a campaign is one thing, getting them to work with it and for it is another and it is the first challenge and task of the global campaign for sustainable urbanization.

Visibility

The analogy of the ocean current pushing the ship has been overused precisely because it is relevant to so many change processes. Indeed, history has shown that great movements make a difference. Creating a movement requires people; sometimes a select group, other times the masses. In both cases, if the campaign message is unknown, how can one expect people to help? Hence, there is a need for visibility.

Guidance

Just as it is difficult for many partners to work together, it is difficult to get them all to agree on the right input or output. The goal of a great campaign is to provide sufficiently credible guidance thus encouraging its partners to ‘stay on message’. This principle applies to any aspect of their work from advocacy, through policy to grassroots implementation.

Motivation

Stakeholders need to keep focused and active. In a world of competing issues, this requires motivation. One cannot underestimate the need for the global campaign for sustainable urbanization to keep its many stakeholders enthused about the challenges that lie ahead. They must all feel that this campaign has potential and will garner commitment and resources. They must feel it has popularity. They must want to engage in it rather than be pushed into it.

HOW DID WE GET HERE?

In 1999, UN-Habitat introduced two global campaigns: the Global Campaign for Secure Tenure and the Global Campaign for Urban Governance. They were part of an overall revitalization process aimed at transforming UN-Habitat into a more thinking and advocacy-oriented agency.

The Campaigns were designed to encourage debate on key issues and to develop useful tools, indicators and guidelines for use following a national launch. In five years, national campaigns were organized in ten countries, and a number of regional and global meetings were held involving key partners.

In 2004, UN-Habitat’s Committee of Permanent Representatives requested a forward-looking assessment of the Campaigns to assess their overall effectiveness. The evaluators found that the Campaigns had been successful in awareness raising, mobilizing political will, and promoting dialogue on important issues related to sustainable urban development. As such the value of the Campaigns was “fully recognized by governmental and non-governmental organizations alike.”

The evaluations concluded that “stronger and better-run Campaigns would be even more effective” and offered several important recommendations for strengthening the campaigns, namely:

- **Enhance the strategic role of the Campaigns** so that they become the “driving and organizing framework for all UN-Habitat activities;”
- **Raise the status of the Campaigns** by lodging the strategic management of the Campaigns through a direct relationship with the Office of the Deputy Executive Director;
- **Strengthen the linkages** between the campaigns and the global programs and with technical cooperation initiatives;
- **Clarify the campaigns’ role** at global, regional, national & local levels;
- **A more visible global articulation** is urgently needed around Campaign issues; and closer cooperation with the Information Services Section and Monitoring and Research Division was required, to develop clear indicators of success for the campaign and promote closer collaboration with the Global Urban Observatory system.
- At the national level, they found that “UN-Habitat has to make a more consistent effort to view the **campaigns as an ongoing, long term, open ended processes;**” the campaigns should be “seen as a process for political mobilization, awareness, advocacy and attracting visibility,” and “its role throughout the whole process will be as a facilitator and enabler”

When UN-Habitat adopted its Medium Term Strategic and Institutional Plan efforts were made to incorporate these recommendations. The new Campaign concept is now regarded as one of the core pillars to realizing many of the MTSIP outcomes as well as addressing a number of important institutional changes, including: sharpening the

organizational focus; improving internal coherence; aligning UN-Habitat's normative and operational activities; scaling-up impacts of interventions, and focusing upon systemic change.

The following represent some of the important strategic elements of the MTSIP that guide the future direction and role of the Campaign:

- The overarching and long-term goal is to achieve more sustainable urbanization;
- The establishment of a single, new Global Campaign
- The identification of five substantive focus areas as strategic entry points to realize more sustainable urbanization, namely (i) advocacy, monitoring and partnerships; (ii) participatory urban planning, management and governance; (iii) pro-poor land and housing; (iv) environmentally sound and affordable basic infrastructure and services; (v) strengthening human settlements financing systems.
- The development of an “enhanced normative framework” for global and country level activities consisting of four phases;
- The establishment of targets for systematic engagement at the country level consistent with UN Reform and the principles of the Paris Declaration;
- A priority on implementing the Millennium Development Goals (MDGs), particularly MDG Goal 7, Targets 9, 10 and 11 on sustainable development, water and sanitation and slum improvement.¹

In addition to the UN-Habitat journey, partner organizations have also travelled the Campaign route. Several partners have engaged in campaigning of one sort or another over the years. Informal consultations have revealed a keen interest on their part in creating a more coherent global effort that would both share vision and resources.

A DESTINATION?

This is a document about the global campaign for sustainable urbanization. The legitimate question is, therefore: is sustainable urbanization the destination?

Conversations with stakeholders provide an array of answers. For some ‘sustainable urbanization’ is an end-state, something that we attain, achieve or complete. For others, it is a universal value; one that applies to all cities and any city. For some, including the author, sustainable urbanization is an ongoing journey, an effort, or in more formal terms, a process that requires our continued, long term commitment.

Sustainable urbanization should be a set of guiding principles that we must constantly work with, refine and revise. It is our ongoing vision of what a city needs to do, rather than what it needs to be. It guides us in our actions rather than entice us with distant rewards.

Perhaps, the phrase ‘sustainable urbanization’ should be revised to ‘sustainable urbanization conditions’. For example, sustainable urbanization could be:

- a set of broad, international commitments to minimum urban actions
 - we will have to define these and encourage the international community to adopt them publicly
- a series of national policy commitments, legislation and implementation strategies
 - country by country, we will have to incite policy makers to legislate in favor of the city
- a constant shift in attitudes by all actors at the local level, i.e. citizens, business, civil society, etc...
 - we will have to raise the visibility of urban issues and stress their critical nature to all constituents

¹ The ‘How did we get here’ section text was supplied by UN-Habitat.

One dictionary, defines ‘urbanization’ as a *process* e.g. migration from rural to urban, city growth, etc. It is never seen as a state. This reinforces our previous argument that we should not look at sustainable urbanization as an end result. We all know that the city is dynamic and volatile by nature. Trying to achieve a utopic state is unrealistic and irresponsible.

The challenge is to create the mechanism — the process — and embark on our ongoing actions.

NAMES AND MORE

Some vocabulary, syntax and grammar...

A campaign is traditionally equipped with a name, a slogan, a mission statement and an introductory paragraph.

The name is usually unilingual — for international campaigns it is frequently English. This is at least true for the name when it is part of a logo.²

Slogans vary. Sometimes they are unilingual, sometimes not. Much depends on their syntax and complexity.

The mission statement and introduction are the ones usually translated into local languages.

A NAME

Many campaign names are confusing, cryptic or outright verbose. The global campaign for sustainable urbanization needs a more accessible name. The name should also help the campaign occupy its rightful and necessary place at the top of the urban campaigning cluster. It should be attractive enough to entice stakeholder participation. The media must look at it and understand it and categorize it as substantive. Citizens worldwide must appreciate and respect it.

During an expert group meeting held in Nairobi in October 2008, the following names came out as clear victors after many rounds of discussion. They are listed in order of popularity (1: most favored).

1. World Urban Campaign
2. Campaign for the city
3. Better cities
4. Changing cities
5. World City Campaign

The group agreed that the wording *World Urban Campaign* fits into a notable group of campaigns including the *World AIDS Campaign* and *World Cancer Campaign*. The word ‘urban’ also acts as a good umbrella to cities, towns, communities, villages and other accepted local entities. If one were to, for instance, use the word ‘city’, certainly those who run ‘towns’ would feel less concerned.

The less ostentatious names, e.g. *Better cities*, felt more like a slogan than the reference global campaign.

It is the author’s informed recommendation that the campaign be called: the ***World Urban Campaign***.

A SLOGAN

Campaign slogans can be an asset, but also a liability. When truly evocative of a specific mission, they can rally enthusiasm. Unfortunately, they are often diluted phrases built more on phonetics than meaning. They tend to be so generic that when omitted they are rarely missed.

² The World AIDS Campaign’s logo is always displayed in English but usually translated in document texts e.g. ‘Campagne mondiale contre le SIDA’ in French.

It is the author's opinion that slogans are better associated with specific campaign themes than the overall campaign. Annual themes, for instance, lend themselves well to slogans. A word of caution: if a campaign opts for both an umbrella slogan and annual or thematic ones, confusion can ensue. Case in point is the dilemma faced by graphic designers when they have to produce artwork with two competing slogans. Which one has priority, the umbrella slogan or the thematic one? Are they both translated into local languages or only one? And so forth.

Regardless, it was deemed important for the campaign to brainstorm possible campaign slogans. During the same expert group meeting in Nairobi, the following slogans were retained:³

- Shape our cities. Shape our future.
- Our cities. Our future.
- A better world starts in the city.
- A better world starts in my city.
- Cities that work for all
- Livable cities that work for all

MISSION STATEMENT

Mission statements have historically been the source of endless debate. Every comma is weighed for meaning to the point of creating a sentence that is either cryptic or grossly over descriptive. And yet, they are quasi-compulsory.

The following proposal, also developed during the aforementioned Nairobi Expert Group Meeting, is still in its infancy and definitely warrants substantial revision:

The [World Urban Campaign]⁴ works to promote and reinforce the attitudes, actions and policies that will enable governments and civil society to create and maintain sustainable urbanization conditions.

INTRODUCTORY PARAGRAPH

Beyond the mission statement, a campaign needs a concise, defining introductory paragraph. This paragraph must be reproduced faithfully in all campaign documents and its website. This is not a mission statement, neither in substance nor in style. This is a clearly written executive summary of the campaign's intended actions and goals. Caution should be exercised when modifying this paragraph, which should be used to introduce the campaign to every new stakeholder.

It is recommended that this paragraph be written by the Secretariat, later in the campaign development process, based on broader stakeholder input.

STRUCTURAL OVERVIEW

The global campaign for sustainable urbanization has been designed using a multiple stakeholder model. Clearly, a campaign run by a single organization can be easier to manage. But just as clearly, a multiple stakeholder campaign, though occasionally more sluggish, will ultimately spread its message further and will prove more durable.⁵

The key is to strive for operational clarity; to build a structure that will deliver messages with as much ease as the multiple stakeholder model will permit.

³ Author's note: in light of the argument in favor of 'urban' vs. 'city' all of these slogans fall short.

⁴ Working title only

⁵ Author's personal experience

The recommendation is for this campaign to call upon the direct and integral political, resource and operational participation of urban stakeholders.

These stakeholders, in complete and transparent partnership, form the foundation of the Campaign's actiongroups. These actiongroups are the engine of the Campaign. They labor to produce both vision and content for the Campaign's specific operational processes.

The actiongroups, through their steering committee, empower the campaign secretariat to produce its output whether that output takes the form of an event, a publication or a policy position. The entire effort culminates in a series of messages that match the Campaign's goals. These goals keep the Campaign firmly on target.

In summary, the Campaign is constructed using this three-tier schematic:

- Goals — what we hope to accomplish — driven by the steering committee
- Action guidance — stakeholders working together to guide the actions — driven by the actiongroups
- Action execution — actions, messages and media needed to succeed — driven by the secretariat

GOALS AND TARGETS

This is where the real work begins. We have a purpose, a name and a structure. What do we do with them?⁶

The global campaign for sustainable urbanization aims to create the conditions that will foster better cities. Fundamentally, the mission is that simple. This said, the urban universe is not straightforward. To keep numerous constituents working cohesively — and with some degree of self-realization — requires additional, more tangible goals. These can be drawn, in part, from UN-Habitat's MTSIP, but not only inasmuch as other stakeholders have their own complementary agendas.

Initial consultations have made it evident that the campaign's goals must, at this early stage, remain summary. Goal details will surface as the actiongroups come together. This said, there is a pressing need to establish the annual themes of the Campaign. An initial batch, outlined later, was established during the Nairobi, October 2008 expert group meeting.

Goals diagram

The following schematic diagram shows the campaign divided into three major goals layers:

- The broader ones encompassed in the mission statement
- The annual themes intended to create cohesive enthusiasm through 2013
- The underlying, fundamental imperatives that must be part of multiple ongoing actions

⁶ Structural note: Conceptually, the campaign goals should obviously come before the structure, the name or other constructs. It is the author's experience that when goals are presented without explaining the structure, readers feel uncomfortable, hence this formula, but clearly the campaign was built on the goals, not the name or the structure.



THE MISSION

Earlier, we spoke of the mission statement. Incredibly, organizations often spend countless days and funds debating the statement only to realize during a later review, that the mission statement never actually guided the organization’s work.

A quick rule of thumb as regards both the mission statement and the mission per se, as far as campaigns are concerned, is the need to tie the mission statement to something that you ‘do’ rather than something that you achieve. For instance, in the case of the one proposed earlier: *The [World Urban Campaign]⁷ works to promote and reinforce the attitudes, actions and policies that will enable governments and civil society to create and maintain sustainable urbanization conditions.* The emphasis is on promotion and reinforcement; these are ongoing actions, not an end state.

Please note that in the context of a campaign, the word *promote* is highly action-oriented. It evokes awareness-building actions. The word *reinforce* is also pertinent. It evokes the advocacy component of the campaign’s work.

ANNUAL THEMES

Having annual themes has proven successful. Annual themes crystallize effort. It must be the Campaign’s rule to decide the theme no later than end-November of each year allowing for enough time to prepare the announcement in January. Though it is the responsibility of the Campaign Steering Committee, electing the theme must be a collaborative effort that calls upon the input of a broad range of stakeholders.

Annual themes help focus attention on those key issues that can most effectively move us closer to the aim. Fortunately, or unfortunately, there are enough urban issues to last several years highlighting the complexity of the city.

Note that some themes work better than others. Traditionally, campaigners have selected annual themes based exclusively on a broad set of issues. The problem is that such topics often lack mobilization appeal. The best topics are the ones whose title can be mentally followed by “I can do something about this.” Sometimes, the quandary can be resolved by simply rewording the theme’s title to make it easier to understand one’s role. Let’s take the case of the 2011 Global Report on Human Settlements theme: *Cities and climate change.* A better title may be: *Better cities: less climate change.* Granted, this may be an overly optimistic title, but it serves to make a point. Get *me*, the grassroots advocate, to imagine my action and its outcome and you will capture my interest.

⁷ Working title only.

Annual theme launches

Campaign themes will not be ‘launched’ during World Habitat Day (first Monday of October). Instead, they will be launched during a press event at the beginning of each calendar year. Launching a theme during the world day has proven ineffective and counter productive. One is never sure if the announcement signifies the beginning or the end of the campaign. By starting the campaign in January, it becomes obvious that the Campaign culminates nine months later.

The first five years

The first campaign — 2009 — is right around the corner so there is urgency. The author and the expert group agreed that a good starting point could be UN-Habitat’s 2009 Global Report on Human Settlements. The theme has already been established and work is underway. Its theme is: urban planning.

Admittedly, urban planning per se is not, in a campaign context, an appealing theme. Alone, it evokes highly technical notions. Missing are the more ‘life and living’ components of a successful campaign, especially for the launch year. Indeed, this realization helped formulate an interesting paradigm for the first five campaigns. They could tell a story, of sorts.

The first year could get us to think about where we, as cities and citizens, are headed. Or, if you’d like, it would get us focused on thinking ahead. What if the second year was about the land and the structures that sit on it; about living in and on our cities? Year three could be about moving through into or through our cities. And so on.

The proposals listed here warrant additional discussion but in the author’s opinion, from a communications and advocacy perspective, these would make good campaign themes. We now need to be certain that these fit our partners’ common priorities.

- 2009 — ***Thinking our cities***
(e.g. integrated urban planning, urban vision, indices {FA2⁸})
- 2010 — ***Rationalizing land and structures***
(e.g. tenure, mortgaging, land, rights, justice {FA3})
- 2011 — ***Moving around town***
(e.g. impact on climate change, access for all {FA4})
- 2012 — ***Contributing to the city***
(e.g. work, taxes, volunteerism {FA5})
- 2013 — ***A city of partners***
(e.g. private/public partnerships, partnerships among peers {FA1})

Possible future theme subjects:

- Cities in crisis
- Women in the city
- A city for children
- Cities and climate change
- Empowerment
- Healthy cities
- Right to work / Making a living
- Leisure, livelihoods and livability
- Inclusive cities, citizenship and diversity

⁸ The ‘FA’ acronym refers to the UN-Habitat MTSIP focus areas and their corresponding number.

- Cities and energy
- Slum solutions
- Rural urban linkages
- Food in the city
- Secure cities
- Green cities
- Cities for all generations

ONGOING IMPERATIVES

Beyond an overarching mission and annual themes, an ambitious and broad sweeping campaign, such as the global campaign for sustainable urbanization, requires a set of messages that satisfy ongoing goals. In the case of sustainable urbanization, these include: participatory urban planning, management & governance; pro-poor land & housing; environmentally sound & affordable basic infrastructure & services; stronger human settlements financing systems and other key goals.

Multiple communications actions will serve these themes. The restriction is that the messages must stay within the branding, positioning and messaging parameters agreed to by the Campaign partners.

The Campaign must also be nimble and open to ‘last minute’ opportunities. To do so effectively, it must be structurally adapted. To this end, part of the Campaign structure will be dedicated to opportunistic actions.

TARGETING

In the case of a global campaign for sustainable urbanization, selecting targets can be nightmarish inasmuch as there are so many key actors. Indeed, the city brings together multiple interested parties ranging from the private citizen up to international, multilateral bodies.

A great campaign needs parameters for its targets. The author has proposed a simple means of clustering urban actors:

- those who act from within ‘the’ city and
- those who influence it from beyond its own periphery.

In the former we find local authorities, local business, local civil society, etc. In the latter we find the same groups but acting at a national or international level. This division is useful inasmuch as the former tends to act on behalf of its own city whereas the latter acts on behalf of many cities or ‘the’ city. For reference, we have termed these two groups: intramuros and extramuros.⁹

Pragmatically, each action will select more specific targets from within those two groups. The key is to do just that, be selective on an action-by-action basis. It is impractical to select one set of targets for the entire campaign effort. Such attempts always fail inasmuch as not all targets are relevant to every goal.

How then does one reach these targets? In traditional campaigning, the options are:

- One to one
- One to many
- Many to many

⁹ The author recognises that these are traditional European words used to indicate what lies inside and outside the city ‘walls’. It does not imply that cities have fixed or hard urban/rural boundaries, nor that the European city is the ideal model. The terms are simply used as a useful means of differentiating stakeholders that work within or outside the city per se.

→ Many to one

Each of these has its own purpose and combining them is not only acceptable, it is the sign of a powerful campaign.

Let us glance at the four options.

- An example of a ‘one to one’ campaign component is asking an institutional director general to ‘call’ on a country’s president to support a process or policy.
- ‘One to many’ would be a leader in front of an audience or on television.
- A ‘many to many’ campaign action is the World Urban Forum.
- ‘Many to one’ is a petition or a protest.

The global campaign for sustainable urbanization will use all four.

CONSTITUENCIES

Within each target group, one finds specific constituencies. In the context of a campaign for ‘cities’ one could easily focus on ‘the’ city — a city as a whole. Indeed, a holistic approach to city life, management and change is necessary but so too is an understanding that cities, worldwide, are made up of citizen constituents. There are the poor, there are women, there are children, there are the faithful, there are the entrepreneurs, there are the social workers. Granted, some constituencies require much greater focus than others, but a good campaign recognizes them all despite choosing to focus on some.

The constituencies that the global campaign for sustainable urbanization identifies as most concerned or apt to spur change — often, these are interchangeable concepts — are:

- Slum dwellers
- Women
- Children
- Seniors
- Faithful

The Campaign realizes that there are many more, but these groups need both attention and mobilization. They need to participate in change and be considered first. Throughout the Campaign, these constituencies will appear as highlights in an otherwise broader effort to create the conditions for change.

EVALUATION

How do we judge if we have reached our campaign goals?

Message assimilation, policy implementation, citizen mobilization... are all potential campaign outcomes. Indeed, if each campaign action is assigned a desired and measurable outcome, then the campaign can be evaluated.

But measuring campaign actions has generally proven to be a limiting process. Campaigners that are in ‘evaluation mode’ tend to develop actions that are limited in scope so as to be highly rated. Instead, a strong campaign must take risks and try to reach far beyond a measurable boundary.

One solution is to ensure that the Campaign present a limited number of measurable actions. These actions, de facto, become the benchmarks allowing the more daring actions to work off the scale.

The following list was compiled during various stakeholder meetings. It too will require revision but it illustrates the type of actions that could lend themselves to stricter evaluation.

Countries (Governments)

- Getting governments to discuss and implement policy change that will favorably impact sustainable urbanization

→ Getting governments to invest or foster investment in urban infrastructure and services.

Local Authorities

- Getting local authorities to implement policy change that will impact their city.
- Getting local authorities to invest or foster investment in urban infrastructure and services.

Media

- Getting media to provide additional coverage of problems, actions and solutions being proposed at the local, national and international level.

Private Sector

- Getting the private sector to engage in investment that responsibly helps foster sustainable urbanization.
- Getting the private sector to ally itself with civil society and advocate for more responsible urban policies.
- Getting the private sector to implement innovation that favors the city.

Academia

- Getting academia to generate and disseminate knowledge that ultimately favors sustainable urbanization.
- Getting academia to adopt a mindset that puts urbanization concerns at the heart of the academic debate.

Civil Society Organizations (CSO)

- Getting civil society to aggressively advocate for sustainable urbanization policies.
- Getting civil society to mobilize those who can be agents of change.
- Getting civil society to work with all partners, including governments to support a common agenda for sustainable urbanization.
- Getting civil society to be willing to transfer information and knowledge to all those who can use it to foster sustainable urbanization.

Donors

- Asking institutional donors to provide sufficient funds to fuel the sustainable urbanization mission.
- Asking private donors to support urban issues ignored by institutions.

There are many more but these are clear illustrations of the campaign actions that could, to some degree, be evaluated.

IN WHICH COUNTRIES?

This is a global campaign. Indeed, many of the actions presented in this document are de facto global in that they will use international media and networks that know no borders.

Other elements of the campaign are destined to have strong national and local components. In some cases they will opt in opportunities where local or national authorities will, without selection by the global campaign for sustainable urbanization or its partners, have the ability to adopt the Campaign's messaging and/or tools.

There should, however, be a concerted effort to entice specific countries or cities into the Campaign by making it more accessible to them either by providing additional resources or simply by making the case for the campaign stronger. Note that we are not asking specific governments to act. We are, instead, simply adapting the campaign to specific countries thus making it easier for governments, civil society and other actors to implement it. Obviously, government support is helpful and will expedite certain facets of a national campaign and should thus be sought.

Selecting the countries should be a discussion reserved for the Campaign's partners via the Secretariat, the Steering Committee and the pertinent action groups. It should not be the role of either UN-Habitat independently or the author to determine/select the countries.

ACTIONS

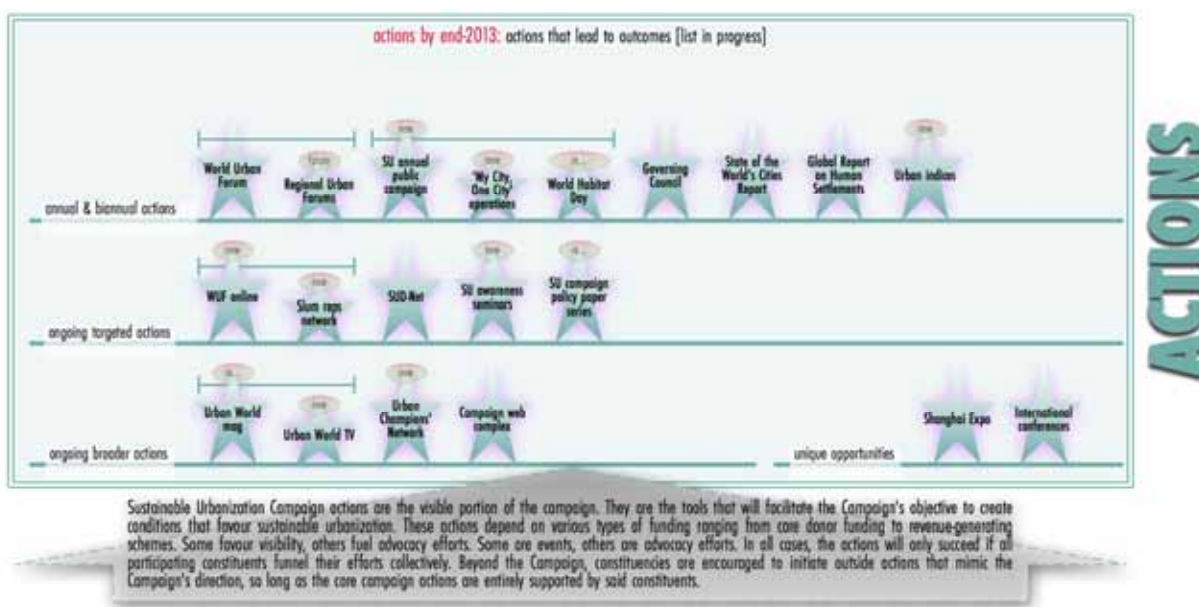
Actions are the visible portion of the campaign. They are the tools that facilitate the Campaign's objective to create conditions that favor sustainable urbanization.¹⁰

These actions depend on various types of funding ranging from core donor funding to revenue-generating schemes. Some promote visibility. Others fuel advocacy efforts. The range is broad.

In all cases, Campaign actions will only succeed if all participating stakeholders funnel their efforts collectively. This said, stakeholders are encouraged to initiate outside actions beyond the Campaign that mimic its direction.

Actions are divided into four major groups:

- Annual and biannual actions
- Ongoing targeted actions
- Ongoing broader actions
- Unique opportunities



Core vs. Supported by

As will also be discussed in the “Messaging and Branding” section later in this document on page 29, actions are separated into two clear families:

- “Core” actions
- “Supported by...” actions

Core actions are those that are clearly identified as ‘belonging’ to the Campaign. These are ‘campaign actions’. If one were to ask, in five years, to identify this action’s responsible party, the Campaign would be the answer.

¹⁰ Author’s note: at the time of writing, this document has relied primarily on extended contacts with UN-Habitat and limited initial contacts with partners. For this reason, many of the actions cited in this document are originally UN-Habitat ones. In coming months, partners will be asked to consider which of their actions could be made into campaign actions. Simultaneously, an important issue will have to be addressed by all: to determine which actions UN-Habitat, and partners, are willing to ‘give’ to the campaign and which ones they wish to hold on to, opting for a ‘supported by...’ approach.

Partners must, however, be encouraged to conceive their own actions; actions that will be identified more with their organization but still ‘supported by...’ the campaign.

Having two action levels makes good campaign sense. The former provides a vehicle for many or all partners to collaborate on naturally collaborative actions. The latter, encourages partners to invest their own resources into events that, if ‘supported by’ the campaign become a win-win.

ANNUAL AND BIANNUAL ACTIONS

Conferences are annual or biannual events. Many reports are periodic; thematic public campaigns are too.

When they are well managed, these actions are highly anticipated by visitors, readers or advocates. From a campaign standpoint, these periodic tools are probably the most highly regarded inasmuch as their longevity is a sign of success, hence usefulness and appreciation. Basically, you cannot keep a bad concept alive easily. If it has been around for years, there must be a reason.

Our Campaign goal is to, therefore, create, integrate, partner with or otherwise collaborate with ongoing actions. Mostly, the Campaign should do so in harmony with its own annual theme; exceptionally, it can work outside the theme.

World Urban Forum¹¹

Synopsis

The World Urban Forum has become a pivotal, biannual international event. The campaign must both support and benefit from the Forum. In fact, it is important for both that the annual campaign theme and the World Urban Forum theme be concordant.

As regards the Campaign, the Forum is a premiere opportunity to share the message among delegates. Every effort must be made to get attendees to discuss the theme, give feedback on it and voice their opinion. Indeed, as the Forum heads towards its fifth edition in 2010, it must seek to innovate not only in substance but also in form. The Campaign may be an opportunity for the Forum organization to engage in a concerted effort to look into the latest congress techniques in an attempt to provide its attendees with the most interactive and useful experience possible.

Because of its long association with UN-Habitat and the weight that UN-Habitat can place on both national and local governments who help to organize and finance the event, it is the author’s recommendation that the World Urban Forum remain a UN-Habitat project that is fully supported by the campaign. A second, more balanced option might be to make the World Urban Forum a ‘joint’ project of UN-Habitat and the new Campaign.

Key points

Potential World Urban Forum outcomes

- ! Best opportunity for urban actors to network

World Urban Forum launch strategy

- ! News release announcing how the World Urban Forum fits within the global campaign for sustainable urbanization
- ! Clear integration of global campaign for sustainable urbanization branding and messaging into World Urban Forum communications
- ! Core operating budget provided by UN-Habitat budget

Key World Urban Forum participants

- ! **Key stakeholders:** all
- ! **Key constituencies:** all
- ! **Key actiongroups:** see [diagram]

¹¹ This action is a must do.

Regional Urban Forums

Synopsis

Starting in 2011, biannual Regional Urban Forums will provide stakeholders with a tool to consolidate several regional urban meetings and conferences. The goal is to work with stakeholders to increase impact while decreasing cost and time.

Key points

Potential Regional Urban Forums outcomes

- ! More regional collaboration among local authorities
- ! Greater awareness of regional resource needs
- ! Greater interest by local, national and regional media

Regional Urban Forums launch strategy

- ! Connect with and propose consolidation to existing regional events
- ! Create biannual strategy that alternates with World Urban Forum
- ! Select location of first Regional Urban Forum per region

Key Regional Urban Forums participants

- ! **Key stakeholders:** Region's national governments, large regional civil society organizations, regional media
- ! **Key constituencies:** Regional ones
- ! **Key actiongroups:** see [diagram]

Sustainable Urbanization Annual Public Campaign¹²

Synopsis

The Annual Public Campaign will be the Campaign's most visible component. Media and stakeholders have become accustomed to public annual campaigns with a variety of issues ranging from infectious disease to road safety. The key is to adopt a model that is financially realistic, has sustainability and is ultimately effective.

The Annual Public Campaign will use the '*conceive and share*' model of campaigning. The secretariat, in consultation with the steering committee, designs the annual campaign. Posters are printed, a website is created, broadcast public service announcements and other tools may also be part of the mix. These are then disseminated to all multipliers within the constituencies.

National and local stakeholders then adopt or adapt the campaign theme and materials to their own reality. Typically, most find the materials relevant. In cases where the local realities are simply too distant from the core message, some adaptation is required.

Good annual public campaigns have generic themes with locally adaptable applications. 'Water for all' is a generic theme. Making it about building a local water purification plant is the local adaptation. Good campaigns are also actionable. When you see or hear the message, the subsequent action must be self-evident. Campaigns that are purely philosophical are not defensible in an era where pragmatism is critical.

Key points

Potential Annual Public Campaign outcomes

- ! Greater media coverage of urban issues
- ! Greater policymaker attention to urban issues
- ! Increasing public awareness about specific urban issues
- ! Better resources for grassroots campaigning efforts

¹² This new action is highly recommended by the author.

Annual Public Campaign launch strategy

- ! Urgently select the first two themes: 2009 and 2010
- ! Commence creative tenders for the 2009 campaign

Key Annual Public Campaign participants

- ! **Key stakeholders:** national civil society organizations, major local civil society organizations, national ministries, media
- ! **Key constituencies:** will vary greatly based on annual theme
- ! **Key actiongroups:** see [diagram]

My City. Our City.¹³

Synopsis

The sustainable urbanization effort requires emotional attachment to cities in general and to one's city in particular. We need to make people realize that improving their city is crucial. It will help them lead better lives but it will also save the city from a long list of potential and probable problems as urban centers become the nodes of humanity. There is no doubt that large cities have complex problems; so do growing cities. And, clearly, no single person or decision will ever solve such complexity. Solutions require collective action.

Though negative emotion incites passionate action, it is the least constructive. Stirring up aggressive civic action is not the solution. Instead, positive force, when exerted with critical mass, can change us lastingly. With this in mind, we need an event that creates a bond among citizens and between citizens and their city. We need a day during which one's city and 'the' city are celebrated.

The 'My City. Our City.' project seeks to incite all cities worldwide to use this one day to celebrate their greater home. The proposal is to hold this day on the first Sunday of October to precede World Habitat Day on the first Monday of October. In essence, the Sunday we celebrate our city, on the Monday we focus on the issues facing our cities.

Key points

Potential *My City. Our City.* outcomes

- ! Highly increased civic attitudes
- ! Increased urban renewal spending
- ! More readily supportive policymakers
- ! Successful local fundraising drives
- ! A truly celebratory event that rallies and unifies a city across lines of disparity

***My City. Our City.* launch strategy**

- ! Prepare first campaign materials in close collaboration with critical mass of stakeholders
- ! Take advantage of novelty to generate extensive media coverage
- ! Ensure five major world cities are on board for the first year

Key *My City. Our City.* participants

- ! **Key stakeholders:** local authorities
- ! **Key constituencies:** all
- ! **Key actiongroups:** see [diagram]

¹³ This new action is highly recommended by the author.

World Habitat Day¹⁴

Synopsis

The ‘My City. Our City.’ campaign is designed to instill civic pride in one’s own city. World Habitat Day must be bigger than one’s own city. It is about all cities worldwide. It is the day where we celebrate and consider the value of ‘the’ city. It is the day we think of the macro problems facing the urban universe. It is about water and sanitation for all. It is about pro poor rights. It is about all the things UN-Habitat and civil society and many governments have been calling and fighting for.

World Habitat Day must call us all to action. It must make us think about the added value of responsible waste management, reducing crime or increasing our green spaces. It must inspire. In all fairness, many other international days have not yet succeeded in making their purpose clear. They are marked by an obscure statement or report. They simply do not mobilize or enthuse. And yet these phrases, taken from the UN-Habitat website, could well be the foundation for passionate commitment: *“The United Nations has designated the first Monday in October every year as World Habitat Day to reflect on the state of human settlements and the basic right to adequate shelter for all. It is also intended to remind the world of its collective responsibility for the future of the human habitat.”*

Who does not understand the value of shelter? Who does not realize the value of a safe and prosperous city? These messages, if properly packaged, can be meaningful and effective.

For this strategy to succeed, World Habitat Day must reinvent itself. The global campaign for sustainable urbanization is perfectly placed to do so. The most effective way is to launch a new call to action, a challenge that, if adopted, can bring credible change.

It is the personal opinion of the author, that World Habitat Day should be a day for all, not just UN-Habitat hence the need to make World Habitat Day a Campaign event that benefits all.

Key points

Potential World Habitat Day outcomes

- ! Extensive media coverage on ‘the’ city and what ‘it’ means, is and needs
- ! Increased integration of urban agenda into other discussions
- ! Increased awareness of urban-related Millennium Development Goals

World Habitat Day launch strategy

- ! Reinvent World Habitat Day by launching a new call to action
- ! Provide a sufficiently high profile news event to attract serious media attention
- ! Ensure national governments agree to jointly proclaim their ongoing commitment to their urban centers

Key World Habitat Day participants

- ! **Key stakeholders:** national governments, UN agencies, civil society organizations
- ! **Key constituencies:** all
- ! **Key actiongroups:** see [diagram]

Governing Council¹⁵

Synopsis

The Governing Council is de facto a UN-Habitat event. It is also a great opportunity for the global campaign for sustainable urbanization inasmuch as it brings together key players. To this end, the global campaign for sustainable urbanization must explore ways to constructively use the UN-Habitat Governing Council meeting to move its agenda forward.

¹⁴ This ongoing action is a must do.

¹⁵ This action is a de-facto UN-Habitat obligation.

In all cases, the global campaign for sustainable urbanization must use the Governing Council meetings to present both its accomplishments to date and its biennial intentions. It must also make clear what it expects from governments so that the Campaign may be seen as a working partner, definitely not as an antagonist force, which can often be the case with campaigns.

Key points

Potential Governing Council outcomes

- ! Increasing government support for global campaign for sustainable urbanization goals
- ! Increased coordination between governments and civil society partners
- ! Ongoing core funding for the Campaign

Governing Council launch strategy

- ! Ensure the next and following GC meetings allocate sufficient time and space for the Campaign to make proper presentations

Key Governing Council participants

- ! **Key stakeholders:** UN-Habitat GC members, global campaign for sustainable urbanization secretariat, steering committee and action groups
- ! **Key constituencies:** direct representation by key constituencies
- ! **Key actiongroups:** see [diagram]

State of the World's Cities Report

Synopsis

The *State of the World's Cities Report*, is a UN-Habitat biannual report that synthesizes information and knowledge on the state of the world's cities with a view to strengthen the ability of governments, local authorities and key partners to gain access to and make use of information on urban conditions and trends and to formulate effective urban policies. The SWCR aims to present relevant information on cities in a clear and concise language, with lively illustrations, including maps, stories and essays, best practices and telling data, in order to make an impact on a large public.

SWCR should remain a UN-Habitat publication produced 'in partnership' with the Campaign.

Key points

Potential *State of the World's Cities Report* outcomes

- ! Provide a dense yet less technical digest of current trends
- ! Highlight a given theme

***State of the World's Cities Report* launch strategy**

- ! The report exists.
- ! The 2010 Report should, at least, integrate some Campaign branding.
- ! Ideally, the Report becomes an integral part of the Campaign and is re-launched as one of the Campaign's star publications.

Key *State of the World's Cities Report* participants

- ! **Key stakeholders:** national governments, local authorities, urbanism related enterprises
- ! **Key constituencies:** depends on Report's theme
- ! **Key actiongroups:** see [diagram]

Global Report on Human Settlements

Synopsis

As with the State of the World's Cities, it is the author's recommendation that this biannual report remain within UN-Habitat but be produced 'in partnership with' the Campaign.

The themes for 2009 and 2011 have already been established:

- Urban planning 2009.
- Cities and climate change 2011

Key points

Potential Global Report on Human Settlements outcomes

- ! Reinforces the Campaign's policy strengths

Global Report on Human Settlements launch strategy

- ! Simple partnership integration of Campaign into next edition

Key Global Report on Human Settlements participants

- ! **Key stakeholders:** Governments, local authorities, civil society, media
- ! **Key constituencies:** Depends on theme
- ! **Key actiongroups:** see [diagram]

Urban Indices¹⁶

Synopsis

Politicians and citizens have become accustomed to benchmarks or data sets. They enjoy the ability to judge regression or progression. Those defending causes have understood this and regularly announce figures. UNAIDS announces the AIDS figures on World AIDS Day. The labor movement does so with child labor, jobs lost and a variety of other indicators.

The global campaign for sustainable urbanization will benefit from a set of easy to grasp data. It needs to be useful to the professionals involved in urban issues but also to the general public inasmuch as their main purpose is to mobilize. Indeed, highly detailed data does exist and is used, what is lacking is evocative figures that bind people to the reality of their own city and all cities worldwide.

Note that various indices do exist. Some were used by UN-Habitat in the past. Others are published by governments. What is lacking is a global set of benchmark indices that can act as leverage for specific advocacy actions.

Key points

Potential Urban Indices outcomes

- ! Increased annual media coverage
- ! Greater grassroots mobilization and leverage

Urban Indices launch strategy

- ! The first launch must be a 'first' launch making it clear that this is the first time these figures are released.
- ! Make first launch in a UN setting but 'by' the global campaign for sustainable urbanization.

Key Urban Indices participants

- ! **Key stakeholders:** relevant and identified data sources, media
- ! **Key constituencies:** ensure all major constituencies are included in indices
- ! **Key actiongroups:** see [diagram]

ONGOING TARGETED ACTIONS

Ongoing actions fuel ongoing interest. These are actions that are constantly mobilizing, providing a space for dialogue or otherwise pushing the global campaign for sustainable urbanization agenda forward. Some are online projects while others have an educational characteristic. In all cases, these actions are targeted at specific stakeholder

¹⁶ This new action is highly recommended by the author.

groups or constituencies and are meant to keep stakeholders involved. The prime characteristic of the following actions is a choice to be targeted rather than broad.

World Urban Forum Online

Synopsis

Every two years, UN-Habitat organizes the World Urban Forum. This event has become the de facto gathering for the world's urban stakeholders attracting as many as 15,000 participants. Of note, when this many people get together to discuss it is because they have a strong common purpose that does not stop on the last day of the Forum. What is needed is a mechanism to continue the discussion long beyond the last day of the previous forum and leading up to the first day of the next one.

The Internet is perfectly poised to fill this role. The World Urban Forum Online would be a discussion forum, run by the Campaign, that would bring together all stakeholders interested in discussing urban matters.

As with all online forums, the technical side of the project is minimal. What is really necessary is sufficient promotion and moderation. Without sufficient commitment a forum dies. With commitment, it flourishes and becomes a thriving crossroads.

Key points

Potential World Urban Forum outcomes

- ! Ongoing discussion among stakeholders
- ! Outreach to less mobile populations that nonetheless have online access

World Urban Forum launch strategy

- ! Launch during World Urban Forum 2010

Key World Urban Forum participants

- ! **Key stakeholders:** Urban professionals in all stakeholder groups
- ! **Key constituencies:** Will differ on a forum per forum basis
- ! **Key actiongroups:** see [diagram]

Slum Representatives Network

Synopsis

There are internationally recognized groups, and national ones, that defend the interests of slum dwellers. The Campaign is uniquely poised to act as their federating body.

Additionally, many slums have designated, elected, appointed or self-appointed representatives; many do not. In most cases, they lack international reach. Their voices are aimed and heard by local or provincial authorities at best. The global campaign for sustainable urbanization will help build and maintain a network of collaborating representatives from slums around the world. They will meet and discuss online and, when feasible, in person to discuss best practices, advocacy methods, resource mobilization attempts, etc.

The Slum Reps Network could sit within the World Urban Forum Online process.

Obviously, setting up such a network will not be the Campaign's easiest task. Instinctively, it will want to resort to top down actions that it controls. Empowering the grassroots has always proven a daunting task, but it is necessary. The best probably strategy will be to implement the Network progressively either by targeting the largest slums first or perhaps those in which Campaign stakeholders have the best contact. We will definitely find some disagreement on what constitutes a 'representative' and in many cases we will have more than one. But it is the author's conviction that we must embark on this journey. Without them, the Campaign will lack the necessary leverage and the street credibility associated with stories of human struggle.

Key points

Potential Slum Representatives Network outcomes

- ! A louder voice for those living in the harshest urban conditions
- ! Greater action on their behalf

Slum Representatives Network launch strategy

- ! Making the network a reality is the major challenge

Key Slum Representatives Network participants

- ! **Key stakeholders:** community organizations, local authorities
- ! **Key constituencies:** poor, women
- ! **Key actiongroups:** see [diagram]

SUD-Net¹⁷

Synopsis

The Sustainable Urban Development Network (SUD-Net) is an innovative network of global partners that will work with actors and networks that are focusing on promoting inter-disciplinary approaches to sustainable urban development. SUD-Net's vision is to build the capacities of national governments, strengthen the power of decision-makers of local authorities and other urban players to facilitate the development of livable, productive and inclusive cities. SUD-Net interacts with global, regional, national and city actors to establish a common platform that links existing urban knowledge networks with the different cadre of urban players. There will be a clear focus on the local level especially with city governments, planners, utility managers as well as the local communities, with linkages with and support by the regional governments, national governments, international development agencies and non-governmental organizations. The key thematic areas of SUD-Net are: Governance (mainly addressing decentralization); Environmental management (using climate change as the entry point); Urban Economy (using Local Economic Development as entry point); and Education (through tertiary education).

SUD-Net will work in partnership with the global campaign for sustainable urbanization to ensure that its capacity building activities remain closely tied to those of the Campaign.

Key points

Potential SUD-Net outcomes

- ! High level collaboration

SUD-Net launch strategy

- ! See with UN-Habitat.

Key SUD-Net participants

- ! **Key stakeholders:**
- ! **Key constituencies:**
- ! **Key actiongroups:**

Sustainable Urbanization Awareness Seminars

Synopsis

The majority of journalists, most often write or report on what they understand. Similarly, other professionals tend to default back to familiar ground. To this end, every effort must be made to familiarize key stakeholder groups with the challenges and opportunities of sustainable urbanization. We must not assume their degree of interest or their level of knowledge.

¹⁷ SUD-net is a new UN-Habitat initiative.

On an ongoing basis, the global campaign for sustainable urbanization will host targeted, localized, awareness building seminars. Most of the seminars will be national in scope. Others may be set in the larger urban centers. Occasionally, as warranted, regional seminars may be held.

An annual program must be established though occasionally, unique opportunities will likely arise and should be considered.

There should be at least two time variants and three content variants to the seminar. Duration-wise, one should be a two-hour seminar: ‘An introduction to sustainable urbanization issues’ and the other can be a full day program. Their goal should not be to answer all the questions but to ensure the participants know which questions are important. We want journalists to know what to look for when covering ‘the’ city. Similarly, we want students to know what the opportunities are for working ‘for’ the city.

Key points

Potential Seminar outcomes

- ! Far increased media coverage
- ! Increased academic awareness of the city’s crucial and expanding role

Seminar launch strategy

- ! Select first year’s key target locations and participants

Key Seminar participants

- ! **Key stakeholders:** media, universities, high schools
- ! **Key constituencies:** journalists, students
- ! **Key actiongroups:** see [diagram]

Sustainable Urbanization Policy Papers Series

Synopsis

As with all causes, urban stakeholders publish and disseminate vast numbers of publications. Diversity of vision is useful, but so is compound messaging. In other words, whether opinions or vision differ or agree it is far more useful to hear them concurrently. The global campaign for sustainable urbanization must encourage similar views to aggregate into a louder voice. A joint series of papers must see the light.

There are two options. In the first, the global campaign for sustainable urbanization will publish, in collaboration with authors and organization worldwide, papers that relate to urban policy. The Campaign will facilitate layout, publishing and distribution. In the second option, stakeholders would agree to publish their policy papers in partnership with the Campaign.

Key points

Potential Policy Papers outcomes

- ! More papers, reports and books but more efficient access and distribution

Policy Papers launch strategy

- ! Launch with a first series of four to ten publications

Key Policy Papers participants

- ! **Key stakeholders:** academia, UN-Habitat, CSO, UN agencies
- ! **Key constituencies:** per theme
- ! **Key actiongroups:** see [diagram]

ONGOING BROADER ACTIONS

Urban World Magazine

Synopsis

This new magazine replaces *Habitat Debate*. It is slated to become UN-Habitat's flagship, periodical magazine. The goal is to incorporate the magazine into the campaign in a mutually beneficial partnership.

The campaign may, at a later date, choose to launch a complementary publication but it is felt that at this time, Urban World is an obvious choice.

The publication will carry advertising from companies around the world, including those that have joined the United Nations Global Compact. Also known as the Compact, it is a UN initiative to encourage businesses worldwide to adopt sustainable and [socially responsible](#) policies that promote 10 principles in the areas of human rights, labour, the environment and anti-corruption. It is the world's largest corporate citizenship initiative and membership is voluntary.

The publication will be much like the Economist or Time magazine in plan - with a cover story on a subject agreed by the Editorial Board. This will be accompanied by five or six stories, all by big names as far as possible, on the cover story topic.

The first issue of the magazine

The first issue of Urban World was inaugurated in Nanjing at the World Urban Forum.

Key points

Potential Urban World outcomes

- ! A legitimate mass market circulation publication dealing with urban issues will raise the Campaign's profile

Urban World launch strategy

- ! Done.

Key Urban World participants

- ! **Key stakeholders:**
- ! **Key constituencies:**
- ! **Key actiongroups:**

Urban World Podcast and TV short¹⁸

Synopsis

Urban World Magazine will have the privilege of interviewing key players in urban issues. It will also contain rich articles on the subject. These, combined with the wealth of other information available through the global campaign for sustainable urbanization and UN-Habitat, will empower the production of a monthly podcast and television program.

Producing a podcast or TV short format programme has become a very affordable and technically realistic venture. Indeed, years ago, producing either one was a very expensive and complex process. Today, it is accessible. Building a small studio, with the necessary equipment, is well supported by donors who understand the added value of broadcast and online communications.

This project should be entirely managed by the Campaign with key stakeholders 'joining in' but it should be heavily identified with the Campaign.

¹⁸ While 'podcasts' may seem esoteric to many, it has become a mainstream medium and should definitely be considered seriously.

Key points

Potential Urban World Podcast and TV outcomes

- ! Potentially huge visibility worldwide

Urban World Podcast and TV launch strategy

- ! News conference
- ! Viral marketing using all stakeholder resources
- ! Possible broadcast or online partnership driven launch

Key Urban World Podcast and TV participants

- ! **Key stakeholders:** all those able to provide input, potential broadcast or online partners
- ! **Key constituencies:** all those connected to the Internet
- ! **Key actiongroups:** see [diagram]

Urban Champions

Synopsis

It is a good thing to recognize those whose labor makes our cities better places to live and work. But the Urban Champions process must do more than just reward the best, it must also serve to create ties among them whether they work or volunteer, whether they be rich or poor, live in the North or in the South. Their common denominator is their commitment.

There must be several categories that range from a grassroots effort to international policy change. Some of the awards must reward slum dwellers while others may go to top corporate managers.

The Urban Champions selection process must be discussed and developed but it would be ideal to deliver the awards annually at the World Urban Forum and the Governing Council respectively.

Note that other organizations, including UN-Habitat already have awards or other forms of recognition. Incorporating these into a campaign-centered event will be challenging but important. It is the author's recommendation that all those with awards make the effort to roll them into a single Campaign-driven process.

Key points

Potential Urban Champion outcomes

- ! A sense that our cities need commitment, that good does not happen by itself
- ! The ability to highlight the variety of urban actors

Urban Champion launch strategy

- ! Ambassadors or celebrity jurors would be a bonus

Key Urban Champion participants

- ! **Key stakeholders:** urban champions, sponsors, media
- ! **Key constituencies:** advocates and community workers
- ! **Key actiongroups:** see [diagram]

Website

Synopsis

One could argue that there is no need for another website. Indeed, in all causes, there are simply too many and increasing their traffic is no easy or cheap task.

This said, an ambitious, cross-constituency, multi-stakeholder project does not have much choice. The key is to build the kind of site that helps its partners rather than duplicate their efforts. Indeed, this is a key recommendation of this paper: to create when there is a gap and to support when there is existing content. The Campaign's website will point to other sites as much as possible. It will integrate content. It will summarize and redirect.

What the global campaign for sustainable urbanization website must do well is disseminate content — whether self created or stakeholder based. To do so, various ‘push’ strategies must be adopted including, but not limited to, e-newsletters, forums, galleries, podcasts and other highly interactive content.

Key points

Potential website outcomes

- ! Highly promoted stakeholder websites
- ! Superior dissemination of campaign materials

Website launch strategy

- ! Ensure extensive backlinks from stakeholder websites

Key website participants

- ! **Key stakeholders:** Campaign partners
- ! **Key constituencies:** all
- ! **Key actiongroups:** see [diagram]

UNIQUE OPPORTUNITIES

Shanghai World Expo 2010

Synopsis

A World Expo attracts millions of visitors. The organizers of Shanghai Expo 2010 anticipate 70 million will walk through the complex in addition to many more who will hear about it, see it and otherwise experience it via the media and the Internet. Of critical relevance to the global campaign for sustainable urbanization, Shanghai Expo 2010 has the city as its theme. Its slogan: “Better City, Better Life” is in perfect symbiosis with the global campaign for sustainable urbanization’s mission.

Because the Expo happens soon, the Campaign will have to ramp up efforts quickly in order to make the Expo a major Campaign opportunity. This said, UN-Habitat is already highly involved in the process sitting on committees and preparing its own participation.

The author would, however, like to lower expectations slightly. Indeed, because the Expo is in China, it will likely get substantial coverage but the ‘real’ cost of participation could prove prohibitive. Our recommendation is to ensure that the venture has genuinely committed funds before making overly ambitious plans.

Key points

Potential Shanghai World Expo / Campaign outcomes

- ! High Campaign visibility
- ! An increased public awareness on the urban realities that lie ahead

Shanghai World Expo / Campaign launch strategy

- ! To be discussed

Key Shanghai World Expo / Campaign participants

- ! **Key stakeholders:** UN-Habitat, Shanghai Expo Bureau
- ! **Key constituencies:** to be discussed
- ! **Key actiongroups:** see [diagram]

Individual Conferences

Synopsis

Conferences abound. The United Nations, governments, civil society, now even media themselves, organize them. Getting on their programs and agendas is one of the key components of a successful campaign. Historically,

advocacy campaigns have seen official meetings as opportunities for quarrel. Others do, admittedly, see official meetings as a means of constructively highlighting and arguing a position. The global campaign for sustainable urbanization must definitely adopt the latter. It is not the Campaign's role or intention, except under unique circumstances, to push for its stand using shouts. The Campaign aims to make the point for sustainable urbanization with the support of highly informed and often influential partners who, together, can make the relevant case.

Beyond well organized and anticipated conferences, the global campaign for sustainable urbanization must be ready to intervene on a moment's notice to be present at lesser or under-publicized events. To do so, it must maintain a roster of official Campaign speakers who all have access to the latest interactive presentation. In essence, we must have the ability to defend urban issues in any context and to do so on short notice.

Key points

Potential conference participation outcomes

- ! Policy change
- ! Increase in Campaign leverage

Conference participation launch strategy

- ! A very comprehensive calendar of upcoming events
- ! A well thought through prioritization
- ! Ongoing media releases and reports prior to and post attendance
- ! Choose a very high profile event to attend within the first few months of the Campaign

Key conference participants

- ! **Key stakeholders:** the relevant Campaign actiongroup
- ! **Key constituencies:** as per conference
- ! **Key actiongroups:** see [diagram]

ACTORS

A strong campaign is built on the talents and motivation of multiple stakeholders. To make it even stronger, the global campaign for sustainable urbanization will bring them together in 'actionspace'. There are five of these spaces, each with a different role in the campaign:

- Research space
- Discussion space
- Advocacy space
- Awareness space
- Evaluation space

The research space brings data and information to the campaign. It keeps other campaign teams up to date thus ensuring campaigners design actions and messages that conform to reality.

The discussion space is composed of groups that facilitate discussion among partners, stakeholders and even citizens at large. They help organize, or contribute to the organization of, such events as the World Urban Forum whose role it is to create dialogue.

Those working in the advocacy space, labor to get the urban message on to policymaker's agendas. The groups are composed of those most apt to apply pressure, e.g. mayors.

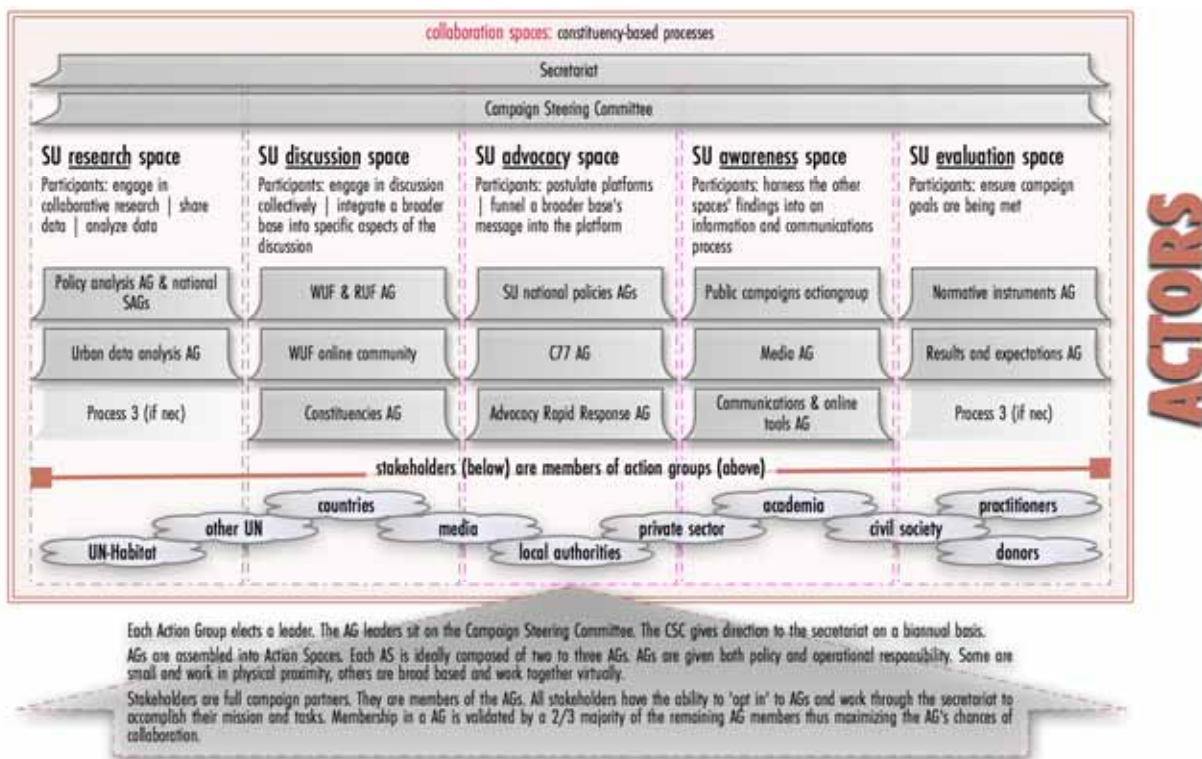
The awareness space participants are there to make noise. They work on actions such as the annual public campaign.

Finally, the evaluation space is there to ensure that the campaign meets its own goals and expectations.

Each space is composed of two to three ‘actiongroups’. These actiongroups are the working teams that drive the Campaign’s specific tasks. Each actiongroup has a maximum of 15 ‘members’ with the possibility of adding an unlimited number of ‘participants’. Each actiongroup elects a leader. The actiongroup leader sits on the Campaign Steering Committee. The Steering Committee gives the Secretariat its annual direction.

Actiongroups are given both policy and operational responsibility. Some are small and work in physical proximity. Others are broad based and work together virtually.

Stakeholders 'opt in' to actiongroups and work in collaboration with the secretariat to accomplish their mission and tasks. Membership in an actiongroup is validated by a 2/3 majority of the remaining actiongroup members thus maximizing the actiongroup’s chances of collaboration.



SECRETARIAT

From 1 January 2009 to 30 June 2009, two UN-Habitat staff or consultants will staff the temporary secretariat.

- They will be responsible for obtaining quorum consensus on the 2009 public campaign theme.
- They will start setting up the actiongroups.
- They will commission the Campaign’s branding exercise.
- They will formalize agreements with the Campaign’s first partners.

The permanent secretariat will come into effect 1 July 2009. It will grow over the months and years to achieve full size by the end of the consolidation period end-2013. It is the author’s recommendation that the Secretariat should be administratively seated within UN-Habitat in either the Executive Director’s or the Deputy Executive Director’s office.

As regards the UN-Habitat aspects, the Secretariat will report directly to the Executive Director or Deputy Executive Director reflecting the Campaign’s importance and the need for horizontal participation within the organization. This position will also give the Campaign its needed leverage outside the organization by demonstrating UN-Habitat’s high level of commitment.

Though its administrative ties are to UN-Habitat, operationally, the Campaign Secretariat will report to the Campaign Steering Committee composed of both UN-Habitat and stakeholder representatives. This point is key to the campaign's success. This campaign is not a UN-Habitat exclusive; UN-Habitat does not wish it to be. It is an inclusive, partner-based process.

Structure

This is the list of possible secretariat positions separated by start date:

Mid 2009

- Campaign general manager
- Campaign actiongroups coordinator
- Campaign actiongroups rapporteur
- Campaign media relations officer
- Campaign resource mobilization officer
- Campaign web editor in chief
- Campaign communications production officer
- Campaign communications production assistant
- Campaign admin assistant

Early 2010

To be completed.

CAMPAIGN STEERING COMMITTEE

Synopsis

The Campaign Steering Committee is comprised of

- The Campaign General Manager
- Two permanent UN-Habitat representatives
- The leader of each of the actiongroups
- The campaign actiongroups rapporteur (nonvoting)

The committee meets formally once a year to determine the annual theme, to establish the actiongroups' workplans and to validate the secretariat's structure and staff. They are also charged with staff evaluations.

Furthermore, throughout the year, the Steering Committee reviews the following year's budget and approves it nine months prior to year's end – i.e. three months after taking office.

When necessary, the Steering Committee can call exceptional meetings. These meetings can be held either physically or virtually.

RESEARCH SPACE

The global campaign for sustainable urbanization needs data and analysis. It needs to know how the urban universe is evolving. Much of this information exists. Additional research projects are underway or ongoing. The research actiongroups do not generate additional raw data. Instead, their role is to acquire and interpret data for the purpose of generating policy positions. Should new or nonexistent data be required, the actiongroups should incite stakeholders to generate it in the common interest of the global campaign for sustainable urbanization. Among key research

partners there is, for obvious reasons, UN-Habitat but there are also many civil society, local authorities, governments and UN partners who have data and analysis as well.

Policy Analysis Actiongroup

This actiongroup analyzes international urban-related policies. It looks at multilateral policies as well as civil society policy recommendations that affect the entire urban universe or large cities in particular. Such specific analyses are useful inasmuch as urban policy in one city can often act as a precedent for other cities either in-country or internationally.

Policy Analysis National Sub-actiongroups

Urban policy does, of course, vary greatly from one country to another. Laws are different, funding strategies differ and priorities are not the same. The creation of national sub-actiongroups will be encouraged. The goal is to have groups that look more closely at urban policies within a specific country. For the most part, these sub-actiongroups will be comprised of national-based civil society or in-country representatives of international bodies. Broader organizations are, of course, welcome to join specific national groups.

Urban Data Analysis Actiongroup

The global campaign for sustainable urbanization must build its arguments on solid raw data. Additionally, the global campaign for sustainable urbanization can and should act as a strong promoter of said data. Initially, its goal is not to become the repository of such data. Ideally, an organization such as UN-Habitat would do this. Instead, the Campaign must be able to highlight data that can make the greatest difference.

This actiongroup can be seen as a forager in search of the most relevant and poignant urban statistics.

Unlike the Policy Analysis Actiongroup, the urban data actiongroup should not be split into national entities at this time. Instead, the group should be composed of the largest possible spectrum of participants.

DISCUSSION SPACE

The global campaign for sustainable urbanization is an opportunity to communicate, but not just outbound to the general public or policymakers. Instead, the global campaign for sustainable urbanization is also an opportunity to discuss among stakeholders.

Many major fora for discussion exist already; the idea is to integrate some of them directly into the Campaign and to partner with others. The Campaign will also add some vehicles for discussion though, ideally, not in competition with existing venues.

World Urban Forum Actiongroup

The World Urban Forum is a UN-Habitat project and should remain so. It should, however, partner with the global campaign for sustainable urbanization as much as possible. To this end, it would be necessary to integrate Campaign staff and stakeholders into the planning process.

Regional Urban Forums Actiongroup

This is a future actiongroup listed here because it should be launched within two years of the Campaign's launch.

Constituencies Actiongroup

The global campaign for sustainable urbanization must continuously strive to listen to constituencies' needs and spread their concerns throughout the greater urban universe. The key is to find a streamlined process for bringing together specific constituents and fast tracking their concerns into the campaign's messaging.

ADVOCACY SPACE

We have researched, we have discussed, it is now time to push the vision out into policy. To do so, the global campaign for sustainable urbanization will rely on three key actiongroups.

Sustainable Urbanization National Policies Actiongroup

If one were to pick both the broadest and most critical actiongroup, this would be it. This actiongroup will likely be viewed, in time, as a super-group. Its ambition will, indeed, be that grand.

This actiongroup's mission is so vast that it will require substantial and ongoing input from all stakeholders. Its goal is to become a force in itself. Policymakers, specialized meetings and other venues for change will see the Sustainable Urbanization Policies Actiongroup as a compendium of key global players.

A possible recommendation for this actiongroup is to have commissions. These commissions could be divided using a variety of paradigms.

C77 Actiongroup

As with many causes, there are those who care for it and there are those who live it. Urban issues matter to us all but hardly as much as to those living in the world's cities. What's more, public opinion is far more attentive and responsive to the grassroots than to distant defenders.

Clearly, the world's major cities are those most concerned by sustainable urbanization. Their spokespeople, namely their mayors, are their best advocates. The C77 actiongroup brings together mayors of the world's 77 most populous metropolitan areas.

Advocacy Rapid Response Actiongroup

An effective campaign cannot only respond within the context of well-planned, distant events or venues. The problem is that, too often, actiongroups that are focused on longer-term processes are disrupted in their work by last minute opportunities. The better way of handling these last minute opportunities is to have an actiongroup that is tasked with dispatching a representative, at the last minute, to attend a conference, give a speech, respond to media requests, etc. Membership in this actiongroup is limited to those with the broadest possible vision and understanding of the global campaign for sustainable urbanization and its issues. These are the people that other actiongroups call upon, and brief, when they receive an eleventh hour request from a potentially unique opportunity.

AWARENESS SPACE

Public awareness is leverage for advocates who wish to influence policy. All campaigners understand the oil tanker metaphor: turning a large ship — e.g. governments — requires a strong current. Citizen support, fueled by public awareness, makes it easy to apply pressure.

We also want to inform the public for their own immediate good. A well-informed citizen is one that can make a difference at the household level but also at the community or city level.

As with all successful and sustainable campaigns, the global campaign for sustainable urbanization will spend considerable resources and effort disseminating both general thematic messages and more direct, action-oriented ones. The key is to help citizens become more aware of their urban universe — its strengths and weaknesses — and to mobilize them for the greater good.

Public Campaigns Actiongroup

This actiongroup could also be called the: *Annual Sustainable Urbanization Public Campaign, 'My City. Our City.'* and *World Habitat Day Actiongroup*. And if the *The Sustainable Urbanization Policies Actiongroup* mentioned earlier was described as the most critical actiongroup, then this would be the second.

This actiongroup is principally responsible for these three specific actions:

- The Annual Sustainable Urbanization Public Campaign
- My City. Our City.
- World Habitat Day

This actiongroup will be handling the compilation and dissemination of all the materials and guidelines necessary for the successful implementation of these three crucial components. It is important to remember that our role is not the organization of any of these but rather that of providing other entities with all the necessary tools to more easily organize and promote them locally.

Media actiongroup

The media will solicit the Campaign often. Additionally, the Campaign will continuously connect with the media to deliver its message. It will do so on a one to one basis but also in the context of the Sustainable Urbanization Awareness Seminars.

Communications and Online Tools Actiongroup

In practice, the Secretariat will be responsible for the output of communications tools and the upkeep of Campaign-related websites. It is, however, important to have access to a broad range of cultural and professional visions when putting together messages and media. To this end, this actiongroup will assist the Secretariat by providing both guidance and feedback on all matters related to communications tools.

EVALUATION SPACE

The United Nations, governments, donors and other large civil society organizations have, for many years now, asked for accountability and results-based management. This is understandable and necessary. The Campaign will do its utmost to evaluate the Campaign's work on an ongoing basis.

Additionally, the evaluation actiongroups must ensure the Campaign chooses actions that respond to the expectations of these normative tools.

Normative Instruments Actiongroup

One of the ways the Campaign can be evaluated is by comparing its mission, its actions and its accomplishments to normative instruments ranging from local to global laws and agreements. For instance, the Millennium Development Goals have sufficiently precise targets to warrant using them as benchmarks for success.

One of the Normative Instruments Actiongroup's first actions must be to list those normative tools that the Campaign can build upon. It will then be their ongoing task to report the Campaign's ability to support the given instruments' guidelines, recommendations or laws.

Results and Expectations Actiongroup

The Campaign must also be held accountable to its own goals. To this end, the Results and Expectations actiongroup will report the Campaign's own advancement vis-à-vis its own annual plan.

MESSAGING AND BRANDING

The global campaign for sustainable urbanization needs its own identity. It cannot use any stakeholder branding, visuals or other identifying mark. Its strength will come from its ability to be inclusive of all, not favorable to just one.

The message per se is one of hope rather than despair. It is one of solutions rather than problems. Of course, to obtain the former, you often have to evoke the latter, but the Campaign must not become an instrument for finger pointing. When it does choose to point fingers, it must do so with the answers at the ready. These points will influence both its message and its branding efforts.

POSITIONING

When one talks about positioning a modern campaign, it must inevitably, perhaps unfortunately, do so vis-à-vis other campaigns. Media instruments — television, newspapers, websites — used to disseminate a campaign's message are a crowded place and are not sufficiently magnanimous to accommodate all. The Campaign must therefore make its importance clear.

In the case of the global campaign for sustainable urbanization, the fundamentals of the plight are genuinely self-evident, once the case is made. Simply, one quarter of the world's population – a full one-quarter – lives in conditions that the other three-quarters would never accept; this campaign concerns all of humanity. Not to diminish the importance of any other campaign, but few issues are more pressing.

This is not just a campaign about making it easier for people to live in the city, it is not just about water and sanitation, it is not just about land tenure or about giving dignity to people living in inhumane conditions. This is a campaign about the urgency of fixing what will likely be the demise of humanity if left to drift. This is a 'humanity' level campaign. This may sound ominous or alarmist but, clearly, the global campaign for sustainable urbanization must have the courage to sound urgent and make the numbers stand out. And beyond the fundamental issues, the Campaign must insert climate change, crime, infectious disease, pollution arguments all the ones that together validate the need to address urban issues quickly.

Again, though the potential outcomes are negative, the global campaign for sustainable urbanization must have the conviction to remain solutions-oriented. More than any other campaign, it must become known as the solutions provider. Frankly, there are too many negative campaigns out there and if the global campaign for sustainable urbanization becomes another, it will not attain the level of impact it aspires to.

MESSAGES

All messages are subject to perception. Some hurt a campaign. Others strengthen it. The key is to identify the messages that will work best. These are some of the messages that can likely make the Campaign's argument stronger:

- **The problem is monumental** — The size of the problem facing the urban universe is of colossal proportions. Finding a way to make these challenges even feel manageable would do much to entice peripheral stakeholders into the process. It would also provide leverage vis a vis currently committed ones.
- **The problem is local** — But the problem is also very very local. It is a problem that affects actual people, living in real places. This is a problem that you can see and touch.
- **The situation is serious** — Urban issues, with the exception of sudden crises, are not perceived as urgent or even grave. There is a pressing need to explain the critical consequences we will encounter if problems facing the urban universe are not addressed.
- **We need concerted effort** — There is no clear collaboration in the urban universe. There are, however, numerous groups that labor at the international, national and local levels. The challenge is to find a way to get these groups to work together towards common goals; hence the Campaign.

TERMINOLOGY

There are very good reasons to use precise and technical terminology. It ensures clarity and reduces the risk of misunderstandings. The problem arises when one assumes that the general public understands the terminology. One such term is ‘sanitation’. I respectfully challenge anyone reading this document to ask ten uninvolved individuals their definition of ‘sanitation’ and they will likely be as surprised as the author of this document who did do so in an informal focus group. The definitions given to the word ‘sanitation’ included: *pest poison, disinfectant, diaper changing, air freshener, sterilization and street cleaning.*

Admittedly, the word ‘sanitation’ and other similarly specialized words must be used in technical, official and policy documents. But a new vocabulary is necessary if we wish to connect with greater numbers. Words such as ‘sanitation’, ‘shelter’, ‘urbanization’ and others mean little to most citizens.

LOGO AND TOOLS

Does the global campaign for sustainable urbanization need a logo? Not all campaigns do. The FCTC (Framework Convention on Tobacco Control) – both an instrument and a campaign – does not. Mostly, campaigns that sit directly within UN organizations do not – e.g. WHO does not allow units or internally-based campaigns to have their own separate identity.

The global campaign for sustainable urbanization is not a UN-Habitat ‘internal’ organ. UN-Habitat is the lead partner, at best. The Campaign must be seen as inclusive and must therefore have its own logo. This logo should be clearly urban and have the courage to be loud. This is not an institutional logo. This is an attention getting instrument. From day one, people must recognize it and appreciate it.

PARTNER INTEGRATION

Once the logo and branding are developed, all partners should be encouraged to use it as co-branding with as much of their Campaign-related work as possible. The only caveat is that the Campaign must approve its use. This is important to ensure that the logo is not used in ways that would take the Campaign off-message. There is, of course, a fine balance between overuse and overprotection. WWF is an example of an organization/campaign that overprotects its logo. The WWF logo police is as bad as the Coca-Cola one. Indeed, using it, even when one is a bona fide partner, is highly complicated. Instead, other campaigns such as the World AIDS Campaign, allow the logo to be used far more easily albeit with sufficient due diligence. Control its use, but do not make it impossible to use it.

TIMELINE

OVERVIEW

The global campaign for sustainable urbanization must be, by definition, ongoing. In the context of this paper, the Campaign runs from 2009 to end 2013.

This is a five-year setup and development period, not the campaign’s lifespan and this time period should in no way be publicized. Doing so would focus attention on the end game and, as previously discussed, this campaign should be about a journey not an end-state.

CONSTRUCTION

The global campaign for sustainable urbanization will officially take form in early 2009 with the creation of the ‘temporary’ Secretariat. This secretariat will sit within UN-Habitat entirely until mid 2009 at which point an

expanded Secretariat will enter into operation. The Secretariat will then grow throughout the year as additional resources become available.

During this first six-month period, the actiongroups will be composed. Their first term will be 18 months in duration. Subsequent actiongroup terms will last two years.

LAUNCH

The global campaign for sustainable urbanization will have a soft launch some time in January 2009 with its de facto announcement to the press during an event to be confirmed. The launch phase of the Campaign lasts 18 months from 1 July 2009 to 31 December 2010. During this period, most Campaign tools and processes will be operationalized.

The secretariat will formally be launched on 1 July 2009.

The first annual public campaign should be presented as quickly as possible in early 2009 leading up to World Habitat Day 2009. In later years the campaign will be announced early January.

CONSOLIDATION

2011 - 2013 are consolidation years. During this period, the Campaign's tools and output will be refined and improved. Indeed, one could almost consider an extension of the launch phase inasmuch as many tools will be seeing the light during these years. But in its broader sense, the Campaign will, by then, be establishing itself as a key global actor in the urban universe.

RENEWAL

Late 2013 / early 2014 will be the time to review the Campaign's progress to date and to revise the plan of action. By then, strengths and weaknesses will be apparent.

RESOURCE MOBILIZATION

The global campaign for sustainable urbanization will obtain funding from various sources. It will seek both earmarked and unearmarked funds. Much of the initial funding will be obtained from traditional donors. Additional funding will be sought from private and corporate donors.

EXPENDITURE ESTIMATE

The global campaign for sustainable urbanization will have separate budgets for the following:

- Secretariat operating expenses
- Actiongroups operating expenses
- Campaign-managed project development and operation
- Partner-managed project participation
- Special events presence and participation

The Campaign budget will not include actions that remain within the partners' control.

For the purposes of this paper, the following estimates separate staff costs from production costs, i.e. the costs given for a given project cover material and or outsourcing costs but not core secretariat or actiongroup expenses that are

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given separately. Of course, these costs will vary greatly depending on how much importance the Campaign places on each one but they reflect costs based on the author's previous experience with similar output.

First year

Annual and biannual actions	
World Urban Forum	UN-Habitat ¹⁹
Regional Urban Forums	TBD ²¹
Sustainable Urbanization Annual Public Campaign	The cost of producing base materials and distributing them to national level should cost USD150k
My City. Our City.	In the first year, costs will cover the analysis of the concept with initial consultations only and should cost USD25k
World Habitat Day	WHD focus is on media coverage and should cost in the USD25-50k range in the first year.
Governing Council	UN-Habitat
State of the World's Cities Report	UN-Habitat
Global Report on Human Settlements	UN-Habitat
Urban Indices	The first year's expense will be for study and discussion purposes costing ±USD25k.

Ongoing targeted actions

¹⁹ Expenditures labelled as 'UN-Habitat' are considered expenditures that will be covered entirely by UN-Habitat core budget; the precise figures are unknown to the author.

²⁰ 'Sponsor' implies a commercial entity.

²¹ Should there be Regional Urban Forums, their funding will have to be discussed inasmuch as regional national governments will likely be called upon to take on most of the costs.

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First year

World Urban Forum Online	The technical costs are limited and setup should range in the USD10k with other costs included b
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Slum Representatives Network	TBD
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SUD-Net	UN-Habitat
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Sustainable Urbanization Awareness Seminars	The first year's expense will be for study and discussion purposes costing ±USD25k.
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Sustainable Urbanization Policy Papers Series	Production and dissemination costs are covered by partners. The Campaign will spend money on
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Ongoing broader actions

Urban World Magazine	UN-Habitat
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Urban World Podcast and TV short	
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Urban Champions	
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Website	First year building and maintenance costs should run at USD50k.
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Unique opportunities

Shanghai World Expo 2010	Very difficult to estimate at this time. Requires substantial further discussion as to scale of involv
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Individual Conferences	To cover travel and expenses, USD50k.
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First year

Secretariat staff	Much depends on which administrative structure will cover secretariat staff costs. A good first ye
Secretariat equipment	Office materials and computing equipment should be budgeted at USD150k for the first year.
Actiongroup expenses	The actiongroups will mostly need travel and communications expenses in the USD150k the first
Total estimates	The first year would be comfortable with an envelope of USD1m. A strict minimum would be US

CONCLUSION

Writing a strategy paper is like raising a child. You write it, believe in it, nurture it and then send it off knowing that it will some day have a life of its own. What the author can say is that in writing this paper, in talking with partners, stakeholders and everyday citizens of all walks of life, he has discovered a universe that feels under addressed. Simply, the urban ‘issue’ is not on the radar. Some who work on urban issues would like to believe so, but in actual fact, most urban problems are associated with ‘society’. We attribute crime to ‘society’. Even pollution is seen as a consequence of personal greed, industrial excess or capitalistic consumerism. Instead, these are as urban as water, sanitation or land tenure.

We need a global campaign for the city. We need it to be participatory. We need genuine partners who want to actively work together. We need collective resource mobilization. We also need to keep the campaign pure — it is a campaign, it is not a one-stop-shop for projects and programs. It is also not an instrument for self-promotion. Beware of making the campaign into an institutional public awareness tool. It is a simple mechanism whose sole goal must be to provide the leverage needed to foster the right policies, the proper attitudes and sufficient funding.

Indeed, the initial premise for the campaign is the best one. It is the premise that was given to the author by a genuinely devoted urban champion. He said that the campaign must be *about ‘creating the conditions’ that will help make our cities, towns and villages places that help humanity rather than lead to its demise*. Let us not take this challenge lightly. The fight is noble, it will improve people’s living conditions, it will save lives and, without conceit, it may well save humanity.

APPENDICES

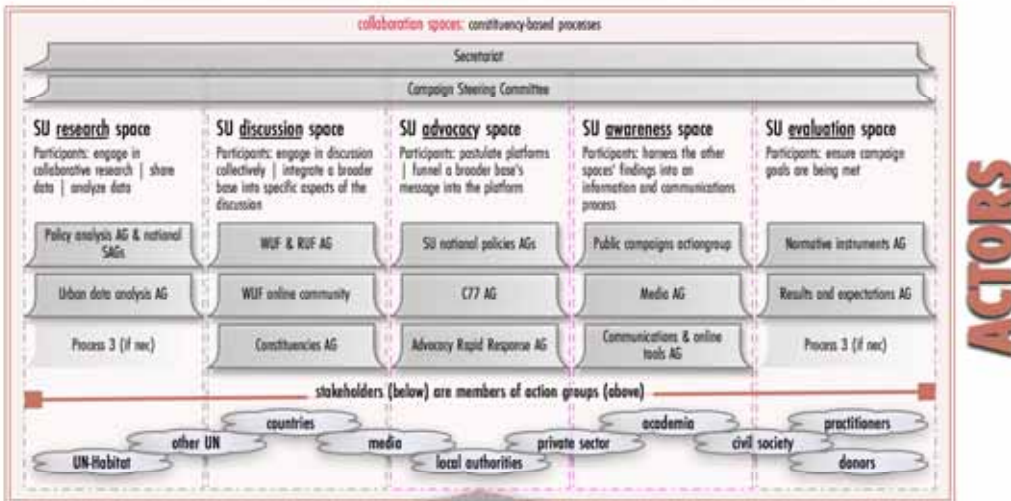
OVERALL CAMPAIGN STRUCTURE



To keep stakeholders and constituents working cohesively requires clear goals towards which every campaign-related action points. Focus is necessary, dispersion ultimately leads to a diluted and ineffective campaign.



Sustainable Urbanization Campaign actions are the visible portion of the campaign. They are the tools that will facilitate the Campaign's objective to create conditions that favour sustainable urbanization. These actions depend on various types of funding ranging from core donor funding to revenue-generating schemes. Some favour visibility, others favour advocacy efforts. Some are events, others are advocacy efforts. In all cases, the actions will only succeed if all participating constituents funnel their efforts collectively. Beyond the Campaign, constituencies are encouraged to initiate outside actions that mimic the Campaign's direction, so long as the core campaign actions are entirely supported by said constituents.



Each Action Group elects a leader. The AG leaders sit on the Campaign Steering Committee. The CSC gives direction to the secretary on a biannual basis. AGs are assembled into Action Spaces. Each AS is ideally composed of two to three AGs. AGs are given both policy and operational responsibility. Some are small and work in physical proximity, others are broad based and work together virtually. Stakeholders are full campaign partners. They are members of the AGs. All stakeholders have the ability to 'opt in' to AGs and work through the secretary to accomplish their mission and tasks. Membership in a AG is validated by a 2/3 majority of the remaining AG members thus maximizing the AG's chances of collaboration.

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END