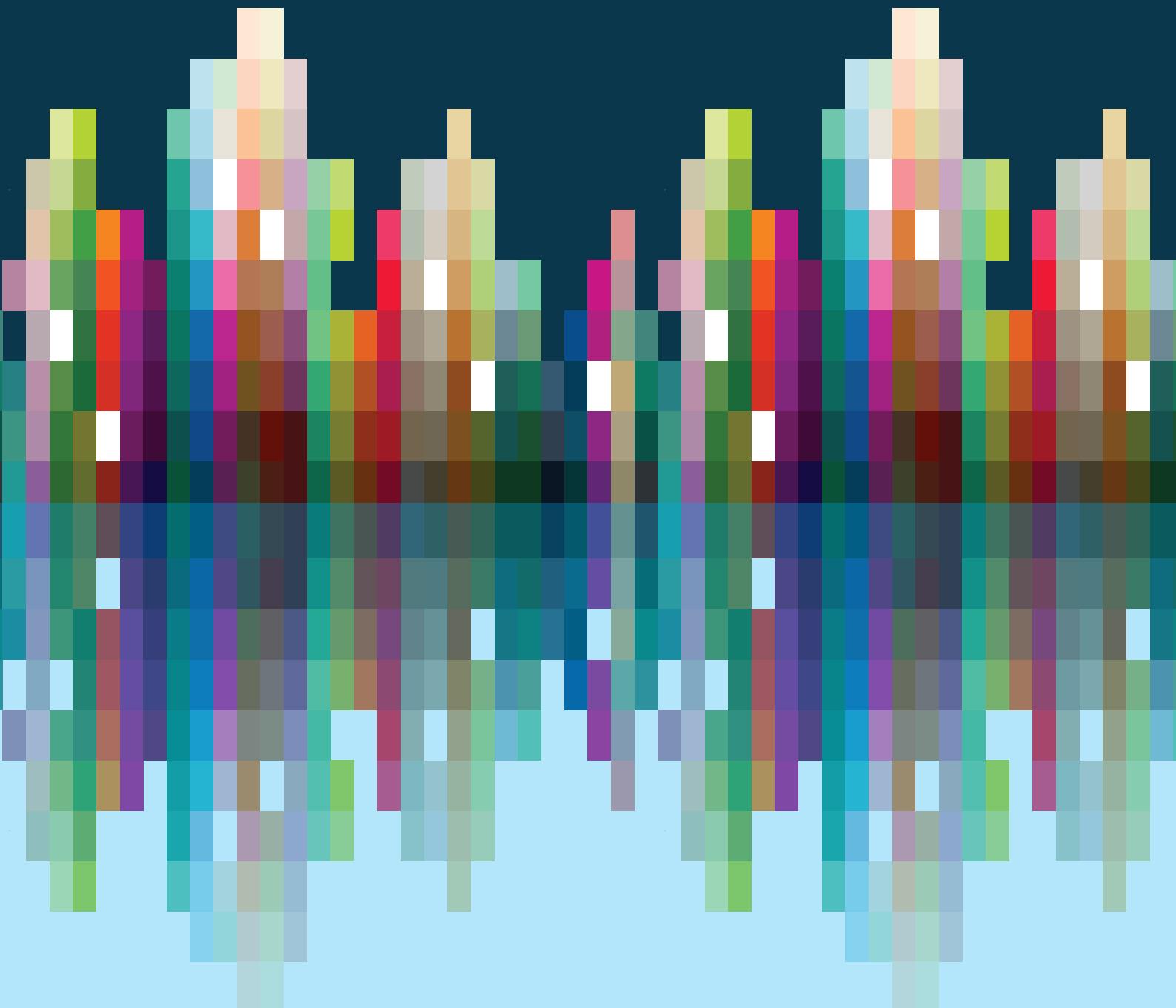




Urban Innovation and the Implementation of the New Urban Agenda

Local Implementation of the New Urban Agenda 2022





Guangzhou, a green city.

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Contents

*Cycle
Superhighways
in Capital Region
of Denmark:
A route passing
through a nature
reserve away
from traffic*



Introduction – Cities Innovate and Lead

VII

Social inclusion and ending poverty



Africa

2

City: eThekweni, South Africa

Initiative: Incremental, Participatory, Programmatic Informal Settlement Upgrading Programme – Partnerships with the Private Sector to Achieve Sustainable Sanitation Service Provision

West Asia and North Africa

3

Cities: Union of Danniah Municipalities, Lebanon

Initiative: Engaging the citizen to be part of the Emergency Response Plan to Fight against COVID-19

Asia/Pacific

4

State: Odisha, India

Initiative: The Urban Wage Employment Initiative – Reducing Vulnerabilities and Enhancing Resilience of the Urban Poor

Europe

5

City: Milan, Italy

Initiative: Milan Food Policy: An Innovative Framework for Making Urban Food System More Sustainable, Inclusive

Latin America and the Caribbean

6

City: La Paz, Bolivia

Initiative: Zebras – A Citizen Culture Project

North America

7

City: Boston, Massachusetts, USA

Initiative: Youth Lead the Change: Youth Participatory Budgeting

Inclusive urban prosperity and opportunities



Africa

City: Cape Town, South Africa
Initiative: Western Cape Industrial Symbiosis Program (WISP)

9

West Asia and North Africa

City: Mezitli, Turkey
Initiative: Mezitli Women Producers Market

10

Asia/Pacific

Town: Unley, Australia
Initiative: Cohousing for Ageing Well – Designing for Ageing in Place

11

Europe

City: Vienna, Austria
Initiative: Werkstadt Junges Wien

12

Latin America and the Caribbean

City: Santa Ana, Costa Rica
Initiative: Santa Ana en Cleta: Active Mobility and Empowerment of Women

13

North America

City: Repentigny, Canada
Initiative: A City for All

14

Environmental sustainability and resilience



Africa

City: Departmental Council of Saint Louis, Senegal
Initiative: Inter-Municipal Approach for the Safeguarding and Enhancement of the Mangrove by the Local Authorities

16

West Asia and North Africa

City: Kfar Saba, Israel
Initiative: Meeting a Common Challenge: Optimizing Energy Practices and Behaviours

17

Asia/Pacific

City: Surabaya, Indonesia
Initiative: Public Participatory in 3R Waste Management for Better Surabaya

18

Europe

City: Copenhagen Capital Region, Denmark
Initiative: Cycle Superhighways in Capital Region of Denmark

19

Latin America and the Caribbean

City: Santa Fe, Argentina
Initiative: Santa Fe's Western Urban Natural Reserve: Embracing the Hydroclimatic Risks

20

North America

City: Guadalajara, Mexico
Initiative: Guadalajara Metropolitan Agency for Urban Forests of the Metropolitan Area of Guadalajara (AMBU)

21

Some concluding observations

22

Next Steps

23

Cities from Africa, West Asia and North Africa, Asia-Pacific, Europe, Latin America and the Caribbean, and North America that parallel the three transformative commitments of the New Urban Agenda



Introduction – Cities Innovate and Lead

Cities and local governments are a source of ideas and approaches to help the world reach the Goals of the 2030 Agenda for Sustainable Development (2030 Agenda). Cities also demonstrate how the tenets of the New Urban Agenda (NUA) can be implemented with creativity, efficient use of resources, and broad community support. Cities, however, are generally overlooked by high-level meetings and policy fora, and are rarely the focus of key reports and analyses of global attempts to improve the wellbeing of communities and the environment.

This report showcases how local governments are demonstrating just how impactful urban innovation can be and how important it is to engage cities as partners in efforts to implement the NUA. The challenges underpinning the implementation of the NUA and the 2030 Agenda, more broadly, are daunting. Nonetheless, these hurdles have not deterred cities and their leaders from effecting changes that get them and their inhabitants closer to a vision of a more equitable, dynamic, and sustainable world.

Since 2012, the Guangzhou International Award for Urban Innovation (Guangzhou Award) has collected and peer-reviewed over 1,000 cases of local government innovation from across the globe in two-year cycles (2012, 2014, 2016, 2018, 2020). In the past two cycles (2018, 2020), the Awards have been focused on the local implementation of the New Urban Agenda and the Sustainable Development Goals. This focus is intended to show how local resources can be harnessed in new and creative ways to meet both current and future challenges.

The 2020 cycle of the Awards coincided with the onslaught of the COVID-19 pandemic. Unsurprisingly, the list of cities reviewed for the 2020 cycle not only captured ongoing efforts to promote equity, fiscal health, and climate resilience in cities, but also how cities could marshal resources to confront a once-in-a-century

pandemic. The past two years have shown how a crisis can bring out the innovative side of society, as well as our capacity to work together to solve problems. Tackling a pandemic, but more importantly, a larger transition towards more sustainable and inclusive development, requires cities and regions with vision, a willingness to take risks, and a capacity to innovate and mobilize institutions and people to act quickly and in concert with one another.

Local and regional governments have worked to mitigate the worst effects of the pandemic and engage in a sustainable recovery by adding the dimension of care to their service provision. Caring for their communities has come to mean a way of governing with empathy, prioritizing the public goods responding to the needs of people regardless of gender, age, economic or administrative status: ensuring economic sustainability and enabling livelihoods and wellbeing in our society. This shift towards a brighter future needs to be a collective effort that facilitates access to basic services and the defence of the rights of our communities (Joint Statement to the 2022 High-Level Meeting on the New Urban Agenda - Of the Organized Constituency of Local and Regional Governments).

Whether it is in the context of the NUA or a pandemic, cities are innovating through institutional, political, cultural, and ecological inclusion and a “whole of society” approach to governance. This is a paradigm shift driven by local demands, forward-thinking leaders at all levels, and institutional changes resulting in public services and partnerships that are at once more agile and comprehensive in outlook and reach than ever before.

The 2022 Quadrennial Report has been “prepared in the context of rapid urbanization, threats to global planetary ecosystems and the profound impact of the coronavirus disease (COVID-19) pandemic, as well as the opportunities cities

This report showcases how local governments are demonstrating just how impactful urban innovation can be and how important it is to engage cities as partners in efforts to implement the NUA.

Cities that stand out during the biennial Guangzhou Award cycles do so largely by demonstrating how to advance poverty reduction or resilience through innovations in governance, planning and/or financing practices and institutions.

can provide to anchor the pandemic recovery in social justice, deliver on the Decade of Action and ensure effective climate action" (*Quadrennial Report 2022*, p. 2). The report further calls out the "key issues of demographic shifts and urbanization and that cities and other subnational governments have a key role to play in solving our global challenges (*Quadrennial Report 2022*, p.2).

To address and organize a discussion around such a complex challenge, the 2022 Quadrennial Report is anchored on the three transformative commitments of the New Urban Agenda:

- Social inclusion and ending poverty
- Inclusive urban prosperity and opportunities
- Environmental sustainability and resilience

The Guangzhou Award has also prioritized the identification and celebration of cities that have focused on social inclusion and poverty, inclusive prosperity, and environmental sustainability and resilience. The Guangzhou Award has focused on several areas of implementation (the "how") that resonate with the Quadrennial Report: Governance, Planning, and Finance. Cities that stand out during the biennial Guangzhou Award cycles do so largely by demonstrating how to advance poverty reduction or resilience through innovations in governance, planning and/or financing practices and institutions.

This report is meant to be read alongside the 2022 Quadrennial Report, the second in a series of reports in the follow-up to and review of the implementation of the New Urban Agenda.

The report highlights shortlisted and award-

winning finalists from the last two cycles of the Guangzhou Award (2018, 2020). These initiatives have been selected to illustrate how cities and regions are attending to the three transformative commitments of the NUA, and how a focus on changes in governance, planning and financing practices take ideas and turn them into action and transformative change. This report also harvests cases from every region of the world, demonstrating how no one region or country has a monopoly on innovation. A hallmark of the Guangzhou Award is that while it recognizes that innovation is dependent on context, it also embraces the idea that the processes that lead to innovation and the lessons learned can be shared and adapted across national, regional, and international borders.

The report is organized into three sections that parallel the three transformative commitments of the New Urban Agenda. In each section, we highlight at least one city from Africa, West Asia and North Africa, Asia-Pacific, Europe, Latin America and the Caribbean, and North America. Each city has made it to the final two lists of honourable mentions from the last three cycles of the Guangzhou Award. Within and across the diverse set of cities presented in this report, a range of themes and lessons emerge:

- Cities are ensuring sustainable economic growth and consumption
- Cities are building just and inclusive societies
- Cities are combatting climate change and protecting the environment



Social inclusion and ending poverty

The first of three transformative commitments of the New Urban Agenda that the Quadrennial Report of the Secretary General focuses on is *Social Inclusion and Ending Poverty*. This commitment translates into the following set of key issues and focus areas that not only reflect life during a global pandemic, but also the lingering social and economic issues the pandemic highlighted:

The centrality of the right to adequate housing, including access to land, public spaces, and public services, became more evident during the pandemic. It is estimated that the housing deficit will be 440 million by 2025. Globally, an estimated 70 per cent of households now live with precarious tenure... Nearly 1 billion people – one in four urban dwellers – live in urban slums and informal settlements. While the proportion of the urban population living in slums worldwide declined between 2000 and 2014, from 28 per cent to 23 per cent, that positive trend subsequently reversed, and by 2018 the proportion had grown to 23.5 per cent. It is likely that the pandemic has intensified that negative trend...Despite these setbacks, many cities have responded to the pandemic by promoting slum upgrading initiatives and housing programmes targeting the homeless, women, migrants, and people with disabilities. (*Quadrennial Report, 2022, p. 3*)

The cases highlighted under this commitment illustrate how cities have not only tried to tackle persistent poverty, especially as manifested around access to dignified housing, but also ways in which cash-strapped local governments can collaborate across jurisdictions to shore up resources needed to attend to crises such as the pandemic. The cases also show the breadth of what is considered inclusion – who should be included and for what? In Europe, issues around poverty and quality of life are not simply addressed by broadening the list of stakeholders involved in policymaking, but also by expanding the subject of public policy. In this case, Milan, Italy, has led the way in linking urban food systems and procurement to quality of life and social equity. In North America, the strategy was to tackle community wellbeing by intentionally and consistently engaging youth in the city's agenda-setting process. In many cases, the test of the innovation has been in its lasting powers. In Boston, the programme to include youth in the policymaking process has withstood changes in at least two mayoral administrations.



Social inclusion and ending poverty in Africa

City: eThekweni, South Africa

Initiative: Incremental, Participatory, Programmatic Informal Settlement Upgrading Programme – Partnerships with the Private Sector to Achieve Sustainable Sanitation Service Provision



eThekweni (formerly Durban) is a South African city of about 3,900,000 people, with a growth rate of 1.4% and population density of 1,523 people per square kilometer over an area of 2,556 square kilometers. It has comparative strength in industry, trade, tourism, creative industry, finance, manufacturing, and transportation.

Despite its dynamism, more than 220,000 households in eThekweni live in informal settlements characterized by overcrowding, disasters, including fires and floods, and poor access to basic services, including water, sanitation, electricity, and emergency access. In response to these challenges, eThekweni Municipality implemented two ambitious initiatives: informal settlement upgrading and partnerships with the private sector to achieve sanitation solutions. The upgrading programme is a solution incorporating social and economic opportunities that transform settlements into truly livable and sustainable neighbourhoods. With focus on urban infrastructure upgrading and job creation opportunities, the initiative aims to benefit 70,000 households within 6 years.

The partnership programme with the private sector has also pursued sanitation solutions by looking at ways to rationalize and generate income



Local jobs for local improvements

from the sanitation value chain that includes disposal, recycle and reuse. The partnership focuses on improving the health indicators of the residents through safe sanitation practices, the reduction of the annual municipal resources dedicated to sanitation through increased participation of the private sector and leveraging the concept of sanitation marketing.

As reported by the Urban Agenda Platform states:

The positive impact of the eThekweni's programme can be summarised as follows: Ability to prioritise the rapid delivery of basic services to as many settlements as possible. Acceptable engineering standards established in order to make effective use of the limited budget available. Road and footpath layouts will as far as possible remain in place for final upgrade of settlement avoiding abortive costs. Opportunities for Emerging Contractors and alignment with the Expanded Public Works Programme providing employment. Caretakers employed from the local community for the Ablution Blocks. Livelihoods initiatives, Local Economic Development, and the provision of key social facilities to be addressed through parallel programmes. Enhanced community engagement which empowers residents, creates ownership, and improves project outcomes. Improvements to Early Childhood Development (ECD) centres, among other accomplishments...[Ultimately], the initiative aimed to improve the living conditions of residents of informal settlements... Upgrading these settlements in-situ (rather than relocating communities to the urban periphery) enables residents to access social amenities like education and health services and contributes to social cohesion, spatial justice and urban integration. (<https://www.urbanagendaplatform.org/best-practice/incremental-participatory-programmatic-informal-settlement-upgrading-programme>)

Social inclusion and ending poverty in West Asia and North Africa



Cities: Union of Dannieh Municipalities, Lebanon

Initiative: Engaging the Citizen to be Part of the Emergency Response Plan to Fight Against COVID-19



The Union of Dannieh Municipalities is a municipal association within Lebanon, a country that was facing many economic and political difficulties even before the COVID-19 pandemic. Dannieh, although a region rich in resources, has a seasonal economy that depends on agriculture and tourism. In good times, the region was still overwhelmed by the challenges and tasks it was facing, such as the shortage in government staff and funding for social and economic improvements. The arrival of COVID-19 and the subsequent lockdown only worsened the institutional and fiscal resources available to Dannieh municipalities.

In this context, the Union of Dannieh Municipalities established an Emergency Response Plan with 15 committees of youth volunteers with a high level of education and specialization. To launch the Emergency Response Plan, the Union coordinated with the 17 area municipalities to engage civil society in a planning process that identified priorities and new sources of revenue to mitigate the effects of lockdowns and chronic resources shortages.

This initiative uses simple technology and unprecedented levels of institutional collaboration in the region. Specifically, the Union collected data that covered different criteria, such as age, gender, income, and disabilities. This data was then shared across other governmental and civil society committees to level the information playing field. The use of shared computer and cloud-based folders and WhatsApp groups helped facilitate communication between committees working within the Emergency Response Plan and the broader community. In most aspects of the Union's work, priority was given to the needs and demands of traditionally marginalized groups in the region.

Overall, the Union of Dannieh Municipalities stands out for the relatively innovative way it encourages local youth and citizens to play a role in their community and to feel responsible for themselves and others through simple information gathering and sharing mechanisms. As the COVID crisis subsides, the Emergency Response Plan has shown and encouraged participants to remain engaged in local public policy matters and services.

Reaching out to the community in a time of the pandemic



Social inclusion and ending poverty in Asia/Pacific

State: Odisha, India

Initiative: The Urban Wage Employment Initiative – Reducing Vulnerabilities and Enhancing Resilience of the Urban Poor



The COVID-19 induced national lockdown in India highlighted the economic and housing vulnerabilities of the urban labour force, composed largely of migrants from lagging parts of the country working in the informal sector in primary cities such as Mumbai and Delhi. The lockdown led to a mass migration of that labour force back to rural towns and provincial cities with historically weaker economies. Former residents of Odisha, a lagging state in India, were among those reverse migrants looking for refuge and a livelihood in the state they once left for better fortunes elsewhere.

In response to the unexpected reverse migration triggered by the pandemic, the state government launched Urban Wage Employment Initiative

(UWEI). The UWEI sought to proactively blunt the impact of pandemic-induced unemployment by guaranteeing large sectors of the urban workforce a minimum number of workdays annually at a specified daily wage. To this end, the state of Odisha planned a series of small but much-needed public works improvements and created a salary pool from resources drawn from ongoing national and state welfare schemes. In addition to mitigating the economic stress due to the pandemic of the impoverished urban labour force, the provincial government has adopted the initiative as a long-term measure for poverty alleviation and implementation of labour-intensive public works designed to improve the quality of life and economic activity of the city region.



Providing small but much-needed facilities and services to the community

Social inclusion and ending poverty in Europe

City: Milan, Italy

Initiative: Milan Food Policy: An Innovative Framework for Making Urban Food System More Sustainable, Inclusive



Located in northern Italy, Milan is the second most populous city in the country after Rome, with a population of approximately 1,300,000 and a population density of 7,533 people per square kilometer. The city's primary sources of prosperity include trade, tourism, and the creative industry.

In the process of setting the theme "Feeding the Planet, Energy for Life" for the Universal Exhibition, hosted in the city in 2015, the municipality of Milan decided to create the Milan Food Policy programme as a legacy of the event. The Milan Food Policy is an innovative planning strategy integrating and implementing a "Food Cycle System" throughout the city. A key innovation in the policy is the new model of governance combining the global scale with an urban level that is based on an integrated cross-sectoral approach among public agencies, social organizations, research bodies and the private sector.

Since 2016, the Milan Food Policy has been working to put into effect five priorities:

1. Access to healthy food for all;
2. Sustainable food production;

3. Food education and awareness;
4. Food losses and waste management; and
5. Scientific research promotion.

To date, the policy has generated more than 40 initiatives related to the reuse and recycling of waste food and the reduction of miles needed to procure food for the city. New procurement practices focusing on sustainably produced food for all the city's publicly-funded meals (in schools, hospitals, prisons, etc.) are transforming the farming practices around Milan and creating a new dynamic in urban-rural linkages. The policy initiative additionally cooperates with other international organizations, including EUROCITIES Working Group Food, the EU Platform for Food Losses and Food Waste and the C40 Food System Network. Finally, the project facilitates the exchange of knowledge through community, local organization, and international partners through the Milan Pact, an award system focusing on city-to-city exchanges and cooperation on sustainable food policies and practices.



Farm to table and zero food miles for a more sustainable food system



Social inclusion and ending poverty in Latin America and the Caribbean

City: La Paz, Bolivia

Initiative: Zebras – A Citizen Culture Project



La Paz is the bustling capital city of Bolivia where vehicular and pedestrian traffic compete for space and efficient ways to access resources and services within and across the urban footprint. Across the world, the freedom of the street has been stolen from the young and the poor by the increasing domination of the motor car. This is made worse by an attitude that pedestrians, street vendors, and cyclists are subservient to motorized transport. The La Paz Zebra Project has dealt with this challenge with great humour and understanding.

The La Paz Zebra initiative is a very successful undertaking aimed at actively involving highly vulnerable youth in a humour-based citizen education programme. At-risk-youth are trained to become "civic educators" and are paid a minimum wage to dress up as zebras in reference to zebra crossings (striped pedestrian crosswalks). Once trained in some theatre arts and improvisation, youth dressed as zebras go out

into La Paz's bustling streets to change both driver and pedestrian behaviour, and to encourage both groups to obey traffic signs and rules.

The outcome of this initiative has changed people's behaviour, noted primarily through a drop in traffic congestion and accident indicators. As important, the initiative has provided at-risk-youth with a unique opportunity to become active and responsible citizens. The impact of this initiative has been mostly local but is now spreading to other cities engaging and integrating youth at risk.

Youth are given a meaningful role in society, one which both empowers them and provides them with respect and dignity. As a result, many of the youth participating in this initiative have continued their education and found decent jobs; several have pursued higher education. The initiative has since expanded to include bullying mitigation in schools and public playgrounds.



Empowering youth to change adult behaviour

Social inclusion and ending poverty in North America

City: Boston, Massachusetts, USA

Initiative: Youth Lead the Change: Youth Participatory Budgeting.



Boston is the capital of the Commonwealth of Massachusetts in the United States of America. The "Youth Lead the Change" initiative empowers youth to decide on how to use US\$1 million of the municipal budget each year. Youth come up with ideas; they determine priorities for spending; and they decide in a democratic manner which projects to implement. The initiative is highly relevant to the implementation of the New Urban Agenda as it focuses on the need to engage youth in policy dialogue, to increase youth engagement in civic affairs, and above all, to cultivate lifelong commitment in local public affairs at a time when so many youth feel that no one listens to them.

To attain the sustained recruitment and engagement of Boston's youth, an extensive network of partners was created with agencies that service youth needs, universities, and local schools. The project has evolved since its first phase to include children as young as 12 years old and incorporates the voice of disenfranchised groups such as homeless youth and youth involved in gangs in detention centers. National and international partnerships are being forged with other cities such as Baku in Azerbaijan. The initiative is considered exemplary in its commitment to forging collaboration between cities facing challenges with rigorous participatory methodologies led by youth. The initiative has enjoyed considerable policy continuity spanning several mayoral mandates.



Teenagers voting at a train station



Inclusive urban prosperity and opportunities

Inclusive urban prosperity and opportunities is the second of three transformative commitments of the New Urban Agenda that the Quadrennial Report of the Secretary General focuses on. This commitment translates into the following set of key issues that focus largely on more inclusive and efficient ways to visualize and pursue sustainable and equitable economic development:

Cities are centres of opportunity. When sourced with adequate labour, institutions, infrastructure, and services, they attract international investment and increase economic efficiency. Well-managed urbanization enables countries to increase productivity, accelerate national economic growth and gain access to global markets, provided urbanization is anchored in macroeconomic policies and meaningfully integrated into national economic development policies... Countries continue to struggle with balancing productivity of the urban economy with providing decent work for all. Countries that depend on natural resource exports rely on urban economies dominated by non-tradable services, diminishing affordability without increasing productivity. (*Quadrennial Report, 2022, pp. 4-5*)

The cases highlighted under this commitment illustrate how cities have questioned resource-intensive and exclusionary economic development practices and replaced them with new models that emphasize renewable sources of energy, recycling, and innovative ways of diversifying the work workforce. In some of the cases, like Repentigny, Canada, the pursuit of a healthy local economy was done via the provision of services and resources that supported skills development among youth, engaged seniors, and offered a cultural environment that embraces diversity. All the cases demonstrate how a prosperity agenda requires full and expansive participation and representation from all sectors of society.

Inclusive urban prosperity and opportunities in Africa

City Cape Town, South Africa
Initiative Western Cape Industrial Symbiosis Program (WISP)



Cape Town, South Africa (pop. 4.7 million), which has formal and informal industrial economies, is embracing an economic development model called the Western Cape Industrial Symbiosis Programme (WISP). WISP is a platform that helps with transforming the largely consumptive and wasteful linear economy into a more circular economy model with the motto "One company's waste is another company's resource". The initiative is a free facilitation service that seeks to create mutually beneficial links or synergies between member companies, no matter the size, output, or formality status. It connects companies so that they can identify and realize the business opportunities enabled by utilizing unused or residual resources from other members. The resource exchanges divert waste from landfills, generate financial benefits for members, reduce the carbon intensity of production processes and create jobs, ultimately making the manufacturing sector more competitive and resilient to climate change.

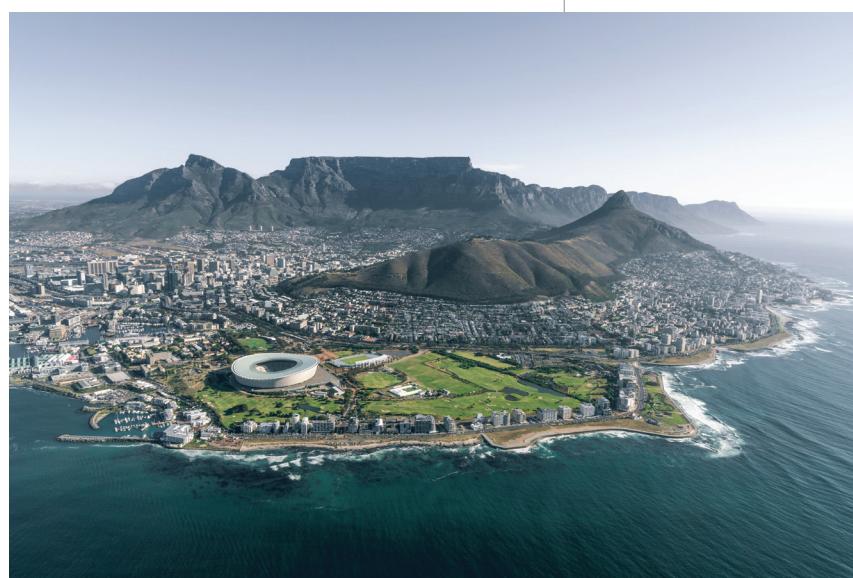
WISP is the result of collaboration between public, private and academic partners. The initiative is funded by the City of Cape Town as part of its sustainability initiatives, and is delivered by Green Cape, a not-for-profit company, in collaboration with the University of Cape Town. Since 2013,

when it began with a landfill diversion programme, university researchers have conducted material flow analyses (MFA) in industrial areas to determine new circular resource opportunities. Cape Town modeled its approach on the UK's National Industrial Symbiosis Programme, which was visited. Nonetheless, "the skeleton is based on the UK model, but context always matters," explained WISP programme manager Emmanuele Kasese.

WISP demonstrates the continuing need to accelerate city-to-city knowledge sharing and how a city can successfully adapt a concept like the circular economy to local conditions, which in turn, provides a case study for other similar cities to emulate. In Cape Town, Green Cape adapted a formal economic model from the UK into one that leverages a network of formal and informal members. This iterative innovation can now be used and adapted by other cities with sizeable informal economies. The programme fosters resource efficiency and reduces pressure on limited landfill capacity, but also educates local businesses on the value of their "waste" and encourages them to think differently about the processes and products they create.

- 9 INDUSTRY INNOVATION AND INFRASTRUCTURE**
- 11 SUSTAINABLE CITIES AND COMMUNITIES**
- 12 RESPONSIBLE CONSUMPTION AND PRODUCTION**
- 13 CLIMATE ACTION**
- 17 PARTNERSHIPS FOR THE GOALS**

Creating job opportunities with a greener and more circular economy





Inclusive urban prosperity and opportunities in West Asia and North Africa

City: Mezitli, Turkey

Initiative: Mezitli Women Producers Market



Mezitli is a mid-sized Turkish city. Despite being a prosperous city with all the trappings of modernity, the local markets selling food and handicrafts have been traditionally dominated by men, unlike many urban markets in cities across the region. This situation exists even though many women, including a sizeable portion of the migrant population from neighbouring Syria, are engaged in small-scale farming, food production and artisanship. The Mezitli Women Producers Market is an initiative led by the mayor that helps to strengthen local women as sellers of what they produce. It provides them with space and support to sell their products. For many women, this has constituted their first source of independent income. The market promotes gender equality as well as a local sustainable economy by supporting

small-scale production. By facilitating women-run businesses in a local market, women in Mezitli are encouraged to be economically active in their own region, earn their own money and thereby reduce their dependency on their families, male relatives, and husbands. Beyond empowering women, the initiative builds rural and urban connections between producers, sellers, and buyers.

In this initiative, women are encouraged to be active, self-dependent citizens, to physically move within the area and to speak about their concerns and rights. The initiative is not only about economic empowerment, but also greater social inclusion of women into different cultural, social, and economic spheres of daily life.



Second award for project

Inclusive urban prosperity and opportunities in Asia/Pacific

Town: Unley, Australia

Initiative: Cohousing for Ageing Well – Designing for Ageing in Place



Adelaide is one of the most populous metropolitan regions in Australia, with a population of 1.3 million people. Unley, a local government area in the Adelaide metropolitan region with a resident population of approximately 40,000 people, proposed novel and age-friendly community co-design principles with older residents to inform new co-housing options.

The Unley initiative aims to establish a new concept and principles of cohousing with shared amenities and a desirable environment to enhance social cohesion. The initiative is considered innovative not only for its shared amenities and capacity to help senior citizens age in place, but also for its use of an 'Alternative Infill' housing model that helps identify, secure, and build cohousing in well located places for senior citizens by senior citizens. Implementation was not easy, given how entrenched existing planning and housing development models are in expensive residential areas like Unley. As noted by a stakeholder, in a fraught context where property development has become a political football, even the modest proposal to allow more flexibility for the construction of age-friendly dwellings required extensive hand-holding with the city council. "I don't think our internal planning or public support

ever wavered, but we had to create a blank slate and show beyond what people have known for 30 years," Active Ageing Project Officer Judith Lowe said. "We started from imagining what could be possible and then worked backwards." Working backwards meant engaging a range of stakeholders in scenario planning exercises that allowed everyone to talk about location, design, and construction options without being weighed down by technical jargon.

With the team's success, blocks that were once ineligible for density increases could now see the density of housing units triple. But the zoning code change is only the first step, as private developers must begin taking advantage of the new land use rules. "This initiative is therefore quite revolutionary as it has borrowed the principles of cohousing from other countries and attempted to create an Australian version." The Unley policy succeeds in large part for the way it taps into and harnesses the energy and creativity of populations whose needs are traditionally left out of the policy identification, design, and implementation processes. This is an initiative that provides citizens with a greater sense of dignity and worth and increases equity by giving them a voice in shaping their communities.



Ariel view of
Cohousing for
Ageing Well



Inclusive urban prosperity and opportunities in Europe

City: Vienna, Austria

Initiative: Werkstadt Junges Wien



Austria's capital, Vienna, has been a world leader in policies and programmes designed to increase social inclusion and participatory governance. The goal of Werkstadt Junges Wien is to make Vienna the most child- and youth-friendly city in the world. Over the past 50 years, Vienna has shifted from a shrinking and aging city into a young and growing one. As such, the city decided it was crucial to create meaningful opportunities for children and young people to experience democracy in a positive, hands-on way. By showing them that their opinions and ideas matter, Werkstadt Junges Wien creates a feeling of self-efficacy through many small-scale participation offers. But the initiative goes the next step by aiming for a more structural, long-term, and large-scale approach. The objective is to put social inclusion of all children and young people living and growing up in Vienna at the heart of policymaking and city administration. The innovative process is enabling children and young people of all age groups and

Empowering youth has empowered the local government administration to improve governance

backgrounds to connect to a process where they can freely articulate their own ideas for the city. To date, the impressive result is 193 specific measures and actions underway across the city. The strategy has been adopted by the Vienna City Council and thus is a binding commitment.

Werkstadt Junges Wien stands out for several reasons: (a) Leadership in Governance – it demonstrates a bold new awareness of the interests of children and young people; (b) Innovation – it also shows innovation in that the focus on youth ultimately touches all parts of city administration; (c) Empowerment and Inclusiveness – this initiative not only empowers children and young people, it also empowers the city government and administration; (d) City Learning and Adaptation – at first, Vienna wanted children and young people to think about their city, but in the end, the city is now thinking about children and young people. There is an entirely new awareness that goes beyond the conventional ideas of governance.

According to the organizers of Werkstadt Junges, a range of results have been achieved:

From February to April 2019 more than 22,000 children and young people have participated in over 1,300 workshops. Their input was analyzed by a social science institute. In a first round, 9 topics that were of most interest to the children and young people have been identified. 24 groups have been chosen by lottery and invited to send a representative to a children and youth advisory board to discuss and prioritise these results on 4.6.2019. From that input aims for the 9 topics have been developed and then all Departments of the Vienna City Administration collected existing measures and developed new ones. Proposals for all 9 topics were then discussed with over 200 children and young people at a conference on the Day of the UN Convention on the Rights of the Child. (<https://werkstadt.junges.wien.at/en/>)



Inclusive urban prosperity and opportunities in Latin America and the Caribbean



City: Santa Ana, Costa Rica

Initiative: Santa Ana en Cleta: Active Mobility and Empowerment of Women



The San Jose suburb of Santa Ana, with a population 57,000, has gained international attention for its programme, Santa Ana en Cleta, a project dedicated to the empowerment of Santa Ana's local population by teaching women how to ride a bicycle and how to use it as a means of transport. The initiative is considered a step towards the development of the "Active and Sustainable Mobility" programme of the city of Santa Ana.

The mobility programme combines three specific areas: the empowerment of women, sustainable mobility, and the strengthening of communities. The overall objective is to transform the mobility and road culture of the city of Santa Ana which, like many cities in the region, is dominated by the motor car. Changing a car-dominated culture proved to be difficult and attempts to limit car use encountered a lot of resistance. To overcome this resistance, a first stage of the initiative focused on ways to encourage women within vulnerable communities to use the bicycle as a means for personal and economic development. This focus on women met with less resistance and

enabled the local authority to gradually introduce alternative means of mobility and measures to improve the quality of the urban environment, citizen wellbeing, health indicators and the recovery of public spaces. In the end analysis, the bicycle is being used in this context to promote the "right to use the city" for all.

According to the Urban Sustainability Exchange (USE), "The city of Santa Ana is now identified as one of the few cities in Costa Rica that is developing specific initiatives for sustainable mobility and gender equality in line with the SDGs. More recently, due to the recognition of Le Monde's Smart Cities prize and The Guangzhou Award, the city has received international attention for the programmes and policies being implemented to improve the lives of citizens. At the end of 2018, the initiative had benefitted approximately 2,000 people, and by early 2019, it directly benefited approximately 600 more and indirectly benefited 2,400 people." (<https://use.metropolis.org/case-studies/santa-ana-en-cleta#casestudydetail>)

Promoting
alternative mobility
and health through
gender equality



Inclusive urban prosperity and opportunities in North America

City: Repentigny, Canada
Initiative: A City for All



Repentigny is an off-island suburb of Montreal, Quebec, Canada. With a population of approximately 84,000, it is the home of many cultural festivities.

"A City for All" is a refreshing and exciting three-initiative proposal wrapped under one banner:

- The Citizens and Families initiative connects citizens and municipal staff with information quickly and effectively, a key characteristic of a smart city.
- The Youth initiative focuses on a multimedia lab housed in the city's library, providing access to digital technologies focusing on creativity and expression. More than 18,000 teenagers have been using the facility since its opening.
- The Vulnerable People initiative aids citizens by telephone or the web linking to a wide range of social and community resources. To date, the data have shown that 30% of requests for assistance were in relation to basic needs: food, shelter, and material assistance, and 67% of the vulnerable persons were women.

Launched in 2015 by the City of Repentigny, the initiative uses a web application of interactive mapping to improve the quality of life and to foster the integration and participation of

the inhabitants in the life of the community. It facilitates access to a wide range of information on the services provided by the municipality according to the specific place of residence of the citizens. The initiative was developed in partnership with Esri Canada, a firm that provides geographical information system (GIS) solutions.

Resources are easily accessible through various web browsers on desktop and mobile devices. The city's platform provides citizens with useful and timely information on many aspects of daily life in an urban environment, such as the schedules for the collection of different types of waste, access to municipal offices and municipal courts, and location of police, fire stations, public transit, and libraries. Through city-developed applications, inhabitants can be informed of the address and opening hours of the closest municipal facilities, the easiest way to get there, and on how to access additional information through e-mail and websites. The platform and application are also a valued tool for employees of the city who are receiving requests for information from the citizens by phone, e-mail or in person. More recently, an extension of this initiative has been developed to provide families with a range of information on recreational and sports activities, parks and green spaces, community organizations, nurseries, schools, and special events.

Giving libraries
a new life by
incorporating new
activities for youth



Environmental sustainability and resilience

The third of three transformative commitments of the New Urban Agenda is environmental sustainability and resilience. This commitment translates into the following set of key issues that highlight how cities, which represent a key site of energy and resource consumption, but also traditionally control land uses, can shape policies and practices that reduce dependence on fossil fuels and restore key ecosystems:

Currently, under the auspices of Global Covenant of Mayors for Climate and Energy, more than 10,000 cities across the world have committed to reducing carbon dioxide emissions by 24 billion tons by 2030. Most of the cities are developing renewable energy systems, adopting energy- and resource-efficient approaches, promoting green buildings, reducing their use of fossil fuels, and transitioning to cleaner, inclusive public mobility systems...Sustainable urban development has proven to be an important nature-based solution. By managing land conversion, combating urban sprawl, restoring urban ecosystems, and greening food systems, countries are making progress in reversing biodiversity loss locally. Nature-based solutions deliver energy-efficient, environmentally sustainable development at scale, which was endorsed in 2019 through the General Assembly's proclamation of the United Nations Decade on Ecosystem Restoration, by its resolution 73/284." (*Quadrennial Report, 2022, pp. 5-6*)

The cases highlighted in this section show a range of governance, planning and fiscal innovations that advance environmental sustainability and resilience goals. The cases of Saint Louis, Senegal, and Guadalajara, Mexico, exemplify why and how coordination within and across local jurisdictions is paramount to address environmental issues and ecosystems that transcend, if not negate, administrative boundaries. Other cases such that of the work accomplished in Surabaya, Indonesia, demonstrate how caring for the environment and promoting the reduction and reuse of consumer goods can align well with daily needs and habits.



Environmental sustainability and resilience in Africa

City: Departmental Council of Saint Louis, Senegal

Initiative: Inter-Municipal Approach for the Safeguarding and Enhancement of the Mangrove by the Local Authorities



The Departmental Council of Saint Louis in Senegal developed an innovative approach to environmental governance, which integrated the restoration of mangrove ecosystems across three municipalities with strategies for addressing urgent urban climate challenges and enhancing livelihoods through the promotion of resilient and structured economic activities around mangroves. The objective of the initiative was to restore the mangroves of Saint-Louis of Senegal (1,000 hectares), which are threatened with extinction due to climatic and anthropogenic pressures, with a rate of loss of 9 hectares per year, mostly due to the deforestation for firewood and farming activities. Mangrove restoration activities are critically important to global climate action, as they sequester carbon at a rate of two to four times greater than mature tropical forests and store three to five times more carbon per equivalent area than tropical forests like the Amazon rainforest.



Protecting an invaluable eco-system while creating jobs in community

Located near the mouth of the Senegal River and 320 kilometres north of the Senegalese capital Dakar, Saint Louis has a population of over 312,369 and is in the Sahelian Region of West Africa, where poverty is most widespread and where resilience is weakened by environmental, political, demographic, economic and security challenges. The mangroves span across 3 municipalities in Saint Louis, yet prior to the initiation of the initiative, local elected officials had not sufficiently integrated mangrove protection into their local sustainable development policies. The lack of coordination across municipalities undermined any single effort to deal with and conserve the mangrove ecosystem, thus prompting a call for a new approach to manage an ecological feature that did not obey administrative boundaries.

Over the nine years of the intervention, more than 50 hectares of mangrove have been regenerated, which is equivalent to a sequestration rate of 350 tonnes of carbon annually. The mangrove growth rate has risen to 7% per year and the clearance rate is down by 25%. Nearly 80,000 people from over 50 organizations were involved in the initiative, representing local authorities, academics and environmental experts who were engaged to support the local private sector, civil society organizations and community organizations. Women, mostly from poorer households living in proximity to the mangroves, have greatly benefited from the regenerated mangroves as a source of shrimps that fetch a good price on the local market.

Alternative fuel sources in the form of biogas were offered to households previously dependent on mangroves for firewood and an effective community awareness programme was launched, including inter-generational dialogues in schools, and inviting elders to tell historical stories about the times when mangroves were abundant to encourage young people to actively contribute to its regeneration.

Environmental sustainability and resilience in West Asia and North Africa

City: Kfar Saba, Israel

Initiative: Meeting a Common Challenge: Optimizing Energy Practices and Behaviours



In 2008, Kfar Saba, Israel, joined Forum 15 by signing the Convention for Reducing Air Pollution and for Climate Protection ("the Climate Convention"), a local-Israeli version of the international convention of the ICLEI organization. Subsequently, Kfar Saba's "Meeting a Common Challenge: Optimizing Energy Practices and Behaviour" (MCC) was launched in 2015. MCC was initiated by the Sustainability Department of the Kfar Saba Municipality to disseminate Smart Energy Management Systems in schools as a model for citizen engagement in enhanced energy management. MCC was built upon the premise that technological advances must be accompanied by behavioural change to have maximal impact in energy reduction and efficiency.

Fifteen municipal agencies and 18 city schools initiated MCC. Among the schools in MCC were integrated schools from neighbouring Arab municipalities. Among the earliest activities, the MCC developed technological data monitoring systems, a school curriculum, and training materials to build capacity for energy efficiency across locations in Kfar Saba.

MCC's innovativeness comes from the creation of a platform that allows non-expert users, such as teachers, municipal employees and even school children to understand energy data and translate that understanding into concrete energy saving actions. Upon installing the smart energy management system in each participating school and municipal building, the MCC engaged local "energy delegates", who were trained and empowered to lead an energy transition in their institution. Each school recruited a group of 15-25 pupils as "leading teacher" that planned and carried out a biannual campaign to inform, motivate and influence energy behaviour of their fellow students and teachers.

Building on its initial success in schools, MCC turned to its next target; 1,000 households engaged in online energy management. Using a novel online calculator, households fed data on their energy use, appliances, and behaviour to receive a "social rank" comparing them to their neighbours, all the while giving recommendations on how to improve performances.



Changing energy practices and behaviour through education



Environmental sustainability and resilience in Asia/Pacific

City: Surabaya, Indonesia

Initiative: Public Participatory in 3R Waste Management for Better Surabaya



Surabaya is the second largest city and the second largest seaport in Indonesia, as well as the capital of East Java Province. The city has a population of 3.3 million within its city limits of 334.51 square kilometres, giving it a population density of about 10,000 people per square kilometre. Over time, this densely populated city has produced more and more solid waste, placing a great burden on its ecological environment and on human health. To address this problem, the municipal government launched a programme and campaign on public participation in waste management. The campaign is known as the 3R (Reduce, Reuse, Recycle), with a strong emphasis on Reduce. The initiative started off as a movement within lower-income communities known as kampungs. From there it spread to all districts and neighbourhoods through the mobilization of a wide range of stakeholders, including people of all walks of life, small and medium-sized enterprises, and larger-scale industries.

The initiative harnesses a combination of low-end technologies and world-leading technologies

to create an economically feasible waste management, monitoring, and reporting system. The results are evident: Surabaya, despite its substantial demographic and economic growth, has, over the past few years reduced both per capita and absolute quantities of solid waste and has had very impressive results in waste reuse and recycling, and in local job creation. This initiative started off with very few resources, and it was the breadth and depth of community engagement, commitment to co-ownership and co-creation and partnerships that allowed it to grow and expand to eventually cover all aspects of the waste chain. Innovations emerged across sectors, ranging from the use of black fly larvae to transform organic waste into protein and the ability of residents to pay for their transit fares with empty plastic bottles.

Surabaya's 3R movement has become a reference for other countries, regions, and cities around the world, especially for the cities in Southeast Asia where the situation is often very similar.



Making affordable and useful products through recycling waste

Environmental sustainability and resilience in Europe

City: Copenhagen Capital Region, Denmark

Initiative: Cycle Superhighways in Capital Region of Denmark



Copenhagen, the capital city of Denmark, is known globally for its exemplary shift in urban mobility, with cycling and walking as its backbone. Together with the neighbouring towns in the capital region of Denmark (1,800,000 inhabitants), a next step was taken to allow fast, safe, and enjoyably cycling. Thirty municipalities have joined forces to create cycle superhighways – a regional network of cycling infrastructure that gives long distance commuters the opportunity to commute by bicycle across municipal borders on cohesive and correlating routes.

As of 2021, nine routes have been implemented. With 174 km of cycle superhighways today, the aim is to make more than 850 km of cycle superhighways in the region, which will help to decrease congestion, improve health, and reduce levels of CO₂ and NO_x emissions in the cities and municipalities. Effects of this new infrastructure are already showing. On the cycle superhighways, there has been an average 23% increase in number of cyclists; 14% of these new cyclists used to previously travel by car. And the cyclists ride

long distances – an average trip is 11km (one way).

The initiative is commendable for several reasons:

1. Scale and strategy – promoting cycling is not new as such, but the vision behind the initiative and its dimension are impressive.
2. Combining experience with new targets – the superhighways show that exemplary work in one place can be shared and adopted across other places.
3. Institutional success – organizing such huge infrastructure projects in an entire region with so many institutional actors (30 municipalities) is impressive.
4. Results are visible – this initiative is far beyond a planning phase; the managers can report a real shift of mobility patterns, proving that people are ready to change their behaviour.
5. Direct contribution to climate mitigation and urban development – the results so far indicate that real CO₂ reduction can be achieved and new opportunities for car-light urban development are opening.
6. Lighthouse initiative for many more – the capital region of Denmark provides an excellent model and is likely to encourage many cities and regions around the world to adopt similar initiatives.



Getting people out of their cars and onto bicycles by creating a safe and seamless cycling network



Environmental sustainability and resilience in Latin America and the Caribbean

City: Santa Fe, Argentina

Initiative: Santa Fe's Western Urban Natural Reserve: Embracing the Hydroclimatic Risks



The Argentine city of Santa Fe, with a population 400,000, developed an innovative approach to planning and risk management as a response to a devastating flood in 2015. A community-led programme to address massive flooding evolved into the Western Urban Natural Reserve project. Its objective is to transform 142 hectares of reservoirs into a protected natural area that is also incorporated into a system of green public spaces. It directly benefits more than 80,000 residents. It promotes environmental education and awareness and the improvement of quality of life. Also, it promotes economic and social development through labour training activities, the incorporation of informal waste collectors, the creation of community orchards and the construction of nurseries. The initiative is innovative because it integrates education, poverty reduction, and social inclusion with water, land, and natural resources management. The

environmental dimension is foregrounded as the key driver for risk management processes and the socio-economic improvement of the community.

Efforts such as the Western Urban Natural Reserve are expensive, but Santa Fe secured external financing from the French Facility for Global Environment (FFEM). Importantly, Santa Fe established a regulatory framework for the project before securing financing so that the infrastructure investment would occur under the appropriate legal constraints.

Since its inception and as proof of the programme's impact, Santa Fe has successfully moved families to a safer location and provided job training. The reservoirs have also become nature reserves, with a nursery of native plants located on site. Finally, the city is now in talks with Reims, France, to share lessons learned from the Argentinean experience.



Promoting social inclusion and combatting poverty through integrated natural resources management

Environmental sustainability and resilience in North America



City: Guadalajara, Mexico

Initiative: Guadalajara Metropolitan Agency for Urban Forests of the Metropolitan Area of Guadalajara (AMBU)

The Mexican State of Jalisco and the 9 municipalities comprising the metropolitan area of Guadalajara, with a population 4.5 million, decided to take a metropolitan approach to planning in lieu of the traditional scheme of fragmented planning and governance by individual municipalities. This planning reform was formalized into an institute called IMEPLAN (Metropolitan Institute of Planning), the first of its kind in Mexico, and a rare example across Latin America. The central idea of IMEPLAN is to engage citizens, experts, and municipalities into participatory planning processes at the metropolitan scale through collaborative roundtables, workshops, and an educational curriculum. The activities encourage all stakeholders to imagine, innovate and plan at a metropolitan scale. It is focused on reducing the negative impacts of unplanned urban development. Part of the initiative's merits was that it overcame traditional political forces that undermine metropolitan governance. The collaborative approach to envisioning IMEPLAN resulted in the participation of 9 municipalities and the passage of legislation that established the metropolitan body.

Guadalajara is a rare example of a community-led creation of a metropolitan authority charged with the planning and coordination of the city region and its environmental resources like water and forestry. Even though the initiative is relatively new, it has gained traction in a short period of time, with a strong focus on controlling sprawl and wasteful consumption of the surrounding ecosystem. Among the planning issues the Guadalajara Metropolitan Agency has tackled is the protection of the region's forests and woodlands. Before the creation of the Metropolitan Agency, forests and woodlands were the purview of small and under-funded local governments that had either little capacity to manage and conserve local forests or did not have the resources to prioritize their conservation. Through citizen participation and planning processes, the care and maintenance of local forests was identified as a priority area. Healthy forests and woodlands make for healthy citizens and a good quality of life.

To that end, the local governments within the Guadalajara Metro areas created the Metropolitan Agency for Urban Forests of the Metropolitan Area of Guadalajara (AMBU), a decentralized inter-municipal public body that brings together the parks and large green spaces of the nine municipalities. Under a new and replicable model, it establishes an equivalent administration, defines criteria for ecological restoration, integrates green technologies and provides environmental education to society at large.

While the AMBU is unique as an administrative body, it also offers a financing model for cities interested in similar ventures. Resources to implement and operate the AMBU are based on 3 pillars of funding: governmental resources, self-generated funds and donations. As a decentralized public body, it receives a fixed and annual state government resource. Yet, it can also generate its own revenue by networking with companies, lending spaces for events (concerts, races, summer courses, among others) and receiving donations from diverse actors.



Integrated approach linking parks and gardens with forests and wetlands at the metropolitan level





Some concluding observations

This report has showcased cities from all corners of the globe that have taken the lead in establishing policies and initiatives that advance the three transformative commitments of the New Urban Agenda:

- Social inclusion and ending poverty
- Inclusive urban prosperity and opportunities
- Environmental sustainability and resilience

Regarding social inclusion and ending poverty, several cities in this report highlight that local governments are proving that innovative ideas to increase civic participation and engagement improve the resilience of their communities. Despite not yet being a voting block, engaging youth in civic programmes, such as the one developed in Vienna, Austria, shapes inclusive democratic processes and participatory governance that can push the NUA forward.

As societies grow healthier and the median age increases, inclusive institutions and programmes are also looking for new ways to accommodate the needs of elderly populations to ensure no one is left behind, as in Unley, Australia. Cities are developing and implementing policies with the full human life course in mind.

With regard Inclusive urban prosperity and opportunities, several cities in this report highlight that transformative economic models can start

with cities and regions. Innovative approaches to the circular economic models that promote decent work can be successfully kick-started at the local level. For cities in the Global South, a critical entry point to the circular economy lies in recognizing and integrating the informal economic sector and settlements into development and production schemes for all.

Projects like Cape Town's Western Cape Industrial Symbiosis Programme (WISP) demonstrate the continuing need to accelerate city-to-city knowledge sharing and the value of multi-sector collaboration. Cape Town adapted a formal economic model from the UK into one that builds a network that includes informal members. This innovation can now be used and adapted by other cities with similar informal economies.

Regarding environmental sustainability and resilience, several cities in this report highlight that ecologically sustainable development requires both bottom-up and top-down inter-governmental dialogue and local capacity building. The complexity of challenges posed by climate change needs local adaptation strategies and central government support for urban capacity to plan and manage metropolitan-scale projects. The capacity to capture and demonstrate measurable benefits, such as emissions reduction and community satisfaction, is an important step in building replicable and sustainable change.

Next steps



The Guangzhou Institute for Urban Innovation and the Guangzhou International Award for Urban Innovation will continue to focus on the identification, peer review and analysis of lessons learned from outstanding examples of city and regional practices in attaining global agendas. It will do so by working in tandem with UN-Habitat and in close collaboration with the Awards co-founders, United Cities and Local Governments and Metropolis. In addition, reports, such as this one, will be prepared in collaboration with GIUI's global network of partners to be disseminated through the Urban Agenda Platform at events such

as World Urban Forum and other meetings that are devoted to dialogue and knowledge exchange to help accelerate the implementation of global agendas for sustainable urban development.

Forthcoming reports will look at the policy and capacity-building implications to enable the scaling up of innovative approaches to the implementation of the global agendas. A particular area of focus will be the development of an Urban Innovation Assessment Tool to help cities and regions develop a robust and sustainable innovation eco-system to address current and future challenges.



The unmistakable silhouette of Vienna's Giant Ferris Wheel, a trademark of Austria's capital city and a symbol of Vienna's world-famous Prater, is clearly visible even from great distances.





