

INSIGHTS FROM CHANGE AT CITY-LEVEL

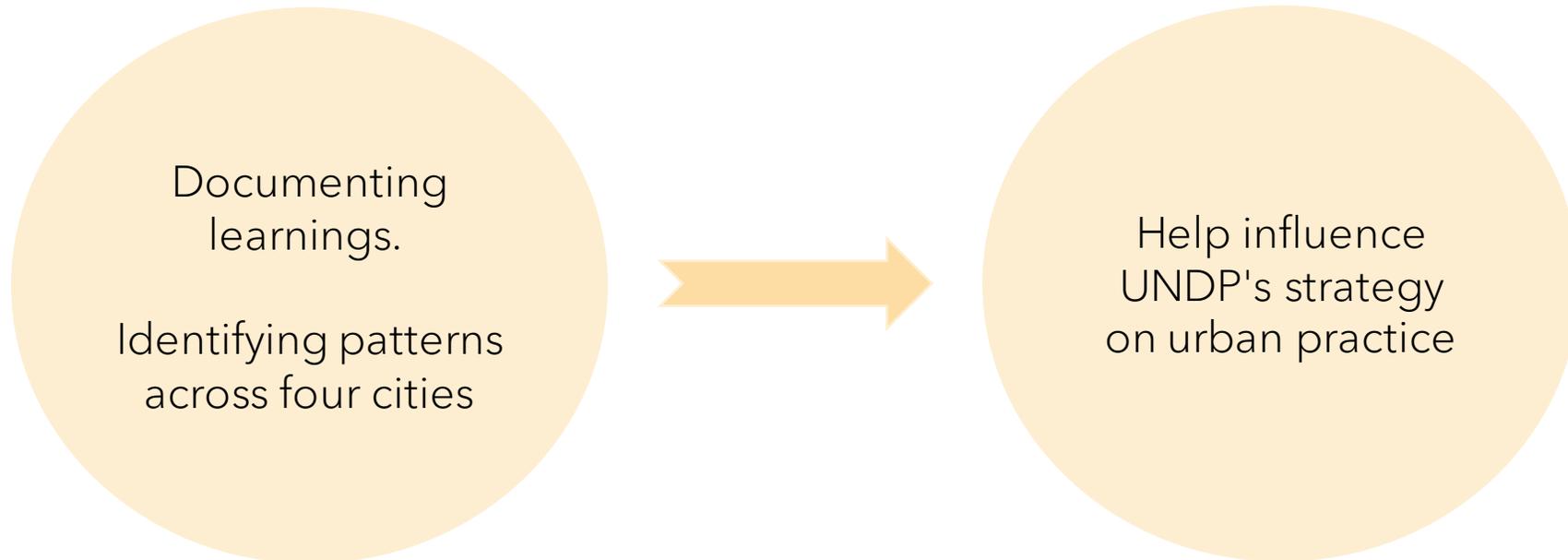
Final presentation, 9th June 2022

IIPP x UNDP placement



OBJECTIVE OF THE PLACEMENT

To deliver **practical insights** into the processes of **public value creation and transformational change** in cities, generated by the UNDP's portfolio-approach to tackle urban challenges.



URBAN TRANSFORMATION

Why?

Objective of placement

Why public institutions
need new framework

Why the city as place

How?

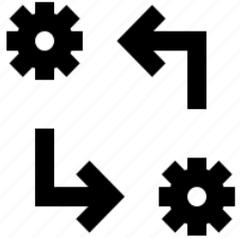
Insights from case
studies in La Paz, Pasig,
Da Nang, Prizren

Synthesis of
commonalities and
obstacles to change

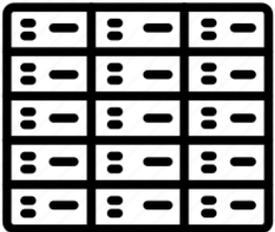
What then?

Recommendations

WHY DO WE NEED A NEW APPROACH?



Pre-conceived assumption about linear relations between cause and effect of problem



Siloed, short-term, evidence-based bureaucratic planning structure



"It catches our eye when up in the air but quickly loses relevance once all the confetti has fallen to the ground, unless a silver bullet makes an impact against most odds"

WHY ARE CITIES UNIQUE PLACES FOR ADDRESSING CHALLENGES?

Complex social system

"...a city's future is determined by hundreds of actions taken daily by thousands of people based on what they believe about a city's future and their role in it."

- Carol Coletta, The Kresge Foundation

Pressing urban challenges

Poverty, terrorism, climate change, forced migration, sex trafficking, crime, institutionalized racism, gentrification, pollution, lack of access to education, a lack of affordable healthcare, lack of access to healthy food, difficulty in responding to 21st century educational challenges, AIDS, natural resource depletion, police brutality, sexism, fragile global economy, cyber-crime, unemployment, enslavement, factory farming, overfishing, loss of biodiversity, lack of clean water, income inequality, deforestation, global pandemics, peak oil, overpopulation, opioid addiction, war, political polarization, colonialism, over population, famine, growth, privatization of prisons

WHY IS LOCAL GOVERNMENT PIVOTAL?

Since no city is the same, there are **no “one size fits all”-solutions** for local governments to implement to tackle complex challenges.



Solutions found in local contexts

Deep understanding of local environment and connections



Leverage in paving the way for greater transformational impact due to size and proximity

HOW IS URBAN CHANGE HAPPENING?

La Paz

Informality as
resource for renewing
employment

Prizren

Culture as enabler for
economic
development

Da Nang

Circular economy as
enabler for local waste
management

Pasig

Circular economy to
address plastic waste in
the river

INSIGHTS FROM LA PAZ

- The **mindset of networks** are being shifted to see value in underleverage resources.
- Knowledge sharing practices are helping generate **foresight thinking capacities** in the stakeholders.
- Workers and the municipality are understanding that **informal work can be innovative** and **adds value to the local economy**.
- Social entrepreneurship is bringing **benefits to the communities** through **new forms of work**.



City of La Paz, Bolivia. Photo: Diego Suárez

INSIGHTS FROM LA PAZ

Scaling up experiments – Barrio Digital

"We found that San Sebastian is full of **underutilized talents**: young people who know how to program, that speak five languages (...) when **connections** between the community **are nurtured**, enough **cohesion** is generated to develop **collaborative solutions** and enhance **innovation and entrepreneurship**."

- ★ Experimentation as a vehicle to define common missions and propose solutions to serve holistic, shared goals.
- ★ Connect multiple initiatives and enhance mutual learning.
- ★ Snowball effect: community empowerment inspires neighbors and engage local government.

INSIGHTS FROM PRIZREN



- Strong cultural urban identity
- Reimagining the role of **artisans and traditional crafts** in modern economy
- Activating untraditional pathways and actors through **cultural heritage**
- Tourism as shared priority for local economy and employment

INSIGHTS FROM PRIZREN

Local champions – architect and artist Doruntina Ukimeri

- ★ Organic emergence of collaboration between CSOs, activists and artists
- ★ New ideas & creative initiatives – digital platform for artists
- ★ Leading by example



Shani Efendi House as social infrastructure enabling social cohesion



INSIGHTS FROM DA NANG

Key takeaways from UNDP's urban transformation experimentations in Da Nang:

- **Silos were broken down** from experimenting with the portfolio-approach
- Designing **with and around** regulatory structures **supported implementation**
- Sense-making and design thinking practices helped planners and implementors to understand **what is meant by "Circular Economy"**



A photo by UNDP of a landfill near Da Nang (UNDP)

INSIGHTS FROM DA NANG



UNDP helps Da Nang build the circular economy hub (<https://en.vietnamplus.vn/undp-helps-da-nang-build-circular-economy-hub/191190.vnp>)

- **Multisectoral conversations** were and are important!
- **Insights and evidence** played an important role in justification and planning of implementations.
- Mapping and connecting **local initiatives** can help create apolitical long-lasting systemic change.

INSIGHTS FROM PASIG

- Waste/plastic challenge
- How to reimagine/build a circular city?



City of Pasig, Philippines. Photo: talkofthecities.iclei.org

INSIGHTS FROM PASIG

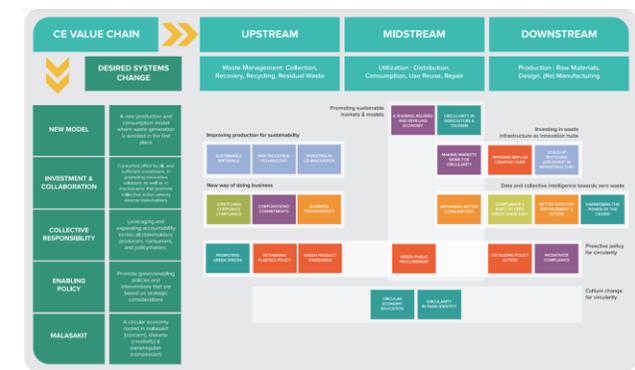
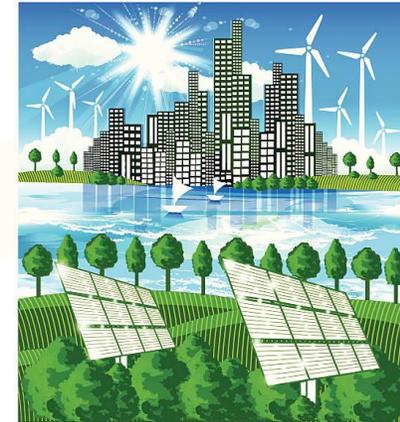


Ethnographic Research

System Design Workshop

Portfolio Design

Running Experiments



INSIGHTS FROM PASIG



"The process is already an opportunity for the city" -
Rex Lor - UNDP CO, Philippines

- Understanding weaknesses and potential
- Building partnerships, work together
- Establishing mission, vision, and new narratives
- Tackle the problem from different but aligned fronts
- Identify investment opportunities, such as green jobs, to give new value to waste
- Building capabilities



HOW CHANGE IS HAPPENING: CLUSTERS OF LESSONS LEARNT ACROSS THE FOUR CITIES

Stakeholder engagement, collaboration & networks

Local willingness to get involved

Community empowerment crucial to inspire interest from local government

Agency of the local government.

Unlocking existing resources in the city system

Unleashing potential by using local expertise and knowledge

Deep listening is paramount to reframing

The creation of public value must build on lived experiences and context

Experimentation can improve the scope of conversations for inclusive allocation of scarce resources

COMMONALITIES OF HOW CHANGE HAPPENS

- ★ Place-based narrative and identity
- ★ Citizens as key lever for sustainability of implementation
- ★ Sharing understanding of local knowledge and resources
- ★ COVID impact on rethinking capabilities
- ★ Importance of creating an ecosystem of willing communities

OBSTACLES TO HOW CHANGE HAPPENS

- **Risk averse** – public authorities can't "experiment" with public money
 - "de-risking language"
 - Financial limitations
- Lack of **imaginative capacity**
- Limitation to creative public practices in civil servants
- **Compartmentalised** focus on short-term solutions (assessment and planning)
- Local govt. too focused on **election cycles** to ensure sustainability of projects – short-term outcomes
- Communicational obstacles

WHAT THEN? REFLECTIONS

How to get local govt on board?

How to ensure longevity/sustainability of initiatives?

How to capture the small, incremental changes when we associate change with big shifts?

How to avoid reversing back to 'project'-mindset?

How to build imagination infrastructure?

How to materialise new working methods and make it tangible to conceptualise at ground-level?

How to present the new framework as an opportunity that is not worth rejecting?

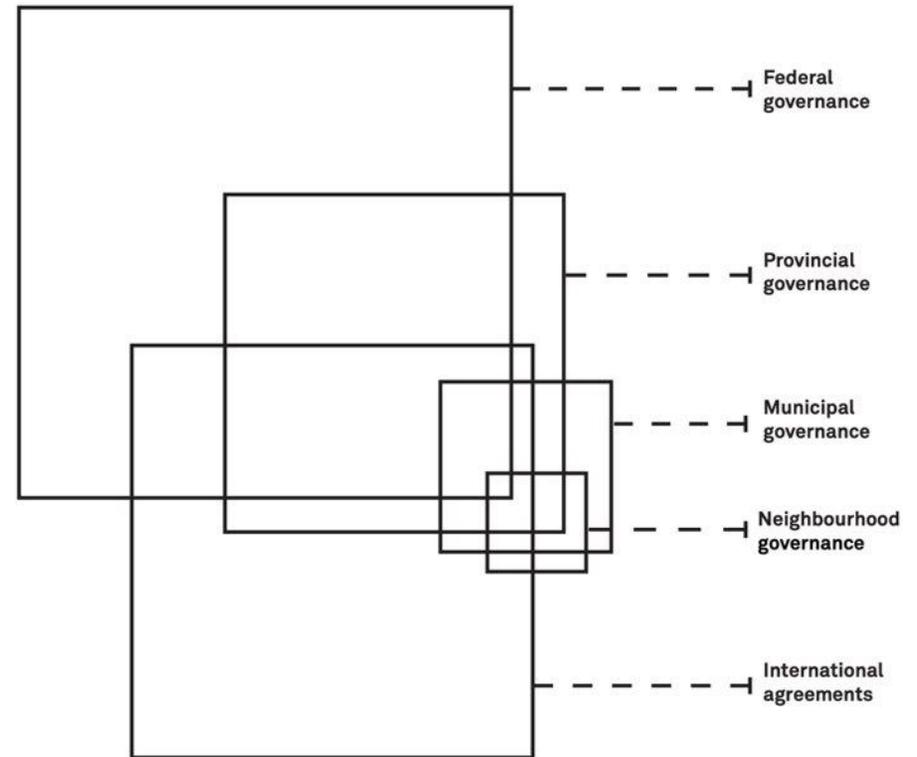
WHAT THEN?

RECOMMENDATION #1

Neighbourhoods as gateway to change

Neighbourhoods are where societal challenges become personal. As a microcosm of wider society, the neighbourhood encapsulates the complexity of urban challenges and social networks on a small scale.

Decentralising capabilities in neighbourhoods has the potential to create ripples throughout the whole system as more people are involved in the process and responses are locally situated.



WHAT THEN?

RECOMMENDATION #2

Local Finance - what to do when there is no money?



Unleash hidden wealth in the cities by utilising the characteristics of the city and applying a **holistic approach to public value**.

Thinking and acting long-term around social objectives to futureproof the scope for planning and **prevent short-term budgeting and symptom interventions**

Example: Community Wealth Building, Preston UK

Local value produced in the city is controlled and maintained in the community:

- Localising procurement processes
- Regional Development Bank
- Council assets used for local value creation

WHAT THEN?

RECOMMENDATION #3

Local Missions - Imagination Infrastructure for Reframing Policy Approaches

- Local governments have the agency for establishing **directionality** through **mission-oriented policies**.
- Listen to the city** and **empower communities** is key for defining and implementing clear framed and time-bound local missions. 'What if..., then..!'
- Nurture** the creation and/or extension of **networks** and **mutual learning** (dynamic capabilities).

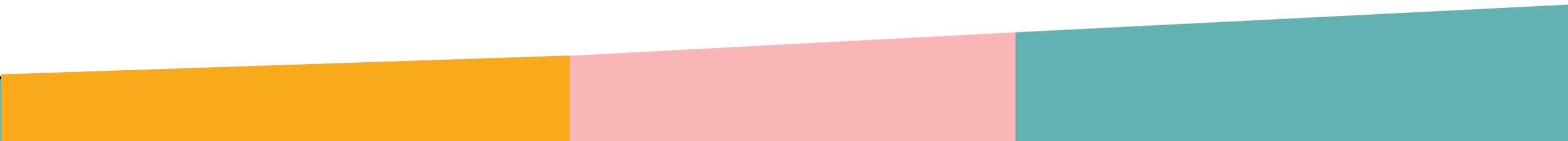


URBAN TRANSFORMATION TO BE CONTINUED...

Research

Interviews

Final report





THANK YOU!