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GROWTH**

URBAN **IMAGINARIES**

Overview of Program



OVERVIEW

“Urban Imaginaries” 2022 cohort is designed to support small initiatives that seek to reimagine or reinvent key aspects of local living. Funding of up to 60,000 EUR and technical support will go to interventions that can help transform the larger city or community context and become catalysts for urban make-over and ensure long-term sustainability and linkages with the overall development of the city to re-think financing and partnerships around the selected area of interest.

Urban make-over focuses on creating a responsive, resilient, and sustainable cities and communities with continuously increasing economic opportunities and vibrant social living.

There are five focus areas:

| individual

As a single actor in the city, whether in form of a citizen, resident, dweller, or visitor, this focuses on how an individual interacts with the city space including infrastructure, services, etc., in relation to rejuvenating the city. (i.e, mobility - how does one travel in the city; leisure - what kind of leisure activities does one seek out for in the city)

| home/community

As a social unit, which goes beyond physical description but rather focusing on an interactive space at a scale, this focuses on how home/community interacts with the city space including where people eat, take shelter, build relationships and engage with others. (i.e, multi-purpose districts - how are the neighborhoods formed in the city? Where people interact mostly for social purposes and entertainment?; consumption patterns - what are the needs and trends of consumption patterns in the community)

| knowledge

As a knowledge repository space for the city, this focuses on how the city collects available data, aggregates information, and engages with different actors to make sense of the city and leads to intelligence creation.

| work

As a functional space to provide, engage and generate economic opportunities and values in the city, this focuses on how existing, emerging, and new models and technologies can be utilized to create more employment opportunities and attract resources (i.e, exploring labor demand - what are potential, untapped opportunities to create and bring labor demand in the city and nearby region?; digital market - supporting local businesses to adopt digital market services)

| city

As a collective space for the whole city itself, this focuses on how the city manages itself with the given regulations, frameworks, and resources and interacts within and outside. (i.e, waste management, environmental regulations, strategic partnerships with private sectors and networks)

KEY PHASES

1 PRE-PHASE (14 February - 1 March, 2022)

Teams participate in a soft launch which introduces them to the program and sets out the expectations for their involvement. In this phase, 1:1 interviews with municipal teams will help understand what could be the focus area, which the teams seek to reimagine and engage with through the process.

2 PHASE 1: Discovery (1 March - 1 May, 2022)

In this phase, teams will explore their chosen problem space through hands-on design thinking methods, horizon scanning and inspiration sessions showcasing real-life examples of urban transformation. Teams will produce new and more nuanced insights about their problem space by tapping into experiences of a variety of stakeholders. This will allow them to ideate and prioritize multiple solution pathways to their challenge, which will be further explored in Phase 2.

To access Phase 2, the local authorities will need to submit a seed-funding proposal (max. amount EUR 60,000). Any one-off activities that are not contributing toward long-term transformative change for the municipality will not be considered.

3 PHASE 2: Test and Learn (1 June - 31 October, 2022)

In this phase, teams will focus on how the interventions being implemented can evolve into small scale experiments that take into account their system and help transform the larger urban context.

Teams will finalize the design of their solutions and test them on the ground (upon endorsement from the M4EG Selection Committee, and necessary contracting as needed). Learnings from the implementation process will allow teams to investigate how their seed solution could be turned into broader systems transformations. For that purpose, teams will explore ways of building transformation-focused partnerships and mobilize resources necessary for the sustainability of the process.

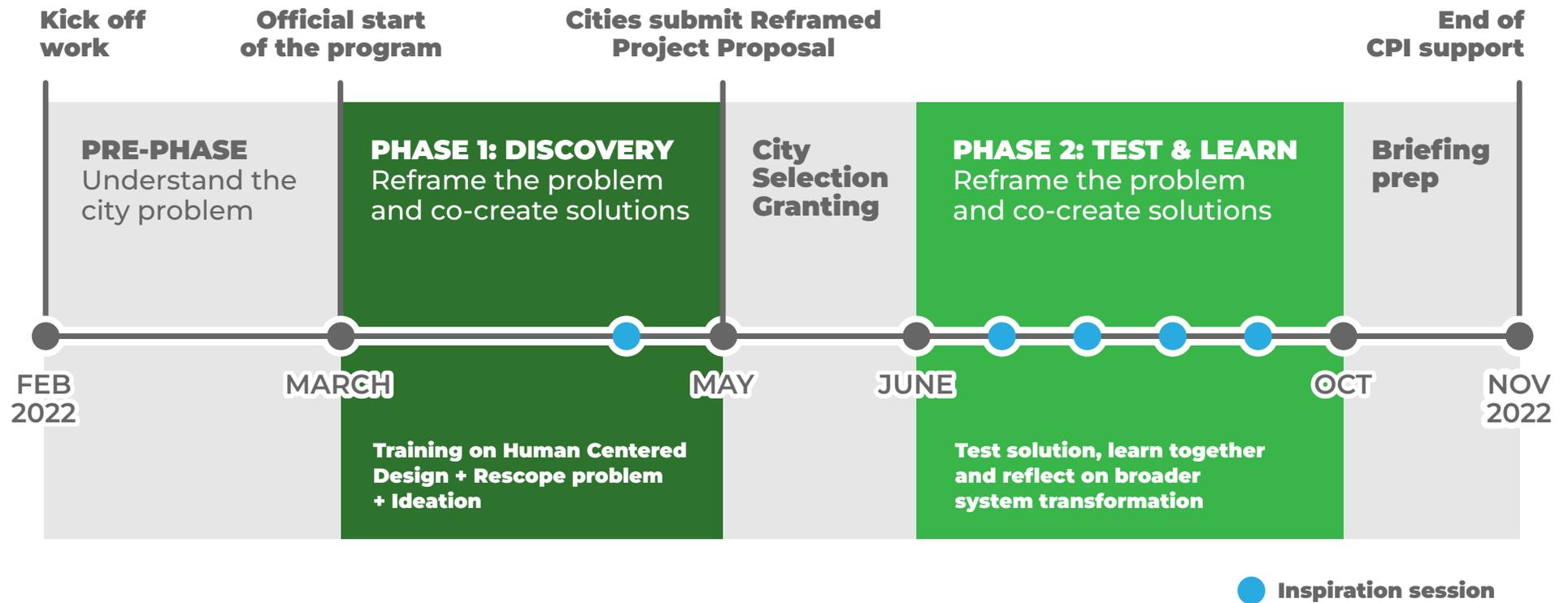
Alongside individual mentorship, teams will participate in Inspiration sessions that will continually expose them to new frameworks and ideas that help reimagine local economic development and governance. Critical focus will be placed on accessing and attracting further financing, utilizing the grant as a seed-funding for unlocking new financial opportunities for a local authority budget that is often stretched. In addition to thinking about financial models, emphasis will also be placed on foresight and storytelling for impact and systems change in their problem space.

4 FUTURE IMPACT (by 30 November, 2022)

CPI in collaboration with the cities, communities and UNDP Country Offices will produce a short final brief for each local authority with key recommendations and learnings that can be employed towards further systems transformation.



HIGH-LEVEL TIMELINE



Working out loud and peer-to-peer learning

Urban Imaginaries as a program is underpinned by principles of working in the open and sharing lessons emerging across the cohort as well as with other cities being part of various M4EG workstreams. Teams will be encouraged to adopt a learning/experimentation mindset through regular sense-making activities aimed at encouraging collective reflection and understanding the value of peer-learning.

A 'Show and Tell' session will be organised towards the end of Phase 2. Municipalities will have an opportunity to share what they have learnt through this process and outline their next steps.

Learning Objectives

Throughout the course of the program participants will gain valuable skills and be introduced to new frameworks that enable them to reimagine their local systems or aspects thereof and analyse key challenges from different perspectives. We will focus on some core learning objectives throughout the program:



Municipal teams have redefined the problem - focusing on root causes and not the symptoms - and have identified 3-4 pathways to develop a solution



Municipal teams have collaborated, exchanged knowledge and realised the value of learning together



Municipal teams have gained the ability, tools and methods to look at urban environments from multiple perspectives, and are more familiar with complexity-informed approaches



Municipal teams that moved to the Test and Learn phase have tested their solution, iterated it, learnt from the process and identified ways in which they can continue transforming their cities and communities.

Table: Overview of city learning journey and key deliverables

Phases	Objectives	Key Activities	Outputs
<p>1. Pre-launch & Launch [2 weeks] (14 cities)</p>	<p>Develop deeper understanding of city ambitions, ideas and capabilities</p> <p>Introduce teams to learning program and set expectations for involvement</p>	<p>14th Feb: Soft Launch session - intro to urban Imaginaries for all participating cities and communities</p> <p>1:1 baseline interviews to understand needs and challenges of participating municipalities</p> <p>Develop preliminary criteria to review applications</p>	<p>Baseline assessment of city level of familiarity with complexity-informed methods</p> <p>Preliminary assessment criteria ready</p> <p>City/Community Dashboard tracker developed to track lessons and learning journey of participants</p>
<p>2. Discovery [8 weeks] (14 cities)</p>	<p>Help teams reframe their problem statement, conduct user research, systems mapping and horizon scanning and develop multiple solution pathways to test</p> <p>Deliver training in design thinking and systems thinking methods to offer alternative ways to frame the problem</p> <p>Develop a set of assignments/activities to be carried out by the teams (complementary to common working sessions) as a way to engage them with the problem space</p>	<p>2 x inspiration sessions focused on Human Centered Design HCD</p> <ul style="list-style-type: none"> • Session 1: Understanding the Problem Space • Session 2: Sense-making & listening to residents • (Optional: Building Inclusive Economies) <p>Synthesis of research (including horizon scanning) and developing insights to reframe problem statements and conduct Ideation</p> <p>Cohort-based mentorship (per country)</p> <p>Preparation of selection criteria for Test and Learn (UNDP / CPI)</p>	<p>Reframed city problem statements (written format)</p> <p>Enhanced skills on Human-centered methodology</p> <p>3-4 pathways for design of solutions (capturing results of horizon scanning)</p> <p>Seed-funding proposals ready for submission</p>

CPI to provide cohort-based mentorship to guide teams through learning journey and design thinking exercises

DECISION POINT: List of cities to progress to Phase 2

Phases	Objectives	Key Activities	Outputs
3.Test and Learn [12-16 weeks] (selected cities)	<p>Support cities to test and iterate their solutions by designing learning infrastructure that helps them measure impact</p> <p>Encourage collective learning from testing</p> <p>Expose cities to complexity-informed approaches to encourage system change</p>	<p>4 x inspiration sessions (TBC)</p> <ul style="list-style-type: none"> • Partnerships and Finance for system change • Storytelling for system change • Human-Learning Systems • Foresight <p>Workshops focused on testing and learning from initial ideas</p> <p>Final Show & Tell: cities showcasing what they have learnt along the process</p>	<p>Learning infrastructure that helps cities to capture lessons from Test and learn activities (learning journals, metrics, etc.)</p> <p>Refined and prioritised solution ideas</p> <p>Identified ways in which teams can access additional funding and partnerships, thus turning their seed solutions into broader transformation</p>

CPI to provide cohort-based mentorship to guide cities through test and learn activities

4.Briefs preparation [6 weeks]	<p>Produce briefings that highlight cities' and communities' journey, the final solution they will implement and recommendations for systems transformation</p>	<p>CPI in collaboration with the cities, communities and UNDP Country Offices will produce a short final brief for each local authority with key recommendations and learnings that can be employed towards further systems transformation.</p>	<p>1 x 2-3 page briefing doc per city or community and solution</p>
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ANNEXES

The Urban Imaginaries Team

The M4EG Urban Imaginaries program will be delivered through joint efforts from UNDP and the Centre for Public Impact (CPI).



Centre for Public Impact (CPI) is a charity that works with government, civil society and public sector organisations across the globe to help them reimagine and redesign systems, work and cultures by acting as a Learning Partner. With offices in Washington, DC, London, and Melbourne, CPI has worked with 150+ governments in 30+ countries, and has built an observatory of 500+ case studies chronicling how governments around the world are seeking to achieve public impact. We bring a vast amount of experience working for partners such as Bloomberg Philanthropies and with +100 cities around the world to build their innovation capacity, and support them to design, test and pilot new solutions to their biggest challenges.

Beatriz Cano Buchholz

Beatriz joined CPI in March 2020 and leads on a range of complex projects with local and national governments across Europe. She is focused on Government Innovation - supporting public officials delivering greater impact through innovative approaches centred on co-creation, system-thinking, learning and experimentation. Prior to joining CPI, Beatriz was an international civil servant at the United Nations World Tourism Organization (UNWTO) where she spent 5+ years acting as a liaison officer for the Europe region, advising local and national European governments to promote the contribution of tourism to sustainable development and the Sustainable Development Goals (SDGs), notably on the topic of urban tourism.

Shaheen Warren

Shaheen joined CPI in 2020 and leads our CPIs European programmes focused on City Innovation delivering an innovation curriculum to 20+ cities across Europe. CPI designed and implemented a programme to drive rapid acceleration of city leaders' digital transformation efforts by applying a design-based innovation methodology to public service transformation projects. Shaheen has led programme management, coaching and impact evaluation of this programme working with programme partners to ensure a city experience that meets needs of participants and delivers operational excellence. Prior to joining CPI, Shaheen served as a Governance Advisor at the Tony Blair Institute for Global Change, focusing on delivery and implementation support to Sub-Saharan governments. Here she advised 15+ Governments on topics related to Digital Transformation, Technology and Innovation, Healthcare, Infrastructure and Education.



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