



REPORTING FORMAT FOR PARTNERS

Networking – Side – Training events

City Changer Room – Urban Library – Agora – One UN events

Deadline: 30 April 2014

Please send via email: wuf@unhabitat.org

Reporting Format for Partners
(Networking Events, Side Events, Training Events, City Changer Room, One UN Room, Urban Library, and Agora Room)

Name of Reporter:	Michele Acuto
Event title/number:	Strategic leadership for safer cities: global trends and practical challenges
Date:	9 th April 2014
Venue:	City Changer Room B
Time:	14:45 – 15:45
Name of Organizing Institution(s):	University College London, World Bank Institute, UN-Habitat
Country/City where Organizing Institution(s) is/are based:	UK, USA, Kenya
Approximate number of participants:	60

Summary of the Event (max: 300 words):

Brief background of the event, including overall objectives and purposes

Supported by the City Leadership Initiative, this session examined the dimensions and evolutions of issues surrounding the role of city leadership in urban safety. There is a strong connection between universities and the UN-Habitat Safer Cities Programme’s need for evidence base; this session aimed to give a sense of the work and research being done and what sort of ideas and initiatives these groups could be engaging with in the near future under the aegis of the newly-established UN-Habitat UNI Safer Cities Hub, looking at one such case – that of the City Leadership Initiative at UCL. Specifically, it looked at who the “city changers” are within the context of a broad set of issues on urban safety and leadership, focusing on city strategies, foresight mechanisms and visions.

The City Leadership Initiative, run by the STEaPP department at UCL, engages primarily with city leadership in terms of local government, learning from how they deal with safety but also other topical issues including environment, health and social issues. The session aimed to harness lessons from the current globalization of city leadership, to foster the next generation of city leaders and capacity building. Further, the event presented preliminary findings from the Initiative’s global overview of city leadership and city strategies, focusing in particular on how city leadership translates into long-term strategic visions for urban security. This event convened a roundtable between the World Bank Institute, the Global Network for Safer Cities, the European Forum for Urban Security and University College London to offer a venue to explore how this knowledge can be translated into practical capacity development and how



different experiences with leadership for urban security inform the strategies of cities all over the world.



Relevant Focus Areas (Refer to below: UN-Habitat's thematic areas) and cross-cutting issues:

- Urban Land, Legislation and Governance: Urban and Community Management & Governance, Safety
- Urban Planning and Design: Regional & Metropolitan Planning
- Risk Reduction and Rehabilitation: Urban Risk Reduction, Climate Change Mitigation & Adaptation, Resilience
- Research and Capacity Development
- Gender

Summary of the Discussion (max: total 500 words):

1. Outline of the discussion/debates:

What individual and institutional factors contribute to creating good leaders; what partnerships are currently being developed and what role do they have to play in urban safety and security; what role do citizens have to play in increasing urban safety and security?

Leadership: individual and institutional factors

- City leaders are one of the most important assets that cities possess.
- Leadership is partially dependent on the personal integrity of the leader: are they able to look at the larger scale and recognise issues greater than their own vision/agenda? Has there been sufficient attempt to classify traits of leaders, in order to predict outcomes?
- While personality attributes are important, they shouldn't be given too much focus. Technical and institutional frameworks and professional environments are as important as personalities in shaping leadership.
- There is a plethora of approaches to assessing leadership styles, including practical, action-oriented and individual vs. collective approaches.
- It's difficult for mayors to be proactive as they must be responsive to diverse demands from citizens. However, whether or not it's part of their platform, leadership in safety is an important task for mayors. Therefore, it's important to give them recognition when they do good work in this area.
- Mayors should receive technical support from local coalitions of technicians and other experts: it's the city leaders' job to explain issues to ensure they cover common ground. Due to the diversity and complexity of safety issues faced in the urban context (e.g. transport, terrorism etc.), they need training and management support.
- City leadership needs to look at development and play, alongside security.
- Cities are an important place for policy and decision-making; this must be a collective task between cities and their citizens.

Findings presented:

- The City Leadership Initiative study of 200 cities found that roughly 170 have strategies in place to deal with urban problems; however a





conspicuous minority doesn't have safety strategies. Within the strategies, environment; change; globalisation; transformation and competitiveness were frequently mentioned, whereas safety and security were almost ignored. Within leadership, there is a strong focus on doing; networking; strategy; policy and policy-making; this indicates city leaders are active.

- More than 68% of cities say that safety is a critical challenge to the whole urban development; more than 71% say safety is a key dimension to be addressed in light of other social and environmental issues.

2. Major emerging issues and position documents/declarations towards:

Habitat III

- Critical for Habitat III is to address explicitly the role of city leadership, in safety and beyond, as city leaders are core to implementation and accountability of a 'new urban agenda'
- Capacity building for city leadership needs to start by stepping beyond narrow (North-to-South) models and solutions, rather opening up the horizon of cities' learning base and focusing on the need for long-term engagement between research, policy and business.
- The UN-Habitat Global Network on Safer Cities posits that at the heart of safety strategies is the need to inspire citizens.
- The Safer Cities approach seeks municipal plans for safety. It also states that an attitudinal change in leadership approaches is needed, so that key aspects of safety leadership moving forward will include:
 - Municipally-developed plans
 - City-wide foci
 - A focus on partnerships
 - High levels of citizen participation
 - A multi-sectoral scope

POST2015

- To insure a solid post-2015 we need to take into account the next generation of city leaders, not just the current champions, and the capacity building needs of this new cohort
- In the next 20 years, city leadership will move away from a national security approach, towards a focus on the citizen as a key actor in co-producing security. Safety will increasingly be delivered at the neighbourhood level.
- Collective governance is increasingly important as the rising number of non-state actors affects delivery at local levels.

A New Urban Agenda

- Two contrasting approaches are Giuliani's New York zero tolerance on urban crime, vs. Medellin, where citizens are seen as key actors. Additionally, in Toronto, different marginalised cultures (ex. youths, troubled citizens) take an important role, leading to differentiated deliverables.
- Leadership from a gendered perspective raises different views on



safety. Therefore, the gender of the leader is crucial. Relevant factors are ‘soft’ (management) vs. ‘hard’ (policy, surveillance, etc.) approaches.



3. Recommendations made during the discussion

(e.g. policy direction, good/best practices, resource mobilization, innovative funding mechanism, etc.)

- How can good governance contribute to urban safety? A proactive / holistic approach to leadership needs to be nurtured.
- Talk to city leaders about their health and safety experiences, then determine relevant actions and strategies, based on lived experience and best practice.
- At the individual level, transformational leaders are needed to inspire and educate. At the institutional level, the environment in which the leader operates is crucial to the character of the leadership: therefore, more attention must be given to how transformational leadership can be institutionalised.
- Mayors need to receive both recognition for good work, and technical support for areas where they face challenges.
- To encourage participation, mayors should use a consultation process. For example, statutes like Rio’s “Right to the City” should be emulated.
- If safety and security is an issue of participation, vision is key for leading strategies.
- Key area to explore further: How has gender affected important safety planning in cities? Currently only 5% of urban leaders are female.

4. Building partnerships, network and synergies with UN-Habitat

(e.g. agreements or Memorandum of Understanding committed/signed, amounts and number of pledged contributions and partnerships/networks, etc.)

- Coordinated academia-policy-business initiatives are critical: the collaboration between UCL, World Bank and UN-Habitat on the City Leadership Initiative will evolve over the next year to provide a solid and co-produced statement on the future of city leadership, and the critical gaps needing capacity development.
- The World Bank has launched a forum for fostering global understanding of local issues.
- The City Leadership partnership can act as an interactive platform, available first-hand to future city leaders and other stakeholders.
- Additionally, the Bank’s Urban Programme contains tools for strategists. Alumni of the Programme will offer a ripple-down knowledge effect to expand safety via city leadership.

Detail Information of Speakers/Presenters/Moderators:

Full name (Mr/Ms):	Mr Michele Acuto
Nationality:	Italian
Organization/Institution:	University College London (UCL)





Time:	2.45pm
Position:	Director, UCL City Leadership Initiative
Contact address (Email):	m.acuto@ucl.ac.uk

Full name (Mr/Ms):	Ms Sabine Palmreuter
Nationality:	German
Organization/Institution:	World Bank
Time:	3.00pm
Position:	Senior Urban Specialist
Contact address (Email):	spalmreuter@worldbank.org

Full name (Mr/Ms):	Ms Elizabeth Johnston
Nationality:	American
Organization/Institution:	European Forum for Urban Security (EFUS)
Time:	3.15pm
Position:	Director
Contact address (Email):	Johnston@efus.eu

Full name (Mr/Ms):	Mr Juma Assiago
Nationality:	Kenyan
Organization/Institution:	UN-Habitat
Time:	3.30pm
Position:	Lead, Global Network of Safer Cities
Contact address (Email):	juma.assiago@unhabitat.org

If there were more speakers/presenters/moderators in your events, please feel free to add the above tables.

UN-Habitat Thematic areas

All events are identified by UN-Habitat priority substantive areas as below.

URBAN LAND, LEGISLATION & GOVERNANCE

Land & GLTN, Urban Legislation, Urban and Community Management & Governance, Safety

URBAN PLANNING & DESIGN

Regional & Metropolitan Planning, City Extensions & Enlargements, Market Town & Intermediate City Planning

URBAN ECONOMY

Urban & Municipal Finance, Urban Productivity, Youth and Job Creation

URBAN BASIC SERVICES





Water & Sanitation, Urban Energy, Urban Mobility, Urban Waste Management

HOUSING & SLUM UPGRADING

Housing, Slum Upgrading, Shelter Rehabilitation

RISK REDUCTION & REHABILITATION

Urban Risk Reduction, Infrastructure Rehabilitation, Climate Change Mitigation & Adaptation, Resilience

RESEARCH & CAPACITY DEVELOPMENT

Global Urban Observatory, Flagship Reports, Capacity Development

Cross-cutting issues:

GENDER

YOUTH

HUMAN RIGHTS

