

**Global Platform for the Right to the City**

**STRATEGIC PLAN 2018 – 2021**

**February 2018**

## Contents

<u>1. PART 1 – INSTITUTIONAL IDENTITY</u>	4
<u>1.1. Vision</u>	4
<u>1.1.1. Right to the City Concept</u>	4
<u>1.2. Mission</u>	7
<u>1.3. The GPR2C’s trajectory and main outcomes</u>	8
<u>1.4. Governance and ways of working</u>	9
<u>1.4.1. Membership</u>	9
<u>1.4.2. Decision-making process</u>	11
<u>1.4.3. Internal communication</u>	12
<u>2. PART 2 – INSTITUTIONAL STRENGTHENING</u>	13
<u>2.1. The GPR2C’s institutional strengths and challenges</u>	13
<u>2.1.1. Institutional strengths</u>	13
<u>2.1.2. Institutional challenges</u>	13
<u>2.2. Key institutional development outcomes for 2018-2021</u>	14
<u>2.3. Institutional development action plan</u>	15
<u>3. PART 3 – PROGRAMMATIC ACTIONS</u>	18
<u>3.1. Challenges of the present context for the Right to the City</u>	18
<u>3.2. Key programmatic outcomes for 2018-2021</u>	19
<u>3.3. Programmatic action plan</u>	20
<u>4. PART 4 – MANAGEMENT OF THE STRATEGIC PLAN</u>	23
<u>4.1. Monitoring and evaluation</u>	23
<u>4.1.1. Key performance indicators</u>	23
<u>4.1.2. M&amp;E and learning dynamics</u>	24
<u>4.2. Budget</u>	26
<u>4.2.1. General budget for the period 2018-21</u>	26
<u>4.2.2. Detailed budget for 2018-19</u>	26
<u>4.3. Attachments</u>	27
<u>4.3.1. Table 1</u>	27
<u>4.3.2. Table 2</u>	27
<u>4.3.3. Communication Plan</u>	27
<u>4.3.4. 2 year balance</u>	27
<u>4.3.5. Executive summaries from 3 strategic planning meetings</u>	27
<u>4.3.6. List of members and allies</u>	27



# PART 1 – INSTITUTIONAL IDENTITY

## Vision

**Democratic, diverse, solidary and sustainable** cities, villages and human settlements as common goods, that all inhabitants - present and future, permanent and temporary - have the right to inhabit, use, occupy, produce, govern and enjoy in peace and with dignity.

We envision political communities that:

- fight against colonization, patriarchy, racism, homophobia and discrimination...
- allow and support people to freely live their dignity and to express their culture, political values/principles, spirituality, love, in peace and respect...
- have a political life based on people's participation and democratic decision making processes, promoting active citizenship and different forms of political organization and action...
- emphasize the right to self-managed processes, while co-managing and co-creating the public and the commons...
- conceive and feed an economy for people and for the community - a caring, social, diverse and solidary economy...
- remind the urgent need to protect and care for the connecting tissue of life in our territories, the planet and the cosmos, situating human beings and the relations among them and with nature at the center of their thinking and actions...
- protect their collective and emancipatory sociocultural practices and memories...
- remember, reinterpret and rewrite their history, in order to look at their future learning from their past...

## Right to the City Concept

### Background/context

The Right to the City is opposed to the current model of urban development, in which a neoliberal logic that mainly benefits the economic interests prevails over social values. This logic allows the commodification of the urban land, the gentrification of traditional and popular neighborhoods, the privatization of collective spaces and the use of public funds to promote major infrastructure for the rich, with the consequent marginalization, criminalization and expulsion of large sectors of the population. All of these undermines the development of decentralized, inclusive and sustainable cities and human settlements that ensure job opportunities, health, education, leisure and culture for all its inhabitants. The Right to the City is a collective right that highlights the territorial integrality and interdependence of all internationally recognized civil, political, economic, social, cultural and environmental rights, as regulated in international human rights treaties, bringing them the territorial dimension and a focus on adequate life standards.

### Concept

*The Right to the City is the right of all inhabitants, present and future, permanent and temporary, to inhabit, use, occupy, produce, govern and enjoy just, inclusive, safe and sustainable cities, villages and human settlements, defined as commons essential to a full and decent life.*

### Pillars of the Right to the City

Cities and human settlements are multifaceted entities which cannot be reduced to its **material dimension** (i.e. buildings, streets, infrastructures); they are actually made up by and result from **ideas (political dimension)**, as well as **social values (symbolic dimension)**. Understanding cities and human settlements as a complex phenomenon, the Right to the City builds on three interdependent pillars that relate to each of the previous dimensions:

- *spatially just resource distribution* (material dimension)
- *political agency* (political dimension)
- *socio-cultural diversity* (symbolic dimension)

### Components of the Right to the City

The Right to the City envisions cities and human settlements as common goods that should be shared and benefit all members of the community. This principle crystallizes in the following components of the Right to the City:

1. A city/human settlement **free of discrimination** based on gender, age, health status, income, nationality, ethnicity, migratory condition, or political, religious or sexual orientation. A city/human settlement that

- embraces minorities and ethnic, racial, sexual and cultural diversity**, which respects, protects, and promotes all non-discriminatory customs, memories, identities, languages, and artistic and cultural expressions of its inhabitants.
2. A city/human settlement of **gender equality**, which adopts all necessary measures to combat discrimination in all its forms against women and girls; a city/human settlement which takes all appropriate measures to ensure the full development of women and girls, guarantee them equality in the exercise and fulfillment of human rights, and a life free of violence.
  3. A city/human settlement of **inclusive citizenship** in which all inhabitants, (whether permanent or temporary) are considered as citizens and granted equal (e.g. women, those living in poverty or situations of environmental risk, informal economy workers, ethnic and religious groups, LGBT persons, people with disabilities, children, youth, the elderly, migrants, refugees, street dwellers, victims of violence and indigenous peoples).
  4. A city/human settlement with **enhanced political participation** in the definition, implementation, monitoring, and budgeting of urban policies and spatial planning in order to strengthen the transparency, effectiveness and inclusion of the diversity of inhabitants and their organizations. The Right to the City implies responsibilities on all spheres of government and citizens to exercise, claim, defend and promote equitable governance and the social function of all human settlements within a human rights habitat.
  5. A city/human settlement fulfilling its **social functions**, that is, ensuring equitable and affordable access for all to housing, goods, services and urban opportunities, particularly for women, marginalized groups and people with special needs; a city/human settlement that prioritizes the collectively defined public and social interest, ensuring a just and environmentally balanced use of urban and rural spaces, and that recognizes and support the social production of habitat.
  6. A city/human settlement with **quality public spaces and services** that enhance social interactions and political participation, promote socio-cultural expressions, embrace diversity, and foster social cohesion; a city/human settlement where public spaces and services contribute to building safer cities (especially for women and girls) and to meeting the needs of its inhabitants (especially those related to livelihoods).
  7. A city/human settlement with **diverse and inclusive economies** that safeguards and ensures access to secure livelihoods and decent work for all inhabitants, gives room to other economies (e.g. social and

solidarity economy, sharing economy), recognizes the domestic care and community work developed largely by women and ensures the full development of women and girls.

8. A sustainable city/human settlement with **inclusive rural-urban linkages** that benefit poor people, both in rural and urban areas, and ensures food sovereignty; a city/human settlement that protects biodiversity, natural habitats, and surrounding ecosystems.

## 1.2.Mission

Be an open, flexible, diverse network of civil society and local governments organizations committed to political action and social change through the promotion, defense and fulfillment of the Right to the City at the global, regional and local levels, giving a particular voice to those people and communities affected by exclusion and marginalization.

The Platform aims to contribute to the emergence of new emancipatory utopias and social pacts for a better future in all human settlements, giving visibility to/in dialogue with those already existing cosmovisions and creating new possible collective imaginaries. *The values that guide us in forming new communities of emotion and action are: cooperation, collaboration, horizontality, transparency, accountability, equity, participation, people´s empowerment and solidarity.*

The GPR2C aims to achieve this mission through the following strategic lines of action at political, social and cultural levels:

- a) **Build a Right to the City community of practices and knowledge.** Be a space for articulation, content production, communication and dissemination of praxis, actions and mobilizations, both in the study and research on the Right to the City as well as in the policy implementation. Create open and inclusive channels that promote learning and capacity building processes between a diversity of actors and exchange and develop strategies that can be adapted to local specificities. Identify/translate/disseminate/respect the diverse forms of understanding, claiming and implementing the Right to the City in different regions and contexts.
- b) **Strengthen local and national social actions/struggles and international mobilizations within the framework of the Right to the City,** promoting their visibility at international forums and expressing solidarity with campaigns and other initiatives.

- c) **Advocate for changes at the international level (global agendas and international actors/institutions' agendas) that can represent/carry out/promote a positive impact at the local, regional and national levels**, identifying relevant spaces and moments, establishing key messages for the various actors and short, medium and long-term advocacy goals.
- d) **Ensure the implementation of the Right to the City** by introducing it in local, national, regional and international actions, initiatives, commitments, policies, projects and legislation; monitoring its enforcement and denouncing its violations and setbacks, including the social and environmental responsibility of private and public sectors.

### **1.3.The GPR2C's trajectory and main outcomes**

The Global Platform for the Right to the City was formally launched in November 2014, at the International Meeting on the Right to the City held in Brazil. The founding members saw the need for an international and strong platform where social movements and organizations – that informally had been working together for decades, i. e., the World Charter on the Right to the City – could join efforts to strengthen the claim for the Right to the City worldwide.

This collective work on the Right to the City has included debating and disseminating its meaning, pushing for its inclusion in relevant documents, such as the New Urban Agenda, and advocating for its implementation through public policies at different levels (local, national, regional and international). We successfully conducted, for instance, an advocacy/communication campaign for the recognition of the Right to the City within the United Nations Habitat III negotiation process, and achieved its inclusion as a core principle/dimension in the NUA.

The strength of our work and shared vision of the Right to the City resides precisely in its complexity and stems from the diversity of our network of members and supporters. More than 100 local, national, regional and international organizations have contributed to the Platform. The variety of fields from which our members come from brings valuable contributions to a collective understanding of the realities in different settings across the globe and topic-specific challenges, enriching our shared vision, core concepts and range of initiatives. Yet, their participation is not only important to bring different voices into the GPR2C, but it also helps the Platform to convey its message to different audiences.



Additionally, the Platform's advocacy work has been coupled with an extensive production of research and training activities. This plays a strategic role in the dissemination of the Right to the City and reveal good practices, successful ideas already implemented and concrete results that can inspire the work of local governments and strengthen the claims of social movements.

## **1.4. Governance and ways of working**

### **1.4.1. Membership**

The Platform organizes itself based on a logic of trust and active involvement, not based on representativeness. Membership is, therefore, open to all actors sharing the Platform's vision and mission, regardless of their size, contributions or location.

Members: All organizations, networks, entities or collectives that have participated regularly in thematic or regional meetings or activities of the Platform will be considered members. Beginning in 2019, all members will be asked through an online adhesion form to formally prove membership by accepting the Strategic Plan (including the Platform's vision, mission and values) and joining at least one Working Group and/or showing at least one own initiative directly linked to the implementation of the Platform's Strategic Plan and mission. New members will also be asked to fill in the adhesion form.

Members participate within the Platform through the following groups:

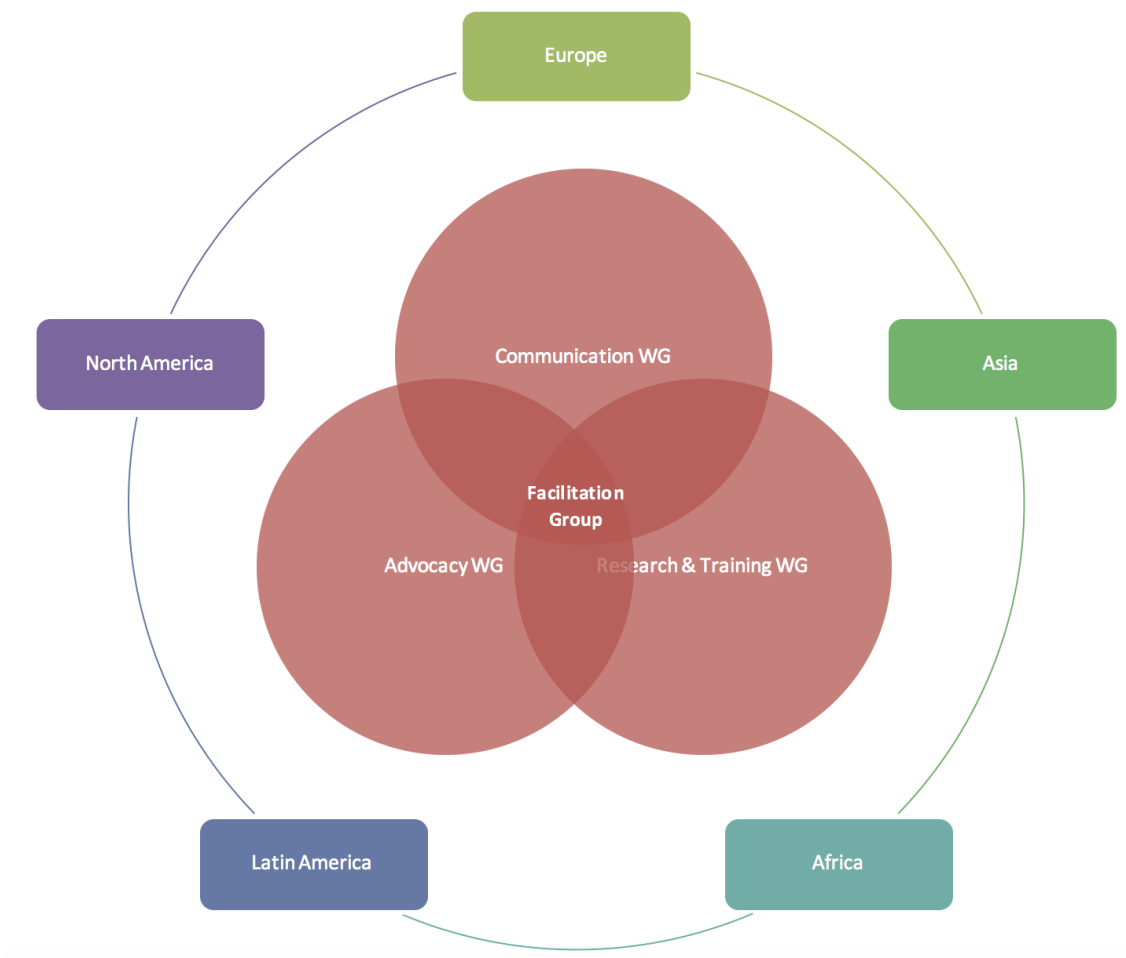
- a) Facilitation Group: Coordination and decision-making body that gathers all long-standing members of the Platform that have been active in the Platform and within the working groups for at least one year. Meets 4 times a year (once in person and virtually 3 times). Other members will be invited/allowed to join the group as long as they can prove that level of commitment, with a clear guideline to increase regional, gender and race diversity.
- b) Working Groups: These are groups that respond to one or more of the goals of the Platform and provide the framework for coordination, discussion and co-production between members of the Platform. All Working Groups are made up of members and allies of the Platform and include at least one member from the Facilitation Group and one member from the Support Team. Each Working Group will meet virtually at least 4 times a year and appoint at least 2 people (1 from the Facilitation Group) to coordinate their work and act as a liaison with the

other groups. The Platform's budget will allocate specific funding for each Working Group.

The Platform is currently organized around three Working Groups: 1) Advocacy; 2) Research & Training; and 3) Communication. Specific funds will be allocated & fundraised to promote and implement the WGs autonomous initiatives.

- c) Thematic and Regional Groups: These are self-organized groups created by members based on their needs and specific goals. They will interact with and receive support from the Working Groups according to the different activities they want to organize, and they will coordinate with the Facilitation Group in order to align their strategies with those of the Platform. Specific funds will be allocated & fundraised to stimulate the organization of regional events and activities, which will contribute to the consolidation of Regional Groups and foster their interaction with the Working Groups.
  
- d) Supporters: Individuals, foundations, governments, public authorities and other organizations that, because of their nature, are not members of the Platform but want to show their support and commitment to the Platform.
  
- e) Support Team: Group of people that provide guidance and technical assistance to the Platform and are part of its staff. This team is currently made up of 2 people from Pólis Institute and 2 from Habitat International Coalition. However, more/different people from different organizations could join in the future.

\* A list of current members and supporters can be found in the Annex.



### 1.4.2. Decision-making process

Decisions in the Platform arise from the regular dialogues between active members in the nodes of the network: Facilitation Group, Support Group, Working Groups and Thematic/Regional Groups.

The Platform aims to be a network of autonomous groups - regional, thematic, working groups, etc., whereby decisions are a result of a bottom-up process of debate.

All these groupings are action-oriented and can make decisions about activities, new initiatives, collaborations with other networks/ institutions, fundraising, etc., as long as they are in line with the Strategic Plan.

2018

In the short term, the Support Team will make an effort to reactivate the Working Groups, have them appoint at least two people to act as a liaison with the Facilitation Group, and build the processes for all actors to work collectively.

2019-2021

In the medium term (end of 2019) proposals and decisions would be first discussed and developed in the Working Groups and Thematic and/or Regional groups. Approval by the Working Groups will be enough for decisions already contemplated in the Strategic and the Annual Action Plans. Other decisions will have to be shared with the Facilitation Group for final approval, for which silent consent will suffice. However, some key decisions will need a positive approval by at least half of the members of the Facilitation Group: (i) Annual Action Plan and (ii) interaction and political positioning vis-à-vis international, multilateral and governmental institutions.

#### **1.4.3. Internal communication**

Each Working, Thematic and Regional Group will define its own internal communication methodology, with the support from the Communication Working Group and the Support Team.

The Facilitation Group will use a mailing list managed by the Support Team, that will be used to discuss the decisions proposed by the other groups. At least 2 people from each member organization will be asked to be in the mailing list. In the case of organizations that want to involve more people, a maximum might be established by the Support Team.

A member of the Support Team will be responsible to monitor and verify that the decisions presented to the Facilitation Group are being addressed in a timely manner. The Support Team will also direct any proposals, questions or suggestions addressed to the Platform as a whole to the appropriate Working Group.

## **PART 2 – INSTITUTIONAL STRENGTHENING**

### **2.1.The GPR2C’s institutional strengths and challenges**

#### **2.1.1.Institutional strengths**

The GPR2C has successfully worked as an umbrella that gathers a diverse pool of organizations coming from different sectors, which allowed to bring interrelated and key issues together under a single banner of the Right to the City. As a result of that, the GPR2C has reached a sound working concept of the Right to the City that is shared among members, goes beyond the understanding of the concept in the World Charter for the Right to the City, and represents an alternative paradigm to the mainstream competitive city narrative.

Three GPR2C regional meetings in the past years allowed a better coordination of the members, that was reflected in the articulation of an advocacy campaign that succeeded in including the Right to the City in the New Urban Agenda. The GPR2C also has a functioning working structure in place based on Working Groups that meet regularly to discuss concrete strategies for common action.

A major strength of the Platform is the dissemination of publications and knowledge produced in the previous project cycle in several events organized by the Platform or its allies. The successful international campaign #SupportRight2City spread the concept of the Right to the City to a broader audience outside the circles of experts and activists.

Finally, the Platform’s success has been built thanks to the commitment and support provided by the Ford Foundation and other funders such as the Rosa Luxemburg Foundation, Misereor and FPH Foundation.

#### **2.1.2.Institutional challenges**

The GPR2C institutional challenges are both internal and external. On the external side, the Platform is currently facing an unfavourable political and ideological context worldwide that is hampering its chances to reach all audiences and guarantee a seat at the table in local, national and international decision-making institutions.

Internally, the GPR2C has a diffuse membership that makes it difficult to keep track of the member’s initiatives and the real outreach of the Platform, while hindering decision-making processes. The role of the Facilitation Group is currently unclear, and there is a need to enlarge it, strengthen it, and diversify the profile of the people involved in it (particularly in terms of regional and racial/ethnic representation). Member’s lack of autonomy and initiative to represent the Platform, propose and implement projects, and do fundraising, both individually and collectively, is also limiting the Platform’s reach.

The GPR2C's centralized communication strategy has been successful at supporting advocacy in the framework of global processes such as Habitat III, but it has not been able to support the Platform's work at the regional and local levels, and it has not successfully answered the Platform's internal communication needs. As a result, both the Working Groups and the Regional Groups have been lacking fluid communications, putting in risk their own sustainability.

Finally, the GPR2C's focus on the political dimension (institutional processes and forums) has been at the expense of the symbolic (socio-cultural) and the material dimensions of the Right to the City. There is a need to connect the local with the global as a means to establish a bottom-up agenda and an intersectional approach (with particular focus on gender, race and youth perspective) for the Platform and engage more grassroots organizations, as well as to decentralize the Platform's coordination structure and ensure real collective work through a horizontal and regionally-balanced structure.

## **2.2.Key institutional development outcomes for 2018-2021**

Institutional strengthening activities should ensure that:

- a) The Platform's members feel effectively entitled to speak on behalf of the Platform, to initiate a project and/or fundraise, and address Working Groups directly to suggest initiatives.
- b) The Platform has a well-established governance structure, where there is a clear understanding of the roles of the Support Team, the Facilitating Group, the Working Groups, and the potential Regional or Thematic Groups.
- c) The Facilitating Group is the main governance body in the GPR2C, being balanced in terms of gender, age group, and regional and racial/ethnic diversity.
- d) Global and local perspectives incorporate each other in the Platform, so that the Right to the City is present in all regions and is understood by people from all backgrounds, while sharing a common understanding.
- e) The Platform has an efficient internal and external communication system.

## **2.3. Institutional development action plan**

In order to achieve its medium-term and long-term goals, the Platform needs to become a better organized, more diverse and stronger global network. In order to achieve this, the Platform needs to:

- a) Improve its governance structure, clarifying roles, responsibilities, and procedures of all groups, teams, and decision-making process: members (all organizations, networks, entities or collectives that have participated regularly in thematic or regional meetings or activities of the Platform), Facilitation Group (Coordination and decision-making body that gathers all long-standing members of the Platform that have been active in the Platform and within the working groups for at least one year), Working Groups (Advocacy WG, Research & Training WG, and Communication WG.), Thematic and Regional Groups (self-organized groups created by members based on their needs and specific goals. ), Supporters (Individuals, foundations, governments, public authorities and other organizations ) and Support Team (provide guidance and technical assistance to the Platform and are part of its staff. This team is currently made up of 2 people from Pólis Institute and 2 from Habitat International Coalition).
- b) Strengthen the global political convergence within the Platform by consolidating the shared political stance between members on the Right to the City, while valuing regional and local perspectives and including an intersectional approach. This will be ensured by the enhanced governance and decision-making model presented above.
- c) Improve the communications strategy by strengthening the Platform's Internal communication. Each Working, Thematic and Regional Group will define its own internal communication methodology, with the support from the Communication Working Group and the Support Team. The Platform's internal communication will be further strengthened by (i) developing and improving concrete tools for internal communication (website, social media, google calendar and groups, newsletter etc.); (ii) public dissemination of our Vision, Mission and Values, our 2 years Balance report, and current members map; (iii) regularly consulting members on their ongoing campaigns and social media activity; (iv) the Communications Working Group and the regional groups work together to identify region-specific communication strategies; (v) having specific meetings to build capacity around communications, gathering organizations both involved in the Communications Working Group and in the regional groups; and (vi) keeping the 2018-2021 Platform's Communication Plan updated as a reference document for the Platform's Communication.

- d) Deepen access, participation and representation role of members by decentralizing the governance and decision-making process, as presented above. In addition, the Platform will encourage (i) the coproduction of Right to the City narrative and materials with the audiences we want to engage, with an intersectional approach that confers particular attention to gender, race and youth perspectives; (ii) the translation of all Platform's documents and tools into English, Spanish, French and Portuguese and the most relevant into Arabic, Hindi, Chinese and potentially other languages; (iii) the involvement of cultural and artistic activists and communications professionals in the design of the Platform's narrative/materials (i.e. make an artistic version of the Platform's 2018 publication using video, animation, etc.); (iv) progressive allocation of resources (funds, personnel, etc.) for independent initiatives decided by the Working Groups; (v) the allocation of resources to pilot experimentations in communication using different formats, giving priority to those initiatives that focus on people and groups affected by exclusion and marginalization; (vi) the allocation of resources (funds, materials, knowledge, etc.) to members to represent the Platform in events and activities.
- e) Pursuing funding opportunities, by hiring a professional fundraising consultant and engaging members in the application processes. We expect to have, by 2021, initiatives/projects led by different Platform members and with a diversified range of financial supporters.

**Table 1 - 2018-2021 Institutional Strengthening Goals and Actions Summary**



## **PART 3 – PROGRAMMATIC ACTIONS**

### **3.1.Challenges of the present context for the Right to the City**

The precarious life conditions of too many women and men in such an urbanized world have boosted a number of social mobilizations around the world during the last 50 years under the motto of the Right to the City. This new paradigm is opposed to the current model of urban development, in which a neoliberal logic that mainly benefits the economic interests prevails over social values. This logic allows for the commodification of urban land, the gentrification of traditional and popular neighbourhoods, the privatization of collective spaces and the use of public funds to promote major infrastructure for the rich, with the consequent marginalization, criminalization and expulsion of large sectors of the population, especially those people and groups affected by exclusion and marginalization, such as women and youth. These conditions and rules that our societies have created are globally condemning around one third of the world population to live in absolute poverty, while the inequalities are increasing in the so-called developed as well as in the developing countries. Spontaneous and planned popular settlements (generally defined as “slums”) are home to at least one third of the population in the Global South (in some Latin American and African countries this number could reach up to 60% or more).

All of this is undermining the development of decentralized, inclusive and sustainable cities and human settlements that ensure job opportunities, health, education, leisure and culture in its different neighbourhoods. To shift away from the neoliberal paradigm, the GPR2C aims to focus on several levels: political, social and cultural. It is possible to change political and legal systems and institutions, and it is essential to mobilize society, articulating social struggles and putting pressure on governments. Through its Working Groups, the Platform works to implement the R2C and related normative documents at national, regional and global levels, through a platform for support and action that equips civil society organizations and movements, and other relevant stakeholders to push forward sustainable and inclusive urban development. We are especially committed, through our research and capacity building actions, to strengthening the role of civil society and social movements, and their collaboration with governments and public institutions.

These efforts seek to increase equitable and affordable access to sustainable basic infrastructure for all, without discrimination, including affordable land, housing, energy, safe drinking water and sanitation, nutritious and adequate food, waste disposal, sustainable mobility, and culture. These basic rights shall be realized and responsive to the rights and needs of women, youth, older

persons and persons with disabilities, migrants, local communities, and other vulnerable and underrepresented groups. The values that guide us in our action are: cooperation, collaboration, horizontality, transparency, accountability, equity, participation, people's empowerment and solidarity.

However, the Platform is currently facing an unfavorable political and ideological context worldwide that is hampering its chances to reach all audiences and guarantee a seat at the table in local, national and international decision-making institutions. The current political context is challenging the introduction of alternative paradigms to the neoliberal one, and the life-threatening effects of neoliberal economic policies is shifting attention from policy reform to emergency response.

At the same time, political alternatives emerging all over the world, particularly at the local level, give us hope that another world is possible. These political movements - from refuge/sanctuary cities in Europe and North America, to grassroots movements in Africa, Asia or Latin America - embrace the Right to the City as a common framework for the protection of human rights in cities, and replace the competitive city paradigm with the caring city. The Platform's role in pushing forward these political alternatives will be key to guarantee their success and consolidation.

### **3.2. Key programmatic outcomes for 2018-2021**

According to the Platform's programmatic lines of action, its key programmatic outcomes for each of its working groups are:

- a) Advocacy: GPR2C has a clear strategy towards the implementation of the Right to the City and has reached awareness of some of its components through regular campaigns and actions. GPR2C members and allies are able to influence and monitor the implementation of the NUA and the SDG 11 and their regional action plans, as well as to actively contribute to the follow up of R2C local charters, policies, programmes and campaigns, in close dialogue with movements promoting principles and agendas around new municipalism, sanctuary/solidary cities, inclusive/care economies and the commons.
- b) Research: Research-action initiatives promoted by/with a wide range of actors within the GPR2C (including academics, activists, NGOs and policy makers, especially from the global south) increase normative, policy and practices understanding of the Right to the City framework, evidencing both advances and setbacks from which to learn from at different levels (especially at national and local levels) and taking into consideration the wide range of actors involved.
- c) Training: Expanded multi-stakeholder training and capacity building initiatives as to consolidate a global community of practice ready to

leverage, apply and disseminate the Right to the City framework, drawing from local experiences and collectively designing and implementing new learning tools and technologies, online courses and in person training workshops (including both conceptual and practical contents).

- d) Communication: The GPR2C has a consolidated and updated communication system that supports a collective, horizontal and effective internal information exchange and decision-making processes among its members. At the same time, the GPR2C has developed culturally adapted dissemination, training and monitoring materials and external communication tools in different formats, with a particular focus on grassroots groups, youth and women.
- e) Institutional strengthening: In 4 years time the Platform is a strong action-based multi-stakeholder global network, with a consolidated governance system and a well-established presence in all regions, sustained by a diversified pool of financial supporters.

### **3.3. Programmatic action plan**

Key examples of activities to be undertaken are:

a) Advocacy:

- Advocate in 2018 for the implementation of the Right to the City according to Local, National, Regional and International commitments (Local and National agendas and programs, treaty obligations on human rights related to NUA and SDGs) in the World Urban Forum (WUF9), World Social Forum (WSF), and the United Nations High-level Political Forum on Sustainable Development (HLPF) . New commitments (NUA, SDGs) are aligned with standing treaty obligations around habitat-related human rights (land, water and sanitation, food security/sovereignty, energy, healthy environment) to implement specific principles such as the social and environmental function of land and cities, the social production of habitat, and the Right to the city. Some Right to the City components are reflected in the NUA, but these need to be systematically aligned with the already-existing obligations that bind states, in order to ground the stronger normative arguments needed for implementation, monitoring and evaluation of the Right to the City along with codified human rights.
- The Advocacy Working Group identifies regional and global institutional spaces/processes for dialogue and alliance-building around the Right to the City. Some spaces/processes include the African Union, the European Urban Agenda, European Commons Assembly, the Interamerican System (especially the Interamerican Human Rights Court and Commission), MINURVI, and the Foro Latinoamericano de Vivienda.

- Advocate for the recognition and implementation of the Right to the City or some of its fundamental components in places where the Platform's members and allies have already been successful at making the concept known, like Colombia, Mexico, South Africa, France, Ecuador, Indonesia, USA, Barcelona, Beirut, London, Bogota, Gwangju, etc. Work with different actors and institutions in these places to advance the Right to the City agenda and to claim better economic and social outcomes, and fully realize them through effective implementation and practice (the Respect, Protect, Promote, Fulfill ESCR framework).

b) Research:

- The Research & Training Working Group evaluates the research topics suggested during the 2017 Planning Process and decides on at least one research project for 2018-2019 (and a second one for 2020-2021), to be validated by the Facilitation Group.
- The Research & Training Working Group supports existing research projects by the Platform's members, prioritizing participatory research initiatives based on the member's interests, experience and ongoing lines of work, to be assessed by regular consultations to the members.

c) Training:

- The Research & Training Working Group organizes new and consolidates existing R2C online and in-person trainings for different audiences. The Platform will continue to take advantage of strategic events (such as World Urban Forum, Foro Latinoamericano de Vivienda, the UN High-level Political Forum on Sustainable Development, etc.) to conduct in person training workshops and disseminate the R2C framework. The Working Group will initially assess the potential of the online course developed in 2017 between ODESC, UCLG and the Platform's Support Team (in Spanish) and work towards adapting it to different contexts and languages, beginning in 2018 with Asian and African NGOs and social movements (as agreed during the 2017 Planning Process).

d) Communication:

- The Communication Working Group implements the Platform's Communication Plan.
- Coordinate and further develop online and social media presence and tools (website, twitter, facebook, google drive) in order to increase our external

impact and internal coordination, according to the provisions in the Platform's Communication Plan. This will be done with the support of a dedicated Communications person.

- The Communication Working Group organizes specific meetings to build capacity around communications, gathering organizations both involved in the Communications Working Group and in the regional and thematic groups, so that communication tools are mastered by the Platform's members.

Incorporate the use of a diversity of languages (English, Spanish and French for all communications, other languages for specific regions), cultures, art and alternative formats and narratives (film, audiovisual) in the Platform's external communications strategy through engaging with a diverse pool of actors.

#### Table 2 - 2018-2021 Programmatic Goals and Actions Summary

## **PART 4 – MANAGEMENT OF THE STRATEGIC PLAN**

### **3.4. Monitoring and evaluation**

#### **3.4.1. Key performance indicators**

##### Institutional development indicators:

(based on key outcomes and strategic objectives on institutional development for 2019 and 2021 in section 2.2)

1a – At least two official Platform' activities in two different regions are carried out by members (and not exclusively by the Facilitation and Support Groups).

1b – At least two new projects regarding the implementation of the Right to the City proposed by members of the Platform (and not exclusively by the Support Team) are approved and implemented.

2a – All decisions are made according to the principles and governance procedures established in the Strategic Plan.

2b - Regular internal evaluations of the governance system show high levels of satisfaction.

3a – Four Facilitating Group meetings (in person and/or online) are held every year.

3b – The Facilitating Group keeps the existing gender balance and incorporates new members that represent a diversity of age groups, as well as regional and racial/ethnic diversity.

4 – The Platform produces at least two documents and communication materials adapted to the different regions, languages, and contexts, which are understood by people from different backgrounds.

5a – Various internal communication tools (including a new website, and updated facebook and twitter pages) are developed according to the Communication Plan, and function properly as factors of integration, cohesion and visibility of the Platform.

5b – Regular internal evaluations demonstrate that the public communication system of the Platform has strengthened the Right to the City mobilization and advocacy initiatives.

##### Programmatic actions indicators:

The Support Team, in coordination with the Working Groups, will regularly gather information on the progress of the different activities and initiatives to verify the attainment of the Platform's goals and fulfill the following indicators:

- a) Advocacy: Concrete evidence that the GPR2C was able to influence and monitor the NUA and the SDG 11 implementation and their regional action plan in Latin America and África, and that the GPR2C has actively contributed to the follow up of R2C local charters, policies, programmes and campaigns at least in four cases - including tentatively cities and countries like Colombia, Mexico, South Africa, France, Ecuador, Indonesia, USA, Barcelona, Beirut, London, Bogota, Gwangju, etc..
- b) Research: At least two research-action initiatives are developed by members of the GPR2C, both contributing to R2C normative and policy advances, especially at the local and national levels.
- c) Training: The GPR2C develops at least two online courses (in two different languages and with at least 50 participants from two different regions in total) and four in person training workshops (with at least 150 participants from four different regions in total).
- d) Communication: The GPR2C's communication system includes website, social media, mailing-lists, shared calendars and periodic newsletter, as well as a relevant media contact common database and a graphic map of current and potential members and allies working on the R2C. It has also developed culturally adapted materials (such as videos, radio podcasts, graphic novels, theatre plays, photo exhibitions, etc.), at least in two different languages, focusing on youth and women.
- e) Institutional strengthening: Major players related to the R2C agenda (such as UN bodies, governments, multilateral institutions, foundations, social movements, academic organizations, etc.) at the regional and international levels recognise the GPR2C as a legitimate global network committed to the advancement of the R2C. The GPR2C is present, through its active members, in at least 15 countries with relevant presence in all regions, and with consolidated and functioning working, thematic and regional groups, all connected by an enlarged and more regionally and ethnically balanced Facilitation Group.

Topic	Long-term goal	Mid-term goal	Actions	
			2018	2018-2021
Advocacy	<p>1) GPR2C has a clear strategy towards the implementation of the Right to the City.</p> <p>2) GPR2C has reached awareness of some components of the Right to the City through regular campaigns and actions.</p> <p>3) GPR2C has engaged specific thematic initiatives by members and supporters.</p> <p>4) GPR2C has global, regional and local advocacy strategies.</p>	<p>1) Continue the institutional advocacy work and monitoring around the international agendas/commitments (NUA, SDGs, HR, etc.).</p> <p>2) Governmental plans, agendas, charters, platforms, etc. at regional, national and/or local levels encompass the Right to the City perspective.</p> <p>3) Develop annual or biannual campaigns to visibilize different components of the Right to the City.</p>	<p>1) Participate in the institutional spaces for dialogue and monitoring of countries' Right to the City commitments (GLOBAL: WUF, WSF, UN Governing Council, High Level SDGs; Regional: African Union, Interamerican System, Foro Latinoamericano de Vivivenda).</p> <p>2) Use the findings/materials of member's initiatives to advocate for the Right to the City.</p> <p>3) Allocate appropriate funding for advocacy initiatives, such as campaigns, etc.</p> <p>4) Engage in different activities directed to 50 years celebration of Lefebvre's "Right to the City"</p>	<p>1) Advocacy WG coordinates a consultation to all GPR2C members and supporters on campaign themes.</p> <p>2) The members of the Facilitating Group in the Advocacy WG should ensure the connection with the other two WG.</p> <p>3) Develop a solidarity mechanism/protocol between members and supporters on Right to the City issues.</p> <p>4) GPR2C issues statements and develop other solidarity actions at the request of members and/or supporters through a protocol.</p> <p>5) Map and discuss possible regional strategies, such as: a) Africa: Introduce the Right to the City language into the African Union Charter. b) Europe: develop a campaign to disseminate knowledge on strategies to counteract the negative impact of tourism and gentrification in European cities; support France's efforts to include Right to the City in legislation. c) Latinamerica: advocate for the inclusion of the Right to the City within the Urban Agreement proposed by MINURVI to implement the NUA/SDGs.</p>



<p>Research &amp; Training</p>	<p>1) GPR2C research show, translate and disseminate a diverse range forms of the Right to the City promotion/defense/implementation. 2) Increased knowledge on the Right to the City and its implementation.</p>	<p>1) Promote comparative studies between cities, city-specific or thematic-specific research, public policies case studies, etc. on components of the Right to the City. 2) GPR2C's research uses a variety of methodology and data and it's performed by a variety of actors (such as academia, activists, grassroots organizations, etc.). 3) GPR2C organizes and coordinates both virtual and in person trainings around the Right to the City.</p>	<p>1) Conduct surveys to gather information on existing research initiatives by the members of the Platform, and create a database. 2) The WG will engage, incorporate and/or disseminate members and supporters researches on Right to the City topics. 3) Annual call for presentation of experiences on the implementation, defense, promotion, dissemination of the Right to the City. 4) Map existing training initiatives and training needs and opportunities. 5) The WG organizes and coordinates training activities (virtual and in person), taking advantage of ongoing research initiatives and spaces/forums on the theme.</p>	<p>1) The Annual Action Plan of the WG will define themes and methodology for research in coordination with the Advocacy WG and Regional Groups, taking into consideration the priority of underdeveloped themes. 2) The WG will coordinate, join or support at least 1 research biannually (new or existing one) (for example AURI in African Region). 3) The WG will choose annually at least one experience (from the global call mentioned previously) to further pursue a more detailed research, taking into consideration the use of innovative tools like videos, testimonials, pictures, narratives etc. 4) Possible research topics: Right to the City and the Commons, social and solidarity economy, and informal economy. Economic, political and social transition; gender and diversity; public space; social function of land and property. Land issues (social function of land, unused land parcels, etc.) and right to land vs. ownership of land; housing rights; political participation and democratic urban governance; Social production of habitat; Urbanization process and rural-urban linkages; Environmental issues and food security and sovereignty; Forced evictions; Monitoring the implementation of the Right to the City; Post-disaster and post-conflict and the Right to the City (Global Urban Studies proposal). 5) Guidelines for possible training activities: Context-specific trainings on the Right to the City to raise awareness on the concept and its implementation; Development of guides on existing tools to bridge the gap between local governments, civil society and academic institutions; Dissemination of different research findings in different languages; Conduct capacity building based on the research outcomes; Post-disaster and post-conflict and the Right to the City.</p>
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<p>External Communication</p>	<p>1) The Right to the City is communicated effectively by using different tools, languages and culturally-specific narratives.</p>	<p>1) Different languages and culturally-specific narratives and cultural expressions are used in the GPR2C's communications.  2) Communication is decentralized and in the hands of different members in the different regions.  3) Communication tools are mastered by all members.  4) Have spaces for cultural and artistic work around the Right to the City organizations.  5) Engage new actors currently implementing the Right to the City through culture and art.</p>	<p>1) Develop concrete tools for internal communication (website, social media, google calendar and groups, etc.).  2) Regularly consult the members on their campaign interests.</p>	<p>1) The Communications WG and the regional groups work together to identify region-specific communication strategies.  2) Specific meetings to build capacity around communications gathering organizations both involved in Communications WG and in the regional groups.  3) Keep an updated Communication Plan as a reference document for the Platform's Communication.  4) Include a time slot for presentations on culture and art (i.e. film, literature, graphic art) in each regional/thematic GPR2C meeting.  5) Be present at cultural and art events to raise awareness on the Right to the City.  6) Contact cultural and art institutions to promote Right to the City exhibits.  7) Invite artists to our events.</p>
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Challenge	Long-term goal	Mid-term goal	Action	
			2018	2018-2021
Governance	<p>1) GPR2C knows its members and their initiatives on the R2C.</p> <p>2) GPR2C has a clear governance structure.</p> <p>3) The Facilitating Group is the main governance body in the GPR2C. The Facilitating Group is balanced in terms of gender, generational, regional and racial/ethnic diversity.</p> <p>4) GPR2C has different projects and funding sources managed individually or collectively by different members.</p> <p>5) The GPR2C has active Working Groups that work independently from the Support Team.</p> <p>6) GPR2C members represent the Platform in different forums, activities or initiatives.</p>	<p>1) Have a map of GPR2C members.</p> <p>2) Have a map of R2C initiatives.</p> <p>3) Have more GPR2C long-standing members participating in the Facilitating Group. Have more Asian and African members, and more members from disempowered racial/ethnic groups, join the Facilitating Group.</p> <p>4) The Facilitating Group meets regularly to discuss the GPR2C orientation.</p> <p>5) GPR2C members get together to initiate a project and/or fundraise. The Working groups have ongoing projects proposed and implemented by themselves.</p> <p>6) GPR2C members address Working Groups directly to suggest initiatives. The Working Groups have members of the Facilitating Group and other members. Some members within the WG are responsible for steering the group's activity.</p>	<p>1) Develop a governance diagram and start developing decision-making procedures.</p> <p>2) Improvement of map of GPR2C key actors.</p> <p>3) Hold at least 1 in person meeting (in 2018 we'll try to meet 2 times - WUF in Kuala Lumpur and SGD Panel in NYC) and 3 virtual meetings each year (make a calendar that reassures that the members won't have too much virtual meetings at the same time). Use inclusionary tools and methodologies in the Facilitating Group's meetings (tools that allow participation via telephone, etc.). Have a clear and collectively defined agenda prior to each meeting, which will include the most politically relevant topics. Each meeting will task different members with drafting the next agenda and coordinating the next meeting.</p> <p>4) Ask members to clearly appoint who (at least 2 people) are their representatives within the Facilitating Group. Encourage current and future members to appoint representatives that embody the racial/ethnic diversity of the people they represent.</p> <p>5) Encourage Asian and African longstanding members of the GPR2C to join the Facilitating Group</p> <p>6) Regular consultations to the members on their thematic interests and specific work proposals.</p> <p>7) Let GPR2C members know they can propose specific projects to the different Working Groups. The Support Team provides adequate assistance to the members to develop their proposals.</p>	<p>1) Develop tools that allows members to easily submit information.</p> <p>2) Contact all organizations that have interacted with the GPR2C to verify their interest in being members.</p> <p>3) Encourage all members to join at least one Working Group.</p> <p>4) Ask all members to share information on the R2C initiatives they are working on.</p> <p>5) Update the GPR2C website to display the information more effectively.</p> <p>6) Define a decision-making mechanism within the Facilitating Group for politically sensitive issues.</p> <p>7) Make the Facilitating Group responsible for the discussion and approval of the Annual Action Plan.</p> <p>8) The Support Team, in coordination with the Working Groups, launches calls for proposals based on the Strategic Plan (criteria: regional balance, priority to those proposals made by a group of members, thematic connection among the WGs, priority to underdeveloped themes. etc.).</p> <p>9) The Facilitating Group monitors the initiatives taken by GPR2C members.</p>

		<p>7) There is a clear understanding of the roles of the Support Team, the Facilitating Group, the Working Groups, and the potential Regional or Thematic Groups.</p> <p>8) GPR2C members know that they can speak on behalf of the Platform and ask for assistance from the Support Team to represent the Platform.</p>	<p>8) Working groups have regular meetings. WG select at least 2 members to steer the group's activity. WG define their priorities within the Annual Action Plan, based on the Strategic Plan and the selection criteria. Ask members to clearly appoint who are their representatives within the WG.</p> <p>9) Allocate resources for each WG on the Annual Action Plan.</p> <p>10) Hire a consultant to help monitor the implementation of the Strategic Plan.</p> <p>11) Encourage members to identify themselves as GPR2C representatives and opportunities to perform as such.</p> <p>12) Make GPR2C main documents and tools (calendar, brochures, presentations, etc.) easily accessible to members.</p>	<p>10) Hire a consultant to support on fundraising.</p> <p>11) WG actively search for fundraising opportunities beyond the GPR2C's own resources.</p> <p>12) Require that all GPR2C members participate in at least 1 WG, 1 Regional Group, 1 Thematic Group or 1 Activity.</p> <p>13) Ask GPR2C members to demonstrate their own work related to the R2C.</p> <p>14) Establish a minimum threshold of racial/ethnic and regional presence within the Facilitating Group.</p> <p>15) Regularly update the list of members that are part of the different groups.</p> <p>16) Allocate resources (funds, materials, knowledge, etc.) to members to represent the GPR2C.</p> <p>17) GPR2C members add Platform's logo to their initiatives (website, publications, etc).</p> <p>18) Validate member's interest in being part of the Facilitating Group at least once a year.</p>
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Internal Communication	1) GPR2C has an efficient internal communication.	<p>1) Different languages and culturally-specific narratives and cultural expressions are used in the GPR2C's communications.</p> <p>2) Communication is decentralized and in the hands of different members in the different regions.</p> <p>3) Communication tools are mastered by all members.</p>	<p>1) Develop/consolidate/improve concrete tools for internal communication (website, social media, google calendar and groups, newsletter etc.).</p> <p>2) Publication disseminating our <b>Vision, Mission, Values, 2 years Balance and current members map.</b></p> <p>3) Regularly consult the members on their campaign interests.</p>	<p>1) Develop and improve concrete tools for internal communication (website, social media, google calendar and groups, newsletter etc.)</p> <p>2) The Communications Working Group and the regional groups work together to identify region-specific communication strategies.</p> <p>3) Have specific meetings to build capacity around communications gathering organizations both involved in the Communications Working Group and in the regional groups.</p> <p>4) Keep an updated Communication Plan as a reference document for the Platform's Communication.</p>
Global political convergence	1) Strengthened global political convergence within the Platform, while valuing regional and local perspectives.	1) Have spaces for regional and global political discussions around the Right to the City.	<p>1) Allocate resources for regional activities.</p> <p>2) Organize regional meetings (Asia: during World Urban Forum in Kuala Lumpur; Latin America: during the World Social Forum, HIC regional meeting or Foro Latinoamericano de Vivienda; North America: during the High Panel on SDGs - NYC).</p>	<p>1) Start a dialogue with members in each region to create regional groups or join existing ones (taking advantage of existing forums, such as European Commons Assembly (Europe), Right to the City Alliance (USA), etc.).</p> <p>2) Incorporate a regional perspective in the Platform's Annual Action Plan.</p> <p>3) Incorporate a regional perspective/strategy in the Working Groups.</p>

Access and participation	1) Deeper access and participation in the network	<p>1) GPR2C members take part in the implementation of the GPR2C Strategic Plan and Annual Action Plans.</p> <p>2) GPR2C members have access to all documents and materials produced and used by the GPR2C.</p>	<p>1) Engage GPR2C members through the Working Groups, Regional Groups and Thematic Groups.</p> <p>2) Translate the Platform's most relevant documents and tools into English, Spanish, French and Portuguese.</p> <p>3) Allocate resources (funds, materials, knowledge, etc.) to members to represent the Platform in events and activities</p>	<p>1) Coproduce Right to the City narrative and materials with the audiences we want to engage.</p> <p>2) Translate all Platform's documents and tools into English, Spanish, French and Portuguese and the most relevant into Arabic, Hindi, Chinese and other languages.</p>
Representation and diversity	<p>1) R2C is understood by people from all backgrounds, who share a common understanding.</p> <p>2) Global and local perspectives incorporate each other.</p> <p>3) R2C is present in all regions.</p> <p>4) GPR2C's initiatives equally encompass the political, symbolic and material dimensions of the Right to the City.</p>	<p>1) GPR2C materials are available in a wide range of languages.</p> <p>2) GPR2C develops R2C narrative and materials designed to reach different audiences.</p> <p>3) Have groups in each region to coordinate regional actions, events and initiatives.</p> <p>4) Have regional agendas of the Platform.</p> <p>5) Have spaces for cultural and artistic work around the R2C.</p> <p>6) Engage new actors currently implementing the Right to the City through culture and art.</p> <p>7) GPR2C has more initiatives directed towards grassroots.</p>	<p>1) Translate the Platform's most relevant documents and tools into English, Spanish, French and Portuguese.</p> <p>2) Involve cultural and artistic activists and communications experts in the design of the GPR2C narrative/materials - make an artistic version of the GPR2C 2018 publication, i. e., a video, an animation, etc. (2018).</p> <p>3) Allocate resources for regional activities.</p> <p>4) Ask each Working Group to incorporate a regional perspective.</p> <p>5) Organize regional meetings (i.e. Asia: during WUF-Kuala Lumpur; Latin America: during the WSF, HIC regional meeting or Foro Latinoamericano de Vivienda; North America: during the High Panel on SDGs - NYC, to strengthen the connection between GPR2C and existing national R2C networks (RTTC))</p> <p>6) Include a time slot to presentations on culture and art (i.e. film, literature, graphic art) in each regional/thematic GPR2C meeting (i. e. in WUF and in WSF meetings).</p> <p>7) Foster the role of grassroots movements' representatives in each regional/thematic GPR2C meeting (i. e. grassroots representatives conducting</p>	<p>1) Encourage the Platform's members to add the Platform's logo to their initiatives (website, publications, etc).</p> <p>2) Translate all Platform's documents and tools into English, Spanish, French and Portuguese and the most relevant into Arabic, Hindi, Chinese and other languages.</p> <p>3) Coproduce R2C narrative and materials with the audiences we want to engage.</p> <p>4) Allocate resources to pilot language experimentations.</p> <p>5) Initiate a dialogue with members in each region to create regional groups or join existing ones (taking advantage of existing forums, such as EUROPE: European Commons Assembly; Right to the City Alliance (USA), etc.). 2) Incorporate a regional perspective in the GPR2C's annual action plan.</p> <p>6) Be present at cultural and art events to raise awareness on the Right to the</p>

			<p>some spaces and discussions).</p> <p>8) Make the Platform's main documents and tools (calendar, brochures, presentations, etc.) easily accessible to members.</p> <p>9) Encourage members to identify themselves as Platform representatives and join opportunities to perform as such.</p>	<p>City.</p> <p>7) Contact cultural and art institutions and actors to promote Right to the City exhibits and other activities.</p> <p>8) Be present at grassroots movement's events to raise awareness on the Right to the City.</p> <p>9) Involve cultural and artistic activists and communications professionals in the design of the Platform's narrative/materials (i.e. make an artistic version of the Platform's 2018 publication using video, an animation, etc.).</p> <p>10) Allocate resources to pilot experimentations in communication using different formats.</p>
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