



Exchange of Experiences Urban Practitioners' Workshop

How to get from Planning to Financing Sustainable
Urban Mobility Projects?

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C40 Cities Finance Facility (CFF)

The C40 Cities Finance Facility (CFF) facilitates access to finance for climate change mitigation and resilience projects in urban areas by providing technical assistance to develop cities' sustainability priorities into bankable investment proposals. The CFF aims to deliver project preparation and capacity development, and to widely share knowledge and establish partnerships between cities and financiers. Funded by the German Federal Ministry for Economic Cooperation and Development, the Government of the United Kingdom and the United States Agency for International Development, the initiative is implemented by Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH together with the C40 Cities Climate Leadership Group. Bogotá, Mexico City and Durban are the first cities to receive technical assistance.

CONNECTIVE CITIES

International Community of Practice for Sustainable Urban Development

Connective Cities is an international co-operation programme which facilitates exchange between local practitioners at a global level. The Community of Practice for Sustainable Urban Development is managed and run jointly by the GIZ, the Association of German Cities and the NGO Engagement Global. Connective Cities seeks to develop skills among professionals in the urban sector via the exchange of experience. Urban practitioners share their knowledge with other professionals from cities in Latin America, Germany and other Countries worldwide. They consult each other and collaborate on devising projects and options to resolve issues in their own local context. In the international project workshops run by Connective Cities, municipal practitioners and professional specialists meet and formulate project ideas.



Background & Objectives



Cities in Latin America have made a variety of advances towards designing projects that seek not only to confront the problems created in recent decades by urbanisation and the impact of climate change, but also to improve the quality of life for the whole population due to a healthier, better protected environment.

In this way, Cali's Spatial Management Plan formulates a vision for promoting compact, dynamic urban development based on criteria of environmental, human and economic sustainability and social justice; it promotes the enhancement and expansion of public space, with a focus on adaptation and mitigation in the face of climate change and on the public transport system. This has facilitated the formulation of successful urban regeneration and sustainable mobility projects, such as the Local Train and the Green Corridor, moving towards environmentally, economically and socially effective urban design.

Bogotá, meanwhile, is currently drawing up a transformational sustainable mobility and urban development project with the support of the C40 Cities Finance Facility (CFF). It includes a 25-kilometre cycleway from the south to the north of the city, with finance being sought from a wide variety of sources. The support provided by the CFF will include the delivery of several technical studies and collaborative workshops to ensure project sustainability, capacity development and public participation.

This workshop served to promote an exchange of knowledge between cities in Colombia and Latin America which are in the process of preparing, financing or even implementing similar projects.

Themes covered at the event:

- Planning projects to encourage cycling as a mode of transport;
- planning sustainable urban mobility based on transit-oriented development (TOD);
- financing sustainable urban mobility.

The following goals were defined:

General goals

To strengthen skills in financial engineering and business modelling, planning sustainable urban mobility projects, especially around cycle projects (infrastructure and use), transit-oriented development (TOD), transport and logistics, based on an exchange of best practice and success stories.

Specific goals

- To develop knowledge about available funding mechanisms, social participation, as well as the structuring and general management of transformative projects.
- To generate dialogue between strategic actors with a view to building networks.
- To share lessons learnt within a dynamic of South-South and intra-Colombian co-operation to help accomplish desired results.
- To strengthen policies for public space in support of adaptation and mitigation strategies.

Desired outcomes

The identification of best practices and innovative solutions for designing sustainable urban mobility projects as well as the definition of business models for projects identified and presented at the workshop.



Methodology



A cross-cutting aim of this type of event, facilitated by Connective Cities, is to encourage active participation by those present, geared towards an exchange of experience and knowledge. This was a crucial factor throughout the event and in each component. Different spaces and tools were used to ensure participation and exchange during activities.

The workshop is structured and based primarily on the input of the participants themselves. The process begins in the preparatory phase, by motivating and guiding the invited urban practitioners to present their experiences in visual format as posters. During the workshop, the process continues by providing spaces for participants to describe their experiences, presenting and listening to points of view expressed by their colleagues, and carrying out activities and exercises together. This type of activity brings the participants together, and by being open to others they help to create a working environment that is both pleasant and productive.

The workshop activities – such as individual input, group analysis and discussion in break-out groups and plenaries – are complemented by short contributions on specific themes, injecting new perspectives and supplying thematic guidance.

Among the 30 participants there were representatives from eight Colombian cities: Armenia, Bogotá, Cali, Ibagué, Medellín, Palmira, Pereira and Yumbo. There was also a representative from Trujillo in Peru and one from Quito, Ecuador. Apart from these municipal experts and the representatives of CFF and Connective Cities, there were two experts from the World Resources Institute (WRI), as well as several representatives from the Foundation for Integrated Development in the Pacific (FDI Pacifico) and from Cali's city administration, who participated in the exchange but also facilitated the organisation of the event as partners and representatives of the host city.

Day 1



Naturaleza Movilidad y Recreación

The workshop opened with a welcome to all participants and organisers from Natalia Oviedo, head of international relations at City Hall in Santiago de Cali. Natalia thanked the local, national and international experts for coming and for their readiness to work together and to facilitate the identification and application of integrated solutions to the challenges facing many cities today, such as mobility and public transport.

Next, Jürgen Baumann, the representative of Connective Cities and CFF, welcomed participants on behalf of both programmes. He underscored the importance of exchanging experience between cities and spreading the knowledge acquired through networks of local and regional practitioners. He also thanked the city of Cali and its representatives for their kind hospitality and their help in organising and running the event.



After the words of welcome, there were presentations of the programmes set up by C40 Cities Finance Facility (CFF) and by the German development agency in the form of Connective Cities. The CFF was presented by Knowledge and Partnerships Manager Aris Moro, while Connective Cities was presented by Jürgen Baumann, the GIZ consultant on the programme.



The facilitator and workshop moderator, Hernán Márquez, gave a brief overview of what was expected from the participants over the following three days. He then took advantage of the space to guide a series of participatory activities and exercises so that people could get to know one another, interact and relax. The exercises also helped visualise key characteristics such as where the participants were from and their years of experience in the field of sustainable mobility.



Starting Situation



“The role of the public sector in climate finance”, online-presentation by Sebastián Lema, co-ordinator of the Climate Finance Group in Colombia’s National Planning Department

Lema started by explaining that climate finance means financial resources earmarked for measures that mitigate or adapt to climate change, and that it combines private and public sources with funding from international co-operation.

He mentioned Colombia’s vision for climate finance, which is that by 2030 climate change will be factored into all planning, implementation and evaluation cycles in Colombia and that sustainable funding for climate-compatible development will be guaranteed.

He referred to the Financial Management Committee (SISCLIMA), describing it as a body for inter-institutional

co-ordination and public-private dialogue around climate finance; its objective is to set guidelines for public policy to include climate change criteria in the country’s economic planning and budgeting processes. He highlighted that this financial strategy provides a road map for the country to secure the necessary resources in a sustainable manner, thereby achieving low-carbon, climate-resilient development. The focus is on establishing financial resources and regulatory instruments, on knowledge management and on capacity building and capacity networking.

Monitoring is performed to identify, quantify and ensure the traceability of public, private and international investments in low-carbon, climate-resilient development. On this point, he referred to the MRV system platform and tracking activities.

Lema ended his presentation by pointing out that access

to the Green Climate Fund (GCF) entails consolidating the portfolio of Colombian projects and accessing pre-implementation resources. He concluded with remarks about the selection and prioritisation process for the GCF portfolio.

“The challenge of urban climate finance”,
presentation by Aris Moro, CFF

Aris Moro from the CFF gave a presentation about the challenges facing urban climate finance. The presentation highlighted the need to distinguish fundamentally on both sides of the funding process: the supply side and the demand side.

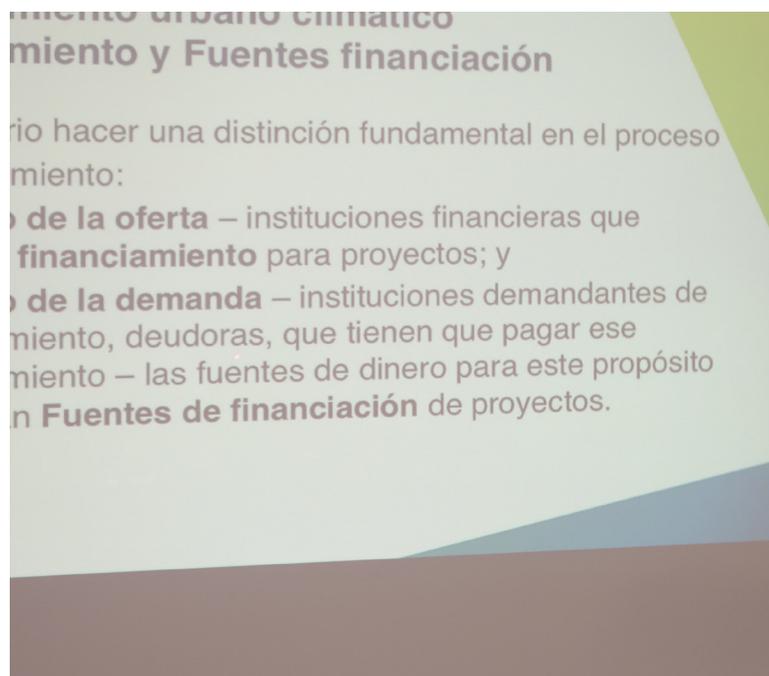
On the supply side (institutions that provide project finance) there are national/state/provincial/local governments, official development aid, multilateral development banks, the private sector, etc. The critical skill for municipal authorities is to identify the best combination of funding. In this sense, he highlighted that capital markets are highly liquid but for the short term. There are limited mechanisms to tap into long-term funds, and there are high transaction costs related to inefficiencies. In this context, it is important that cities build the skills to tackle different concessionality levels when designing projects.

On the demand side (institutions that request funding), various challenges contribute to an insufficiently favourable environment for effective investment.

Amongst these were a lack of conviction about the need to fund urban areas as opposed to rural areas, inadequate governance and financial systems in cities, the lack of political coherence and good government, limited capacity for designing and implementing projects, limited instruments and exclusive capital markets, and a lack of capacity to access funding.

To face up to these challenges, both endogenous and exogenous reforms are imperative. This entails developing different types of instruments that would help to build institutional capacity in different areas. Reforms should help to create an enabling national framework. The necessary reforms should tackle a variety of challenges in urban finances. Also, cities should take correct advantage of private investment. One mechanism is to set up public-private partnerships (PPP). If correctly designed, this mechanism provides an alternative to severely restricted public funds, allows cost reduction and revenue maximisation, and facilitates innovation and productivity gains.

The CFF helps to identify the most efficient financing mechanisms for green investment towards large-scale transformational climate investment that, in turn, helps to build resilience and EEE (economy, ecology, equity). It provides a framework involving different partners who contribute to the key areas of knowledge and capacity building, project development and improved financial credit.





Participatory analysis

One of the first workshop activities was a “World Café”, which provided a context for the participants to get to know each other, to share concepts, views, concerns, proposals etc., and to position themselves within the urban community of practice. At the same time, it provided a gateway to the theme of the workshop. In this group exercise, participants contributed a variety of valuable ideas and displayed a great deal of interest and enthusiasm, thus creating an excellent and productive working environment as a basis for the three-day workshop.

The theme for the exercise focussed attention on selected aspects of urban mobility. Four questions were asked simultaneously in four places; the participants formed four groups and rotated around the locations to answer the questions. On arriving at each place, the group was given information by the “host” about the comments made by previous groups.

The result of the analysis

Question 1: What are the challenges when planning sustainable urban mobility?

The main challenge in planning for sustainable urban mobility is a change in paradigm, away from thinking about how cities have traditionally been designed, towards how we want to live, move around and communicate today and tomorrow. Cities and urban designers should rethink the way cities are planned, envisaging cities that are compact and connected with a mix of uses. But to be able to plan for these characteristics, there is another challenge for cities, and that is the management of data and information, because if this is robust and reliable it will enable us to take informed decisions and offer cities sustainable solutions.

Question 2: What are the most important finance-related points to consider when planning sustainable urban mobility projects?

The four groups came up with very similar answers, basically structured around five main threads:

1. Project structure: one point seen as fundamental was to structure a project well from both a technical and an economic point of view; in other words, to have a robust business model for the project.
2. Political will and co-ordination: political leadership was identified as a key element to obtain funding for projects, especially if the city needs to borrow; it was also considered essential that all stakeholders (public and private) are well coordinated and networked.
3. Project sustainability: participants noted that it is very difficult for urban mobility projects to be sustainable in terms of self-financing. To access third-party capital, it is therefore very important to identify, describe and quantify the benefits of a project from an environmental and social perspective.
4. Indicators and monitoring: to be able to report the required data to donors and to improve the return on project investment, it is crucial to identify appropriate metrics and indicators for the project and to design a monitoring system to be able to track them.
5. Mapping and accessing funding sources: often, cities are unaware of the funding sources that are available to them to pay for their sustainable urban mobility projects. As a first step, therefore, it is a good idea to map out all the available sources of funding at municipal, regional, national and international level and, at the same time, to list the criteria and requirements for access.

Question 3: What are the biggest challenges when encouraging cycling in our cities?

In general, all groups agreed that one of the biggest challenges is empowering the community around the need for change, giving more priority to infrastructure for active rather than passive mobility; and, in parallel, encouraging a culture of respect for bicycle users among residents.

They likewise noted challenges around safety for cyclists and de-stigmatising bicycles, seen as a mode of transport for people on low incomes, combined with a vision of the bicycle as an alternative mode of transport for people with greater purchasing power, not only for recreational use.

Other challenges mentioned were: the inclusion of cycling and cyclists in the rules and policies that define urban planning and management (such as introducing requirements to fund cycle mobility, assigning space to cycle infrastructure in Spatial Management Plans, reducing commuting distances), and as far as possible adopting a cross-sector public policy on inclusive cycling that stipulates project investment and institutionality, manages demand, de-incentivises motor vehicles and incentivises active mobility, and lets cyclists design the infrastructure.

Finally, group members pointed out the importance of having an inter-modal transport system, enabling cyclists to change onto other modes of transport, for example, if they feel unsafe; and the provision of a system of public shared bikes.

Question 4: How can transport projects move us towards sustainable cities?

Part of the working-group dynamic was to define critical factors for moving towards sustainable cities through transport projects. The salient factor was a need to start with political will among the stakeholders in government and public agencies, which would gradually allow a shift towards adopting public policies informed by community participation with a focus on an urban vision, bringing together different actors.

Also emphasised was the need to visualise the real needs of cities through diagnostic studies, with precise data and information and a regional context to allow priorities to be identified.

Parallel to this, communicating and sharing the needs flagged up by the diagnosis to all residents and stakeholders are seen as fundamental to generating public approval and ownership.

Integrating mobility projects into other cross-cutting projects, based on common benefits to public health, the environment, the economy and urban development, is a very important factor in optimising co-ordination and inter-agency management when implementing projects, and exchanging best practices and lessons learned allows successful projects to be scaled up with the aid of research, case documentation and the design of upscaling methodologies.



Good Practices

In the afternoon, the exchange of best practices continued. This is a pivotal component in the events organised by Connective Cities for the exchange of experience. Best practices are presented by the individuals and entities attending the workshop with the objective of describing their experiences and their thoughts about the work they have done and gathering opinions and suggestions for improvement or consolidation. These examples from practical experience illustrate urban challenges and solutions from different contextual realities. This is not only about technical solutions, but also processes applied. In this workshop, the selected best practices are related to work on sustainable urban mobility. To facilitate understanding, they were presented in a light and well-structured manner. In general, the content of each Best Practice covered: the original situation, the objectives, the institutional context, the focus, the results and the lessons learned. The material was presented in a visual,

user-friendly manner, which aided the transfer of key messages from each Best Practice. In total, 11 Best Practices were presented.

The Best Practice Gallery

There were several steps to the exchange process: first came the “Best Practice Gallery”, where participants toured an exhibition with posters on the 11 Best Practices, simply observing or exchanging comments with those representing the Best Practices or with other participants.

Benefits of Active Mobility, Mexico City

Iván de la Lanza Gamiz

Energy, Climate and Finance Associate,
WRI Ross Center for Sustainable Cities

Bikes for Armenia

Julian Alberto Torres

Sustainability project engineer, City
Hall, Armenia

Planning and Design of Urban Cycling Infrastructure

**Iina Maria Loaiza Zuluaga, Nat-
haly Estrada Benjumea**

Metropolitan District of Valle de
Aburrá

Investment Priorities for Active Mobility Management in Mid- Size Colombian Towns

Mario Andrés Rodas Arenas

Co-ordinator, Flagship Active Mobility
Project, Mobility Institute – City Hall,
Pereira

Green Corridor

Cesar Augusto Londoño

Head of Unit, City Hall, Cali - DAPM
– Spatial Planning Unit

Town Square Programme

Ana Milena Gómez Guzmán

Office Consultant, City Hall, Bogotá
D.C., Mobility Department

Critical Mass, Ibaqué Padalea

Kelly Johanna Camacho

Sustainable and Active Mobility
Consultant, City Hall, Ibaqué

Bike Plan, Park Your Bike

David Uniman

Cycling Manager, District Mobility
Department, Bogotá D.C.

Renewal of Quito's Trolleybus Fleet

Mario Piñeiros Vallejo

General Secretary, Public Passenger
Transport Operator, Quito

Last-Mile Goods Delivery Plan

Ana Milena Gómez Guzmán

Office Consultant, City Hall, Bogotá
D.C., Mobility Department

Integrated Transport System „MIO“ in Cali

Carlos Alberto Becerra

Head of Operational Planning, Metro
Cali S.A.





Group Work

The second step was to present the good practices more widely with a more complete analysis of the various Best Practices in “Exchange Corners”. For this, four groups were formed, each composed in such a way that the members shared an expertise, came from cities of different sizes, and had contributed a similar number of Best Practices.

After each Best Practice had been presented by the participant responsible, there was group reflection and in-depth analysis along the lines of the following questions:

1. What are the key success factors for this Best Practice?
2. How was this Best Practice financed? What are the advantages and disadvantages of this financial model?

3. What experience can others derive from this Best Practice?

4. What support would this Best Practice require to be more effective?

Finally, a summary of the in-depth analysis from each Corner was presented in plenary so that everyone was equally informed. To summarise, the key success factors for the Best Practices were a sound foundation in data and studies, community participation, a well-coordinated inter-agency effort and political will.



VALLE DE ABURRÁ

- 1. IMPLEMENTACIÓN PLAN ABURRÁ
- 2. DATOS+METAS
- 3. ARTICULACIÓN INSTANCIAS

RECURSOS

- 1. INTEGRACIÓN DEL SISTEMA TRANSACCIONAL
- 2. FORTALECIMIENTO TÉCNICO
- 3. ORGANIZACIÓN DE RECURSOS HUMANOS

Corredor Verde Cali

- Integración inversión pública
- Datos, estudios
- apertura en poblaciones de financiación
- Cambio Transparencia coral que habilita replicabilidad del proyecto
- Fomento recursos Terra recursos

Mesa Cívica Ibagué

- 1. Encuentro con el ciudadano
- 2. Continuidad - tenerla en una city
- 3. Implementación

1. PLAN

- 1. (Cada 10 años)
- 2. (Cada 5 años)
- 3. (Cada 2 años)

2. PLAN

- 1. (Cada 10 años)
- 2. (Cada 5 años)
- 3. (Cada 2 años)

3. PLAN

- 1. (Cada 10 años)
- 2. (Cada 5 años)
- 3. (Cada 2 años)

Day 2: Peer-to-peer Advisory

The next day began with peer-to-peer consultation. This is an essential tool for a Community of Practice, as it takes advantage of the wide experience of professionals working in the municipal environment. The method follows a process with certain rules and thus promotes highly constructive mutual support.

Peer-to-peer advisory is a tool that promotes collaboration between peers; that is to say, there is no hierarchy in the structure. One participant asks a question or defines a challenge for a real situation, then a group of participants take on the role of “consultants” and make recommendations in response to the challenge. The method is based on the implicit knowledge of the “consultants”, who externalise their perspectives and recommendations to the colleague who formulated the request.

One hallmark of this method is that the consultants start from the basic information acquired during the exercise

and draw up their recommendations by exchanging with others, possibly adopting a different approach from the one the questioner expected.

After explaining the method, participants were asked in the plenary to formulate questions that they would like to have answered by the consultant groups. Eleven questions or challenges were posed and six of these were prioritised to be dealt with in three groups.

The questions selected and allocated are presented below, along with references to the work done in the groups.

Group 1	How to interest stakeholders in a sub-regional mobility project?	Conduct a legal analysis of the contractual obligations set out in the regional agreement
		Request technical support for structuring the project
		Carry out a financial analysis to identify possible sources of funding and to make project development attractive to stakeholders
		Organise national and international assessments
		Present the advantages and benefits of the project in a clear, precise and measurable way, showing the attractive potential for developing regional cities
		Work together with partner towns that can supply what is needed to generate possible solutions to shared problems and joint strategies for development
		Review legal capacity to take decisions around generating project initiatives
		Identify and apply to global city networks that co-operate around an idea
		Set up and conclude co-operation agreements between entities that can support specific aspects of the projects
		How to identify international sources of funding for mobility projects?

Group 2	How to kick off a project?	<p>Start by defining the project objectives</p> <p>Develop a baseline and propose indicators</p> <p>Carry out diagnostic studies, then analyse the findings and define the target population. This analysis will support decision-making</p> <p>Generate a financial plan, setting out strategies, actors and funding options for the different stages of the project and mapping a path to sustainability</p> <p>Define funding sources and short-, medium- and long-term needs</p> <p>These actions will help to restructure the project based on existing strengths</p> <p>Throughout the whole process, define and maintain public policy in support of the project</p>
	What are the indicators to measure the success of project implementation?	<p>Generate a baseline as a measuring tool to track and evaluate the project, and to monitor project performance and momentum</p> <p>Review the project objectives to check whether they are being achieved</p> <p>Use strategic indicators, such as reduction in carbon emissions, improved health in the target population, increased commercial activity, greater use of public space, a decrease in unsafe behaviour and a fall in the number accidents</p> <p>Use operational indicators such as the number of journeys, traffic capacity, increased user flows and bike park capacity</p> <p>Use indicators that measure perception, such as social cohesion, happiness, recreation, sport and safety</p>
Group 3	How to integrate cycling physically and financially into the public transport system?	<p>Identify potential journeys and users to feed the integrated transport system with public and private cycling</p> <p>Calculate the cost of feeding the public transport system with bike journeys</p> <p>Build bike parks inside stations for users of private bikes</p> <p>Build bike parks near stations for users of public bikes</p> <p>Create technological links to track users</p> <p>Apply the incentives provided for by Law no. 1811 of 2016</p>
	How to set up an administrative structure to manage cross-cutting issues?	<p>Strengthen long-term public policy. Use planning tools to organise policy mandates</p> <p>Formulate and adopt strategic and master plans for mobility. Consolidate mechanisms for co-ordinating management to define scope and roles</p>

Technical Visit



Thanks to the support and invitation of the City Hall of Santiago de Cali, participants had the opportunity to experience various aspects of urban mobility in Cali. These technical visits to witness both negative and positive mobility scenarios in Santiago de Cali took place in the afternoon of the second day of the workshop, after a brief introduction by William Vallejo, the deputy secretary for sustainable mobility and traffic safety at Cali's City Hall.

The visit began with a trip by bus on the public network Mio from Plazoleta Jairo Varela. From Unidad Deportiva, the group then took the cable car, the MIOcable, to the highest station in the hillside district Commune 20. Here, two community leaders who work for MIOcable shared with the group how the cable car had changed their lives and the life of the community that has benefited.





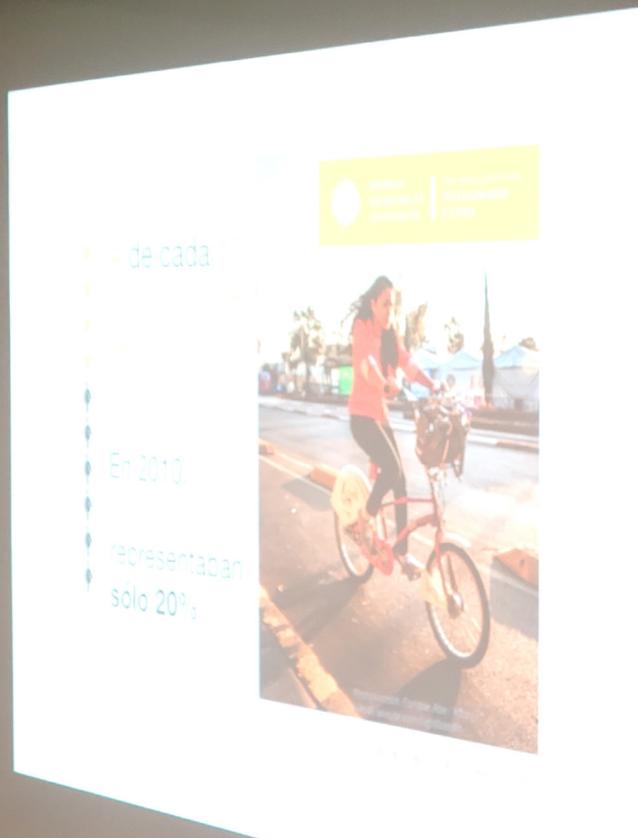
Back from the cable car trip, the group went to the corner of 5th Street and 52nd, where participants observed motorcycle taxis known as “motoratones” offering illegal rides and saw the break in the cycleway that is meant to connect the south of the city to the north.

Afterwards, the group took a bus to the start of the Cali to Jamundí highway: negative scenarios of pedestrian mobility were pointed out, including a recent illegal stop for inter-city buses. This was followed by a demonstration of the NAMA-TOD project.

The bus then took the participants along the avenue Simón Bolívar, where they saw the route of the shared-use trackway which will become part of the Green Corridor project. Finally, for their last stop in the city centre, the group went to the observation point at the

corner of 4th and 5th Street to see the pedestrian bridge that is one of two links between the city centre and the San Antonio district (mentioned earlier by Cali’s deputy secretary for mobility).

To sum up, participants had the chance to witness various locations and scenarios in Cali and form a more concrete picture of the realities of urban mobility in the city.



Day 3

The third day of the workshop began in plenary with a brief introduction to the day and some remarks on impressions and lessons from the previous. Followed by a short presentation of Jürgen Baumann about the possibilities for collaborating with the CFF and Connective Cities in the future. The rest of the day was mainly devoted to skills development: with a mix of presentations in plenary and interactive exercises in groups, the WRI experts worked with participants on developing business models for sustainable mobility projects. At the end of the day, the results were presented, an evaluation took place, participation certificates were distributed, and the event was brought to a close by Aris Moro and Jürgen Baumann.

Future prospects for co-operation with CFF and Connective Cities

Connective Cities is a programme run by GIZ,

Engagement Global and the Association of German Cities to support peer-to-peer professional exchange between communities in emerging and developing countries worldwide and representatives of local authorities and municipal companies in Germany. This support is also open to Latin America.

The C40 Cities Finance Facility is a project implemented jointly by the C40 Cities Climate Leadership Group and GIZ. Specifically, the CFF supports partner cities in developing their sustainable infrastructure projects into bankable investment proposals and in gaining access to the most appropriate financial instruments. A new round of applications to the CFF will open in early 2018.

To join either of these programmes, the services must be requested by a city and mandated by its donor institutions. For Connective Cities, this means submitting an appropriate proposal on a specific issue

and designating a potential cluster of regional exchange partners in order to receive the right support.

Introduction to the business model method and examples of application (WRI)

Consultants Luca Lo Re and Iván de la Lanza shared the business model used by the World Resources Institute (WRI) for financing sustainable urban mobility projects, presenting the model to the workshop and describing their experience of applying it.

Outlining the context and the challenges facing cities, they highlighted the fact that in 2025 two billion people will be living in cities, and that the principal challenges will be congestion, sprawl and inefficiency. However, they pointed to an existing consensus that cities should be designed to be compact and connected and that the potentially “transformational” solutions are looking towards shared bikes, low-emission buses for rapid transit, efficient buildings and transport-oriented development.

Given that projects do not develop in a uniform manner, a possible cause might be a failure to develop business models correctly by not adopting an appropriate methodology and not taking key stakeholders into account.

Against this background, the WRI presented a business model for financing sustainable urban solutions. Its objectives are to help cities to advance their projects and

enhance market conditions.

The business model was constructed in four parts: (i) investment components, focussed on the elements that make up the investment, such as fixed assets, intangible assets and processes; (ii) source of funding, listing ways to pay for the investment, such as income, incentives and other options; (iii) implementation mechanisms, including the distribution of risk and responsibility between parties, e.g. by means of enabling frameworks, legal entities, contracts, and (iv) financial products, with ideas on how to mobilise third-party investment capital, for example equity, debt and risk reduction.

Once the concept had been explained and backed by examples and by a dialogue in the plenary session, the presenters asked participants to form work groups where, by applying the concepts, they would examine the different parts of the model in greater depth. Two groups were formed: one on shared bikes in Pereira or Ibagué, and the other on Cali’s Green Corridor and (electric) buses. The groups chose Pereira and Cali.

Subsequently, each group, guided by one of the presenters, worked through a practical activity, analysing the specific context and implementing the concepts and components from the model accordingly. The activity concluded with a presentation of the work done by the two groups and an exchange in plenary, including clarifications from the presenters.





Conclusions

Over the three days of the workshop, participants took part in a fruitful, intensive exchange. They were evidently very happy with what they have learned and with the event in general. In the evaluation questionnaire and in individual interviews, they highlighted above all the quality of the methodology applied, and how the variety and interactivity was able to stimulate, motivate and involve every participant. In this way, the workshop provided participants with the best mix of new thematic/technical inputs together with the creation of their own outputs. The active exchange between national and international practitioners was perceived as highly enriching. Sharing explicit and implicit knowledge between the workshop attendees allowed them to develop their skills in planning and funding sustainable urban mobility projects. In response to this valuable and positive feedback from the participants, the CFF and Connective Cities are both committed to maintaining this stimulation of exchange between cities

globally. Grateful thanks are extended to all the other stakeholders for their co-operation and support in organising the event, particularly the City Hall of Cali, the FDI [Pacific] and the WRI.

The evaluation of the participants in a final individual evaluation sheet showed, that everyone was very happy with the event (score of 3.7 / 4). Above all, they appreciated the methodology with good time management, which allowed them to know good practices as well as the tool of collegial advice, taking advantage of the expertise of the participants themselves. On the other hand, it was also valued to know the business model presented as an applicable instrument for financing.





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