Working Paper
for

THE GLOBAL NETWORK ON SAFER CITIES (GNSC)

“Securing the Urban Advantage For All”

This working paper outlines the rationale for the GNSC, establishes and defines its operating protocols, highlights the guidelines for network governance and administration, delineates the structure of governance components of the networks, and presents indicative activities around which membership will be built and ensure all inclusive active participation in the Network.
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1.0. Executive Summary

The Global Network on Safer Cities (GNSC) is an initiative of UN-HABITAT’s Safer Cities Programme with the goal of equipping local authorities and urban stakeholders to deliver urban safety, thus contributing towards securing the urban advantage for all. Launching in September 2012 at the Sixth session of the World Urban Forum, the GNSC is envisioned to serve as the foremost international platform for cities and urban stakeholders endeavoring to prevent crime and improve urban safety.

The Network is designed to support cities in the prevention of urban crime and the enhancement of urban safety strategies, acting as a common platform that links existing crime and violence prevention networks with the different cadre of urban players. In essence, the GNSC will be the ‘go-to’ resource for actors within the area of urban safety. At the outset the GNSC recognizes and embraces capacity building of networks and actors engaged in promoting various policies and practices in crime and violence prevention globally; indeed the success of these networks and their knowledge and partnerships are key dimensions of the GNSC. By connecting these networks to the urban debate and demand particularly at the city level, the GNSC will play a key role in expanding the visibility, scope and outreach of all partners involved.

The Global Network on Safer Cities finds its relevance from the necessity to put together and systematize different experiences and perspectives existing around the world on urban crime and violence in order to analyse the challenges that cities are facing, especially in regions of the south, and to develop more cost effective prevention and urban safety policies. It will be a one stop shop for knowledge sharing and exchange while simultaneously fostering debates amongst government agents, experts, politicians, international agencies, activists, civil societies, academicians, institutions and citizens.

The first phase of the GNSC will be a four year incubation period from 2012 to 2016 during which definition and planning, development, implementation, monitoring and evaluation will take place. For the incubation period 2012-16, UN-Habitat will be the secretariat and thereafter, institutionalized within a global framework for local authorities.

In this context, the network will first and foremost be an appropriate cost effective virtual platform for cities to establish and/or reinforce communication and collaborative avenues for the exchange of experiences and to facilitate the pooling of human and technical resources and skills to make this expert service more accessible to local authorities.
Secondly, the Network will at least convene a yearly international cities and partner’s forum, towards a progressive institutionalization of the Network’s city-to-city cooperation structure with 2016 as the point at which the network is envisaged to be fully sustainable and independent of UN-Habitat and integrated within the global institutional framework of local authorities. This is to avoid creating a purely virtual network that is fairly loose at the edges and might collapse if UN-Habitat pulls out of the initiative. Besides, this would allow for more solid structures to be established through which training and city leadership building exercises could be delivered.

GNSC will provide five core services:

1. Expert service: GNSC will be a hub that draws on existing expertise and knowledge on urban safety and the prevention of urban crime to support policy and institutional reform.
2. Citizens Advocacy and Outreach: GNSC will be a hybrid network of state and non-state actors that aim to mobilise citizens to participate in making their cities safer, driving advocacy and lobbying stakeholders on urban safety and the prevention of urban crime. In line with this, the GNSC will be a “network of networks” that aims to amplify, share and connect knowledge of the range of actors engaged in this area globally.
3. Knowledge exchange: GNSC will be a deliberate effort to engage the wide range of partners working on the development and exchange of tools and working practices on urban safety and the prevention of urban crime. The network will engage stakeholders in a structured dialogue towards the standardization of norms and indices on the safer cities approach, thus providing a dynamic global normative framework for action on urban violence and insecurity, based on the convening power and mandate of UN-HABITAT.
4. Training and Capacity Development: GNSC will facilitate a city to city networking and training programme on various thematic clusters.
5. Resource mobilisation: GNSC will draw on the convening capacity of the United Nations to assist in securing financial support for urban safety projects, both from global resources allocated to the urban development sector and to the security sector.
2.0. Background and Rationale

2.1. Defining the Problem/ Problem Statement

The concentration of people, capital and resources in cities provides exceptional opportunities for human development. Presently, more than three billion people live in cities, a figure expected to rise to five billion by 2050. However amidst the great opportunities, cities are plagued with anti-social behavior, crime and disorder that challenge the overall development of both the city and the city dweller. As statistics reveal that sixty percent of all urban residents in developing countries have been victims of crime, with women, young people, and those living with insecure land tenure facing the most acute risks, denying them the urban advantage. This often alienates the citizens with the resultant fear and social exclusion manifesting themselves through vigilantism, emigration, mushrooming of private security, architecture of fear, securitization of the society and demands for more punitive justice.

2.2. Responses and good practices

An analysis of policy responses to crime and violence indicates that in many countries of the world faced by high crime and violence, the imperative has been focused on improving the criminal justice system. There is however a growing understanding that this is not enough and that this needs to be complemented by solidarity practices, crime prevention and the enhancement of urban safety. A fundamental objective reflected in many of the local government interventions building safer communities is to promote safety as an issue of better urban governance and as a prerequisite to achieving the Millennium Development Goals.

Since its inception in 1996, UN-HABITAT Safer Cities Programme has gained visibility and legitimacy in the field as a pioneer in providing technical assistance to local authorities to cultivate a culture of prevention. It has demonstrated an effective local approach of social prevention, based on a comprehensive consultative process with communities engaging citizens and local partners in the co-production of safety that is in line with the mandate of UN-HABITAT and part of a wider city development strategy.

Globally, there are various collaborations between UN-Habitat, bilateral and multilateral organizations that are supporting urban safety. Over the course of 16 years, UN-Habitat Safer Cities Programme has accumulated an extraordinary array of partnerships with diverse stakeholders at multiple levels. As the programme moves forward into a new phase, it will evolve and in some cases concretize those partnerships as tools to articulate its different types of work, and to enhance delivery at both the global and urban levels. Based on an iterative stakeholder analysis, the Safer Cities Programme has identified a core group of key global
partners with which it will seek to implement programme interventions, including: UN Women, UNICEF, UNODC, UNDP, EFUS, United Cities and Local Government Association, and World Metropolis. Currently, UN-Habitat is working with UNICEF and UN-Women to support urban safety in eight cities. Such cooperation initiatives strengthen and build on UN-Habitat’s expertise on urban safety towards providing a better and wide range of services to national and local governments.

Moving forward, the Safer Cities Programme strategic partnership arrangements will be custom-made to respond to the needs of local authorities and their membership networks. Partnerships will enhance the external visibility of the Safer Cities Programme as a global knowledge resource on the prevention of urban crime and enhancement of urban safety, and as the secretariat of a global network of partners. This will be structured through the development and implementation of the Global Network on Safer Cities (GNSC).

Thus, following an internal and external consultative process, this working paper has been prepared with the overall goal of outlining the rationale for the GNSC, establishing and defining its operating protocols, highlighting the guidelines for network governance and administration, and presenting a range of indicative activities to build its membership and to ensure all inclusive active participation of the Network.

2.3. Why the Global Network on Safer Cities?

While cities are involved in many, more or less, active international networks, this network of networks will be unique in integrating existing networks on crime and violence prevention in the sustainable urban development agenda to improve the quality and delivery of crime and violence prevention policies at the sub-national level.

In a survey that was conducted in September 2010 on the need and value of the GNSC, out of the 250 partners that were involved, 228 responses were received. The survey responses affirmed the need for the Network based on the growing number of cities that are adopting safer cities approaches by developing strategic and planned initiatives and the increasing demand for technical assistance to deliver urban safety. This is complemented by the fact that there are also many tools and approaches which have proven their effectiveness in the prevention of urban crime and enhancement of urban safety and social cohesion; and, a tremendous amount of lessons learned from practice --both positive and negative. Hence:

1) There is need to intensify the sharing of experiences, ideas and strategic information across sectors and linguistic barriers, with and among local authorities, of what is working and in what context and what challenges are encountered; and in this way
enhance city to city learning through south – south collaboration or north-south collaboration;

2) There is a need to consolidate a knowledge repository bringing together experiences, approaches, debates on urban safety so that more cost-effective prevention and intervention policies can be implemented;

3) There is need to enhance dialogue among city administrators, other urban stakeholders and citizens in order to create safer and healthier environments for all.

As core resources committed to urban safety continue to dwindle, most city safety interventions are under resourced to acquire the services of expert consultants on the development and implementation of crime prevention and urban safety strategies. Hence:

1) There is need for leveraging additional resources through enhanced partnerships;
2) There is also the need for enhanced advocacy and fundraising for safety interventions by seeking out expanded technical cooperation financing from bilateral and multilateral agencies and private sector.

Overall, the development of this Network comes at a time when there is a growing momentum for municipal and urban centric organizations to tackle global and local governance challenges. Its effectiveness would be in both its thematic specificity on ‘urban safety’, only partially addressed by other existing initiatives, as well as by its sanctioning by the United Nations, which would make the network a prime institution based on the UN’s convening capacity.

At the global level, designed as a common collaborative platform, the Network will address the need for formalisation and consolidation of multiple networks and partnerships and consequently reduce the duplication of efforts. In particular, having a common knowledge repository will allow policymakers and donors to streamline efforts.

Also, at the global level, designed as a network of networks, the GNSC will promote the standardization of principles, indicators and methodologies globally in order to scale up best practices while encouraging the creation of centres of excellence on action-oriented research with emerging issues on urban crime and violence.

At the national level, the Network provides a platform for structured dialogue between local authorities and national government on crime prevention and urban development. The network will also foster the dialogue between various government departments and ministries such as ministries of local government, ministries of housing and urban development and ministries of internal security and justice.

At the city level, the network will further encourage community participation and interaction and enhance the link with other ongoing urban processes and developmental programmes. In
so doing, engage new voices on crime prevention and urban safety and putting together and systematizing different experiences and perspectives that exist around the world about urban crime and violence in order to analyze the challenges cities are facing specially in regions of the south and securing the urban advantage for all.

2.4. GNCS in the context of other Urban Crime Prevention Networks

GNSC will not attempt to replace any existing initiatives or networks that are currently working on promoting safer cities. Rather, it will establish relationships with them with a view to strengthening the scale and quality of crime prevention delivery in cities globally. GNSC will generate greater value for all partners involved through connecting and providing a place where supply can meet demand on a global scale, and where through such connections new knowledge can be generated. GNSC has already established a working relationship with several actors through three main consultations over the past one year and will structure the collaboration with these actors on the delivery of urban safety for all. It is also important to note that the GNSC will not be static in its membership – it is not only expected to grow, but members may come and go over time, or engage in varying degrees of intensity depending on their needs and resource availability.

All key networks and organisations involved in the delivery of urban safety and the prevention of urban crime at the sub-national level will be assigned a lead partner status in the GNSC and be part of a partners consultative group of the GNSC. As the initiative moves forward, the plan will be to grow the already impressive list of urban safety initiatives associated with the Network.

3.0. Strategic Framework

3.1. Vision

To be the international catalyser and the primary resource for promoting just and safe cities for all, free from fear of crime and violence, supporting local governments and their associations and engaging with national governments to facilitate this support.

3.2. Mission

Promote safety in cities through global learning, knowledge exchange, cooperation, advocacy and mobilization of resources for safety in cities around the world.
3.3. **Goal**

Deliver a measurable improvement in safety for urban citizens globally

3.4. **Objectives**

a) To stimulate exchange between policymakers and practitioners, institutions and NGOs working on crime prevention and urban development on the prioritization of safety as a global sustainable urban development agenda;

b) To facilitate standardisation of principles on prevention of urban crime and enhancement of urban safety for all;

c) To develop and disseminate knowledge and tools on urban safety;

d) To support application of proven and promising approaches dedicated to safer cities for all;

e) To increase coordination on communication, advocacy and outreach among cities and donors and grow the visibility of the urban safety agenda;

f) To leverage resources for implementation of safety initiatives in cities.

3.5. **The Guiding Principles**

GNSC has the following guiding principles at the core of its operations:

- **Active Participation** - The network is structured as a platform both for cities and by cities that is demand-oriented and user-driven encouraging participation by all actors.

- **Accessible Information** - Accessibility to reliable, clear and relevant information is necessary for citizens and policy makers to make informed decisions and to influence the policies and practices that affect their lives.

- **Relevancy** - Meet local government and community needs through collaborative development of strategies and programs based on up to date research studies and assessments.

- **Sustainability** - The GNSC will endeavor to ensure its sustainability through its progressive institutionalization process.

- **Collaboration** — Promote interactions and partnerships among actors that enhance knowledge and experience sharing, interventions and strategies at every level.

- **A relentless focus on results** – The Safer Cities approach is a comprehensive approach to crime prevention and urban safety. The credibility of the approach heavily relies on the accuracy of the information gathered.

- **Human rights based approach to development programming**
4.0. Services offered

4.1. Overview of Services Offered

4.2. Indicative Activities and Outputs

As a network of networks and partners, GNSC has defined key indicative activities that will contribute to the Network’s overall goal and that are in line with UN-Habitat’s mandate, core strengths and strategic imperatives for promoting safety in the sustainable urban development agenda. These are expected to be the primary area of work for GNSC in the short to medium term but are not exclusive – as a partner driven network, other activities will be defined as the Network takes shape. These activities are geared towards strengthened global learning, knowledge-exchange, cooperation and advocacy to support the achievement of safer cities for all.

Output 1.1: Increased collaboration and dissemination of learning and knowledge on safer cities for all

Indicative activities:

- Manage a process to develop the UN Guidelines on Safer Cities /International Safer Cities Standards (ISCS). Following UN-HABITAT Governing Council Resolution 23/18 adopted my member states on Safer Cities, GNSC will be the vehicle for development
and implementation of the UN Guidelines on Safer Cities /International Safer Cities Standards (ISCS). This implies a four-year consultative process, including compilation of reference material on the 15 years of urban safety programming implemented by UN-Habitat, integration of UN-Habitat best practices with those of other actors, and production of a consensus-backed ensemble of minimum technical standards that will be widely adopted.

- **Design and deliver a virtual learning environment**, a web-based portal for sharing tools, exchanging academic and practical knowledge on how to make cities safer, and enabling urban stakeholders ranging from cities to bilateral donors to connect and engage. The portal will enlarge access to a menu of e-learning and knowledge management resources. Cities and other urban stakeholders will have a one-stop-shop access point for information and learning. The portal may also include online expert forums, practitioner blogs, and virtual communities of practice for scholars and frontline service providers.

- **Support development of a City-to-City (C2C) Networking and Training Platform**, to support networking and capacity development for collaborating city partners. Via the C2C platform, the network will organize in-person networking and training events, twinned city exchanges, expert group meetings and field labs. The C2C platform will enrich the work of communities of practice, such as those nurtured by the portal, as well as existing mechanisms like the Police Platform on Urban Development.

**Output 1.2 Visible, credible partnerships and advocacy efforts advance the urban safety agenda**

*Indicative activities:*

- **Assemble and support the Advisory Panel on Safer Cities (APSC)** to the UN-HABITAT Executive Director, the principal technical support mechanism of the GNSC. Meeting on an annual basis, APSC will advise the Executive Director on opportunities to champion the Safer Cities approach at the highest levels. Additionally, APSC will monitor city interventions identified by GNSC and advise and support the Safer Cities Programme of UN-Habitat.

- **Assemble and support the Steering Committee on Safer Cities (SCSC)** which will be the collective identity and principal advocacy mechanism of the GNSC. Meeting on an annual basis, the SCSC will be made up of lead partner organisations championing thematic clusters/platforms (gender, youth, children, police, environment design) as well as with the chair of a mayor and deputy chair of the lead donor. It will seek to
establish a policy leadership role for itself vis-à-vis the international urban development and security discourses

- **Assemble and support the Partners Consultative Group on Safer Cities (PGSC)** which will be the knowledge hub for the GNSC that will bring together tools and practices on the prevention of urban crime and enhancement of urban safety and work towards the standardization of principles on urban safety. Meeting on a biennium basis, the PGSC membership will be defined through memorandum of understanding with UN-Habitat Safer Cities Programme detailing areas of common interest in tool development, training, capacity building, advocacy, and/or knowledge management.

- **Design and implement a Global Safer City Award** that will recognize and celebrate the achievements of local authorities in improving safety for all. The Global Safer City Award will become the international benchmark by which local public sector innovation in the safety realm is judged. Cities will be nominated by their peers, with a published long list narrowed down to a five-city shortlist and eventually a final winner by a blue-ribbon international jury. The Award will be presented to winners at an annual Gala Award Dinner.

- **Develop and publish the Urban Safety Index (USI)** to provide a global benchmark for safety and security in cities. The USI will be a composite index, based on comparable indicators including the incidence of violence and crime (disaggregated by gender and age), public perception of insecurity, insecurity of tenure and forced evictions, the prevalence of violent conflict, and the impact of natural disasters. Calculations of USI values and city rankings will be conducted by a technical secretariat based within UN-HABITAT and published annually in an editorially-independent report. The USI will stimulate global, regional and national policy discussions and spotlight success stories to strengthen the case for evidence-based policy and practice.

- **Launch a global public awareness campaign.** As a key component of the World Urban Campaign, GNSC will undertake a robust advocacy communications strategy illuminating linkages between urban safety and sustainable urban development, and efforts to reduce poverty and inequality. The campaign will help to inform policymakers and the public about relationships between urban safety and security and, for example, service provision, slum upgrading and urban renewal, and the management of public space; as well as to build a general constituency for safe urban development buttressing policy-level advocacy.
The development and implementation of a safer cities trust fund to increase individual and institutional capacity for the delivery of urban safety for all. Eventually, GNSC may become a locus for donor coordination on urban safety, similar to the Global Donor Platform for Rural Development. In the meantime, GNSC will develop the mechanism for a safer cities trust fund and promote donor compliance with the Paris Declaration on Aid Effectiveness, the Accra Agenda for Action, and the New Deal for engagement with fragile states (among other coordination commitments), and facilitate consensus-building around critical or emerging issues and formulation of joint approaches. The network will also work with interested donor partners to create an independent, annual public scorecard system to improve the effectiveness and accountability of urban safety investments.

- Facilitate city consultation and partnership development. GNSC members will have the opportunity to convene and network every two years at the World Urban Forum around a Cities Assembly/Exchange Forum, as well as through parallel events at meetings such as the EFUS annual conference, the annual German Crime Prevention Congress International Forum and thematic platform meetings (such as the Police Platform for Urban Development and the International Youth-led Urban Development Platform) organized and financed with support from network allies.

- Institutionalize Safer Cities in the global and regional associations of local authorities. GNSC will seek to strengthen the positioning and profile of the Safer Cities agenda within global and regional associations of local authorities. This will serve to formalize and consolidate multiple partnerships through multi-stakeholder dialogues and lock-in safety as an area of focus for local authorities and their supporters.

4.3. How GNSC will do this: The Role of GNSC.

This will be accomplished through the following services:
- Communications, Outreach and Advocacy
- Expert services
- Knowledge exchange
- Training and capacity development
- Resource mobilisation

4.4. Where GNSC will operate - Who are the beneficiaries of the network?

The primary beneficiaries are the local authorities of 100+ cities involved in the safer cities programme of UN-HABITAT and other partner organisations. This is expected to grow as other
networks and partners bring in cities they are working with. But the ultimate beneficiaries are the urban populations of these cities, who stand to benefit from better governance and urban planning and management, as well as efforts to ameliorate acute urban vulnerabilities, resulting in improved safety and more resilient cities.

- At the local level of intervention, key partners will include local authority representatives from a range of sectors (urban planning, transportation, police, public health, etc.); civil society organizations concerned with security and justice, conflict, land rights, or women’s issues in communities of intervention; and local policy experts, research networks, and academic institutions.

- At the national level, to ensure linkages and coordination between orders of government, ongoing policy dialogue and sensitization opportunities for decision-makers in key national-level ministries will be identified. Security and justice structures at central level will be key actors. Collaboration with UN agencies with comparative advantages and mandates relevant to UN-Habitat Safer Cities Programme, such as UNDP and UN Women, and with UN Country Teams as a whole, will also be forged.

- At the regional level, coordinating formations of cities (such as CityNet in East Asia and the Alliance of Cities for Urban Security in Latin America), as well as key policymaking fora and civil society associations, will be identified for involvement in the network; GNSC will also seek to develop productive engagement with regional multilateral financial institutions, such as the African and Inter-American Development Banks.

- At the global level, partnerships will be established with the leading international entities and networks working on urban safety and security, in particular: Women in Cities International and the Huairou Commission global network; the Men Engage Alliance, Promundo and the White Ribbon Campaign, leading global efforts focused on engaging men and boys in ending violence against women and girls; national statistical offices, regional economic commissions, and the United Nations Statistical Division; and the Violence Prevention Alliance, led by the World Health Organization (WHO). Other lead counterparts may be invited to join the effort as additional needs emerge and strategic opportunities unfold.

5.0. Networking Model, Governance and Structure

5.1. How Will The GNSC Work?

Key to the operation of the network will be “ownership” by cities, with support from various partners. The GNSC will function as an open, inclusive and accessible ‘network of networks’ that will connect municipalities, policymakers, practitioners, researchers, NGOs, and citizens who
are engaged in enhancing urban safety for all. It will also foster an environment in which these members can share their experiences and reap the benefits of collaborative learning and development and application of tools and methodologies.

Given that the network is being established over a four-year horizon, the GNSC architecture, partner database and organization of work will incrementally be built over the period 2012-2016 and be subject to continuous review as it grows in a consultative process alongside the development of UN Guidelines on Safer Cities. GNSC will adapt a strategy of “starting small” from its launch in September 2012. To facilitate its foundational development, UN-Habitat will enter into MoUs with various partners on various themes to provide an impetus to the development of an all-inclusive network architecture and to the assembly of a broader alliance of cities.

5.2. How Will The GNSC Conduct Outreach To Cities?

The network will work with cities both in the north and south, with particular emphasis on cities and towns in developing countries and countries in transition. The initial work programme will focus on establishing and growing a structured dialogue in the 53 cities that have benefitted from UN-Habitat and partner’s technical support and that are implementing urban safety programmes. In addition, it will seek to engage new cities, solicited through collaborative arrangements/MoU with multilateral and international organizations with particular interest in city-to-city exchanges/cooperation. And it will expand investment in demonstrating and documenting results and producing a compelling evidence base to inform the development and implementation of the UN Guidelines on Safer Cities.

5.3. Governance and Structure: How Will The GNSC Be Governed?

It will comprise of 5 key organs:

- The Advisory Panel of Eminent Personalities
- The Steering/ Strategic Leadership Committee
- The Partners Consultative Group
- Cities Exchange Assembly/Forum (including local government and grassroots platforms)
- The Secretariat (including the Trust Fund facility and Regional Centres of Excellence)

Elements of the Governance Structure:

- The Advisory Panel of Eminent Personalities will be made up of experienced personalities who have worked with UN-HABITAT and partners in the technical field and will be tasked with advising the Office of the Executive Director of UN-HABITAT as Head of the Agency and by extension the Safer Cities Programme on enhancing effective technical support to local authorities on safety. The panel will be established as an
independent advisory group guided by principles of integrity, transparency, trust and accountability. Its key reference document will be the overall Safer Cities Programme Document 2012-16. This Panel will meet once a year during the annual meetings of one of the participating partners, or of UN-HABITAT.

- The Steering/Strategic Leadership Committee will be made up of high-level political advocates and lead partners to perform a strategic function of leadership advocating for and guiding the process on safer cities. Among others, the Steering/Strategic Committee will promote and lobby for the GNSC agenda and resolutions of the network in key global and regional urban platforms. This committee will convene formal meetings every two years preferably during the UN-Habitat Governing Council sessions and the World Urban Forum.

- The Partners Consultative Group will be made up of organizations that have entered into a collaborative (MoU) arrangement with UN-HABITAT supporting cities through tool development, training, knowledge management and capacity building. The Partners Consultative Group will also work towards joint programming and scaling up of normative and operational work of partners as well as monitor and evaluate the delivery of urban safety in cities.

- The Cities Exchange Assembly/Forum will be made up of local governments, thematic partner platforms and citizen/grassroots movements (e.g. Youth, Gender, Police, Armed Violence, CPTED, etc.). The Cities Exchange Forum will be the World Urban Campaign’s Safe and Healthy Cluster Group and will also be the meeting of safety networking events at the World Urban Forum to exchange knowledge on policy and practice on urban safety and to enhance city to city cooperation and learning. It will particularly involve city-to-city exchanges and enhanced peer review mechanisms. This will involve cities that have already developed safer cities models (defined as ‘resource cities’) working with the network of cities. The resource cities will have championed or adopted safer cities approaches that may be replicable in other cities/communities and are willing to share their knowledge with other cities. The first exploration of this type of city-to-city collaboration will be the eight-city UNICEF/UN-WOMEN/UN-HABITAT Safe and Friendly Cities for All project working group to demonstrate how cities could effectively learn, share and partner with their peers for a greater impact.

- Secretariat will serve as a knowledge-broker and resource clearinghouse. In particular, it will nurture the growth and development of the GNSC, initiate and facilitate a range of network activities, support fundraising and collect and open-source results and tools. The secretariat will also ensure highest level of political will for urban safety, monitor and evaluate implementation of urban safety projects and make available information and relevant tools/methodologies as required to facilitate the work of the cities and partners. UN-HABITAT will serve as the Secretariat from 2012 to 2016 culminating at the
HABITAT III Summit in Istanbul, Turkey. The secretariat will have one core-dedicated staff of the Safer Cities Programme of UN-HABITAT with provision for more should they be required. It will recruit consultants on a needs basis to service the network needs. The secretariat will be responsible for crafting its own exit strategy, defining a set of criteria and engaging network members in the process of handover. It is the aspiration of UN-HABITAT to see GNSC become an independent, self-organizing entity by 2016.

By the Sixth Session of the September 2012 World Urban Forum in Naples, the members of the Panel of Eminent Personalities will be identified. The Steering Group, Partners Consultative Group and the Cities Exchange Assembly/Forum will incrementally grow with a threshold number identified by the time of the GNSC Partners Consultative Group meeting at the UN-Habitat Governing Council session in April 2013.

5.4. **GNSC Operating Principles and Procedures:**

The GNSC will adhere to the principles of the Safer Cities collaborative model. These are:

a) Public safety must be considered a right for all.

b) Local authorities have a key role to play in addressing the rising public demand to reduce crime and violence.

c) Success depends on partnerships between local governments and other stakeholders to plan and carry out strategies and activities that aim to reduce violence, crime and insecurity.

It will also advocate for the systematic process in developing and implementing local crime and violence prevention strategies which should include:

- Identifying and mobilizing diverse local partners who can contribute to reduce and prevent crime and violence

- Creating a local safety coalition/partnership led by a public leader, ideally the Mayor

- Assessing, measuring and understanding the local safety and security problems as well as available human and financial resources to tackle it.

- Developing a multi-sectoral, integrated, holistic local crime prevention strategy and detailed plan of action tailored to the priorities identified by the local safety assessment.

- Implementing the local strategy through a range of short and long-term prevention initiatives that address the causes and fears of crime by improving social cohesion and community engagement in prevention.
• Institutionalization of this participatory crime prevention approach at the city level by incorporating security as a cross-cutting dimension to be considered in decisions and planning in the various departments of local government, the criminal justice system and civil society.

The Network’s operating procedures will be built on the principles of collaboration, consultation, and the building of capacity through shared learning. The network will operate under the rules and regulations governing the UN for the period that the secretariat remains under the jurisdiction of UN-HABITAT.

5.5. **How Much Will It Cost?**

The network secretariat will start with existing resources and adapt its operations accordingly as it engages donors in a resource mobilization effort.

6.0. **Risks**

Although a number of risks have been identified, mitigating actions will be put in place to ensure that these are not brought to reality as seen in figure below.

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<th>Mitigating actions</th>
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<td>- Sufficient funding to support the running of the GNSC to make a significant difference</td>
<td>- Careful fundraising strategy as part of the Safer Cities Programme of UN-HABITAT with ongoing work to secure funding on an ongoing basis over the next 3 to 5 years</td>
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<td>- No immediate will by partners to join the GNSC due to silo effect</td>
<td>- Partner Consultative mechanism set up to ensure that lead partners do exist and are available to participate</td>
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<td>- GNSC viewed as yet another network therefore support lacking</td>
<td>- Where necessary, clear deliverables/products and milestones will be agreed up front and monitored accordingly</td>
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<td>- Demonstration of delivery initially by presentation of business and implementation plan, and subsequently by pre-defined milestones for each lead partner working group</td>
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