

Engaging Urban Actors in East Africa

Kampala Design Thinking Workshop

16th to 18th August, 2017
Innovation Village, Kampala, Uganda.
Abridged Report





Kampala Design Thinking Workshop Participants

Sustainable Living Spaces is one of the focus areas of the Robert Bosch Stiftung (RBSG). In this regard, the foundation contracted the Living Lab at the University of Nairobi to facilitate a creative brainstorming workshop for urban actors drawn from Kenya, Uganda, Tanzania, Burundi and Rwanda.

The main objective of the Design Thinking (DT) workshop was to engage the diverse group of urban actors in order to co-generate ideas for creative, local solutions to common urban challenges.

By working with the Living Lab, RBSG wanted to ensure that the outcomes of the workshop are contextualised and informed by local expertise and knowledge. The DT workshop was also a chance for participants to learn about DT methods and network with other professionals from the region.

The Living Lab Team

The Living Lab is a co-creative space for researchers and experts who have a common interest in sustainable urban change.

For the RBSG assignment, the Living lab assembled a multidisciplinary team led by Dr. Amollo Ambole and Prof. Madara Ogot.

Workshop facilitators from the Living lab	Role
Dr. Amollo Ambole PhD in Development and Management Studies; Researcher at University of Nairobi (UoN), Kenya	Project lead
Prof. Madara Ogot PhD in Strategic Management & Mechanical Engineering; Director of Research and Extension at UoN.	Main facilitator
Maryanne Akoth MSc in Entrepreneurship and Innovation Management; Former administrator at C4Dlab – UoN; Current: Incubation Manager at TechBridge, Mombasa, Kenya.	Logistics
Daniel Githira MSc in Geo-information for Urban planning and management County physical planner at Taita Taveta County, Kenya	Main Rapporteur
Nelson Cheruiyot BA in Design MA student at UoN	Photography and Graphic Design

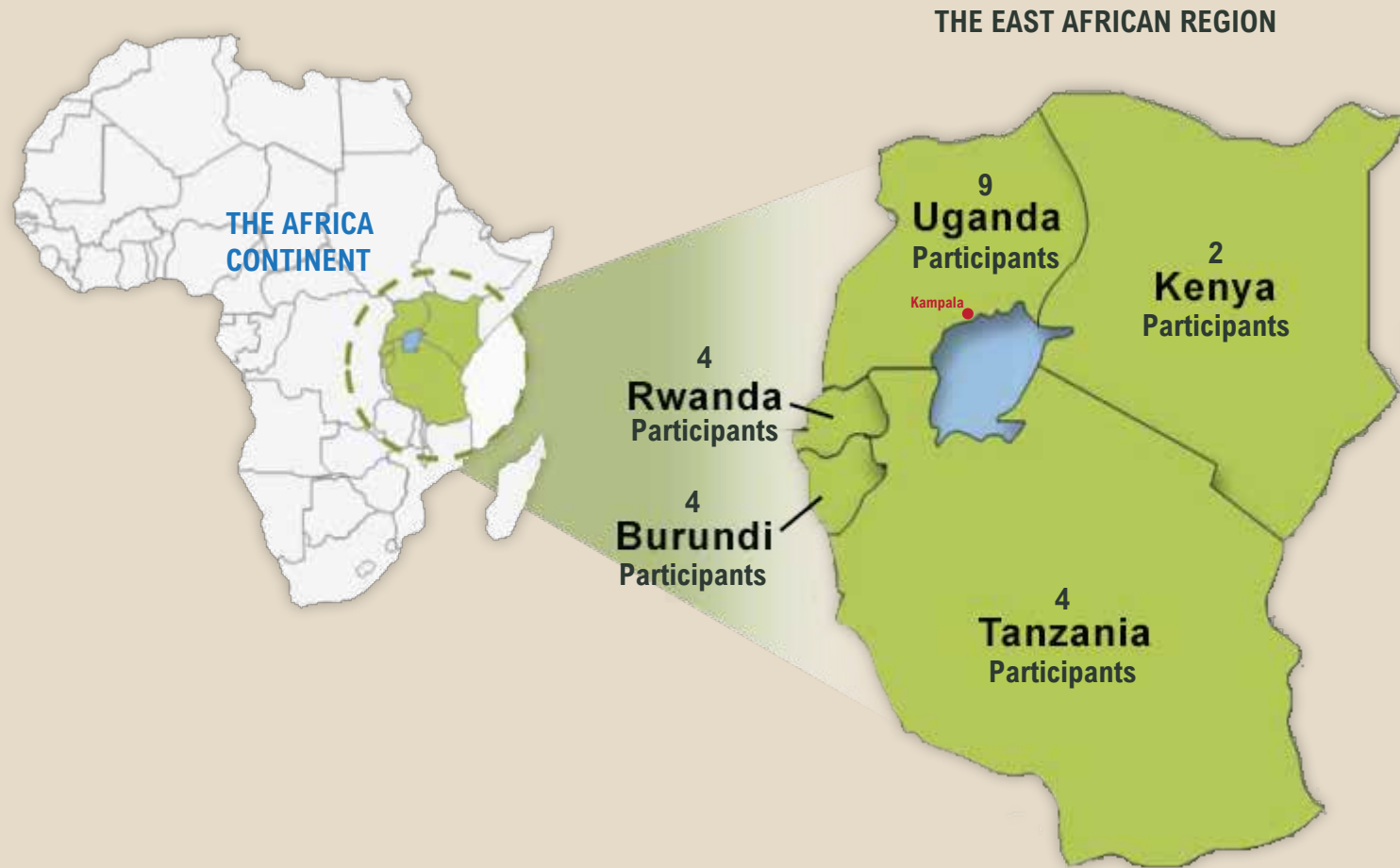
“We believe
collaboration
is the key to radical
innovation.”



LivingLab

University of Nairobi

Co-Creating Change



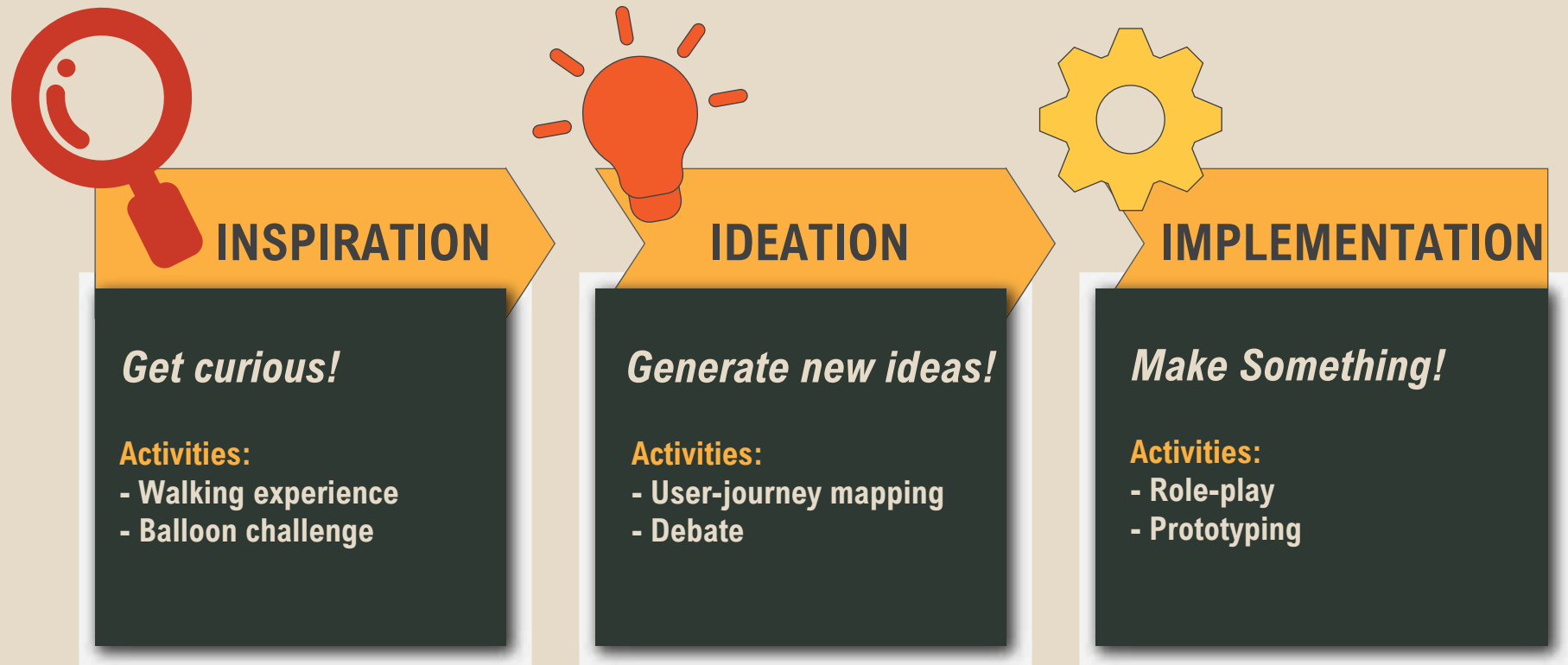
Breakdown of workshop participants by country



Summary of participants' focus areas in sustainable urban development

Workshop Activities

The workshop was designed to be participatory, anchored on the principles of Design Thinking (DT). The activities were organized along three core DT stages of inspiration, ideation and implementation.





INSPIRATION PHASE

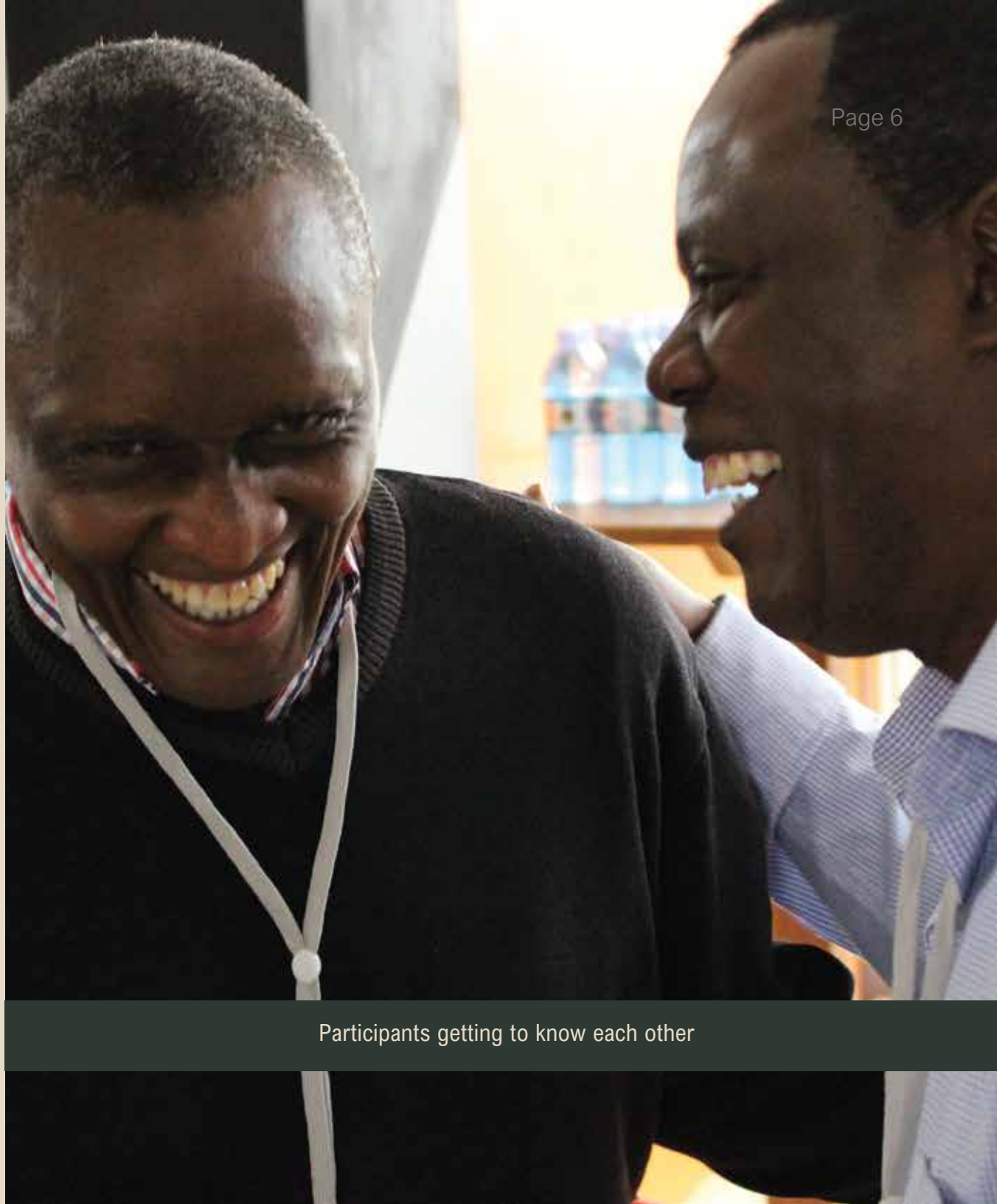
In this phase, the participants were engaged in a process of discovering who they are, and their common interests.

Opening design questions:

- What is capacity building?
- Who are urban Actors?
- What is a Liveable City?
- What is Sustainable Urban Development?

The main responses were:

- Capacity building should be holistic so that it can address the complexity of the urban space.
- Capacity building needs to move beyond conventional training.
- Urban actors are creators of change in the urban space.
- A liveable city needs to be inclusive.
- Sustainable Urban development is a multi-pronged concept that involves ensuring human life, animal life, plant life and resources in their possession are managed.



Participants getting to know each other



INSPIRATION PHASE

The Walking Experience Exercise:

This is a DT technique that allows a person (as a designer) to empathise with their partner (as the user), so as to co-design a solution with them.

The Balloon Challenge:

The challenge sought to increase awareness amongst participants on both team building and communication within teams. It involved rapidly transitioning through inspiration-ideation-implementation stages in an engaging exercise.

"The urban context as you know is very complex, it involves a lot of interaction and interconnections at different levels"

Workshop participant

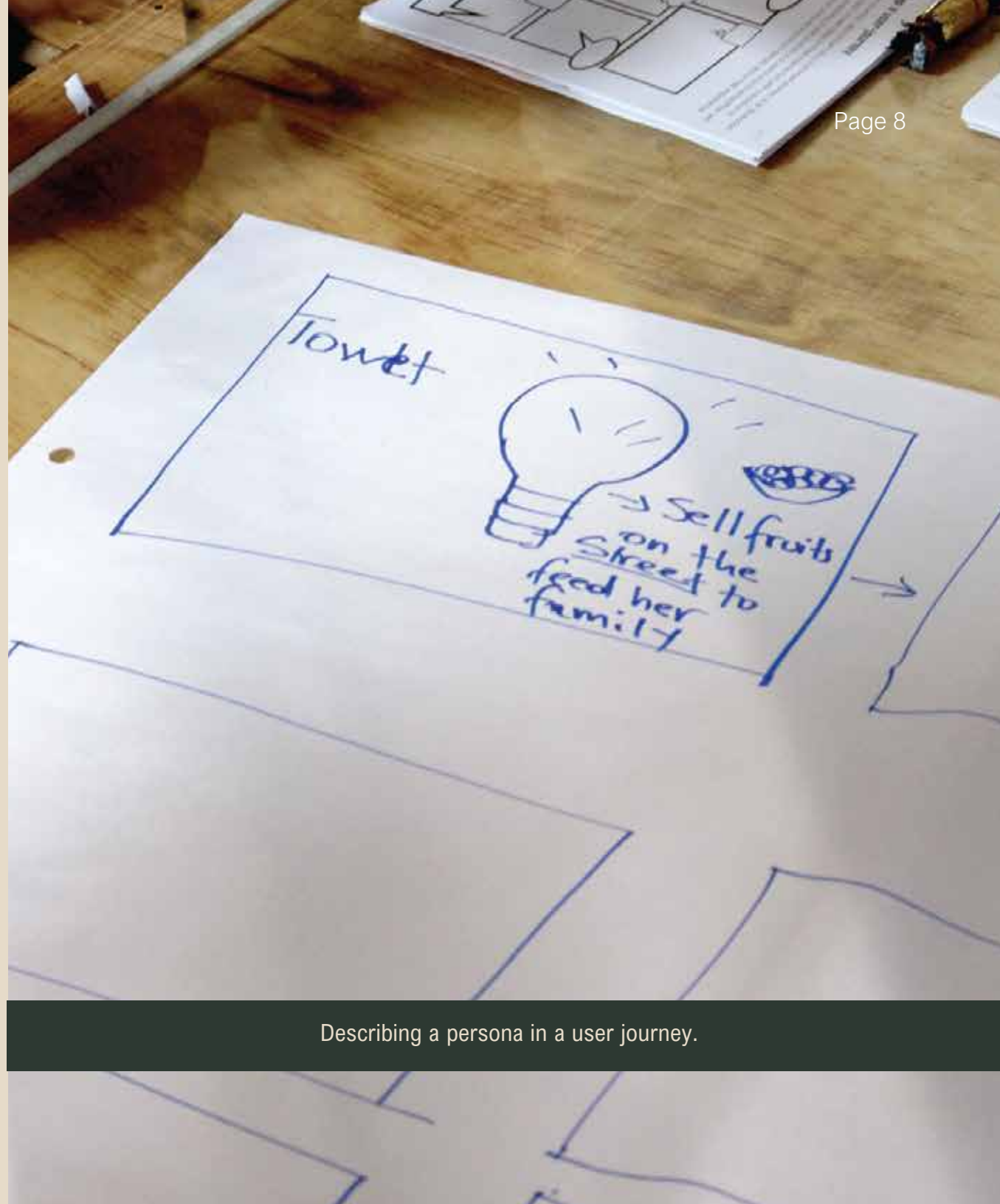


IDEATION PHASE

The focus of activities in this phase was to articulate shared issues, successes and challenges. The expected output in this stage included a refined problem on one side and many possible solutions on the other. The specific DT activities included user-journey mapping and debate.

User-journey mapping:

A user journey, also known as a customer journey, is an illustration of the steps a user takes in their interaction with a product or service. Mapping a user journey is a useful way to empathize with the user and uncover important details about their experience. Participants were asked to assume a persona in the urban space, visualizing how they can make an impact toward sustainable urban development.



Describing a persona in a user journey.

Debate:

The debate session provided a platform for a divergence of ideas through provocation. The participants were divided into two groups: One team proposed while the other opposed the motion that 'Cities are NOT the Solution'.

*"Everyone's ideas
should be respected."*

Workshop participant



Participants during the debate





IMPLEMENTATION

Activities during the implementation stage of DT provided a deeper understanding of the proposed solutions and convergence of ideas. Participants went through this process of implementation to allow them to refine and develop ideas and workable solutions based on their expertise and synergies within their teams.

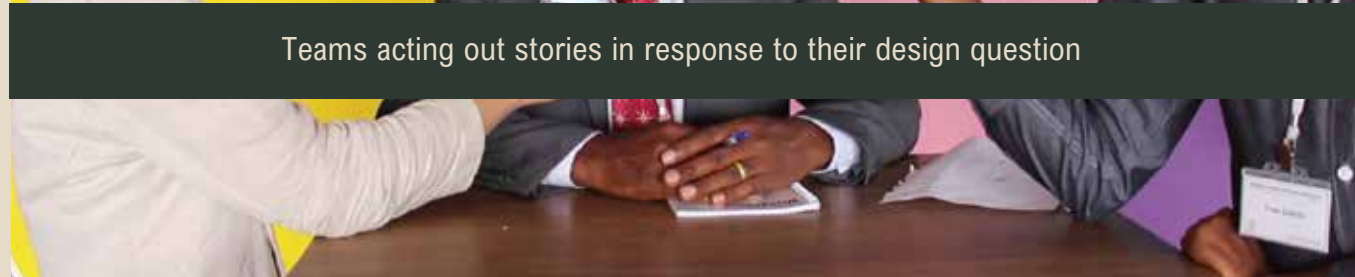
Role Play:

Participants designed and acted out a story that best responded to their group's design question. The role-play was a useful way to 'act out' potential solutions.

DT approach is a new and suitable approach in addressing sustainable urban development issues in the East African region.”
Workshop participant



Teams acting out stories in response to their design question





IMPLEMENTATION

Prototyping:

The prototypes were developed based on the following questions:

Question 1:

How might we promote cross-cultural sector collaboration between the public, private and social sector?

Question 2:

How might we better bridge academia/science and participation?

Question 3:

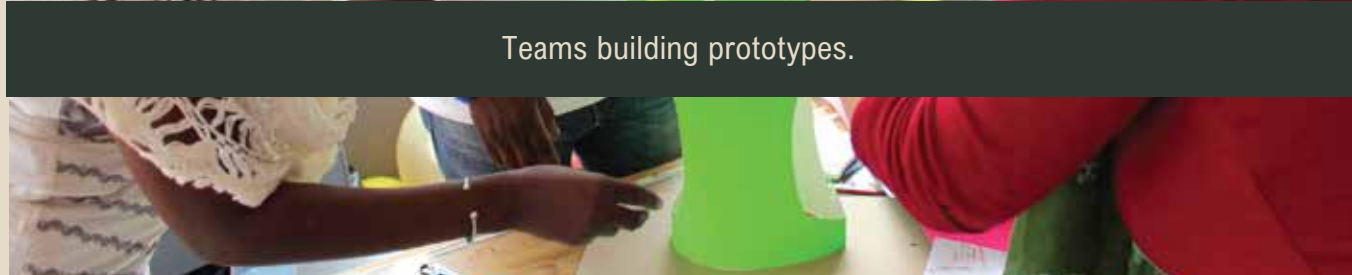
How might we better promote participation for sustainable urban development?

“Best lesson included how to undertake prototyping and the user journey.”

Workshop participant

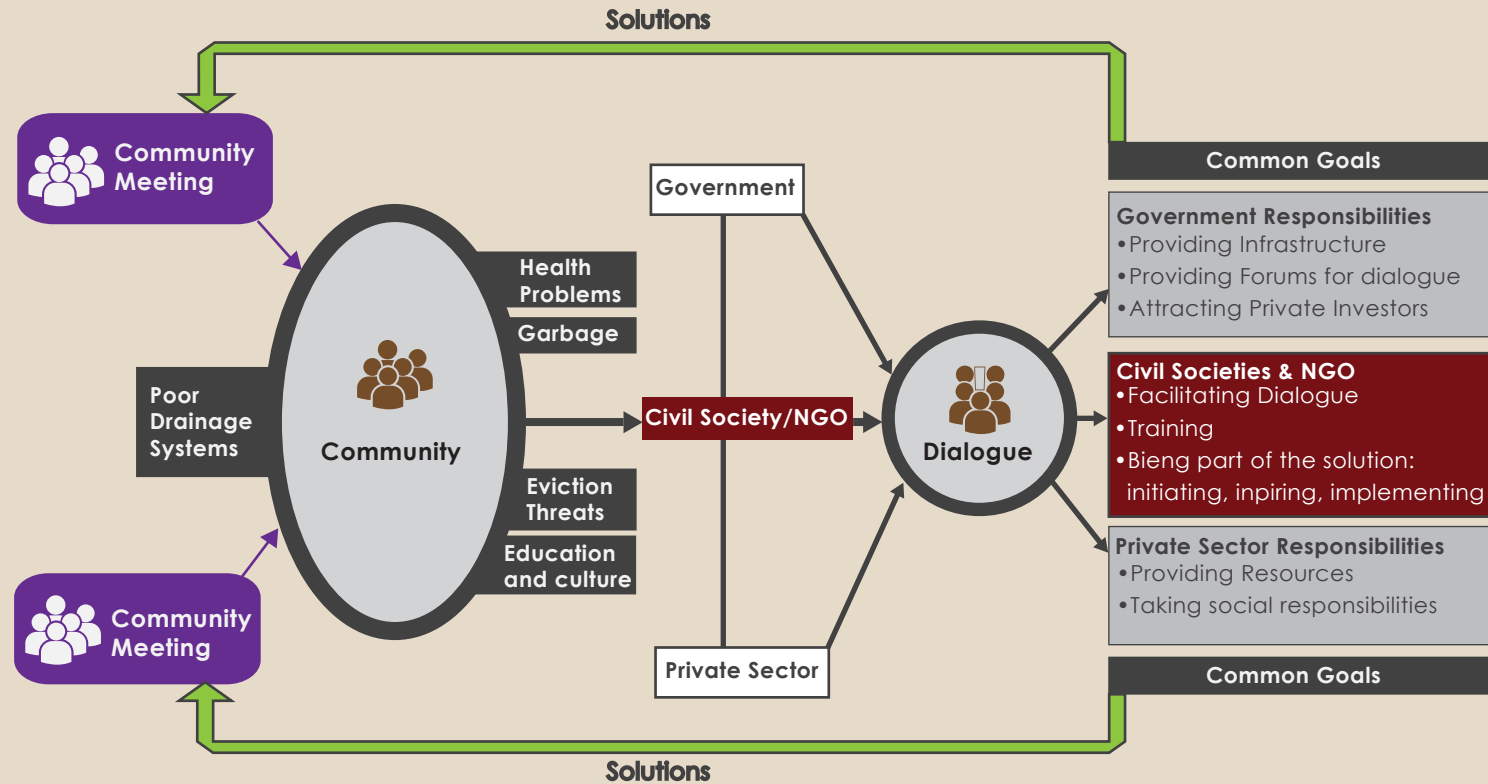


Teams building prototypes.





Prototype 1: Stakeholder's Dialogue



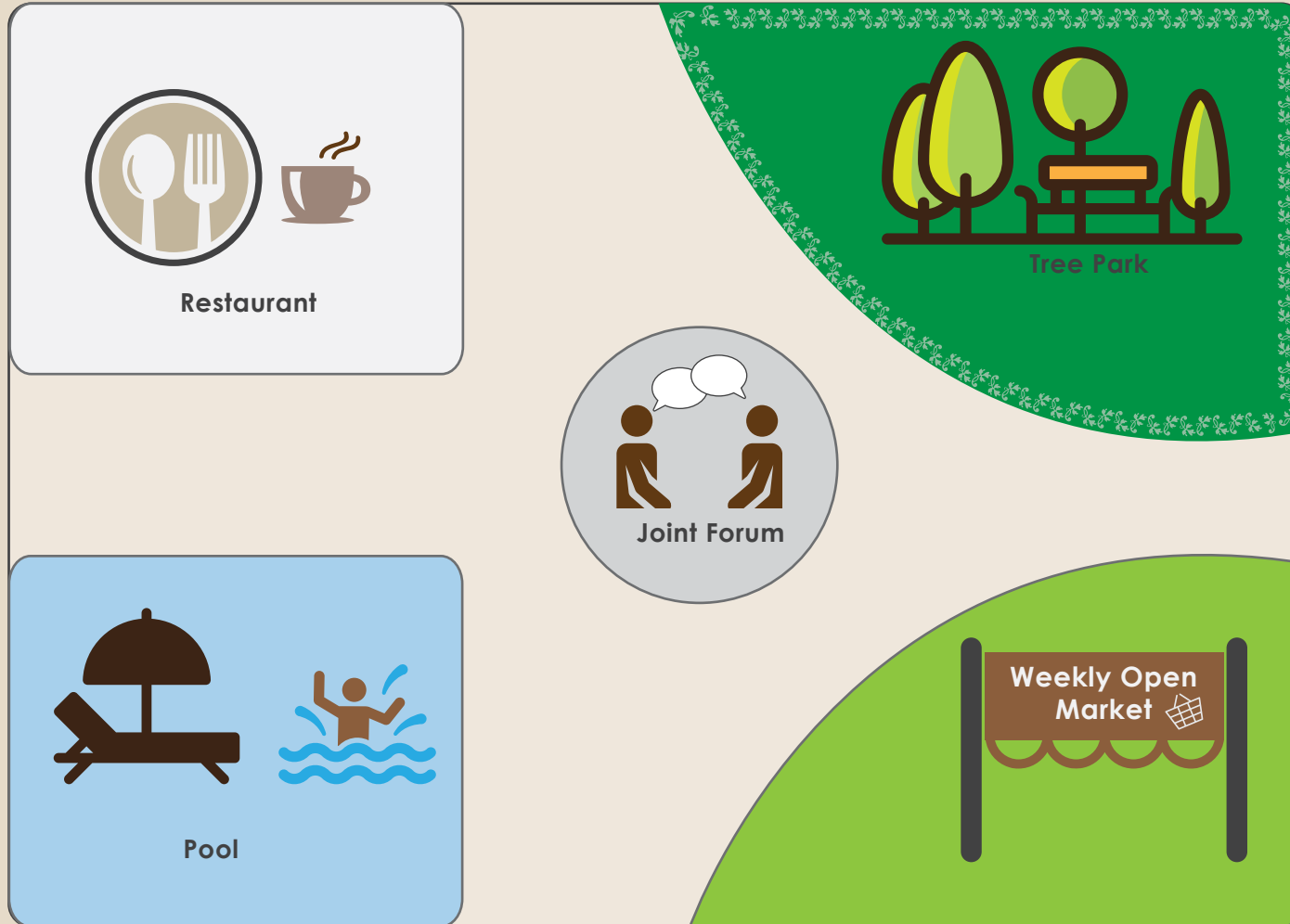
Stakeholders' Dialogue:

This is a civil society initiative that brings together stakeholders to find solutions to community challenges, by pooling resources and involving the community in implementation.

With the civil society playing an integrative role, the stakeholders can tackle community challenges such as infrastructure development, land issues, health and education.



Prototype 2: Joint Forum



Joint Forum:

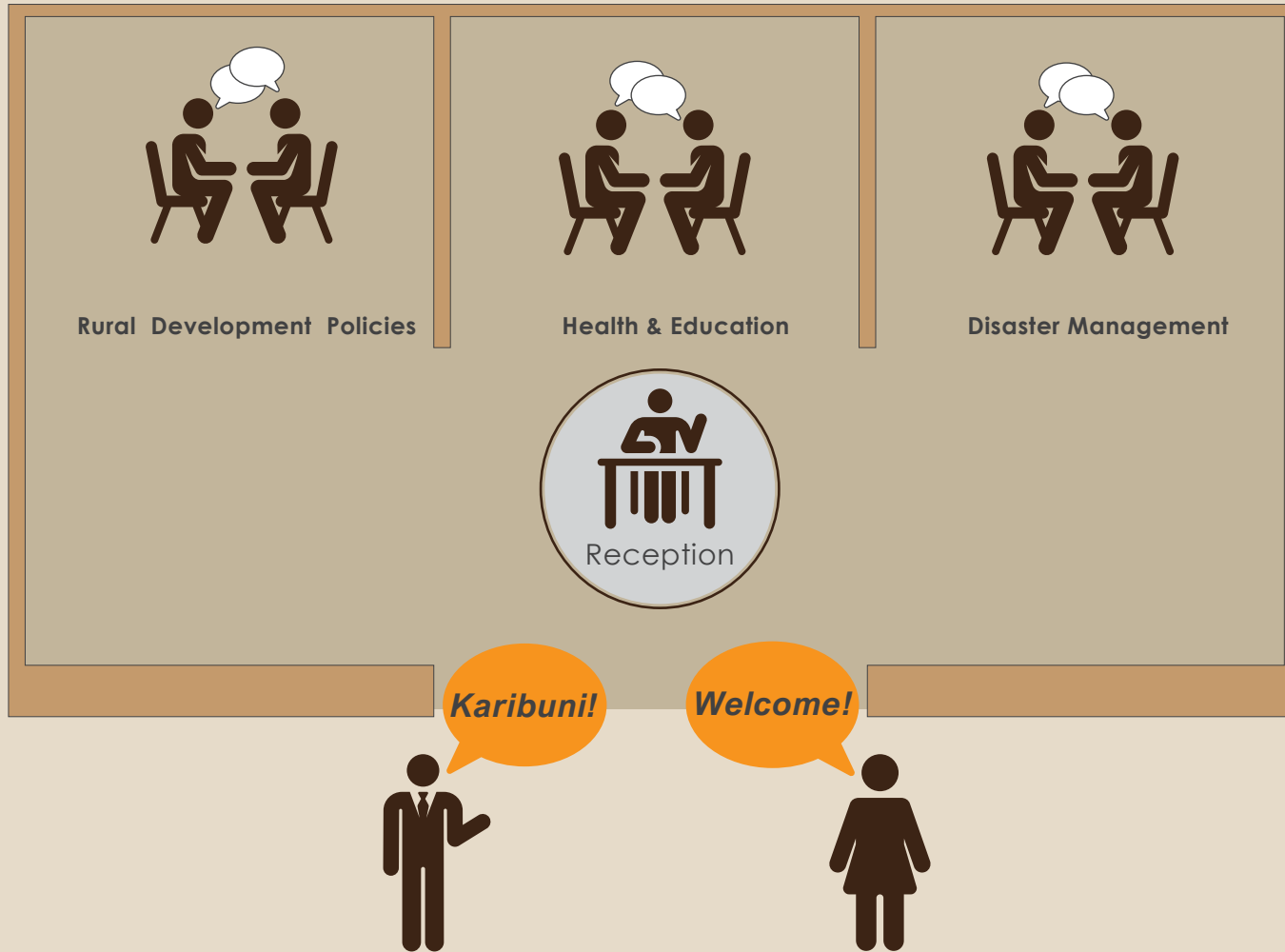
This is a forum for stakeholders to manage public spaces in the city, through monitoring, consultation and long-term engagement.

Constituting the forum are stakeholders from

the public sector, community, private sector, investors, minority groups, planning authorities and civil society among others.



Prototype 3: Knowledge Broker Centre



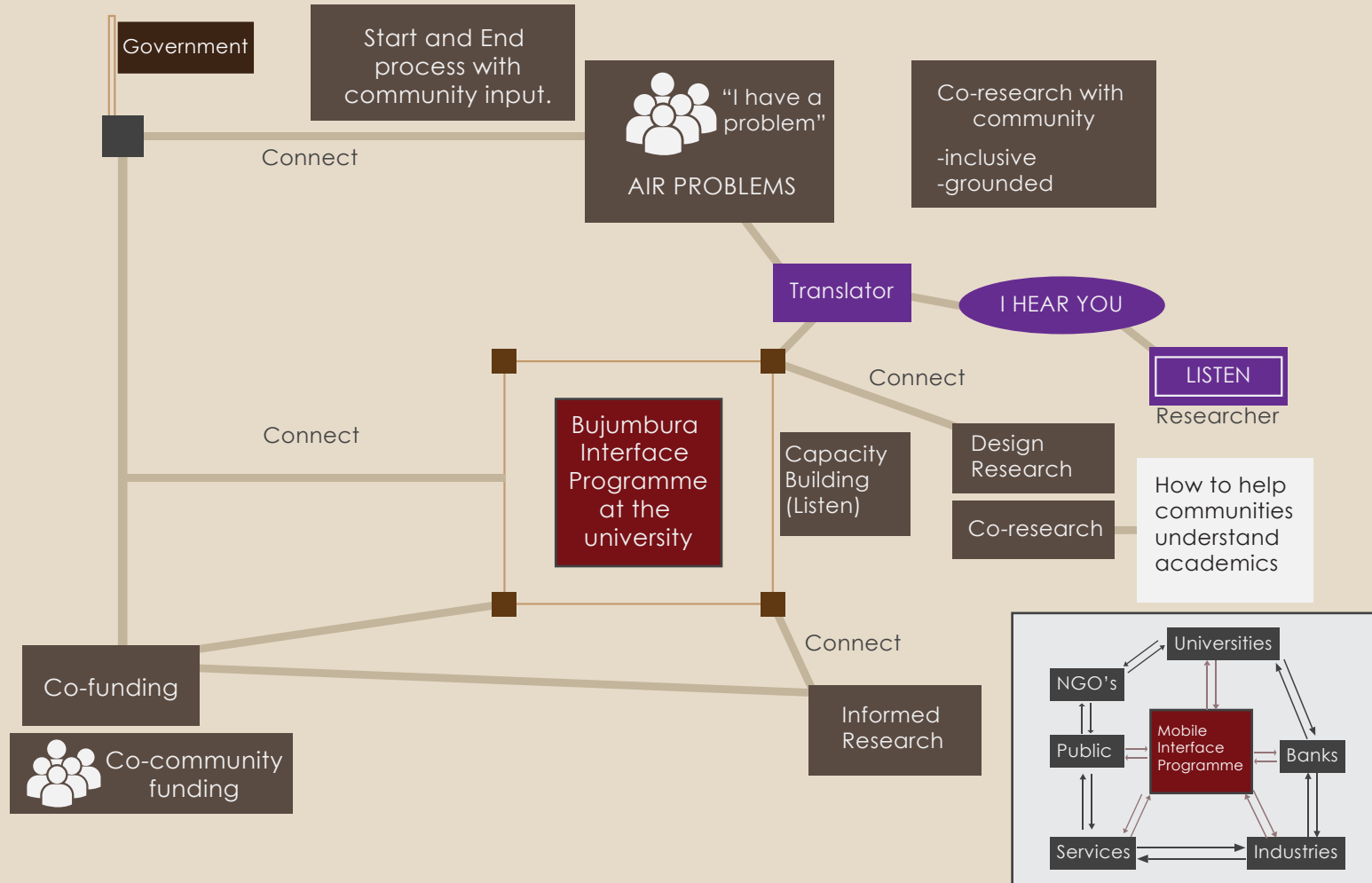
Knowledge Broker Centre:

This is a knowledge management facility that connects academia, policy makers and communities, to ensure that solutions are informed by community realities. The core

aim of this centre is to ensure that policy makers offer practical solutions by interacting with communities.



Prototype 4: Mobile Interface Programme



Mobile Interface Programme:

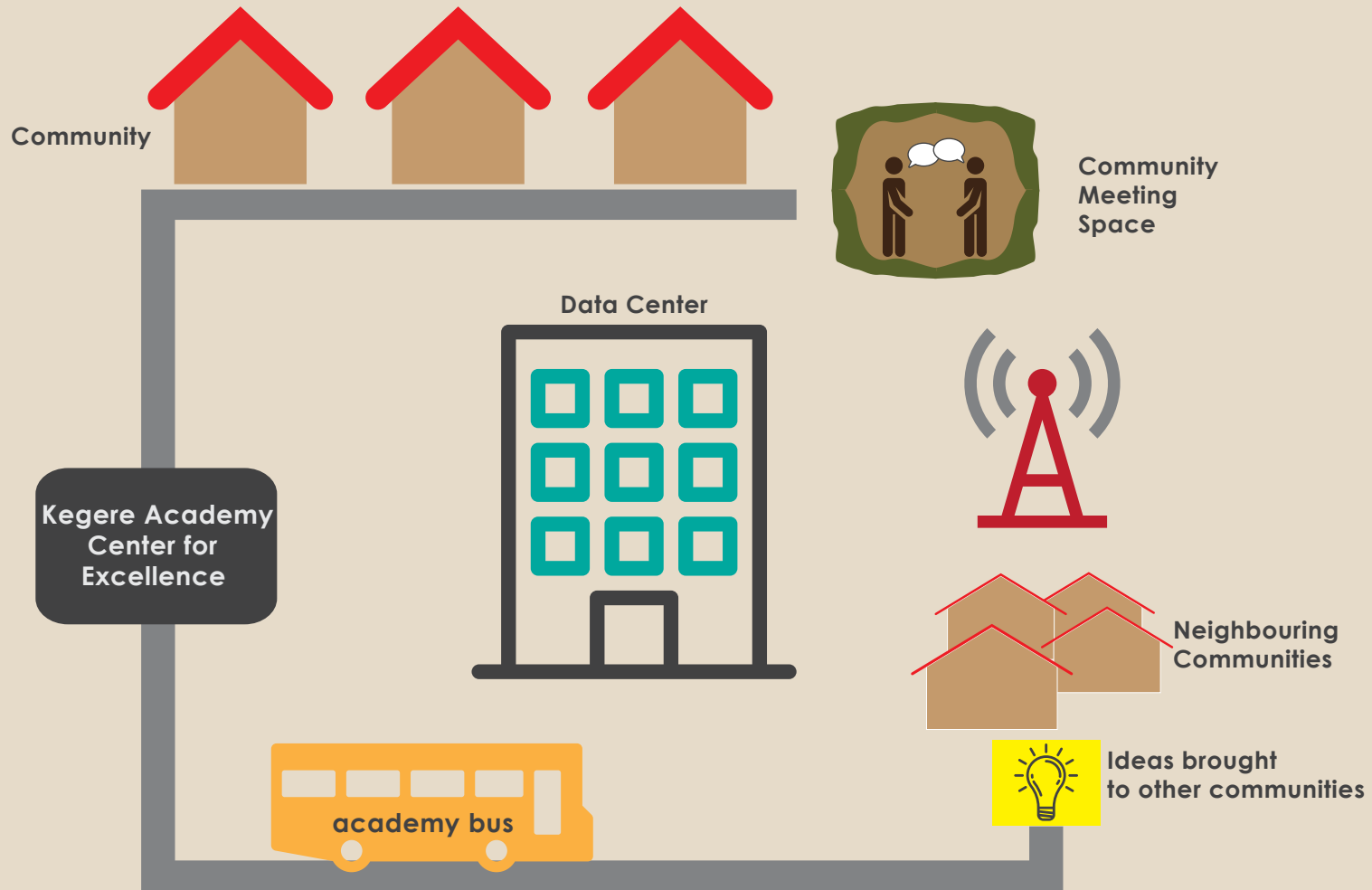
This is a co-design space for stakeholders to tackle issues raised by the community, through informed research that is aimed at practical application. At the core of the

programme is a platform where university scholars, NGOs, the public, industry managers and service providers meet to forge a language of engagement common to all.

The interface programme starts with communities raising issues affecting them to the joint team. The process is iterative and can be initiated at any stage by any stakeholder.



Prototype 4: Community Collaboration Platform



Community Collaboration Platform:

The platform provides a framework for community engagement and decision-making that is facilitated by an academy.

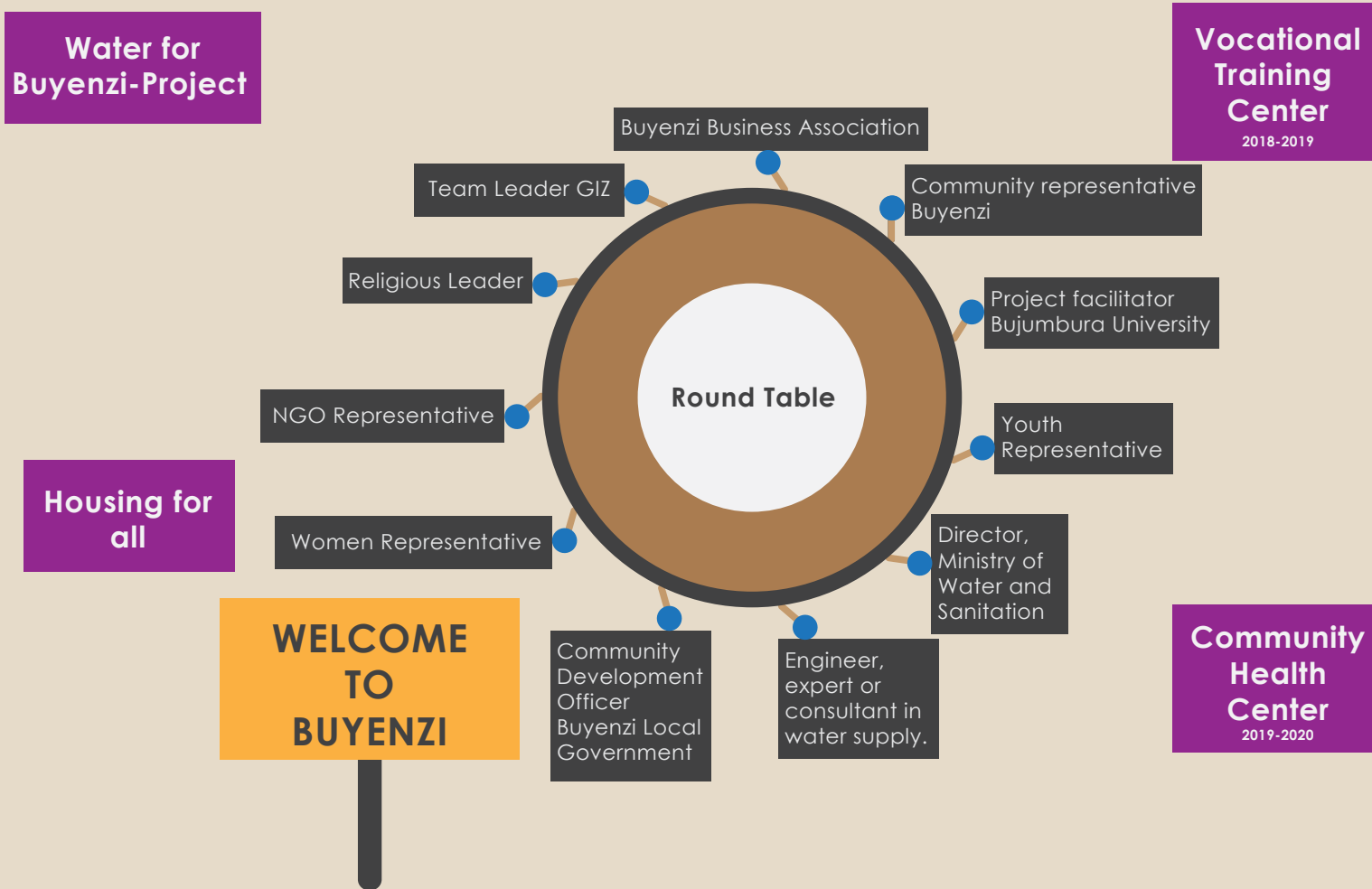
The academy provides an inclusive space

where different stakeholders can engage as equal parties to co-identify and co-design solutions. To facilitate communication for the community, the academy has an online and

mobile phone communication network. Joint tours with the academy bus serve as a learning, team building and trust tool.



Prototype 4: Buyenzi Development Initiative



Buyenzi Development Initiative:

This is a community roundtable framework that is focused on solving specific community challenges through long-term stakeholder engagement.

At the roundtable, community projects are discussed and prioritized. Community stakeholders at the roundtable may change depending on their interest in a project.

Market Place



The Winning Team

The Market Place:

The market place involved selecting a team member from each group to 'sell' the group's prototype to other workshop attendants.

Participants interacted with all the prototypes and engaged in idea exchanges. A few minutes were offered to the teams to improve their models.

Participants then voted in plenary for the best prototype. The team that scored the highest votes was awarded.

"Solutions to urban problem should be sought through dialogue which should include all stakeholders and sectors."
Workshop participant

1. Need for collaboration amongst stakeholders:

There is need for greater collaboration and co-creation amongst stakeholders in the urban space within each country. The workshop participants could perhaps find ways to initiate or strengthen such collaborations amongst themselves in their countries.

2. Networking platform for urban actors:

There is need for further networking amongst the urban actors in the region through a platform such as the living lab. The workshop participants could be facilitated to engage further such as through an East African Urban forum.

3. Facilitation for greater participation:

The DT approach is an appropriate method for facilitating participation amongst heterogenous groups, more so in the exploratory stage of formulating common interests and goals. In later stages, participants can work further towards actual implementations of prototypes.

4. Contextualisation of solutions:

Urban solutions can be replicable across countries in the region. However, solutions need to be localised/contextualized. This means that initiatives or programmes need to be driven by local expertise.

5. Public goods and spaces:

Public spaces (such as parks), and public goods (such as water, sanitation, education, healthcare) are focal areas of collaboration.

6. Hard vs soft infrastructure:

In cases where stakeholders want to focus mostly on 'soft infrastructure' such as networking and capacity building, 'hard infrastructures' such as school building and road infrastructure can be used to spur conversations and drive stakeholders to find common solutions.

7. Rural - urban linkage:

Rural-urban linkage and interdependencies are key aspects of sustainable urban development. These linkages are often underrated and trivialized.

8. The multiple perspectives of sustainable urban development:

Sustainable development has multiple perspectives that include: social (e.g. inclusivity) environmental (e.g. Healthy cities); economic (e.g. Co-funding opportunities); spatial (e.g. accessible spaces; green spaces).

9. Role of government:

Government plays a key role in sustainable urban development such as through co-financing and co-management.

Ideas for follow up activities:

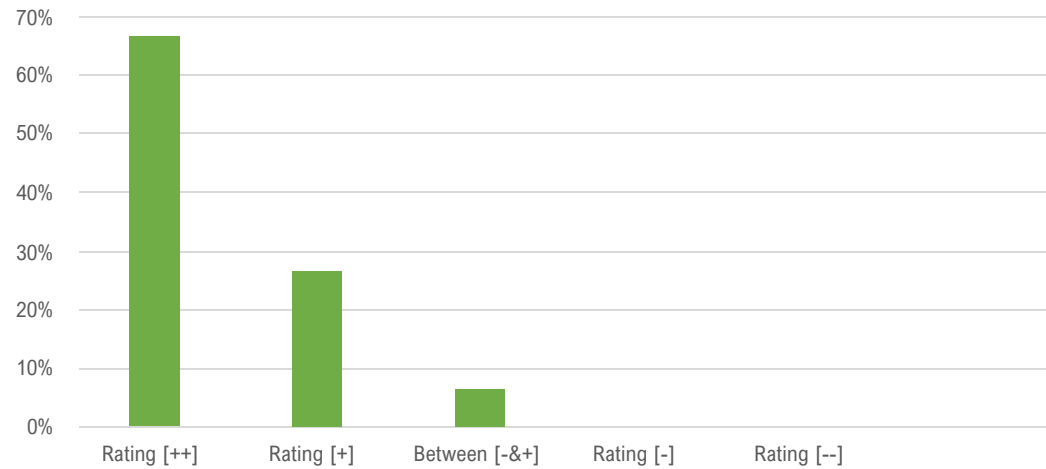
- Prototyping workshops.
- Online collaborative platform.
- Regional urban forum.



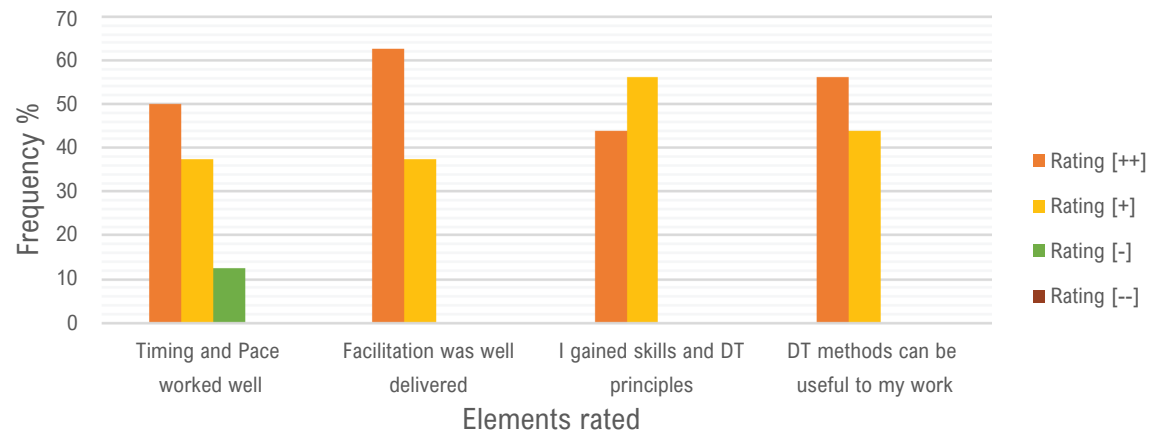
“Learning should be made enjoyable; fun.”
Workshop participant

“It was the perfect workshop; best I ever attended!”
Workshop participant

Overall satisfaction rating of the workshop



Participants rating of the sessions



List of participants

BURUNDI

René Manirakiza	University of Burundi
Jean François Régis Sindayihebura	University of Burundi
Aloys Misago	University of Burundi
Ginette Karirekinyana	Agence consultative en éthique de la coopération internationale (ACECI)

RWANDA

Yvan Gatoto	IMC Worldwide: Rwanda
Natacha Muziramakenga	Rwanda Arts Initiative
René Nzabonimana	Innovative Builders and Suppliers
Deborah Kakoma	Village Group: Rwanda

TANZANIA

Nathalie Jean Baptiste	Ardhi University
Tim Ndezi	Centre for Community Initiatives: Tanzania
Immaculata Senje	Ministry of Lands, Housing and Human settlements department: Tanzania
Aida Mulokozi	Dar Centre for Architectural Heritage, DARCH: Tanzania

KENYA

Bob Bogonko	Council of Governors: Kenya
Irūngū Houghton	Kilimani Project Foundation: Kenya
Amollo Ambole	Living Lab, University of Nairobi
Maryanne Akoth	Living Lab, University of Nairobi
Nelson K. Cheruiyot	Living Lab, University of Nairobi
Madara Ogot	Living Lab, University of Nairobi

About RBSG

The Robert Bosch Stiftung is one of Europe's largest foundations associated with a private company. In its charitable work, it addresses social issues at an early stage and develops exemplary solutions. To this purpose, it develops and implements its own projects. Additionally, it supports third-party initiatives that have similar goals.

Robert Bosch **Stiftung**

www.bosch-stiftung.de

List of participants

GERMANY

Irene Weinz	Robert Bosch Stiftung
Maja Augustinovic	Robert Bosch Stiftung
Atje Drexler	Robert Bosch Stiftung
Agnieszka Surwillo-Hahn	Robert Bosch Stiftung

UGANDA

Rita Atukwasa	Institute for Social Transformation (IST)
Samuel Mabala	Cities Alliance
Sam Mutabazi Stewart	Uganda Road Sector Support Initiative (URSSI)
Edris Loubega	NSDFU/ACTogether Uganda
Shuaib Lwasa	Makerere University: Urban Action Lab
Kareem Buyana	Makerere University: Urban Action Lab
Gloria Nsangi	Makerere University: Urban Action Lab
Disan Byarugaba	Makerere University: Urban Action Lab
Hakim Sseviiri	Makerere University: Urban Action Lab

About Living Lab

The Living Lab at the University of Nairobi, is a co-creative space for researchers and experts who have a common interest in sustainable urban change. At the Living Lab, we explore design thinking both as a facilitatory tool and as a research method for innovating in the urban space; the urban space is our 'living' laboratory where we explore creative opportunities.

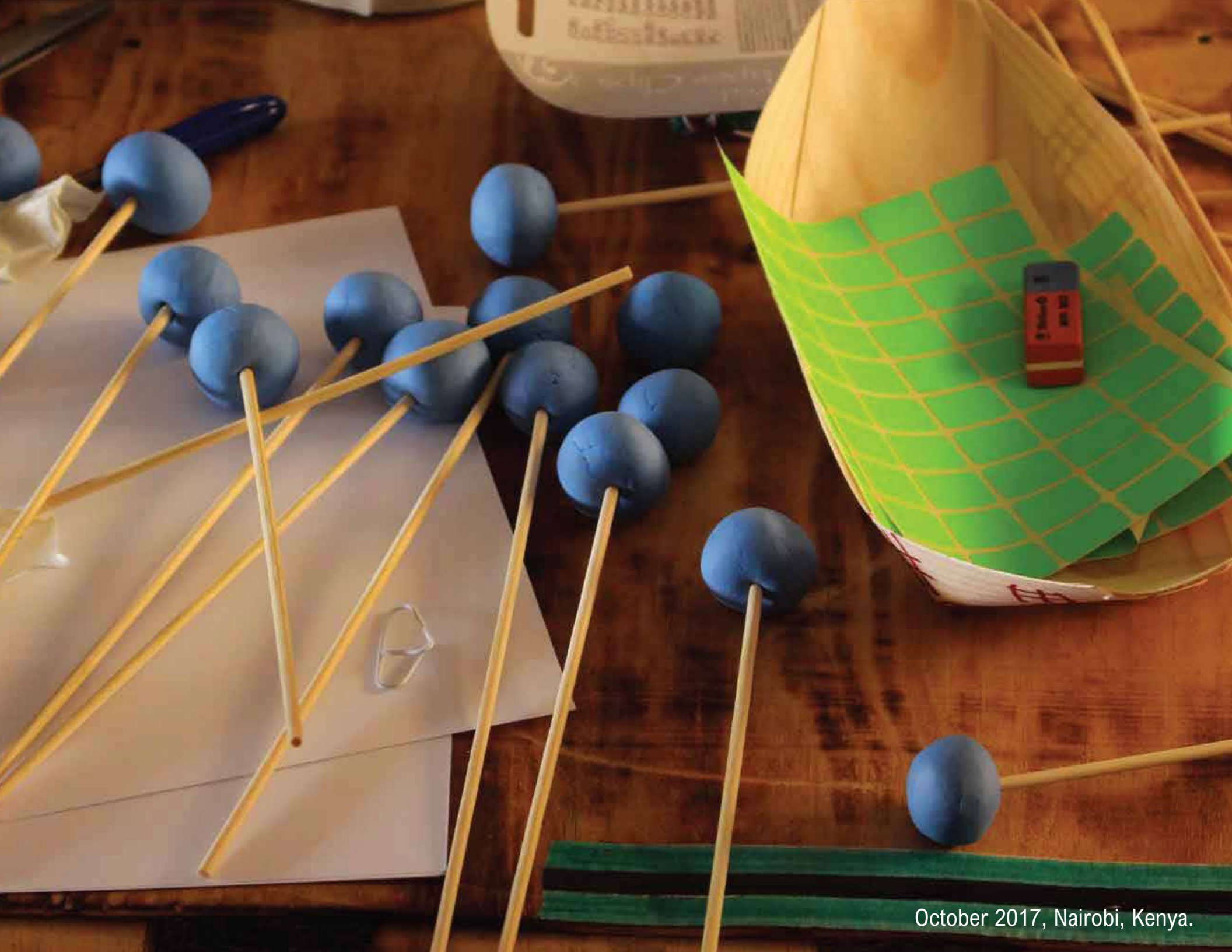


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