Engaging Urban Actors in East Africa

Kampala Design Thinking Workshop

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

LivingLab
University of Nairobi

Robert Bosch Stiftung
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.

<table>
<thead>
<tr>
<th>Workshop facilitators from the Living lab</th>
<th>Role</th>
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<tbody>
<tr>
<td><strong>Dr. Amollo Ambole</strong></td>
<td>Project lead</td>
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<tr>
<td>PhD in Development and Management Studies; Researcher at University of Nairobi (UoN), Kenya</td>
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<tr>
<td><strong>Prof. Madara Ogot</strong></td>
<td>Main facilitator</td>
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<tr>
<td>PhD in Strategic Management &amp; Mechanical Engineering; Director of Research and Extension at UoN.</td>
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<tr>
<td><strong>Maryanne Akoth</strong></td>
<td>Logistics</td>
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<tr>
<td>MSc in Entrepreneurship and Innovation Management; Former administrator at C4Dlab – UoN; Current: Incubation Manager at TechBridge, Mombasa, Kenya.</td>
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<tr>
<td><strong>Daniel Githira</strong></td>
<td>Main Rapporteur</td>
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<tr>
<td>MSc in Geo-information for Urban planning and management County physical planner at Taita Taveta County, Kenya</td>
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<tr>
<td><strong>Nelson Cheruiyot</strong></td>
<td>Photography and Graphic Design</td>
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<tr>
<td>BA in Design MA student at UoN</td>
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“We believe collaboration is the key to radical innovation.”

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“LivingLab
University of Nairobi
Co-Creating Change

www.livinglab.co.ke
Breakdown of workshop participants by country
Summary of participants’ focus areas in sustainable urban development

3 participants from the Private sector
- Cross-sector support
- Design challenges
- Support for integrated cities

3 participants from the Public Sector
- Sustainability of urban spaces
- Stakeholders’ participation
- Compliance with standards
- Policy, Planning

9 participants from Academia
- Urban & sub-urban geography
- Sustainable urban development
- Urban sociology
- Management of urban infrastructure
- Urban vulnerability, climate change adaptation
- Participatory appraisal of urban systems
- Green Energy
- Heterogeneous Infrastructure
- Sustainability transitions in cities
- Urban actors
- Monitoring and evaluation

8 participants from NGO/Civil society
- Poverty alleviation, environmental management
- Civic leadership and management
- Re-appropriation of public space for culture
- Grassroots community groups
- Promote architectural heritage
- Community mobilisation
- Women in the informal sector
- Collaboration with institutions of higher learning

Please describe your work in sustainable urban development
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**
*Get curious!*
Activities:
- Walking experience
- Balloon challenge

**IDEATION**
*Generate new ideas!*
Activities:
- User-journey mapping
- Debate

**IMPLEMENTATION**
*Make Something!*
Activities:
- Role-play
- Prototyping
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.
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
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.
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
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
**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
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**

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.

**Mobile Interface Programme at the university**

AIR PROBLEMS

"I have a problem"

Start and End process with community input.

Co-research with community -inclusive -grounded

Translator

LISTEN

I HEAR YOU

Design Research

Co-research

Capacity Building (Listen)

Design Research

Co-research

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Co-funding

Co-community funding

Bujumbura Interface Programme at the university

Informed Research

Prototype 4: 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.
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
Emerging themes

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

Participants’ Evaluation of the Workshop

Overall satisfaction rating of the workshop

<table>
<thead>
<tr>
<th>Rating</th>
<th>Frequency %</th>
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Participants rating of the sessions

Elements rated

- Timing and Pace worked well
- Facilitation was well delivered
- I gained skills and DT principles
- DT methods can be useful to my work

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<thead>
<tr>
<th>Elements rated</th>
<th>Rating ++</th>
<th>Rating +-</th>
<th>Rating -</th>
<th>Rating --</th>
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<tbody>
<tr>
<td>Timing and Pace worked well</td>
<td>40%</td>
<td>20%</td>
<td>8%</td>
<td>12%</td>
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<tr>
<td>Facilitation was well delivered</td>
<td>30%</td>
<td>12%</td>
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<td>I gained skills and DT principles</td>
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**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 | | | |
| Irungu 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.

[www.bosch-stiftung.de](http://www.bosch-stiftung.de)
## List of participants

<table>
<thead>
<tr>
<th><strong>GERMANY</strong></th>
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<tbody>
<tr>
<td>Irene Weinz</td>
<td>Robert Bosch Stiftung</td>
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<td>Maja Augustinovic</td>
<td>Robert Bosch Stiftung</td>
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<td>Atje Drexler</td>
<td>Robert Bosch Stiftung</td>
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<td>Agnieszka Surwillo-Hahn</td>
<td>Robert Bosch Stiftung</td>
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<tr>
<td>Rita Atukwasa</td>
<td>Institute for Social Transformation (IST)</td>
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<td>Samuel Mabala</td>
<td>Cities Alliance</td>
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<td>Sam Mutabazi Stewart</td>
<td>Uganda Road Sector Support Initiative (URSSI)</td>
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<td>Edris Loubega</td>
<td>NSDFU/ACTtogether Uganda</td>
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<td>Shuaib Lwasa</td>
<td>Makerere University: Urban Action Lab</td>
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<td>Kareem Buyana</td>
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<td>Gloria Nsangi</td>
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<td>Disan Byarugaba</td>
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<td>Hakim Sseviiri</td>
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### 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.