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The SID-W Infrastructure and Urban Development Workgroup is a group of individuals actively engaged in the improvement of developing cities and urban centers as well as addressing urban poverty. With events ranging from developing resilience in cities to how cities can attract private investment, this workgroup aims to discuss infrastructure and other issues that affect the urban poor and the strategies for and importance of developing better and stronger urban centers.
Dear Members of the Infrastructure & Urban Development Workgroup,

Our Fiscal Year 2020 was unusual for us, as it was for so many, ending during a global pandemic. This certainly affected our ability to deliver programming. Despite this hurdle the Workgroup produced two great events: USAID Urban Policy: Lessons After Five Years of Implementation and The Impact of Climate Change on the Urban Poor and Their Development Prospects: A Peek at Recent USAID Research.

We would like to thank former Co-Chair Judith Hermanson (IHC Global). She helped us put on many fantastic events during her tenure. We wish her the best in her future endeavors.

Now that we have mastered the art of virtual programming, we look forward to offering more events accessible to a wider audience and providing an even more dynamic community for interaction. We hope to see you at some of our upcoming events. You can see all of our programs on our website – and please check back often as we add new ones regularly.

Thank you for your interest in and support of SID-Washington’s Workgroups. If you have questions, comments or ideas, please send an email to events@sidw.org.

Best regards,

Katherine Raphaelson

Paul A. Sherman
FY 2020 WORKGROUP CO-CHAIRS

David Painter
Advisor, Independent

David Painter is an independent advisor with over 35 years of experience on the financing of urban development. He provides advice on policy, strategy and investment operations to organizations such as the World Bank, the Global Platform for Sustainable Cities (GPSC), Evensen Dodge International (a public finance advisory firm), the Public Private Infrastructure Advisory Facility (PPIAF), the Cities Alliance, the International City Management Association (ICMA), USAID, and others. David focuses on policy reform for promoting long-term financing of urban infrastructure as well as strategies for mobilizing long term capital in developing countries.

David is a former member of the Senior Foreign Service of the United States and Director of the USAID Office of Housing and Urban Programs, where he implemented the agency’s urban strategy, “Making Cities Work”, and helped create the USAID Development Credit Authority partial credit guarantee mechanism (DCA). Among his overseas assignments, David directed the operations of two USAID Regional Housing & Urban Development Offices; one based in Asia (Bangkok), and the other in the Near East/North Africa (Tunis). As the senior USAID officer in those offices, he was responsible for negotiations with top level country officials on development policies and the use of USAID resources to leverage local investment. David’s leadership of the two regional offices was recognized with USAID’s Superior Honor Award for “his extraordinary and sustained creativity in promoting reforms in urban policy across Asia and the Near East”.

David earned an M.P.A. in Economic Development Studies from Princeton University, and a B.A. in Economics and Political Development (magna cum laude, Phi Beta Kappa) from Colgate University.

For a full biography on David, please visit our website: https://sidw.org/david-painter.

Judith Hermanson
President and CEO, IHC Global

Judith Hermanson is the President and CEO of IHC Global (formerly the International Housing Coalition) a global membership coalition for education, awareness and advocacy focused on the challenges of rapid urban growth and urban inequality. With 30 years of international experience in both the development and humanitarian space, her sector specialty is housing and urban development. Her expertise includes community-based development, participatory approaches and civic engagement, gender and equity, and program design and effectiveness.

Judith has held key leadership roles in two influential US-based non-profits working internationally (INGOs). Prior to joining IHC Global, she was the Deputy Executive Director and Chief Operating Officer of the Pan American Development Foundation (PADF), an affiliate of the Organization of American States (OAS), where she was responsible both for management oversight of headquarters and field operations and for developing and executing PADF’s five-year strategic plan with its $350 million resource mobilization goal. Previously, Judith was the Executive Vice President of CHF International for 20+ years (now Global Communities), responsible for its impact strategy and playing a key role in its growth from an annual budget $2.5 million budget to a budget of $400 million with impact in 30+ countries worldwide; she managed its growth and was instrumental in designing a diverse program portfolio working at the local project and national policy levels. Judith was proud to receive the NAHRO John D. Lange International Award for achievement of demonstrated results in international development, in Eastern Europe and the Middle East and a Special Recognition Award from CHF’s Board of Trustees.

For a full biography on Judith, please visit our website: https://sidw.org/judith-herman-son-0.
**EVENTS CALENDAR**

**Thursday, August 8, 2019**
3:00 PM - 4:30 PM ET | SID-Washington

**USAID Urban Policy: Lessons After Five Years of Implementation**

**Wednesday, February 5, 2020**
4:00 PM - 5:30 PM ET | SID-Washington

**The Impact of Climate Change on the Urban Poor and Their Development Prospects: A Peek at Recent USAID Research**
USAID Urban Policy: Lessons After Five Years of Implementation

Moderator: Chris Milligan, Counselor, USAID

Speakers: Rebecca Lawrence, Technical Lead for the Urban Policy Implementation Assessment, USAID
          Kevin Nelson, Urban Team Lead, Office of Land and Urban, USAID
          Jeff Szuchman, Deputy Director, Office of Policy, Bureau for Policy, Planning, and Learning, USAID

Event Description: Today, over 4 billion people around the world – more than half the global population – live in cities. By 2050, with the urban population more than doubling its current size, nearly 7 of 10 people in the world will live in cities. USAID’s “Sustainable Service Delivery in an Increasingly Urbanized World” Policy (the Urban Policy) was launched in 2013 in order to “promote sustainable service delivery that brings large-scale benefits to urban residents.” The Urban Policy was the first Agency-wide urban guidance since the 1998 Making Cities Work: USAID’s Urban Strategy, and built on USAID’s 50-year history of urban programs. What has been the impact of the 2013 USAID Urban Policy on the Agency’s processes and programs over the last five years? What lessons can one draw from that Urban Policy experience? What are the implications of these findings for USAID’s approach to urban challenges in the future?

The SID-Washington Infrastructure & Urban Development Workgroup invited participants to a public discussion of the recent ASSESSMENT OF THE IMPLEMENTATION OF USAID’S URBAN POLICY commissioned by the Agency’s Bureau of Policy, Planning and Learning. The assessment drew on semi-structured interviews with over 70 USAID staff and implementing partners, survey responses from over 100 USAID staff in Washington and the field, as well as in-depth analyses of program cycle documents. Rebecca Lawrence, the principal author of the report, presented the findings and conclusions.

Chris Milligan, Counselor to the Agency, reflected on the context for the current Urban Policy, and there was a USAID panel discussion of the report featuring the Deputy Director of the Office of Policy Jeff Szuchman, the Urban Team leader Kevin Nelson, and Rebecca Lawrence. We invited attendees to join in an open discussion with the USAID representatives on the past, present and future of Urban Policy in the Agency.

Key Takeaways:

1) Assessment of the Implementation of USAID’s Urban Policy

Rebecca Lawrence (Technical Lead for Urban Policy Implementation Assessment) summarized USAID’s Sustainable Urban Services Delivery Policy (i.e. the “Urban Policy”) and its assessment. The Urban Policy was released in 2013, aiming to bring large-scale benefits to urban residents through sustainable service delivery. The four development principles outlined in the Policy are (1) political and financial stability, (2) accountable, pro-poor service delivery, (3) public-private collaboration, and (4) municipal resilience. Five years after the implementation, an assessment team was assembled to collect and report research on their findings surrounding the current state of the Policy.

Some of the key findings include:

• Awareness and familiarity with the Urban Policy is low. USAID is eager to learn more about urban issues.
• There still is a perceived institutional bias for rural development within USAID.
• Few urban assessments were conducted and few recommendations were applied.
• Cross-sector collaboration on urban issues seems to be rising.
• Lack of funding is still seen as a top constraint.
• The principles of urban programs (strengthening market orientation, local-level democratic governance transparency and accountability, and municipal resilience) are grounded in good development practice.
• Leadership support will be pivotal to the future mainstreaming of urban policy.
• USAID should prepare for accelerating urbanization, disaster preparation, and the increasing amount of GDP generated in cities.

2) The Opportunity of Urbanization

Chris Milligan (Counselor) opened the event by discussing the tremendous amount of opportunity that comes with the rise of urbanization. Milligan mentioned that developing a strong urban policy is the first step in the process, but it is important to also ensure that the policy is working. By conducting this assessment and releasing it to the public, USAID is creating a space for the conversation surrounding best practices for urban policies. It is important not only for USAID to learn
about its own policy, but for others to engage in it as well. This provides opportunities for national and local governments to learn more, take advantage of the opportunities that come with urbanization, and work towards increasing urban resilience. Milligan also noted the challenges that can arise with urbanization, such as the often unplanned and unequal growth of urban areas. However, USAID is committed to strategic and inclusive urban growth, and as demonstrated in the assessment surveys, is eager to continue learning about and developing the Urban Policy.

3) Lessons Learned From the Policy

In the discussion surrounding analysis of the Policy and conclusions drawn from USAID’s research, Jeff Szuchman (Deputy Director, Office of Policy, Bureau of Policy, Planning, and Learning) mentioned that it is not enough just to have a policy. USAID needs leadership support, and voices to speak to staff and others outside of USAID. There are also people that want to get involved in USAID’s Urban Policy work, and these dedicated individuals should be given the opportunity to partner with the agency. There is a wealth of knowledge in Washington, D.C., into which USAID is aiming to tap. This means restructuring how USAID functions as a partner, and tapping into the tools, guidance, and training materials in Washington that can be translated to the field.

Kevin Nelson (Urban Team Lead, Office of Land and Urban) addressed some of the main questions that arise when trying to implement policy. What is the best avenue for supporting urban programming with USAID? What are the relationships between headquarters and missions? What are the commonalities in terms of demand around urban service delivery? It is evident that more technical support and resources are needed to address these questions. Nelson also discussed the possibilities of entering the urban policy arena through other entry points. By addressing other issues in urban service delivery, engaging many different sectors in the field, and continuously opening this dialogue, USAID’s systems-based approach will be continuously strengthened.
The Impact of Climate Change on the Urban Poor and Their Development Prospects: A Peek at Recent USAID Research

Speaker: Matthew Jelacic, Infrastructure Policy Adviser, USAID E3 Bureau’s Office of Energy & Infrastructure

Event Description: Cities worldwide are experiencing increasing effects of climate change. Coastal cities are facing sea level rise at the same time that the destructive power of hurricanes and cyclones are intensifying as they come ashore. Many inland cities are experiencing drought that threatens already overstressed water supply services. The same drought conditions are driving rural families off the land and into already crowded urban centers – large and small. Heat in some cities is peaking at levels that literally melt the asphalt of the streets while turning some houses into ovens. The increasing use of air conditioning in cities around the world is pushing up the peak demand for power, and where power supply is already poor this is leading to longer and longer periods of interrupted power.

In short, climate change is overtaxing the urban infrastructure that more and more people depend upon. For some, this problem is an inconvenience or even a major inconvenience. For others, especially the urban poor, the threat is literally existential. USAID is well aware of the many impacts of climate change on development, but is always striving to understand the implications in more detail. Matt Jelacic of the USAID Office of Energy & Infrastructure has been leading a multi-country study on the impact of climate change on cities. In this Workgroup event he gave us a look at some of his initial findings about the way that climate change is affecting the urban poor.

This was a joint event with the Environment & Sustainability Workgroup.

Key Takeaways:

1) Regional differences in construction

Matthew Jelacic (USAID) gave examples of urban planning and infrastructure projects that he had been a part of in Colombia and the Philippines. He talked about construction codes and standards in the Philippines, which are set nationally, but implemented on a regional/community level. Colombian engineers and architects are licensed immediately after college and do not need separate licensing for different kinds of construction. Thus, varied codes can also make it difficult for organizations like USAID to work with local engineers and architects. As a potential solution, Jelacic also emphasized that a structure, such as a decision tree for the hiring of local engineers and architects, can be created.

2) The challenges in constructing refugee camps

Jelacic talked about how the current layout of refugee camps is based on ancient Roman designs for military camps. Initially, they were adopted by contemporary militaries to house soldiers, which were later used by Red Cross to treat patients and house refugees during World War I. This trend has continued today and shaped how modern-day refugee camps are designed. Jelacic emphasized that the military grid design and uniform houses do not reflect how families housed in each of these are different. He thus encourages the idea that the design and construction of refugee camps should evolve as a means of providing a better environment for the families and individuals that are housed there for years, and sometimes decades. Similarly, Jelacic stated how climate migration has also led to a lack of urban infrastructure to house people moving to cities, many of whom then move into slums.

3) Shifting the focus from rural development to urban infrastructure

Jelacic stated that cities make us smarter. He explained that cities allow their inhabitants to interact with each other more, lead to progress, and thus have also been a draw for people from rural regions moving to cities. The lack of advancement in urban planning and infrastructure to house and provide resources for people moving to cities leads to a rise in number of slums. Jelacic states that slums are poverty traps and can lead to multigenerational poverty. Jelacic introduced the urban acupuncture approach. This theory suggests using funds to provide smaller resources within slums, such as plumbing, health clinics, access to education, etc., which leads to these communities identifying what their needs are and improving from within. Jelacic also identified that implementing this theory in cities has complexities, one of the biggest being finding appropriate funding. He suggests diverting the attention and funding from rural to urban areas, as population density in cities is a lot larger than in rural regions. He also encourages private funding for urban projects, which can also be directed towards implementing the urban acupuncture theory.
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Photo Credit

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