DEUTSCHE BANK URBAN AGE AWARD
2014 DELHI

Organized by
Alfred Herrhausen Society
The International Forum of Deutsche Bank

In association with
LSE Cities

in co-operation with
National Institute of Urban Affairs
“The projects associated with the Deutsche Bank Urban Age Award are about getting under the skin of what is happening in the city (...) relatively small changes in space can have a major impact on the quality of life of urban residents, especially for those at the bottom end of the social scale.”

RICKY BURDETT
The seventh edition of the Deutsche Bank Urban Age Award, created to encourage initiatives that improve the quality of life in urban environments, received 135 applications from the wider Delhi area. Launched in Mumbai in 2007, the Award was followed by São Paulo (2008), Istanbul (2009), Mexico City (2010), Cape Town (2012) and Rio de Janeiro (2013).

This award has been initiated to recognize and celebrate creative solutions to the problems and opportunities that face over half of the world’s population living in cities today. For this reason, the award focuses on projects that benefit communities and local residents by improving their urban environments. It is designed to encourage citizens, policy-makers, private businesses and non-governmental organizations to take a proactive role in forging shared responsibilities in cities in the 21st century – mankind’s first truly ‘urban’ age.

After an open application process, an independent international jury awards the prize, which is worth 100,000 USD, to the winning project. The award is organized by the Deutsche Bank’s Alfred Herrhausen Society in association with the LSE Cities at the London School of Economics and Political Science. In Delhi, the award process had been conducted in cooperation with the National Institute of Urban Affairs.

This publication provides the reader with an overview on the previous award cities, focusing on Delhi. It illustrates the distribution of initiatives on the city map, suggesting a rich reservoir of community initiatives that currently improve urban space and residents' lives on a local scale, making use of available resources with a hands-on approach. The 135 applications include a range of projects covering social and physical infrastructure. Overarching categories that emerged from reviewing the applications were: sanitation, public space, education, employment, recycling and waste management.

The process of organization of the award on the ground will be described and the list of the winners and the shortlist projects will be included as introduced by this year’s jury members.

We all carry a great deal of responsibility for the success of our cities, for securing an urban future. With the Deutsche Bank Urban Age Award, we aim to encourage people to work together to take responsibility for their cities.

We want to make the invisible visible, we want to show the potential there is in the slums, townships, barrios, gecekonduş, or favelas of this world, we want to help constitute a lobby for those whose voices are often not heard.

Ute Elisabeth Weiland has been the Deputy Director of the Alfred Herrhausen Society, Deutsche Bank’s international forum since 2007, a member of the Executive Board of the Urban Age conference series at the London School of Economics since 2004, and since 1 January 2010, a member of the Governing Board of LSE Cities.
The non-profit Alfred Herrhausen Society is the international forum of Deutsche Bank. Its work focuses on new forms of governance as a response to the challenges of the 21st century.

The Alfred Herrhausen Society seeks traces of the future in the present, and conceptualizes relevant themes for analysis and debate. It works with international partners across a range of fields, including policy, academia and business, to organize forums for discussion worldwide. It forges international networks and builds temporary institutions to help find better solutions to global challenges.

It targets future decision-makers, but also attempts to make its work accessible to a wide public audience.

The Society is dedicated to the legacy of Alfred Herrhausen, former spokesman of the Deutsche Bank board of directors, who advocated responsible leadership, corporate social responsibility and good governance in an exemplary manner until his assassination by terrorists in 1989. The Alfred Herrhausen Society is an expression of Deutsche Bank’s worldwide commitment to civil society.

LSE Cities is an international center at the London School of Economics and Political Science supported by Deutsche Bank that carries out research, education and outreach activities in London and abroad.

Its mission is to study how people and cities interact in a rapidly urbanizing world, focusing on how the design of cities impacts on society, culture and the environment. Through research, conferences, teaching and projects, the center aims to shape new thinking and practice on how to make cities fairer and more sustainable for the next generation of urban dwellers, who will make up over 70 per cent of the global population by 2050.

National Institute of Urban Affairs (NIUA) is a premier institute for research, capacity building and dissemination of knowledge for the urban sector in India. It conducts research on urbanization, urban policy and planning, municipal finance and governance, land economics, transit oriented development, urban livelihoods, environment & climate change and smart cities.

The institute was set up to bridge the gap between research and practice, and to provide critical and objective analyses of trends and prospects for urban development. NIUA has assisted in policy formulation and program appraisal and monitoring for the Ministry of Urban Development, state governments, multilateral agencies and other private organizations. It contributed to the National Commission on Urbanization, participated in drafting the 74th Constitutional Amendment of 1992, prepared the Draft National Urban Policy and other documents for the roll out of the Jawaharlal Nehru National Urban Renewal Mission (JNNURM). It also guided the discourse on municipal finance by framing the Model Municipal Law.
INTERVIEW

THOMAS MATUSSEK
Managing Director
Alfred Herrhausen Society

Having lived in Delhi for seven years yourself, what do you find special about this city?

Delhi is a truly ancient city. Historically, there are really eleven cities of Delhi built upon each other. Today, we live in the 12th city, where the ancient hits the modern, archaic India hits the 21st century. This makes it lively, vibrant, exciting, but it also poses a great challenge: How to make it livable for its people. A rich cultural heritage, enormous wealth, but also abyssal poverty exist side by side. The people of Delhi are constantly transforming, reshaping their colonies and neighborhoods. So the city is in constant transformation, in constant fermentation. It will soon be the second biggest city in the world. Will it then still be a place in which all of its citizens want to live?

What are the greatest challenges that the city faces from your perspective?

Undoubtedly, Delhi’s greatest challenges are connected to its very fast growth: Housing, transport, water, air quality – In short, everything which makes a city livable. Over the last three decades, the time span that I watched Delhi, enormous progress has been made. The metro, many new ring roads and new resettlement colonies for the laborers, which flock to the city from all parts of India, have been built. But of course this is not enough. When I left India in 1986, it had six million inhabitants. When I left it in 2012, it had 17 million. When daily 1,500 new vehicles are being registered in a city which already has more cars than Mumbai, Kolkata and Chennai put together, where the winter fog is so dense that even airplanes can often not land at Indira Gandhi Airport, very drastic measures to improve or at least safeguard the life of its citizens are needed. The new government’s emphasis on urbanization is a good beginning.

What role can the Deutsche Bank Urban Age Award play in working on these challenges?

The two projects that have won the 2014 award, Chintan and Goonj, are both concerned with challenges connected to Delhi’s rapid growth, such as sanitation, recycling and working conditions. Chintan specifically tackles the problem of waste management and working conditions of rat pickers. By awarding these two projects, the Deutsche Bank Urban Age Award recognizes the severity of these challenges and enables the people of Delhi to find solutions for them.

Looking at this year’s and past Deutsche Bank Urban Age Awards, what impact can the award have on life in urban spaces?

The Deutsche Bank Urban Age award brings attention to issues that are often not discussed openly and recognizes informal efforts that often would have remained
unrecognized in the public eye. It also recognizes partnerships that involve more powerful figures, such as governments, but also grassroot figures. Such partnerships create synergies which are important for the future of any mega city.

**Ambassador Thomas Matussek**

had a career in the Diplomatic Service of 37 years. He served inter alia as Minister in Washington, Ambassador in London, to the U.N. in New York and in India. He joined Deutsche Bank in 2011 and became Head of the Alfred Herrhausen Society in 2013.
What kinds of projects applied to the 2014 Deutsche Bank Urban Age award in Delhi?

There was a fantastic pool of over 130 applications and looking at these carefully we realized that there were some clear patterns and categories of themes that seemed obvious. Sanitation projects formed a really large pool, so did projects that had to do with self-employment, economic generation, public space, culture, heritage and transportation. If one had to categorize the applications more broadly, there were social infrastructure projects on the one hand and physical infrastructure projects on the other. The physical infrastructure projects were nominations like the parks, the Metro, transportation systems, the street as public space but also the space for livelihoods. The social infrastructure projects were education programs like schools, clinics, art spaces or projects that had to do with capacity building both at the community as well as city level. In short a fantastic as well as challenging range of nominations to work with.

What are the projects that applied for the award saying about the city of Delhi?

In the city of Delhi there are some really daunting problems, which are also representative of problems in other parts of urban India. These problems are essentially based on the rapid transformation of cities, which has led to an inability of the government to manage these cities and to keep up with the rate of growth. Planning in most urban conditions in India has become retroactive and not speculative and so essentially all forms of infrastructure follow growth (to mop up the mess) and do not lead growth – the way good planning should. One of the most important reasons that this happens is the lack of capacity with the formal government institutions to deal with these incredible transformations. And so the NGO sector, civil society and public-private partnerships become the key in building capacity and trying to solve problems often with direct involvement with communities. The projects that applied represent that issue or condition most precisely!

You already supported the Deutsche Bank Urban Age Award in Mumbai in 2007. What similarities and differences stood out between the projects that applied in Delhi and Mumbai?

The similarities between the award in Mumbai and Delhi are that they both recognize the role of public-private partnerships, collaborations, and the importance of the NGO sector working with communities in improving the quality of life in the city. The difference is that the physical form of these cities is rather unique in each case and thus raising specific challenges. Mumbai is denser, located by the sea and is a
commercial city where the tradition of public private partnerships is perhaps more mature. Accordingly, many projects in Mumbai focused on cohesive urban interventions with physical dimensions and sometimes complex forms of partnerships. In the case of Delhi, where the geography in some ways is much more amorphous, the projects were sometimes not as physically tangible. Instead they begin to create networks and to intervene in the public arena in much more intangible ways through new processes that they invented and established. Physical spatial arrangements in Delhi perpetuate separation much more acutely than in Mumbai and so the projects in Delhi are much more about empowering people both spatially but also through institutional access to what is considered the ‘formal’ city.

From your perspective what is the potential of this year’s winning projects to impact life in Delhi in the future?

The two projects that have won the award this time, Chintan and Goonj, are both about the questions of sanitation, recycling resources, employment and income generation for poorer sections of society. But each project represents a different set of issues, which are critical for the city. Goonj is about systemic thinking, which connects the middle class in urban areas to rural populations. It shows how recycling material can actually penetrate broader national ecologies. It also demonstrates how employment opportunities
and non-polluting industry can be embedded within residential areas, engaging the community, creating employment for women, but also physically improving their environment. When we speak about the right to shelter, food and clothing (roti, kapad aur Makan) the last aspect is never really addressed and discussed. Goonj demonstrates how this can be done both as a passion and mission but also a business model making it not only a replicable but also a sustainable project.

Chintan represents a much more complex problem within the national construct. It deals with the question of massive amounts of waste being produced in urban India with no formal mechanisms to deal with this successfully. Chintan uses this problem in a sense to solve another one, which is the issue of employment and livelihoods. They work with communities, which are otherwise marginalized: rag pickers, (meaning people who recycle material) are often not given the dignity of being part of a legitimate work force in the city. The project formalizes that informal economy to give it stability and dignity as an important activity and one critical to the public health of a city. The project also demonstrates how massive amounts of waste, that would otherwise end up in unsustainable landfills, can be integrated more sustainably through sorting and recycling within the ecology of the city.

Could you describe the selection process the jury went through?

The selection process of the jury was very interesting. We spent our first day looking at all 130 plus projects, categorizing them and trying to discern patterns of issues they were addressing. We then brought it down to a first shortlist and selected sites to visit on the second day. On these visits we met the players involved and also got a first hand sense of the constituencies that were beneficiaries. On the third day we began to deliberate and created a final shortlist of nine projects that represent the spectrum of issues that are all simultaneously valid in the complex construct of a city like Delhi. The shortlist is an important component of the Jury’s collective message of recognizing efforts across the board that are inspirational for the City. From that we finally settled on two projects which we felt were incredibly well formed and had demonstrated on the ground more fully and effectively their aspirations. These were also projects we felt would resonate very deeply with the citizens of Delhi and have relevance for the debate around urban issues in India.

Rahul Mehrotra
Architect and academic; founder of Rahul Mehrotra Associates; professor of Urban Design and Planning and chair of the Department of Urban Planning and Design, Harvard University.
“Out of the 135 applicants, a large number aimed at involving the community and then including the support of the public authorities. If this public-private partnership model can be applied at a local community level, it could enhance the civic quality of Delhi.”

VIJAI KAPOOR
Situated on the western coast of India, in the Ulhas River estuary, Mumbai is India’s leading commercial and cultural center. The city, which is home to the country’s film industry and stock exchange, pays almost 40% of the nation’s taxes. Chronic overcrowding and urban poverty is nonetheless a commonplace feature of everyday life in Mumbai. More than half of Mumbai’s population live in slum settlements occupying a mere 10% of the city’s land. The city’s largest slum, Dharavi, has population densities of 82,000 people per km². Mumbai’s slums fall into two categories: authorized slums, which are serviced with basic infrastructure, and the far more numerous (60%) illegal settlements, which have no power or water and are subject to demolition. The inaugural Urban Age Award was presented to two transformative projects that demonstrated how Mumbai citizens had improved the lives of local residents and the quality of their urban environment through innovative partnerships.

**Winners**

**Triratna Prerana Mandal (TPM)**

Founded in 1985 by a group of young men who met at a cricket club in Mumbai’s Santa Cruz neighborhood, this non-profit community-based organisation oversees a broad range of
activities with partners in local government. It was singled out for its innovative slum sanitation program, which increased the availability of public toilets for Mumbai residents. A partnership with the World Bank-funded Municipal Corporation of Greater Mumbai, which constructed the new toilets, TPM used these toilets as key nodal points to create dynamic spaces offering computer classes, English-language tuition, child-care services and women’s self-help and skills groups. TPM is also active in solid waste management and administers a program that teaches residents waste collection, classification and composting skills.

**Mumbai Waterfronts Center**

Historically, Mumbai’s 34km-long western waterfront was ravaged by indiscriminate waste disposal and unplanned development. Frustrated by the state of the city’s waterfront, a group of local Bandra residents joined forces to improve and reclaim a 7km stretch of shoreline, including the Bandra Carter Road promenade, Bandra Bandstand promenade, Bandra Land’s End and Juhu Beach. The project created an open public space that is accessible to all sections of Mumbai’s crowded population. Significantly, the restoration project, which is maintained by residents, helped spur a larger citywide initiative at the western waterfront. MWC has been involved in a similar project at the Dadar-Prabhadevi beach area, a 4km-long public area that includes two municipal gardens.

**Special mention**

**Urban Design Research Institute (UDRI)**

Established as a trust to enrich public understanding of Mumbai’s historic Fort district, UDRI’s work has led to increased awareness about the city’s history and architectural heritage. Its lobbying resulted in the passing of a landmark urban heritage preservation law, and prompted the restoration of Elphinstone College, one of the oldest colleges of the University of Mumbai, which is housed in a Romanesque Transitional style building. UDRI has worked with neighborhood associations and local government to secure the restoration and regeneration of the Fort district, a tangible symbol of India’s collective memory and heritage used by millions of commuters daily.
SÃO PAULO 2008

NUMBER OF ENTRIES 133

WINNER
Do Cortiço da Rua Solón ao Edifício União

SPECIAL MENTION
Cooperativa Nova Esperança, BioUrban, Instituto ACAIA

THE SÃO PAULO 2008 JURY

TATA AMARAL
Film director, writer, producer and actor.

RICKY BURDETT, CHAIR
Academic and researcher; professor of urban studies at London School of Economics and Political Science (LSE); director of LSE Cities and the Urban Age programme.

LISETTE LAGNADO
Art critic, curator and historian; professor at Faculdade Santa Marcelina, São Paulo; chief-curator of the 27th São Paulo Biennial, 2006.

FERNANDO DE MELLO FRANCO
Architect and academic; founder MMBB architects; professor in architecture at Universidade São Judas Tadeu, São Paulo.

ENRIQUE NORTEN
Architect and academic; founder of TEN Arquitectos & Miller; chair of architecture at University of Pennsylvania.

RAÍ SOUZA VIEIRA DE OLIVEIRA
Footballer and social activist; founder and director of the Foundation Gol de Letra, a UNESCO worldwide model for supporting at-risk children.

ANTHONY WILLIAMS
Businessman and city politician; former mayor of Washington DC and CEO of Primum Public Realty Trust.

Founded in 1554, São Paulo achieved city status in 1711. Booming exports and immigration in the late 1800s significantly increased its economic prosperity, indelibly changing its character. Described as the classic second city, São Paulo has managed to avoid the boom and bust cycle of similar noncapitals – Manchester, Chicago, Shanghai – and is currently Brazil’s preeminent economic powerhouse. São Paulo’s GDP is in excess of $10,000 per capita. The city’s pronounced wealth – it is home to 30,000 dollar-based millionaires – is matched by high levels of urban poverty, UN-Habitat categorizing 30% of its citizens as “poor”. While living conditions in São Paulo are not comparable to those of slums of Nairobi or Mumbai, it is estimated that more that four-million citizens live in slum dwellings, on the streets or in unregulated, sub-standard housing, often situated on the urban periphery. São Paulo’s erratic urban development is marked by a pronounced center-periphery dichotomy, based on its urban.

Winner
Do Cortiço da Rua Solón ao Edifício União

Abandoned buildings are common in many Brazilian cities. In 2007, 619,915 vacant but habitable housing units existed in urban São Paulo. Built in the 1970s, 934 Rua Solón is a partially completed concrete-frame multi-storey structure close to São Paulo’s central district. Squatter families occupied it in the 1980s and relied on a precarious system of electrical and water supply. Working with a variety of partners, São Paulo’s Faculty of Architecture initiated a
project to “de-densify” the building. Over 30 of the 73 families squeezed into the building were re-housed. The site was cleaned, new kitchens and bathrooms were fitted, a collective power grid installed, and the exterior of the building was awarded because of the way it established a method for interaction between the social and the physical, between the built and the lived, right in the heart of the city next to jobs, schools and social amenities.

**Special mention**

**Cooperativa Nova Esperança**

It is not uncommon for residents of poorly serviced favelas to throw their waste into ditches and streams that flow into the city's main river, Rio Tietê. The Cooperativa Nova Esperança, a recycling initiative, aimed to reduce the volume of waste deposited in streams and on public roads, while also generating income for its waste collector participants. A collector-run initiative, the project was piloted by the Company for Housing and Urban Development of the State of São Paulo and developed under the Integrated Program of Urbanization of the Pantanal Slum.

**BioUrban**

Pioneered by the young sociology student Jeff Anderson in the Mauro favela, a crumbling inner city area in São Paulo, this project helped implement a series of aesthetic measures that have transformed the spatial quality of the neighborhood within a short period of time. They include the cleaning up of small spaces and areas in front of peoples’ homes, creating flowerbeds in place of concrete curbs, using color and recycled materials to humanize the facades of buildings and exposed infrastructures, creating public artworks and the staging of collective activities such as painting sessions. All materials used in the project come from waste and garbage found in the neighborhood.

**Instituto ACAIA**

Established in 1998, this project began with the establishment of a spacious arts and crafts workshop with extensive training facilities open to deprived children from the surrounding favelas. The success of the initiative prompted ACAIA to expand their activities into the favelas themselves. Working closely with residents' associations, which they helped form, ACAIA in 2006 initiated strategic development plans and made spatial improvements in Vila Leopoldina, a slum settlement next to the city’s wholesale food market that houses 960 families. In addition to the construction of a new sewage system and paved streets, the initiative created a new public space with play equipment and an “art-cabin” that is used extensively by local children.
Turkey’s leading city, Istanbul has been described as the “hip city on the Horn” and “one of the coolest cities in the world”. It is also one of 23 global cities expected to reach 10-million-plus inhabitants by 2015. “The city hasn’t grown – it has exploded, overrun by a surge of poor immigrants from Anatolia in eastern Turkey and the Black Sea region,” reported Spiegel in 2007. Migrant workers often resort to living in makeshift houses known as gecekondus, many on Istanbul’s fringes. Although illegal they are tolerated by a city government struggling to engage the city’s mounting exclusionary dynamics. “Insufficient welfare state structures alongside the collapse of informal and identity-based incorporation mechanisms in the city have created exclusionary dynamics that operate on a much larger scale than ever before,” writes Asu Aksoy in Living in the Endless City (2011), an Urban Age publication. Many of the projects addressed some of the critical problems faced by Istanbul’s most fragile communities – new immigrants, isolated women, disadvantaged children, and disabled and homeless young men – while others focused on the spatial inadequacies of this rapidly growing city: traffic congestion, lack of open space and restoration of the city’s heritage. Innovative partnerships.
7 and 14. The project allows young boys and girls to spend time with dedicated volunteer musicians. By creatively adapting the unused basement of the local state school into a bright and airy space where children spend afterschool hours playing accordions, learning composition, repairing instruments, performing and eating together, the initiative performs an important social service.

Apart from its obvious social impact on the children and their families, many of them recent immigrants from poorer regions in Turkey, the project represents a commitment to an inner-city area suffering from disinvestment and increasing deprivation. The project is an innovative investment in human and social capital, which uses arts and culture in a highly pragmatic and unsentimental way to promote urban regeneration.

immigrant families, the Women and Children center provides child-care and education facilities designed to empower local women. Run on a volunteer basis by the First Step Women’s Environment, Culture and Enterprise Co-operative, the center offers classes on leadership, entrepreneurship and domestic violence, as well as networking opportunities for women from all backgrounds to help them overcome marginalization and social exclusion.

**Special mention**

**The Foundation for Support of Women’s Work**

Located in Nurtepe, a mixed and socially fragmented area with a high proportion of deprived

**Children of Hope Foundation – Bakirköy Youth House**

Young Turkish women and men are no longer eligible for state support if they become marginalized and homeless after the age of 18. This citywide initiative provides a safe haven for the chiefly young men involved in family violence, crime and drug-addiction with nowhere else to go. The Bakirköy House for young people provides clean and safe short term accommodation for the underprivileged, where they receive health and social advice and vocational training. This helps them to re-integrate themselves into society.
In the 1970s, demographers predicted that Mexico City would reach 30-million inhabitants by the 2000, a prognosis that never transpired. According to UN-HABITAT, the city’s population has peaked at just under 20-million, even as migrants search for better opportunities in other cities, such as Guadalajara and Monterey.

Despite some congested historic areas in the city center experiencing residential decline, Mexico City faces a number of urban problems. This sprawl has highlighted the city’s growing infrastructural incapacity, while high crime has resulted in a widespread fear culture. Environmental factors, such as earthquakes and air pollution – the latter exacerbated by the city’s high altitude and mountains – are also problems.

Emanating from a range of social and geographical backgrounds, the 193 entries for the fourth cycle of the award suggested the existence of strong and diverse alliances aimed at improving the urban environment and quality of life. The support of universities, local authorities and government programmes, as well as the cooperation of different community organizations, has been an important factor in the success of these projects.

Winner

**Miravalle Community Council**

Founded in the borough of Iztapalapa – a historically poor neighborhood in the east of the city – by indigenous people from different ethnic backgrounds who recently migrated into the city, Miravalle is a community-based project that facilitates partnerships between local and metropolitan...
organizations and local individuals. It supervises a solid waste management project involving the collection and recycling of two tons of PET plastic per week, which generates employment for 30 young people. It also oversees a cultivation project that provides fresh produce, in particular vegetables, for a low-budget lunchroom, ensuring healthy nutrition. A comprehensive project, Miravelle also offers a wide variety of sport and cultural services – art workshops, dance classes, a skateboarding park – as well as an education program aimed at helping residents overcome the technological gap. They have also turned a former garbage dump into a public space for social interaction.

**Special mention**

**CODECO, Culture Center Consejo Agrarista**

Founded in 1990 by 30 gangs from Iztapalapa, this project widely addresses the problems of marginalization, drugs, crime, violence and discrimination against youth, women and poor people. The project’s founders, who acknowledge the existence of gangs as a legitimate means of collective identity, created sport facilities, working spaces, artistic workshops and a library. They provide skills training to broaden the employment opportunities of participants and promote legal graffiti and artistic work as an alternative to drugs, crime and violence. They have undertaken several cultural and sports initiatives to foster community integration. Their work in Iztapalapa has contributed to changing perceptions of the borough, once deemed a ‘no-go zone’.

**Recovering Spaces for Life**

Located in Santa Fe, an area of marked socioeconomic disparity in the west of the city, this project focuses on the recovery of public spaces through a variety of initiatives. A partnership between the Iberoamericana University and members of the local community, the project includes environmental education, technological literacy and skills training. The Iberoamericana University offers advice on implementing projects and also facilitates introductions that enable local community members to find jobs in Santa Fe, one of Mexico City’s major business districts. Additional projects include a workshop in psychosocial risk prevention, which is offered at various schools in the area.
Founded in 1652 as a refreshment station for passing ships, Cape Town is a highly differentiated and malleable city; its peculiar urban character is a visceral aftermath of apartheid spatial planning and social engineering. Up to a quarter of its citizens live in comfortable, full-service neighborhoods in one of the most picturesque cities in the world, while, at the opposite end of the scale, as much as 25% of its inhabitants face routine struggles, including limited sanitation, precarious shelter, intermittent access to basic services and the constant indignity of grinding poverty associated with unemployment. As many as one million Capetonians live in highly inadequate shelter – backyards, freestanding informal dwellings, overcrowded public housing – often on the urban periphery, this sprawl adds to the city’s infrastructural and social challenges.

The organizations that entered the 2012 Urban Age Award suggest that the future of the city is being imagined and defined by citizens, as much as by policymakers. This can be perceived in the diversity and caliber of the citizen groups engaged in addressing the city’s diverse urban challenges.

**Winner**

**Mothers Unite**

This project in Lavender Hill, a low-income neighborhood southeast of the city center with high unemployment and gang activity, demonstrates the power of “urban acupuncture”. Founded in 2007 in a private home, it offers a refuge from social insecurity, gang culture and violence for children aged between three and 15. Now based in an infrastructure village...
made up of shipping containers in the grounds of a city multi-purpose hall, Mothers Unite caters for 120 children, offering meals three afternoons a week, as well as a variety of educational and creative activities in partnership with various developmental and educational institutions. These include computer literacy, food cultivation and first aid skills.

The project infrastructure has grown to encompass a library, kitchen, food gardens, yoga/training room, playground and administration office. An oasis in its surroundings, the project’s primary aim is to restore the sanctity of the family unit.

**Special mention**

**Rocklands Urban Abundance Center**

Located on the grounds of Rocklands Primary School in Mitchell’s Plain, this educational permaculture garden oasis responds to the complex socioeconomic challenges – jobs, food security, education, green issues – facing this peripheral community. Run by SEED, a small public benefits organization, and staffed by seven full-time employees, the center is a practical demonstration of post carbon living, earth sensitive building and renewable energy and resilient and replicable urban agriculture models. It has grown into a springboard and laboratory for various community activities.

The center, which houses a genetic base of productive plants, supports home food gardens in the area through subsidized seedling and manure sales; it also offers ongoing training and support in cultivation and permaculture. Tree planting days aim to instil pride in this desolate neighborhood.

**Thrive Recycling**

Based at the Hout Bay Drop-off, a city waste facility on the border of Hout Bay village and Imizamo Yethu slum settlement, this waste management project revolves around innovative residential recycling initiatives. Established in 2009, it enables participants to earn an income by becoming a part of the waste management cycle. Collected waste is delivered to a co-operative staffed by 11 members, who retrieve useable items, sort the balance and resell recyclables on for further handling.

In parallel, Thrive also runs a recycling scheme that rewards residents of Imizamo Yethu for bringing waste to the co-op by issuing them with vouchers redeemable at local informal shops and service-providers. Economic upliftment aside, the project has great environmental benefits by helping to reduce landfill waste and litter. The project’s holistic approach also sees them offering waste-management education programs at schools.
Founded in 1565 by the Portuguese, Rio de Janeiro is known as the cidade maravilhosa (marvelous city) and is, today, the second largest city in Brazil and the sixth largest city in the Americas. It is widely considered the historical, cultural and economic center of Brazil. The city’s population numbers 6.3 million, while the larger metropolitan area of Rio de Janeiro is home to 12.6 million people. It is estimated that about 22%, or 1.4 million residents, live in the city’s 763 favelas. That population has grown by almost 30% since 2000 and will continue to grow. Hosting the 2014 FIFA World Cup and the 2016 Summer Olympics has put Rio de Janeiro in the spotlight. The huge investments will not solve Rio de Janeiro’s urban challenges of substandard housing communities, urbanization, migration, basic infrastructure, transportation and the quality of open space. Many of the 170 projects addressed these challenges and demonstrated that through community organization, the establishment of processes to work with different players, reclaiming open spaces by improving their quality and allowing communities to articulate their needs, these most fragile communities seize the opportunity to transform their cities and make more of their urban lives.

**Winner**

*Plano Popular Vila Autódromo*

The ‘Plano Popular’ developed by the community of Vila Autódromo alongside planning experts from the Universidade Federal da Rio de Janeiro (UFRJ) and the Universidade Federal Fluminense (UFF) sets an example of partnership between different constituencies to provide a comprehensive vision of how
their community can be adapted to improve living standards. The well-developed Plan identified a number of projects and initiatives which could improve the dynamics of everyday urban living for local residents. In addition, the project established a process of working with different players in the city, and identifying the core spatial needs for a vulnerable and fragile community.

**Pontilhão Cultural**

Located in the Maré community, the Pontilhão Cultural is run by a local collective and makes creative use of a ‘found space’ beneath a busy urban motorway with no space for pedestrian use and enjoyment. Formerly used as a rubbish dump, the Pontilhão Cultural has become a successful resource for collective activities open to residents, neighborhood associations, NGOs, arts and cultural groups. The location of the project not only uses space in an imaginative way but also acts as an integrating space between different communities, turning a boundary into a meeting place.

**Special Mentions**

**Censo Maré**

Located in the Maré community since 2010, the project revolves around a survey which describes the social demographic reality of local residents whose existence is not captured by official statistics. Organized in partnership with the Redes da Maré, other institutions and local residents, the survey permits the identification of the community’s core social demands. A by-product of the survey is the development of a street guide for Maré which, literally, puts people on the map and provides families with an identifiable postal address. The project marks the spatial presence of sometimes forgotten communities and finds ways of articulating their needs.

**Agência de Redes para a Juventude**

The initiative promotes entrepreneurship amongst young residents in deprived areas to allow them the opportunity to make the most of their lives. Developed with the Osservatorio de Favelas and a network of universities, the Agencia provides capacity building training and access for young people to foster innovation and develop the necessary skills to turn ideas into realities. The network operates in more deprived communities of the city, strengthening social networks and fostering the creation of collaborative networks by empowered individuals.
DEHLI 2014

NUMBER OF ENTRIES 135

WINNERS
Chintan, Material recovery Facility (MRF) GOONJ

SPECIAL MENTION
Aga Khan Trust for Culture,
Nizamuddin urban renewal initiative
Center for Social Research (CSR)
CURE, Sawda Ghevra
DDA Yamuna Biodiversity Park
Delhi Haat
Katha
KHOJ

THE DELHI 2014 JURY
The jury, composed of a range of international urban experts and local figures with knowledge of the city’s diverse urban communities, met in Delhi on 17 to 19 October 2014.

VIJAI KAPOOR

RENAJA JHABVALA
Activist and national coordinator for SEWA
(Self-Employed Womens’ Association)

JAGAN SHAH
Director, National Institute of Urban Affairs

RICKY BURDETT
Academic and researcher; professor of urban studies at London School of Economics and Political Science (LSE); director of LSE Cities and the Urban Age program

ANTHONY WILLIAMS
Former Mayor of Washington, D.C.
(1999 – 2007) and Chief Executive Officer of the Federal City Council

RAHUL MEHROTRA
Architect and academic; founder of Rahul Mehrotra Associates; professor of Urban Design and Planning and chair of the Department of Urban Planning and Design, Harvard University

Delhi 2014

NITIN BATHLA
Award Coordinator
Mapping initiatives

Distribution of initiatives in Delhi’s metropolitan area

**WINNERS**
1. Chintan, Material recovery Facility (MRF)
2. GOONJ

**SHORTLIST**
3. Aga Khan Trust for Culture, Nizamuddin urban renewal initiative
4. Center for Social Research (CSR)
5. CURE, Sawda Ghevra
6. DDA Yamuna Biodiversity Park
7. Delhi Haat
8. Katha
9. KHOJ
Chintan,
Material recovery Facility (MRF),
New Delhi Railway Station.

The MRF project at the New Delhi Railway station manages tons of unsorted garbage from the numerous trains that arrive at the railway station everyday. The garbage which would otherwise end-up in landfill dumps outside the city is sorted into organic and non-organic waste by trained workers at the center. The organic waste is then composted into manure through micro-composting and the non-organic waste is systematically sorted into various recyclable components of which only 20% ends up in landfills. Proper management and systematization of the process leads to more dignified livelihoods for the otherwise marginalized rag-picking community. The sorted waste is passed onto various corporate producers, such as TetraPack, for recycling. The project emerged from a partnership between Chintan, Safai Sena (an association of waste-pickers) and the New Delhi railway station. The profits generated through the project are utilized to improve social awareness among the rag-picking community & to create educational facilities for children of the waste-pickers. The facility stands on a former garbage dump, which has been transformed into a dignified and clean working space where the trained rag-pickers come and carry out their livelihoods. The facility is a part of six MRF facilities that the organization operates around the city, which collectively divert about 21 tons of waste from 3 landfills in the city. The project demonstrates that with process innovation and courageous partnership-building with corporates, residents and institutions, a just, ecological and inclusive approach to urban waste management in a mega-city like Delhi is both possible and urgent.

Chintan
www.chintan-india.org
GOONJ

GOONJ is an NGO formed in the year 1999 working on issues of urban waste and social distribution. It believes in utilizing vast quantities of untapped old and waste material in middle class households and re-using material to create second-hand products. The material left at GOONJ drop-in centers is sorted at a facility run by the group at Madanpur-Khadarpur village in Delhi’s south-east, a conservative-marginalized neighborhood, that has seen positive changes in attitude after the facility was set up there. The nesting of the facility inside the community ensures local employment opportunities for women in the area. The sorted material is then utilized as a parallel currency for development programs in rural areas like ‘Cloth for work’, whereby hundreds of grassroots programs, such as digging wells, sanitation drives and making bamboo bridges are undertaken through partnerships with local NGO’s. GOONJ deals with about 1000 tons of solid waste annually, allowing nothing to end up in landfills, the otherwise unusable materials like torn clothes, used books and notebooks etc are transformed into various usable products through the imagination of their workers. Some products are also sold through various channels to generate funds that help sustain the organization. The last bits of otherwise torn and unusable cloth material are also transformed into sanitary pads produced for rural women under the ‘My Pad’ program. The project forms a creative and locally embedded workplace in Delhi and demonstrates the importance of more sustainable forms of production and consumption.

GOONJ

www.goonj.org
Aga Khan Trust for Culture
Nizamuddin urban renewal initiative

The Urban renewal project taken up by the Aga Khan Foundation revitalizes and unifies various segregated heritage sites around Humayun’s tomb and Sunder nursery. Through the project the dense & neglected neighborhood of Nizamuddin Basti has been revitalized through proper streetscaping and management of the various streets and open spaces inside the Basti, and establishing various basic community facilities like toilets, schools and Healthcare centers inside the community. Additionally, various parks have been landscaped inside the community to fulfill the needs of the residents of the Basti.

www.nizamuddinrenewal.org

Center for Social Research (CSR)
The Center for Social Research

(CSR) runs two ’Crisis Intervention Center’s (CIC’s) which aim to create safer environments for women and help change social attitudes through providing legal and emotional counseling. Sensitizing programs are carried out in the community for men, police personnel etc. regarding issues such as gender-based violence. Vocational training programs are also run for women to make them financially resilient. The CIC’s become spaces for local women to meet and interact with each other and to discuss various social issues plaguing their communities.

www.csrindia.org
**CURE, Sawda Ghevra**

Under the ‘Potty Project’ by the Center for Urban and Regional Excellence (CURE), 322 household toilets were connected to a septic tank in Savda Ghevra, the largest planned resettlement colony in Delhi. The community was mobilized and an awareness drive by CURE led to formation of a local Ownership and management committee. The entire system was installed under the central park of the area to maintain green space in the area. The treated water from the septic tank is used to re-flush the toilets and to dilute the Black water in the neighborhood.

www.cureindia.org

**DDA Yamuna Biodiversity Park**

The project involves the conservation of natural resources in North Delhi by the Delhi Development Authority (DDA) in collaboration with the Center for Environmental Management of Degraded Ecosystems (CEMDE). In the first phase, a total of 157 acres of land was preserved as wetlands to provide a healthy ecosystem for migratory birds. In the second phase an additional 300 acres was added to create varied grassland communities. Nature trails have been created through these wetlands to provide green spaces. The project aims at sustainable conservation of environmental resources and natural heritage.

www.dda.org.in/greens/biodiv/index.html

**Delhi Haat**

Delhi Haat (The market of Delhi) is a food and craft market fashioned around the model of the traditional Indian Bazaar. The Haat emerged out of a partnership between the Delhi Tourism & Transport Development Corporation (DTTDC) and the architectural firm of Pradeep Sachdeva associates (PSDA). The Haat provides a space where craftspeople from all over the country come and interact with people from the city. The space is kept alive for instance through various festivals and celebrations that are organized there. The 'Haat' provides an alternative form of recreation and reintroduces the 'market place' in a city which, in recent years, has become increasingly dominated by malls.

www.delhitourism.gov.in
**KHOJ**

KHOJ is an independent artist space operating out of Khirki village in South Delhi. The urban village of Khirki is in many ways a microcosm of India and receives migrants from all over India arriving in Delhi in search of better livelihoods. The space that becomes a democratic space open to the community is also used for artistic development. The artists who arrive here from various parts of the world through a residency program, engage with the community through the various public art initiatives. The social themes range from ending discrimination against migrant communities to addressing the lack of open spaces for sports and games.

www.khojworkshop.org

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**Katha**

The Katha lab school seeks positive community action through education and self-empowerment. A school was setup in a rejected housing complex for the community inside the slum at Bhoomiheen Camp, a marginalized area in south-east Delhi. The school has become a beacon of positive community change in the slum. The children at the school learn through focusing on social themes and creative methods like story-telling, theater and games. They research social problems in the neighborhood and find solutions for them through democratic engagement. Another part of the program focuses on skills such as baking, stitching etc. The children and elders from the community are also trained in IT skills through the IT facility at the organization. The pedagogical tools developed at the school are passed on to almost 6000 government schools operating in the city through the ‘I love reading campaign’.

www.katha.org
“I’ve been on all of the juries now, and I really believe that over all of those cities we’ve visited and all the projects we’ve reviewed, I actually think that we’ve seen the best set here in New Delhi.”

ANTHONY WILLIAMS
Delhi, as a city, is much more than any one single narrow vision or definition claims. The award process opens up multiple facets and angles of the city, and the projects that applied for the Deutsche Bank Urban Age Award reflect the diversity of Delhi. They indicate that the city is about both past and future, big and small, poor and rich, young and old, women and men, urban villages and satellite towns, environmentalism and production, and much more. From a ‘heritage city’ to a ‘world-class city’ to ‘green Delhi’, there have been several efforts to brand the city. Examining the 135 projects that applied for the award, it becomes clear that there is a multiplicity in Delhi far beyond easy branding.

The projects that applied for the award varied in scale, varied in sector and varied in location. Some overarching categories and themes emerged reflecting key challenges in the city such as sanitation, mobility, public space, education, employment, recycling and waste management; and gender and women’s safety. They were located in different parts of the city from elite and middle-class neighborhoods to urban villages to resettlement areas to slums (jhuggi-jhopris) to historic bastis. As part of the award process, there was a unique opportunity to visit many of these projects working on various issues in different areas of the city. These visits and the nature of the applications reveal some broad patterns.

A pattern emerges around partnerships, negotiating and claim-making with the state. Several projects occupied spaces constructed by the Delhi Urban Shelter Improvement Board, a government agency, or were somehow affiliated with and run in partnership with certain government program, though they appeared to have a complex and contested relationship. There were several projects that involved community mobilization and organization in order to make claims for facilities such as toilets, sewage infrastructure, and other public services. Services that, in principle and on paper, should and do exist but in reality are often not on the ground. With Katha, children in a slum in Govindpuri mapped their streets as part of a school study project and demonstrated their work to government officials to get them to improve drainage in the area. With the Center for Advocacy and Research, women in a slum in Kalyanpuri made a film which led to the construction of new and better community toilets in the area. With CURE, residents of Safeda Basti, have self-organized to lobby for their neighborhood to be connected to the main sewage lines. These examples show NGOs intermediating between the citizen and the state, and indicate that knowledge, research, documentation and community-organization can also be powerful tools for claim-making.

Another pattern that emerges is around decentralized interventions, projects and activities that offer improvements and solutions at a neighborhood rather than city-wide scale. From the Saakshar program in Mahavir Enclave to the Samarpan school in Kishangarh...
village to Abhas’ Girl Interest Centers in Tughlaqabad village, there were a number of educational projects that said that they chose to locate in those areas because children from those neighborhoods would not travel to go to school. While schools have often been thought to belong in neighborhoods, even other services, such as waste and water that have traditionally been thought to operate on a wider scale are happening at the neighborhood level. Chintan, an award winner, manages waste in a decentralised manner, at different sites in Delhi, including at a facility directly at the New Delhi Railway Station. In Nizamuddin, a well-off neighborhood, residents of the area together with the Center for Science and Environment, have helped promote decentralised water management through community-based water harvesting. In Sawda Ghevra, a resettlement area, a decentralised sewage solution is being provided through a community-managed septic tank. These projects raise interesting questions around scale and level.

Are there certain activities, services and infrastructures better suited to the neighborhood level? Or are these projects filling the gap in an absence of city-wide services and infrastructure?

These projects and the award process in Delhi also reveal certain insights about what matters in a city, some of which appears obvious but is often forgotten, especially in the face of rapid urban growth, daunting challenges and complex politics. Perhaps the most significant lesson from the award process is that people matter and make the city. There are two ways in which this seems to operate. The first is that it is important for planners and policy-makers to understand what people want, how they behave and the reasons for the choices that they make. Planning in Delhi, perhaps due to its colonial legacy, has sometimes been about trying to impose order and plans on people and the city rather than trying to work with the realities of the ways people live and work in the city. Policy-making, in many
parts of the world, has sometimes been driven by the principles of economics and rational-choice theory, while the ways in which people actually make choices is much more complex and difficult to predict. There were several examples of resettlement neighborhoods where those who resettled quickly moved and left, and buildings for low income groups (such as the one now utilized by the Katha school in Govindpuri) were never occupied by those for whom they were intended.

The second way in which this operates is that it is important for people to have a stake (and this does not have to be a monetary stake) in facilities that are meant for them. There were also several examples of community toilets and facilities falling into disrepair because they were not maintained. Of course, it is far too easy to romanticize community action, while the realities of collaboration and day-to-day working together, especially in difficult living conditions, are much more complicated. There were several applicants that were very open about the difficulties they had with the processes of community organization and various hurdles and setbacks that formed part of these efforts.

The second key insight from the award process is that space matters, both in its flexibility and in its specificity. There were many projects that demonstrated the flexibility of space and the multiple uses that it can be put to. From Navjyoti’s ‘gulli-schools’ in Bawana where narrow lanes are used for teaching to Ashray Adhikar Abhiyan’s clinic, which just pops-up on certain days of the week in a courtyard near Jama Masjid to Khoj’s art gallery which is also used for dance classes. This flexibility of space is significant for Delhi and other Indian cities. The specificity of space refers to the distinct features and characteristics, what some call the urban grain, of different areas in Delhi, and the importance of being embedded within these. Many in Delhi traverse only a few parts of the city. The award process offered the opportunity to see many different parts of the city from old settlements in Nizamuddin Basti
and Old Delhi to urban villages in Ayanagar and Khirki to new resettlement neighborhoods in Bawana and Savda Ghewra to extremely deprived settlements in Seemapuri. Each of these neighborhoods have unique typologies and characteristics, they are distinct spaces. While thinking about and planning for the city, it is important to keep in mind the distinct features of its different neighborhood. It is important, where feasible, for activities, projects and interventions to work with these features. For example, Goonj, a winning project, works with the very specific space in Madanpur-Khadar, an urban village, to embed a center of production in the area.

The third key insight from the award process is that small actions matter, and that both small and large-scale initiatives are important for Delhi. In Chintan’s Material Recovery Facility at New Delhi Railway Station, for example, just the small intervention of making a simple shed and providing gloves, creates a radically different working environment for rag-pickers. With projects that applied ranging from city-wide initiatives such as the Delhi Metro to extremely small and local recycling, employment and education initiatives, it became apparent that different scales, both large and small go into the making of a city, and both can be immensely significant for quality of life in the city in different ways.

While the multiplicity and diversity of the different neighborhoods and areas of Delhi offer enormous richness and potential for the city, it also presents risks of fragmentation. Many in the city stay within certain areas, having no idea sometimes even of the names, let alone the characteristics of other areas, even in close geographical proximity. While this may be true of all cities to some extent, in Delhi, the differences between these areas, not only in socio-economic terms, but also in varying spatial characteristics, appears strong. The award process aims to open up different dimensions of the city and to encourage different parts and areas of the city to see each other and to learn from each other. It is only then, when the multi-faceted realities of the city are understood, that a robust and meaningful vision for Delhi can begin to be articulated.

**Priya Shankar**
Senior Researcher and Project Developer at the Alfred Herrhausen Society and Urban Age India Lead at LSE Cities, led the Deutsche Bank Urban Age Award process in Delhi. She has also managed the first Deutsche Bank Urban Age Award in Mumbai 2007.
“My vision for Delhi is a city where women are welcomed and happy in public spaces any time of the day, where lower-income people have dignified housing and where everyone has enough work opportunities.”

RENANA JHABVALA
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National Institute of Urban Affairs
“I think that we are moving towards an urban age where collective action and civic engagement are going to be the only way to move forward and the only way to make any solution sustainable.”

JAGAN SHAH