

Global Diplomacy Lab 2018 Report



Challenge: Strategies for Overcoming Urban Violence:
Exploring Global Perspectives & Engaging for Local Prevention
Incubator Lab from 17 to 20 June 2018 in Berlin
Impact Lab from 18 to 21 November 2018 in Chicago



The GDL is under the patronage of Heiko Maas, the Federal Foreign Minister of Germany. It is supported by the Federal Foreign Office of Germany, together with the BMW Foundation Herbert Quandt, the Global Leadership Academy of GIZ, the Stiftung Mercator and the Robert Bosch Stiftung. It recruits its members from the alumni of each of these organizations, making sure the group is diverse and uniquely suited to tackle matters of global concerns. Currently, the GDL has almost 200 members from 70 different nations.

THE WHO

About the Global Diplomacy Lab

Founded in 2014, the Global Diplomacy Lab (GDL) has become a vibrant platform for exploring new approaches to international diplomacy.

The GDL is based on the simple premise that global challenges, like hunger, war and violence, can be successfully overcome if approached from an intercultural and multidisciplinary angle. The GDL recruits members from a wide variety of professional backgrounds. Members include diplomats, politicians, educators, CSO Directors, and community activists, as well as a variety of people from creative fields. Using a laboratory format, members address specific topics posed by other members. Each challenge chosen also relates to the changing face of diplomacy. The GDL believes in helping future global professionals, and in developing new competences as well as a new language for sustainable democratic global collaborations.

The curriculum of each Lab is co-developed between the Advisory Council, the Methodological Lead, the GDL Secretariat and the elected members of the Advisory Council (EAC). The annual curriculum is divided into five phases: preparation for the Labs, the Incubator Lab, where the curriculum is examined using innovative methodologies, a phase between the Labs, the Impact Lab where the challenge question is answered, and the follow-up. For a short period – usually about five months – the international members of the GDL work in various formats from online conferences to meetings on location, on an agenda for collective action characterized by an open and interculturally mindful approach. Together, members co-design solutions to challenges, which can ideally be used around the world. Since the GDL is a



member-driven organization, the curriculum is proposed by members who also bring challenge holders to the table. Members then provide their individual input as well as their collective organizing skills to build a sustainable and successful agenda for change.

In 2018, following a highly competitive proposal process, the GDL took on the challenge of urban youth violence as proposed by member Marty Castro. The Challenge Holders were the City of Chicago and the Obama Foundation. Not only was this the first time for the GDL that very specific locations – the city’s South and West Sides – were at the center of attention, but it was also a first in terms of numbers and diversity of newly established partnerships with stakeholders before and during the Lab.

This report addresses the outcomes of the 2018 Curriculum and communicates the GDL’s multidisciplinary suggestions – a toolkit – for overcoming urban youth violence not only in Chicago, Illinois, but throughout the world.



THE WHY

Why Chicago



by the Host,
Marty Castro

The Chicago of today rose from the ashes of the Great Chicago Fire of 1871. City leaders like Daniel Burnham helped rebuild Chicago with the spirit embodied in Burnham's charge to "make no little plans; they have no magic to stir men's blood!"

Indeed, the Chicago of today stirs the souls of the men and women who live and work there. Its diverse architecture is nestled on the shore of a lake so great, it appears to some like an ocean. Chicago is a city whose motto "Urbs in Horto" – city in a garden – is so true (except in the winter!). Our spirit is the "I Will" spirit that helped rebuild the city and propel her to an economic and cultural giant in the nation and the world. This is the spirit with which we address every challenge. Our city is affectionately called a "city of neighborhoods" because of our rich cultures.

Unfortunately, however, the term "a city of neighborhoods" is also just a euphemism for the fact that we are among the most racially and ethnically segregated cities – if not the most segregated city – in the United States. We have a new fire raging through Chicago: for many years now, we have had an epidemic of violence – mostly gun violence – in Chicago; and especially in communities with large Latino and African American populations. While we are a "city in a garden," we are quickly becoming a "killing field." Indeed, in 2016, Chicago saw a dramatic 46% increase in shootings over the prior year – that's over 3,400 shootings. Yet, these shootings are concentrated, for the most part, in certain areas of Chicago, the West and South Sides – in African American and Latino neighborhoods.

In addition, Chicago's homicide rate for 2016 saw an over 50% increase, making it the "deadliest year in more than two decades." And with



2017 at the midway point, as of June 30th, while there has been a slight drop in the number of shootings, our homicide rate is on track to meet or exceed 2016's. Jeremy Gerner writes: "At the year's midpoint, 323 people have died in Chicago violence – one more homicide than a year earlier. With the bulk of the summer still ahead, the city is on course at that pace to top 700 homicides for a second consecutive year, a mark that had otherwise not been reached in two decades." (<http://www.chicagotribune.com/news/local/breaking/ct-chicago-violence-first-six-months-met-20170630-story.html>, published 30-06-2017)

Yet, over the 4th of July Independence Day holiday weekend, 100 persons were shot in Chicago. This is not the American dream – it has become an American nightmare. While in 2018 the shootings were declining, the murder rate still exceeded 530 persons, so violence remains Chicago's number one challenge.

Chicago's violence and homicide epidemic is further complicated by the fact that the Chicago Police Department is in crisis as a result of police use of deadly force in the African American community. Several cases nationwide have caused this to be a national issue, and in



Chicago, the Laquan McDonald case resulted in a federal investigation of the Chicago Police Department, which found rampant civil rights concerns when it comes to officer-involved shootings. The Chicago Police Department is in urgent need of reform. Indeed, as I am writing this, the police officer involved in the Laquan McDonald shooting has been indicted. This continues the lack of trust between the police and minority communities, especially at a time

when more trust is needed to combat the homicide and shooting epidemic.

Most of the perpetrators of the violence and most of the victims of the violence are young people. We are losing a generation of our youth.

I was pleased when the GDL accepted my proposal to focus the 2018 Labs on urban youth violence and bring to Chicago the diverse and bright minds that make up the membership of the GDL to collaborate with the best, brightest and most committed advocates in Chicago already working on this problem.

We in Chicago also felt it was important to begin to look at the issue of urban youth violence through the lens of the United Nations SDGs to both give local and global actors a common language, but also to let local actors know they are not alone. While there are many SDGs that would apply to this challenge, we felt the one that had the most relevance to addressing the problem of urban youth violence was SDG 10, Reduced Inequalities. Indeed, conditions of segregation, discrimination, inequities, economic injustice, educational inequality, racial and gen-



der inequality, etc. exist in so many parts of the world and lead to the same or similar outcomes. These inequities may lead youth in Chicago, as well as in suburban Paris, to violence. Hence, the goal of the 2018 Labs was to co-create tools that could not only be used in Chicago, but also elsewhere in the world where inequalities give rise to youth violence or extremism.

We convened an amazing local ecosystem of over 50 local non-profit, philanthropic and individual leaders in Chicago, as well as the Chicago Municipal Government and the Obama Foundation – collectively, the Chicago Community Partners. The ecosystem-building way we used to approach the entire topic, holding at least six community meetings, and engaging people where they were, leveraged one of the GDL’s greatest strengths: The ability to bring people together. Using methodologies that were rooted in collaborative co-creation across dozens of Chicago and Berlin agencies helped create the beginning framework of this very important ecosystem. Before the GDL’s intervention, many of the the team members of organizations working to address urban youth violence did not know one another. After GDL Labs 8 and 9, many had created working collaborations – building an ecosystem where none had existed before.

We also realized that we could not begin to address the issue of urban youth violence without having the voices of our youth at the table. So, with the help of our Chicago Community Partners we created a Young Advisors team. These Young Advisors actively participated in the Chicago Lab and, indeed, helped lead the conversations. We were also able to show the city to Chicagoans in ways they had never seen it before. For example, thanks to the world-class and socially responsible law firm Baker McKenzie we hosted an opening reception for the Chicago Lab at their offices in downtown Chicago. At this reception several of our Young Advisors looked out of Baker’s 50th floor panoramic view of Chicago and told us they had never seen their city this way, beautifully glowing, nestled next to Lake Michigan



with no way to distinguish one neighborhood from another – truly one, beautiful Chicago. That alone was life-impacting for these young people.

We utilized an anchor and theme methodology, which was essential to link the work of Lab 8 in Berlin and Lab 9 in Chicago.

Ultimately, the “SERVUP”-toolkit which was created by GDL members, Chicago Community Partners, Young Advisors and international experts (and which is discussed in greater detail in the body of this report) is a framework for all communities around the globe to better and more systematically approach urban youth violence. Much like the SDGs the framework allows various agencies to attach themselves to a particular area of the framework.

GDL Labs 8 and 9 created a well-researched, well-curated, well-collaborated framework for policy, process and progress on the issue of urban youth violence, which can be used by any city anywhere in the world.

It is now up to Chicago to use these tools to continue to seek to reduce urban youth violence, and for other localities to benefit from the work of these Labs as well.

With a new Chicago Mayor elected in 2019, there has been a renewed focus on violence prevention by the City of Chicago. The new Mayor recently appointed an anti-violence advocate to lead her Administration’s violence prevention strategies; there is a renewed hope for positive change.



THE HOW

The Methodology



by the Methodological Lead,
Theresa Carrington

My eye caught an unusually large snowflake as I gazed out the picture window of my 10th-floor hotel room. As it blended with millions of other flakes slowly covering the Chicago sidewalk below, I was deep in thought about the 2018 GDL curriculum. “I am the 2018 Global Diplomacy Methodological Lead,” I thought. I chuckled out loud. I had no idea precisely what a Methodological Lead was. When I received word I had been elected, I immediately googled “Methodological Lead.” The answers Google gave made it clear: The role would be whatever I made it.

I was passionate about helping Chicago. My husband was born and raised here. My in-laws, nieces, and nephews live here. I had spent the last 15 years developing unique strategies and innovative approaches to the world’s number one Sustainable Development Goal of Ending Poverty and SDG 10 of Reduced Inequalities. Poverty and inequality are contributing causes of urban youth violence, not only in Chicago but around the world. I was a unique blend of Chicago and global experience, and the right choice to be the Methodological Lead. I knew from experience if GDL members were going to move the needle on the issue of urban youth violence, we had to use street level, immersive and people-centered methodologies.

“Ensure the voices of those impacted are at the table leading the conversation,” I thought. “Use methodologies that leverage the incredible strengths of the more than 40 GDL members working on the curriculum. When in doubt, think grassroots, think youth, think co-creation, think community. You are ready for this role,” I said to myself. “Focus on making sure the youth lead the conversation, so we stay grounded in



reality. Empower the Chicago organizations on the front lines of urban youth violence to frame the problem. Tap into the global experience of GDL members and give them room to innovate and co-create with all those you have made sure are at the table. Do that, and the outcomes will take care of themselves.”

The sound of sirens nearby jolted me back to the cold reality of the work ahead. It was time to venture out into Chicago’s February cold. Today I would attend the first of three community meetings that myself, Chicagoan José Muñoz, Host Marty Castro, and the GDL Secretariat had organized. The sessions were to help all of us understand the issue at the grassroots level. “I can’t wait to see what GDL creates,” I reflected. Tightening the scarf around my neck, I stepped into the Chicago cold, excited about the learning journey ahead.

Curriculum Cornerstones

The 2018 Incubator Lab took place in Berlin in June; the Impact Lab led the GDL to Chicago in November of the same year. To meet the expectations of the Host and Challenge Holders, three critical elements formed the foundation stones of 2018 curriculum: Chicago Community Partners, Young Advisors and expert driven division of the topic. These three cornerstones enabled the creation of the Lab's remarkable results including the toolkit against youth violence.

Chicago Partners

56 community volunteers and youth representing more than three dozen organizations from more than a dozen communities throughout Chicago were involved in the 2018 Lab. The 2018 curriculum represented the most significant and far-reaching participation of local and youth voices in GDL history. "It was my job to ensure those who would use the toolkit were leading the conversation to create it," said Methodological Lead Theresa Carrington: "Throughout the 2018 curriculum I ensured a street-level, first-person view was present throughout the wide variety of methodologies used. What I did not see coming was the intensely positive ripple effect this would have on the Chicago Youth and Community Partners involved."

The group of Chicago Partners consisted of public and private organizations, each in their way working to reduce urban youth violence and its impact on Chicago. They ranged from the Institute for Nonviolence Chicago to the Illinois Council Against Handgun Violence to Brothers Standing Together and My Block, My Hood, My City. A complete list of all partners can be found at the end of this report.

It was important to the organizers to provide the opportunity for personal encounters with representatives of the Chicago partner organi-

zations from early on. Thanks to a grant from the Chicago Community Trust, Angela Hurlock from Claretian Associates was chosen as one of two representatives of the Chicago Community Partners at Lab 8 in Berlin. The generous gift from the Chicago Community Trust also enabled Chris Patterson, Director of Programs for the Institute for Nonviolence Chicago, to attend.

Attending the GDL meetings and Labs enabled organization leaders to get to know each other. Almost immediately, organizations started collaborating. "I was particularly excited about the formation of the Chicago Community Partners as part of the 2018 curriculum," said Host Marty Castro. "These hardworking organizations did not regularly meet or collaborate before the Labs. The GDL created a reason to meet, which sparked many new collaborations and has been an unexpected – and probably most important – outcome of our work," Castro stressed.

Chicago Young Advisors

Eight Chicagoans ranging in age from 14–24 years were selected to be the 2018 Labs' Young Advisors, helping to design and lead the conversation on urban youth violence during the 2018 GDL curriculum. Each Advisor was nominated by members of the Chicago community and each was already known for their work to create positive change in their neighborhoods.

Thanks to a grant from the Chicago Community Trust, one Young Advisor, Luz María Cortez of Increase the Peace, was nominated by local leaders to attend the Incubator Lab in Berlin. Several other Young Advisors contributed their hopes, ideas, and reflections on the 2018 curriculum in a series of videos shown to GDL members in during Lab 8. One of those videos was particularly sobering because as the young peo-



ple were sharing their hopes for themselves and their city, the interview was interrupted by the sound of repeated gunfire nearby.

When asked what they hoped the GDL could bring to the issue of urban youth violence one said: "I've lost loved ones on my same block ... I hope everyone comes together because we really do need help." Another hoped GDL would bring a global perspective to young people who were living in marginalized communities. "A lot of these kids have never travelled outside Chicago, they haven't travelled outside the Midwest. It would be cool if you could add a component of a real live person they could talk to that was from China, or Germany ... so that it is real," she said.

During the Impact Lab held in Chicago, the Young Advisors were present throughout the entire Lab, in all the sessions. They helped keep conversations and ideas grounded in reality and were also exposed to the global perspective and ideas of GDL members, which was clearly meaningful to them. While the impact of having

a group of Young Advisors was felt throughout the entire 2018 curriculum, and is evident in the outcome, their impact during the town hall and the closing session are especially worth noting. Young Advisors led the conversation at the town hall forum attended by dozens of organizations and individuals from throughout Chicago concerned about the issue of urban youth violence.

On this occasion, one representative of a job program for youth asked: "A lot of the youth we bring into jobs quit those jobs during the first 90 days. What are we doing wrong?" A Young Advisor was able to answer from the experience with her peers: "When these young people take up a job like this, a lot of them feel like they are going to a place which is fundamentally different to what they know. There are people who look differently to us, who talk differently to us. We are used to needing to fight. Now these people tell us what to do and look down on us. For some this sparks the need to fight and eventually leads to them leaving." Another Young

Advisor, Heidi Lugo, who was 14 years old at the time, added: "This attitude has a lot to do with machismo. I see around my peers that boys are not allowed to show their feelings, only to fight." This shows the importance of gender in youth violence, also in terms of its prevention.

The closing meeting turned out to be unusually emotional for GDL members and Young Advisors. One Young Advisor was fighting tears when she said: "I remember all the meetings and organizations I've gone to before GDL and how much we don't get done. I want to thank you for being able to do something," she stated and added: "I commit to make sure that this goes through." GDL member Cecilia Barja Chamas agreed: "I want to thank you for your tears, because I had my tears last night; this is how engaged we are!"



Six Themes

When five GDL members, each from different countries, shared their personal experiences with urban youth violence during the first afternoon of the Incubator Lab, it became clear to all participants that urban youth violence is not just a Chicago issue; it is a global issue. The experiences shared were deep, wide, and intensely complex. To help frame the issue, the GDL aimed to look at it through the the lens of SDG 10 – Reduced Inequalities – and five pre-identified themes.

To arrive at the five themes, prior to Lab 8, Methodological Lead Theresa Carrington spent weeks consulting dozens of experts, youth, and community activists from Chicago and around the world. She asked each the same three questions:

- 1) What are the top issues which fuel urban youth violence?
- 2) What tools are you aware of which have proven successful in addressing these top issues?
- 3) What tools are lacking to address the top issues successfully?

Theresa then documented and organized all the answers. Working with EAC member Vivian Valencia, the list was narrowed down to five thematic areas that would be assigned for the GDL members to work on.

Intensely committed to keeping the Chicago Young Advisors and Community Partners in the lead of the conversation, the Methodological Lead, the Secretariat, the Host, and the EAC – at that time comprised of Elizabeth Maloba, Ivana Petrov, Imran Simmins and Vivian Valencia – granted the Chicago Community Partners and the Chicago Youth the authority to intervene into the discussion at any point. These partners with their specific expertise were asked to serve as "reality check," meaning that if at any point during Lab 8, the partners felt the curriculum was off target, they had the right to ask for a full stop to the agenda and related activities and suggest a re-direct.

Immediately before the Lab, Theresa and Vivian presented the five themes to the EAC, Host, Chicago Community Partner representatives, Chicago Young Advisors and Secretariat.

Noting the list did not include race, the Chicago Community Partners engaged their privileges. They felt if race were not explicitly listed, the thematic areas would not produce a practical toolkit to address urban youth violence better.

After a passionate debate, the thematic areas following below were agreed upon and presented to GDL members during the Incubator Lab. Each area became a filter through which to view the issue of urban youth violence, and when combined, there is a framework which other cities could also use as a tool to build strategies to reduce and end urban youth violence.

1 Unequal Access to Services: Your zip code often determines the quality of public services, such as schools, hospitals, roads and justice systems to which you have access. In this working group, GDL members were to challenge themselves to find tools public and private entities could use to make access to services more equitable for all.

2 Violence: This toolkit filter encompasses witnesses, direct victims, and perpetrators of violence. Members who chose this thematic group challenged themselves to find what was working in other cities around the world and how those solutions could be combined into a tool.

3 Economic Inequality: This toolkit filter covers equitable access to economic opportunity, such as jobs, education, and policy, such as tax structures. This toolkit filter would challenge GDL members to examine whether this should be an equity filter or an inequality filter and how both public and private entities can use it to reduce urban youth violence.

4 Social Networks: When social networks break down, young people lose their sense of belonging. Lack of stable housing contributes to the decline of relationships with family and friends. Gangs prey on the human desire to “belong” and use it as a recruiting tool. GDL members of this toolkit filter would examine what causes the breakdown of social networks and what public and private entities should consider when looking at their own strategies through this filter.

5 Race/Gender Segregation: When policies are being created, or funding is being allocated, are public and private organizations looking through the filters of race and gender? In this thematic context, GDL members would task themselves with ensuring the filters of race and gender were not only applied to all the other filters, but to bring forward thoughtful questions as tools for public and private partners.

6 Power Structures: This thematic group started as a wild card – and GDL members were challenged to define it. After passionate debate, this thematic area was named power structures. The members of this thematic group would challenge themselves to identify the power structures and related economic and social implications that led to the current state of affairs with regard to urban youth violence in Chicago.

During the Incubator Lab, GDL members were asked to align themselves with one of the six framework themes. The teams immediately began to use their experience and expertise to examine their theme deeply. The six themes became the foundation of the 2018 curriculum and created a clear, active link between the Incubator and Impact Lab. Creating this clear link between Labs had been a goal of the Methodological Lead, the Host, the EAC, the Leading Partners and the GDL Secretariat.



THE WORK

Before the Labs

If GDL members were to contribute in meaningful ways to the global issue of youth violence in Chicago, it was necessary to hear raw, unfiltered local voices. For three intensive days in February, South African EAC-representative Imran Simmins as well as two GDL members representing the United States of America, along with three members of the GDL Secretariat from Germany – Senta Höfer, Juliana Figale and Sue Lyn Chong – embarked on a street-level view of urban youth violence in Chicago. Host Marty Castro, Increase the Peace organizer José Muñoz, and Methodological Lead Theresa Carrington worked together to organize three street-level community meetings spread throughout the city.

Former gang members, non-profit leaders, members of the clergy, previous and current members of law enforcement, young Chicagoans under the age of 25 and business owners were in attendance. Everyone had one issue in common: Urban youth violence had, in some way, touched their lives. In two and a half hour sessions, dozens of participants shared their personal stories, their impact, and their hopes for Chicago. Facilitated by Theresa Carrington, the meetings were raw, real, and at times, very emotional for the GDL representatives.

Theresa created an icebreaker designed to help participants to get to know one another on a human level. During the icebreaker, attendees paired off and interviewed one another. The predetermined questions ranged from “What is your superpower?” to “What top skill do you bring to the issue of urban youth violence in Chicago?” Attendees then introduced each other to the group. The activity highlighted that even though they were all working on the same important issue, most participants had never met.

Theresa asked participants to share their view on the following questions: “With regard to urban youth violence in Chicago: What is working? What is broken? What is missing?”

“There is more gang banging among the non-profits fighting for funding than I saw as a gang banger on the streets of Chicago,” emphasized one participant. “We provide mentors for young people, and it is effective,” added another. “We need to create stable housing for these kids, and that starts by addressing the needs of the parents,” added a third.

By the final community meeting, several striking patterns emerged:

- 1) Chicagoans working to reducing urban youth violence were operating in silos. Generally, they were not communicating, not collaborating, and usually competing over the same funding dollars
- 2) This broken ecosystem left the same individuals and institutions with no sense of belonging
- 3) Most were unaware of the SDGs and how Chicago’s struggle with urban youth violence fit into a larger global picture
- 4) There was a general lack of confidence in local power structures such as government, educators, clergy and funders to use their positions of power to create meaningful change.

The GDL street-level meetings were impactful. After each meeting, participants lingered, exchanging contact information and discussing possible collaborations. Collectively, they were astonished people from all over the world cared enough to travel to their city and ask profound but straightforward questions. GDL members and the Secretariat left with valuable raw, unfiltered street-level knowledge which they used to outline the 2018 curriculum.

Berlin

Framing the Issue

The Berlin Incubator Lab in June 2018 was the first opportunity for the group of GDL members to work together, get to know each other and begin examining the 2018 curriculum. 34 GDL members participated in the 8th Lab. For 22 of them, this was their first Lab. For the Chicago Lab, the group was joined and supported by five additional established members who added their expertise. The curriculum for the Incubator Lab was carefully co-created by the EAC, the Host, Methodological Lead and the Secretariat to bring together a group of mostly strangers, frame the issue, and get everyone working toward the common goal of building a toolkit for Chicago and the world to better address the issue of urban youth violence.

Building on two virtual preparatory sessions hosted by Marty Castro, Theresa Carrington, the EAC and the GDL Secretariat in cooperation, and addressing the themes “Deconstructing Youth Violence” and “Global Approaches to Youth Violence,” respectively, the Incubator Lab



clearly framed the global issue of urban youth violence, its various root causes, and provided crucial insights into the lasting effects of violence on communities around the world, including Chicago. Members were shown a variety of sustainable strategies to counter youth violence, learned about its long-term consequences, and heard from victims, witnesses, perpetrators and law enforcement authorities. The Lab’s curriculum underscored the importance of the UN SDGs, and how goal 10 (Reduced Inequalities) framed the issue of urban youth violence.

Four days after it began, participants of the 8th Lab clearly understood the challenge before them, and pledged to do everything in their power to build a toolkit filled with tools to help Chicago, and the world, better address urban youth violence. As a sign of their pledge, members placed their signature and words of support on a City of Chicago flag brought by Host Marty Castro. The flag would become a unifying feature throughout the 2018 curriculum.





Berlin

Sites and Site Visits

Using immersive, street level methodologies proved critical in helping GDL members broaden their understanding of the topic of youth violence beyond their daily sphere of experience. This street level immersive experience began in Berlin, a city confronted with its own youth violence issues.

Chicago and Berlin face similar, but different contributing factors to youth violence. When compared to the American educational system, the German one is different, and guns, which are often used in Chicago homicides, are not easily available in the German context. To understand the role local context should play in the toolkit being designed for the Challenge Holders, GDL members scattered throughout Berlin to deeply engage with a variety of local organizations addressing the causes and impact of youth violence.

The first get together attended by all participants of the Lab led the GDL members to Bülowstraße, a location in Berlin-Schöneberg that had in the past become known for the drug trade as well as prostitution, but which is developing manifold strategies to combat this negative reputation. A significant part of this effort has been made and supported by Urban Nation a/k/a The Museum for Urban Contemporary Art. Urban Nation has worked in Berlin since 2013 with the aims to connect people, artists and the greater public across borders, to create and exhibit art and to care for its environs. Nowadays, the organization entertains both an experimentation space and a graffiti museum, both of which were included in the Lab.

Getting to know these spaces and undertaking a short tour during which much of the street art created by artists affiliated with Urban Nation – as well as the on-site task to create a piece of graffiti inspired art in groups – helped

participants reflect upon the power of art to address situations of conflict and violence; it also familiarized them with the various possibilities of expressing themselves creatively. Almost needless to say, the task also helped build group cohesion on the first day of the Lab.

The laboratory space of Urban Nation served as the site where several GDL members shared their experiences with youth violence. It was during this first meeting that members were familiarized with the way youth violence deeply traumatizes families.

Marty Castro told about his cousin, who was murdered in the streets, and his best friend, who was shot randomly. He provided an important insight into the world view of many young gang members, quoting a former gang member he had encountered: “I was sure I’d die before I was 17 or 18. So I never knew how to value peoples’ lives because I didn’t value my own.”

In the following days, several site visits across Berlin had the participants separate into groups of 5–7 people. This gave them the chance to get to know each other in a smaller setting and enabled the group as a whole to encounter a greater variety of organizations involved with combating youth violence in the city. For the future work in preparation of the Chicago Lab, the diversity of experiences made it possible to come up with a multidisciplinary and open-minded approach regarding youth violence.

The site visits included a women’s prison and a prison theatre project, as well as a community center for male youth, an elementary school in a socially disadvantaged neighborhood and the German-Arab Center for Education and Integration in Berlin-Neukölln, a part of the city that is also known for its rather high conflict rates. Some participants had the chance to get

to know a former criminal who had turned his life around to subsequently become a police officer, an encounter that clearly shows that a person's fate can be changed.

The meetings with such a diversity of local partners under the header of "Voices of Berlin" generated a more nuanced understanding of the diversity of approaches to the topic of youth violence, but it also enabled an in-depth discussion about the various ways of preventing it, e.g. via the involvement of the entire social environment that is affected, or via offering a variety of programs for those who have become offenders. The visit to the women's prison, for example, gave the insight that rather than focusing on punishment, institutions can also work with "bringing these women back to society through positive incentives," as GDL member Heba Aguib from Egypt put it. Along similar lines,

some members of the prison theatre project made clear that it is possible "to work against stigma and isolation of prisoners and for their reintegration into society," something that impressed German journalist Maja Beckers a lot. To see the productions, citizens are invited to come to the prison, thus taking away the fear of encountering such a place and its inhabitants.

Throughout the four days, several forums made it possible for participants to come back together and present their knowledge and these experiences to each other, thus enhancing a process of learning from and with each other. In their entirety, the site visits and encounters with partner organizations provided just the equipment needed for the GDL members to begin to develop their own approaches between the Berlin and Chicago Labs.



Berlin

The Experts

During the Incubator Lab, the participants, coming from a great variety of personal and professional backgrounds themselves, attended discussions and workshops with other experts. These expert contributions helped to lay the foundation for the 9th Lab in Chicago and provided theoretical knowledge about youth violence the group could build on throughout the Labs.

Researcher **Christine Hentschel**, Professor and Chair of Criminology: Security and Resilience at Hamburg University, introduced her perspectives: “If you think about urban violence you have to look at urban life, which is intrinsically volatile and fragile,” she explained. She also explored how a specific urban layout may contribute to or enable violent acts. “This means that urbanity itself needs to be taken into account when addressing youth violence in Chicago,” she said. “How is violence a result of long grown

urban conditions grounded in racist segregation, of conditions where poverty and hopelessness meet a history of aggression and toxic masculinity?” As Hentschel made clear, “Many young men are going to prison for minor crimes; this affects their future lives and of course that of their families and their entire communities.” Instead of rehabilitating offenders, the law enforcement system often destroys opportunities and labels people for life.

Angela Hurlock, Executive Director of the community development corporation Claretian Associates and one of the Chicago Community Partners, reminded members that that history matters: “Think of the urban as a space not where violence happens, but where violence has a history,” she encouraged the participants. Hurlock helped frame the issue through thought provoking questions. “Whose security are we talking about? What does it mean to label cer-





tain areas unsafe?" In the case of Chicago, it takes the understanding that any improvement in the South Side also necessitates the inclusion of structurally privileged people, e.g. the white middle class, because "they have the chance of getting heard," and thus of helping along sustainable change.

May East, Gaia Education Chief Executive Officer and UN Sustainable Development Goals educator, is an expert on how to connect local ambitions to global perspectives. She explained when considering Chicago, the SDGs are a useful indicator where something is lacking and new input needed. She pointed out that the SDGs do not only aim at environmental factors from clean water to sustainable energy, but also pick up topics such as poverty, gender equality, social justice and the quality of the local educational system. Her input explored the idea that the world is going through a convergence of multiple crises and that youth violence is one of them; at the same time, she made clear that "the mindset that has created the crisis cannot solve it," and thus, new approaches and open

minds are needed – a strong incentive for GDL members to become active and provide fresh ideas for solutions.

On day three, **Angelo Miramonti**, Professor of Community Theatre at the Institute of Fine Arts in Cali, Colombia, offered a workshop at Refugio Berlin, an organization devoted to integrating new arrivals to the city and a so-called *share house* where people can live in multinational communities sized between 8–10 people. Forum Theatre is a participatory theatre technique aimed at fostering community dialogue and has been used, for example, in the process of reconciliation with the FARC guerrillas in Colombia. As a tool in diplomacy, Forum Theatre can serve to understand processes of escalation, as well as help de-escalate situations by recognizing the potential of acting differently than expected. After clear explanations of the Forum Theatre methodologies, members created and acted out a play. GDL members became more than spectators as they, too, stepped in and created their own dialogue in it.

Exchange of Expertise

One of the core assets of the GDL is the diversity of its members. For the topic of addressing urban youth violence, some members offered their special expertise in peer-to-peer workshops:

Anya Margaret Baum, who has a strong background in the field of Smart Cities, talked about “Algorithms, Big Data and the Criminal Justice System.” She let participants discover how algorithms work: What could be the consequences if criminal records were seen as data mines, and what exactly is predictive policing?

Shota Bukoshi, a documentary filmmaker and diplomat, talked about “The Power of Storytelling,” so how to build a narrative, how to make the audience care about an issue, and the importance of giving the unheard a voice.

Stefan Cibian, an expert and researcher in development policies, held a workshop called “Understanding the Field: Mapping Downstream and Upstream Efforts to Curb Urban Youth Violence Around the World and in Chicago.” It discussed the differences between charity and strategic philanthropy, and how addressing root

causes of violence and designing upstream interventions to secure fundamental economic and social structures can help us to design better interventions for Chicago.

Julia Jaroschewski, a reporter and founder of *Buzzing Cities Lab*, a think tank focusing on digital technology and security, gave a workshop on “New Digital Instruments, Innovative Projects and their Impact on Urban Violence in Rio.” She offered an insight into the reality of Rio de Janeiro – one of the most violent cities worldwide – and demonstrated how technology functions as an instrument to tackle the challenge of local zones of war.

Svantje Meer, who works as a political scientist with the Berlin Police, held a workshop on “Crime and Violence as a Result of ideological Radicalization” and spoke about how to define various forms of extremism and how these are related to violence.

The knowledge gained in these workshops was useful to all working groups created in Berlin and would find entry into several of the proposals made for Chicago.





Addressing Taboos

During the discussions taking place in the Incubator Lab, the issue of race was brought up repeatedly by the participants and experts on the panels: In discussions, in questions, in terms of approaches to the issue of youth violence. When looking at Chicago crime statistics, it becomes evident, for example, that in this city, just as well as in the United States at large, black and brown people are more likely to become victims of youth violence than white people. Youth violence in Chicago occurs more often in those parts of the city inhabited by people of color.

On day three of the Incubator Lab, the experts from Chicago took time to explicitly make the participants aware of the complexities of race in American society more generally, but especially in relation to youth violence and its intricacies in Chicago. The city is segregated by skin color and economic opportunity, as Marty Castro, Chris Patterson, Luz María Cortez and Angela Hurlock explained – a long legacy of the Great Migration of African Americans from the American South during the twentieth century, as well as of the immigration to the larger cities supposedly offering opportunities

from other parts of the world, and especially from Latin America.

Race shapes every dimension of youth violence: It determines a young person's chances to get a good education, to find employment, to rise socially, to live a life determined by hope and the belief that it is possible to grow up and survive to adulthood in peace, with enough food in the house, with the necessary social and financial resources available. Addressing this factor directly and encouraging the participants of the Berlin Lab to ask questions relating to race enabled the group to work with the issue in preparation of and during the Impact Lab – race and awareness of its importance became a crucial dimension of the GDL's work relating to Chicago.

In order for diplomacy to work, and in order to be able to come up with approaches to youth violence that can be used by the stakeholders in Chicago, the open confrontation with the topic of race early on was very important. Having experts from Chicago readily available to them helped the Lab participants understand how to talk about race in the United States – knowledge that will be useful to them long beyond their engagement in Chicago.

Between the Labs

With the critical cornerstones in place, in the phase between the Incubator Lab in Berlin and the Impact Lab on Chicago, members focused on further examining the thematic areas and deciding which specific issues within their theme the groups would build on. Each thematic group selected team anchors to coordinate the work between Labs: Svantje Meer for Economic Inequality, Heba Aguib and Stefan Cibian for Power Structures, Pilar Vilaplana, Julia Sattler and Hope Kasedde for Race and Gender Inequality, Anya Baum and Harald Hermann for Social Networks, Sezen Ekin Gucus-Tidim and Julia Spinelli for Unequal Access to Services and Daniel Brombacher and Julia Jaroschewski for Violence. The process of cooperation was facilitated via a cloud-based collaboration software. The regular use of this service was supported by the Methodological Lead as well as the EAC members Ivana Petrov and Vivian Valencia, who worked tirelessly to ensure quality results of group discussions. This made it possible to move ahead quickly.

While this part of the project focused on group cohesion within the GDL, much relevant work was also completed on site. The time between the Labs was used by Host Marty Castro and Methodological Lead Theresa Carrington as well as several others involved to remain in contact with the Challenge Holders and with the Chicago Community Partners. In a meeting at Casa Central, representatives of these organizations were familiarized with the GDL and its methodology, as well as with the particular working

groups and their topics which resulted from the Incubator Lab. During this meeting, Walter Katz, Deputy Chief of Public Safety for the City of Chicago, as well as Michael Strautmanis, Chief Engagement Officer at The Obama Foundation, were present via phone to facilitate the interaction with the Challenge Holders and take the Challenge Holders' expectations into account. Each partner organization was assigned to the thematic area they most identified with. This process ensured that every group had at least one Chicago Community Partner and a Young Advisor – making sure the local voice was heard.

In addition to the face-to-face work in Chicago, conference calls between the organizers in the USA, the members of the EAC – Ivana Petrov, Elizabeth Maloba, Imran Simmins and Vivian Valencia – and the GDL Secretariat – represented by Senta Höfer, Juliana Figale, Sue Lyn Chong, Gaga Gogoladze and Corinna Fischer – guaranteed a steady progress.

Shortly before the 9th Lab participants' departure to Chicago, an online session was offered in order to clarify the curriculum and methodology for the Impact Lab, to talk about the groups' ideas and achievements during the summer, and to address some of the stakeholders' expectations for the City of Chicago and the GDL's contribution. This session was hosted by Marty Castro, Theresa Carrington and Ivana Petrov.

Together, these preparations set the scene for the November 2018 Impact Lab and enabled all participants to get to work immediately after arriving in Chicago.

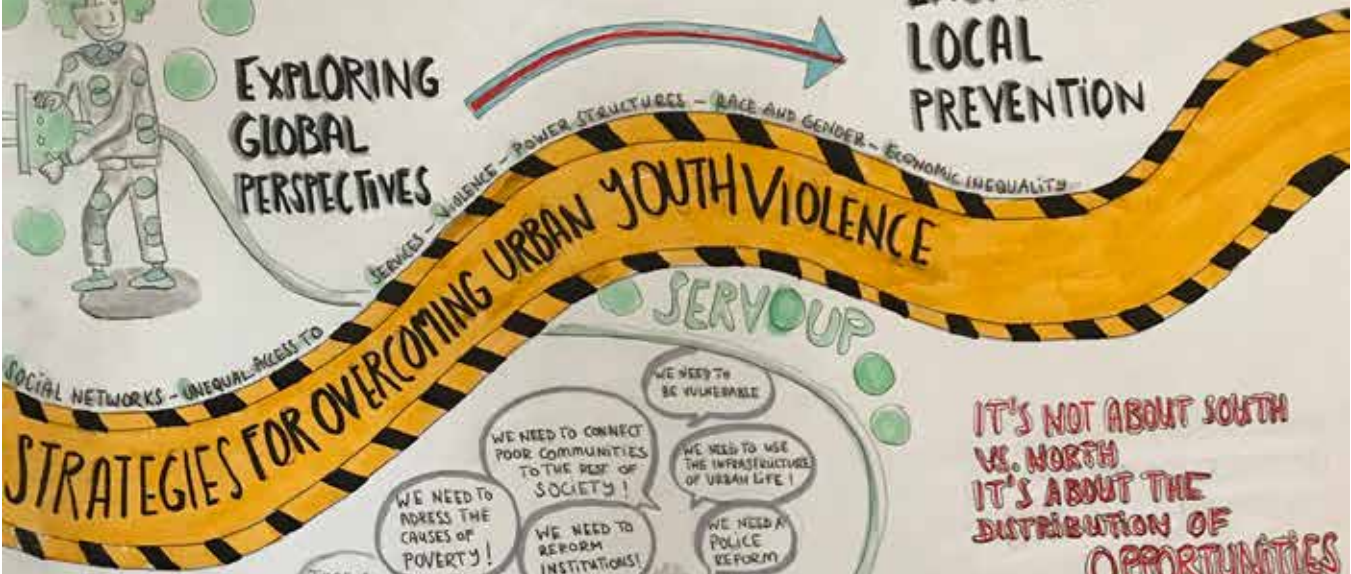


GDL FROM BERLIN TO CHICAGO INCUBATOR & IMPACT LAB

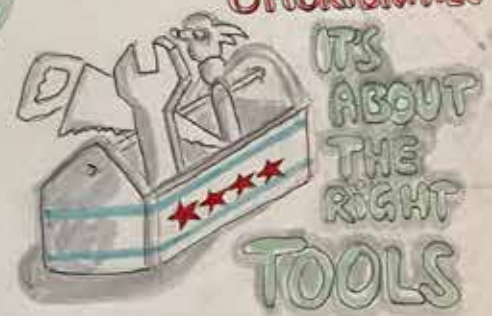


EXPLORING GLOBAL PERSPECTIVES

ENGAGING FOR LOCAL PREVENTION



IT'S NOT ABOUT SOUTH VS. NORTH IT'S ABOUT THE DISTRIBUTION OF OPPORTUNITIES



IN CHICAGO

90% OF HOMICIDES ARE COMMITTED WITH GUNS



- 1. People don't change on their own. They change with support.
- 2. Authenticity is what makes us human.

YOUTH GUIDANCE



CEEV CHICAGO COORDINATION COUNCIL ON VIOLENCE

- ENHANCE COORDINATION, TRANSPARENCY AND EFFICIENCY TO ADDRESS GUN VIOLENCE
- MULTI-STAKEHOLDER PLATFORM C.I.T.S + CPD + PRIVATE SECTOR + COMMUNITIES



ENGAGE THE YOUTH CREATE OPPORTUNITIES EXCHANGE KNOWLEDGE

WE STAR CHICAGO

Chicago

Creating the Toolkit



While in Berlin, all participants had confirmed and re-confirmed their willingness to create impact and leave Chicago with improvement. Once GDL members had landed in Chicago, they immediately immersed themselves into the situation and got to work.

Members teamed up with locals: Former gang members, Young Advisors, and dozens of Chicago organizations on the front lines of urban youth violence. Meeting locations were strategically chosen and included institutions ranging from the DuSable Museum of African American History, the National Museum of Mexican Art, Malcolm X College and Casa Central. GDL members were quickly finding themselves in spaces of cultural diversity and local Chicago life.

The work with the Chicago Community Partners was designed to build a framework for the participants to explore issues of youth violence locally and globally. Since the GDL 2018 Labs had the mission to find approaches to overcoming this issue in Chicago while also developing ideas that could be used elsewhere, it was very important that the thematic groups get input from those working daily with this topic, with the perpetrators and victims of violence, but also with those fighting the causes of youth violence: Organizations fighting poverty, those providing spiritual orientation, people engaged with changing the complex dynamics of gender and race, those working in the educational system in deprived parts of the city.

Several organizations serving Chicago's underprivileged neighborhoods, such as UCAN, Strengthening Chicago's Youth, Brothers Standing Together, Breakthrough, the Greater Chicago Food Depository and Cure Violence willingly opened their doors to the GDL members and provided much-needed insights into their experiences working with the community on an everyday basis and fighting youth violence from the bottom up. The Chicago Community Partners were essential in the creation of the toolkit because they provided the expertise and the testing ground that was needed in order to arrive at ideas for solutions that would bring lasting and noticeable change to the struggling neighborhoods of the city, but that would also work beyond Chicago.

Experts such as [Robert Vargas](#), Neubauer Family Assistant Professor and Director of the Violence, Law, and Politics Lab at the University of Chicago and Founding Director of the Violence, Law, and Politics Lab at this institution, helped contextualize the newly gained knowledge and work on strategies to utilize it



in the toolkit. The global law firm Baker McKenzie, which invited the Lab participants to their Chicago headquarters made evident how a multinational company can play a vital role in local community development—how indeed, the partners understand their role and responsibility in the undertaking of setting up the future generation for a better life.

All of these and many more contributions shaped the participants' understanding of the local dynamics of Chicago, but also enabled them to recognize the potential for positive

change. It was crucial to all participants that conversations were open and respectful at all times, that the contributors would be willing to listen to and learn from each other and each other's experiences. It was this atmosphere of mutual trust, that was present from the first Chicago gathering in the DuSable Museum of African American History all the way through the closing of the Lab at Casa Central, which enabled all participants to learn through dialogue and to gain from each other's presence.

Grass Roots Diplomacy

diplomacy
[də'plōmāsē]

NOUN

the art of dealing with people
in a sensitive and effective way.
“his genius for tact and diplomacy”



The GDL is a platform for exploring a new and more inclusive diplomacy, which goes beyond traditional politics. This non-traditional form of diplomacy was leveraged throughout the 2018 curriculum to foster change.

EFFECTIVE:

The **SERVUP Toolkit** outlined on page 34/35 proves that the GDL's mission leads to innovation. The SERVUP Toolkit creates a framework for cities around the world to better address urban youth violence.

NEW:

Amplifying marginalized voices

The 2018 GDL curriculum created leadership platforms for rarely heard voices. Young Advisors who had no previous experience leading conversations on a global scale, led vital dialogues about urban youth violence. Sharing their thoughts, emotions, and ideas with diplomats, educators and experts from around the world, the GDL amplified their voices to create impact.

“I was so surprised,” said one Young Advisor. “I did not think that we would actually develop a set plan. I thought we were going to just talk to the Chicago locals and say: ‘Here, can you guys try to do something to fix this?’ So, I didn’t know we were going to actually implement anything. I was surprised and I was so happy about it.”



INCLUSIVE:

Grassroots Co-Creation

Working with many different Community Partners at one time and having a panel of Young Advisors set new records for the GDL. Never before had the GDL worked with so many Community Partners, nor had prior Labs formalized a process for youth engagement. For an issue as complex and multidimensional as urban youth violence, using grassroots, co-creation, inclusive methodologies proved to be a brilliant strategy. Dividing this complex topic into six themes, then assigning one Young Advisor, several community partners, and GDL members passionate about that particular theme resulted in a powerful grassroots co-creation dynamic. These carefully curated themes proved to be the perfect methodology to powerfully link the Incubator Lab and the Impact Lab. Creating a strong link between the two Labs had been a goal of the 2018 curriculum.



BEYOND TRADITIONAL:

Immersion

9 organizations in Berlin, a great number of experts before, during and after the Labs, more than 50 members of Chicago organizations, 7 Young Advisors. 12 site visits throughout Berlin and Chicago, 15 carefully curated meeting locations in Berlin and Chicago: The 2018 Curriculum was historic in terms of creating immersive experiences, sparking non-traditional forms of diplomacy. Meetings held at prisons, with former gang members, and with youth, resulted in these often-marginalized voices engaging in non-traditional diplomatic roles artfully and sensitively communicating their story to GDL members. Every exchange was immersive and provided platforms for non-traditional diplomacy to occur.





The Outcomes

The Ecosystem

“Institutions have been opened; relations have been built.” This quote from GDL member Cecilia Barja Chamas sums up the ecosystem the 2018 GDL curriculum created. Kenny Martin Ocasio, a Chicago Community Partner, shared these observations. For decades, Ocasio has worked towards the advancement of Latinos’ LGBTQ rights: “You did this with compassion, respect, dignity. You are inclusive, and you do not treat this like a project you leave behind. So will we. We will keep up, and hopefully, in 5 years, Chicago will be a safer city.”

Creating both a global and local ecosystem of relationship, collaboration, and co-creation during the 2018 curriculum was no accident. The immersive street-level methodologies and Lab programs were carefully and strategically curated to achieve that very outcome.

During the 9th Lab planning sessions held in Berlin, the Dean of the GDL Ruprecht Polenz had challenged those present to define what makes the GDL special. “GDL can gather people,” Host Marty Castro said. “With the Leading Partners, the Secretariat, the Challenge Holders, and the GDL members themselves, we have an impressive list of change makers. That list and our global footprint have already helped us to start forming a collaborative ecosystem for Chicago.”

Community meetings held before the Labs had revealed the lack of such an ecosystem. Methodological Lead Theresa Carrington had asked those in attendance to raise their hand if they knew anyone else in the room. In some sessions, one or two hands went up, in others, none. All those in the room were in some way working toward reducing urban youth violence.

An immersive curriculum, the power of place, the contributions of the Chicago Community



Partners, the Young Advisors, and a town hall led to the beginning of an ecosystem which cut across sectors and left participants inspired and in a situation to begin future cooperations while lending even more agency to the initiatives. The high quality of the proposals by the GDL members was also noted in the community: “I thought that the ideas everybody came up with were really smart and formal and really well thought through. These are programs that could actually happen,” Young Advisor Aminah Adebayo made clear.

By the end of the 9th Lab, there were multiple examples of Chicago organizations collaborating and GDL members investing their time and energy into the newly created ecosystem.

The Toolkit

At the start of the 2018 curriculum Host Marty Castro and Challenge Holders, City of Chicago and The Obama Foundation made it clear: **Use Chicago as a Lab but leave the city, and the world, with better tools address urban youth violence.** Using the lens of SDG 10, Reduced Inequalities, GDL accepted the challenge and went to work.

Engaging many international experts, close to 40 GDL members from all over the world with expertise or personal experience relevant to the

topic, as well as a large group of Chicago Community Partners helping to address urban youth violence every day. Working with Young Advisors, two Labs held in two countries, hundreds of volunteer hours and tens of thousands of miles traveled – here is the toolkit, known as SERVUP, which GDL members co-created with Chicagoans and global experts. Each letter represents a tool. When combined, the tools form a complete toolkit to help the world better address urban youth violence.



S

Social Networks:

When a young person's social network breaks, it erodes their sense of belonging, creating uncertainty and fear. If the person does not know where they are sleeping, or on whom they can rely on for food, shelter, and finances, fear begins to drive decision making. To improve social networks, the co-creators of this tool suggest connecting young people to manufacturing jobs, mentors, and cultural experiences through community-based software. Jobs mean economic stability. A mentor is someone for the youth to rely on. Cultural experiences show young people a world larger than their own and expand their ideas of what might be possible. GDL members of the Social Networks team volunteered to lead the connection of young people to online cultural language exchange programs with GDL members. Further ideas which are specific to Chicago include: Taking young people to visit manufacturing locations to help them learn about apprentice opportunities and to see economic possibilities.

E

Economic Inequality:

Your zip code or location of birth often determines your quality of life and financial future. Creating equal access to jobs and economic justice for all requires holistic thinking. Issues such as lacking access to transportation, job skills, and childcare prevent qualified workers from reaching good jobs. For those living on the fragile edge of poverty, even the slightest unexpected financial events can lead them into a life of economic inequality. For this reason, the co-creators of this tool propose holistic Community Banks. What makes this Community Banks idea different from similar models, is that the only people who can access them live in the areas with the highest rates of youth violence. The Community bank would provide wrap-around services such as transport, childcare, and business training. The long-term goal is to deliver access to capital to support local entrepreneurship which will create jobs and positively affect the communities most suffering from violence.

R

Race/Gender:

Race and Gender equity are critical components of any successful program addressing urban youth violence. For that reason, the co-creators of this tool recommend cities work within their school systems to ensure educators and students alike are taught race and gender bias awareness. Teachers need to reflect the diversity of the population they are teaching. The co-creators of this tool also recommend school systems commit to educating students about race and gender diversity to create inclusiveness and to value human differences. Students should ideally see their own experience reflected in the curriculum and feel empowered by stories of change. The co-creators of this tool cite successes of race and gender awareness being achieved through the Chicago organization Youth Guidance. The organization has programs called "Becoming a Man" and "Working on Womanhood," which have developed tools to talk about gender and gender bias productively and which the co-creators feel are replicable and scalable to any city.

V

Violence:

Violence can be perpetrated by the state, institutions, or individuals. Those who witness it are more apt to become violent. The co-creators of this tool found lack of trust is an underlying reason for poor outcomes of violence reduction policies, despite massive investment. They found lack of trust between communities, police departments, and authority as well as a lack of coordination between competing community organizations and civil society. They also found a lack of trust among those impacted by violence. To build an ecosystem of trust and increase the effectiveness of violence reduction efforts, the co-creators recommend the formation of a Coordination Council on Violence (CCV). The purpose of the CCV is to improve the efficiency of the public and private efforts to address gun violence. The council is made up of representatives from the City, the Chicago Police Department, citizens and residents, private sector foundations and community organizations. The council will have the mandate to coordinate all efforts of public and nonpublic actors in the field of violence, steer public funds and create transparency.

U

Unequal Access to Services:

All people should have equal access to services, including education, mental and physical health, safety, transportation, finances, housing, and public spaces. Policymakers, civil society actors, and funders often do not understand the complexity and real impact on people who do not have equal access to services. The co-creators advise a creative outlet for young people to express how unequal access to services impacts their life in the form of Forum Theatre, a methodology used to create trust, give young people a safe space to communicate and give voice to otherwise untold stories. This methodology answers two questions which regularly come up in the struggle for equal access: How do we share the needs and the lack of access of marginalized communities with a greater audience and create awareness for the problem? And secondly, how can we be more effective in measurements taken against unequal access to services? This method lets the agents propose solutions; it is a powerful tool to get people to talking and acting.

P

Power Structures:

When power structures and the citizens they are designed to help do not work together, trust breaks and potential for impact reduces. By contrast, when power structures connect, envision, reflect, and think forward together, this can heal fractured networks, ensure marginalized voices are heard and foster a spirit of pride and collaboration. The co-creators of this tool recommend civil society, government, youth, and private-sector corporations align around a common theme for their city: An idea for a campaign under the heading of "We are Chicago" was designed. The campaign pays a tribute to Chicago's vibrancy and includes all populations in the city: The youth as much as the elderly, people from different national, socio-economic and religious backgrounds. Celebrating Chicago's potential, everyone is welcome to bring in their experience and ideas. In its inclusive outlook, the campaign confirms that everyone has a say in the city's future – and that everyone can help overcome violence and separation.

Using the ServUp Toolkit

Nonprofit/CSO:

Identify the tools your mission aligns with. Maybe the housing you provide helps heal social networks, reduces violence, and creates economic equality, so your mission aligns with S, V, E. Using this toolkit to frame and clarify your message will help donors better understand your mission and impact. Find others in your sector who align with different SERVUP tools and collaborate with them on funding, programs, and grant requests as often as possible.

Policy Makers/Civil Servants:

The SERVUP toolkit acts as a lens through which you assess your communities, create your budgets, issue permits, plan your cities, offer services, create policies, and govern. As you make decisions, the SERVUP tools create a lens through which you can more clearly see the potential, unintended ripple impacts of your policy, governing, and funding decisions. If you are creating stronger Social Networks with sidewalks, are you also creating Economic Equality and ending Unequal Access? This scenario applied to the toolkit means the policy, dollars, and permits you are releasing are accomplishing S, E, and U. The more tools you use to build policy the more impact you will create.

Philanthropists:

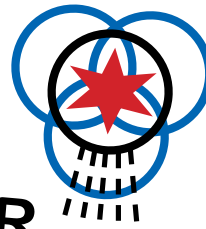
Use SERVUP tools to identify funding areas and encourage public-private partnerships. The more tools, for example S, R and P, you require organizations applying for funds to use, the more impact your grant will have.



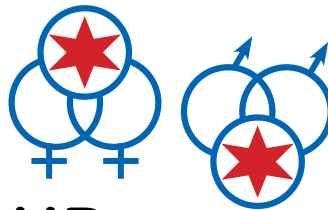
**WE
POWER
CHICAGO!**



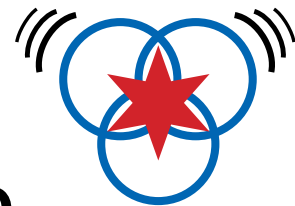
**WE
SHOWER
CHICAGO!**



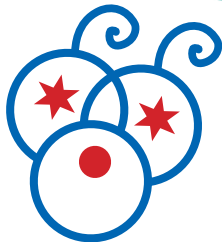
**WE
PROUD
CHICAGO!**



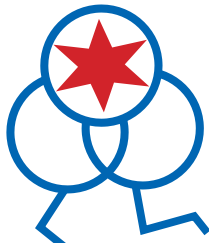
**WE
LOUD
CHICAGO!**



**WE
FUN
CHICAGO!**



**WE
RUN
CHICAGO!**



**IT'S UP
TO YOU**

WE

**.....
CHICAGO!**

The next steps

Member Commitments

The GDL and its activities make something outstanding happen in just a short period of time. The GDL sparks extraordinary commitment in its members, as well as in everyone working with and for it. This commitment was evident from day one, when members took part in online discussions about violence. It became visible in the flag of Chicago signed by all participants at the end of the Incubator Lab in Berlin, as well as during the Lab in Chicago.

The engagement was still there on the very last day of the Lab in Chicago. EAC member Imran Simmins paid special respect to the

situation of those members who had come to Chicago from around the world: "This is a testimony for the individuals who took part in this," he explained. "Before this Lab you would think, there is no way on earth people would spend that much time besides their professional job, and now you see how incredibly committed they are."

Before the Impact Lab in Chicago closed, all participating members pitched their ideas for the city of Chicago and its youth violence problem in front of representatives of the community organizations participating. Together with these representatives of the Chicago partner





organizations, GDL members once again took a critical look at their ideas for creating sustainable change, via the establishment of new economic models, a campaign to celebrate Chicago and create a greater feeling of community, or via changes in the educational system. This final event showed an incredibly concrete and promising outcome – the planning of the next steps already started on that last day of the Lab. So, the question: ‘What is next?’ was already in the room, building on both, the approaches created by the group and by the power of the human connections made during the Labs.

The commitment to taking the ideas forward remains strong. At the end of the Lab, all participants - the GDLers from around the world, the local partners as well as the youth involved in the Impact Lab - were enthusiastic about keeping the momentum going. In the words of Christine Hentschel: “GDL is a special way in creating space where ideas flow.” Or, as Marty Castro suggests: “We have some proposed strategies and tools and now it’s time for us as Chicagoans to take this, engage not only with the existing ecosystem of community partners here in Chicago, but to reach out to others to make these ideas a reality.” This is how change starts.

What you can do

The challenge with regard to working on sustainable solutions to end youth violence in Chicago is of course to keep the momentum going: “Picture how much energy is behind youth violence and imagine what could happen if we turn that energy into transformative agency,” May East had suggested in Berlin. Ideally, the newly built cooperations will not only be kept alive, but they will generate more power and turn into something new, a large-scale movement to commit to ending, and then end youth violence.

The approaches developed by the GDL members in cooperation with the Chicago partners signify more than a toolkit: “It is a new framework to address violence in Chicago and around the world,” as Theresa Carrington stresses: “We know each other, the Young Advisors, the Chicago Community Partners, and they know us. Chicago is not alone in this, and this is what the Lab proved, what can happen when a group of powerfully determined people come together to try and make a difference. Even if not all of the ideas come to life, there is something here that is sustainable in its own right, and that is each of you knowing each other and the power of human connection.”

The SERVUP toolkit is also more than a toolkit to better address youth violence in Chicago. It aligns with many of the UN SDGs, as was emphasized by Dean Ruprecht Polenz in his closing remarks to the Impact Lab.

Therefore, it is desirable that the toolkit – or at least some of its measures – are implemented on the local scale, and that this implementation will be monitored so that hopefully, the measures taken can then serve as inspiration to other cities facing the problem of youth violence.

Closing Thoughts from Lab Participants



Time to ask Aminah Adebayo, a sophomore at a local High School and Young Advisor to the GDL, what she thinks of the work of the GDL so far.

What are your hopes for the future?

I hope that I will be able to get a lot of the youth – my peers – on board with our products here. I wonder, will I be able to convince my friends and people in my neighborhood and other schools that I've never known before to join these programs? But I hope that we'll work to continue this, to continue to work on this, and I hope that this works to reduce violence. I really want to get the space to do this, get training for the teachers, and get the new mayor on board.

How do you think the Lab went so far?

I was so surprised. I did not think that we would actually develop a set plan. I thought we were going to just talk to the Chicago locals.

Do you think you can personally help them happen?

Now that I know what it takes to start a program, I hope that we do start a program. I work at a food pantry in the South side and I would like to talk to them and figure out if there are ways for us to get involved with those families who come to the pantry. And I definitely feel like a lot of my friends and peers in the Christopher House would want to join in. I am also going to ask my teachers at the Christopher House if they would support the GDL programs, too.



We interviewed Cecilia Barja Chamas, GDL member and part of the Power Structures Group.

What is your background?

I co-founded Movimiento Sin Miedo, a political party whose mission was the elimination of corruption and poverty in Bolivia. I was elected councilwoman of the Municipal Government of La Paz and I have led complex, multi-sector, cross-border and sustainable conversations throughout Latin America, and in the US. Since moving to Durham, North Carolina, I have become a community organizer, working to create collective power to ensure fair treatment and equal opportunities for immigrants.

In the group you mentioned a special "City+B approach," which could be useful for our toolkit. What is it?

It is an initiative that seeks to amplify the social and environmental impact of those living in a city, changing the way they relate to the city, shifting to use IT as a resource to become agents of change, care and positive transformation.

How do you think that could be implemented in Chicago?

There is a methodology that can serve as a guiding tool for Chicago, but to start the initiative you need a strong group of cross sector leaders-organizations, to share the vision and launch it.



We interviewed Frank Perez, UCAN, about his perceptions of the GDL's work.

Which outcome do you hope for when working with the GDL members?

The outreach field is nothing new. It's been done here in Chicago for many years, but the powers tend to think, it's just another outreach program, and they don't give it the respect that it deserves. Maybe the GDL being a global initiative that brings together all these countries can lead them to say: 'There's something to this outreach program because other people in other countries are looking at it. There must be something here.' So it might help us finally secure the respect and legitimization in the field. That's the ultimate goal. I just hope that we can really legitimize the field.

What do you mean by legitimizing?

What that legitimization means, of course, is receiving funding. Right now, certain programs depend on state funding and individual contributions. The two largest expenditures from the county are the county jail and the county hospital. Can you imagine what we could do if we didn't have to invest so much money in those sources? We could be investing on the front side of the situation rather than on the backend.

Are you optimistic that this could happen in the near future?

I've been here all my life. I haven't really seen things change, you know? But I've also never seen anything to the scale of the GDL come to the City of Chicago. So I think this could really be helpful.



The Power Structures group went to visit Strengthening Chicago's Youth (SCY), an organization which focuses on connecting stakeholders around the issue of violence. Rebecca Levin, MPH, Executive Director of SCY talks about her work.

What is your background and professional experience?

My training is in public health; I worked in youth violence prevention for 17 years. My previous job was being the manager of injury and violence prevention in the Chicago area. In 2011, I was hired to create a violence prevention cooperative. It didn't even have a name at the time I started. I spent 6 months observing what was already there. We started Strengthening Chicago's Youth in February 2012.

What is your main focus?

We connect stakeholders. We have 5 main working areas: Supporting Youth, Mental Health, Gun Policy, Justice Reform, Supporting Communities.

With this focus – where do you see the need for change?

Around equity; especially around racial equity. Vulnerable populations really bear the burden of the problems. We should be focused on finding solutions for these populations, but too often we invest into communities which are already privileged to start with.

How can that be done? Where do you see the willingness and the possible drive for change?

In the past 2 years I have seen much willingness to call for racial justice. Since 2018 a strong and vocal youth leadership has emerged, especially since the Parkland/Florida-Shooting.

»Fighting for« ... a conscious use of language



Interview with Christine Hentschel.

What are the impressions you take home?

So much smartness and love for details were put into this lab. That is the secret of the GDL. That, and the diversity of places and voices.

How is this different from academia?

First of all the great variety of formats: fishbowl, excursions, creative debates etc. And then of course, the aim to have a true impact. Academia is often only partly interested in political change. Academics do not necessarily see themselves in such a role, they follow other obligations that may become completely disconnected from real world impacts.

But you are interested in political change...

Yes, more and more. I feel the urge to intervene. But it is difficult: how to assemble a kind of expertise that wants to be heard, and that you can voice in a way that people don't find too abstract, that is useful yet visionary and critical enough so you don't repeat what is already out there? And also, in times of hate speech, how to stay intact after speaking out for example, against growing right wing ideologies in our societies? So being truly political in our times is risky, but very much needed.

Was the GDL a chance for you to get politically engaged?

Absolutely yes, and it strengthened this feeling actually, that as an academic I want to get more involved. The power of stories, the power of space, these topics I talked about at the Incubator Lab, have been picked up and worked with and that is great to see. I feel invigorated by this, to see that change is possible. People who want to make a difference need encouragement and this is a moment of collective encouragement.



We tend to believe there's nothing but "content" in informative texts and therefore one only way of reading or decoding them. But not only the modulation of the voice, its volume, and the gestures/corporal acts accompanying a statement can manipulate how we perceive a discourse. The choice of words and of metaphors is really crucial. Language is per se a message. Every word can open a wide field of associations which can be very different – depending on the social, cultural, religious, political background of each person speaking, hearing, reading them. When I read through the preparatory articles about youth violence in Chicago I got upset because I perceived the language of many texts to be really violent: "We have to fight violence," "we have to win this battle," "the strongest weapons are ...," "youth violence has to be eliminated" ... a war scenery. Wars are cruel, and yes, youth violence is cruel as well. But this militant/military discourse presumes that wars are a valid solution – and "we" are some kind of superheroes, able to put an end to violent situations by "winning the war." Is that enough?

It was after these first readings that I started to pay more attention to the use of words, also during the Labs. I ended up with a long list of words and expressions that at first sight seem more or less self-explanatory: For example, the term "violence" – what first comes to our minds is probably physical violence, blood and tears. But psychological violence can be terribly damaging and dangerous, as well. Often both forms are mixed. Furthermore, it is possible to speak about the violence of a society that does not provide equal education, equal chances and equal rights to all citizens. Other terms on the list were "education," "basic needs," "collective efficacy," "disconnection," "racial and social discrimination," "resilience," "gender equali-

ty," "security," "true investment," "prevention" and "vicious circle" – terms that can be found in other debates about society, as well. This makes clear that apart from trying to decode all layers of significance of each word we also have to analyze how words gain significance through their context. This applies as well to the terms we use to describe our own activities: What kind of vision does, for example, the word "toolkit" transmit? Is "fixing the problem" enough? The metaphor of the "tool" evokes the idea that there is something practical to be done, which is of course satisfying. But shouldn't we try to generate better solutions instead of "fixing" broken systems? How can we be realistic with regard to what we can actually achieve?

There was the idea to come up with a dictionary/glossary in order to have a clear definition of what a particular term can possibly imply. Obviously, this was far too ambitious, as the list was very long and it would have been necessary to bring together different semantic layers and cultural interpretations of each word. But I am convinced that it could really help improve intercultural communication to come to a consensus about what key words mean for each participant and what kind of imagery we refer to before starting discussions.

In the course of the two Labs dedicated to youth violence I noticed there were many different discourses, not only the martial one mentioned above:

"Cure Violence" is one of the very active initiatives we could get in touch with in Chicago, and actually their argumentation is based on a medical perspective: If violence was seen as a disease, it should be possible to cure or to heal it – not with allopathic treatment, but by applying psycho-social sciences, curing "broken" human social surroundings etc. If violent

young people are seen as patients instead of criminalizing them, the perspective changes a lot. There's no longer an enemy to confront, but a person in need we can/should help. This leads to the question of whether "charity" may be a good and honest starting point.

"The Resurrection Project" clearly refers to religious metaphors. The positive aspect about this is that improbable scenarios, seen as "miracles," are considered possible and might give hope and trust to those who see no future. At the same time, the way out of violence and crime is never a miracle, but needs intention, support and persistence.

Another NGO appeals to solidarity: "Brothers Standing Together." Solidarity is a nice idea and make us think of socialist utopias – but mentioning only 50% of humanity and forgetting about the "sisters" is violent in a way as well. Actually, masculine brotherhood is not always positive: Patriarchal societies have strong alliances between men, and the patriarchal structure is directly related to machismo and gender specific violence.

The word "challenge" appears in nearly every description of international conferences or meetings. This is the same for the GDL. It can be interpreted in many ways: As a task we have to fulfill, as something we have to explore, as a competition, as a difficulty, as something we can have doubts about. All meanings have in common that a challenge is a process with an open end, which explains the popularity of the term.

I want to encourage all of us to establish a really conscious use of words and language: communication is a challenge as well, and many challenges are about communication.

Julie August

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Integration • Jugend- und Begegnungsstätte alte schmiede • Kölnische Heide Primary School •
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