#### Vol.01 | No. 04 Spring/Summer 2012

# **CityVoices**

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# **Bright Ideas** & New Perspectives on Infrastructure & Urban Planning



# **Editorial**

Mayor Jejomar Erwin S. Binay, Makati City, Vice President, CITYNET

Tens of thousands have perished in recent earthquakes around the world after homes and buildings collapsed, underscoring the urgent need for urban planners to adopt new and strategic urban design approaches and zoning policies.

CITYNET is right on track in focusing on meaningful infrastructure in this issue of CityVoices magazine. The members will surely learn much from the feature articles and progress reports contributed by fellow members who have come up with new planning concepts and strategies to promote disaster resilient and sustainable communities.

Featured topics such as Intelligent Urbanism, Gender and Infrastructure, Asset Management and Disaster Management, and other aspects of urban development offer our readers not just valuable insights and ideas, but also the motivation to pursue similar approaches and initiatives suited to the needs of their respective communities.

Recent tragedies compel leaders and urban planners, especially at the local level, to take a serious look at communities that are most vulnerable especially to strong earthquakes. We must prioritise the redevelopment of these areas to eliminate permanent human exposure in "very high risk" structures and ensure the structural stability of buildings that are densely populated. Zoning policies should be reviewed and modified to address real risks like liquefaction that can cause buildings to collapse, regardless of how structurally strong they may be.

In Makati City, we have made substantial progress with our Risk Sensitive Urban Redevelopment Project in our pilot Barangay, Rizal, which was selected because a major fault zone runs through it and its land is subject to liquefaction. We have started implementing an urban redevelopment master plan that we hope will eventually be the model for risk-sensitive redevelopment planning for other high-risk areas in Makati and in other communities around the world.

We have also launched our Green Urban Design Center at the University of Makati as a tool to empower our leaders from the grassroots level up and will help bring about liveable and climate resilient communities through environmentally friendly structures and landscapes adapted to the changing climate.

But equally important to risk reduction is the ability to mitigate damage caused by disasters to lives and properties. We should ensure fast access to evacuation centres that are safe, stable and gendersensitive through making available emergency vehicles, feasible evacuation routes, and medical services. Through extensive training and provision of needed equipment, we can help communities promptly and properly respond to disasters, thus minimising the damage incurred.

CITYNET has undoubtedly become a key organisation in the worldwide movement for a safer and more sustainable living environment. As its members, we should continue working together to fulfill our crucial role as prime movers of the global advocacy for disaster and climate resiliency.



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Editorial Board: Dato' Lakhbir Singh Chahl, Jack Sim / WTO, Mary Jane C. Ortega, Roman Rollnick / UN-HABITAT, Suvendrini Kakuchi. Edited by Sonya Poller.

CITYNET, 5F, International Organisations Center, Pacifico-Yokohama, 1-1-1 Minato Mirai, Nishi-ku, Yokohama 220-0012, Japan. Tel: 81-(45)-223-2161 / Fax: 81-(45)-223-2162 / info@citynet-ap.org / www.citynet-ap.org / www.smart-cities.net Printed in Japan on recycled paper by Mojoprint.

# Board

CITYNET is pleased to introduce the members of the CityVoices Editorial Board:



Dato' Lakhbir Singh Chahl is the former Secretary General and current Special Advisor of

CITYNET. Chahl has served tirelessly with the Network since 1990. He has a successful law practice and lives with his family in Penang, Malaysia.

Jack Sim is the founder of the World Toilet Organization (WTO) , has worked to break the global taboos of toilets and sanitation



and legitimise them for mainstream culture. WTO has a network of over 186 organisations in 56 countries. In 2008 Time Magazine named Sim 'Hero of the Environment.' Sim works from his home base of Singapore.



Mary Jane C. Ortega is the current Secretary General of CITYNET and former Mayor of the City of

San Fernando, La Union in the Philippines. Over the years, she has been actively supporting a number of causes and projects for environmental sustainability.

#### Roman Rollnick is

a former international foreign correspondent now working for UN-HABITAT where he is



editor of the magazine Urban World and speech writer. He is based in Nairobi, Kenya.



Suvendrini Kakuchi is a Sri Lankan journalist for Inter Press Service based in Tokyo and

is a regular commentator on Asian issues for Japanese media. Her focus is on Japan-Asia political and economic relations, environment, gender, grass-root organisations and cross cultural communication. Kakuchi works towards developing partnerships between the media and civil society.

# A City's Challenge – New Perspectives on Back to Basics

By Dr. Joan Clos

It has become a truism to say that "cities are engines of development." Nowhere is this truer than in the Asia-Pacific region.

Cities in the region have never been more creative or productive. They currently comprise 42 percent of the population, while contributing over 80 percent of the region's gross domestic product. The single-minded focus with which many cities place on developing their competitive advantages is remarkable. Many have begun to explore opportunities to maximise their potential. Others, including those that are paradoxically some of the fastest expanding cities, are concentrating ever larger proportions of the region's poverty and are damaging their natural environment. Why is this so?

A common trend across this region is shared across the developing world: urbanisation is all too often taking place in a haphazard and unplanned manner. Evidence of this is the grinding poverty present in ever growing slums, dawn to dusk congestion, and growing levels of urban unemployment. In the past, so-called "City Master Plans" have been seen as largely technical enterprises in physical planning and land-use zoning to the exclusion of any meaningful integration of social, economic or cultural concerns. The evidence is clear, without a comprehensive approach to planning, urban value generation will remain confined to a select few.

This is why one of UN-HABITAT's top programme priorities is to promote a new approach to urban planning. In doing so, we have turned our focus to the prevention of both slums and urban sprawl. And we are also promoting improved access to basic urban services, including sustainable water and sanitation, energy and transport. This new approach emphasises: (1) preventive planning; (2) planning at the scale of the problems; and (3) planning in phases, beginning with ensuring adequate physical access and basic urban services, especially water and sanitation, and linking planning with financial capacities. Combined with modern technologies, better urban planning can solve most of the problems that we are facing, and lead cities to prosperity. Cities are generators of wealth and employment, incubators of innovation and creativity, and our best means of improving livelihoods. But if we are to realise this potential, national and city leaders need to make difficult decisions today for the benefit of future generations.

Cities are generators of wealth and employment, incubators of innovation and creativity, and our best means of improving livelihoods.

The challenges are significant. Today alone, 2.6 billion residents<sup>1</sup> around the world do not have access to sanitation systems. By 2025, it is estimated that 1.8 billion inhabitants<sup>2</sup> will live in areas where clean water is scarce. To address these problems, elected officials must begin to plan for densities which make basic infrastructure affordable to build and maintain, ensuring mixed-use development, localised employment, while allowing developing integrated sufficient space for streets, infrastructure and parks. In short, we need to take advantage of the economies of scale which cities offer to generate opportunities for efficient and equitable infrastructure development.

CITYNET has been an invaluable partner to UN-HABITAT in our common cause of redefining out-moded approaches to urban development. I wish to congratulate CITYNET members, its executive and secretariat for their commitment to sharing knowledge and know-how through a wide range of exchanges.

You have served as a critical link to excellence in a world seemingly beset by on the commitment and perseverance of enlightened local leaders to address the transformations and inherent tensions posed by urbanisation in terms of population, economic development, trade and poverty. Clearly, the challenges facing cities are numerous and daunting, and no entity, public or private, governmental or non-governmental, academic or practitioner, can face these challenges alone. I encourage you therefore to redouble your efforts as CITYNET members in turning ideas into action for a more sustainable urban future.

- United Nations Millennium Development Goals (MDGs) Report 2010
- Third UN World Water Development Report (WWDR3)

Dr. Joan Clos serves as Under-Secretary-General of the United Nations and UN-HABITAT's Executive Director





#### The Age of Dynamic Asian Cities:

#### **Implications for Urban Management**

#### By N. Vijay Jagannathan

The 21st century is the age of cities; not just the classic graceful architecture of Vienna or Paris, but equally the teeming, pulsating rhythms of Mumbai and Manila. In Asia, more than half the population resides in urban areas. What does this mean for city management?

#### **STEPS TO TAKING ACTION**

Firstly, urban planning and management is necessary, so that a city fulfills its role as a dynamic centre for job creation, affordable housing and improving quality of life.

# Create an environment conducive to job creation.

Cities have talent pools through its academic institutions, location of industries and services; but the full potential gets realised when the costs of doing business for prospective investors are minimised. Singapore and Hong Kong are outstanding examples of both aspects managed through carefully coordinated urban policies.

#### Provide affordable housing for all.

Fiscal and regulatory policies create space for affordable housing, but equally important is the way urban planning processes are implemented. For example, in Asian cities where hundreds of thousands of families are living in flood plains and other vulnerable areas, finding alternative, safer housing requires engaging them in the decision-making process. The experiences of NGOs, such as the Asian Coalition for Housing Rights (ACHR), a longtime CITYNET member, provide valuable lessons for urban planners in this regard.

# Quality of life; or what can be loosely described as the urban culture.

Cities with a large, poor population can still be vibrant cultural centres through their formal and informal institutions. Vibrant seasonal festivals such as New Year celebrations are occasions when city populations vigorously celebrate their unique cultural mélange..

#### DYNAMIC CITIES: THIS IS ABOUT JOBS, HOUSING AND QUALITY OF LIFE!

Policy areas for action: the anatomy of a city





#### CLIMATE CHANGE AND URBAN TRANSPORT

Cities are also at the centre of global dialogues on climate change: it is not just the growth in population, but the enormous increase in purchasing power that is reshaping the way Asian cities are becoming important stakeholders in global climate dialogues.

In brief, a lot of the greenhouse gases will be generated by the growing Asian cities through the way they get built, and through the way people commute. However, as many cities are still in the process of urban expansions, there are many opportunities to implement investments that promote compact urbanisation that reduces the carbon footprint as much as possible.

Urban transport presents numerous challenges for city planners: a growing middle class graduating from two-wheelers to cars; pressure on urban roads and housing that is beyond capacity and supply; and managing unplanned growth. Greater emphasis on managing urban infrastructure is crucial to compact development.



Planning for integrated solid waste management at CIFAL Kuala Lumpur (Kuala Lumpur Regional Training Centre (KLRTC)), initiated by UNITAR, CITYNET, Kuala Lumpur and Veolia Environnement

#### PLANNING FOR URBAN RESILIENCE

Many Asian cities are located in coastal areas that are vulnerable to climatic events, such as floods, cyclones and typhoons. With investments in climate data and early warning systems, cities are in a position to better assess risks, and plan for urban resilience to climate change.

#### WORKING WITH PARTNERS IN THE COMMUNITY

Communities need to be at the centre of all stages of smart cities programmes. They



Greater emphasis on managing urban infrastructure is crucial to compact development

are the ones most affected: they are first responders during an emergency and the most critical partners in reconstruction. Communities also need to be fully empowered partners in policy-making and local leaders in implementation. Community Driven Development (CDD) operations are a good option to tap into local knowledge and expertise as well as establishing mechanisms and networks. Vietnam's Community Based Disaster Risk Management (CBDRM) programme has been so successful that in 2009 the Government announced it would replicate the CBDRM programme in 6,000 communities across the country.

#### CROWD SOURCING ENHANCES PLANNING CAPABILITIES

Finally, information and communication technology provides some innovative instruments for enhancing accountability to city residents. For example, the cell phone provides opportunities where the slum dweller can be given an effective voice in city planning and decision making.

- Social networking enhances interactive planning processes
- Mobile applications provide physical, social and socioeconomic data
- Structured discussion help to monitor implementation performance

Much of the story regarding Asia's massive urbanisation is still unfolding. City leaders have an opportunity to plan and implement programmes that make their cities liveable, create adequate employment in the formal and informal sectors, and most of all build resilience so that all residents are safe from climatic events such as floods, typhoons, cyclones and sea level rise that have the potential of wiping out decades of urban development.

N. Vijay Jagannathan is Sector Manager (Infrastructure), East Asian and Pacific Region, World Bank, Washington DC; njagannathan@worldbank.org



#### DYNAMIC CITIES RESPOND TO DEMANDS FROM A GROWING MIDDLE CLASS



## **Climate Change Cluster Bangkok, Thailand** Bangkok's Plans to Tackle Climate Change

Bangkok is no stranger to awards. From energy to environmental sustainability and climate change to tourism, Bangkok Metropolitan Administration (BMA) has been recognised for its dedication in these and numerous other areas. In the last five years alone it was voted three times as "World's Best City"<sup>1</sup> by travel enthusiasts. BMA officials are proud of their achievements; however they know that they cannot rest on their accolades.

BMA takes a multidisciplinary approach with practical initiatives to tackle one of Bangkok's greatest challenges: climate change. Under the umbrella of BMA's "Sustainable Metropolis Plan," strategies such as "Striving for a Green Bangkok" (2009-20) and the "Action Plan on Global Warming Mitigation" (2007-2012) implement pro-active adaptation and mitigation activities.

Bangkok is a lively and growing city facing stark realities. The Bangkok Metropolitan area consumes approximately 29,200 GWh of electricity annually, which is equivalent to 14.86 million tons of  $CO_2$  emissions. Local transportation is dominated by the use of  $CO_2$ -producing vehicles. Moreover, there is an increase in waste generation, which currently represents about 21 percent of the country's total solid waste. Only 40 percent of the total wastewater generated in the city can be served by existing Bangkok Central Wastewater Treatment plants, leading to a growing accumulation of wastewater pollution.

Thailand contributes relatively low carbon emissions (0.6 percent in 2007) when compared to developed countries. Conversely, GHG emission levels from the BMA are relatively high compared to other large cities, even those in developed countries. In 2007, 42.65 million tons of  $CO_2$  GHG emissions were released by Bangkok. These and other pressing environmental issues prompted BMA to develop their sustainable urban development policy in complement to the 11<sup>th</sup> National Economic and Social Development Plan.

The "Action Plan on Global Warming Mitigation" was established to reduce total GHG emissions anticipated in 2012 by at least 15 percent under its "business as usual" projection.

- 1. Expand mass transit and improve traffic systems
- 2. Promote the use of renewable energy
- 3. Improve building electricity consumption efficiency
- Improve solid waste management and wastewater treatment efficiency
- 5. Expand park areas

BMA has already demonstrated success with its climate change mitigation plans with outcomes expected later in 2012. The combined  $CO_2$  emission reduction target for these five initiatives is estimated at 9.85 million tons.

This plan will be extended to include: a developed bicycle network, enhanced youth and community involvement, improved solid waste collection, a waste-to-energy project, sanitary landfill upgrading, and 100 percent processing of wastewater. Bangkok's number of green areas and roof-gardens is also planned to increase.

#### **ADAPTATION**

Mitigation is only part of the equation; adaptation is urgently required to reduce vulnerability and build resilience. According to the "Climate Change Impact and Adaptation Study for the Bangkok Metropolitan Region" published by

World Bank, the average sea level rise for Bangkok is approximately 3 mm per year. Consequently, in 2050, (when combining the land subsidence effect), the relative sea level rise would be approximately 32.3 cm above the current elevation of Bangkok. BMA is putting major efforts into flood protection with the construction of dikes, pumping stations and drainage tunnels. The "Monkey Cheek Project" will allow containment of up to 12.7 million m<sup>3</sup> of water during floods. Coastal erosion and wave protection will be pursued as well as the rehabilitation of mangrove forests along the shorelines. Public awareness, capacity building and technical support such as the "3D Information System" integrated with GIS maps will also be developed. The Bangkok Master Plan on Climate Change Adaptation will be in effect from 2013-2023.

# LOCAL AND INTERNATIONAL COOPERATION

Successful climate change policy at the local level depends both on internal influences and external multi-level systems. As such, BMA has actively established cooperation with the private sectors and various other governmental and international organisations.

#### **EDUCATION FIRST**

From 2008-2010, teachers and students from 435 Bangkok schools took part in awareness-raising on energy conservation thanks to BMA's cooperation with the Ministry of Energy and the Energy Senate Committee.

#### SOLID WASTE MANAGEMENT

The Federation of Thai Industries and BMA have set up solid waste management systems and drop-off stations for collecting recyclable waste in local universities and department stores. These two projects accounted for 67,194 kgs of collected recyclable waste. Homeless shelters to formalise scavenger (Saleng) groups were also established.



Students collect used cooking oil at a local Bangkok school for the production of biodiesel

In collaboration with Bangchak Petroleum Public Company (BPC) BMA collected over 200 tons of used cooking oil from targeted schools, markets, and department stores (2007-10) for the production of biodiesel. The project is now set to expand to a wider area.

BMA's "No bag, No baht" project launched in 2010 aims to reduce the use of plastic bags in Bangkok. Customers carrying their own cloth bags and buying goods of at least 100 baht received a one baht discount. One baht extra was charged for plastic bags. Results and feedback will be evaluated for further implementation in popular department stores.

#### ENERGY-SAVING AND ENERGY-EFFICIENT

BMA signed a memorandum of cooperation with Electricity Generating Authority of Thailand (EGAT) to promote the use of energy-saving lighting. EGAT provided 10,000 energy-saving bulbs for local fresh markets and set a target to replace 13,000 old bulbs in local hospitals.

Over 3,100 megawatts of electricity were saved as a result of three one-hour "switch-offs" between 2008-10 as part of the World Wildlife Fund's "Earth Hour" in Thailand — reducing almost 1,950 tons of  $CO_2$ , equal to approximately 0.3 million USD.

BMA is cooperating with the Metropolitan Electricity Authority (MEA) to implement the Energy Efficiency Building Retrofit programme aimed at covering most BMA buildings. A similar programme with the Clinton Climate Initiative (CCI) currently comprises approximately 40 public buildings along with 35 private buildings, which could reduce energy consumption by about 30 percent. The Sustainable Social Housing Initiative (SUSHI) looks at existing processes and actors involved in the promotion, planning, design and construction of social housing projects; and ensure that long term environmental goals are addressed.

#### **GREEN PARTNERSHIPS**

BMA has cooperated with Green Wave, a local radio station in a tree planting campaign in Bangkok's last mangrove forest in Bangkhuntien. BMA also encourages public participation in waste separation and recycling together with local companies such as Tetra Pak and Bangkok Glass Industry.

A programme twinning Bangkok and Paris, France and addressing climate change was supported by the World Bank and the French Development Agency (AFD). Indeed, Bangkok and Paris were among the first cities in the world to adopt global warming action plans with such ambitious objectives. Furthermore, the Japan International Cooperation Agency (JICA) has also supported BMA on technical and capacity building aspects.



BMA's "Action Plan on Global Warming Mitigation" has already seen some success

#### **FINANCE AND GUIDANCE**

Carbon financing through the Clean Technology Fund (CTF) is being sponsored by the Global Environment Facility (GEF). Other GEF grants may support projects on water transportation and retrofitting of government utility buildings.

Together with the United Nations Environment Programme (UNEP), BMA has published a public guideline on

reducing global warming. Furthermore, Bangkok regularly hosts international conferences on climate change where ideas and best CityVoices - Bright Ideas

# Climate Change

Cluster Members			
•	Dhaka (Lead)	•	Jakarta (Co-lead)
•	Baguio	•	Taichung
•	Balikpapan	•	Tansen
•	Banda Aceh	•	Thimphu
	Bandung	•	Yangon
•	Bangkok	•	Yokohama
•	Barisal	•	Yongin
•	Bogor		
•	Galle	•	ACVN
•	Guntur	•	Ancona
•	Hanoi	•	Asian Bridge
•	Ho Chi Minh City	•	BCAS
•	Hue	•	CAPS
•	lloilo	٠	CUS
•	Indore	•	DSK
•	Kandy	•	IGES
•	Kaohsiung	•	LCP
•	Khulna	•	Lyon
•	Kuala Lumpur	•	MAB
•	Lalitpur	•	MarGG
•	Ligao	•	MAUC
•	Makati	•	MSSS
•	Marikina	•	MuAN
•	Moratuwa	•	NMLT
•	Mumbai	٠	NWSDB
•	Muntinlupa	٠	OPPRTI
•	Naga	٠	PIEDAR
۰	Negombo	•	SDS
۰	Penang	•	SERI
۰	Phnom Penh	•	Sevanatha
•	Pokhara	•	SLILG
•	Rajshahi	٠	SPARC
٠	Shanghai	•	TEI
۰	Siddharthanagar	۰	Tirtanadi Water
۰	Solapur		Supply and Drainage
۰	Sukabumi	٠	University of

- Surabaya
- Suva
- Juva
- Suwon

Contact: tby@bangla.net

practices regarding sound urban management can be shared to foster greater cooperation.<sup>2</sup>

#### **AIMING HIGH**

The highest achievement for any city is a happy, healthy population living in an environmentally sustainable and resilient city. While this might be a near impossible feat considering growing challenges, this goal remains top of mind for Bangkok. *www.bangkok.go.th* 

- <sup>1.</sup> Travel and Leisure Magazine
- <sup>2.</sup> E.g. ASEAN + 6 City Forum on Climate Change (2008) and Cool ASEAN, Green Capitals Initiative (2009)

Bangkok 'switches off' every year to support WWF's Earth Hour

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Technology, Thonburi

Veolia

WTO



# **Disaster Cluster** SDS, India

#### **Asset Revitalisation and Disaster Management**

Traditional approaches to urban planning and infrastructure development often puts emphasis on new asset creation. This strategy relies on increasing population coverage through basic service provision through additions or augmentation to a city's existing asset base, whether it be water, solid waste collection, storm water drains, or other city services. Furthermore, success is usually easier to measure within these parameters. However, the efficiency of new assets is inevitably dependent upon the quality of the operation of existing assets; a fact which is often overlooked. When fully operational, existing service delivery or functional assets reduce the prospect of inefficiency and unnecessary hardship. During disasters, they contribute to greater confidence in city infrastructure and support timely controlling measures, while minimising loss and cost.

#### ASSET REVITALISATION MAKES SENSE

Asset revitalisation is the process of bringing old assets back to a normal and satisfactory operational efficiency. In effect, it is a new form of integration in asset management: raising the efficiency level of existing assets with improved technology and new assets. Overall service delivery capacity can be improved and operational costs per unit of service delivery can be reduced. Often financial resources allocated for aging assets remain under- or un-utilised and can be employed more productively. Asset revitalisation does not encounter roadblocks common to the process of obtaining new land and has substantial financial benefits.

#### **PARTIAL ASSET PLANNING:** A MAJOR ROADBLOCK TO **DISASTER MANAGEMENT**

Poorly managed city assets contribute to the increasing volume and severity of disasters across the Asia-Pacific region. When disaster strikes, proper management becomes even



Asset revitalisation is critical for disaster preparedness; photo: Mumbai

more difficult when the significance of asset revitalisation has not been seriously considered. Low capacity utilisation of existing assets creates a major burden on a city's overall efficiency, even if newly created assets

operate proficiently. Unfortunately, most government agencies do not maintain data on effective capacity utilisation of existing assets, especially those commonly in the range of 30-50 years, where regular operations and management (O&M) is

even more difficult when the significance of asset revitalisation has not been seriously considered.

not undertaken. Nevertheless, the population relies on these government agencies and their services- especially in a disaster situation. The speed of disaster-recovery is largely dependent upon the total efficiency and capacity of city services; this can be quantified based on the relationship between old and new assets and the overall proficiency in service delivery.

In vulnerable cities, poor maintenance of

aging assets such as storm water drains has resulted in massive overflow during heavy rainfall and floods. Recent events of urban water logging shows what happens when city assets for managing drains and other

When disaster strikes, proper management becomes

infrastructure do not operate at 100 percent efficiency. Weak coordination among inter-dependent departments is all too common and further accentuates the difficult management of disasters.

#### **ASSET REVITALISATION STRATEGY**

Asset revitalisation-based planning is critical for building long-term resiliency. It must be integrated and cover physical, social, economic and human issues through a common outcome and visionary approach. Focus should be on the outcomes of a high resiliency capacity to manage disasters and risk reduction rather than the development of a set of isolated department-specific new assets.

SDS' 10-point Action Plan for Revitalisation:

- Assess capacity utilisation of existing assets (30 years+)
- 2. Assess pattern of O&M with respect to these assets within the last 5-10 years
- 3. Evaluate causative factors of assessed low capacity utilisation and O&M
- Assess impact of low capacity utilisation on service delivery as well as cash flow, profits and loan servicing capacity, pertaining to new asset creation
- Estimate the comparative cost of increasing the units of effective capacity through asset rejuvenation and new asset creation
- 6. Examine the prospects of rejuvenation of the assets
- If prospects are positive, identify the activities necessary to rejuvenate capacity utilisation to a reasonable level, such as 75 - 100 percent
- 8. If prospects are negative, decide activities necessary to abandon or remove the assets
- Strengthen linkages between rejuvenated assets and new assets to develop a good integrated system of service delivery
- 10. Build effective Department-Department Partnerships (DDP) among inter-dependent departments/ activities to improve overall service delivery performance levels and effectively address disaster challenges

The necessary database infrastructure may not be readily available; therefore it must be generated through the study of official records and consultations with both in-service and retired key officials. Most officials will provide recall-based critical data and information on O&M, capacity utilisation, roadblocks in asset maintenance, and productivity. Diligent attention to consistency and quality control is paramount.

#### ASSET REVITALISATION IN MCGM

SDS developed a strategy for the Municipal Corporation of Greater Mumbai (MCGM) - Vice President of CITYNET, to design and install an outcome-oriented system of city planning, budgeting and programme management. Most of the research data were generated on a recall basis through interactions with senior officials, including some who may have retired 15-20 years ago. Asset revitalisation is one of the components of SDS's approach (see the MCGM 2010-11 budget speech: www.mcgm.gov.in). It will contribute to building partnerships both inter-departmentally and between departments (Department-Department Partnerships) before considering the common PPP (public-private partnership) approach. Focus is shifted from the creation of new assets or outputs for increased service provision, to ensuring that existing and new assets are effectively utilised to have definite impact on a city's productivity and quality of life. Disaster management planning, financing and programme operations will also be considerably strengthened.

#### **OPPORTUNITIES WITH CITYNET**

CITYNET introduced asset revitalisation at the Kuala Lumpur Regional Training Centre (KLRTC) in 2011. Participating member cities assessed their capacity utilisation of old service delivery assets, estimated the asset revitalisation required and decided on key activities as well as budget planning. Following a similar process, other cities can mobilise the resources needed to experiment with asset CityVoices - Bright Ideas

### Disaster Cluster Members

• Banda Aceh (Co-lead)

AIM

BCAS

• I von

• PCL

PIEDAR

• YOKE

Sevanatha

- Makati (Lead)
- Colombo
- DanangDehiwala
- Galle
- Hue
- Hue
- Islamabad
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- Seoul
- Surabaya
- Taipei
- Thimphu
- Tomohon
- YokohamaYongin
- Yongin

#### Contact:

makati\_international@makati.gov.ph

revitalisation activities. A pilot project in CITYNET member cities will be explored in order to highlight the importance of asset revitalisation.

The Society for Development Studies (SDS) is a not-for-profit autonomous research, training and consultancy institution. Its agenda includes policy research, benefit monitoring and performance auditing of development programmes, capacity building, advisory services and technical assistance, among others. SDS has been an associate member of CITYNET since 1993 and currently sits on CITYNET's Executive Committee.

For more information on SDS: www.sdsindia.org

> Many historical and residential buildings are at a high risk of collapsing in the event of a disaster



## **Infrastructure Cluster** Kathmandu, Nepal Kathmandu: Giving the Historic Core Back to the People



Many people in the inner city of Kathmandu rely on the tourism industry

Kathmandu's inner city is brimming with culture, history, vibrancy and numerous challenges. Like many cities in Asia, the historic core is where much of "urban life" goods, spellbound tourists and busy locals. In Kathmandu, the city core comprises about 2.5km<sup>2</sup> and is a densely populated built-up area close to the Bishnumati River. Both the historic and city cores are accessed by an intricate network of roads and alleys linking numerous courtyards, temples, pagodas, monuments and historic buildings, including Kathmandu Durbar Square, a UNESCO World Heritage site which boasts intricate architecture dating back thousands of years.

In the past, the historic core was mainly used as a pedestrian area. Fast forward a few years and the historic core and environs has become extremely congested with high levels of noise and air pollution due to rapid urbanisation. People living, working and travelling in the area are now forced to share their roads and alleys with vehicular traffic making it hazardous and inconvenient. Economic fallout is manifold: from the negative impressions on visitors to the waning sales at local markets and shops; ultimately impacting the tourism industry upon which so many businesses and individuals rely. Kathmandu would like to change all of that returning to a time when the heart of the city truly belonged to the people.

#### SUSTAINABLE URBAN TRANSPORT PROJECT

The Kathmandu Metropolitan City (KMC), with support from ADB and under the Kathmandu Sustainable Urban Transport (KSUT) project has agreed to implement several activities within the Bishnumati River Corridor and the historic core. The project aims to improve the environment and achieve sustainable development with consideration of eco-efficient and socialeconomic development criteria. Proposed activities include improvement of general walkability through the restriction of vehicles, traffic management, upgrading existing drainage and conservation of cultural heritage and historic sites. Solar street lighting in the inner city core will also be implemented as a separate project under an ADB grant. Cities Development Initiative for Asia (CDIA) has also agreed to support KMC conduct a study for a new urban re-development project on the conservation of cultural heritage and

historic sites. Project activities are due to be completed by November 2014

Kathmandu has a prevalence of buildings and structures constructed near and around clusters of old buildings which do not follow existing safety codes. This makes the inner city and historic core especially vulnerable to damage from fire and earthquakes. Kathmandu's new Emergency and Operations Management Plan along with urban redevelopment projects are being proposed to address risk sensitivity. This kind of planning goes hand in hand with conservation and restoration of historic buildings and the long-term vision of the area as Kathmandu's tourism hub.



Even though the inner city and historic core of Kathmandu are extremely vulnerable to disaster, general awareness of the numerous risks is still low

#### **BISHNUMATI RIVER CORRIDOR**

The revitalisation of the Bishnumati River Corridor with its severe contamination, loss of vegetation and bank erosion presents particular challenges for KMC. Planned improvements currently underway focus on junctions and access roads connecting the inner city and historic core. The development of parks and greenery along with parking and pedestrian bridge construction are already showing progress. KMC's Urban Development Department, with support from the ADB, has established a Project Implementation Unit for its "Link Road Project" to oversee the construction of the now fully-operational fourlane Bishnumati Link Road.

#### **INTEGRATED PLANNING**

It is hoped that these projects will have a significant positive impact on the overall socioeconomic development scenario of Kathmandu and surrounding areas. Key concepts in integrated planning and development such as sustainable development, environmental risks, urban transport, poverty, economic revitalisation, risk sensitivity and vulnerability will be incorporated within the inner city and historic core. As Kathmandu lives, breathes and grows around its colourful history, a balance of traditional wisdom and urban practicality will be consistently evaluated by city planners. Certainly locals and tourists in Kathmandu have a great deal to look forward to as the project starts in April 2012—and for many, it will start not a moment too soon.

For more information contact Devendra Dongol, Urban Development Department, KMC (planning@mail.com.np). Photo credits: Sara Neupane, Programme Officer, MuAN

#### **Gender Mainstreaming in Transport Planning** by Andrea Henkel, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

It's six o'clock on Wednesday morning when Lestari and her son Matius leave their house in South Jakarta. It takes them half an hour to walk to school. From there the twenty-six year old mother takes the bus to go to work. She has to change buses twice and arrives at work at seven thirty. Lestari works in a hospital laundry on a part-time basis. After work she picks up Matius from school and they go to the market to buy groceries for the family. On Tuesday and Thursday afternoons they go to Doctor Halim's house where Lestari does the cleaning. All in all, Lestari has to travel up to five hours each day. Her husband Untung works in an electronic factory in Central Jakarta. He goes to work by motorbike and, depending on the traffic, he spends between one and two hours commuting every day.

As many examples in everyday life illustrate, transport is not gender neutral. Men and women, young and elderly, all have different needs, mobility patterns and face different constraints in their daily routines. Especially in developing countries, men and women comply with distinct role models in the community as well as in the household. Thereby, women bear a disproportionate share of the transport burden to fulfill their economic, social, and domestic roles. Gender planning recognises that in most societies low income women have a triple role. They undertake reproductive, productive, and community managing activities, while men primarily undertake productive and community politics related activities. Both men and women play multiple roles. The major difference, however is, that men typically play their roles sequentially, focusing on a single productive role while women must usually play their roles simultaneously, balancing the demands of each within their limited time constraints.<sup>1</sup> Due to these complexities, women in urban areas tend to take more roundabout trips than men.

In many developing countries walking remains the predominant mode of travel as other transport means are not available, too expensive or



Gender-based inequalities in transport will slow economic growth and poverty reduction advances; photo credit: Sara Neupane

located inconveniently. Furthermore, accessing and using transport modes is a matter of cultural acceptance, personal safety and the avoidance of harassment.<sup>2</sup> To face the problem of harassment and rape, some transport authorities have implemented women-only areas in public transport. In some cities like Delhi, Bangalore and Chennai women have been employed as drivers or bus conductors not only to improve the

gender balance employees profile but to signal their support for women's empowerment through these powerful symbols.<sup>3</sup>

In order to acknowledge these differences in travel patterns, data gathering and household surveys need to be carried with

gender-sensitivity in mind. Gender mainstreaming in the transport sector means identifying and addressing gaps in gender inequality which impacts sector policies as well as the design, planning and provision of infrastructure and services. In fact, gender implications are more than just knowing about the different needs of men and women. Gender incorporates the distinctions of different groups in a society by factors such as ethnicity, age, income, etc. In order to improve gender equality, the inclusion of women as well as underprivileged groups in planning and decision-making processes needs to be fostered. As institutions in the transport sector are usually dominated by men, the participation of advocacy groups is beneficiary for sustainable planning. International experiences have

CityVoices - Bright Ideas

#### Infrastructure Cluster Members

- Seoul (Lead)
- Baguio
- Balikpapan
- Biratnagar
- Bogor
- Butwal
- Esfahan
- Hai Phong
- Incheon
- Jakarta
- Junaita
- Kaohsiung
- Kathmandu
- Kuala Lumpur
- Negombo
- San Fernando
- San Jose
- Suwon
- Sylhet
- Tansen
- Tomohon
- Yongin

Contact: everaft@seoul.go.kr

shown that gender-based inequalities in transport will slow economic growth and poverty reduction advances.

Access to available transport is also unequal; men are usually the first to use a vehicle in a household, and when possible, it is motorised. Women will often use the vehicle that is left

Gender mainstreaming in transport projects contributes to improved access to technical and social infrastructure and creates better income opportunities for the whole community. 77 behind or become more dependent on public transport and non-motorised transport. In this way, gender mainstreaming in transport projects contributes to improved access to technical and social infrastructure and creates better income

opportunities for the whole community.

In order to reduce the daily travel time for Lestari, Untung and millions of other women, men and children, transport planners and decision makers should aim to provide affordable and efficient transport solutions for everyone.

 <sup>1.</sup> Ministry of Environment/GIZ Uganda (2011): Training Manual on Gender Mainstreaming, Kampala.
<sup>2.</sup> World Bank Group (2010): Mainstreaming Gender in Road Transport: Operational Guidance for World Bank Staff, Transport Papers TP-28. Washington DC.
<sup>3.</sup> World Bank India (2011): What Women Want: A Gender Assessment of Mumbai's Public Transport, Mumbai.

For more information contact: andrea.henkel@giz.de



• AIILSG (Co-lead)

ACVN

AMDA

Ancona

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• Freedom To Build

Chittagong

HELP-0HUDCO/HSMI

• IGES

MAUC

OPPRTIRAJUK

• URDI

Office Tape



# MDGs Cluster Balikpapan, Indonesia

#### The Transformation of "The Village Above Water"

It is known as "The Village Above Water," originally a slum, it lies in a densely populated coastal area of eastern Indonesia, adjacent to the buffer zone of the Balikpapan-Pertamina<sup>1</sup> oil refinery. Residents have long endured severe hardships of poverty, disaster and environmental pollution. However, under the leadership of Balikpapan City Government, the area has undergone a major transformation into a more liveable, attractive and safe community.



Mangrove Conservation Area and An-Nur Mosque - a place of worship and prayer, and for the community to share ideas

Until recently, even basic health, welfare and social and economic necessities were not being met. Severe living conditions led several neighborhood associations living close to the oil refinery buffer zone to organise and express concerns; however, it took quite a while for changes to occur.

In 1992, the slum was all but destroyed in an accidental fire. This served to increase squalor and chaos as residents faced a serious lack of public facilities such as electricity and clean water. In 2000, the situation started to improve. Field data was collected and prohibition signs around the boundary of the Balikpapan-Pertamina oil refinery slowly went up. Through the preparation of the Coastal Area Master Plan and Detailed Engineering Design (DED), The Village Above Water finally became a reality.

The plan was ambitious and required a great deal of cooperation amongst the residents and

various levels of government. Badly needed infrastructure such as a health centre, housing units and road facilities were constructed. A community hall, a library and a house used for studying were also built<sup>2</sup>. The City developed green spaces (including a gazebo) donated through Pertamina's Corporate Social Responsibility (CSR) activities along with a coastal village road and parking lots.

The new settlement finally received access to electricity, clean water and some sanitation measures. With basic infrastructure in place, residents in the refinery buffer zone were transferred to the new settlement with the help of The Village Above Water Relocation Team; a partnership comprising community leaders and members of Balikpapan's City Government.

However, all this development came with a large price tag and a heavy burden for residents. The total cost of slum upgrading amounted to approximately Rp. 23.500.000 (about USD \$2,600); with housing and sanitation representing the largest costs. Balikpapan City settled on a policy in which residents would only pay Rp.50.000 (about USD \$6) for land certification while other costs were waived.

Following the construction and the relocation phase (2006–07), the focus shifted to environmental management. Solid waste management and sanitation facilities for liquid



Mayor Rizal Effendi (front row, second from left) is the newly elected president of the CITYNET National Chapter for Indonesia; this photo was taken at the CITYNET National Chapter Congress in December 2011

waste were improved and residents made a commitment to compost and stop dumping waste into the sea. Mangrove planting and a greening-initiative were also important aspects of improvement.



Local residents welcome previous CITYNET Indonesia President Muslikh Abdussyukur, who is also the mayor of Sukabumi

The overall transformation of the area took the better part of seven years (2003-10) through extensive cooperative efforts amongst Balikpapan City, the community and numerous partners. Involving local residents and gaining their commitment went a long way towards achieving the major objectives for The Village Above Water. Social, cultural and economic improvements soon followed. Today, the quality of the environment and natural surroundings has also progressed, so much so that The Village Above Water is now prepared to welcome tourists and guests to its newly developed and greener shores.

Article Source: Local Planning Agency Balikpapan City and Management of the Village Above Water <sup>1.</sup> Pertamina is the largest state-owned oil and gas company in Indonesia

<sup>2.</sup> Source: Ministry of Settlement and East Kalimantan Province's Budget (2004 – 05)

For more information please contact:

Muhammad Ali Ichwan, ST, Local Planning Agency, City Government of Balikpapan m\_ali\_ichwani@yahoo.com



One of Seoul's "vinyl house" settlements

# Vinyl Houses, Seoul, Republic of Korea

#### By Boram Kim, Community Development Team, Asian Bridge

Imagine living without access to water, sewage or basic infrastructure, or with the constant threat of flooding or fire. This is the daily reality for people living in so-called "vinyl house" settlements, built in unwanted, flood-prone areas. Many informal settlements share this experience, yet, it might be surprising to know that this story takes place in one of Asia's most developed countries— South Korea.

#### **VINYL HOUSE SETTLEMENTS**

In the 1980s, evictions in Seoul occurred on a large scale; poor tenants evicted from redevelopment projects were forced to live in crowded, far-away and sub-standard rental accommodation. Many formed squatter settlements under tunnel-like plastic greenhouses or in informal vinyl houses, named for the flimsy and flammable materials the houses are made from. Now. "vinyl houses" generally refers to areas in the vacant hillside or open public spaces where the squatters settle. Approximately 4800 households live in Seoul's informal settlements and are poorly protected against harsh winters; many of the 35 communities struggle to survive with sewage-contaminated ground water and poor sanitation.

#### COMMUNITY ACTION FOR IMPROVEMENT

Despite many difficulties, some communities have started developing their own solutions with support from the Asian Coalition for Community Action (ACCA) programme. organised by the Asian Coalition for Housing Rights (ACHR) and funded by the Bill & Melinda Gates Foundation. Since 2009, five communities in Seoul, an active member of CITYNET, have used grants of \$3,000 USD from the ACCA to implement small projects such as laying water pipes, procuring fire extinguishers, installing briquette boilers for heating, repairing flood-damaged houses, and building community recycling stations. Residents regularly discussed their priorities at community meetings and implemented

projects according to the identified needs. Some communities formed their own savingsgroups to add to the grants they received.

The participatory process and visible outcomes gave communities the confidence to solve their own problems, even after the programme ended in 2011. Since then, communities have successfully negotiated government subsidies for flood relief and private-sector fuel donations; they have also continued joint savings for community improvement. This improved city-wide infrastructure; filling gaps at the micro-level that government could not reach— illustrating the benefits of cooperation.

#### **ADDRESSES OF THEIR OWN**

In June 2009, after struggling for over two years, the communities were finally allowed to register their houses as legal addresses— an important pre-requisite for legally accessing water, electricity, public education and health care.

Conventional programmes often put restrictions on project implementation and stipulate how grants are to be used. This process may create doubt, lack of accountability and little initiative. The combination of community-based, participatory and flexibly-funded projects however, allowed the vinyl house communities to use grants for their needs, in their own ways, instilling accountability and strong project ownership.

#### **CHALLENGES**

Enormous efforts are still needed to persuade land owners and local government to further improve infrastructure. The communities have indicated a strong desire to invest in development if they are permitted to use the lands (i.e. secure land tenure) and are free from the threat of eviction. Continuous access to finances for community projects is another major challenge. To overcome this, communities and local civil society organisations are trying to form a revolving development fund. CityVoices - Bright Ideas

### MDGs Cluster Members

- San Fernando (Lead) Surabaya
- Barisal
- Bharatpur
- Birganj
- Busan
- Butwal
- Calbayog
- Changwon
- Colombo
- Da Nang
- Dhaka
- Galle
- Gorontalo
- Iloilo
- Ligao
- Naga
- Nanchang
- Nanjing
- Pangkal Pinang
- Pokhara
- San Jose
- Semarang
- Sidoarjo
- Sri Jayawardanapura Kotte
- Solapur
- Sukabumi

Contact: valmar\_valdez@yahoo.com

Even though the amount of savings are small, communities seem optimistic about their future. Development of a common platform for communities and other stakeholders to jointly discuss and plan projects would be a major step forward for the residents.

#### CHANGING SEOUL

Historically, residents of vinyl house communities have been considered to be law-breakers and obstacles to economic redevelopment and growth. However, through community action, increased self-sufficiency and hard work, changes in perception, and in Seoul, are slowly taking place.

Asian Bridge is a new member of CITYNET, through which they have agreed to work together with ACHR, and the Seoul Metropolitan Government to further improve the living conditions of the vinyl house communities.



• Tarakan

• ACHR

AIILSG

• AIM

AMDA

• ASAG

• CDA

• CUS

• LCP

MaRGG

MSSS

MuAN

• PASCAL

• SDS

• TFL

• URDI

YUVA

• SLILG

• Office Tape

• Bombay First

VisakhapatnamWuhan

### Member Spotlight: Thimphu, Bhutan



Bhutan is increasingly known to the outside world as a Shangri-La of peace and contentment. "Yet, Bhutan is not a country that has achieved happiness," explained Prime Minister J.Y. Thinley to students of Thimphu College in November, 2011. "Like many developing and poor countries in the world, Bhutan has many challenges, aspirations and limitations. But where we differ from other countries, rich or poor, industrialised

and developing, is that we are a country in serious pursuit of happiness."

"Intelligent Urbanism" is one of the ways in which Thimphu, the capital of Bhutan is actively striving towards this goal. Together

with its 10 fundamental strategies and 22 main themes, the principles of Intelligent Urbanism present a holistic picture encompassing all aspects of contemporary planning principles. Intelligent Urbanism embraces a multigenerational and holistic vision of community building, as well as environmentalism. It integrates multisocietal values and enhances local imagination, understanding, and commitment to defining solutions for the common good. Thimphu had grown very rapidly since its establishment as the capital in 1955 and as such has identified concrete proposals for action defined in the Thimphu Structure Plan (TSP). During its drafting, it was observed that Thimphu was plagued with problems such as housing shortages, traffic congestion, pollution, ecologically fragile areas, ad-hoc and unplanned development as well as insufficient services and

infrastructure. The plan

asserts that, owing to

its fragile ecology and

environment, Thimphu

has an opportunity and

a challenge to develop

environmentally friendly

habitats of the world.

as one of the first

There can be no intelligent city plans, unless there is a common vision of the city by the city users and their leaders.

> Some of the actions emphasised in the plan include the creation of "Environmental Enhancement Zones" supported by the creation of a "National Open Space System." Furthermore, the establishment of a mixed-use area that considers the essence of Bhutanese life— the 'Dharma,' is an important aspect of the TSP. Heritage sites and religious treasures have also been identified for conservation.



Thimphu has grown rapidly since its establishment as the capital in 1955

The Dzong and the Valley

Spaces for social services and amenities to allow city dwellers access to basic health care and educational facilities will be set aside along with provisions to facilitate distribution of potable water, electricity, and communications networks. Perhaps the plan's most compelling structural aspect is the proposed traffic and circulation system which lays out the urban corridor, arterial roads, and connector roads. The TSP also recognises that cities must be planned for future residents who have no "voice." Moreover it stresses that "there can be no intelligent city plans unless there is a common vision of the city by the city users and their leaders."

Thimphu has thus made a conscious choice – a commitment to build a liveable model for all time.

\*Based on the article "Intelligent Urbanism: A Case in Bhutan," by Geley Norbu, Chief Urban Planner, Thimphu Municipality, Bhutan

Thimphu joined CITYNET in 2011 and is a member of the Climate Change and Disaster clusters. The City has been active in the area of urban safety and they have presented at CITYNET seminars in Marikina and Mumbai.

For more information: www.citynet-ap.org / www.dudh.gov.bt / www.tcc.gov.bt

#### 25 Years of Building CITYNET by Bernadia Irawati Tjandradewi, Programme Director, CITYNET

This July, CITYNET turns 25, and members and partners from across Asia will gather in Surabaya to celebrate our significant achievements and shape future strategies. Certainly, our network would not have thrived for the past 25 years without the reinforcement of strong and committed members, as well as consistent support from partners. How did we get here and how can we build on this?



There is increasing recognition at the global, regional and national levels of the importance of involving local governments in all processes of development. As the popular slogan "Think Global, Act Local" extols, implementing activities with the active involvement of local governments simply makes sense. They are the first level of government directly in contact with citizens and are in a position to influence lifestyles and consumption patterns—critical to solving our global problems.

This is the thinking that brought together our founding members: UNESCAP, UNDP and UN-HABITAT along with key city governments who unanimously agreed that city and municipal governments need to cooperate with various stakeholders in order to create sustainable solutions and bring about significant and balanced change in the Asia-Pacific region. This founding vision has guided CITYNET over the years to build lasting and trusting relationships, and improve the local living conditions of the region. Efforts in peer-to-peer learning and city-to-city cooperation have multiplied over the past 25 years, with the number of members expanding from 26 in 1987 to 124 in 2011.

The National Chapters of CITYNET have also shown progress and members are able to speak on common issues. Pilot projects implemented by our chapters in Bangladesh, Indonesia, Sri Lanka and Nepal have had significant impacts on local communities. For example, environmental education and climate change projects have brought greater awareness and stronger localised strategies for mitigating and adapting to the impacts of climate change.

The cluster system developed in 2003 has also helped CITYNET focus on targeted areas and involve members more directly in the planning and implementing of activities.

The challenges for CITYNET in the coming decades will be to

• Strengthen our presence in the Asia-Pacific region with more city members and a broader range of partnerships, including national association of cities and ministries responsible for local governments

• Expand the cluster-based and programmatic approach to further align with global processes, including those of the United Nations and other international bodies

• Increase focus on capacity building for members, particularly on peer-to-peer learning, city-to-city cooperation and knowledge exchanges

• Intensify efforts in public relations and communication channels in order to provide a stronger voice for city members at regional and global platforms

Over the coming decades, the expectations on CITYNET from its members and the global community will only increase. CITYNET must rise to these challenges in a concerted, collaborative and inclusive manner, focusing on multi-stakeholder partnerships and capacities.

### CITYNET Events & Activities

#### 9-12 July, 2012

29<sup>th</sup> Session of the Executive Committee 25<sup>th</sup> Anniversary of CITYNET Seminar: "Paving the Way Towards Environmentally Sustainable Cities" Surabaya, Indonesia

#### 13 July, 2012

Seminar: Local Disaster Risk Reduction and Climate Change Sidoarjo, Indonesia

#### 28 August - 7 September, 2012

Yokohama Water Works/CITYNET Training Course: Water Treatment Technology and Management Yokohama, Japan

#### September, 2012

KLRTC 25: Financing Urban Infrastructure Kuala Lumpur, Malaysia

#### 8-12 October, 2012

Seminar and Knowledge Sharing on Promoting Public Transport in the Asia-Pacific Region Seoul, Republic of Korea

#### **Your Voices**

# What are the key factors to successful urban planning in your city?

"Good governance, little political interference and strict enforcement of rules and regulations are the prime factors which have played important role in the successful urban planning and development of our capital city."

#### Islamabad, Pakistan

"An integrated, participatory and inclusive approach to urban planning and management and its perfect implementation [are key factors]. Institutional expertise in sustainable and integrated urban planning, very good leadership, strong political support and will, adequate budget and financing, inter-departmental cooperation, community awareness and involvement [are also necessary]."

#### Barisal City, Bangladesh

"Building a city takes a long time and building a world-class city requires more than time. It requires imagination, courage to turn dreams into reality, quality that dares to be different, hard work and team-work, belief in our ability and finally, commitment. We have many levels of stakeholders—and each has a role to play. It is the efficient and successful integration of all these interests and systems that will determine where the city will be in the eyes of the world."

Kuala Lumpur, Malaysia

#### Let Your Voices Be Heard!

CityVoices invites members and partners to share best practices, feedback or comment: info@citynet-ap.org

# Next Otty/olces

# **CITYNET:** 25 Years of Cooperation

### Kuala Lumpur Regional Training Centre (KLRTC)



- **Learn** and share effective methods for sustainable urban planning (past topics: urban transport, solid waste management, climate and disaster resilience)
- **Understand** challenges and best practices
- **Develop** a strategic action plan for your city
- Meet top area experts and policy makers
- Initiate strategic city-to-city cooperation partnerships

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**VEOLIA** ENVIRONMENTAL SERVICES

CITYNET is an expanding network connecting local governments and urban stakeholders across the Asia-Pacific region. CITYNET promotes capacity building and city-to-city (C2C) cooperation for people-friendly cities.



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