SUSTAINABLE URBAN DEVELOPMENT

Liveable, green and connected – working together to create tomorrow's cities

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FOREWORD

Dear reader,

In 2012, UN Secretary General Ban Ki-moon's memorable and much quoted statement that *our struggle for global sustainability will be won or lost in cities* summed up the huge importance of urban development. In our fast-paced and globally networked age, in which over half the world's population lives in cities that use a disproportionate amount of natural resources and emit three quarters of the world's greenhouse gases, we urgently need intelligent answers to the huge challenges facing us. We need the potential our cities hold to enable us to pursue a sustainable and socially equitable development path.

Cities attract creative people and courageous entrepreneurs as much as they attract displaced, suffering people. But what those people have in common is that they are all seeking peace and a place to build a better livelihood. The cities offer them a kaleidoscope of opportunities and in doing so prospects for a better future to many.

The city has always been the birthplace of new knowledge and ideas and the places where they were put into practice in economic and social life. If they are to remain the powerhouses of the countries they are part of, it is crucial that we create robust, adaptable, effective and resource-efficient structures that promote sustainable lifestyles and economic activity and facilitate political participation. The aim must be for urban dwellers to see themselves as responsible citizens of their city and the wider world.

The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH has been involved in municipal and urban development for over 40 years, together with its partners and commissioning parties such as the Federal Ministry of Economic Cooperation and Development (BMZ), the Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety (BMUB), the European Union, the philanthropic sector and many more. We are currently working on approximately 50 projects in 40 countries to promote sustainable, inclusive, safe and liveable cities, where people have a sense of wellbeing and participate politically and socially.

Our work is guided by international agendas, such as Agenda 2030, the Paris Agreement adopted at the Climate Conference in 2015 (COP 21) and the Habitat III process to draft a New Urban Agenda, in which consensus is reached on the diverse tasks that cities have to tackle. We also base our work on the guiding principles set out in national and regional agreements such as the *Leipzig Charter on Sustainable European Cities*, which has also been the foundation underpinning Germany's urban development policy since it was adopted in 2007.

In processing the experience gained through our activities and seeing a possibility to help drive the transformation process taking place in cities, we – i.e. the entire team working on urban development issues – have taken the opportunity to present in this brochure the advisory approaches GIZ is taking in the field of sustainable urbanisation and urban development, illustrating their implementation with examples from our project portfolio.

These are divided up into six fields of action within sustainable urban development, which seek to promote cities that are:
- well governed and citizen-centred
- resilient, low-emission and resource-efficient
- productive and creative
- inclusive, social and safe
- collaborative and inter-municipal
- well connected.

We would like to express our thanks to all our colleagues who are working as advisors throughout the world and whose knowledge and experience has enriched this brochure. We are confident that it will give you a valuable and insightful overview of GIZ's work, highlighting its diversity and relevance for the future. We hope you find it an interesting and inspiring read!

Joachim Fritz
Director Governance and Conflict
Sectoral Department

Eschborn/Bonn, June 2016

1.0 MEGATREND URBANISATION – HOW TO TACKLE IT?

Cities are growing at an unprecedented pace.
In the 21st century, the majority of people no longer live in the countryside but in towns and cities. There are already 28 *megacities* worldwide, such as São Paolo, Shanghai, Delhi, Jakarta, Lagos and Cairo, that have 10 million inhabitants and some of them have far more than that. By 2050, the urban population will have grown to around five billion, which equates to three quarters of the world's population, according to UN projections.[1] In just 15 years' time, there will already be 41 *megacities*, which will merge with neighbouring metropolises to form gigantic urban agglomerations, known as *megalopolises*. However, almost 90 per cent of future urban growth will take place in small and medium-sized cities in developing countries and emerging economies in Africa and Asia. India, China and Nigeria are likely to see the highest growth rates.

Cities act as magnets. For centuries they have attracted migrants from the countryside who hoped to find not only a better life, work and prosperity, but also freedom from patriarchal and backward conditions. But cities are increasingly becoming also places of refuge: there are currently almost 60 million people fleeing from war, violence and persecution. This is the highest number on record.[2] 60 per cent of all refugees live in towns and cities. The accelerating urbanisation scenario naturally raises questions.

Is poverty urbanising? In cities such as Mumbai or Nairobi more than half of the inhabitants live in slums in deplorable housing conditions without water and electricity, amidst rubbish and stinking sewage ditches. How can cities like this cope with any further population growth? The *World Bank* published an estimate in 2014, according to which a billion people around the world live in slums; that figure is set to rise to three billion by 2050.

How can social peace be preserved?
Even now, cities like Mogadishu, Caracas and Detroit have difficulty in maintaining order and safety. And urban sociologists such as Hartmut Häußermann and Walter Siebel warn that even in Western Europe and North America buzzwords such as new wealth, new poverty, new underclass and social exclusion describe a new dimension of social inequality.[3]

How can we save the environment and the climate?
Non-sustainable lifestyles and economic activity in urban areas are destroying nature. They produce rubbish dumps, groundwater problems and air pollution. Cities and metropolitan regions currently use 75 per cent of our planet's natural resources. They are responsible for more than 75 per cent of the world's CO_2 emissions, thus accelerating climate change.[4] The impact of climate change will hit the poorest people living in the cities hardest because they settle in flood areas near coasts or rivers or on steep slopes that are threatened by landslides, risking not just their entire worldly goods but also their lives.

How can we make sure economic growth benefits everyone? Cities are centres of trade and culture, the birthplaces of progress and strongholds of prosperity. The lion's share of economic value is currently created in metropolitan areas. There is a positive correlation between urbanisation and per-capita income; that is precisely what attracts people to the cities. However, unless economic growth reaches everyone, social inequality increases.

Heads of state throughout the ages have used urban planning not just as a means to express their power and authority but also as a way of managing social order and safety and of controlling economic performance. No matter whether we look at small, medium-sized or large centres of power and their administration, it is always the cities that demonstrate how well a country is governed.

1 UN DESA (2014)
2 UNHCR (2015)
3 Häußermann, H. et al. (2004): 7
4 UNEP (2013)

A positive image of urban life that is compatible with the needs of the environment is not conceivable until all social inequality has been eliminated. The urbanisation megatrend therefore calls for urban management strategies that are fit for the future and help to create good living conditions for everyone. Sustainable strategies of this kind do exist. However, attempts to put them into practice often fail because the local authorities do not have the financial resources, because of lacking capacities, and because of a lack of political will.

In this publication, GIZ highlights how cities' resources can be used efficiently to harness the potential for sustainable development. Which guiding principles does GIZ follow in its international cooperation for sustainable urban development? How does GIZ devise a sound basis for its projects? What directly applicable know-how and what specific *urban governance* concepts does GIZ have to offer? And how can it contribute to building local capacities in cities and metropolitan regions? We will answer these questions in this brochure.

Our aim is to achieve well-governed and managed cities, which create and maintain the necessary structures and guarantee their inhabitants social security, environmental sustainability and political participation. These cities can then set an example for others in the country as places where not only the economy does well, but intellectual and cultural life also prospers. These cities become places that people can call home.

1.1

INTERNATIONAL AND GERMAN GUIDING PRINCIPLES OF SUSTAINABLE URBAN DEVELOPMENT

'Make cities and human settlements inclusive, safe, resilient and sustainable' – this vision of what direction urbanisation should take was set out in *Goal 11* of the *2030 Agenda for Sustainable Development* and is also enshrined in the targets and indicators of this new pact on the world's future agreed on by the United Nations. Unlike the *Millennium Development Goals*, the Agenda is universally valid, i.e. it also applies to the developed countries of the world. The Agenda also emphasises the importance of the local level: cities and municipalities are regarded as important protagonists in the implementation of many of the *Sustainable Development Goals* (*SDGs*).

The *UN Conference on Housing and Sustainable Urban Development* (*Habitat III*) – to be held in Quito, Ecuador in October 2016 – will be the first global conference to deal with the specifics of implementing the Sustainable Development Goals in urban areas. This is the third global summit of the United Nations Human Settlement Programme (UN-Habitat), following Vancouver 1976 and Istanbul 1996. The United Nations is seeking to adopt a *New Urban Agenda*, a universally applicable charter that will set the direction of travel for the next 20 years.

The *Government of the Federal Republic of Germany* sees the current urbanisation dynamics as a unique opportunity to create sustainable structures. The *Policy Guidelines of the German Federal Government on International Cooperation for Sustainable Urbanisation*, published in 2015, state that the question of whether sustainable development can be achieved will be decided in the cities.[5] The German Government therefore promotes the idea of a green economy, i.e. an economy that embraces growth but nevertheless conserves resources and does not harm the climate. It states that *'[it] will work to ensure that in the course of urbanisation people … come first'* and that *'… they must have equal and non-discriminatory access to water and food as well as to basic services such as education, culture, the media, health care and safety.'*[6]

Germany is very involved in preparing the conference and in drafting the *New Urban Agenda*. Governments and civil society organisations have drawn on broad-based academic expertise. Research into the complexity of *urban development has a long tradition in Germany*. Experts from the fields of social, economic and administrative sciences, natural sciences, engineering and spatial studies have been working together on this for a long time.

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5 Government of the Federal Republic of Germany (2015)
6 Government of the Federal Republic of Germany (2015)

Furthermore, *German achievements serve as an international model*, including in climate change mitigation, for example. Germany has played a pioneering role in its expansion of renewable energy. Examples of international model character in the field of urbanisation include its decentralised distribution of responsibilities within the country's federal structure, its spatial planning and its national urban development policy. Other important credentials for international advisory work are the high degree of local self-government, with cities and municipalities having responsibility for planning and managing their own spatial and social development, along with Germany's established forms of public participation. Germany also has a good

reputation for involving marginal groups. And finally, the experience gained during the transformation process following German reunification can also be shared.

Germany's development cooperation also brings together *valuable international experience*. In conjunction with its partners in many countries, GIZ has generated new knowledge needed to meet the complex challenges posed by urbanisation. It processes this knowledge and advises the German Government on questions of development policy. GIZ representatives discuss concepts for the *New Urban Agenda* and its implementation in international coalitions such as the *Cities Alliance*.

1.2
OUR PARTNERS –
THE ORGANISATIONS WE WORK FOR

GIZ is one of the world's largest international development organisations and has been involved in urban development for over 40 years – in Africa, Asia, Latin America and South-East Europe. Our most important goals are to improve the situation of poor and disadvantaged people, protect the environment and combat climate change.

As a federal enterprise, we primarily work on behalf of the German Government and its ministries. Most of our work is commissioned by the *Federal Ministry for Economic Cooperation and Development* (*BMZ*) but we also work for the *Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety* (*BMUB*) and for other federal government departments such as the *Foreign Office* (*AA*). In addition to this, we accept commissions from the *European Union* (*EU*), governments of other countries and international organisations (including the *World Bank*, regional development banks, and non-profit organisations such as the *Rockefeller Foundation* or *Bill and Melinda Gates Foundation*).

In our partner countries, we work with municipal councils and city governments, municipal associations, regional governments and administrations, national governments, utility companies and stakeholders from the private sector, the scientific and academic community and civil society. We also collaborate with international organisations such as *UN-Habitat* and networks like the *Cities Alliance* or municipal associations such as *ICLEI* (*Local Governments*

for Sustainability) and for *KfW Development Bank* and scientific and academic institutions.

Our employees have decades of experience and extensive knowledge in the technical, legal, economic and cultural field. Because they have a good understanding of the development and environmental background and the individual circumstances in the partner countries, they are able to adapt technologies and concepts to the specific context. Many organisations around the world that employ our services value this experience-based knowledge.

1.3
OUR METHOD – WORKING TOGETHER TO CREATE CHANGE

International cooperation, as GIZ practises it, aims primarily to deliver *advisory services, knowledge, practical experience and skills* to enable people and organisations in the cooperation countries – from small user groups through to government agencies – to act independently. This is also a way for us to ensure that the effectiveness of the projects continues after our involvement with them is over. GIZ's technical development cooperation services and financial development cooperation provided by Germany's *KfW Development Bank* complement each other.

GIZ draws upon external *German and international expertise* as well as that of its own experts. Germany is a country of scientific, technological and economic excellence; it also has municipal administrations that understand how change can cause conflict and how to resolve it. We pass this knowledge on to developing countries and emerging economies and work with them to develop new solutions that are specifically tailored to their needs. Our GIZ teams in the field are made up of German, international and national staff. That is how we ensure that our experts have the necessary local knowledge combined with knowledge of the latest methods and approaches.

In its projects, GIZ works at *local, regional and national level*, depending on the institutional relationships and responsibilities in the partner country. In the field, GIZ's teams take a multi-level approach, and often work directly in the ministries and local planning authorities.

We also work on an international level, i.e. we give cities a stronger voice in national and international development agendas such as *Agenda 2030* or the *Habitat III* process.

In the areas of *policy advice* and *capacity development*, GIZ works on the basis of close, trust-based collaboration with its partners.

We advise our partners on aspects of policymaking, on developing technical guidelines, strategies and approaches and on the practical implementation of projects on the

ground. This involves training decision-makers and technical experts because taking decisions and initiating change requires knowledge that often has to first be created in cities, government agencies, businesses and civil society. We work with our partners to analyse the problems on the ground and then, based on that knowledge, we develop locally adapted strategies to tackle them, which we test in pilot projects. Jointly with our partner organisations this enables us to successfully implement sustainable urban development strategies.

GIZ *involves all the relevant forces in society in the transformation process*; important stakeholders from the private sector, scientific and academic community and civil society in the partner countries have a place and a voice in our projects as well as representatives of marginalised groups.

Nevertheless, making cities sustainable is a difficult and lengthy process. In this process, different interests clash in any country and community. Hence our concern is to lay the *foundations for change* – and to work together to make our vision of liveable and effective cities a reality.

1.4
OUR COMPETENCE – SUSTAINABLE URBAN DEVELOPMENT

GIZ regards the rapid urbanisation process as an opportunity to play a proactive role in creating decent living conditions that are environmentally sustainable. We support cities, metropolitan regions and nation-states in organising their administrations and in mobilising their skills to steer their own development down a sustainable path. We see *good urban governance* as a key factor in achieving this.

We are currently carrying out about 50 urban and regional development projects in over 40 countries on behalf of the German Government and other partners; you will find a selection at the end of this brochure (*Chapter 4.0 / Page 72*).

As a German federal enterprise, we enjoy a great deal of trust thanks to our outstanding expertise and experience, which dates back over decades.

Urban development covers many issues and brings a number of different disciplines together. Our range of services reflects this diversity.

Development goals in the key fields of activity:

WELL-GOVERNED AND CITIZEN-CENTRED
Field of activity 1

We strengthen the effectiveness and management capacities of city governments and councils with the aim of ensuring that everyone has equal access to high-quality, demand-oriented public services. Where appropriate, we also support decentralisation processes, thus strengthening the role of municipalities and cities. Part of this remit involves drawing up national urban development policies.

Effective urban management is a key factor in creating the necessary conditions for a city and its surrounding region to achieve economic, environmentally sound, climate-friendly and financially sustainable development. Our collaboration with city governments is based on good governance principles and a human rights approach. Thus, we promote local self-government to ensure available resources are used economically and in a needs-oriented way for the benefit of the local communities. We pay particular attention to marginalised groups.

RESILIENT, LOW-EMISSION AND RESOURCE-EFFICIENT
Field of activity 2

We work with public and civil society actors to develop strategies and measures at local and regional level to minimise the negative impact of climate change. We strengthen the resilience of cities and metropolitan regions and enhance their ability to adapt to changing climatic conditions. We promote integrated environmental management so that cities and regions are able to plan their development along environmentally sound, low-emission and resource-efficient lines, and to reduce their environmental footprint. We support cities and

regions in creating the legal framework needed to do this and in developing solutions for key environmental problems. We make use of the latest information and communications technology to assist us in this.

PRODUCTIVE AND CREATIVE
Field of activity 3

We support authorities, business associations and civil society in their efforts to embark on development pathways that are fit for the future, socially responsible and environmentally sustainable, in order to safeguard and improve the income and employment opportunities of their inhabitants. Key factors here are inclusive economic growth, promoting employment for young people and making use of local potential such as traditional crafts. We focus particularly on preserving and reviving historical city centres, linking sustainable urban development with conservation of cultural heritage.

INCLUSIVE, SOCIAL AND SAFE
Field of activity 4

A key feature of our urban development and violence prevention strategies are cross-sector approaches. We work with national and subnational partner governments to find ways of enabling marginalised groups to have equitable access to public services, basic social services, political participation and a secure income. This is the starting point for effective violence prevention and reduction. The measures are devised and implemented at local level. We involve marginal groups, especially from the informal sector, into our efforts to boost the local economy.

COLLABORATIVE AND INTER-MUNICIPAL
Field of activity 5

Urbanisation means that cities are growing beyond their territorial boundaries. Administrative structures and net-

works do not usually expand at the same rate. We offer national and subnational governments many different forms of support in order to address the increasing links between municipalities and the expanding relationships between cities and their surrounding areas. The prevalent competitive pressure in metropolitan regions turns them into creative hubs that are part of the innovation network. This is where ideas for sustainable economic activity emerge and it is important to make use of them.

As places to live and work, metropolitan regions make access to services easier, in particular for marginal groups in the population, and open up better income opportunities for them. To deal with the growing multisectoral challenges that arise as cities merge with surrounding areas, it is crucial to establish effective *management and governance structures and spatial planning systems*. In conjunction with our partners, we create sustainable spatial structures through land use planning.

WELL CONNECTED
Field of activity 6

Regional and international networks enable cities to benefit from sharing experience. We support the establishment of platforms for stakeholders from the field of politics, administration, business, academia and science as well as civil society. We offer them and the cities within the networks the opportunity to share ideas and experience, meet on an equal footing and learn from one another, develop solutions together, inspire one another and build and pool capacities. In this way, successful urban development approaches can be disseminated through lively dialogue and new ideas with practical relevance can be generated.

2.0 HOW TO DESIGN TOMORROW'S CITIES?

Field of activity 1:
WELL-GOVERNED AND CITIZEN-CENTRED

STRATEGIES FOR WELL-MANAGED CITIES

Challenges. The key task of municipalities is to deliver public services, i.e. ensure the conditions needed for a basic level of human welfare are in place. However, in many parts of the world, the creation of housing, provision of infrastructure and services – such as water and energy, education and health care systems – is a challenge for city governments. Firstly, because in many countries the transfer of responsibilities and resources from central government to the cities is not yet adequate to deal with the pressure they are under to act and secondly, because many city governments are still inexperienced.

The first thing new city governments have to do is establish efficient structures and acquire revenue. This presents a two-fold challenge: firstly, because of their inexperience and poor structures and secondly, because of the diversity and scale of the tasks facing them.

City governments all over the world have to seek legitimacy, not simply in the form of elections but by making ongoing improvements to people's living conditions. They must negotiate urban development with the public and the private sector. But the principles of *good governance*, such as public participation or achieving an equitable balance between the interests of all parties, cannot by any means be taken for granted everywhere. There is frequently no evidence at all of forward-looking, integrated urban planning or land use plans associated with it. As a result, conflicts over the right to use the scarce space in cities are not dealt with fairly.

Generally speaking, cities in developing countries and emerging economies often do not have the professional and financial capacities to devise, implement and administer a system of good governance. For example, investment in municipal public services is inadequate. It is therefore impossible to remedy the social and economic shortcomings that hit poor people in marginalised neighbourhoods the hardest. As a result, there is no sense of ownership and municipalities are unable to gain public trust and motivate citizens to '*join in'* and create a functioning local community.[7]

Solutions. Good governance is crucial to sustainable urban development. Well-governed cities can strengthen the public's trust in democracy, particularly in fragile states. Well-functioning local self-governments also advance the process of decentralisation within a state. By helping to build local administrative capacity and promoting integrated, national urban development policies, GIZ helps to ensure that cities and regions are well structured, well governed and able to fulfil their remit to provide equitable public services. Our work focuses on integrated urban development approaches and urban planning by municipalities.

Principles of integrated urban development:

▸ **Spatial and territorial approaches.** Integrated urban development always pays attention to spatial aspects. Ease of access to services depends on how spread out a city is. The required mix of uses and desirable compact structures are achieved by a functional organisation of space in the city as a whole that integrates the aesthetic design principles of architecture and urban design. Cities also engage in functional interactions with their surrounding area. Settlements and cities that have a good balance of resource-efficient services therefore need appropriate urban and spatial planning.

▸ **Cooperation between municipalities and across different levels of government.** Metropolitan regions need this kind of cooperation. It has proven its value

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7   GIZ (2012a); Häußermann, H. (2006)

worldwide as a way of optimising and jointly financing efficiency and quality especially of service provision, by forming inter-municipal associations, for example.

▸ **Cross-sectoral approaches.** Integrated urban development gathers sectoral government departments around the same table to ensure the potential for synergy is used in delivering resource-efficient basic services to the population.

▸ **Cross-stakeholder approaches.** In integrated urban development, government stakeholders as well as stakeholders from civil society, religion, culture, academia and science, the finance industry and private sector are connected. These networks and partnerships are the cornerstones needed to achieve sustainability, a broad impact and social learning processes. Complex tasks can be tackled more efficiently through joint efforts.

EXAMPLES:
SECTOR PROJECT POLICY ADVISORY SERVICES FOR URBAN AND MUNICIPAL DEVELOPMENT

Policy Advisory Services for Urban and Municipal Development is a sector project that supports initiatives which give city governments in their endeavours to create more liveable cities greater consideration in international policy-making processes. It provides advisory input to German development policy on how cities can be strengthened in their role as drivers of sustainable development and how to enable them to assume their responsibility for development policy and guide urbanisation along sustainable lines.

Creating global partnerships
The project supports BMZ in developing Germany's position on sustainable urban development and, after consultation with other federal government departments, embedding it in international processes, first and foremost *Habitat III*.

By communicating with international partners, the project helps to disseminate Germany's position and feed it into discussions on global agendas such as *Agenda 2030*, the

New Urban Agenda, the *global climate agreement* and agreements on *financing development*. To this end, the sector project advises Germany's policy representatives in international bodies on sustainable urban development and consolidates cooperation with partners such as the *Cities Development Initiative for Asia* (*CDIA*), the *Cities Alliance*, *ICLEI - Local Governments for Sustainability*, *UN-Habitat*, and *United Cities and Local Governments* (*UCLG*).

At European level, coordination processes on sustainable and inclusive urban development are rapidly gaining importance. Here, too, the sector project supports the German Government in successfully feeding Germany's position into EU policies.

The aim is to become part of a strong global partnership for the implementation of the *New Urban Agenda* so that future cities throughout the world will become more liveable for everyone, contribute more effectively to the goals of the global agendas, help to mitigate climate change and promote democracy and stability through cooperative governance.

Urban and municipal development:
https://www.giz.de/expertise/html/3170.html

EXAMPLES:
SOUTH CAUCASUS – MUNICIPAL DEVELOPMENT
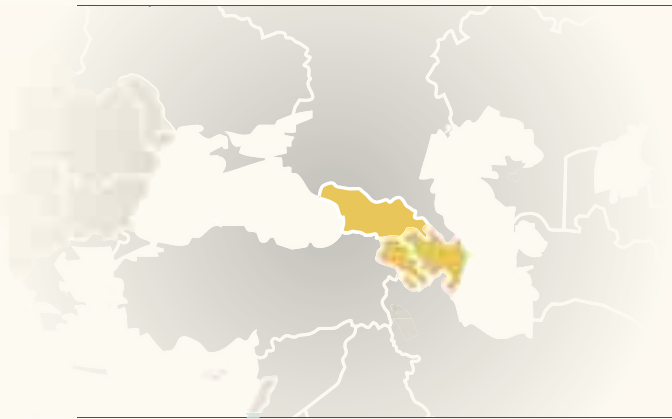
After the collapse of the Soviet Union, people expected genuine change, including an end to despotism and corruption – most especially in the public service sector in cities, where civil servants are the front-line representatives of the government, the ones the public have contact with. Armenia, Georgia and Azerbaijan are keen to ensure people are not disappointed and are trying to restore trust in the government. In ratifying the European

Charter of Local Self-Government, they have committed to strengthening local self-government and democracy and to creating the legal and institutional frameworks needed to do so.[8]

Smooth-running service in the citizens' service centres

Gone are the days when people had to run from one government agency to another, never knowing which door to knock on in order to present their concern. Now everyone knows where to go for quick, competent service, where to get a birth certificate or apply for planning permission. With the support of GIZ, many cities in Georgia and Armenia have successfully set up citizens' service centres, in which local people can discuss their concerns and sort out any formalities in a transparent and hassle-free way. These new, user-friendly customer services are very popular and public opinion of the city government has improved greatly. Comprehensive administrative reform was needed before the citizens' sevice centres could be set up.

'The services are far more user-friendly. We are continuing to work on improving our services on a day-to-day basis. Whereas entering data into our document management system used to sometimes take an entire day, it now takes just 60 seconds.' [9]

Nino Nishnianidze, citizens' service centre, Tbilisi, Georgia

Transparent budgeting

Ensuring that municipalities are able to act is not possible without robust management of urban finances and an effective domestic financial structure.

In Georgia and Armenia, GIZ advises the finance ministries on designing appropriate frameworks for results-oriented programme budgets and supports municipalities in changing their systems. The advice results in carefully targeted and economical use of public funds. The municipalities' funds become more transparent for councils and individuals, and corruption becomes more difficult.

South Caucasus City Network

Cities in Germany and the South Caucasus founded this network with a view to sharing German municipalities' high level of expertise and disseminating their experience. They worked together on issues such as improving local services, strengthening the local economy, waste management and management of contaminated sites. A digital register of contaminated sites was set up in the Azerbaijani city of Sumgait with the support of the city network. It can be used to locate heavily polluted land and hazardous sites, which must be professionally decontaminated as part of sustainable urban development.

'Development cooperation between municipalities is not a one-way street. There are many things that we can learn from our partner city of Sumgait.' [10]

Peter Lubenau, City of Ludwigshafen Municipal Corporation, Ludwigshafen, Germany

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Local Governance Programme South Caucasus
https://www.giz.de/en/worldwide/20315.html
Caucasus Cities' Network as a platform in the project
http://www.antje-dombrowsky.com/en/Caucasus-Cities%E2%80%99-Network

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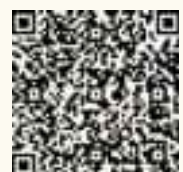
8 EU (2013)
9 GIZ (2013b)
10 GIZ (2013b)

MODERN CITIES BANK ON PARTICIPATION

Challenges. There is scarcely a region in the world where people are not calling for more freedom and participation in political life. Modern media allow global comparisons; they create a desire for a better future and make more and more people aware of the fact that they are being badly governed and that their needs and rights are often being ignored or violated in daily life.

Public participation is an indispensable element of *good governance*, but young democracies and countries where power is heavily centralised have had little practice in implementing it. In many places the conditions still have to be created to enable city governments to allow far greater involvement for their citizens in decision-making and development processes, to create an equitable reconciliation between conflicting interests and allow political scrutiny of their actions. This is the only way for trust in democracy to increase. Without a climate of free expression, sustainable development is not possible because it relies on justice and the ability of civil society to freely develop its creative potential.

Solutions. In all its projects, GIZ attaches great importance to ensuring participation procedures are established because they are a core principle of good governance. Integrated urban development is not conceivable unless the general public and private sector stakeholders are included in strategic and practical project-related decisions.

We advise on the legal framework needed for public participation. We also develop activities tailored to specific target groups to promote dialogue and cooperation between the different urban stakeholders. With GIZ acting as an impartial mediator, even the most difficult dialogues – such as planning processes or drawing up participatory budgets – are usually a success. We always take care to include marginalised groups who often have no access to information or were denied participation in democratic processes in the past.

EXAMPLES:
MAGHREB – STRENGTHENING LOCAL DEVELOPMENT AND DEMOCRACY
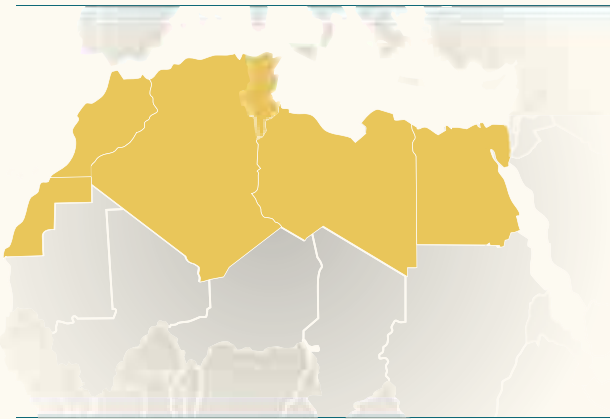
The Maghreb's rapidly growing cities are facing challenges such as poverty and unemployment, environmental problems and housing shortages. At the same time, municipalities are under pressure to meet the population's demands for them to be more transparent, accountable and citizen-focused. Almost half the population in Tunisia, Morocco and Algeria are under the age of 24 and are demanding a decent future. Skilled staff and efficient structures are needed to tackle these challenges and harness the potential of these well-educated young people.

GIZ's programme promotes the establishment of networks of cities and municipalities in Tunisia, Morocco and Algeria. These networks provide an opportunity to share experience regularly. They work on issues that are of concern to the municipalities, such as efficient waste management, urban mobility and energy provision, administrative modernisation, citizen-centred administrations and conserving and rehabilitating historic city centres.

Partnerships with German cities

Within these learning networks, the Maghreb cities receive information about municipal and urban development instruments and strategies that have been seen to work in practice as well as advice on how to organise local democracy. Innovative urban development projects such as a municipal composting facility and project partnerships with municipalities in Germany – for example between Cologne and Tunis – are also supported.

'A great deal of effort and planning has to go into the development of cities in the south. We can benefit from models that have proved successful in other cities and implement them for ourselves. This is the only way to shorten the process and speed up development.' [11]
Mohammed El Halaissi, mayor of Agadir, Morocco

Public participation and dialogue with young people

Communication between municipalities in Morocco used to be mainly of a technical nature but it has now begun to turn to other issues such as public participation and cooperation with civil society organisations. Public participation is a matter of urgent concern in Tunisia. For example, in a municipality-based network designed to involve young people, cities and associations have become motivated to run competitions for ideas with and for young people. Initial experience with participatory budgets and issues such as women's participation in the municipality are now also been jointly advanced in networks.

'It is more difficult to govern in a democracy than in a dictatorship, but it holds the promise of social peace.' [12]
Meinolf Spiekermann, programme director Strengthening Local Development and Democracy in the Maghreb (CoMun)

CoMun learning network
www.co-mun.net

11 CoMun (2015)
12 CoMun (2015)

EXAMPLES:
SERBIA – LAND MANAGEMENT
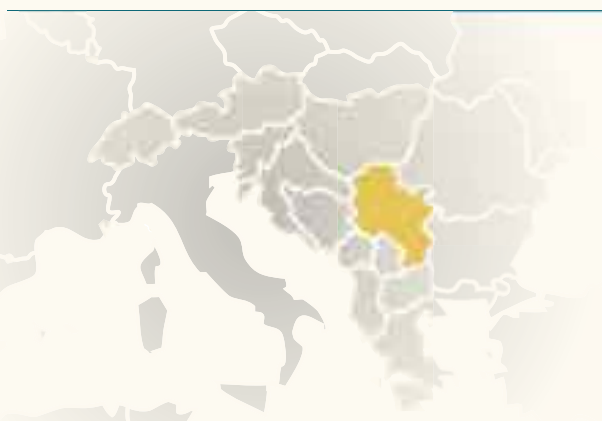
In the light of Serbia's planned accession to the EU, GIZ's project focuses on two main areas: modernisation of the building and planning system and alignment with EU standards. Based on the principles of the *Leipzig Charter*, integrated urban development concepts were drawn up in three cities and urban planning instruments and procedures were improved in six municipalities.[13] The priorities were environmental protection, ensuring a market-based focus and public participation. Guidelines were developed and participatory urban planning procedures were carried out.

More transparency in the property market

In socialist times, all land and property was state owned and Serbia, as a transition country, still has little experience with privatisation. The second priority is therefore to better manage land development and make land valuation transparent. To this end, land reparcelling was tested as an instrument in three municipalities and then incorporated into national construction and planning law. This means that Serbia now has a legally regulated, formal land reallocation system, under which land can be reparcelled to create plots that are suitable for building or other uses, depending on their location, shape and size. GIZ used geo-information systems to establish a central register of purchase prices and make it accessible to the public.

'This is a completely new and innovative approach for us. We, as professionals, are learning how other stakeholders can be involved in the process. It was also an excellent opportunity to show interested citizens in Užice how elements from European project planning are being used.'[14]
Svetlana Jevđović Matić, Institute of Urbanism, Užice, Serbia

Strengthening of local land management in Serbia
www.urbanlandmanagement.rs

13 EU (2013)
14 AMBERO (2015)

Field of activity 2:
RESILIENT, LOW-EMISSION AND RESOURCE-EFFICIENT

RESILIENT CITIES REDUCE DISASTER RISKS

Challenges. Disasters caused by natural phenomena have increasingly dominated the international headlines in recent years. The enormous damage they leave in their wake confronts us with our vulnerability but also with our negligence. Climate researchers predict that the risk of extreme weather events will increase. Not only their frequency and increasing intensity is a cause for concern but also the slowly advancing consequences of climate change, such as rising sea levels.

Storms, heavy rainfall and floods can cause a disaster when they hit cities – places where people, infrastructure and economic activity are concentrated in a small space. Settlements with unstable buildings and poor roads that have evolved without regulation of any kind are at particularly high risk. In particular, slum-dwellers in high-risk areas, which include slopes at risk of erosion and low-lying coastal areas, are at the mercy of the forces of nature and often not only their worldly goods but also life and limb are in danger.

Although it is an urgent necessity, disaster risk management is neglected in many places. Serious rethinking on many levels is needed to avoid high numbers of victims and keep economic damage as low as possible. Resilient development can minimise vulnerability even before a disaster is on the horizon.[15] In this context, resilience means the ability of a city as a system to keep its most important functions, such as hospitals and drinking water supply, up and running, even in extreme situations. Resilience also describes the ability to restore as quickly as possible any services that had broken down during the disaster.[16] Particularly with regard to climate change, this not only requires specific preparation for known risks, which is what happens in disaster preparedness schemes in earthquake areas, but also presupposes resil-

ience to a multitude of risks that it may not even be possible to foresee at present. Another aspect is low-emission urban development, which ensures that cities are liveable – both now and in the future – and that the consequences of climate change are minimised. At the same time, however, it is essential to prepare for an emergency to ensure the disaster relief services are able to do their job.

Solutions. GIZ's combined resilient urban development and disaster risk management programme aims primarily to prevent disasters from occurring in cities. Its second aim is to keep the number of victims and the extent of damage as low as possible in cases of unavoidable disaster. Thirdly, it seeks to learn from past mistakes and create cities that bounce back even stronger and function well in the long term. GIZ offers a range of different services both for the long-term task of resilient urban development and for the practical implementation of disaster risk management measures.

In the area of resilient urban development, we advise municipalities, civil society and the private sector on how to build resilience into projects at the implementation stage. For example, even when roads are being constructed the fact that heavy rainfall is set to increase in the future can be taken into account to avert flooding. At the same time, measures can be put in place now with a view to achieving positive effects on the quality of life and the urban climate, making cities more attractive places for residents and businesses.

We also specifically support cities in implementing individual projects that improve conditions for slum-dwellers, for example, and take future challenges directly into consideration. In this way, the vulnerability of certain sectors of the population and entire neighbourhoods is drastically reduced.

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15 Birkmann et al. (2013): 48ff
16 Birkmann et. al. (2013): 212
17 Pearson et al. (2012): 4
18 GIZ (2013a)

Phases of urban disaster risk management:

❶ **Disaster prevention/mitigation** comprises activities that in the medium to long term mitigate the negative impacts of extreme natural events or in a best-case scenario prevent them completely. That includes first of all carrying out a risk assessment to identify the threat level and evaluate the vulnerability of an urban society.

❷ **Disaster preparedness** includes planning and rehearsing measures that must be put in place if a disaster occurs in order to minimise loss and damage. We support our partners in establishing early warning systems and training rescue teams, for example.

❸ Immediately after an event, the preparatory measures form part of the **disaster response**. Emergency aid aims to relieve acute distress, help victims to survive and allow urban society to begin functioning again.

❹ The lessons learned from the disaster, along with precautionary measures from disaster prevention and preparedness work, are fed into the **reconstruction activities designed to prevent further disaster**. The aim is to increase resilience to future events.

Source: IPCC 2012: 31
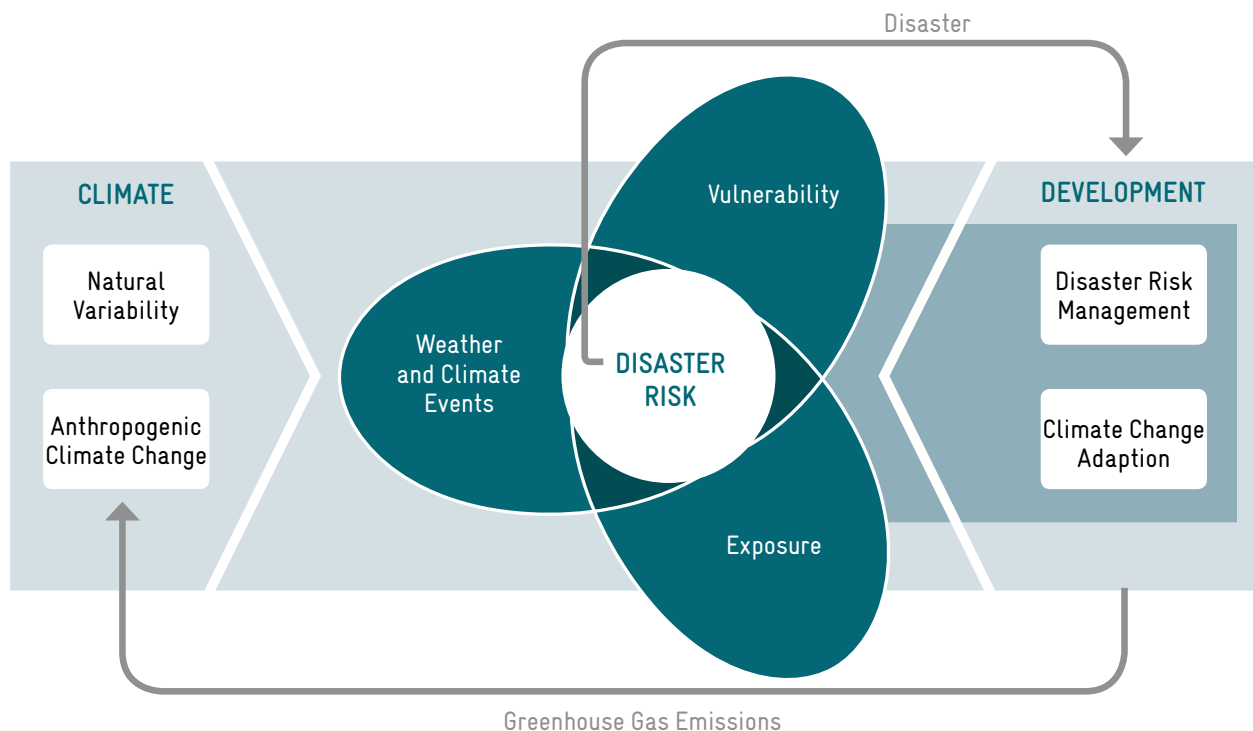
EXAMPLES:
CHILE, INDIA AND SOUTH AFRICA – CITIES FIT FOR CLIMATE CHANGE

They disseminate and discuss their experience at international events. Their results are fed into the advice to the German Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety.

The project supports the *United Nations Framework Convention on Climate Change* (*UNFCCC*) and the *Habitat III* process. It follows the principles of the *Leipzig Charter on Sustainable European Cities* and the *Memorandum "Urban Energies"*.

This global project does comparative work on three continents with the aim of promoting a new kind of climate-proof urban development. It is about combining for the first time measures to reduce greenhouse gases (mitigation) with measures to adapt to climate change – and about questioning existing urban design principles.

 For example, the ideal of compact cities, where everything is within easy reach, makes sense with regard to reducing emissions. However, when it comes to adaptation to climate change, it is not the right ideal for cities that are at risk of flooding. Here, large open spaces are needed to absorb the vast quantities of water. The idea is to examine how these conflicting aims can be reconciled.

A project funded under the
International Climate Initiative (IKI)
This conceptually oriented project seeks to develop innovative solutions and starts by analysing existing concepts for resilient and low-emission urban development. In a second step, it supports selected vulnerable cities in India, Chile and South Africa in developing their climate-sensitive strategies and in exploring their own financing options.

International Climate Initiative (IKI)
www.international-climate-initiative.com/en/projects/projects/details/cities-fit-for-climate-change-442/

EXAMPLES:
MAURITANIA – PROTECTING THE CITY OF NOUAKCHOTT FROM THE IMPACTS OF CLIMATE CHANGE
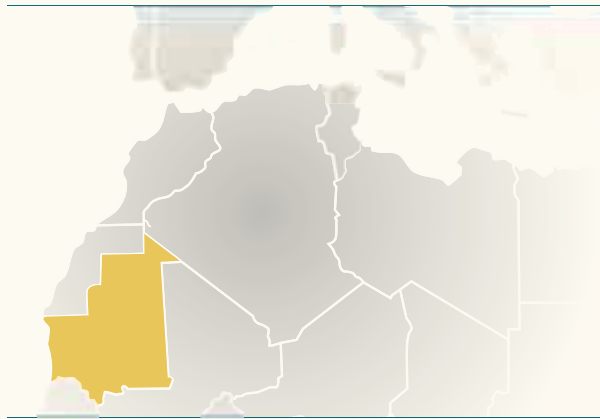
Nouakchott, the capital of Mauritania, located on the edge of the Sahara, has almost a million inhabitants. The fact that it is located in a large depression along the Atlantic Ocean puts it at two-fold risk: first, if the dune cordon were breached, vast areas of the city could be inundated with sea water, and secondly, heavy rains are causing repeated flooding. The hazardous situation is due primarily to the city's geographic location but also to poor spatial planning, urban design errors and mismanagement on the part of the city government. It is being aggravated by the impacts of regional climatic fluctuations and global climate change. About 30 per cent of the city's population live in the poor neighbourhoods that are at particularly high risk.

Database and pilot measures help in disaster risk management

The starting point for all the activities undertaken was to consolidate existing knowledge. An information system was developed that gives all participating ministries and city government agencies access to the data they need to make sound decisions. Local vulnerability analyses and risk assessments for different districts of the city form the basis for an integrated action plan. One of the coastal protection activities, for example, involved repairing breaches in the dune belt; the dunes were stabilised and the breaches blocked up to restore the natural protective function of the dune belt. In this way, the project reduced the risk of flooding. A simple but efficient rain capture system was also developed to prevent flooding in the city itself. This serves as an example for other municipalities.

Planning for climate change

At the same time, in the institutions responsible for adapting to climate change, such as the environment ministry and the city government, the project has raised awareness of the need to systematically adapt their project planning to climate change. This would avoid municipal investment decisions, which often influence urban development over decades, turning out at some point in the future to have been mistakes.

Helping Mauritanian coastal cities adapt to climate change
https://www.giz.de/en/worldwide/22195.html

LIVEABLE, FUTURE-PROOF URBAN ENVIRONMENT

Challenges. It is likely that five billion people will live in urban areas in 2030. The city in the sense of a settlement unit with clearly defined boundaries will no longer exist and urban areas will merge with surrounding areas.

In terms of planning policy, i.e. from the point of view of urban and regional planning, we need answers to the practical problems of land consumption, energy efficiency and emission reduction because by 2030 the increasing prevalence of the urban lifestyle will also mean land consumption is tripled. Arable land will be turned into building plots and there is a danger that it will not be possible to provide enough food for the population. Because urban agglomerations are also the major contributors to global warming – they are responsible for 75 per cent of greenhouse gases emitted around the globe[19] – municipalities face the huge challenge of saving energy and reducing traffic.

In many countries of the world, cities and municipalities often do not have a sufficient legal and political mandate to create an effective system for managing resources, energy and climate change mitigation on their own. There are not enough management structures in place that go beyond the boundaries of cities and are able to control the relationships between cities and regions surrounding them. Furthermore, they usually do not have the necessary technical and human capacities nor the financial resources to systematically and purposefully implement the measures. This is, however, essential if the urban environment is to be designed in a way that conserves resources, is energy-efficient, environmentally future-proof and therefore liveable.

Solutions. With forward-looking, integrated urban development it is possible to conserve resources, reduce emissions and tackle climate change. However, cities are complex organisms: unless different sector-specific measures are properly coordinated, they may counteract one another,

lead to conflicting aims and cause unintended side effects. For that reason, GIZ helps its partner countries to link resource efficiency, climate change mitigation and adaptation with cities' economic, social and building development goals and to embed them in urban planning as cross-cutting tasks. What are known as nexus solutions can identify synergies and overcome exclusively sectoral ways of thinking. [20]

GIZ
- Promotes local pilot initiatives on integrated resource management. Thereby, we help key urban stakeholders, city governments and service providers to build institutional and human capacities.
- Initiates regional knowledge-sharing among pilot cities and city networks in order to optimise water, energy and food security in the face of urbanisation, economic growth and increasing resource consumption.
- Advises cities and metropolitan regions on planning and implementing important basic principles of urban development, such as compact cities, mixed-use cities, prioritising brownfield over greenfield development and sustainable neighbourhood development.
- Supports cities and municipalities in meeting the requirements of the *Covenant of Mayors* (*CoM*), for example by providing technical support in developing, implementing and documenting *Sustainable Urban Energy Action Plans* (*SEAPs*). The CoM was launched by the *European Union* as a way of supporting municipalities in designing sustainable energy policies.
- Supports legal conditions for land conservation to protect natural resources, on the one hand, and develops adapted solutions (such as combined heat and power generation), on the other.

We help cities and metropolitan regions to lead by example in their country and act in a way that underscores resource conservation and climate change mitigation.

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19 UNEP (2013)
20 GIZ/ ICLEI (2014a)

EXAMPLES:
ASIA – CITIES DEVELOPMENT INITIATIVE FOR ASIA (CDIA)
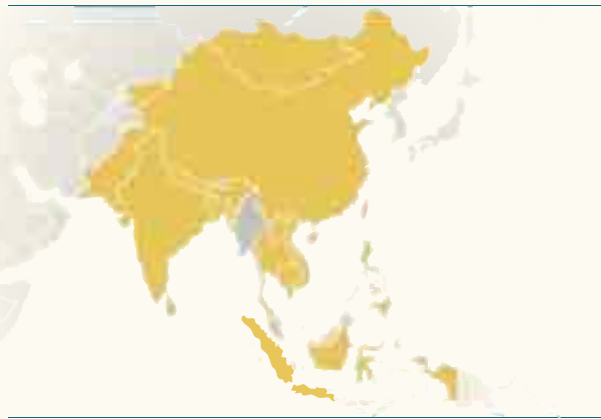
The rising population density in Asia will force cities to provide infrastructure and services for up to a billion more people over the next 20 years. The policy they have pursued to date has caused bottlenecks in public services. Attempts to eliminate them are hitting a wall in two regards in particular: in financing the new infrastructure and in the ability of the institutions to embed the infrastructure in a far-sighted sustainable urban development policy. The *Cities Development Initiative for Asia* (CDIA) supports medium-sized Asian cities with innovative strategies and instruments to identify useful opportunities for investing in their existing urban development plans. It puts the cities in contact with appropriate financing institutions to enable them to carry out these investment projects.

Billions for sustainable infrastructure

CDIA is a potent multi-donor initiative and has approved applications to carry out preparatory studies for projects from over 70 cities in 17 countries to date. Based on these studies, financing partners have taken project development forward for 45 investment projects in 30 cities. Funding for another 24 investment projects is expected to come from a number of different financial institutions. About US$ 5.3 billion has been pledged to finance strategic infrastructure in these 30 project cities. The municipalities receiving *CDIA* funding have extended their competence in good governance and are now better able than before to access national and international sources of finance for their urban infrastructure projects.

'The contribution the CDIA is making to projects in Asian cities is outstanding, especially in view of the limited resources and brief time the cooperation with the cities has been taking place. CDIA is in the right place at the right time.'
Pablo Vaggione (urban and regional development consultant) and **Stefan Bauer-Wolf** (ÖAR Regionalberatung GmbH), CDIA Midterm Review published in November 2014

Cities Development Initiative For Asia CDIA
www.cdia.asia

EXAMPLES:
CHINA – PROJECTS FOR CLIMATE-SENSITIVE URBAN DEVELOPMENT
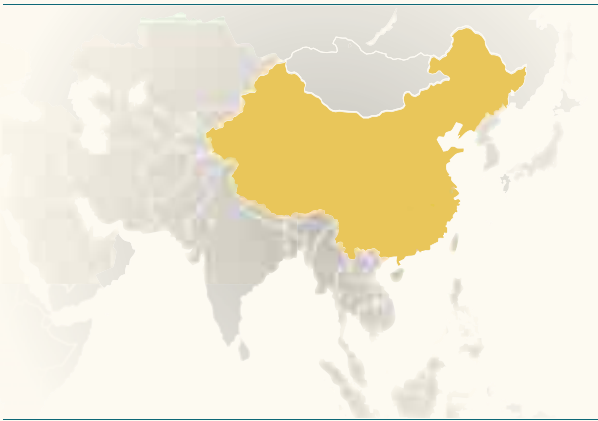
In the last three decades, an estimated 300 million people in China have migrated from the countryside to work in the cities,contribute to and participate in the economic boom. Forecasts indicate that by 2020 Chinese cities will have to cope with an additional increase in population of 100 million people. At the same time, they will have to master the environmental crisis resulting from the increase

in economic production and gigantic urbanisation. The costs of the damage to the environment and the climate, which are quite literally eye-watering for the people of Beijing, total US$ 230 billion or 3.5 per cent of China's gross domestic product, according to a study by Chinese academics. The Chinese Government has recognised that energy efficiency is the most economical low-carbon strategy: it saves energy and reduces carbon dioxide emissions, thus mitigating climate damage. Since 2011, the government has therefore pursued the goal of transforming the Chinese economy into a *green and low-carbon economy*.

Its urban development policy is also influenced by the need to mitigate climate change. Against this backdrop, the Sino-German Urbanisation Partnership was agreed on in November 2015, which aims to drive forward integrated and sustainable urban development policy in both countries.

Curbing energy waste in buildings

In China, buildings are responsible for about 30 per cent of the country's primary energy consumption, which is still predominantly based on fossil fuels.

That percentage will increase as a result of advancing urbanisation and a rising standard of living. GIZ's *Qualification of Key Actors on Energy Efficiency in the Building Sector* project is designed to address the huge lack of knowledge in this area.

Germany's experience with energy-efficient urban development, especially in constructing new developments or rehabilitating entire neighbourhoods, is passed on to key actors in Chinese cities. Training modules have now been developed and seminars run to train Chinese trainers, who will then act as multipliers and pass on German expertise to others.

Low-carbon cities in Jiangsu Province

Jiangsu Province, which has around 80 million inhabitants, is seeking to transition to low-emission cities. It already achieved considerable energy savings under the last two five-year plans. Integrated energy concepts for buildings, urban neighbourhoods, businesses and industrial parks are now meant to facilitate further drastic cuts under the 13th Five-Year Plan.

The GIZ project *Protecting the Climate through Low-Carbon Cooperation Projects in City Networks in Jiangsu Province* – is concerned with holistic planning and implementation of integrated energy systems. In pilot projects, technical knowledge is passed on to stakeholders, who are responsible for energy planning in urban neighbourhoods and industry. Energy-saving measures are then put in place.

The results of the project are disseminated through the city networks in Jiangsu Province but are intended for use elsewhere too. This particularly applies to the provinces which have a similar climate with hot summers and cold winters. Because the pressure to succeed in meeting the planning specifications and complying with the energy-saving regulations is high in China, there is also great interest in new energy strategies.

Field of activity 3:
PRODUCTIVE AND CREATIVE

PROGRESSIVE ECONOMIC ACTIVITY STRENGTHENS CITIES

Challenges. Cities throb with the energy of trade and communication, services and manufacturing – they are powerhouses of a country's economic development. 80 per cent of the world's gross domestic product is generated in cities and urban areas.[21] Without cities there is no wealth. That means that responsible policies and efficient administration are required to create the conditions for a city's economic prosperity. If there is no functioning infrastructure in place and no stimulus provided to boost the local economy, cities fall into decline. The economically active population starts to migrate, investors stay away and as unemployment rises cities fall into social, economic and socio-political decay.

But the problem many cities face is not one of economic decline. Rather, they are having to confront the issue of how to responsibly kick-start and steer an economic upsurge – in a way that is sustainable and above all fair so that the city's benefits are accessible to all. And in the light of globalisation, which increases competitive pressures, many municipalities simply lack coherent and viable development strategies and the know-how to implement competitive economic and employment policies.

Solutions. GIZ seeks to achieve inclusive economic development so that the poor in particular can gain employment and income opportunities and share in increased value creation. Our advisory services are designed to enhance the competitiveness of the local economy. Here, we focus primarily on micro, small and medium-sized enterprises as these are the businesses that generate income for the overwhelming majority of people in developing and emerging countries – and in difficult circumstances, too. We also look at the informal sector and all of its creative potential. This is the sector in which poor families earn their incomes, often working in precarious conditions that need to be improved.

Our services typically include designing support programmes, harnessing funding and helping to *set up a municipal economic development infrastructure* focusing on start-ups.

We strengthen *manual trades and small urban businesses* by designing and running training courses. At the same time, we generate new jobs by supporting neighbourhood renewal schemes and construction of low-cost housing. But we also strive to ensure balanced trade within cities and help to exploit any potential for sustainable tourism.

In addition, GIZ supports the targeted *integration of information and communications technology* (ICT) into advisory services to municipalities. As well as delivering efficient and demand-oriented government and management solutions for smart cities and regions, this also helps to save resources and improve access to services, as well as facilitating public participation. On top of this, the growing ICT sector in developing and emerging countries offers great opportunities for marketing innovative regional products and services.

There is a further focus on *promoting regional value chains,* which play a particularly important role in protecting resources and safeguarding urban food security (e.g. via city/region food systems).

Finally, once our projects have supported the development of business services, efficient economic institutions and conducive market conditions, we support partner cities to market their locations so as to ensure that their economies are sustainable. GIZ also advises businesses on creating frameworks for assuming *corporate social responsibility* as an additional way of improving the population's living conditions. This promotes cities as business locations and also ensures that those companies themselves become successful.

21 World Bank (2015)

EXAMPLES:
BOSNIA-HERZEGOVINA – PROGRAMME FOR LOCAL SELF-GOVERNMENT AND ECONOMIC DEVELOPMENT

Bosnia-Herzegovina emerged as a state in 1995 following the civil war in the former Yugoslavia. Peace researcher Thorsten Gromes believes that the country has the most complicated system of government in the world.[22] He suggests that the system is not geared towards overcoming the deep divisions between the Bosnian, Serbian and Croatian ethnic groups. The post-socialist transformation is taking place against a backdrop of a weak economy that in many places is in decline.

Bosnia-Herzegovina is a potential candidate for accession to the European Union and needs to have a strategic policy framework for regional development. Such a framework is essential not only for adopting a series of EU policies on economic development but also for ensuring social cohesion.

Creating a willingness for dialogue and cooperation

GIZ set out to improve economic performance and competitiveness in three pilot regions. To this end, it worked step by step to put methods and concepts in place to promote local economic development and set up a modern administrative management system. The main aims were to kick-start a productive dialogue process with the private sector at municipal level and also strengthen cooperation between municipalities. By supporting cooperation with higher levels of government (e.g. with regional development agencies and ministries), the project has been able to roll out the concepts devised in the pilot regions across the entire country.

Harnessing marketing opportunities

In the north of Bosnia-Herzegovina, four municipalities and their *SMEs* (small and medium sized enterprises) have joined forces to co-develop new marketing opportunities for the region's agricultural produce.

Reaping the rewards of joint location marketing

With the help of GIZ, three municipalities in central Bosnia launched a joint location marketing initiative. According to the *Financial Times Group*'s *Foreign Direct Investment Magazine*, the municipalities' *Business Excellence Area* (BEAR) has since become one of the most attractive investment locations in Europe, resulting in significant investment in the communities.

> *'Contact with the mayors of Teslić, Tešanj and Žepče is more important than any of the facts and figures. They really welcome you and make you feel that companies can successfully do business in this location.'* [23]

Alexander Märdian, Delegation of German Industry and Commerce in Bosnia-Herzegovina, talking about the Teslić, Tešanj and Žepče Business Excellence Area (BEAR)

Business Area Excellence
www.bear.ba

22 Führer, M. (2011)
23 BEAR (2013)

INTEGRATED DEVELOPMENT
OF HISTORIC CITY CENTRES

Challenges. Historic city centres are valuable testimonies to a country's culture and identity. But many of these centres have for decades been left to fall into ruin because their potential was not recognised and the necessary restoration and modernisation was never carried out. The teetering buildings also led to instability in the social and economic fabric of the city. Living and housing conditions in many historic city centres in our partner countries are very precarious, and there is a threat of the collapse and irretrievable loss of cultural heritage. Saving historic city centres does, however, offer economic opportunities, and creating urgently needed housing can bring new life into the old hearts of cities.

Many municipalities need support in developing and implementing integrated strategies that combine preservation of cultural heritage with sustainable economic development, thereby overcoming any social, environmental and spatial ills. Here, it is vital to get the affected local population involved in planning and meticulously carrying out regeneration of the city if the measures are to succeed.

Solutions. For many years, GIZ has advised local authorities and decision-makers at national level on how to retain the cultural diversity and architectural heritage of historic city centres and how such diversity and heritage can contribute to the positive development of communities. Our experience shows that redeveloped and reinvigorated historic city centres not only play an important role in a region's economic fabric but can also provide a strong impetus for economic growth.

Working with other cooperation partners, including *UNESCO*, the *Arab Fund* and *KfW Development Bank*, we promote integrated development processes geared towards economic sustainability. Here, we use a wide variety of instruments:

▸ It is important for us to raise awareness of the opportunities urban renewal holds among people who live and work in the historic centre. Only when citizens are informed early on, made aware and included in decision-making will they be committed.

▸ We help to devise locally adapted development strategies and to set up appropriate community-level organisational structures. This includes training staff in local authorities and initiating cooperation between administrative bodies so as to instigate discussion of the development of historic city centres and heritage conservation at national and international level.

▸ We advise our partners on how to develop funding instruments and consulting services for rehabilitating old buildings in order to generate interest among private investors. Here, tried and tested tools include offering free advice on rehabilitation as well as small loans and grant programmes for specific purposes.

▸ We help small and medium-sized businesses to revive old arts and crafts traditions. This involves running training measures and designing viable marketing strategies.

▸ By providing a mix of funding and advice for builders and skilled tradespeople, we help to develop new value chains that will be of particular benefit to low-income sectors of the urban population.

▸ Lastly, we advise cities on how the cultural heritage of their historic districts can be leveraged to generate more tourism. Socially and environmentally sustainable cultural tourism is a powerful promotional tool and an important source of income for private households and public budgets.

EXAMPLES:
UKRAINE – MUNICIPAL DEVELOPMENT
AND REHABILITATION OF THE OLD CITY OF LVIV

Ukrainian cities have enquired about the instrument, which has also gained recognition at national level.

Constant media coverage and a targeted public relations campaign have increased awareness of the importance of preserving buildings and carrying out the rehabilitation to a high professional standard. Every summer, over 50 local organisations take part in a *'city workshop'* to gather and discuss ideas on how the city should develop. This and other initiatives ensure public participation in Lviv – and encourage residents to play an active role.

The centre of the medieval city of Lviv is dominated by Renaissance, Baroque, Classical and Art Nouveau architecture, and is a UNESCO World Heritage Site. The historic city centre survived World War Two intact, yet many areas bear witness to the austere economic situation of the last few decades, combined with the current lack of expertise and financial resources. Lviv is, however, reaping the rewards of the rehabilitation work that has already been carried out and has become a magnet for domestic and foreign tourists. Delegations from other Ukrainian cities have visited Lviv to learn about the city and its joint project with GIZ. Here again, the key to success is an integrated approach. The urban renewal is being carried out in a way that takes account not only of architectural problems but also of economic and social problems. These are discussed with all the city's stakeholders and then resolved by adopting a cautious approach.

Broadening perspectives and strengthening cooperation
An integrated development concept for the historic city centre was devised and carefully executed in collaboration with the local authority's specialist departments. Other

Rehabilitating the historic centre supports tradespeople and encourages tourism
The programme supporting the conservation of historic residential buildings represents the first time that Ukraine has developed a model for providing financial assistance to private owners that combines private and public funds.

To ensure that the rehabilitation work is carried out to a professional standard and overcome the lack of skilled tradespeople, GIZ is collaborating with local training facilities to organise on-the-job courses at all levels for construction specialists and craftsmen working on old buildings. This not only preserves valuable historic cultural heritage and improves living conditions in historic districts. It also stimulates growth in the city's economy and tourism industry.

'The historic city centre undoubtedly offers the greatest potential for developing our city. But we can only succeed in rehabilitating it and developing it economically if we take an integrated approach.' [24]
Oleh Synyutka, Vice-Mayor of Lviv, Ukraine

Urban Project Lviv
http://www.urban-project.lviv.ua/en/index

Field of activity 4:
INCLUSIVE, SOCIAL AND SAFE

People-centered cities

Challenges. *'Difference is a hallmark of cities.'* British geographer Gil Valentine thus describes the modern city of the 21st century that is characterised by a growing variety of ethnic, cultural and religious groups.[25] Cities have always been places of integration, and in this role heavy demands will be placed on them in the future. Migration flows are increasing rapidly, and there have never been as many refugees from conflict zones as there are currently. The number of climate refugees is also predicted to rise enormously. Moreover, refugee camps in many places are becoming permanent fixtures and are starting to resemble urban areas.

Cities need to create the necessary conditions whereby they can safeguard the provision of public services to a growing population and avoid disparities between the rich areas in the centre and the poor districts on the periphery. Cities rely on a functioning urban environment that helps to integrate new arrivals into the labour and housing markets. It is only possible to eradicate poverty and maintain social stability if all citizens, regardless of their ethnicity, gender, religion or property, take part in the city's social, political and economic life. It then also becomes possible to take advantage of the variety of opportunities offered by such a diversity of cultures and peoples and to use these opportunities to promote the sustainable development of liveable cities.

Solutions. For decades, GIZ has successfully contributed to reducing urban poverty. In the case of all development efforts, projects are always about putting people first. Our *'inclusive city'* approach takes account of the complex interconnections in cities and steers us towards eliminating the causes of social, economic and political exclusion. The acceptance and success of our interventions are largely based on active public participation and people's motivation to help themselves.

We have extensive expertise in upgrading informal settlements and slums. Our activities here include:

- securing legal access to land and housing;
- promoting participatory processes;
- supporting the provision of public services and housing infrastructure;
- helping to develop craft skills, trade and commerce;
- upgrading public spaces and buildings and ensuring that these are designed to be safe;
- involving marginalised population groups in urban life.

Given the violent conflicts and wars over recent years and the noticeable impact of climate change, both of which force people to flee, we are becoming increasingly involved in cities, which host a large number of refugees and yet must still fulfil their public service obligations.

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25 Valentine, G. (2014)

EXAMPLES:
EGYPT – PARTICIPATORY DEVELOPMENT PROGRAMME IN URBAN AREAS IN GREATER CAIRO

Egypt's cities are growing rapidly and mostly without any public planning. Greater Cairo is currently home to around 20 million people, around 60 per cent of whom live in informal, under-served and densely built up areas. Most of the inhabitants in these areas are poor and have a low level of formal education. They often avoid having any contact with the local authority as they have no trust in public services.

They often create their dwellings by themselves without building permits or connections to public infrastructure. State provision of services designed to safeguard living and environmental conditions is either inadequate or non-existent in such areas of the city.

Novum: citizens have their say

It is not easy to promote public participation in Egypt as the country is still undergoing a transitional political phase following the 2011 revolution.

Procedures for participatory urban development were successfully introduced in Cairo and two other governorates after consultations with civil society organisations and public administrations at all political levels.

Small-scale projects and the installation of infrastructure financed by *KfW Development Bank* have proved to be so successful that the *Bill and Melinda Gates Foundation* and the EU entered into a co-financing agreement. There are currently nine project zones, which are home to around two million people now living in better conditions.

Less waste, more recycling

The number of foul-smelling mountains of waste has significantly reduced in two poor areas where around 600,000 people live. Waste management has improved as a result of organised waste collection services involving informal waste collectors as well. Recovery of reusable materials has increased following the introduction of new recycling facilities as well as the support for informal waste collectors.

More green space for the (micro) climate

Cairo's informal settlements used to be full of concrete heated by the sun and hot asphalt. Now, for the first time in Egypt, a pilot project on climate adaptation has been set up in these settlements that involves greening rooftops and providing shade in public places.

The green does not just improve the microclimate and absorb climate-damaging carbon dioxide. Inhabitants are also developing their own urban agriculture by planting roof gardens that improve food security and create new income opportunities. This also helps migrants from rural areas to integrate into urban society.

Participatory Development Programme (PDP) in Urban Areas
www.egypt-urban.net

26 PDP (2013)

'We were already working on waste disposal, but the process was much more environmentally unsafe. It wasn't organised, and we just collected waste using city council vehicles. As part of the newly organised waste collection services, we're now adopting an integrated approach.' [26]
Mohamed Kamhawy, Waste Management Department, Cairo/Egypt

EXAMPLES:
BANGLADESH – URBAN MANAGEMENT
OF INTERNAL MIGRATION DUE TO CLIMATE CHANGE
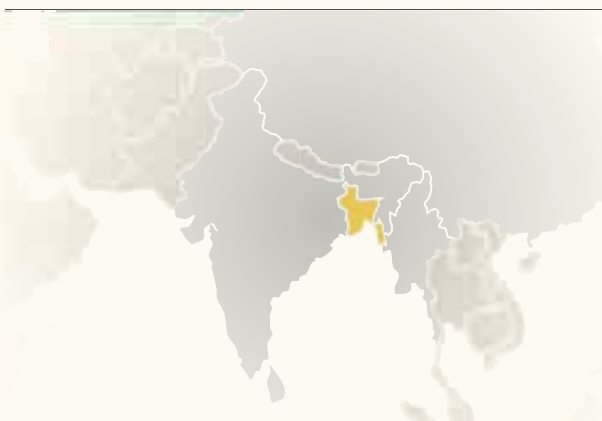
Climate change is forcing more and more people in Bangladesh to move to other regions. Bangladesh is located on the delta of the three great rivers Brahmaputra, Ganges and Meghna rivers. 40 of the country's 64 districts are affected by this climate migration. According to estimates, out of a total population of around 160 million, Bangladesh already has six million internal migrants due to the impact of weather and climate change. The proportion of migrants in the slums of the partner cities Khulna and Rajshahi is particularly high (around 70 per cent).

GIZ is carrying out pilot studies in selected settlements to determine how the living conditions of these migrants can be improved. Measures include:

▸ encouraging stakeholders to share knowledge on climate migration and the needs of climate migrants, and carrying out capacity-building measures in the city governments;
▸ carrying out work-intensive activities to extend the cities' provision of basic services such as water and energy, and thereby creating at least temporary employment opportunities for climate migrants and other poor households;
▸ developing vocational training programmes in collaboration with local small and medium-sized enterprises.

It is essential that climate migrants and all the other slum inhabitants benefit equally from the improved supply of services, the training opportunities and the creation of jobs. The results of this recently launched project are eagerly awaited as this is the first project on climate migration that Germany has supported.

Urban management of internal migration due to climate change
https://www.giz.de/en/worldwide/31936.html

EXAMPLES:
JORDAN – SUPPORT TO SOLID WASTE MANAGEMENT IN REFUGEE–HOSTING COMMUNITIES
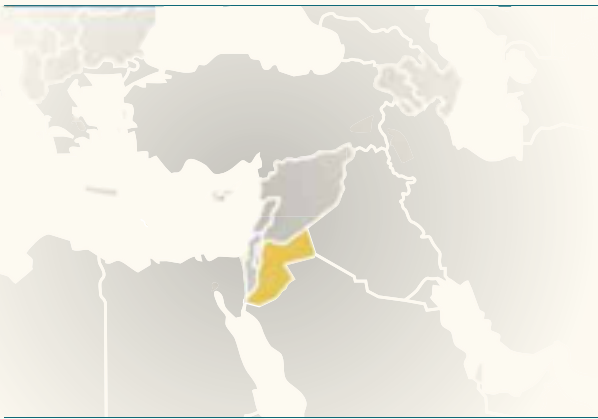
Syrian refugees make up around a tenth of the population of Jordan. Around 80 per cent of the 650,000 or so Syrian refugees registered in Jordan live outside the refugee camps. Municipalities in the north of Jordan are particularly affected by the wave of refugees. In Mafraq, for example, the number of inhabitants has more than doubled since 2011. This leads to bottlenecks in waste disposal and the provision of water, electricity and health services. Schools are overflowing and there is a shortage of housing. Rents are rising and wages in the informal sector are falling. Relations between Jordanians and the refugees are also under strain due to a perceived or actual lack of safety.

Waste management restores public cleanliness

It is becoming increasingly difficult for host communities to keep the growing waste mountains under control. A *United Nations* study found that maintaining public cleanliness is a problem that can ignite conflicts with long-established residents. One of the aims of donor initiatives was to acquire waste collection vehicles so as to improve this situation, but most municipalities are barely able to organise servicing and repair of their vehicles or to make effective and efficient use of them.

The project is helping officials in the municipal depots in Irbid, Mafraq and Karak to manage their operations and maintain a dialogue with the municipal authority. Technical staff are given on-the-job training, and co-financing with the EU is now enabling municipalities to optimise their landfill operations.

Support to solid waste management in refugee–hosting communities
https://www.giz.de/en/worldwide/28778.html

EXAMPLES:
INDIA – INCLUSIVE CITIES PARTNERSHIP PROGRAMME
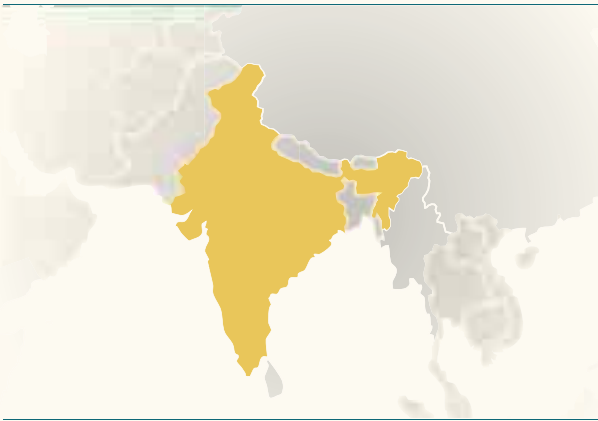
Urbanisation in India continues to increase, and is accompanied by an unequal distribution of resources. In many places, this is due to insufficient planning, poor implementation and weak municipal governance. Rapid urbanisation presents Indian cities with the enormous challenge of providing appropriate housing and basic infrastructure for current and future inhabitants.

India already faces a shortage of up to 18 million dwellings, 95 per cent of which are required to house the poorest sectors of the population. And there is not just a lack of suitable apartments and houses. The poor residential districts of Indian cities also suffer particularly badly from inadequate infrastructure and alarming sanitary conditions. Such circumstances limit inhabitants' opportunities to gain an education and take part in economic and political life.

Affordable housing for all

The aim of the programme is to work with India's federal government, states and cities to ensure decent housing and thereby improve living conditions for residents of all the different types of poor districts. The programme is pursuing a broad approach combining provision of housing policy advice at national and state level with the implementation of citywide planning approaches and specific projects in individual districts. The programme is therefore helping to:

- formulate housing policies at national and state level that take account of the poorest population groups;
- develop strategies for implementing integrated plans and projects at state and city level;
- provide technical support for cities in the implementation of specific projects;
- set up a city network to ensure effective knowledge management;
- build capacities and provide in-service training for staff in partner organisations.

The programme was launched in 2015, and the results are eagerly awaited because it is breaking new ground with its approach of working simultaneously at several different government levels and of giving all informal settlements equal consideration.

Inclusive Cities Partnership Programme
https://www.giz.de/en/worldwide/368.html

LIVING AND WORKING IN SAFETY

Challenges. The threat to peace from war and civil war receives a massive amount of media attention. But this overlooks the fact that urban violence claims many more victims than any form of collective violence. According to a UN study, almost half a million people died in 2012 as a result of interpersonal violence, which was 11 times the number who died in wars or armed conflicts.[27]

There are violent crime hot spots in the slums of large Latin American and African cities. External circumstances such as poverty, a lack of space and poor housing in over-populated districts always exacerbate the potential for conflict. If, on top of this, there are also no prospects of an education or a job and therefore no opportunities for socio-economic advancement, violence is easily ignited. And if injustice manifests itself in neglect on the part of the city government and inhabitants feel painfully marginalised, violence increases. Unemployed youths in particular are both perpetrators and victims of such violence. Lacking any prospects for the future, they are driven into the arms of criminal gangs, become dependent on alcohol and drugs, or turn to political and religious extremism.

When a city has no-go areas in which the police have only sporadic control, this is often an indication of the general weakness of the state. If law and order no longer count for anything and instead the law of the jungle prevails, this breeds a climate of fear and insecurity. Trust in the state and in democratic values can no longer be established, and acceptance of measures taken by the local authority starts to crumble. At the same time, no investments are made, which primarily affects the young and the productive members of the population. Violent crime then starts to threaten the economy, as well as representing a human tragedy and a sign of social failure. Tackling violent crime via *good urban governance* is probably one of the greatest challenges facing the world. We urgently need to find a solution since a commitment to a culture of non-violence is a prerequisite for human coexistence.

Solutions. For GIZ, prevention of violence at local level is not only about internal safety. We begin by addressing the causes of violent crime. We factor into our considerations the socio-economic conditions and previous urban development mistakes that cause violence-related problems to recur time and time again. We then devise solutions that can be applied across sectors.

At municipal level, effective strategies for preventing violence inevitably need to be two-pronged strategies that tackle both the behaviour and the circumstances. Violence prevention on the one hand addresses the actual *scenes of violence* – i.e. the individuals, the families, the schools and the places where young people congregate. On the other hand, it involves tackling poverty, putting legal measures in place, and designing urban spaces in such a way as to eliminate danger spots. Moreover, it is not possible to prevent violence without also taking account of the political dimension. Public participation should not be limited solely to allowing citizens to carry out small-scale measures. Prevention of violence therefore also involves educating people about politics and democracy.

Our projects often focus on young people and ways of making them less susceptible to committing crime and causing unrest by getting involved with violent groups. If we take the needs and concerns of young people seriously and give them better prospects through education, we can encourage them to become socially involved. In post-conflict countries, in particular, they are able to play a key role in reconstruction and reconciliation and stand up for peaceful social transformation. The power of youth is something that should be harnessed!

27 UNODC (2014)

EXAMPLES:
SOUTH AFRICA – VIOLENCE PREVENTION PROGRAMME
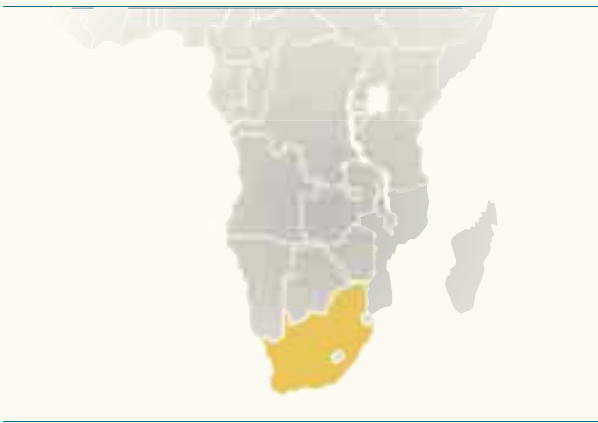
South Africa's high rate of violence is one of the greatest barriers to the country's development. Broad sectors of society still feel excluded from progress well over 20 years after the end of apartheid. The consequences of the former urban segregation policy can still be felt in the major cities. Extreme inequality and densely built-up, under-served settlements are coupled with high unemployment and a lack of future prospects, especially for young people. This leads to criminality and violence – themes that dominate the everyday lives of many people in South Africa.

Supporting the creation of safe communities
Although the government has adopted holistic strategies at national level to prevent violence in society, implementation of these strategies remains sluggish. Effective approaches and successful flagship projects are rarely combined and circulated to a wider audience. Municipalities lack the necessary resources and expertise to promote safety appropriately in their communities.

The main task of the GIZ programme is to improve the conditions necessary for creating safe communities via measures to prevent violence. For example, this involves clarifying roles and distributing of resources within the government system. Municipalities can thereby better live up to the responsibilities handed down to them from national or provincial level with regards to safety.

The programme also helps to get the issue of violence prevention built into relevant government programmes (such as the highly effective *Community Work Programme*) and municipalities' own integrated development planning.[28]

Making communities feel responsible for safety
Neither municipalities nor the police can take on the task of preventing violence by themselves. Different levels of government need to cooperate and share knowledge with one another – as do public and civil society stakeholders. In order to make communities feel responsible for their own safety, the GIZ programme promotes various platforms and networks. These include the online knowledge portal *SaferSpaces* [29] and the *Urban Safety Reference Group*, a platform for metropolitan regions to coordinate urban safety initiatives. GIZ is helping this latter platform to put together a comprehensive catalogue of indicators that will measure crime rates as well as social and structural factors. This will provide a sound basis for major cities to develop and implement well-informed and targeted prevention strategies. In pilot projects, such as the project to regenerate safe public spaces and parks in Johannesburg, the programme is promoting exchange between the city government and civil society. Useful local knowledge of safety risks and the needs of the population will thereby be incorporated into urban development initiatives.

Promoting young people as changemakers

Most of the perpetrators and victims of violence in South Africa are young people. Many youths want to get involved in improving safety and encouraging positive development in their neighbourhoods. In Nelson Mandela Bay young people were trained in devising workshops on violence prevention for their fellow school students. Workshops have so far been held at over 40 schools and reached more than 4,000 young people. This enabled these changemakers to increase awareness among their friends, family members and neighbours and to get these people involved in prevention projects as well.

Most importantly, the changemakers contributed their own ideas on designing safe cities. These included leisure activities for children and youths such as football clubs and theatre groups so as to strengthen communities. Changemakers used social media to reach the wider public, and were encouraged to enter into dialogue with local politicians. In this way, young people can actively pave the way in creating safe communities.

'We don't see young people as perpetrators or victims of crime. Instead we try to motivate young people to see themselves as active changemakers who can play an important role in creating safe communities.'[30]
Linda Zali, Psychologist and Trainer at Masifunde Bildungsförderung e.V., Port Elizabeth, South Africa

Saferspaces– Working together for a safer South Africa
www.saferspaces.org.za
Enabling local government action to make communities safer
https://www.giz.de/en/worldwide/17705.html

28 SaferSpaces (2015)
29 Accessible at *www.saferspaces.org.za*
30 SaferSpaces (2015)

Field of activity 5:
COLLABORATIVE AND INTER-MUNICIPAL

INTERRELATIONSHIPS BETWEEN CITIES AND SURROUNDING AREAS IN METROPOLITAN REGIONS AND SPATIAL PLANNING SYSTEMS

Challenges. Metropolitan regions are urban conurbations in which cities have a spatial and functional interrelationship both with one another and with their surrounding areas. To give an example of the multi-layered relationships between urban and rural spaces, the countryside feeds the cities and provides them with raw materials and energy, while the cities sustain the countryside by providing employment and a market for its produce.

Management at metropolitan level of these interrelationships between cities and their surrounding areas offers enormous potential for promoting balanced and sustainable development. Metropolitan regions also have special significance as centres of business and innovation offering a huge scope for creating employment opportunities. They represent hubs of science and research, and crossroads of transport, trade and information.

Rapidly expanding medium-sized cities require coordination and management structures to withstand the fast growth in population and meet the needs that such growth brings with it. Currently this is predominantly affecting medium-sized cities in sub-Saharan Africa and Asia with populations of between one and five million and annual growth rates of over five per cent. This rapid growth can create the following challenges:

▸ Fast-paced urbanisation increases the environmental footprint of cities as it brings with it unabated consumption of and damage to land, water and air. According to a *World Bank* forecast, the urban land consumption is set to triple by 2030, exacerbating conflicts over food. Moreover, scientists reckon that 40 per cent of the world's population will then not have sufficient water available to them. Already in many places the demand created by cities exceeds the capacity of the surrounding areas to supply them with food, water and energy.[31] Neighbouring municipalities will therefore compete more and more for resources if they do not learn to cooperate with one another.

▸ Although metropolitan regions' economies develop rapidly, the acquired wealth is not necessarily distributed equally. This can lead to starkly segregated urban landscapes, with the poor living in sprawling settlements while the rich reside in self-contained neighbourhoods resembling small islands of prosperity.

▸ The expansion of urban areas does not stop at administrative borders. The necessary tasks become ever greater and more unmanageable – and often represent major challenges for the affected municipalities. As a consequence, more and more processes start to become unregulated, informal or illegal, as observed by Frauke Kraas and Harald Sterly.[32] In developing countries and emerging economies, in particular, land use and infrastructure planning largely fails to meet needs – and development may even be completely unplanned and unmanaged.

As all the development processes in metropolitan regions are highly complex and dynamic, it is essential for the responsible stakeholders in politics, administration, the private sector, the scientific and academic community and civil society to engage in cross-sector dialogue on future developments that leads to coordinated and targeted action.

Solutions. GIZ advises municipalities in metropolitan regions on strategy and concept development with the aim of putting appropriate management and control structures in place so as to create sustainable and resource-

efficient economic regions with innovative labour markets that will give inhabitants equal opportunities and provide attractive locations to live in.

Involving and mobilising all the different stakeholders requires an in-depth understanding of the multi-layered influences at play in metropolitan regions and how these factors correlate with one another.

For example, GIZ works with the *urban nexus approach*, which leads to coordinated urban planning and management across different sectors. This approach makes an important contribution to achieving the goals of the global *2030 Agenda for Sustainable Development* and the *New Urban Agenda*.

Secondly, there is a focus on advising on *metropolitan governance* and promoting participatory and transparent decision-making processes so as to ensure a high level of legitimacy. This is essentially about strategic cooperation and coordination across different sectors and administrative units. If municipalities make joint investments, this reduces the cost of delivering basic services and stops them having to take action in each separate sector. Fair revenue-sharing also helps to avoid fiscal discrepancies. Moreover, regional development strategies can then be better geared towards different needs, thereby safeguarding their legitimacy.

In future, our work will be more about setting up institutions such as planning and municipal associations.

A third focus is on preserving and *sustainably increasing the economic power of cities and metropolitan regions*, especially against the background of global competition. We seek to help prepare the way for innovations and realise the benefits of information and communication technology to create smart cities. Here, it is important for us to encourage the private sector to become involved and contribute to improving living and working conditions as part of its corporate social responsibility remit.

When implementing our measures, we cooperate with organisations such as *UN-Habitat*, *Local Governments for Sustainability* (*ICLEI*), the *Cities Development Initiative for Asia* (*CDIA*), *United Cities and Local Governments* (*UCLG*), *Metropolis*, *Resource Centres for Urban Agriculture and Food Security* (*RUAF Foundation*), *Fonds Mondial pour le Développement des Villes* (*FMDV*), the *United Nations Sustainable Development Solutions Network* (*SDSN*) as well as other academic and private-sector partners.

Finally, we organise and manage international symposiums, training courses and *peer-to-peer* dialogue sessions, as well as documenting lessons learned from German and international practice and devising practical approaches for related German development cooperation projects.

31 Simonis, U. (2011)
32 Kraas, F.; Sterly, H. (2009)

EXAMPLES:
SECTOR PROJECT – SUSTAINABLE DEVELOPMENT OF METROPOLITAN REGIONS
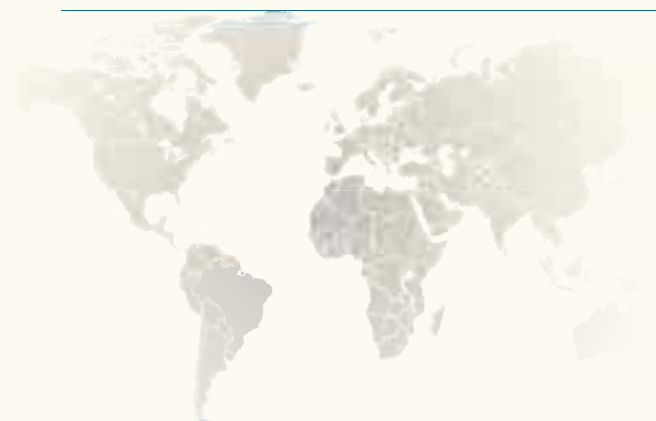
The main objective is to advise the BMZ on urbanisation activities and the positioning of German development policy in this area. The sector project is developing new concepts, instruments and advisory services for the sustainable development of metropolitan regions.

Here, the project evaluates and makes use of the lessons for innovation development learned from German and international practice. There is a focus on pilot measures in partner countries such as India, Mexico and Brazil so that new approaches can be tested on the ground. The valuable learning experiences gained at local level are then fed into our policy advisory services as best practices.

In this way, we develop solutions that look beyond city boundaries and offer an alternative perspective – and thereby better meet the challenges of today's urbanised world. The sector project ensures that the findings on urban-regional issues make their way onto international agendas such as *Agenda 2030* and *Habitat III*. It also aligns GIZ's work with future needs.

Testing the urban nexus approach in practice
Two pilot projects in Nashik, India and Dar es Salaam, Tanzania demonstrated how the urban nexus approach works. In both projects, the responsible stakeholders learned how to break the silo mentality and think outside their own areas of expertise and responsibility, focusing instead on collective rather than individual actions. The declared objective was to tackle the major problem of increasing dependence on disappearing natural resources.

'Breaking the silos'
In both pilot projects, it was important to change the way of thinking in state institutions. As a result, participants intend to expand the urban nexus approach and feed it into sectoral advice and policies. This will enable other public bodies and neighbouring municipalities to benefit from the ideas emerging from the project as well.

The pilot projects in Africa and India are used as good examples of integrated urban development in the training courses that the sector project offers to both GIZ staff and experts working in local authorities and organisations in partner countries.

'Get started and keep on making every single project better. Don't be afraid to try new things. Let's work together, and let's make progress!' [33]
Mussa Natty, Municipal Director, Dar es Salaam, Tanzania

'For the municipal authority of Nashik, the nexus project played a crucial role in devising an integrated approach to meeting the challenges facing our city. By looking at the water, food and energy sectors simultaneously, we succeeded in increasing our resource productivity and system efficiency. The project also helped us to establish connections between institutions that did not exist beforehand and to create synergies between different departments. We've stopped working in such a centralised way and look forward to being more integrated and more resilient in future.' [34]
Yatin Wagh, mayor of the local authority in Nashik, India

Sector project – sustainable development of metropolitan regions
http://www2.giz.de/urbanet/focus/metropolises.asp
Integrated resource management in Asian cities: the urban nexus
https://www.giz.de/en/worldwide/32332.html

33 GIZ; ICLEI (2014b)
34 GIZ; ICLEI (2014b)

EXAMPLES:
CENTRAL AMERICA – SPATIAL PLANNING AND SUSTAINABLE DEVELOPMENT (SICA)

The countries of Central America are home to around 54 million people. Since 1991 they have belonged to the *Central American Integration System* (*SICA*). This organisation aims to promote regional integration as well as sustainable economic, social and environmental development among its member states. To ensure that living conditions are evenly balanced in the region over the long term, there was a need for a common development strategy similar to European regional and spatial planning policies.

GIZ is advising national institutions on how to strategically align and jointly coordinate their spatial planning, how to standardise their procedures and how to refine their instruments at a methodological level. In the process, it was agreed that institutions would mainstream the necessary climate change adaptation (including disaster preparedness) and sustainable economic development as well as the neglected issue of gender equality into spatial planning policies and plans.

Good examples flourish – throughout all of Central America

The Costa Rican Ministry of Housing was advised on how to design a plan for implementing spatial planning policy at national level and coordinating it with other government departments at all levels. A group of representatives from various institutions devised proposals for how the different needs of men and women on issues such as health, employment and transport might be given greater consideration in spatial planning processes. This and other good examples from Central America were systematically documented as learning experiences and disseminated via various channels. They serve as information for decision-makers, training stimulus for specialists in spatial planning authorities, and publicity material to raise awareness among the general public.

'I think that the project has offered us an advice forum for advisors – a forum for strengthening technical knowledge, and a forum for learning and professional development, both at an individual level and also in terms of the advice we provide to decision-makers and the way we deal with the public. At political level, the project (ODETCA) has made an important contribution to getting spatial planning onto the agenda, both nationally and in a Central American context.'

Betzaida Revolorio, Director of Spatial Planning at the National Planning Secretariat in Guatemala.

Field of activity 6:
WELL CONNECTED

CITIES AS DEVELOPMENT PARTNERS

Challenges. The rapid advance of urbanisation across the world can be seen in many places, and the problems it causes are essentially the same everywhere: poverty and social segregation, massive mobility and environmental problems, and climate change. Ultimately cities struggle to extend their basic infrastructure in a well-regulated way and to create new housing at a pace that keeps up reasonably well with the growth in population.

There are already many successful concepts for sustainable urban development and good urban governance. But while these have been tried and tested at local level, they are not sufficiently well recognised at a broader level in spite of their innovativeness. Other cities could learn from this kind of experience, but there is no systematic access to these practical solutions and the opportunities for exchanging experience are simply left to chance.

Cities can benefit from sharing lessons learned in regional and international networks. Systematically disseminating successful approaches, learning from and with one another, and jointly developing innovative and practically oriented ideas are a key to the sustainable development of our cities.

Solutions. GIZ helps to set up platforms for stakeholders from politics, administration, business, science and academia and civil society:

▸ We raise topics relating to urban development policy, business promotion, urban ecology, environmental and climate protection and social issues, and discuss solutions to technological and planning problems.

▸ We use dialogue and learning formats within networks to gather successful approaches and disseminate these in a structured way. We place particular importance on the practical relevance of the different approaches.

▸ We organise international symposiums, run training courses and organise study trips.

▸ We help connect participants to devise innovative projects and to seek financing for implementing their project ideas.

▸ We promote network-building with the targeted involvement of German and international institutions such as the *German Association of Cities*, (*Deutscher Städtetag*), the *German Association of Cities and Municipalities* (*Deutscher Städte- und Gemeindebund*), the *Council of European Municipalities and Regions* (*CEMR*), *United Cities and Local Governments* (*UCLG*), *Local Governments for Sustainability* (*ICLEI*) and the *Cities Alliance*.

EXAMPLES:
AFRICA, LATIN AMERICA, EUROPE AND ASIA – CONNECTIVE CITIES, A COMMUNITY OF PRACTICE FOR SUSTAINABLE URBAN DEVELOPMENT

This global project aims to encourage cities in Africa, Latin America, Europe and Asia to start exchanging experiences with one another. It is being carried out under a cooperation agreement between GIZ, *Engagement Global* and the *German Association of Cities*. The aim is that municipal practitioners will work with stakeholders from business and academia as well as with representatives from civil society to jointly devise new solutions to key issues in the field of sustainable urban development. These include *good urban governance*, integrated urban development and local economic development.

Numerous dialogue forums and project workshops on four different continents have explored topics such as municipal services, integrated waste management, urban regeneration and housing policy, support for start-ups, green urban development, flood management and sustainable mobility.

German cities' experience trigger new ideas
Germany hosted study tours so that representatives from partner countries such as Indonesia and Zimbabwe could gain many new ideas on energy-efficient urban develop-

ment and local self-government. The project's web portal contains information on specialist topics and examples of good practice. An expert database provides access to municipal expertise that can be harnessed to provide advisory services and work on project development and implementation.

> *'What we learned about municipal revenue streams was very helpful and made it clear how much we need to actively make use of our available strengths – which makes it particularly important to preserve those strengths. This is something that we all have to deal with… Even the debate over the issue of how we can develop solutions for informal street sellers is something that I'll share internally in the council.'* [35]
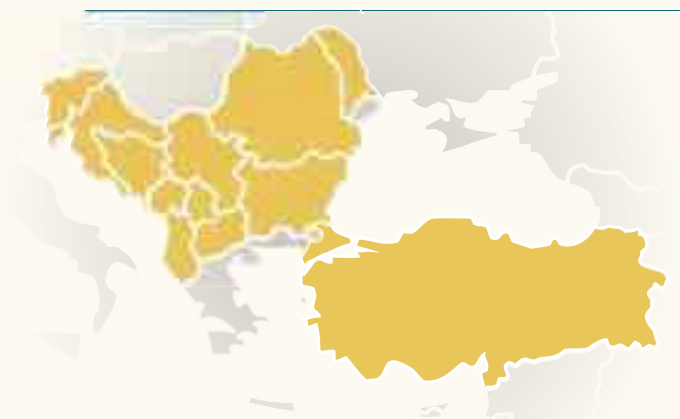> **Annemarie Fish**, Buffalo City Council, East London, South Africa

Connective Cities: International Community of Practice for Sustainable Urban Development
http://www.connective-cities.net/en/

35 Connective Cities (2014)

EXAMPLES:
SOUTH-EAST EUROPE – SUPPORTING THE NETWORK OF ASSOCIATIONS OF LOCAL AUTHORITIES (NALAS)

The countries of South-East Europe are still in the process of setting up properly functioning decentralised administrations. Over recent years, municipalities and associations of municipalities have made considerable progress, not least in moving towards aligning their standards with those of the EU. But much remains to be done, including in areas such as fiscal decentralisation, urban planning, waste and water management, and organisational development. As the problems are similar in all municipalities, the region's associations of municipalities set up a network in 2001.

NALAS has earned itself an international reputation

NALAS (the *Network of Associations of Local Authorities of South-East Europe*) is a well-organised network of 24 members. Its headquarters are in Strasburg and its secretariat is based in Skopje, Macedonia. For over a year now, *NALAS* has been coordinating and measuring the progress of the good governance activities carried out as part of the *SEE 2020* regional strategy. This strategy was devised by the countries of South-East Europe to promote economic growth and job creation.

GIZ supports these activities, in particular by providing experts to take part in the working groups. These experts gather good examples of solutions developed in the region and make these available to all the associations. *NALAS* functions as a knowledge centre and serves as a platform for coordinating any issues that affect local authorities. Here, the e-academy plays an important role in helping to develop local management skills in core areas. But the project also promotes face-to-face exchange, either through reciprocal visits by association representatives or the local authority exhibition *NEXPO* organised by *NALAS*.

The involvement of local authority associations in development, co-determination and convergence with the EU serves to represent the interests and hopes of around 9,000 local authorities in the region as well as their inhabitants, who number over 80 million.

> '*Decentralised cooperation between local governments is very important for building connections between countries. Businesses and civil society benefit enormously from the bridges that local governments build. That's what NALAS has achieved in the last 10 years as an umbrella organisation for local authority associations.*' [36]
> **Kelmend Zajazi**, Executive Director of NALAS

Network of Associations of Local Authorities of South-East Europe
www.nalas.eu
NEXPO 2013 Promotional Video
www.youtube.com/watch?v=gcv7RKbVl-4

INTERNATIONAL ALLIANCE
FOR PRO-POOR URBAN DEVELOPMENT

GIZ is an active participant in the international working programmes on *urban resilience*, gender equality in cities and *Habitat III* that are run by the *Cities Alliance*.

The *Cities Alliance – Cities Without Slums*, set up by the *World Bank* and *UN-Habitat* in 1999, is a Brussels-based global partnership designed to reduce urban poverty and promote the role of cities in sustainable development.

Along with *UN-Habitat*, the *Cities Alliance* is the best-known global development organisation for pro-poor urban development. Members of the Alliance include multilateral and bilateral development organisations, governments of industrialised and partner countries, NGOs, academic and scientific institutions, foundations, and associations of cities and slum residents. The Alliance promotes technical and policy dialogue and operational cooperation at local, national and global level. Fields of activity include devising urban development strategies, specific strategies on dealing with slums, and national policies on urbanisation and urban development. The Alliance also participates in international agenda and policy processes.

Cities Alliance
Cities Without Slums

3.0 INTERVIEW
'HOW DO CITY USERS BECOME RESPONSIBLE URBAN CITIZENS?'

Dr Ingrid Schwörer manages the Tunis office of the regional project "Strengthening Local Development and Democracy", Maghreb. Ingrid is an expert in urban and municipal development and has worked for GIZ for 25 years. Here, she looks back at her project experiences in Latin America, Asia and Africa.

Urbanisation is seen as a megatrend. What are the demands on cities?

Urbanisation is happening at a very different pace in Brazil, India or sub-Saharan Africa and consequently resulting in very different challenges.

If I think about Latin America, the great wave of urbanisation there is actually over. And yet many countries still haven't managed to ensure that all the inhabitants of cities have a sense of responsibility towards their city and enjoy equal rights. In Latin America it's more about creating inclusive cities, whereas in sub-Saharan Africa there's currently a massive wave of migration into cities. Here, the countryside with all its social structures is moving into the city. And that creates the classic challenges of a rapidly increasing population – providing water, health systems and education in the right places. It's becoming particularly critical in those countries where young people's expectations of better opportunities, social mobility and income are not being fulfilled, which is what's happening in Tunisia at the moment. But in all countries, the question is how we turn passive users of the city into active urban citizens who feel a sense of responsibility for their cities.

What do you mean by "users of cities"?

They're people who make use of the available infrastructure, but who don't feel socially or politically attached to their city. Of course, this is a phenomenon that's emerged because we live in an era of widespread mobility. India, for example, will experience a huge wave of urbanisation, and one that's affecting medium-sized centres in particular. But the people are still strongly attached to the rural regions they come from. Because they can travel cheaply by train, they commute backwards and forwards between the city and the countryside looking for seasonal job opportunities in other regions – that's how they live their lives. And so we have to ask ourselves what these great urban landscapes that emerge in that country have to do with the classic European model of cities. Do we know how we can make these people more responsible for the sustainable development of their city?

But then you can, of course, also look at a German city with high rates of mobility and low turnout in local elections and think – are those the users of cities who don't feel attached to the place in which they live and work? So it's essentially a global phenomenon.

What do you think the new agenda for urban development at the UN–Habitat III conference in Quito will achieve?

The New Urban Agenda represents a kind of global mindset. There's a discussion taking place on what the main problems are right now and what we'd like to achieve – and that's something we can easily reach agreement on – but also what must definitely not be allowed to happen over the next 20 years. The agenda that will then be adopted certainly won't achieve what a lot of people are hoping for. But we shouldn't underestimate how it will legitimise countries' demands. For many groups in partner countries that are trying to make changes to their societies, it represents a framework that they can refer to. That will make some things happen in many countries – it might be a slow and painstaking process, but things will still happen. →

One of the successes of German development cooperation is integrated urban development. What does this actually involve?

In our work, integrated urban development involves constantly encouraging partners to create a comprehensive picture of how people will be able to live in their city in future. Although our partners are significantly better trained at a technical level than they used to be, their training often doesn't give them the ability to change perspective and look at a problem from a point of view other than their own specialist point of view. We always encourage people to think across sectors and cooperate with other sectors. So we bring together different stakeholders and interest groups with all their different points of view and expectations. It's always a big challenge to take an integrated approach.

With what kind of problems and requests do your partners come to you?

For partners who want to manage their municipal duties more effectively, Germany offers very practical solutions to problems. If our partners in Tunisia ask how they should divide up roles between municipalities and newly created ministries as part of their decentralisation process, they can find some inspiration by going on a study trip to Germany, where they will see a whole range of different options. In countries with emerging economies in particular, my impression is that our advisory services are very appealing because of the way we allow partners to make their own choices. There isn't just one solution that we're trying to sell. We've got a practical example of that here in Tunisia where the main thing we get asked is how to make the cities clean and more environmentally friendly once they're decentralised and once duties are divided up in a new way?

What are your partners impressed by during delegation trips?

They come back and say things like, 'I've seen that they dispose of waste in Hanover in this way, but in Kehl they do it that way, and I think both ways are interesting'.

→ What opportunities does urban growth offer for the work carried out by German development cooperation?

The global community will only succeed in achieving its ambitious sustainability goals if better urbanisation pathways are pursued at local level. The field of activity is huge. Firstly, Germany has much to offer relatively speaking, due to its large number of states, the variations in their local constitutions and cities' particularly high level of involvement in climate protection. And this can be useful for a whole range of different situations in partner cities – whether we're thinking about mobility concepts, waste disposal, participatory procedures or institutional structures, there's a lot of experience there, with all the difficulties that that brings with it, so we can openly talk about this experience with partners. Secondly, we've got lots of years of experience in environmental consultancy and business promotion in many countries, and GIZ knows a lot about partner structures. So my recommendation would be – to actively concentrate our offer in terms of sustainable development on urban development, so that we can then devise strategic approaches with partner countries.

Due to the long-standing links between the Maghreb and France, they also make comparisons with French solutions to problems. I find it impressive how intensively our partners can look at their own problems and grapple with particular approaches – and then come to us and say, we'd now like to discuss this model at an event as it could be interesting for us.

How important is the expertise of German companies, academics, scientists and trade associations to GIZ and your partners?

German expertise is extremely important for GIZ because otherwise we wouldn't be able to share credible knowledge and experience with our partners. German business also has a lot to offer in certain areas, such as mobility or renewable energy. Of course, it's also important to invest in sharing that knowledge – in other words to see which innovative angles could be exciting for our partners and valuable in helping them to progress. How interesting German expertise is for partners depends a lot on which country they're in. In countries neighbouring Europe there's a lot of interest, more so than in countries that are far away.

Thinking about e-governance, to what extent does the use of digital information and communication technology in cities play a role in your advisory services?

The willingness to make the leap is there, and developments shouldn't be about catching up but rather about doing things in a completely new way. In some areas we can see real progress. There's clearly great demand – and a great danger of making the wrong investments. That's because the technology is quite cheap to put in place in some cases, but the content that has to be delivered on these platforms isn't so easy to produce. For example, if we think about making the minutes of city council meetings available to all citizens, we first have to ask ourselves whether small local authorities even have people who can write in plain language. Improving communication is something that all of our partner countries are concerned about. And e-governance offers lots of opportunities – in particular it gives citizens more opportunities for participation, and it makes it easier to deliver services more quickly and more transparently. I can see the potential, but I can also see the danger in people believing that they can conjure up quick solutions. That's why I think it's a topic that will keep us very busy in our advisory services.

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good entry points. And to do that you need to tune in to exactly where the energy for change in partner countries and partner cities is coming from.

So success depends on starting the project with the 'right' partner?

Yes, because solutions can only work if partners have the power or the influence to make those changes themselves. That's one of the challenges of development cooperation. Of course, our government naturally negotiates with national governments. But there are often conflicts with decentralised stakeholders. And in many countries there's no mechanism for articulating how cities should feed their advisory needs into the national government's list of priorities for international cooperation with donor countries. If the voice of municipalities were heard more loudly at national level, we'd be better able in the future to support countries' desire for change. What's important is that you've got to be open to analysing problems in collaboration with the right partner and deciding what we're able to change by working together – that's how you'll arrive at a realistic, but in all modesty still very ambitious change process. ■

→ **You've evaluated countless projects and worked on several of GIZ's overseas projects. What are the most important ingredients for a successful project?**

Projects always succeed if you've found a common issue to work on with the right partners at the right time, and if you've got the energy to make changes and the ability to see things through. There are lots of key issues in urban development that you can address, but you need to see where you can find a way in and what areas you can explore in real depth. The art of this job is to find

4.0 OUR PROJECTS THROUGHOUT THE WORLD

Selection of projects in urban and regional development

The following projects were commissioned by the German Federal Ministry for Economic Cooperation and Development (BMZ) unless otherwise indicated.

Detailed information on the projects can be found by visiting *https://www.giz.de/en/html/worldwide.html* and accessing the country pages.

Global

Project	Link
Sector project Policy advisory services for urban and municipal development	www.giz.de/expertise/html/3170.html
Sector project Sustainable development of metropolitan region	www2.giz.de/urbanet/focus/metropolises.asp
Global project Connective Cities – Community of Practice for Sustainable Urban Development	www.connective-cities.net/en
Global project International implementation of the Urban Energies Memorandum: Urban energies – future challenges for cities Commissioned by BMUB	www2.giz.de/urbanet/news/detail.asp?number=4583
Global project Cities fit for climate change – Chile, India, South Africa Commissioned by BMUB	www.international-climate-initiative.com/en/projects/projects/details/cities-fit-for-climate-change-442/

Regional

Region/Project	Link
ASIA	
• CDIA – Cities Development Initiative for Asia	www.cdia.asia
• Integrated resource management in Asian cities: the urban nexus	www.giz.de/en/worldwide/32332.html
CAUCASUS	
• Priority programme on democracy, municipal development and constitutional state; municipal development component; South Caucasus	www.giz.de/en/worldwide/20315.html
• Caucasus Cities Network as a platform in project	http://www.antje-dombrowsky.com/en/Caucasus-Cities'-Network
MAGHREB	
• Strengthening local development and democracy, Maghreb (CoMun)	www.co-mun.net (German and French only)
SOUTH-EAST EUROPE	
• Support for the executing agency: Network of Associations of Local Authorities of South-East Europe (NALAS)	www.nalas.eu www.youtube.com/watch?v=gcv7RKbVl-4
CENTRAL AMERICA	
• Spatial planning and sustainable development in Central America (SICA)	www.sisca.int/ccvah (Spanish only)

Bilateral

Land/Project	Link
BANGLADESH • Urban management of internal migration due to climate change	www.giz.de/en/worldwide/31936.html
BOSNIA-HERZEGOVINA • Programme for local self-government and business development	www.bear.ba

CHINA
• Energy efficiency in cities
  as part of the German-Chinese energy partnership
  Commissioned by BMWi
	www.giz.de/en/worldwide/377.html

• Sino-German cooperation on low carbon transport Commissioned by BMUB	www.low-carbon-urban-development-germany-china.org

• Protecting the climate through low-carbon cooperation projects
  in city networks in Jiangsu Province
  Commissioned by BMUB	

• Qualification of key actors on energy efficiency
  in the building sector
  Commissioned by BMUB
	www.giz.de/en/worldwide/27963.html

• Sustainable structural change in coal-mining cities
  as part of continuing professional development for managers
  on environmental and climate issues
  Commissioned by BMUB	

• Urban energy concepts
  as part of the Sino-German Climate Partnership
  Commissioned by BMUB	

EGYPT • Participatory development programme in poor urban areas; Greater Cairo	www.egypt-urban.net
GHANA • Support for decentralisation reforms	www.giz.de/en/worldwide/19434.html
INDIA • Inclusive Cities Partnership Programme (ICPP)	www.giz.de/en/worldwide/368.html
INDONESIA • Sustainable urban transport improvement project (SUTIP)	www.sutip.org
JORDAN • Support to solid waste management in refugee-hosting communities	www.giz.de/en/worldwide/28778.html
KOSOVO • Developing sustainable municipal waste services	www.giz.de/en/worldwide/34158.html
MOROCCO • Supporting local authorities in the management of migration	www.giz.de/en/worldwide/34158.html
MAURITANIA • Protecting the city of Nouakchott from the impacts of climate change	www.giz.de/en/worldwide/22195.html
PALESTINIAN TERRITORIES • Local governance and civil society development	www.giz.de/en/worldwide/379.html

Bilateral

Land/Project	Link
SERBIA	
• Municipal economic development support in East Serbia	www.giz.de/en/worldwide/22002.html
• Land management	www.urbanlandmanagement.rs
SOUTH AFRICA	
• Violence prevention programme	www.giz.de/en/worldwide/17705.html
UKRAINE	
• Municipal development and rehabilitation of the old city of Lviv	www.urban-project.lviv.ua
• Reform of municipal services in Eastern Ukraine	www.giz.de/en/worldwide/30635.html

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