

CITYNET

THE REGIONAL NETWORK OF LOCAL AUTHORITIES
FOR THE MANAGEMENT OF HUMAN SETTLEMENTS

CREATING PEOPLE FRIENDLY CITIES



MEDIUM-TERM PLAN
2010-2013

A BRIEF INTRODUCTION TO CITYNET

Founded in 1987, CITYNET is an active network across the Asia-Pacific region, committed to helping local governments improve the sustainability of human settlements.

CITYNET is the only network of its kind in the Region, promoting cooperation among a whole range of stakeholders, including local governments, development authorities, non-governmental organizations (NGOs), community-based organisations (CBOs), national governmental organisations, associations of local authorities, and research and training institutes. CITYNET also welcomes private corporations and individuals as members of the Network.

Starting with 26 members in 1987, CITYNET has grown to become an international organisation of more than 100 members in 24 countries, most of them cities and organisations in Asia and the Pacific region.

CITYNET holds consultative status with the Economic and Social Council (ECOSOC) of the United Nations. CITYNET works closely with other multilateral and bilateral agencies, representing the needs and requirements of its members and supporting a wide range of development initiatives across the Region. In 2002, CITYNET received the UN-Habitat Scroll of Honour Award for its role in promoting and implementing city-to-city cooperation.

CITYNET is also a unique and innovative institution functioning as a catalyst for South-South and multilateral city-to-city cooperation as an effective tool for sustainable urban development. Founded in 1987, CITYNET is an active network across the Asia-Pacific region, committed to helping local governments improve the sustainability of human settlements.

OBJECTIVES

Our goal is to create 'People-Friendly Cities' that are socially just, ecologically sustainable, politically participatory, economically productive, culturally vibrant, and globally connected.

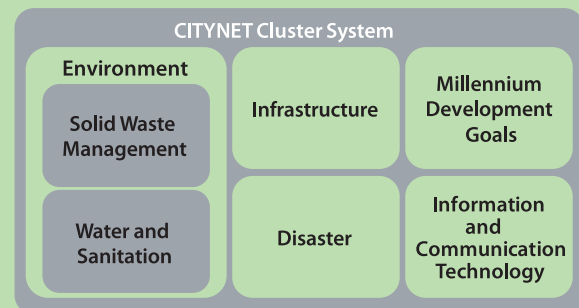
CITYNET aims to achieve this goal by acting as a focal point for promoting exchange of expertise and experience among all urban stakeholders, particularly between local authorities and civil society groups. In this way, CITYNET endeavours to strengthen the capabilities of local governments to effectively manage the urban development process and to build partnerships among various stakeholders.

PROGRAMME

The Cluster system of CITYNET has been the core of the CITYNET programme activities over the past four years. Priority areas are determined by the members through meetings and surveys.

Each cluster has its own activities, programmes and projects, including Technical Cooperation among Developing Countries (TCDC), advisory services, seminars, workshops, and training courses. CITYNET also produces a number of publications as the outcome of its activities.

The current structure comprises of five clusters, that are described below:



BECOMING A MEMBER

Any city whose population is more than 100,000 or organisation that shares the activities and goals of CITYNET may apply for membership. Increasingly, cities and organisations have seen the relevance of being part of CITYNET. Members have benefited from the various aspects of urban expertise and have easier access to numerous sources.

Why should your city/organisation become a CITYNET member?

Capacity-Building

- To attend relevant seminars and trainings
- To access and learn from examples of best practices from other cities, through CITYNET's successful TCDC Programme.

International Impact

- To establish an identity for your city/organisation in the Asia-Pacific and beyond. As the voice of Asia-Pacific cities, CITYNET raises members' visibility and presence in the international arena. CITYNET's advocacy ensures your point-of-view gets attention at critical urban events around the world.

Technical and Managerial Assistance

- To receive prompt and timely technical cooperation. Cities are resource pools of technical and managerial expertise - being part of CITYNET, your city can have access to this vast network of know-how and expertise.
- To become better equipped to apply for funding from international organisations and donor agencies. Through CITYNET's extensive experience, members acquire expertise in making project proposals and applications for funding. Members also receive help in finding suitable projects, programmes, and partners from all over the world.

C M E D 2 0
1 0 I I U M
T E R - T Y
M N 2 0 P L
A N E 1 3 T



CITYNET Medium-Term Plan
2010-2013

The Medium-Term Plan was prepared by the CITYNET Secretariat in accordance with the resolutions agreed upon the Sixth CITYNET General Council held on 9 September 2009 in Yokohama, Japan.

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First printing, November 2009.

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CITYNET



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ACRONYMS & ABBREVIATIONS

ADB	Asian Development Bank
ASEAN	Association of South East Asian Nations
AWAREE	Integrated Environmental Education in Asian Cities
C2C	City-to-City Cooperation
CBO	Community-Based Organisation
CIFAL	International Training Centre for Local Authorities/Actors (Centre International de Formation des Autorités/Acteurs Locaux)
DLN	Global Distance Learning Network
GDP	Gross Domestic Product
ICT	Information and Communication Technology
JICA	Japan International Cooperation Agency
KLRTC	Kuala Lumpur Regional Training Centre
MCGM	Municipal Corporation of Greater Mumbai
MDGs	Millennium Development Goals
NGO	Non-Governmental Organisation
PRO-ACT	Enhancing City-to-City Euro-Asian Dialogue towards Sustainable Urbanisation
SAARC	South Asian Association for Regional Cooperation
SMART-Cities	Sustainable Management Action Resource Tools for Cities
TDLN	Tokyo Distance Learning Network
UCLG	United Cities and Local Governments
UNDP	United Nations Development Programme
UNESCAP	United Nations Economic and Social Commission for Asia and the Pacific
UNITAR	United Nations Institute for Training and Research
VE	Veolia Environnement
YWW	Yokohama Water Works



1 AN OVERVIEW

Asia Pacific is an important, fast-growing and diverse region. Although the region has a low level of urbanisation compared to other regions, its urban population is growing faster than ever before. It is expected that the region will have a 54 percent urban population by 2030.

There is also evidence¹ that the real growth in urban population in this region is taking place in medium and smaller cities. Only 10 percent of the Asian urban population lives in megacities; while half of the urban population in Asia live in cities of less than 500,000. In most cases, they have poor capacity to manage and govern their cities. This can be confirmed by reviewing the membership of CITYNET. As shown in Fig. 1, more medium and smaller sized cities have joined CITYNET over the past decades. This indicates the increased demands and needs amongst these cities.

Despite the high proportion of medium and small sized cities in CITYNET, the Network hosts eleven² capital cities and four³ mega cities (with populations of over 10 million) in major countries in the region. The challenges of mega cities are huge in scale and cannot be neglected. The role of these cities in influencing the urban future and direction of CITYNET is also undeniable and unquestionable. It is also clear that there are distinctive needs and priorities for differing urban areas such as small/medium cities/towns to large cities.

There has been an increase of membership of 8.4 percent with 107 in 2006 to 116 in 2008. Furthermore, CITYNET's member cities have a high percentage of low GDP/Capita member cities (see Fig. 2), mainly

from Bangladesh, Nepal and Sri Lanka. The number has been growing over the past decade.

This diversification of cities in size and GDP creates opportunities for CITYNET to play a much bigger role in shaping the urban outlook. However, at the same time, it creates constant challenges, in particular with regards to resources. CITYNET's dependency on external resources is inevitable and expected to continue in order to support the participation of small/medium and poor cities in CITYNET programmes. It will take time for CITYNET to meet the goal to become a self-sufficient and self-reliant organisation.

In spite of CITYNET's high dependency on external funding, CITYNET has been able to implement its activities and operations in very cost-effective ways. Various approaches have been successfully introduced and applied, which makes CITYNET different and unique. City-to-city cooperation has reflected a comparative advantage over the traditional ways of overseas development assistance. Programmes driven by cities and local governments have resulted in the integration of these programmes/projects in overall planning and management. For example, the Post-AWAREE project provided the tools for participating cities to mitigate and adapt to climate change in holistic ways. The presence of civil society in CITYNET also adds value to the work of the organisation which in turn makes CITYNET unique. As the only city network that has a civil society component in its structure, it has helped enhance the partnerships between local governments and CBOs/NGOs. Some examples are the community-driven tsunami centres' activities in Banda Aceh and Sri Lanka (Moratuwa and Galle) as CITYNET's response to the 2004 tsunami calamity.

1 Source: World Urbanization Prospects: The 2007 Revision
2 Bangladesh: Dhaka City Corporation; Cambodia: Phnom Penh; Indonesia: Jakarta Capital City Government; Korea: Seoul Metropolitan Government; Malaysia: City Hall of Kuala Lumpur; Myanmar: Yangon City Development Committee; Nepal: Kathmandu Metropolitan City; Pakistan: Capital Development Authority (Islamabad); Sri Lanka: Sri Jawardanapura Kotte Municipal Council; Thailand: Bangkok Metropolitan Government and Vietnam: Hanoi.
3 Mumbai, Dhaka, Jakarta, Seoul.



It is crucial for CITYNET to review its previous Medium-Term Plan's implementation and set the targets for the next four-year plan with greater confidence to move closer to its goal:

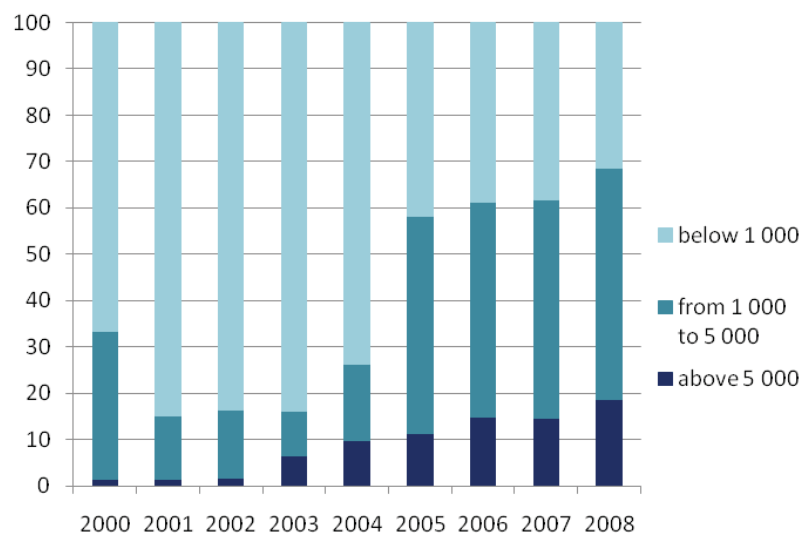
The Medium-Term Plan for the period 2010-2013 is formulated based on valuable inputs from members and partners. A survey amongst members was carried out by the Secretariat to gather input from them.

People-Friendly Cities that are socially just, ecologically sustainable, politically participatory, economically productive, culturally vibrant and globally connected.

Figure 1. Distribution of cities based on size in CITYNET



Figure 2. Distribution of Cities Based on 2007 GDP per Capita



2 REVIEW OF 2006-2009 FOR CITYNET

The performance of CITYNET over the past four years has shown very good progress. The Network has expanded its outreach, institutional and programme activities and met most objectives envisaged by the 2006-2009 Medium-Term Plan. The following is the review of the Network and its performance in 2006 to 2009.

2.1. STRENGTHENED INSTITUTION

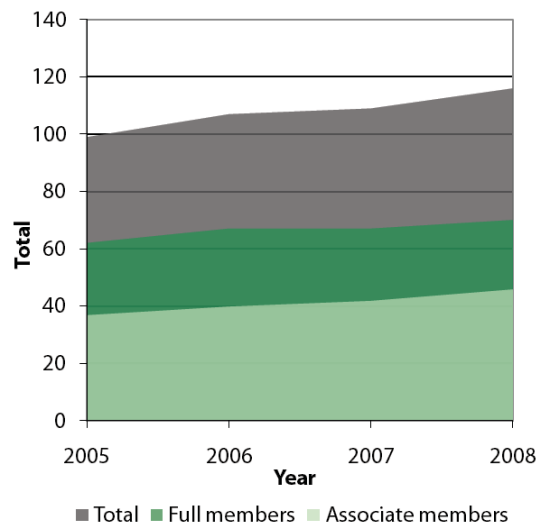
CITYNET has made much progress in institutional strengthening. The Network has a much more stable financial outlook, despite currency exchange losses caused by a lower USD value. Furthermore, the decentralisation measures were on-track with a newly functional Satellite Office as a model of CITYNET's expansion of its services as well as promoting much better coordination amongst the existing National Chapters.

Membership has expanded in terms of numbers and categories – The outreach of CITYNET has been widened through the increase of both full and associate members, in total about 17 percent since 2005, and 383 percent since its establishment in 1987. Please refer to Fig. 3 showing statistics of members of CITYNET. Although CITYNET has only a total of 70 cities/local governments from inside and 2 from outside the Asia-Pacific region, it reaches thousands of municipalities in the region through the hosting of six national municipal associations.⁴

Beyond the increase in the number of CITYNET members the categories of members has been also diversified by the inclusion of private corporations. The decision to accept corporations was made by the General Council in 2005, and it was in 2006 that CITYNET welcomed the first private company to join

⁴ India (Association of Municipalities and Development Authorities), Indonesia (the Association of Indonesia Municipalities), Mongolia (Mongolian Association of Urban Centre), Nepal (Municipal Association of Nepal), Thailand (National Municipal League of Thailand), and Vietnam (Association of Cities of Vietnam).

Figure 3. Fluctuation of Members of CITYNET



the Network⁵.

Finances were enhanced – The 2006-2009 Auditor of CITYNET from Suwon City, reported to the Executive Committee their satisfaction with the financial performance of the Network in particular the steady financial-progress and cost-effectiveness. Many more programmes were implemented despite limited resources.

The financial health of CITYNET has become much more stable over the past four years. The total assets and net assets have increased about 37.2 percent and 31.2 percent, respectively. The collection ratio against invoice amounts is on average 72.16 percent for 2005-2008. The Secretariat appreciates the commitment of members as well as its supporters to help settle the dues on time. The revenue from programme activities has grown more than 45 percent, in which 95 percent was received from external sources, with expenses more than doubling.

The high portion of donor support can be interpreted

⁵ Veolia Environment, a France-based company has been cooperating with CITYNET in KLRTC.

in two ways: one is the trust that donor agencies have towards CITYNET in regard to its capacity and ability to deliver programmes; the other is the high dependency of CITYNET on donor support which may compromise programme and project implementation in the long run.

The formation of the CITYNET Foundation hosted by the Makati City Government in 2009 is expected to boost the financial stability of the Network and expand its activities. However, the challenge remains on how to attract donor agencies.

Advancement in the decentralisation effort –

There is steady progress in CITYNET's effort towards decentralisation and outreach to more cities and local governments and other stakeholders, and at the same time an increase in the cost-effectiveness of its operation and functions. This advancement certainly enhances CITYNET's capacity to address the needs of its members within its regions.

In 2006, members in Indonesia launched the Indonesian National Chapter, which added to the existing Chapters, namely Bangladesh, Nepal, and Sri Lanka. The Chapters are unique, given its structure of memberships and provides greater opportunity for local governments to have direct cooperation and partnerships with non-local government bodies, such as civil society groups and private companies. Therefore, the Chapters do not contradict the legitimate functions of the Municipal Associations. In contrary, the Chapters help amplify the outreach of the municipalities within the designated countries.

Despite the success in the formation of Chapters in four countries, the level of activity of each Chapter varies. It is therefore necessary for CITYNET to review the existing Chapters to ensure the Chapters are in line with its objectives and meet the requirements set by CITYNET. Communication amongst Chapters has been further enhanced through various methods⁶ to help Chapters interact amongst themselves and share information.

Furthermore, the operation and function of the CITYNET's Secretariat has been extended through the newly operational Satellite Office, as the first of its kind for CITYNET outside Japan. MCGM initiated and hosted the Satellite Office at MCGM's headquarters and also supports the Office's facilities and staff as

⁶ Each Chapter has been given a slot to present its achievements since the 2006 Executive Committee Meeting in Mumbai; Chapters meetings have been organised to enable Chapters to share activities, strategies and challenges. The Secretariat recently initiated regular Web conferences (free facilities using skype) with all National Chapters and the Satellite Office to enhance communication amongst the offices.

well as operation costs.

2.2. BETTER INFORMATION AND KNOWLEDGE SHARING

Effective networking, information and knowledge sharing have been flagships of CITYNET. Efforts to utilise ICTs more regularly have been made over the past years. Technology is used for better coordination amongst CITYNET Secretariat, Chapters, Satellite Office, members and partners, to help evaluate and monitor programme activities. Video-conferences are held on a regular basis to monitor the progress of the POST-AWAREE Project which subsequently reduces costs of the Project.

Cooperation with the Global Distance Learning Network (GDLN)/ Tokyo Distance Learning Network (TDLN) of the World Bank was also extended. They captured CITYNET's activities and made them available on-line as part of knowledge sharing. Joint capacity building programme using "video-conferencing" is also being discussed with TDLN.

Despite the progress, however, ICT technologies have not been optimally tapped into. It is necessary for CITYNET to further improve its knowledge sharing and evaluate its methods and impacts. Furthermore, it is also crucial for CITYNET to promote ICT for the urban economy and apply ICT applications in various development sectors.

2.3. ENHANCED ADVOCACY ROLE

CITYNET's role in advocacy is carried out mainly through its National Chapters as well as municipal associations in order to bring together the voice of local governments at the national level. CITYNET successfully increased the representation of municipal associations as targeted in its Medium-Term Plan 2006-2009.⁷ Three municipal associations (National Municipal League of Thailand, Association of Cities of Vietnam and Association of Municipalities and Development Authorities of India) have joined over the past three years (2006-2008) and two more associations (Bangladesh Municipal Association and the Philippines League of Cities) are expected to join this coming year.

CITYNET has now a total of five municipal

⁷ Municipal League of Thailand and Korean Association of Cities were the targeted associations stated in the 2006-2009 Medium-Term Plan.



associations⁸ as well as the Mongolian Association of Urban Centres and the Philippine Councillors League that play much bigger roles not only in information and knowledge sharing, but more importantly in bringing the voice of local governments and councillors to the national arena.

CITYNET initiated forums for all associations to share their experience and develop a set of recommended actions which they can pursue to strengthen their operations and functions. CITYNET also plans to hold forums every year to ensure that the recommendations are put in practice.

CITYNET's advocacy on the importance of City-to-City (C2C) cooperation as a significant tool for urban development has been widely recognised. With the rapid increase in C2C cooperation in Asia, CITYNET made efforts to explore the effectiveness of C2C activities in improving urban conditions and to promote it amongst donor agencies (i.e. the PRO-ACT project (2004-2006)⁹). CITYNET believes that by bringing C2C cooperation as a component of urban projects, the continuous learning amongst peers can remain even after the projects are completed. Several development agencies have included the C2C cooperation in their work, and this is a sign of success of CITYNET's advocacy.

In spite of the increase in the number of National Chapters and Municipal Associations represented in the Network, CITYNET needs to review its advocacy role and gauge the impacts. CITYNET's close relationship with UNESCAP, the regional development arm of the United Nations for the Asia-Pacific region, can be further explored to help enhance the advocacy role of CITYNET in adopting proactive sustainable urban development amongst national governments in the region.

2.4. IMPROVED PARTNERSHIPS

Cooperation with UN agencies and their regional offices continued to be even stronger over the past four years. Their support is indispensable for the development of CITYNET, recognising that they contribute more than 90% of the programme budget. New partners¹⁰ were mobilised, resulting in

8 Thailand (National Municipal League of Thailand), Vietnam (Association of Cities of Vietnam), India (Association of Municipalities and Development Authorities), Indonesia (Association of Indonesian Municipalities), Nepal (Municipal Association of Nepal).

9 PRO-ACT project

10 Amongst others are ADB, Eurocities (the Memorandum of Cooperation was signed by presidents of both regional city networks on 9 May 2007 in Lyon), and UCLG.

concrete cooperation on projects/programmes.¹¹

Partnerships between CITYNET and national governments has not been greatly explored. So far, it is established through the National Chapters (particularly Indonesia, Nepal and Sri Lanka) and CITYNET's projects sponsored by bilateral donor agencies such as JICA. Although it was stated in 2006-2009 MTP, CITYNET was not able to establish any cooperation nor concrete agreement with any regional cooperation, such as ASEAN (Association of South East Asian Nations) and SAARC (South Asian Association for Regional Cooperation).

The structure of CITYNET's members is unique, 66% of its members are local governments, and the remaining 40% are NGOs/CBOs, research institutions and private companies. The composition allows local governments to interact and build partnerships with other stakeholders. Several projects and programmes of CITYNET have been implemented by local governments in cooperation with NGOs/CBOs. Yet, no analysis has been conducted on such partnerships.

2.5. CAPACITY BUILDING FOR LOCAL GOVERNMENTS

CITYNET's role in delivering training and capacity building for local governments is widely accepted by partners. Furthermore, its role in following-up on the training is also well acknowledged in that CITYNET monitors the progress of action plans proposed by cities/organisations during the training.

Decentralised Training and City-to-City Cooperation

Thanks to Kuala Lumpur, the host city of KLRTC or CIFAL Kuala Lumpur, 17 training courses with participation of around 480 people were conducted from 2006 to 2009. KLRTC, acknowledged as one of the best CIFAL Training Centres by UNITAR and CIFAL's partners, was also able to expand cooperation with several agencies, adding up to five initiators of KLRTC (UNITAR, Veolia Environment, CITYNET, Kuala Lumpur and UNDP). Three KLRTCs were carried out for the first time outside of Kuala Lumpur.¹² Kuala Lumpur is finalising the KLRTC business plan that contains financial aspects, quality control and branding, and promotional strategies.

11 Cooperation with ADB resulted to the joint publication of the 'Data book on Sanitation', the first of its kind in the region.

12 These were in Makati on sanitation in 2007, Seoul on transport in 2008, and Da Nang on disaster risks reduction in 2009.

Following the training programmes, CITYNET also enables formation of C2C cooperation for the continuous transfer and sharing of knowledge and experiences. Two C2C cooperation projects on decentralised sanitation and solid waste management were embarked on after the completion of two training courses held at KLRTC.

An annual training course on water supply management is also being carried out with in-kind support from the Yokohama Waterworks Bureau (YWW), one of the most active bureaus in Yokohama engaged in international cooperation. One of the outcomes was the restructuring of the Banda Aceh water authority as the result of cooperation between Banda Aceh and YWW on water aspects.

Cluster System of CITYNET

CITYNET has been progressing slowly to fully apply the function its Cluster System which began in 2003. The current Clusters were reorganised in 2007 and currently comprise of ENVIRO (mainly on solid waste, water and sanitation), INFRA (primarily on sustainable transport and integrated urban planning), DISASTER (disaster risks reduction), MDGs and e-Governance. The dynamism of each Cluster is also varied in that it is very much dependent on the vitality of Lead Cities and the Cluster Committees.

The 2006-2009 MTP highlighted a set of frameworks to achieve the Clusters' sustainability. However, CITYNET admitted that it is still far from full realisation. Limited budget and the ambiguous role of the Cluster Committee hinder the effectiveness of the Cluster system. Therefore, the Committee should formulate good strategies to find resources to fund the Clusters' activities. Moreover, the Committee should also play a pro-active role in the activities of the Clusters. The biennial Cluster Updates has been released since 2007 by the Secretariat in CD-ROM as a tool to publicise the progress and activities of the Clusters.

Over the past four years, following various calamities, CITYNET has been active in disaster-related activities. CITYNET's evolution from disaster responses to DRR with integration into urban planning and management is also on the right track. The contribution of CITYNET to training and capacity building on DRR has been renowned by international agencies and partners.

CITYNET was able to shape itself as an experienced player in capacity building and institutional strengthening by ensuring good impacts on the ground. This enabled the change of image of the

organisation from an event organisation to an agent of change by undertaking concrete urban projects for on a sustained basis. These are implemented under the framework of C2C cooperation with an emphasis on south-south cooperation that has become the flagship of CITYNET.

Environmental issues have been the top priority since the beginning. An emerging issue which has shaped the programme activities of CITYNET over the past four years is the mitigation and adaptation to global warming and climate change. Cities, the places where actual climate change mitigation action takes place, require synergistic policies/measures to benefit from the mitigation efforts, such as public transport reform, the practise of 3Rs, energy-saving, etc.

CITYNET has initiated numerous awareness programmes amongst cities and local governments in reducing GHG emissions and simultaneously adapting to the effect of global warming and climate change. The Seoul Metropolitan Government proactively established C2C cooperation with other cities (Palembang and Mumbai) in the field of public transport reform as part of CITYNET's activities.

POST-AWAREE (Awareness on Environmental Education) Project implemented in more than five countries has also helped educate decision makers, city officials, school children and communities on tackling global warming and climate change. Yokohama's strategies and approaches on environmental education have inspired participating cities of the Post-AWAREE project.



3 REGIONAL CHALLENGES AND DEVELOPMENT

Progress of MDGs in Asia and the Pacific Region

UNESCAP has reported that up to 2008 the progress of MDGs in Asia and the Pacific made by 2008 showed mixed results (UNESCAP, 2008). While some countries have adopted all MDG targets and achieved all of the goals, many poorer countries in the region are still lagging behind (UNESCAP/UNDP/ADB, 2007), including:

- o Bangladesh (Goals 1, 2 and 7)
- o Cambodia (Goals 1, 4 and 7)
- o Laos (Goals 1 and 7)
- o Indonesia (Goals 1 and 7)
- o India (Goal 7)
- o Pakistan (Goals 1 and 7)
- o Philippines (Goals 2 and 7)
- o Vietnam (Goals 2, 3, 6 and 7)

There are only five years remaining to meet the MDGs targets by 2015. Therefore, it is critical for CITYNET members to review the actions and strategies and use the remaining time to meet the off-track targets. CITYNET, through its MDGs Cluster and with support of partners, including the UN Millennium Campaign, has made efforts to enhance MDG localisation and implementation at the local level. CITYNET has focused its activities to meet Goal 7 as this is the main concern of the members. The Secretariat is conducting a survey to understand the MDGs' status in the cities of the members of CITYNET. The outcomes are expected to help cities and local governments reassess their MDGs-related activities.

Asian Urban Growth and Resilience

There is evidence that urban growth in Asia is unsustainable and unbalanced. Even though urban poverty is declining to some extent, the inequalities are rising. It is also obvious that cities are also major emitters of CO₂ and GHGs, with figures close to 80 percent, which is accelerating climate change. This is expected to increase as Asian cities are likely to contribute more than half the increase in GHGs over the next 20 years (ADB, 2008).

Moreover, Asian cities are also highly vulnerable to the effect of climate change. Analysis has shown the increase in the number of natural disasters affecting cities in Asia and the Pacific region. These natural disasters are increasing both in number and size due to a number of factors including rapid growth, urbanisation, and climate change.

Inadequate infrastructure and weak institutions have threatened the cities ability to create **liveable cities of tomorrow**. These have hindered local governments in effectively dealing with the enormous challenges, such as increased demands on housing, environmental degradation, uncontrolled solid waste, lack of sanitation provision, unsustainable transport systems, to mention only a few.



5 STRATEGIC GOALS AND PLANS 2010-2013

The Medium-Term Plan 2010-2013 is based on the needs assessment that the Secretariat conducted through a questionnaire, brainstorming meetings, as well as direct inputs from members and partners. The List of Respondents and the Results of the Survey are given as Annex 1 and 2, respectively. The Secretariat has also gathered feedback and inputs from CITYNET's partners to ensure complementary efforts in meeting the goals.

5.1. UPGRADING THE CAPACITY BUILDING PROGRAMME

Local governments in the 21st century are expected to be more efficient and effective in responding to the needs of their citizens and various other urban challenges. Many Governments in Asia have launched the local governance reforms in order to provide a conducive environment for local governments to become more autonomous in service delivery to meet those emerging challenges.

As in previous years, member cities and organisations proposed that CITYNET continue building the local government's capacity over the next four years. Particular focus areas are: 1) environmental sustainability, 2) poverty alleviation, and 3.) management of infrastructure and services. Another is the urban governance with specific emphasis on community and empowerment of women and strategic urban planning and management as well as decentralisation.

Environmental sustainability is still considered a top priority with specific areas of focus, namely solid waste management, safe water supplies and sanitation and associated health problems from waterborne diseases, urban greenery and urban agriculture, restoration and preservation of natural ecosystem, as well as slum upgrading. The urban environmental issues in Asia are often the results of governance and institutional weaknesses on effective environmental regulations and enforcement, as well as the ability of

revenue to fund environmental services.¹³

As most member cities are from LDCs, it is essential that CITYNET find co-benefit strategies towards environmental improvement as part of financing mechanisms. This is in line with the CITYNET's second priority, bringing wealth to citizens equally. As there are already examples available in the region, CITYNET needs to further expose and help to widely adopt those good practices.

Cities and local governments continue placing the importance of good management of infrastructure and services in CITYNET. As the demand on infrastructure is expected to rise due to the increased urban population, it is also true that government investment in infrastructure is not adequate. There is also evidence of shortfalls in infrastructure in Asia, such as sanitation, water supply, solid waste management, electricity, road and public transport access, and telecommunication (including IT).

Climate change is recognised as a crucial issue that has generated much more attention and concern from governments and non-governments over the past few years. Despite being the enormous emitters, cities that use 70% of all energy are also in vulnerable by the extreme climate events. Therefore, CITYNET will focus on both, mitigation and adaptation aspects of climate change and will accelerate the integration of DRRs in urban planning and activities. Crucially important, CITYNET will continue addressing the environmental education amongst children, students and communities.

Capacity building programmes are continually carried out through the Kuala Lumpur Regional

13 Others are consumption patterns (raising income, raising goods and services), resource-intensive technologies (expansion of industrial output with high resource inputs), and rapid spatial concentration of people and economic activity. (Brian Roberts and Trevor Kanaley, Urbanization and Sustainability in Asia, 2006)

Training Centre (KLRTC) or CIFAL Kuala Lumpur¹⁴ which is managed by the City Hall of Kuala Lumpur. Kuala Lumpur City and CITYNET will review the performance of KLRTC to further upgrade the programme's quality. The training courses of KLRTC have resulted in C2C projects funded by various donors. CITYNET, with support from other KLRTC partners, will continue to make efforts to bring training into projects to ensure the impacts.

Other trainings are to be held in cities where the centres of excellences are available and can be observed and learned, including public transport reform in Seoul, and water supply management in Yokohama. CITYNET's Academic Consortium which is currently being planned will be engaged as trainers to create a balance between practitioners and academicians.

Despite these sectoral approaches, CITYNET will augment the practice of the good governance in all urban development sectors.

5.2. MAKE CITYNET'S CLUSTER SYSTEM MORE COHESIVE

Since the establishment of the novel Cluster System in 2003, the members' ownership has further grown. Enhancing CITYNET's Clusters will be the prominent strategy and action for the next four years. The Lead City and the Committee should be able to plan, implement, monitor, as well as seek resources to implement the plans and activities. In addition, they shall conduct regular meetings to coordinate the efforts, review the activities and assess and reassess their impacts.

A growing number of activities requires the increased capacity of the Secretariat. The new structure of the CITYNET's Secretariat is proposed as part of its expansion (see explanation below). The expansion of the Programme Section is expected to improve the functions of Clusters and Committees. Each Cluster will have an Advisory Board which will provide advice to the Secretariat staff on each Cluster's operation. Additional programme officers will be recruited to assist the Cluster's Committee and the Lead City in meeting the Clusters' objectives.

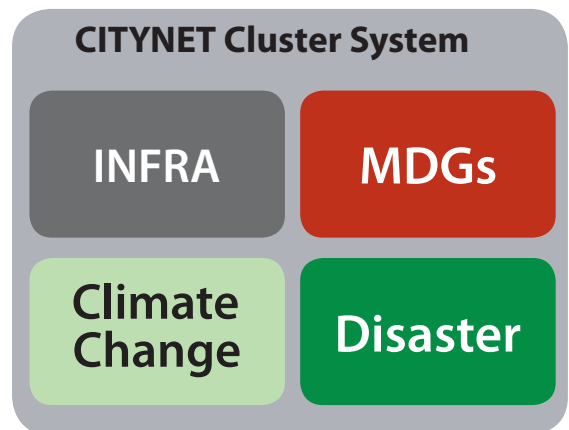
¹⁴ CIFAL is the International Training Centre for Local Authorities/Actors or Centre International de Formation des Autorités/Acteurs Locaux initiated by UNITAR. CIFAL is comprised of several associated CIFAL Centres, in which each Centre acts as a hub for capacity building and knowledge sharing, particularly amongst local authorities and their partners. It prioritises South-South cooperation between local authorities to improve access to basic services. CITYNET supported the establishment of CIFAL Kuala Lumpur (others are UNITAR, VE, City Hall of Kuala Lumpur, and UNDP) and CIFAL Shanghai (currently focused on programmes for Chinese cities only).

In order to carry out priority areas, CITYNET will streamline all Clusters and Committees. Since the ICT Cluster has only undertaken a few activities over the past years; CITYNET plans to incorporate ICT in all other Clusters.

As climate change and global warming have been carried out and highlighted by members as major concerns, CITYNET proposes the renaming of the ENVIRO Cluster to the Climate Change Cluster so that activities can go beyond solid waste management and water and sanitation, the major activities of the ENVIRO Cluster. The Climate Change Cluster will cover the mitigation and adaptation aspects of climate change, which not only relates to environmental improvement, but also economical aspects.

Figure 4 below is the proposed CITYNET Cluster System for the next four years and onwards. Streamlining Clusters from five to four will also help maximise the resources (time and money) that is still lacking in CITYNET. CITYNET will develop its monitoring methods and set the indicators to measure the performance of the Clusters.

Figure 4. CITYNET Cluster System



5.3. BUILD A SOLID SECRETARIAT

CITYNET's Secretariat is hosted by the Presidency City. To maintain its position as the largest local network of local governments in the Asia-Pacific region, CITYNET needs to expand its Secretariat starting from the year 2010. It is also expected that attractive programmes will result in the satisfaction of members, and would subsequently contribute to the increase of the collection ratio of membership dues.

As part of the expansion, the Presidency City of CITYNET is required to subsidise new staff to be recruited (a minimum of 3 persons) as well as to second their staff. A new structure of organisation (see Annex 3) is proposed with the following

rationales:

Enrichment of the Programme Section

Recognising the magnitude of the programme activities and Cluster challenges, the Secretariat will create Cluster sections headed by programme officers who will be in charge of coordinating the activities with Cluster Committees and members to ensure that the goals and objectives are met and the system is sustainable. The staff will also consolidate CITYNET-wide activities with activities of the National Chapters with their respective Clusters.

The Cluster Advisory Board will be identified to provide guidance to the Secretariat on a regular basis. The Board will comprise of representatives from amongst members and non-members. Each Cluster Advisory Board will name a minimum of one person to be members of the Advisory Boards who will advise the Assistant Secretary-General on the Programmes.

Enhancement of Decentralising Efforts

Another point of the new structure is the establishment of the new post of "Institutional Development Officer" (IDO). The IDO is expected to play a positive role in the promotion of the Network, coordinating with the existing Chapters and the Satellite Office, and exploring the creation of new Chapters. IDO will also work closely with members and collect feedback for improvement.

Extension of Term of the Deputy Secretary-General

The Secretary-General appointed a Deputy Secretary General in 2008. CITYNET is expected to recruit three honorary deputy secretary-generals (extendable four year terms) for each sub-region, East, Southeast, and South Asia and the Pacific.

A Network of Networks

The expanded capacity of the new structure will subsequently allow CITYNET to provide better overall support and communication to its National Chapters through the Cluster system. This will empower them to organise projects and activities that brings together their local government members in national level activities, with the support and cooperation of the relevant Cluster(s) that can act as a resource pool.

It is only with proactive, autonomous and empowered regional chapters that CITYNET can truly become a Network of Networks.

Staff Motivation

With the financial restrictions on the Network, the Secretariat operates with the bare minimum of staff with relatively low-level salaries. It also receives seconded staff from member cities. CITYNET will need to budget for an increase in salary levels in order to reduce employee turnover and retain skilled staff.

5.4. MAKING CITYNET A SELF-RELIANT INSTITUTION

The future of CITYNET will depend very much on the strategic direction that guides all members. The future of our cities will depend on how cities are currently planned and managed. CITYNET needs to undergo dramatic change to create better cities of tomorrow. Liveable cities that are clean, green, healthy and wealthy in which local identity, culture and heritage are preserved, can be realised in our time. Cities should also be able to anticipate the emerging and future challenges, such as food and water shortage, worsening effects of global warming and climate change.

Therefore the role of President, Vice Presidents and the Executive Committee are critical in establishing and fortifying the vision of CITYNET. The annual Executive Committee meetings should be meaningful, setting the way forward and ensuring that every mission is accomplished. Decentralisation should be further enhanced. A fund-raising team should be initiated and its action be reviewed on a regular basis. More resources should be obtained for allocation for short and long-term projects to ensure that there is an impact on the ground. High-dependency on sponsorships for attending CITYNET's seminars/workshops must be reduced.

As CITYNET's member cities are diverse, there is a need to find a mechanism for shared support amongst member cities. Figure 5 shows that the cities can be grouped into three categories:

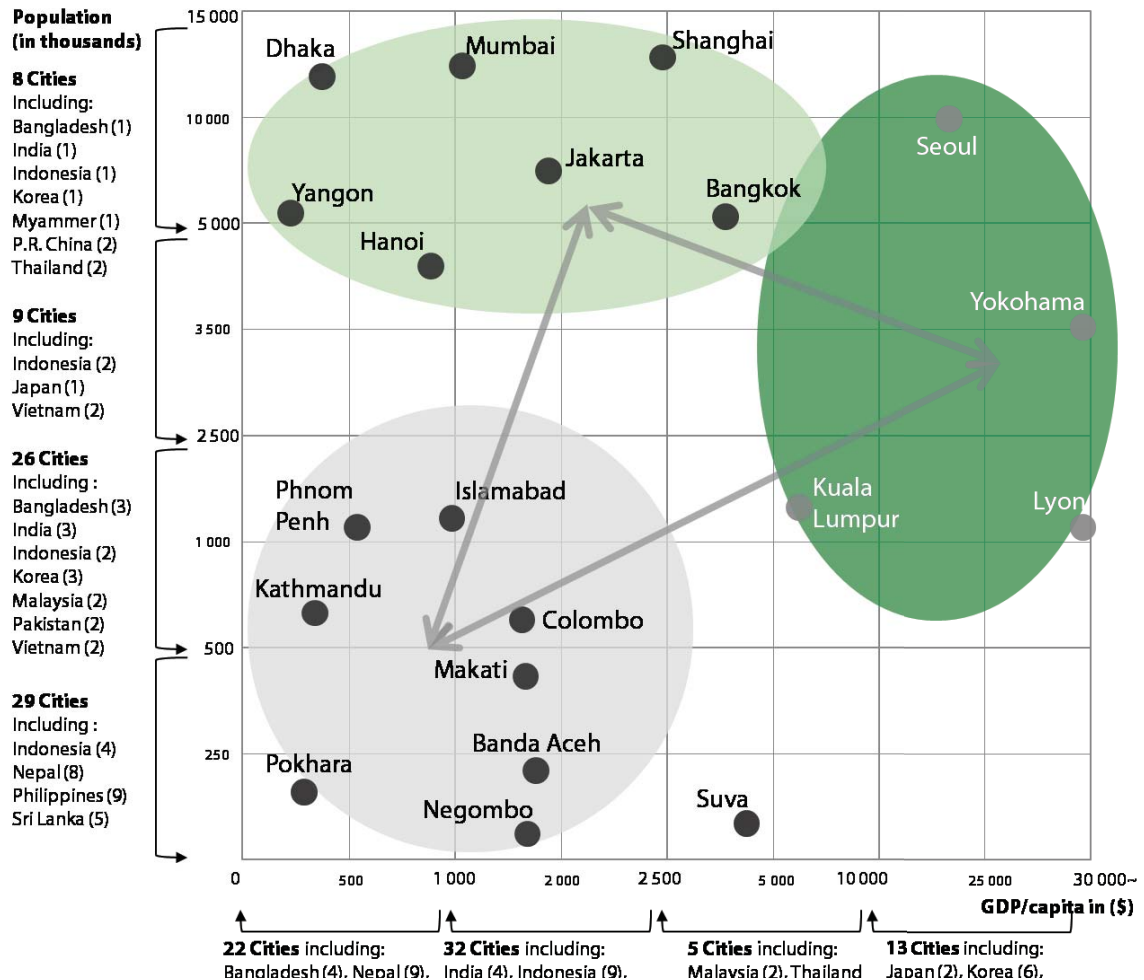
1. Medium/mega cities with high GDP
2. Medium/mega cities with lower GDP
3. Small/medium cities with lower GDP

As most cities are from the lower GDP range, it is necessary for CITYNET to add more members from developed countries. Indicators should be set up to measure the benefits after cities join CITYNET. This is especially important for cities in developed countries in which the benefits that they gain may be less compared to cities from less developed countries.



Decentralisation effort will be continued. Standardisation and branding for National Chapters will also be applied. An increased budget from membership fees will be allocated for the activities of the National Chapters to enhance their capacity.

Figure 5. Plotting of Members Cities based on GDP and size



5.5. DATA MANAGEMENT AND COMMUNICATION IMPROVEMENT

CITYNET's experience in data collection from cities for the State of Asian Cities Report 2010¹⁵, Asian Sanitation Data Book 2008¹⁶ and others has shown the extreme difficulty in collating data. There are limited data available at the city level. The importance of data is unquestionable. Therefore, CITYNET will seek reliable institutions for cooperation in order to build strong data gathering for cities in Asia. More importantly, cities will be encouraged to improve their

databases by using various applications, including GIS, to better plan their cities' development. Good databases will also help improve local governance systems by enhancing the transparency of cities, local governments and organisations.

A set of indicators to show the benefits of being a member of CITYNET will also be established, applied and monitored. Furthermore, CITYNET will also improve its internal database to monitor and evaluate its activities, as well as manage the performance.

Communication is the key for good networking. CITYNET will improve its communication system with the aim of connecting members and equally important is outreach to the community. The use of ICT will continually be maximised.

15 The State of Asian Cities Report 2010 is the first publication to be released by UNHABITAT and UNESCAP. CITYNET has been involved as the team of the consultants for preparing the Report.

16 The Databook is the initiative of CITYNET and ADB with support from Veolia Environnement and UNHABITAT. The Databook will be launched at the CITYNET Yokohama Congress 2010.

6 CONCLUSION

The Medium-Term Plan 2010-2013 is formulated to unite efforts to bring CITYNET towards the direction of financial strength and institutional ability. Cities without vision will have no future, and CITYNET without vision will make all efforts meaningless.

The future of urban outlook is in the hands of the stakeholders. It is in the hands of the members that CITYNET becomes a stronger and more active, more innovative and more purposeful organisation to make better changes to our lives and bring prosperity to our communities.

Four years is a considerably short period of time, however, in four years, there are positive impacts that CITYNET can bring to itself and the members. The decisions CITYNET makes at the General Council will bring the organisation to what CITYNET will be in four years and beyond.

Strong partnerships and links amongst all members is the key for CITYNET's success. We are proud that cities in the Asia Pacific Region and organisations belong to CITYNET. CITYNET as an organisation will and must continue to grow.



ANNEX 1 - LIST OF THE RESPONDENTS TO THE SURVEY

FULL MEMBERS (LOCAL GOVERNMENT IN AP REGION)	ASSOCIATE MEMBERS			
	LOCAL GOVERNMENT (OUTSIDE AP REGION)	NATIONAL-LEVEL ORGANISATION	DEVELOPMENT AUTHORITY	NGO
Dhaka				CUS
Mumbai				SDS
Balikpapan Palembang Banda Aceh Sukabumi Surabaya		APEKSI		Medan
Yokohama				YOKE
Busan Changwon Incheon Seoul Suwon Yongin				
		MAUC		
Bharatpur Lalitpur Pokhara Tansen				
Calbayog Iloilo Makati Muntinlupa Naga San Fernando				
				HELPO MARGG
Taichung				
Bangkok				
Haiphong Ho Chi Minh Hue				
	Greater Lyon			
29/70	1/2	2/12	0/4	6/26
29/70		9/44		
41.4%		20.5%		

SUM: 38/114

ANNEX 2 - SUMMARY OF THE SURVEY OF THE MEDIUM-TERM PLAN QUESTIONNAIRE 2010-2013

THE MEDIUM-TERM PLAN OF CITYNET 2010 – 2013

RESULTS OF THE SUBMITTED SURVEY QUESTIONNAIRES ACCOMPLISHED BY MEMBERS

- o Full Members: 29
- o Associate Members: 9
- o Total Number of Respondents: 38

A. MEMBERSHIP

A.1 CITYNET Goal

Members believe that CITYNET's goal in helping to create people-friendly cities is **still very much relevant** with the current urban challenges. With regard to the achievement of the goal, members perceived that CITYNET has achieved its goal yet more efforts should be extended by the Network and its members to fully realise the goal. However in terms of revisiting/modifying the CITYNET's goal, it is interesting to note that **the views of full members and associate members vary. Since the majority of members are full members, members might still find the goal applicable especially to the cities and local authorities.**

A.2 Members' perception on the areas that CITYNET has facilitated

When asked how CITYNET has helped their cities, more than half of the **full members** (59%) stated that CITYNET has helped them very much in **receiving useful information on urban issues**; while majority of the associate members, (22%) commented that CITYNET has helped them very much in **obtaining international publicity or exposure**. For both full and associate members, the top area where CITYNET has helped them is being part of the **global movement** (66%) followed by gaining multilateral contact and cooperation with other cities/organizations from different countries (63%) and went beyond friendship cooperation with other cities. Evidently the role of CITYNET in developing partnership has helped strengthen the collaboration of the members especially in the global arena. More than half of the members said that they were able to receive useful information on urban issues (55%) and were able to obtain technical support and get international exposure or publicity

(50%). Members also commented that they were able to get access to any resource available from international organisations.

A.3 Concrete achievements of the cities/ organisations as a result of being CITYNET members

61% of the respondents said that they were able to access better opportunities to learn, share and disseminate information. More than half stated that they were able to develop better policies, programmes, projects, or plans (58%) and were able to develop better partnerships with other urban stakeholders (53%). On the other hand, less than half of the members answered that they were able to publicise their cities/organisations (45%) and were able to make institutional changes or improvements (42%). These are manifest in that CITYNET has indeed created a venue for members that enables a dynamic interaction between different stakeholders and encourage exchange of ideas, practices, and expertise in the field of urban development and management. However, more efforts should be implemented in order for the application of the learning gained from the CITYNET initiatives and projects to be widely reflected so that institutional changes or improvements would be more visible. Mechanisms such as identification of sound practices and expertise of the members can also be undertaken in order to increase members' publicity.

A.4 Benefits gained as CITYNET members

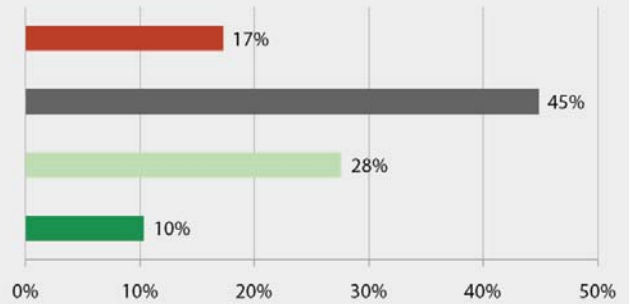
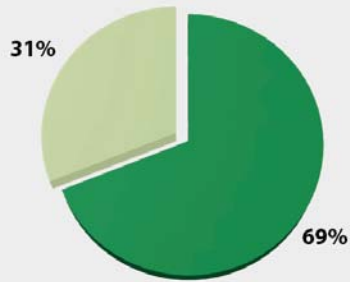
When asked what benefits they have gained as CITYNET members, 41% specified that they have benefited very much from the **specific training**. Members identified that they benefited most from inputs provided by CITYNET for making their **policies** (58%) followed by increased opportunities for **partnership** (55%) and access to **specific training and capacity-building** (42%). They also said that they have benefited from the facilitation and cooperation of comparative advantages (39%) and officials/staff gaining technical expertise and knowledge (34%).

When asked how CITYNET can be attractive to cities from developed countries, major suggestions include strengthening the capacity-building and programmes of the Network as well as the need to be equipped with more human and financial resources. It is suggested that the Network should create a pool of experts and specialists who would visit (cont'd p.22)

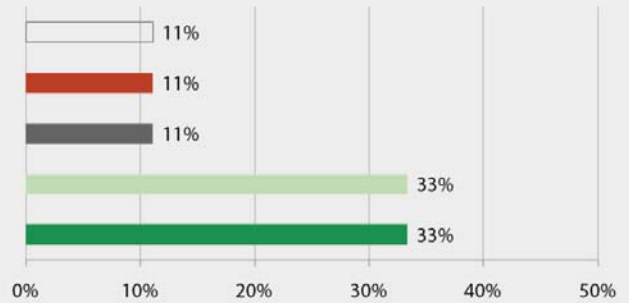
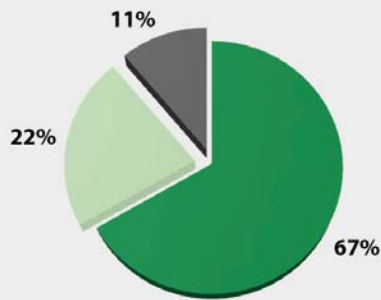
RELEVANCE OF CITYNET'S GOAL TO MEMBERS

VIEW OF MEMBERS ON THE NEED TO REVISIT OR MODIFY THE GOAL

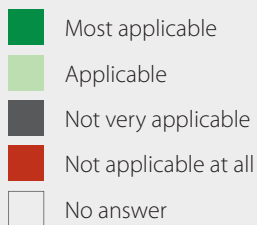
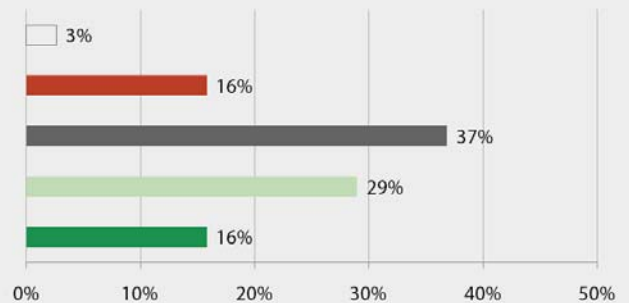
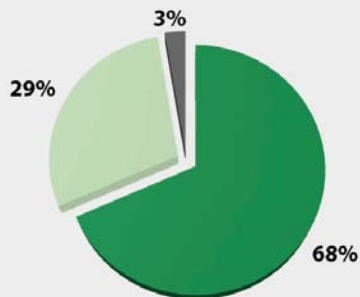
FULL MEMBERS



ASSOCIATE MEMBERS

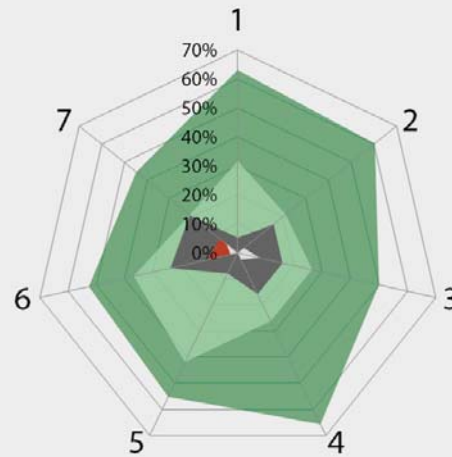


ALL MEMBERS



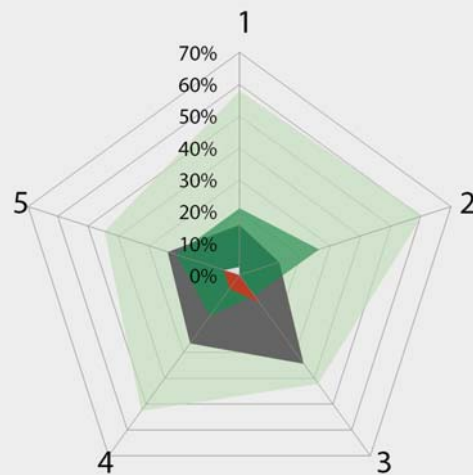
CITYNET CONTRIBUTION/ FACILITATION TO MEMBERS

1. Multilateral contact and cooperation with other cities/organisations from different countries
2. Go beyond friendship cooperation with other cities
3. Get international publicity or exposure
4. Be part of a global movement
5. Receive useful information on urban issues
6. Obtain technical support
7. To get access to any resource available from international organisations



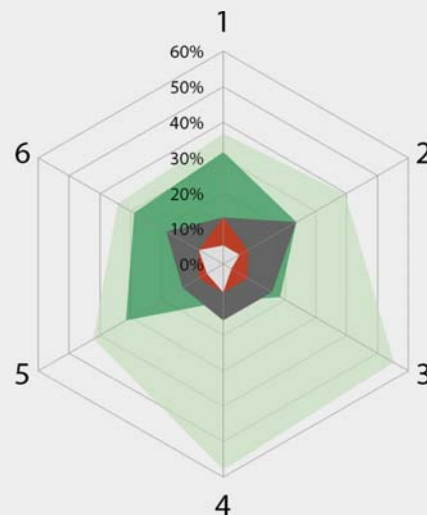
IMPACTS OF BEING A CITYNET MEMBER

1. Developed better policies, programmes, projects, or plans
2. Accessed better opportunities to learn, share, and disseminate information
3. Made institutional changes or improvements
4. Developed better partnerships with other urban stakeholders
5. Publicised my city/organisation



BENEFITS GAINED BY MEMBERS

1. Study visits and technical advisory programmes
2. Facilitation and promotion of comparative advantages
3. Increased opportunities for partnerships
4. Providing input for policy-making
5. Specific training and capacity-building
6. Officials/staff gaining technical expertise and knowledge



- Most applicable
- Applicable
- Not very applicable
- Not applicable at all
- No answer



various ongoing projects of CITYNET including those under the Clusters. Furthermore, CITYNET should also **encourage and popularise Asian successes, may be, institute an annual award** to attract other regions to the Asian practices and not the other way round, as seems to have become a standard practice. Likewise, adoption of good practices from cities in the developed countries which can be replicated in cities from the developing countries.

B. CITY-TO-CITY COOPERATION

Members strongly believe that the most key ingredient for successful C2C is leadership (47%) followed by commitment, understanding, reciprocity, and results through real examples (45% each); free flow of information and cost-sharing and cost-effectiveness (42% each); support from national/state government (39%). 45% have also identified community participation as important ingredient.

Through C2C, members were able to have engagement with civil society groups (37%); local authorities (34%); academia and international organisations (29% each); and national association of cities (26%). However, not much engagement was undertaken with private companies (48%). It is then recommended that CITYNET strengthen public-private partnership amongst members.

With regard to the modalities that contributed most, members consider training and human resource development as the most applicable in modality in C2C (47%). They also find demonstration/replication and guidelines applicable (47%) followed by network support (45%); documentation and dissemination of best practices (42%) and strategic capital investment (39%). This is a manifestation that the approaches/strategies of the Network such as Technical Advisory Services and Study Visit have been effective in strengthening the capacity of local authorities and members.

Respondents find the development project/programme funds to have contributed to the implementation of C2C in their respective city/organization. However, local partner budget and self-funding activities have either minimal contribution or no contribution in the implementation of C2C which somehow distorts the basic principles of C2C cooperation. Much effort should be given in order for the principles of C2C to be clear with involved parties.

According to members, through implementation of C2C initiatives, they were able achieve participation and responsiveness as the top principle of good

urban governance (47%) followed by transparency, effectiveness and efficiency, and equity (45%). However, members identified lack of coordination and communication among involved organisations as the major challenges that they encountered in implementing C2C projects.

Members believe that C2C Cooperation in the future can help in strengthening the city/organisation's institutional aspect (50%) such as shaping municipal corporative companies to better engage and develop projects funded by national and international donors. Also, C2C can help strengthen member's accounting system (47%) as well as provide technical assistance and in improving member's economical condition (42%). Members think that C2C can be of best help during the planning and general studies for the said projects.

C. EVALUATION OF PROGRAMME ACTIVITIES

C.1 Clusters

ENVIRO-Solid Waste Management Cluster

Members commend the initiative of ENVIRO-SWM Sub-Cluster in the development and implementation of Action Plans. However, active participation and leadership of the Cluster Committee is needed to further strengthen the Cluster.

With regard to the activities covered by the Cluster, 45% stated that policy and technical seminars & workshops as effective followed by study visits (29%) and Technical Advisory Services (TAS) (24%).

ENVIRO-Water and Sanitation Cluster

21% of the members regard the development of action plans for the WatSan Sub-cluster as very much applicable. Similarly, 21% also said that it is applicable. As for the implementation of the said action plans, 24% comment that the Cluster has been effective. Also, 29% of the respondents stated the active participation in the activities of the Cluster.

34% of the members comment that publication materials and information dissemination as activities covered by the Cluster applicable. 29% of the members regard the policy and technical seminars and workshops very applicable while another 29% rated it as applicable. Same with study visits and project demonstrations.

INFRA Cluster

In terms of developing action plans and active participation and leadership of the Cluster committee, 18% of the respondents commended the INFRA cluster as effective while 16% of them stated that the implementation of action plans as well as their participation in the Cluster activities as applicable.

A majority of the members (29%) find the study visits conducted under the INFRA Cluster as applicable followed by policy and technical seminar and workshops and advisory services (26%) and then project demonstration as well as publication materials & information dissemination (24%).

ICT Cluster

The inactiveness of the Cluster itself was greatly felt members as they have noticed that very minimal has been done under ICT Cluster. Thus, the forthcoming Cluster meeting during the 2009 CITYNET Congress would be a very good opportunity for Cluster members to review very well the strategies to be undertaken.

Disaster Cluster

16% of the respondents stated that the implementation of the Cluster action plans as very effective and 16% also commend that the implementation of the action plans effective.

Publication materials & information dissemination was regarded by majority of the respondents as the top applicable activities of the Disaster Cluster (34%) followed by advisory services and project demonstration (32%), policy and technical seminar & workshop (26%), and study visits (24%).

MDGs Cluster

24% of the members mentioned that the development and implementation of action plans for the MDGs Cluster have been effective. 16% of them commend the active participation and leadership of the Cluster committee in realising the plans as well as the cities/organisations' own involvement (18%).

Publication materials & information dissemination was also regarded by majority of the respondents as the top applicable activities of the MDGs Cluster (32%) followed by project demonstration and policy and technical seminar & workshop (29%), advisory services (26%) and study visits (21%).

When asked about the relevance of the Clusters in the implementation of programmes of the Network,

members stated that ENVIRO Cluster (SWM and WATSsan) still very relevant (47%) followed by MDGs and ENVIRO-Climate Change (32%). They also stated that Disaster and INFRA Clusters are still relevant (34% and 29% respectively). As for ICT, a majority of the respondents (26%) find it not applicable or not very applicable.

Among the obstacles faced by members when taking part in CITYNET activities, 39% of the respondents identified limited funding from CITYNET to be the topmost concern followed by lack of resources such as time to prepare presentations (37%) and lack of support from national government (24%).

C.2 Communication

Interestingly, members appreciate the efforts of the Network in keeping them informed and updated with CITYNET and its programmes and activities using several multimedia. 47% of the respondents find CityVoice very relevant and interesting followed by the Network's website (42%). They also find the Cluster Update relevant (55%) as well as the KLRTC Update (45%) and e-News (42%).

D. FUTURE GOALS AND PLANS

D.1 Role of CITYNET

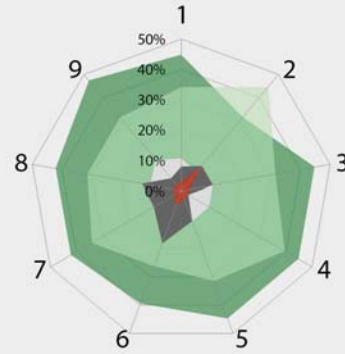
For the members, they believe that CITYNET should give much effort in strengthening the capacity-building of local governments (76%) as well as facilitate members' access to resources from international organisations (71%). The Network should also strengthen its role as a facilitator in building the networks of members with national governments and various international organisations (58%) as well as facilitate partnership between local authorities and NGOs/communities (55%).

D.2 Key Issues of Focus

Both full and associate members believe that CITYNET should give top priority to environmental sustainability, poverty alleviation, and management of infrastructure and services. For the environment, major concerns of the members include solid waste management, supply of clean and safe water, and sanitation. As for poverty alleviation, top issues that members believe should be addressed are micro financing, employment generation, and education. Lastly, members stated that areas of focus for the management of infrastructure should be given to integrated transportation system, land use planning, and technology innovation including IT.

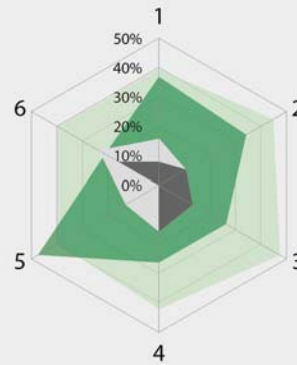
KEY INGREDIENTS FOR C2C

1. Commitment
2. Community participation
3. Understanding
4. Reciprocity
5. Results through real examples
6. Support from National/State Govt
7. Free flow of information
8. Cost-sharing and cost-effectiveness
9. Leadership



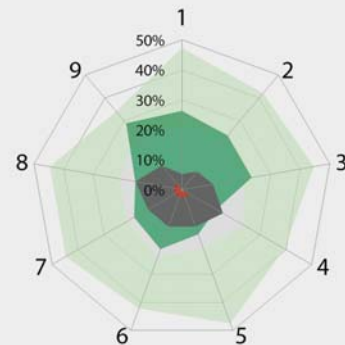
PRINCIPAL MODALITIES THAT CONTRIBUTE MOST IN C2C COOPERATION

1. Direct C2C
2. Network Support
3. Demonstration/replication & guidelines
4. Documentation and dissemination of best practices
5. Training & HRD
6. Strategic Capital Investment



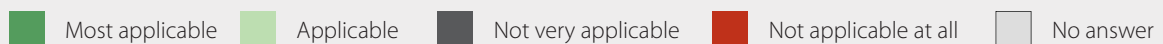
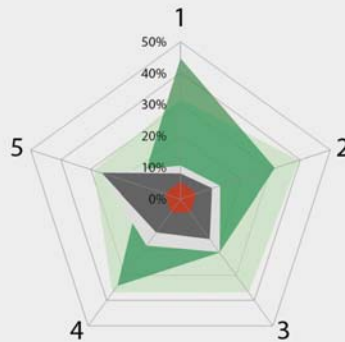
PRINCIPLES OF GOVERNANCE ACHIEVED BY MEMBERS THROUGH IMPLEMENTATION OF C2C

1. Participation
2. Accountability
3. Transparency
4. Rule of Law
5. Responsiveness
6. Consensus Orientation
7. Effectiveness and efficiency
8. Equity
9. Strategic Vision



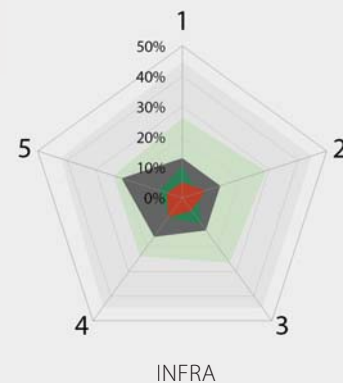
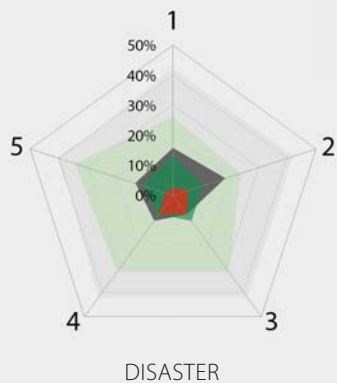
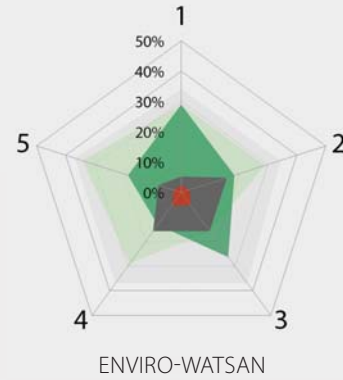
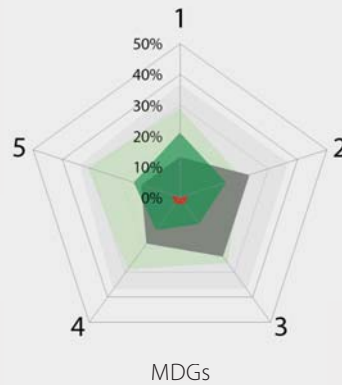
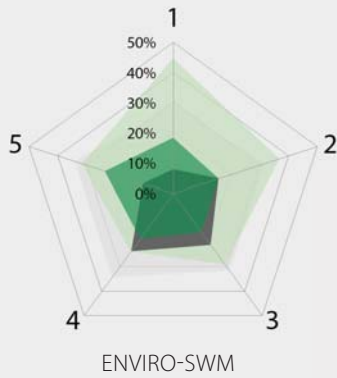
STAGES OF PROJECT ADVANCEMENT WHERE C2C COOPERATION CAN HELP MEMBERS

1. Planning and general studies
2. Preparation of projects
3. Supervision and management
4. Funding
5. Maintenance of equipment or constructed infrastructure



ACTIVITIES COVERED BY CLUSTERS

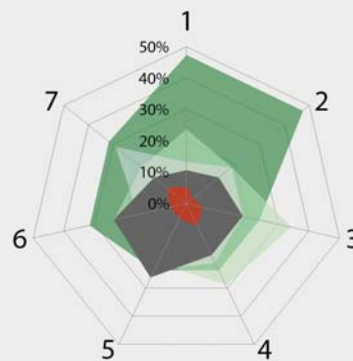
1. Policy and Technical Seminars & Workshops
2. Study Visits
3. Advisory Services
4. Project demonstrations
5. Publication materials & information dissemination



25

RELEVANCE/NECESSITY OF CLUSTERS

1. ENVIRO-SWM
2. ENVIRO-WATSAN
3. Disaster
4. INFRA
5. ICT
6. MDGs
7. ENVIRO-Climate Change

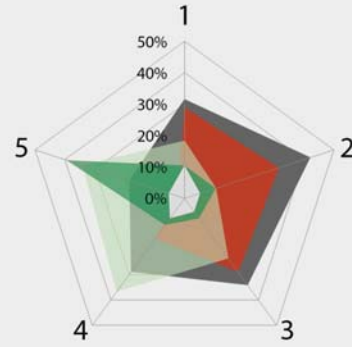


Most applicable
 Applicable
 Not very applicable
 Not applicable at all
 No answer



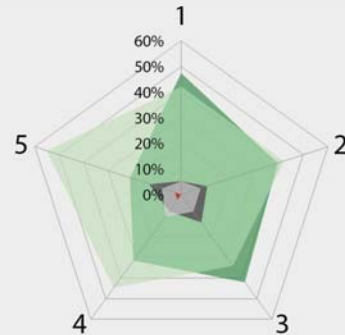
OBSTACLES ENCOUNTERED BY MEMBERS DURING CITYNET ACTIVITIES

1. Language difficulties
2. Lack of support from city/organisation
3. Lack of support from national government
4. Lack of resources such as time to prepare presentations
5. Limited funding from CITYNET



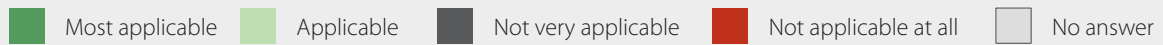
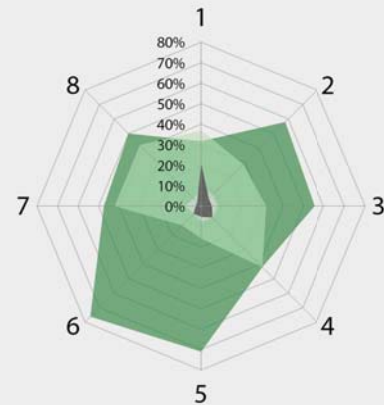
RELEVANCE OF PUBLICATIONS

1. CityVoice
2. e-News
3. Website
4. KLRTC Update
5. Clusters Update



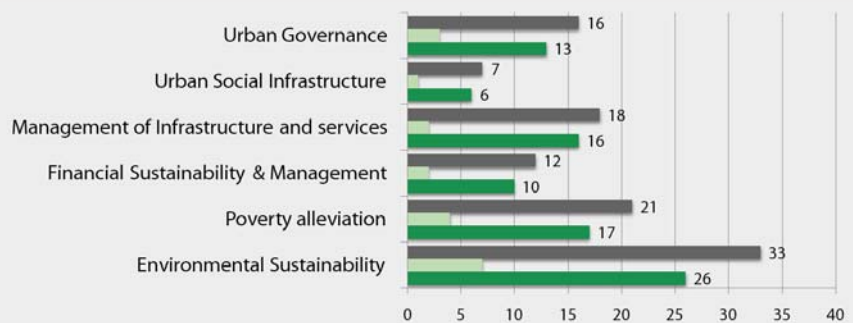
ROLE OF CITYNET IN THE NEXT FOUR YEARS

1. Advocate policy change
2. Facilitate networking with national governments and various international organisations
3. Facilitate partnership between local authorities and NGOs/communities
4. Facilitate partnership between public and private sectors
5. Facilitate members' access to resources from international organisations
6. Strengthen the capacity-building of local governments
7. Act as clearinghouse for information related to urban issues
8. Facilitate project development and management for members



PRIORITY ISSUES TO BE ADDRESSED

- Total
- Associate members
- Full members



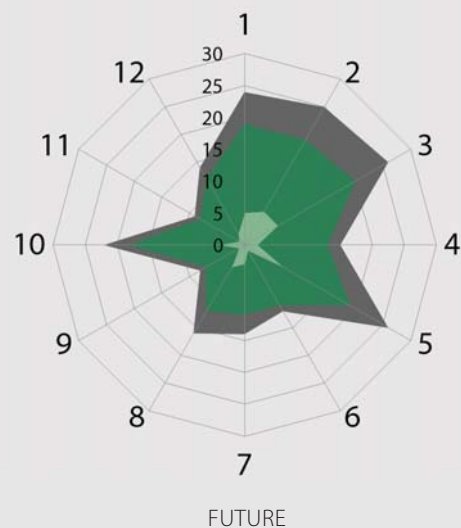
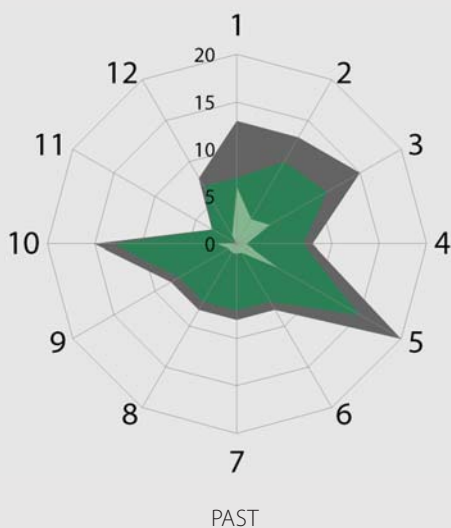
D.3 Members' Contributions

In recent years, the major contribution of members to CITYNET include presentation of papers at CITYNET's various events, involvement in the Cluster activities, submission of papers especially best practices to events, provision of resource persons for technical exchanges, and host events. Evidently, through these contributions, the Network has been able to help cities and other members to promote themselves and share knowledge and practices with their fellow local authorities as well as other urban stakeholders.

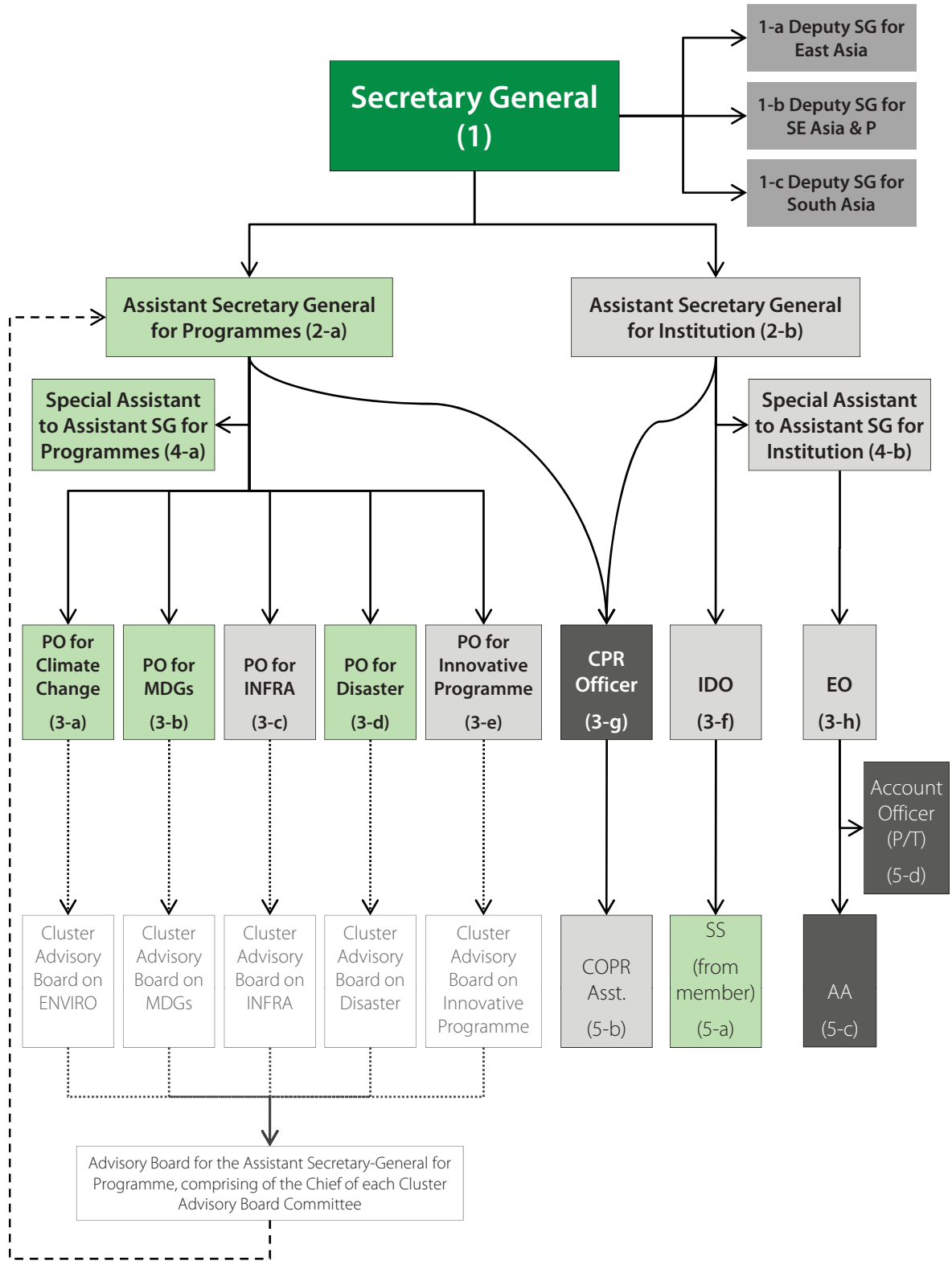
For the future contributions to CITYNET, members intend to continue submitting and presenting papers and/or best practices to events, provide resource persons for technical exchange, host events, and to take part in the Cluster activities.

MEMBERS' CONTRIBUTION TO CITYNET

1. Hosted events
2. Provided resource persons for technical exchange
3. Submitted papers/best practices to events
4. Provided articles for CityVoice, e-News and other CITYNET publications
5. Presented papers at events
6. Translated CITYNET publications into our own language
7. Seconded staff to CITYNET Secretariat
8. Represented CITYNET at non-CITYNET events
9. Initiated establishments of CITYNET National Chapter
10. Involved in Cluster Committees
11. Hosted either National Chapters, Satellite Office, and/or CIFAL Centre
12. Office Bearer



ANNEX 3 - NEW ORGANISATIONAL STRUCTURE OF THE CITYNET SECRETARIAT



No	Position	Current Structure	New Structure
1.	Secretary General	Honorary position; no salary	Honorary position
1-a-c	Deputy Secretary Generals (approximately 3 persons)	1 person - Honorary position; no salary	3 persons - Honorary position; no salary
2-a	Assistant Secretary-General (ASG) for Programme	N/A	Subsidised by Host/Presidency City
2-b	Assistant Secretary-General (ASG) for Institution	N/A	Seconded by Host/Presidency City
3a-e	Programme Officers for Cluster	N/A	Three subsidised and two seconded by Host/Presidency City
	(3a) PO for ENV	N/A	Subsidised by Host/Presidency City
	(3b) PO for MDGs	N/A	Subsidised by Host/Presidency City
	(3c) PO for INFRA	N/A	Seconded by Host/Presidency City
	(3d) PO for DISASTER	N/A	Subsidised by Host/Presidency City
	(3e) PO for Innovative Programme	N/A	Seconded by Host/Presidency City
3f	IDO (Institutional Development Officer)	N/A	Seconded by Host/Presidency City
3g	CPR: Communication & PR Officer	Full time: his/her salary paid under CITYNET budget	Paid under CITYNET budget
3h	EO: Executive Officer for administration	In the past, this position was seconded by Yokohama City	Seconded by Host/Presidency City
4a	Special Assistant for ASG for Programme	N/A	Subsidised by Host/Presidency City
4b	Special Assistant for ASG for Institution	N/A	Seconded by Host/Presidency City
5a	SS: Seconded Staff from member	Seconded Staff from member city; partially subsidised by Yokohama	Remain/ no change: Seconded staff from member, partially to be Subsidised by Host/Presidency City
5b	COPR Assistant	N/A	Seconded by Host/Presidency City
5c	AA: Administrative Assistant	Full time: his/her salary paid under CITYNET budget	Full time: his/her salary paid under CITYNET budget
	Advisory Board members	N/A	Invite experts to join
	Accountant	Part time salary paid by CITYNET	No change



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CITYNET

THE REGIONAL NETWORK OF LOCAL AUTHORITIES
FOR THE MANAGEMENT OF HUMAN SETTLEMENTS

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