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**APCF Agenda and Workshop**  
**Contract PCE-C-00-95-00001-00**  
**RFS No 62**  
**Final Report**

By Akhtar Badshah, Andrew Lambert, and Colleen Pacheco

April 1999

Prepared for

U S Agency for International Development  
Urban Programs Office

Submitted by

INTERNATIONAL CITY/COUNTY MANAGEMENT ASSOCIATION  
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Summary Conference Report

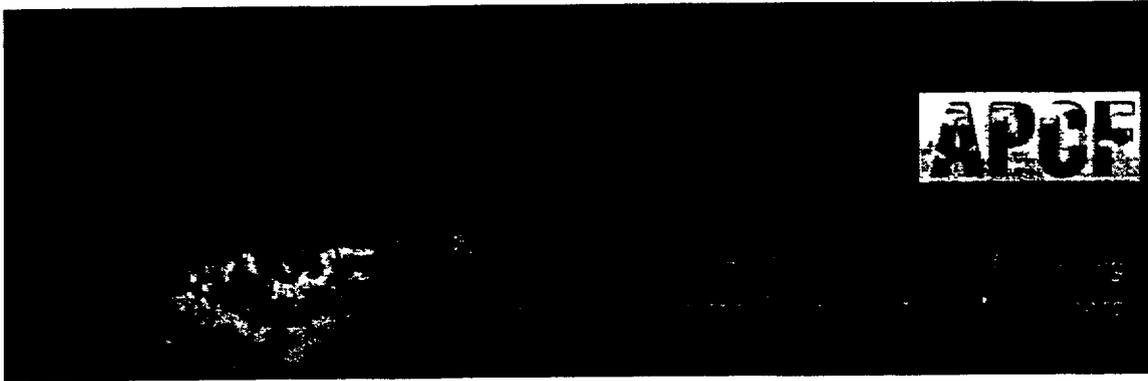
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International Conference on Business Citizenship for Equitable Cities agenda and list of delegates

- Resource Persons
- Foreign Delegates
- HUDCO listing
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Summary Report – Workshop Panel



# Report

Asia Pacific Cities Forum  
Task Order # PCE 1008-1-00-5002-00

**Task Order for Asia Pacific  
Contract No PCE-1008-I-00-5002-00**

**Report**

**Task 1 Asia Pacific Cities Forum Agenda**

1 Expand and Maintain the APCF Internet Network

The web-site has been updated with a new user-interface. The web-site can be viewed at [www.apcf.org](http://www.apcf.org). Two APCF News Updates were published and disseminated. See attachment 1 for web home page and news updates.

2 Work APCF Country Teams

As part of the country team building efforts, APCF held city consultations in three cities in India, 2 in Sri-Lanka and 2 in the Philippines. The aim of these city consultations was to build local teams of business leaders, government officials and NGOs willing to enter into ongoing relationships with each other, work in partnership to determine programs and projects for implementation and raise resources from the business community. The overall aim of these consultations was to promote local efforts to be consolidated under an umbrella organization that would include active participation and support of the business community. In Cebu City the "Cebu Forum" and in Colombo, the "Colombo City Partnership" was launched. See Attachment 2 for report on the city consultations and the results of each consultation.

3 Enlist Other Support

As part of this effort several proposals have been submitted including one to USAEP which has been rejected, one to USIS which is still under consideration. Also, proposals to Ford Foundation, MacArthur Foundation and Watumull Foundation have been submitted. Funds were also raised for the Conference on Business Citizenship for Equitable Cities held in New Delhi, India. Supporters of the conference included CityNet, Friedrich Naumann Foundation, Mahindra and Mahindra, Partners in Change, Pest Control India, and the Urban Management Program-Asia. (See Attachment 3 for sample proposal letter and proposal submitted)

4 Conduct a Survey of Best Practices on Business Citizenship

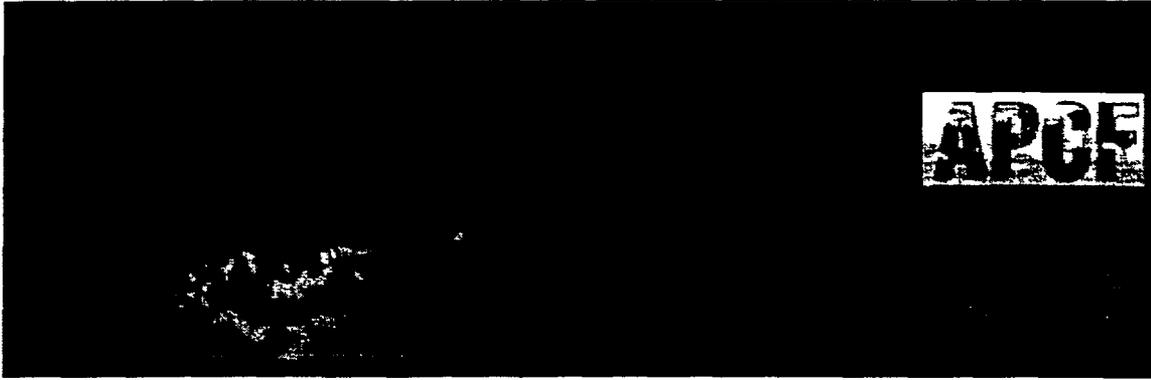
Completed a Monograph on Business Partnership for Equitable Cities (See Attached). Also two other papers were prepared one for the World Model Cities Conference held in Singapore and other for the American Planners Association Conference held in Seattle.

5 International Conference on Business Citizenship for Equitable Cities, New Delhi, India

This conference was organized jointly with HUDCO, NIUA, CII and USAID. Over 100 participants attended the conference and 17 case studies on effective business citizenship were presented. Participants included business leaders, local government officials, NGOs, and academia. See Attachment 4 for Summary Conference Report.

**Task 2 Support USAEP, and its contractors, in it's support of the Mayors' Asia-Pacific Environmental Summit**

- 1 A Panel on Business Citizenship was organized at the Mayors' Asia-Pacific Environmental Summit held in Honolulu  
Over 40 participants attended this session with presentations from Commissioner Gokhale of Mumbai, Linden Longino of the Atlanta Project, Deputy Mayor Omar Kamil, Colombo, Mayor Garcia of Cebu City and David Painter, Urban Programs USAID See Attachment 5 for Summary of Panel



# Attachment 1

## Web Site and News Update

Asia Pacific Cities Forum  
Task Order # PCE 1008-1-00-5002-00



- [APOE News](#)
- [Upcoming Events](#)
- [Activities](#)
- [Advisory Committee](#)
- [Collaborating Organizations](#)
- [Recent Publications](#)
- 

### The Vision.

Better managed and more livable cities in the Asia-Pacific, where an entrepreneurial business sector comes into partnerships with local governments and other urban stakeholders for sustainable development



### The Mission

To foster the development of partnerships, focusing primarily on strengthening links between the entrepreneurial spirit of the business sector and urban leaders, thereby creating synergy for better decision making practices and effective management of resources in cities in Asia and the Pacific

### In Partnership With

The Asia Society  
 Institute of Public Administration  
 College of Architecture and Urban Planning at the University of Washington  
 National Institute of Urban Affairs  
 Philippine Business for Social Progress



[Your Comments](#) [Register with APOE](#)

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• COLLEGE OF ARCHITECTURE AND URBAN PLANNING – UNIVERSITY OF  
WASHINGTON • PHILIPPINE BUSINESS FOR SOCIAL PROGRESS • NATIONAL  
INSTITUTE OF URBAN AFFAIRS

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Greetings friends and colleagues!

A lot has happened since our last newsletter. We've made new contacts and had progress on a variety of fronts. Please take a moment to read about what has happened over the past five months and learn about what's still to come in 1999.

## City Consultations

In November APCF conducted consultations in four cities: Chennai, Bangalore, Colombo, and Kandy. This makes seven the total number of city consultations held to date. These four recent consultations were well attended by business, local government, and community leaders. Local partners were responsible for organizing them, and each consultation generated specific results.

Chennai: Commitments made include a malaria eradication pilot project to be sponsored by Pest Control India. The Confederation of Indian Industries also agreed to work with Exnora and the Sustainable Chennai Project to develop a City Partnership. Business leaders agreed to sponsor the effort.

Bangalore: The Municipal Commissioner invited business leaders, especially from the construction industry and Swabhimana, to come up with specific projects that the Municipal Corporation can assist with, such as providing staff support and quick approval. KUIDFC offered to match half of all resources raised by the business sector for social investment projects. The Public Affairs Center agreed to work with Swabhimana and business leaders to generate viable projects that can be implemented in the short run and to determine long-term support.

Colombo: Celyinco Insurance Co. agreed to build 6 public toilets in partnership with the City. One business organization agreed to plant 100 trees with the Lions Club, and another agreed to launch an education campaign. Agreement to form a committee was also made to explore the launching of a Colombo City Partnership with several businesses committing to specific contributions on a yearly basis and providing staff time. The Konrad Adenauer Foundation offered to assist with the process and support future meetings.

Kandy: An agreement was made by business leaders to focus on revitalization of the lake and work towards drafting a workable plan with the city. President of the Central Province Chamber of Commerce will chair the committee that will look into issues surrounding lake revitalization and for launching the Kandy City Partnership.

In addition, urban leaders from the cities of Allahabad and Ahmedabad, India; Bangkok, Thailand; Penang, Malaysia; and Bandung, Semarang, and Surabaya, Indonesia, have approached APCF with their interests in setting up business citizenship programs. Currently, we are working on a city consultation in Seattle for the Central Gateway Project with the Seattle Planning Commission.

## **APCF Mission to Sri Lanka and India**

APCF mission to India and Sri Lanka from November 3-9 1998 to increase awareness of "business citizenship" launch city partnerships with specific cities and finalize arrangements for the third APCF Regional Interchange was a success

APCF met with businesses organizations and foundations to discuss the value of building business citizenship and to enlist their support APCF gave a Keynote address at the Partnership for Better India conference and also presented at Business Citizenship was also discussed at the International Conference on Local Agenda 21 and Partnerships APCF was also the Chief Guest at the Bombay First Annual General Meeting where the business citizenship idea was presented to business leaders of Mumbai APCF received coverage in the local media

## **1999 India Regional Interchange**

APCF will hold an International Conference on **Business Partnerships for Equitable Cities** in New Delhi from February 23-24<sup>th</sup> 1999 This conference will focus on the value of business citizenship and show why this is an important response to a changing urban reality Through examples the conference will highlight how businesses have moved beyond their traditional philanthropy role and become active partners in social investment especially to benefit poor communities These business partnerships are essential for continued economic growth in a rapidly globalizing world This commitment acknowledges that business is a stakeholder in the success or failure of an entire urban region and that businesses have an interest in viable communities with economically healthy and thriving populations This conference is jointly organized in partnership with the Housing and Urban Development Corporation (HUDCO) the National Institute for Urban Affairs (NIUA) India Confederation of Indian Industries (CII) and USAID-RUDO A one-day workshop held in Bangalore will follow on the 26<sup>th</sup> We will be mailing the agenda out later this month and hope you will plan on attending

## **Monograph Update**

APCF has received approximately 50 case studies of innovative projects We are currently putting them into one-page summaries and will make them available for participants at the Third APCF Regional Interchange Information received range from corporate citizenship initiatives to private/public partnerships and includes such diverse topics as solid waste management to urban renewal

## **Website Updated**

We have updated our website with information on innovative best practices in the region Please take a look at <http://www.apcf.org> We also encourage you to send us any information or updates on your activities so we can post it on the web and circulate it to our Forum partners

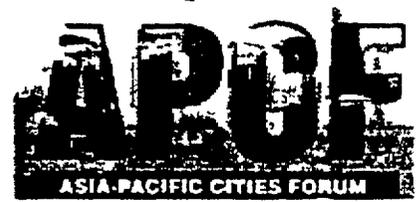
## **Upcoming Events**

**Mayors Asia-Pacific Environmental Summit**, January 31-February 3 1999 Honolulu Hawaii APCF has organized a panel on Corporate Citizenship for Sustainable Urban Environments This summit will bring together mayors and other government officials business leaders and citizens from the region to promote sustainable cities share best practices and exhibit technologies services and products For more information contact Lynette Char at [aaa0030%ccchnl@co.honolulu.hi.us](mailto:aaa0030%ccchnl@co.honolulu.hi.us)

**Asia Pacific Cities Summit**, Brisbane Australia 28 February to 3 March 1999 Dr David Suzuki — award winning scientist environmentalist and broadcaster has agreed to be one of the keynote speakers For more information visit website [www.asiapacificcities.conf.au](http://www.asiapacificcities.conf.au)

**APA National Convention** APCF will lead a panel discussion on Corporate Citizenship and Sustainable Development at the American Planners Association (APA) National Convention on April 26 1999 in Seattle

# ASIA PACIFIC CITIES FORUM



August 1998

IN PARTNERSHIP WITH  
THE ASIA SOCIETY • INSTITUTE OF PUBLIC ADMINISTRATION  
• CENTER FOR SUSTAINABLE COMMUNITIES – UNIVERSITY OF WASHINGTON  
• PHILIPPINE BUSINESS FOR SOCIAL PROGRESS

Greetings friends and colleagues!

The past five months since the Cebu workshop in March 1998 have been busy for everyone. We'd like to share the progress we have made and a few of the initiatives that many of you have started and organized in your own cities and a brief update on what's happening at APCF.

## City Reports

**Cebu City** The Cebu Chapter of the Asia Pacific Cities Forum has been established. Mayor Alvin Garcia has agreed to chair this group which will develop a model for business citizenship by matching enlightened business leaders to specific projects in selected barangays - in the spirit of the Atlanta Project. Cebu City will also lead the effort of spreading this approach to other cities in the Philippines through the League of Cities. In particular Mayor Garcia has met with the leading industrialists of Cebu to discuss the possibility of setting up a Foundation rather than work through an Executive Order. Papers have been filed with the Securities and Exchange Commission for that purpose. An office space for the Foundation has been set up at the Waterfront Hotel in Lahug and PBSP has agreed to assist the City in its efforts of setting up this Foundation.

**Chennai** Mr. T. K. Ramkumar of Exnora addressed a gathering of the Manali Industrialists Association on July 23rd. Manali is a suburb of Northern Chennai and has a high concentration of chemical industries. Ramkumar stressed the need for industrialists to participate in the development of the North Madras region. Participants agreed to set up a small working group to work with Exnora and to iron out the details of this partnership.

**Bangalore** The Municipal Commissioner and Mr. Jaishankar in partnerships with business leaders held two meetings focusing on city development issues such as solid waste management and wastewater recycling on April 18th and June 6th. Approximately 80 representatives of Industry Associations, NGOs, Private and Public Sector Industries, Trade Associations, Government Representatives, and Real Estate Developers attended each meeting. The response was very encouraging and one-to-one discussion with the corporate sector has been proposed to finalize individual involvement. The possibility of setting up an organization similar to PBSP (Philippines Business for Social Progress) in Bangalore is also being explored.

**Mumbai** Bombay First and Urban Design Research Institute (UDRI) made a presentation to the Minister of Culture in Mumbai, India, on the urban revitalization of the Kala Khoda area (in Mumbai). The State Government has approved the project. In addition, the Ballard Estate Association has asked Bombay First and UDRI to submit a business improvement proposal for Ballard Estate which would transform the two major nodes in the Fort area within a few years.

**Silay City** Has adopted the business citizenship thrust and has included it in their new platform of government.

AN ACTION PARTNERSHIP PROMOTING BUSINESS CITIZENSHIP IN URBAN DEVELOPMENT

2203 246<sup>th</sup> Pl NE Redmond WA 98053 USA Tel (425) 898-9739 Fax (425) 898 9649 E-mail

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## Monograph Launched

APCF in partnership with CityNet has launched a search for innovative urban projects initiated by the business sector in partnership with the local government or community. This monograph 'Business Partnership for Sustainable Cities and Communities' will document innovations in any area of sustainable urban development that has a clear and measurable end result. The aim of this documentation is to understand some of the salient points of business partnerships: why they work, the obstacles that need to be overcome, and the areas where success is most likely. We invite each of you to help us identify one or two such initiatives for consideration for this monograph. Please send us a short summary (no more than one page) describing it by the end of September.

## Upcoming Events:

**Third APCF Interchange in India** The Housing and Urban Development Corporation (HUDCO) and the National Institute of Urban Affairs (NIUA) both in New Delhi will host the next workshop in India which we are scheduling for early 1999. We will also plan to hold a one-day workshop in both Bangalore and Mumbai during the same period. We are discussing collaboration with the Prince of Wales Business Leaders Forum and will contact the Confederation of Indian Industries to become a partner in this effort. If you know of any business and urban leaders who should be invited to this interchange, please forward their name and complete contact information to us.

**Mayors' Asia-Pacific Environmental Summit** We are assisting in the Mayors' Asia-Pacific Environmental Summit scheduled for January 31-February 3, 1999 in Honolulu, Hawaii. This summit will bring together mayors and other government officials, business leaders, and citizens from the region to promote sustainable cities, share best practices, and exhibit technologies, services, and products. If any of you are interested in participating, please let us know.

**Asia Pacific Cities Summit** We are negotiating with the Asia Pacific Cities Summit to collaborate on their international conference to be held in Brisbane, Australia, from 28 February to 3 March, 1999. Information on this summit will also be posted on the APCF website shortly. Dr. David Suzuki — award-winning scientist, environmentalist, and broadcaster — has agreed to be one of the keynote speakers.

**APA National Convention** We have been invited by the Institute of Public Administration to lead a panel discussion on Corporate Citizenship and Sustainable Development at the American Planners Association (APA) National Convention in April 1999.

**Asian Development Bank** We are assisting ADB in the preparation of a workshop in Indonesia on urban poverty and assisting them in the preparation of this TA that would include a large community-based services investment project in Indonesia. ADB has just initiated a fact-finding mission to Indonesia.

## Other Collaboration:

**University of Washington** APCF is negotiating with the Center for Sustainable Cities at the University of Washington in Seattle to host the APCF headquarters. Several meetings with the faculty and Department Head and the Dean have been held. We are now finalizing an appropriate arrangement.

## Website Update

We are updating our website and would appreciate getting news and information from each and everyone of you on your activities that we can post on the web and circulate it to our Forum partners.

## New Address

For those that are not aware, APCF has moved to the Seattle area. Please note our new address on the first page.



## Attachment 2

### City Consultations – Building Local Partnerships and City-Teams

Asia Pacific Cities Forum  
Task Order # PCE 1008-1-00-5002-00

## City Consultations – Building Local Partnerships and City-Teams

As part of our work, we conducted five city consultations to build local teams of business leaders, government officials and NGOs. Consultations were held in Bangalore, Chennai and Mumbai in India, and Colombo and Kandy in Sri-Lanka. Ongoing communication was maintained with Cebu City to help consolidate its Cebu City partnership.

These city consultations brought together leaders from the business community, local government and the community to launch programs of business citizenship and agree on specific projects that would be initiated. These consultations were effective in breaking down barriers between business leaders, local government officials and community groups and arriving at mutual areas of convergence.

The broad objectives of the consultation were

- Understand the importance of Business Citizenship in urban development
- Learn from examples of effective of Business Citizenship activities
- Understand how to initiate urban projects in partnerships with local business leaders

A local partner hosted each city consultation. The partners in each city varied from local NGOs, business leaders or government organizations. During the first part of the city consultation, participants were introduced to the concept behind business citizenship and how businesses have moved beyond traditional philanthropic activities to become active partners in supporting urban development activities. In the second part, existing programs in each city were discussed and a vision for its implementation developed and commitments from participants sought. In the third part, an action plan was developed with business leaders to determine their participation and commitment. (See Colombo Workshop Report)

Some of the results of these city consultations are

### India

*Bangalore* This city consultation held on November 11, 1998 was jointly hosted by Swabhimana (a local city wide initiative), the Karnataka Urban Infrastructure Development and Finance Corporation and the Karnataka Builders and Developers Association. This was the third in a series of consultations launched by the Bangalore City Corporation and Swabhimana. Over 50 participants representing the business sector, local government officials and members of Swabhimana attended the consultation. The Municipal Commissioner of Bangalore invited the local business leaders, especially from the construction industry and Swabhimana, to come up with specific projects that the Municipal Corporation can assist with and he promised that the Municipal Corporation will provide staff support and quick approval of these public interest projects. Dr. Ravindra, Executive Director of the Karnataka Urban Infrastructure Finance Corporation (KUIDFC), offered to match half of all resources raised by the business sector for social investment projects.

*Chennai* The city consultation was held on November 10, 1998 and was jointly organized by Exnora International (a local NGO), Rotary Club of Madras East and the Andhra Chamber of Commerce. Over 60 participants representing the business sector, local government and NGO community attended this consultation. The major thrust of the workshop was to determine an

action plan for environmental awareness of the waterways, malaria eradication, pollution prevention, awareness of personal hygiene and preservation of the natural environment. One outcome of the consultation was that Pest Control India, a local company, agreed to sponsor a malaria eradication pilot project in selected neighborhoods in Chennai. Also the Confederation of Indian Industries - South India chapter agreed to work with Exnora International and the Sustainable Chennai Project to develop a Chennai City Partnership project based on Bombay First.

*Mumbai* Two city consultations were held in Mumbai. The first was held on November 9, 1998 as part of Bombay First's General Annual Meeting (Bombay First is an NGO established by the Bombay Chamber of Commerce). The aim of this effort was to show how committed business leaders could work together to improve the quality of life in Mumbai. The second city consultation was held on February 26<sup>th</sup>. Held in partnership with Bombay First, the aim of this consultation was to introduce the concept of Business Improvement District to Mumbai and assist Bombay First in mobilizing core support for the creation of such a district. Over 40 leaders including senior business executives and the Municipal Commissioner attended the consultation. At the conclusion of the consultation, a Business Improvement District project was launched for the Ballard Estate area. Several of the local business leaders re-affirmed their commitments to Bombay First and agreed to work together launch the first Business Improvement District in the Ballard Estate area. A proposal has been submitted to the State Legislature for approval.

#### **Sri-Lanka**

*Colombo* This city consultation was held on November 14, 1998 and was co-sponsored by the Colombo Municipal Corporation and the Konrad Adenauer Foundation. Over 35 leaders attended this consultation which was inaugurated by the Mayor. The thrust of this workshop was to channel the energies of the business leaders to a comprehensive approach of city development. This consultation ended with several commitments being made by the participants. Ceylinco Insurance Co. agreed to build 6 public toilets in partnership with the City. Grants McEvickson agreed to plant 100 trees with the Lions Club and all participants agreed to launch a "Clean City" awareness media campaign. Also Ceylinco Insurance Co., Abans Ltd., Sampath Bank Association, Business and Professional Women, Nelu's Advertising Co. and Kent Display Ltd. agreed to form a committee to explore the launching of a Colombo City Partnership with businesses committing to specific contributions on a yearly basis and providing staff time. Mr. Austin Fernando, the Chairman, Advisory Committee on Law and General Subjects volunteered to be the facilitator for the project. The Konrad Adenauer Foundation offered to assist with the process and support future meetings.

*Kandy* An initial city consultation was held in Kandy on November 15, 1999. Eighteen leaders from the business community and local government attended this meeting and explored ways in which the business leaders and the government could work together in improving the quality of life in Kandy. An agreement was made by business leaders to focus on revitalization of the lake and work towards drafting a workable plan with the city. The President of the Central Province Chamber of Commerce will chair the committee that will look into issues surrounding lake revitalization and for launching the Kandy City Partnership.

#### **The Philippines**

*Cebu* The efforts launched in Cebu in March 1998 are now becoming consolidated. The Cebu Forum for Corporate Citizenship (CFCC) was officially launched as a Foundation on April 14, 1998. Seven core business leaders and the Cebu City Mayor are serving on as Board members and

there is an Executive Committee and a Secretariat. The first project launched by CFCC is "Project Perfect Mile" with the aim to create four model communities where coverage and quality of government facilities and services are adequately delivered and sustained through an alliance of government, business, NGO's and residents by the end of 1999. Three to 4 pilot communities have been organized and work has begun on 2 of these communities.

*Taguig—Metro Manila* Fort Bonifacio Development Corporation has launched a business citizenship program with community groups in Taguig focused on assisting the community with developing its resources as the FDBC project develops. Two key efforts have been launched. A "Corporate Voluntary Program" through a Taguig day, where employees and members of the community identify a project in one of the neighborhoods to be worked on in a day, and a Summer Internship Program where two or three students are hired to teach other children how to use computers at the Taguig National High School where FBF has already donated equipment. Two other long-term strategies are being developed. The first is the "Adopt a Community/Barangay Program," where each of the new corporations and businesses that locate in Fort Bonifacio adopt a Barangay. The second is to develop a comprehensive training and education program with the Philippine Business for Social Progress (PBSP).

# SWABHIMANA INITIATIVE AND KARNATAKA URBAN INFRASTRUCTURE DEVELOPMENT & FINANCE CORPORATION

3 November 1998

Dear Friend,

WE ARE GLAD TO INVITE YOU TO PARTICIPATE IN A WORKSHOP ON  
" BUSINESS CITIZENSHIP FOR URBAN DEVELOPMENT IN BANGALORE "

## Programme

Date : 11 NOVEMBER 1998 (Wednesday)

Time 4.30 p.m

Venue IAS OFFICERS' ASSOCIATION  
No 1, Infantry Road  
Bangalore

## Back ground

In the past few months Swabhimana has made concerted efforts to bring together business/industry groups, non government organisations, community based organisations and most important the government agencies in a bid to facilitate both dialogue and action to promote public-private-community partnership in managing and developing Bangalore

Civic amenities and public infrastructure in the city have failed to cope with the fast growing needs of the city, and coupled with it is the oft stated resource constraints. The result has been a steady deterioration in the quality of life which is proving to be a traumatic experience for citizens. It is in this context, partnerships become relevant and timely. Partnering benefits all the concerned and brings in the much needed synergy from across the various sectors. No doubt, partnerships do help get public mileage and improve social image for corporates and business groups. But more than anything, our very survival in the city is based on the extent of our involvement and the level of partnership in the city's development and management.

Bangalore City Corporation took the initiative to join hands with Swabhimana and KAOPA in organising the past two meetings (April and June 1998). These meetings provided the forum to discuss and articulate the administrative changes necessary for quick appraisal and clearance of partnership projects.

Contd on overleaf... -----

*The proposed workshop aims to:*

- 1 formulate a clear-cut plan for strategic action to influence the concerned authorities to remove the existing bottlenecks*
- 2 Discuss and articulate the various roles that businesses /corporate groups can play in city's developmental process*
- 3 Prioritise and identify a few projects and seek firm commitments from the business community*
- 4 constitute a core committee to co-ordinate these efforts*

**Agenda**

4 30 p m

: Coffee

4 45 p m - 4 55 p m

Welcome and Introductory address by Dr A Ravindra, MD, KUIDFC

4 55 p m - 5 15 p m

· Thematic address by Mr Akthar Badshah, Asia Pacific Cities Forum, New York, USA on "Business Citizenship: Response to a new reality "

5 15 p m - 5 30 p m

: Mr M.R Jaishankar, CMD, Brigade Group will speak on 'The diverse roles of Businesses & Corporates in the Development and Management of Bangalore

5 15 p m - 5 25 p m

: Mr K P Pandey, Commissioner, Bangalore City Corporation(BCC) will speak on " The Role of BCC in promoting Business Citizenship in Bangalore "

5 40 p m onwards

· Discussion, Moderator, Dr Samuel paul, Chairman, Public Affairs Centre

We hope you will kindly make it convenient to participate in the workshop and partner with us for our city's cause

Best Regards

Yours Sincerely



A Ravindra  
Managing Director  
KUIDFC



G Govardhan  
Swabhimana

**EXNORA INTERNATIONAL  
ROTARY CLUB OF MADRAS EAST  
AND  
THE ANDHRA CHAMBERS OF COMMERCE**

November 4, 1998

Sirs,  
^

**Work Shop on  
BUSINESS CITIZENSHIP  
FOR URBAN DEVELOPMENT IN CHENNAI**

**Date**            November 10, 1998 ( Tuesday )  
**Time**            3 p m  
**Venue**            PARK SHERATON HOTEL

We cordially invite you to participate  
in a workshop on  
"BUSINESS CITIZENSHIP  
for  
URBAN DEVELOPMENT IN CHENNAI"  
at  
3 p m on Tuesday, November 10  
at  
PARK SHERATON HOTEL

**Mr N KUMAR**  
*Former President, CII & Vice Chairman, Sanmar Group*

has agreed to moderate the workshop

**Mr AKHTAR BADSHAH**  
*Executive Director, Asia Pacific Cities Forum (APCF)*

will initiate the discussions

*APCF is a Multinational Non Governmental Organisation, which acts as a federation of sort, of Asian cities in which the local Governments, Business and the voluntary sectors have formed "Partnership" for promoting Urban Development This "Federation" or "City Network" provides a platform for exchanging ideas, propagating success stories of one region to another and in helping interested cities to form business-city partnership for urban development This concept fits in well with what we all want to do for the city of Chennai*

## Workshop Objectives

- 1 Understand the important role of Business Citizenship in urban development
- 2 Observe examples of the impact of Business Citizenship activities on urban environmental revitalization in the US and other parts of Asia
- 3 Understand how to initiate urban project in partnership with businesses

## Workshop Session

This workshop will bring together leaders from the business community, local government and the community to develop a program of business citizenship for the city based on actual needs and challenges facing the city

In the first part of this workshop through examples from the United States and Asia we will show how businesses have moved beyond their traditional philanthropy role and become active partners in supporting sustainable urban development activities

In the second part we will discuss existing programs in the city and develop a vision for its development over the next five years and establish development priorities

The third part will determine an action plan by identifying the role business can play and the projects where they could partner based on the priorities already established. For determining an action plan the following broad based projects have been proposed

- a Environmental restoration of the waterways
- b Malaria eradication
- c Pollution prevention
- d Awareness on personal hygiene
- e Preservation of the natural environment in the city

After prioritising the above or other issues that the participants may suggest, partnerships and specific commitments along these lines can be built amongst the participants

We eagerly look forward to your participation at the workshop

*Yours truly,*

**M SRINIVASAN**  
*President*

ROTARY CLUB OF MADRAS EAST

**S SITHARAMIAYA**  
*President*

ANDHRA CHAMBER OF COMMERCE

**S S RAJASHEKAR**  
*President*

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Internet [www.exnora.base.org](http://www.exnora.base.org)

*Programme Sponsored by*

**HOTEL PARK SHERATON & TOWERS**  
CHENNAI



**BOMBAY**  
*first*

**WORKSHOP ON "BUILDING BUSINESS AND GOVERNMENT  
PARTNERSHIPS"**

Venue - Garware Club House, Wankhede Stadium, "D" Road, Churchgate,  
Date - February 26, 1999 Time - 4 00 pm to 8.00pm

**Organizers**

**Bombay First & Asia Pacific City Forum (APCF)**

Bombay First and the Asia Pacific City Forum invite you to a workshop to explore ways in which business and local government leaders can develop effective programs to improve the conditions of life in Mumbai. Its purpose is to build bridges between private business and professional firms, government agencies and non-governmental organizations (NGO's) and to develop partnerships that support the needs of all people in cities in Asia.

The objectives of the workshop are to,

- 1 Understand the importance of business citizenship and partnerships in urban development
- 2 Review examples of the impact of business citizenship activities on creating equitable and humane neighborhoods
- 3 Consider further steps for city like Mumbai to improve the living and working conditions

The workshop will highlight two highly successful projects in the United States that have created business partnerships that is, Times Square BID in New York and The Atlanta Project. It will provide an opportunity for participants to learn how city and country managers are changing the way local government works in the USA to promote investment in cities. A presentation will also be held on KalaGhoda-Fort Precinct. Enclosed is the preliminary agenda of the workshop.

Senior Corporate leaders, Municipal Commissioners, representative of civil society organizations, representatives of International Cities Associations, City and NGO network and media will attend the workshop.

Kindly confirm your attendance to Ms. Maureen Dias Tel - 497 5394/ 497 5395,  
Fax - 492 5039

W J N Danat  
CHIEF EXECUTIVE

# **"BUILDING BUSINESS AND GOVERNMENT PARTNERSHIPS"**

**Garware Club House, Wankhede Stadium, "D" Road, Churchgate,  
Mumbai - 400 020  
Tel - 281 2723/32**

## **PRELIMINARY AGENDA**

**February 26, 1999**

**4 00 pm Registration**

**4 30 Inaugural Session**

**Chief Guest - B.G.Deshmukh, Director, Tata Sons Limited**

***Welcome* - Nasser Munjee, Deputy Managing Director, IDFC\***

***Introduction* - Akhtar Badshah, Executive Director, APCF\***

***Inauguration by Chief Guest* - B.G.Deshmukh, Director, Tata Sons Limited**

**5 00 Session I Business Citizenship - Opportunities and Challenges**

**The Atlanta Project - Jacquelyn Anthony, Director, The America Project, Carter Centre, Atlanta**

***Participant Interaction***

**5 50 Session II Business Improvement Districts (BID)**

**Times Square Street Business Improvement District, New York - Sauny Chough, program Officer, New York City**

**Kalaghoda-Fort Precinct Experience - Rahul Mehrotra, Executive Director, Urban Design Research Institute (UDRI)**

**Cities as Centres of Investment - Deborah Kimble, Director, Municipal Development, Washington D.C., IMCA (International City/Country Management Association).**

***Participant Interaction***

**7 20 Next Steps**

**Open Session - B.G. Deshmukh, Nasser Munjee, Rahul Mehrotra and W J N Danait**

**7 50 Vote of Thanks - W.J.N Danait, Chief Executive, Bombay First.**

**8 00 Conclusion**

**Cocktails and Dinner**

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\* IDFC - Infrastructure Development Finance Company

\* APCF - Asia Pacific City Forum

# TUESDAY interview

## AKHTAR BADSHAH

(Executive director, Asia Pacific Cities Forum)

Civic bodies in cities all around the world have over the years come to the conclusion that private participation can go a long way in improving the quality of as well as speeding up, civic works. "A company must be responsible not only to its shareholders but also to society," says executive director of Asia Pacific Cities Forum (APCF) Mr Akhtar Badshah, an architect and urban planner. He feels that if Mumbai has to become a world power, a significant change must stem from the business community.

■ What is the focus of APCF?

□ The vision and focus of APCF is in increasing business citizenship and getting private finance as well as participation in sharing the burden of local self

just giving money for a cause. Participation in improving civic life and building environment are also essential.

■ How much of empowerment should the government give NGOs to carry out civic projects?

□ As far as the role of the government is concerned, besides providing the best possible services from their end the government must keep its policies in place so that they are not detrimental to civic interests. The government needs to frame policies that are conducive to private involvement so that people can

empower themselves in working towards improving civic life. All social bodies should have a voice and should do their bit towards the larger interest of society. Countries which have empowered the private sector in building their cities have begun prospering. NGOs have to come forward to fill in the void but they need to work in coordination with the civic authorities.

■ What about government's funding for private initiatives?

□ Raising funds is not difficult and every project differs in the requirement of funds. However with the involvement of the private sector, the government need not share the financial burden. But, it should see that those taking the initiative are facilitated and not hampered in their work.

■ All efforts by government/NGOs would be defeated if the growing population or influx into the metros is not curbed. How does your organisation look at this problem?

□ There is not much one can do if projects fall due to the growing size of the population. However, one needs to identify local groups to create awareness among all sections of society and devise ways to curb the population. There is need for more planning and coordination between voluntary organisations and all concerned departments of the government to tackle this.

■ How can NGOs bring about greater accountability from the government?



□ There are a number of pressure groups which have been urging the government to ensure that it does its job well before NGOs come in to supplement its efforts. The press, too, has a greater responsibility in this matter so that the burden of the government is slowly passed on to the NGO which only indirectly helps.

# 'Private participation is vital for civic progress'

governments. The idea is that a city that is healthy and possesses facilities which promote better civic life will have a healthy work force that automatically improves the performance of companies. APCF has a mission of fostering partnerships, strengthening links between entrepreneurial spirit of the business sector and urban leaders, thereby influencing better management of resources in Asia and the Pacific.

This has been a very effective way in which businesses all over the world have contributed immensely in improving civic life. All multi-nationals already have been

■ Why has an NGO like Bombay First maintained a rather low profile though it was started in all earnestness about four years ago?

□ Bombay First has been doing a lot of work in many areas. They have set up various committees like the transport committee, financial services committee, telecommunications committee, housing committee, solid waste management committee, education committee, etc., each of which have been doing their part silently. It is mainly a catalyst in upgrading city life. There had been a lot of harsh criticism in the press in the initial stages. It is in fact the one which concentrates on what

	Name		Address	Telephone	Participated
<b>Advisory Committee - Chairperson</b>					
1	Prof. L.L. Ratnayake	Advisory Committee for Traffic & Highways	Dept. of Engineering, University of Moratuwa, Moratuwa	847184 (O)	Y
2	Mr C.J. Embudeniya	Advisory Committee for Solid & Hazardous Waste Mgt.	C/o Informatic Ltd. 85 Vaskarama Rd Colombo 03	575545-8 874787-8890	Y
3	Mr Tudor Munasinghe	Advisory Committee for Markets	28/1 Welisariya Place Nawala, Rajagiriya	810299 (O), 888019	Y
4	Mr Austin Fernando	Advisory Committee for Law & General Subjects	RDC 85/87, Iceland Building, Galle Rd Colombo 3	441399 (O)	Y
5	Dr Daya Samarasinghe	Advisory Committee for Health & Sanitation	83/26 Torrington Avenue Col. 7	897731 (O)	Y
6	Mr Charan Amarathunge	Advisory Committee			Y
<b>City Watch Participants</b>					
7	Mr N. Cebal	CITY WATCH Committee	328, Galle Road, Colombo 3	873898	Y
8	Mr Nihal Senaviratne	CITY WATCH Committee	138/1 Havelock Road, Colombo 6	988927	Y
9	Mr N.G.P. Panditharatne	CITY WATCH Committee	30 Bir Marcus Fernando Mw Colombo 7	447819	Y
10	Dr Abhaya Attanayake	CITY WATCH Committee	613/7 A, High Level Rd Gangodawila Nugegoda	854154	Y
11	Mr Domink Senarathna	CITY WATCH Committee	12 Madampahawela Lens Wellawala Col 8	888228	Y
12	Mr G Wickramanayake	CITY WATCH Committee	181 Galle Rd, Colombo 3	320885	Y
13	Mr Aktar Bedahah	Asia Forum KONRAD ADENAUER FOUNDATION	Asia Pacific Forum		
14	Prof Dr D. J. Wehrauch		302/1, Nawala Rd, Rajagiriya	883893	Y
15	Ms Kamalini Fernando	UBAD / Sri Lanka	No 358, Galle Rd, Col. 3		Y
<b>Business Sector Participants</b>					
16	Mr T.A.G. Omardeen	ABN Amro Bank,	No 103A, Dharmapala Mw, Col 7	448448-378	Y
17	Ms Aban Pestonjee	Abans Co Ltd	Edward Lane Col 3		Y
18	Mr Palitha Samarasinghe	Air Courier Express International Ltd		591892, 597112	Y
19	Ms Janaki Gunawardena	Association of Business & Professional Women	(ABPW) Eastern & Allient Agencies 175 Kurula Rd., Col. 5	885107 893707	Y
20	Mr Nihal Fernando	Bentley Co Ltd	85, Braybrooke Place, Col. 2 18A, Alfred Place Col 3	421073	Y
2	Mr Chohantha Jayawardena	Ceylinc Insurance Co. Ltd		76348001	Y
22	Mr Hiran de Silva	Ceylinc Shram Capital Management Services Ltd	No 161 Dharmapala Mw Col 07	074-714814	Y
23	Mr H.S.Y.S. Arulanathan	Ceylon Hardware Merchants Association (CHMA), 443, Old Mw Street, Col 13		431511	Y
24	Mr B.R.L. Fernando	CIC Paints Pvt. Ltd	198 Kew Rd., Colombo 2	448822/440894	Y
25	Mr Chandra Jayaratne	CTC Eagle Insurance Co	21, Bristol St, Col. 1 No 84 Loksa Rd Col 1	449888	Y
26	Mr Chandra Mohotti	Galaden Hotel		644544	Y
27	Deshabandu Reggie Candappa	Grants Mc Erickson Ltd.	680, Galle Rd., Col. 03		Y
28	Mr Rohan Dias	John Keels/ Ceylon Cold Stores	No 8/11 Galle Rd Col 4	328221	Y
29	Mr Gamini Saparamadu	Kent Display System	131, Dharmapala Mw, Col. 07 480 D.R. Wijewardena Mw Colombo 10	884821/447719	Y
30	Mr S. Hansawanthan	National Chamber of Commerce		078-333392	Y
31	Mr Pathrana	Rate Payer's Association			Y
32	Mr Edgar Gunatunga	Sampath Bank,	No 110 Bir James Place Mw, Col. 12 32/34 2nd Floor 3rd Cross Street, Pettah	300280	Y
33	Mr Haseem Omar	Soonye Textiles Ltd		438883, 438531	Y
34	Dr G.A. Gunawardena	Technical Support Services	No 121 Hunupaya Lake Rd Col 2	438203	Y
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**Report on  
Workshop on Business Citizenship Participation  
In Urban Development of Colombo.**

**Date**                               **14<sup>th</sup> November 1998**

**Participation**                   **Business Community Executives, Advisory and City Watch  
Committee Members & Heads of Departments (list attached )**

**Chaired by**                   **: His Worship the Mayor.**

**Venue**                               **Hotel Galadari, Colombo**

Dr Fahmy Ismail Deputy Municipal Commissioner introduced the theme and objectives of the Workshop Explaining the role of the Asia Pacific Cities Forum based in the United States, he extended a welcome to Mr Akhtar Badshah, the Executive Director who was invited to introduce the concept of Business Citizenship Participation

His Worship the Mayor in his inaugural address welcomed the guests and participants and expressed his appreciation for organising the workshop Launching of Business Citizenship Participation in Urban Development is a need in the current society He highlighted that the council has its duty to provide services to citizens Due to the procedures in Govt organisations officers fear to take correct decisions and it is identified that there is a need for a cultural and attitudinal change Several steps have been taken with the NGO support With the sponsorship of Konrad Adenauer Foundation, a number of training programme were completed and more to be continued These Programmes were organised for employees at all levels and council members with residential and non-residential facilities With kind assistance from NGOs, CMC maintains dispensaries, roundabouts, traffic signals etc City is receiving assistance from various non-governmental organisations, donor agencies and the international community

Major projects such as re-construction open-air theatre, extension of the library and renovation of the swimming pool are in progress A Millenium building for computer training will be constructed Council has formulated the Corporate Plan for 1998-2002 These activities are some of the steps taken to achieve our mission in the Corporate Plan In these ways we hope to make Colombo a better and livable city

Mr Akhtar Badshah - Executive Director of Asia Pacific Forum explained the background of the programme The Asia Pacific Forum was formed to actively look into matters that bring partnership in cities within the Forum For a genuine partnership, a mission was developed and funds were collected through international organisations such as USAID as the forum is a non-profit making organisation

At a regional level meeting in Philippines, Asian Cities formed an alliance to get support from business leaders This workshop is one of such steps taken for Colombo He expects that the Mayor will explain the developments in Colombo proving the ability of eastern countries for launching such partnership at the next Asia Pacific Forum He urged to work with the other cities to create a collective mission with their Mayors

Hon Deputy Mayor explained the present activities taking place in CMC with partnership of Private Sector Maintenance of roundabouts, street name-boards, gantry signs and installation of traffic signals and guardrails are some of them In order to have a clean and healthy city solid waste collection in Fort and Pettah area are privatised and well functioned at present He also described his experience in Cebu The Mayor of Cebu, Mr Elvin Garcia has effectively and cleverly used business citizenship in developing the city and community Even bridges and parks were constructed by them

The Deputy Mayor stated that the business community has their duty to contribute for city development Where CMC does not have regulatory provisions for maintenance, we need the support from them

These presentations were followed by a discussion

At the discussion stage, a question was raised whether CMC has any plans for tree planting Mayor informed that there is an ongoing programme with the support of "Ruk Reka Ganno" But there is a lack of civic participation to save these trees Mr Badshah said that youths were get involved to secure the trees in some areas with high rate of crimes in New York The planted trees were named by youths of the street so that they look after them

In launching the Business Citizenship Partnership in Colombo, Mr Badshah highlighted the importance of identifying 10 - 20 specific problems with a positive approach

To have a good exercise and a truthful discussion, problems that can be solved have to be identified Also necessary to know what support can be provided by the Business Community how they will provide it and what others can contribute for a successful implementation Many of the participants have expressed their views at this discussion stage

The following projects were identified

### **1 Tree Planting**

Deshabandu Reggie Candappa from Grants Mc Evickson undertook to plant 100 trees Mr Badshah inquired whether any Rotary Club or other organisation could undertake to maintain them for a period

### **2 Media**

To instill the idea of "Clean City" to the minds of Public, Media intervention is extremely essential The continuation of Public awareness programme is required and the attention of the Business Community was directed for support

### **3 Toilets**

Mayor informed that the rehabilitation of CMC toilets has been commenced and new toilets are being constructed But the need is not fully satisfied Mr Badshah said that Sulavi International in India has built toilets in Indian cities using the local youths in construction as well as in maintenance The project was successful and they have a "MUSEAM OF TOILETS" also

Mr Chrishantha Jayawardene from Ceylinco Insurance Co undertook to construct 5 toilet bocks for Colombo including a set at Vihara Maha Devi Park CMC will have to select other 4 toilets and prepare plans etc

#### **4 Provision of Career Development in Technical Skills for youth in the city**

- 1 Public Sector owns opportunities and Private Sector operates
- 2 Private Sector owns opportunities and Public Sector operates
- 3 Private Sector owns opportunities and operates

Possibilities have to be inquired for Technical Training in above three combinations

#### **5. Gardens**

Common amentias have to be provided and maintained with collaboration of Private Sector

#### **6 Women Participation**

Possibilities should be inquired for women participation in the city development

#### **7 Financial Sector**

It is very important to obtain the financial sector involvement in implementing the projects Banks, Insurance Companies should be invited for participation At this long discussion, City Watch Members, Advisory Committee Personnel and participants from the Business Sector actively participated highlighting the long term and short term needs All consented to support the programme At the end of the discussion, a voluntary group was formed to organise and continue the activities of Business Citizenship Programme

They are

- 1 Ceylinco Insurance Co
- 2 Abans Ltd
- 3 Sampath Bank
- 4 Association of Business and Professional Women
- 5 Nelu's Advertising Co
- 6 Kent Display Ltd

Mr Austin Fernando, the Chairman Advisory Committee on Law and General subjects volunteered to be the facilitator for the project

Dr Fahmy Ismail, Deputy Municipal Commissioner proposed the vote of thanks

Mrs P Karunaratne,  
Director Training  
28 11 98

KANDY

List of Participants at the Forum held on  
Sunday the 15th November 1998 at the  
Mahaweli Reach Hotel, Kandy, on "Business Citizenship in Kandy"  
-----

- 01 Mr. Harindranath Dunuwille, Mayor of Kandy
02. Mr. Z.A.M. Nazick, Deputy Mayor.
- 03 Mr. K. A. Wilbort, Leader of the Opposition and Member  
of the Finance Committee of the Council
- 04 Mr J M T Jayasundera, Member of the Council and  
Member of the Finance Committee
- 05 Mr L B Aluvihara, Member of the Council and  
Member of the Finance Committee
- 06 Mr. Shamil Poiris, Director (Finance) Central Finance Co., Ltd.,  
and Member Finance Advisory Committee of the Council  
Finance & Industries & Member Finance Advisory Committee  
of the Council.
08. Mr. Nihal Sri Amerasekera, Chartered Accountant and  
Financial Adviser and Member of the Finance Advisory  
Committee of the Council.
- 09 Mr. Kithsiri Wanigasekera, Chairman & Managing Director,  
Sinhaputhra Finance Co., Ltd., and Chairman,  
Finance Houses Association
- 10 Mr T R R Rajan, President of the Central Province  
Chamber of Commerce
- 11 Mr Ranjith Amerasinghe, Bank Manager, Sampath Bank
12. Mr. A N J de Silva, Bank Manager, Hatton National Bank
- 13 Mr P F Ariyananda, Manager, Development Finance Corp.,  
of Sri Lanka
14. Mr S T. Atapattu, Regional Manager, People's Bank
- 15 Mr. Sumoda Kulatunge, Vice President, Kandy Hoteliers Association
- 16 Mr M P S Garagapani, Ex-Bank Manager
- 17 Mr Sanjooa Aheygunawardena, Asst Manager, Seylan Bank
- 18 Mrs. Jayantha C T Bulumulla, Municipal Commissioner, Kandy

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# Attachment 3

## Enlist Other Support

Asia Pacific Cities Forum  
Task Order # PCE 1008-1-00-5002-00

May 26 1999

The John D and Catherine T MacArthur Foundation  
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140 S Dearborn Street  
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To Whom It May Concern

I am writing to you because I believe our organization the Asia Pacific Cities Forum (APCF) would qualify for a grant under the integrative area of the Global Security and Sustainability Program APCF uses a multi-faceted approach to promote sustainable urban development in the Asia Pacific region This approach focuses on strengthening civil society and promoting new partnerships and institutions among the business, community and government sectors to address a wide range of environmental and urban issues

APCF was launched in July 1997 in New York City and is based at the College of Architecture and Urban Planning University of Washington, in Seattle Washington It is affiliated with the Asia Society, the Institute for Public Administration Philippine Business for Social Progress and the National Institute of Urban Affairs in India APCF works in collaboration with local urban institutions in countries throughout the Asia Pacific region To date we have created city partnerships in eight cities in India Sri-Lanka the Philippines and the US and exposed over 500 business and urban leaders to the value of business citizenship

Our goal is to facilitate development of regional partnerships in Asia for effective governance by bringing together enlightened urban leaders dedicated to improving the quality of life in their cities through sustainable urban development Our focus on empowering urban leaders particularly the business sector and fostering synergistic partnerships between business local governments and community organizations is achieved through activities designed to strengthen the links between the entrepreneurial spirit of the business sector and other urban stakeholders

Private sector involvement in sustainable urban development is critical as cities are growing at unprecedented rates Local and state governments are overburdened with the task of meeting basic infrastructure needs of ever-growing populations Struggling to provide services to meet these needs most municipal governments are not able to place any attention on addressing environmental issues or problems Overcrowding and unplanned development are leading to severely degraded environments in which the health and quality of life of communities suffer As more than half the world becomes urbanized by the middle of the next century this tenuous quality of life will only continue to degrade

Today enlightened businesses are beginning to recognize their role in the urban development dilemma - as the link between competitiveness and the urban environment becomes clearer They are also realizing the special capacities they bring to partnerships and are joining with government and community groups as partners in rebuilding strategies Communities and non-governmental organizations are participating in infrastructure service delivery and other projects to improve the environment Municipal governments are recognizing the importance of these new partnerships not only as a means to provide more efficient and effective services but also as a way to reduce costs While occurring this practice is not widespread many businesses and urban leaders are looking for guidance and collaborative strategies from external agencies

To answer this need APCF has launched a program to develop sustainable business-government-community citizenship programs in selected cities in India the Philippines and Sri-Lanka This a three-year project hopes to build on our initiative to undertake specific environmental improvements initiatives in and around cities such as solid waste management water quality improvement promotion of alternative fuel and environmental education and

awareness. In our work emphasis is placed on creative solution to address unique problems of each city. For example, a recycling and composting program at the household level that also provides income for women may be initiated in one city and in another development of a management plan for a fragile watershed development may be needed.

Our goal in this project is to develop a sustainable business-government-community citizenship model by introducing urban leaders to innovative and workable environmental partnerships around the world and by building local capacity for similar efforts in their own cities. By promoting participation and collaboration among local urban stakeholders including municipal governments, chambers of commerce and community groups, environmental initiatives can be developed and implemented that best reflect and meet each community's unique needs. Governance will be effective in the long-term by breaking down barriers and building mutual trust and accountability among all partners.

We propose a three pronged approach of city consultations, regional interchanges and information and dissemination activities. City consultations are important tools for building consensus and partnerships around specific improvements, increasing business participation in urban development activities, undertaking study exchanges and launching awareness campaigns. Regional interchanges bring together the urban stakeholders including business, government, community groups, academia and media for advocacy and information dissemination purposes. City forums are typically forged at these interchanges and provide the basis for long-term partnerships. We will also disseminate practical information and new models of sustainable development through selected publications, a newsletter electronically on the APCF web-site as well as through city consultations and regional interchanges. This information will help inspire others to initiate sustainable development initiatives in their cities and offer those who need guidance on ways to involve business leaders in urban development activities.

Through this project we will continue to build on our work in formalizing the formation of city-level partnerships in cities that we are already working in. We propose to build upon initiatives already launched in Bangalore, Chennai and Mumbai in India, Cebu City and Metro Manila (Taguig) in the Philippines and Colombo and Kandy in Sri-Lanka. This grant will assist us in institutionalizing the approach in local institutions by building their capacity to further carry out this effort. We have already established working relationships with several national and local urban organizations in these countries and are now able to scale the project to the next level. These institutions are the Housing and Urban Development Corporation (HUDCO) and National Institute of Urban Affairs (NIUA) in India, Philippine Business for Social Progress (PBSP) in the Philippines and CityWatch in Sri-Lanka.

Over the last three years APCF's work was funded through a contract from the US Agency for International Development and other sources in each of the cities that we work in. Our funding philosophy is that we work as a partnership on a cost-sharing basis. We are seeking \$250,000 from the MacArthur Foundation over two years to undertake this program.

I look forward to discussing with you our eligibility in applying for a grant to the MacArthur Foundation. I have attached an APCF brochure, a one-page summary proposal, a list of accomplishments and a monograph on Business Partnerships for Equitable Cities. If you require additional information please do not hesitate to get in touch with me and also visit our web-site at <http://www.apcf.org>

With warm regards

Akhtar Badshah Ph D  
Executive Director  
Asia Pacific Cities Forum

## Proposal

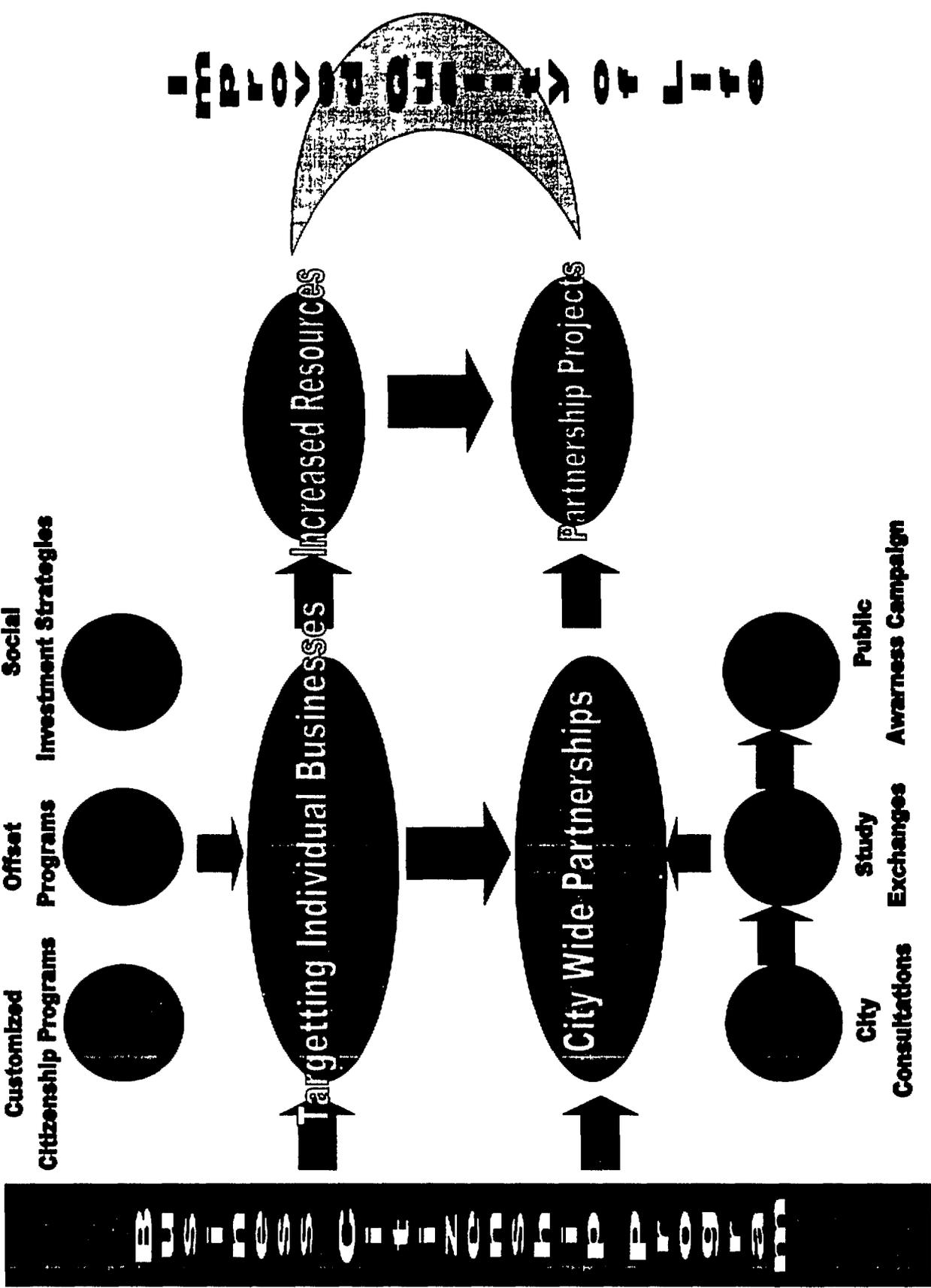
**Business Citizenship Consultations** APCF and local partner institutions will act as catalysts and facilitators to introduce, plan, and design business-government-community citizenship programs in selected cities in Asia and organize the local business community to develop partnerships with the city and the community around specific environmental projects. This effort will focus on breaking down barriers between business leaders, local government officials and community groups and build mutual trust and accountability so that partnership efforts are sustainable in the long-term. This project will

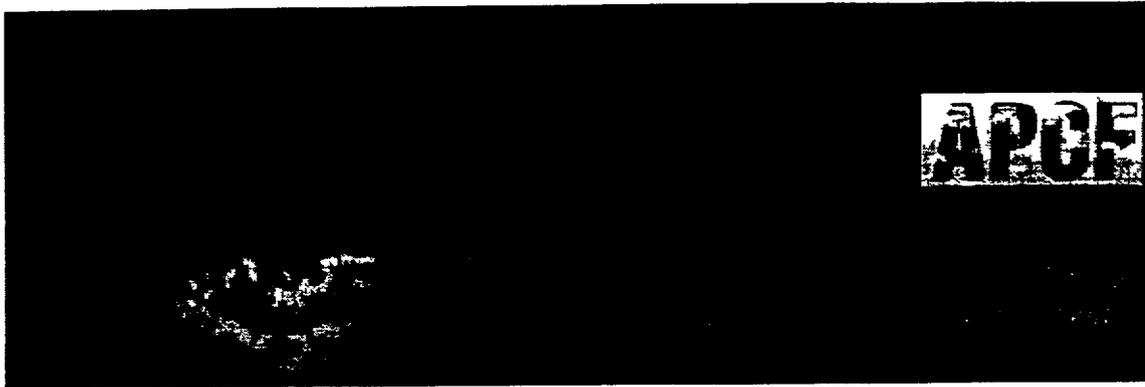
- 1 Identify enlightened business, government and community leaders in selected cities and expose them to Asian and US models of innovative business, government and community citizenship/partnerships at the local level
- 2 Develop a comprehensive action plan to adapt and implement innovative models of business, government and community partnerships in selected cities
- 3 Sign an MOU between participating cities and selected Asian and US efforts for sharing and learning activities such as exchange visits and trade missions
- 4 Launch an awareness campaign in participating cities to highlight how business can participate in sustainable development efforts
- 5 Bring in local business resources to sustainable development efforts in participating cities by working with MNCs and TNCs and their offset/onsite programs
- 6 Train local city leaders to mentor 3 other cities in the region on initiating their own business citizenship efforts
- 7 Hold 2 regional meetings to disseminate and exchange lessons learned from the efforts to other cities in the region
- 8 Publish newsletters and monographs to document and exchange information and also maintain and update the web-site for electronic dissemination

This effort to increase business citizenship in selected cities will have two parallel and interrelated tracks. One will focus on developing city-level partnerships among local government-business-NGOs and the second effort will focus on increasing sustainable business citizenship programs in selected companies (See chart)

In the **citywide partnership** track we will work through a city consultation process using Appreciative Planning for Action to build consensus and partnerships around specific projects, undertake study exchanges to innovative approaches in the US and other Asian cities, and plan and launch a public awareness campaign

In the **individual business** track we will develop customized citizenship programs for participating companies, work with MNCs and TNCs and their offset programs (see appendix III), and develop city-wide social investment strategies—where several local and multi-national businesses agree to participate in sustainable urban development programs through regular contributions of resources. We will collaborate with national business organizations such as Chambers of Commerce and Federation of Industries and other non-profits working with business to increase their social contributions





# Attachment 4

## Summary Conference Report

Asia Pacific Cities Forum  
Task Order # PCE 1008-1-00-5002-00

**International Conference on Business Citizenship for Equitable Cities in New  
Delhi, February 23-24, 1999**

**Summary Proceedings**

“Forging effective Public-Private-People’s Partnerships is the only way to effectively address the mammoth physical and fiscal requirements of urban areas in order to make our cities sustainable.” This was declared by Shri V Suresh, Chairman and Managing Director, HUDCO on the conclusion of the two-day International Conference on Business Citizenship for Equitable Cities held February 23-24, 1999 in New Delhi, and organized jointly by Housing and Urban Development Corporation (HUDCO), Asia Pacific Cities Forum (APCF), National Institute of Urban Affairs (NIUA), United States Agency for International Development (USAID), the Indo-Dutch Collaborative Decentralized Training for Urban Development Project (DTUDP) and the Confederation of Indian Industry (CII) Indicating that infrastructure deficiency is threatening the very survival of urban centers as a base for a vibrant economy, opined that governments and the public sector alone would not be able to address this adequately. There is an urgent necessity to innovate and adopt appropriate models for replication. Suresh felt it is imperative to move from the ‘appreciation mode’ into the ‘action mode’ as there is already considerable appreciation among governments, local bodies and the public about the need to foster partnerships.

Mr James Bever, Deputy Mission Director, USAID, India, in his opening remarks said he was pleased to represent USAID at this event and that this was only one of several similar events they have sponsored in collaboration with the Asia Pacific Cities Forum. Mr Bever stressed that partnerships are important because the public sector alone does not have the resources to meet India’s urban challenges. Both financial and human resources must be mobilized from the business sector and the community. The business sector has a lot of experience and expertise to help public officials with new approaches to manage and effectively deliver urban services. The non-governmental sector also has a lot to offer, especially in terms of understanding and representing the groups or issues in society that tend to have weaker voices in decision-making.

processes. The business sector benefits from these partnerships in several ways. Not only does the government gain a better understanding of the business sector's issues and problems that may lead to a better business environment, but consumers are healthier and more productive. Currently, India pays a large economic and social price for its urban pollution in lost workdays, sub-optimal productivity of its workforce, and damage to its natural resource base.

Shri Deepak Singh, Chairman, Confederation of Indian Industry, National Committee on Public Policy and Chairman & President, Inalsa Ltd. stressed the importance of public/private/community partnerships to address the unprecedented growth and subsequent challenges facing cities today. Cities reflect the growth, progress and wealth of a nation, as well as their cultural, educational, intellectual and technological advancement. They face acute problems, arising primarily from a lack of infrastructure growth. A partnership approach is needed to tackle the growing problems affecting their economic potential, social cohesion and political stability. This conference's theme emphasizes the increasing awareness of business' obligation to their stakeholders and the community at large. The necessity and potential for business citizenship has never been greater, especially in India which experiences rapidly worsening pollution, crime, public health and sanitation and threatened water supplies, power and transport systems. The problem's magnitude is obvious and underlines the need for business to place an increasing emphasis on business citizenship. Mr. Singh stressed that the community at-large is the ultimate stakeholder in any enterprise and the company of tomorrow will be heavily dependent upon the city and society in which it operates. In other words, it is enlightened self interest and not altruism that must become the motivating force for corporate involvement in building equitable and humane cities.

Dr. Arcot Ramachandran, President, Governing Council, National Institute of Urban Affairs, in his inaugural address highlighted the shift in paradigm from the first Habitat Conference in Vancouver in 1976 to the second in Istanbul in 1996. Partnerships among and between the government, community and business are the key to improving the quality of life in cities. Governments no longer have the capacity and resources to be able to manage and sustain the growth of cities and people, and the private sector has to play a far greater role. In some countries there is now a significant level of government and community partnerships being forged at the local level. However, the involvement of the private sector is still at its nascent stage and needs to be

promoted Dr Ramachandran stressed that over the last two decades, cities have grown rapidly and so have the ensuing challenges To meet these challenges and provide the basic quality of life to all citizens, local governments will have to get the resources and the authority for them to manage their cities effectively but also compete in a rapidly globalizing world

Dr Akhtar Badshah, Executive Director of the Asia Pacific Cities Forum and the co-organizer of the conference, set the theme for the two-days of proceedings He stated that local government, municipal agencies and community organizations alone will never be able to cope with the growing demands of cities A partnership with the business sector is no longer an option but an necessity He said that businesses, large and small, all over the world are playing an increasingly important role in improving the quality of life in cities They are doing this by entering into strategic partnerships with local governments, NGOs and community organizations The conference was planned to highlight how local governments are becoming proactive in supporting such partnerships and capitalizing on the cities' role in the local economy The conference which will review 17 successful examples of business citizenship shows that business leaders are moving away from traditional philanthropic and altruistic approaches to approaches that increase social investments, leading to far more sustainable results

The Conference, in the two days of proceedings was attended by over 100 participants and reviewed 17 successful examples of business citizenship from the USA, Thailand, Sri Lanka, Pakistan and India Presentations highlighted the processes of transition from public sector dominance to private sector and subsequently evolving into public-private-people's partnerships in urban areas They provided a rich story of how businesses can partner with the government and community Each case was unique in terms of partnerships formed, the impact of the partnerships, and area covered within the city What was also quite clear in the presentations was that each process undertaken for these partnerships was unique and ranged from keeping the local government out, to including the local government a long consultative process, a strong administrative body, or the presence of a strong financial institution Self-interest brought the businesses to these partnerships They realized that profits cannot be maximized within environmental decay, without information flow there will be no profits, and economic objectives and community objectives are not mutually exclusive

The Conference also recognized the public sector's facilitator role in setting up appropriate regulatory and legal frameworks which are primarily responsible for the success of partnership models in various cities. Examples highlighted showed that businesses can effectively participate in social development by exhibiting a human face, and yet add economic value to their operations. The Conference also examined the various emerging tools that are effectively being used as catalyst instruments towards promoting business citizenship. This includes various city development planning and regulatory mechanisms to promote behavioral change, capacity building for advocacy, the use of public interest litigation as an effective people's voice to shape urban development activities, and the use of the Internet for information exchange.

Emphasizing the need for involvement of the community/people in partnership efforts, the conference discussed the need for greater synergy between the stakeholders in this process. The imperative of partnerships for improving the standard of living of people at large needs to be effectively portrayed and the mindsets of the governments, local bodies, business corporates and the public at large, needs to be re-oriented. Case studies illustrating successful business citizenship models were primarily pioneered by individuals, a single local body, or a corporation. The Conference urged for a sea-change in the approach of all stakeholders towards increased partnerships. Recognizing that evolving models of partnerships applicable to all situations would indeed be difficult, successful models should be suitably adapted to the individual contexts.

At the conclusion of the Conference, Dr. Akhtar Badshah, Executive Director, Asia-Pacific Cities Forum (APCF), charted the Action Plan for the Road Ahead with conference participants agreeing to undertake several activities in a collaborative fashion. An APCF-HUDCO Quarterly Newsletter on Making Cities Work has been launched with the primary objective of disseminating and sharing experiences of successful business citizenship. A concerted effort to promote business citizenship activities in several cities in India -- Mangalore, Kochi, Visakhapatnam, Ahmedabad/Rajkot, Varanasi/Lucknow, Indore, Pune, Jaipur and Ludhiana -- through city consultations aimed at forging partnerships is being developed. An effective media and information dissemination campaign has been initiated with Cinema Vision India presenting several innovative cases on a future program of 'Kaleidoscope' on Star TV. Study exchanges, and a Good Business Citizenship Award, are also being considered.

Promoting 'Effective Business Citizenship' has found consent of all the collaborating institutions and corporations. The primary objective of this effort will be to showcase successful experiments for wider adoption and adaptation. Efforts will also be made to promote it in other countries in Asia under the aegis of APCF, Urban Management Program-Asia and CityNet. The other partners of the conference were CityNet, Friedrich Naumann Foundation, Mahindra and Mahindra, Partners in Change, Pest Control India, and the Urban Management Program-Asia.

**International Conference on Business Citizenship for Equitable  
Cities**

**Gulmohar Hall, India Habitat Center, New Delhi  
February 23-24, 1999**

**INAUGURAL SESSION**

**9 30 AM to 11 00 AM**

**Time**

**9 30 Welcome Remarks**

Shri V Suresh

Chairman and Managing Director

Housing and Urban Development Corporation

**Felicitatory Remarks**

Mr James Bever

Deputy Mission Director

USAID

Shri Deepak Singh

Chairman, CII, National Committee on Public Policy and

Chairman & President, Inalsa Ltd

**Inaugural Address**

Dr Arcot Ramachandran

President

Governing Council

National Institute of Urban Affairs

**Setting the Context and Vote of Thanks**

Dr Akhtar Badshah

Executive Director, APCF

**10 45 Tea**

# **International Conference on Business Citizenship for Equitable Cities**

**Gulmohar Hall, India Habitat Center, New Delhi, February 23-24, 1999**

**Conference Organizers**

**HUDCO · APCF · NIUA · USAID · DTUDP · CII**

**February 23, 1999**

**8.30 Registration**

**9 30 Inauguration Session**

**Welcome Remarks**      **Shri V Suresh, Chairman and Managing Director, Housing and Urban  
Development Corporation**

**Felicitatory Remarks** **Mr James Bever, Deputy Mission Director, USAID**

**Shri Deepak Singh, Chairman, Confederation of Indian Industry,  
National Committee on Public Policy and Chairman & President, Inalsa  
Ltd**

**Inaugural Address**      **Dr Arcot Ramachandran, President, Governing Council  
National Institute of Urban Affairs**

**Setting the Context  
and Vote of Thanks**      **Dr Akhtar Badshah, Executive Director, APCF**

**10 45 Tea Break**

**11 00 Session I. Business Citizenship—Opportunities and Challenges**

**Chairperson**      **Dr Arcot Ramachandran, President Governing Council, National Institute of  
Urban Affairs**

**The Atlanta Project -**      **Mr Jacquelyn Anthony, Director The America Project Carter  
Center, Atlanta**

• **The Ahmedabad Effort -** **Shri P U Asnani, Former Deputy Commissioner, Ahmedabad**

• **Colombo Partnerships -** **Dr Fahmy Ismail, Deputy Municipal Commissioner, Colombo,  
Sri-Lanka**

**Participant Interaction and Contribution**

**13 00 Lunch hosted by Shri PK Ghosh, Vice Chairman, Delhi Development Authority**

## **14.00 Session II: Business Partnerships and Infrastructure Development**

**Chairperson** Shri Arun Nanda, Executive Director & President - Infrastructure Development Sector, Mahindra and Mahindra Ltd

- **Business Partnerships & Civic Forum for Infrastructure Development** - Col Tawesak Nopkesorn, Coordinator Indochina Intersection Forum
- **Municipality Coordination with Business sector** - Mr Chakrawan Wangawong, Chiang Mai Municipal Assembly
- **New Tirupur Area Development Corporation** - Shri K Ramchand, ILFS and Mr Shaktivelu, President Tirupur Exporters Association (TEA)
- **CG Road Development**, Shri Bimal Patel, Managing Director, Environmental Planning Collaborative

**Participant Interaction and Contribution**

**15 30 Tea Break**

## **16 00 Session III. Business Partnerships and Environmental Regeneration**

**Chairperson** Mr Kathleen McGinty Senior Fellow Tata Energy Research Institute

- **Karachi Experience** — Shri Farhan Anwar and Ronald D'Souza, Citizens for a Better Environment (CBE)
- **Clean Development The US Experience** — Mr Karl Kausker, Senior Fellow, TERI
- **APEC Environmental Management Partnerships** — Mr Jean Bilodeau, Director General, Administration Directorate Environment Canada

**Participant Interaction and Contribution**

**17 30 Close**

February 24, 1999

**9 30 Session IV: Business Partnerships for Economic Revitalization and Improved Built Environment**

Chairperson Shri K C Sivaramakrishnan, Center for Policy Research

- Times Square Street Business Improvement District, New York — Shri Suany Chough, Times Square Business Improvement District
- Calcutta Old Town Hall Historic Revitalization — Shri Partho Dass, Architect and Shri R M Kapoor, Times Research Center
- Historical Revitalization in Cochin — Shri KJ Sohan, INTACH, Cochin Chapter and A Dasgupta, RUDO, USAID
- Bombay First — Mr WJN Danait, Executive Director Bombay First

Participant Interaction and Contribution

11 15 Tea Break

**11 30 Session V. Business Partnerships for Social Change and City Improvement**

Chairperson Shri S V Sista Chairman Sista's Worldcom

- Picture Mumbai - Shri Nikhil Chatterjee, Marketing Manager — Pest Control India
- Vadodra Citizens Council — Shri Girdhar Vaswani, Executive Director BCC
- Restoration of Cities Waterways and Ponds - Shri TK Ramkumar, Exnora International, Chennai
- Role of Business Partnerships for Sustainable City Development - Shri Louis Menezes, Executive Director Fairpro Chennai

Participant Interaction and Contribution

13 15 Lunch

14 15 **Synthesis** — Shri Om Prakash Mathur, HDFC Professor, NIPFP  
Deborah Kimble, Director Municipal Services, ICMA

**14.45 Panel Discussion — The Road Ahead: Forging Business Partnerships  
for Social Investment**

Chairperson Shri V Suresh, CMD, HUDCO

**Panelists**

Shri Sarvesh Swaroop, Country Sales and Distribution Head, Citibank

Shri Shankar Venkateswaran, Director, Partners in Change

Dr Dinesh Mehta, Coordinator, Urban Management Program South Asia

Dr Rita Bahuguna Joshi, Mayor of Allahabad

Dr Benham Ta'i, Project Leader, Decentralized Training for Urban Development  
Project, an Indo-Dutch Collaboration

Ms Iris Madeira President Association of Youth for a Better India (AYBI)

Shri Kirtee Shah, Hon Director, ASAG, Ahmedabad

16 15 **Tea Break**

**16 30 Valedictory and Closing Ceremony**

Overview of the Conference Proceedings

Shri V Suresh CMD HUDCO

Mr James I Stein Director RUDO/South Asia USAID

Dr Akhtar Badshah, APCF

Vote of Thanks

Dr Vinod Tiwari, Director, NIUA

**Co-sponsors of the Conference**

CityNet • Friedrich Naumann Foundation • Mahindra and Mahindra • Partners in Change •  
Pest Control India • Urban Management Program-Asia

**INTERNATIONAL CONFERENCE ON  
BUSINESS CITIZENSHIP FOR EQUITABLE CITIES**

( India Habitat Centre, New Delhi )  
February 23-24, 1999

List of Delegates .

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USAID

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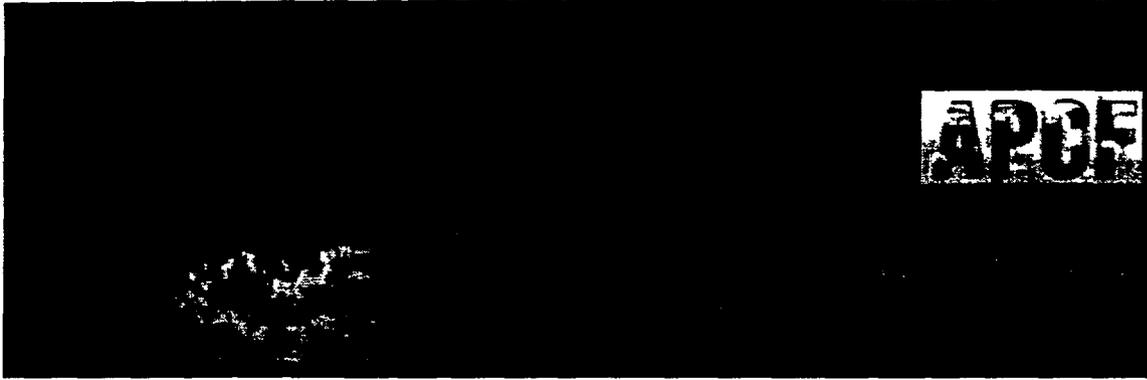
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# Attachment 5

## Summary Report -- Workshop Panel

Asia Pacific Cities Forum  
Task Order # PCE 1008-1-00-5002-00

## **Corporate Citizenship for Sustainable Urban Environments Session at the Mayors' Asia-Pacific Environmental Summit, Honolulu**

This session focused on the value of Corporate Citizenship for Sustainable Urban Environments and showed through examples from Atlanta, Cebu City, Colombo, Mumbai, and Tirupur how businesses play an important role in improving the quality of life of cities. The session also showed how corporations have moved beyond their traditional philanthropy role and become active partners in supporting sustainable environmental development activities.

Municipal Commissioner Gokhale of Mumbai was the Co-Chair of the session with Mr. Paul Bierman-Lytle of CH2MHill. Commissioner Gokhale opened the session by asserting that Corporate Citizenship introduces a whole new meaning to the term public-private partnership. In his opinion, citizenship means that all stakeholders living in the city are contributing to improving the quality of life that is available to all. Corporate Citizenship is where business leaders are coming forward and entering into partnerships with the local government and the community to address local challenges. He highlighted the work of Bombay First, a non-profit organization formed by the Bombay Chamber of Commerce and Industry, that is working with the city government and the local community, to address several long-term and short-term challenges ranging from overall transportation solutions for Mumbai to neighborhood-level solid waste management.

Linden Longino, former Senior Vice President at Sun Trust Bank who worked on the Atlanta Project, spoke about the role of the business community to develop a comprehensive program to address the dire needs of inner-city Atlanta. He showed how Atlanta's leading companies accepted the challenge of former President Jimmy Carter and agreed to participate for five years in an exciting project where companies and their resources were matched to several of Atlanta's neediest neighborhoods. A unique aspect of this effort was that CEO's of these major companies that included Coca-Cola, Delta, Marriott, AT&T, Georgia Pacific, United Parcel Service, and IBM, among others, agreed not only to provide cash and in-kind donations, but also agreed to have one of their senior vice presidents to work full-time on the project for five years. This allowed the community to benefit from both expertise and external resources, and working together they were able to develop unique projects with lasting value.

Mayor Alvin Garcia of Cebu City, the Philippines, described the work he has embarked on in Cebu City to promote the concept of business citizenship. He highlighted the formation of the Cebu Forum for Corporate Citizenship (CFCC) which was created with the support from the Asia Pacific Cities Forum (APCF). CFCC was formed with seven core business leaders and the Mayor to promote corporate citizenship and partnership-based projects. CFCC is an innovative approach to comply with the Philippine Government's policy to decentralize governance to local government. CFCC has developed six areas for operation: promotion of community health and social service, conservation, rehabilitation and protection of the environment, urban renewal, human resource development, improvement of technology and productivity, and promotion of culture and preservation of heritage. One of the first projects launched by this effort was the "Project Perfect Mile" with the aim to create four model communities where the coverage and quality of government

facilities and services are adequately delivered and sustained through an alliance among government, business, NGO and residents by the end of 1999

Deputy Mayor Omar Kamil of Colombo, Sri Lanka spoke about how the Mayor and the Colombo Municipal Corporation have borrowed from the corporate sector restructuring and made reform to the city's ability to deliver services. This has been done through effective internal reforms, decentralization of services, depoliticization of the city council, and enhanced capacity of the staff. The mission of the city he stated "is to provide better quality of services to the public with effective utilization of all resources and infrastructure by a motivated and dedicated team." One of the tools used to achieve this mission is forming partnerships with the business sector and promoting the concept of business citizenship. Working with the Asia Pacific Cities Forum (APCF), the city in partnership with City Watch -- a local citizens group -- has launched a business citizenship program called the "Colombo City Partnership" (CCP). This partnership has launched a tree planting campaign, a media campaign to instill the idea of a "Clean City," and to build several public toilets. Other areas being considered are a career development center for technical skills for youth and the maintenance of common amenities such as public gardens. A committee is exploring the formalization of CCP with businesses committing to specific contributions on a yearly basis and providing staff time. The Deputy Mayor closed by stating that for businesses to actively participate in city development activities, the local authorities will have to show that they have changed their way of doing business and are willing to become more accountable and responsible to the citizens.

The last speaker David Painter, Director of the Office of Environment and Urban Programs, challenged the assembled Mayors and business leaders to capitalize on the opportunity to increase trade, investment and employment by creating effective and livable cities. He highlighted two of USAID's programs in Asia that have increased private sector engagements in cities to improve the environment. He spoke of the effort in India to introduce financial reforms at the city level. This has led to the development of the New Tirupur Area Development Corporation, as a public limited company owned by the government, the local cotton knitwear manufacturers association and a private financial services company to supply much needed water to the industry and also to the community and to also provide sewerage services. This is a first of its kind effort to finance and implement an urban environmental infrastructure project and is becoming a model of what can be achieved when both local and international corporations join forces with city leaders to solve environmental problems that would otherwise choke off economic growth. In Indonesia, he spoke of a competitive tendering for a privatized bulk water supply system in the City of Pontianak to help solve the city's dire water problems. He urged the participants to seek innovative public private solutions to environmental problems and work with regional networks such as APCF to share and learn from each other's efforts.

### Session Conclusions

Dr Akhtar Badshah, Executive Director of the Asia Pacific Cities Forum (APCF), the concluded the panel by highlighting five messages that were common themes among the presentation and show how corporations are moving from philanthropy to social investment

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|----------------|---|
| First Message  | Corporate citizenship and business partnerships are two sides of the same coin Adding shareholder value and social value are concomitant  |
| Second Message | There can be no real change in corporate participation unless there is a shift from philanthropy (altruism) to social investment  |
| Third Message  | There can be no social investment <ul style="list-style-type: none"><li>• Without developing Innovative Funding Mechanism in lieu of distributing money</li><li>• Without Mobilizing Core Competencies</li><li>• Without Partnerships</li><li>• Without Community Capacity Building</li></ul> |
| Fourth Message | There can be no corporate citizenship or partnerships unless business leaders are willing to see beyond today's bottom line and actively participate in creating a world where future generations are also able to contemplate the bottom line  |
| Fifth Message  | There can be no sustainable partnerships unless government leaders open up the process of decision making and expand the inner circle to include all stakeholders and citizens  |