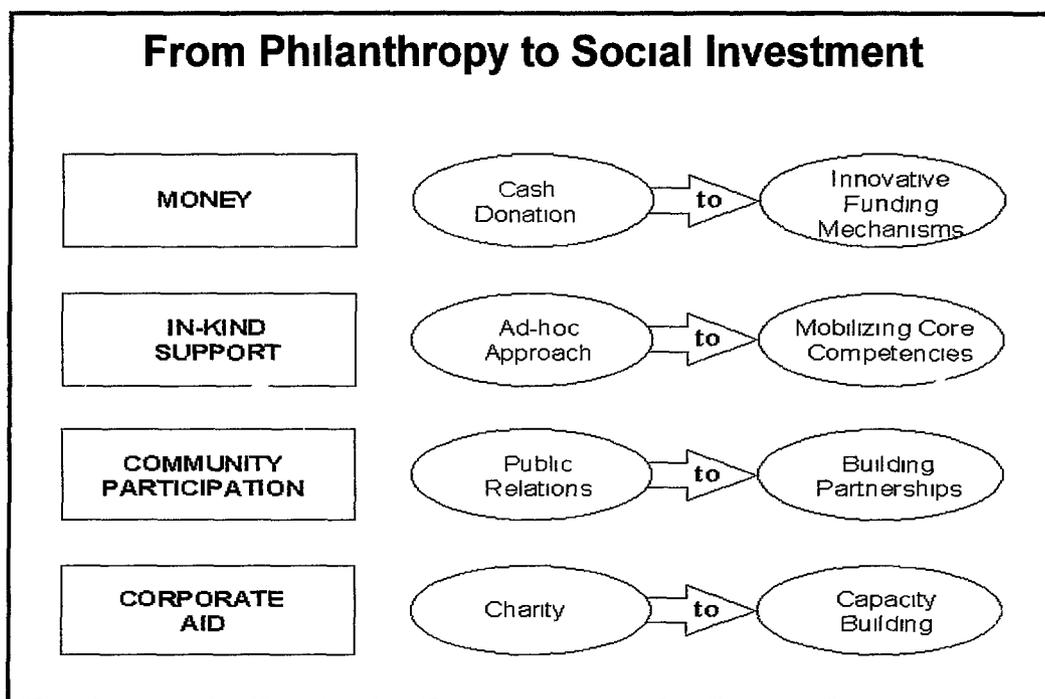


BUSINESS PARTNERSHIPS FOR EQUITABLE CITIES – A NEW APPROACH FOR SOCIAL INVESTMENT IN CITIES



Akhtar Badshah, Andrew Lambert and Colleen Pacheco

PUBLISHED BY
ASIA PACIFIC CITIES FORUM (APCF) AT THE COLLEGE OF
ARCHITECTURE AND URBAN PLANNING -- UNIVERSITY OF
WASHINGTON, AND
CITYNET

BUSINESS PARTNERSHIPS FOR EQUITABLE CITIES – A NEW APPROACH FOR SOCIAL INVESTMENT IN CITIES

AKHTAR BADSHAH, ANDREW LAMBERT AND COLLEEN PACHECO

PUBLISHED BY
ASIA PACIFIC CITIES FORUM (APCF) AT THE COLLEGE OF
ARCHITECTURE AND URBAN PLANNING -- UNIVERSITY OF
WASHINGTON, AND
CITYNET

COMMISSIONED BY
UNITED STATES AGENCY FOR INTERNATIONAL
DEVELOPMENT (USAID)

APRIL 1999

Contents

Acknowledgements

Foreword

Acronyms

Key Concepts

I OVERVIEW	1
- Partnerships	
- Corporate Citizenship	
- From Responsibility to Enlightened Self- Interest	
- Seeing the Possibilities	
II CASE STUDIES	13
III ANALYSES	59
- Possibilities	
- A Continuum of Possibilities	
- Lessons Learned	
- Institutionalizing for Sustainability	
- The Road Ahead	
IV CASE STUDY MATRIX	67
LIST OF FIGURES	
Figure 1 The Three Legs of the Civil Society	1
Figure 2 Civil Society Debate	3
Figure 3 From Philanthropy to Social Investment	4
Figure 4 What Can Companies Do	5
Figure 5 Internal and External Roles	8
Figure 6 Manifestation of Responsibility	8
Figure 7 Some Components of an Equal Partnership	9
Figure 8 A Continuum of Possibilities	61

Acknowledgments

This monograph was developed to highlight the roles businesses and business leaders play in the development of the city and how government and community leaders can enter into partnerships with business to develop equitable and sustainable programs. Another key area that we have explored in this monograph is the importance for both businesses and communities to move away from altruism and philanthropy to social investment if such efforts are going to become viable and sustainable for the long term.

The production of this monograph is a joint effort between CityNet and APCF and we would like to thank several of our partners and supporters for making this possible. APCF gratefully acknowledges USAID Urban Programs for their generous support to undertake the research and produce this document, especially David Painter, Director, Office of Urban Programs; Earl Kessler, Deputy Director, Office of Urban Programs; and Jim Stein, Director, RUDO-India. We would also like to specifically acknowledge the College of Architecture and Urban Planning at the University of Washington for providing us with in-house support and making open its research facilities for this project. The International City/County Management Association (ICMA) provided the logistical support for undertaking the research work and for preparing this monograph.

In the production of such a monograph, several individuals and organizations have played a key role, especially those that have provided us with information to develop the case studies in this monograph. It would be difficult to name all of them

but we are appreciative of the time taken by each and every one to supply us with adequate information to make this monograph possible. We are also especially thankful to CityNet for producing some of the graphics within this monograph and Partners in Change for allowing us to include some of theirs. We would like to specially acknowledge Bernadia Irawati Tjandradewi of CityNet for her substantive input and her total support of the document from the start.

Special thanks go to Renata Chmielowski, student in the College of Architecture and Urban Planning at the University of Washington, for all her efforts in editing the document and ensuring the readability of this document.

We sincerely hope that this monograph will act as a catalyst to inspire other business leaders to launch such efforts in their own cities. We also hope that local government officials and community leaders will actively seek out business leaders to engage in such partnerships, leading to a citywide movement of public-private and people partnerships.

Akhtar Badshah, Ph D
Executive Director
Asia Pacific Cities Forum

Foreword

A small revolution is in the making as the population of the world moves into cities. The very nature of what cities are, their importance to the national economy and well being of a nation, and the image and opportunities they project are rapidly evolving. What has been left in the dust are the old notions of how to manage cities and who is responsible for initiating city development. The irony of the current debate is epic in scale. National and international entities have determined how urban management should be practiced, who should set priorities, and what should be built, operated, maintained, financed, and expanded. However, these same entities – us – have failed to provide even basic services to the world's populations and are now convinced that local governments should do it – if they can. Opening remarks at the ever increasing number of seminars, conferences and workshops on municipal development all too often make the flat assertion that local officials lack the capacity to carry out their new responsibility recently devolved to them. What is not usually mentioned is that local authorities have been stripped of their roles in the name of "efficiency" and in their place regional and national bureaucracies have proliferated. Now that it is clear just how difficult and costly it is to provide services, how important local government and community groups are to the process, and how important public/private partnerships are to the local economy, national and regional entities are shedding the responsibility and devolving it to the same local governments they emasculated and criticize.

If this sounds a bit harsh it is meant to be. Look at the mess urban management is and just how much worse it can get if something drastic is not done about it.

Bringing together local interest groups does not sound drastic, but it is revolutionary. Where conflict was assumed, we find new partnerships. Business is important to the local development process just as NGOs and local elected officials are. Business' change in attitude from charity to capacity building to better urban management is as important as the new working relationships between NGOs and local government officials. It is no longer useful to just raise issues, we need to act on them. Nor is it useful to have business and industry think that waste disposal is someone else's problem. The Asia Pacific Cities Forum is a leading advocate for creating these new partnerships and making them work for cities.

At USAID Urban Programs, we have taken the lead in working with business leaders as part of our municipal finance reform programs and other efforts to bring local government and business leaders together to form partnerships to improve the quality of life in cities. This monograph and its compendium of cases are highly relevant for local government leaders, community organizations, and business managers who are responsible for managing their company's reputation as a responsible citizen at the local, national, and international level.

Earl Kessler
Deputy Director
Urban Programs
United States Agency for International Development

Acronyms

AMC	Ahmedabad Municipal Corporation	USAID	United Nations Agency for International Development
AML	Arvind Mills Limited		
APCF	Asia Pacific Cities Forum	USD	United States Dollars
AWARE	Assorted Wastes and Recycling Enterprises Inc	WWG	Women's Work Centers
BID	Business Improvement District		
BMA	Bangkok Metropolitan Authority		
BMC	Brihanmumbai Municipal Corporation		
BOT	Build- Operate- Transfer		
BTS	Bangkok Mass Transit System Project		
BTSC	Bangkok Mass Transit System Public Company Limited		
CCP	Colombo City Partnership		
CDC	Community Development Council		
CIC	Cagayan de Oro- Iligan Corridor		
CII	Confederation of Indian Industries		
CUSW	Cebu United for Sustainable Water		
DISHA	Directions, Innovations and Strategies for Harnessing Action		
ENC	Exnora Naturalists Club		
EPC	Environmental Planning Collaborative		
FCCI	Federation of Indian Chambers of Commerce and Industry		
ICSC	International Center for Sustainable Cities		
NTADCL	New Tirupur Area Development Corporation Ltd		
OPP	Orangi Pilot Project		
PBSP	Philippines Business for Social Progress		
PCI	Pest Control India		
PEACE	Program on the Environment Act and Conservation Education		
PEERS	Programme of Energy Environment Resources and Sustainability		
SERI	Socio- Economic and Environmental Research Institute		
SPI	Sustainable Penang Initiative		
SRB	Socially Responsible Business		
TAP	The Atlanta Project		
TERI	Tata Energy Research Institute		
TISCO	Tata Iron and Steel Company		
TSRDS	Tata Steel Rural Development Society		
TWG	Technical Working Group		
UNDP	United Nations Development Programme		
UNCHS	United Nations Centre for Human Settlements		

Key Concepts

Public-Private Partnership

Traditionally, Public-Private Partnerships involve the private sector taking over development and service roles of the public sector whereby a certain level of service is transferred from a government administration to a private industry. These partnerships have almost purely economic motives by both sectors for the sake of increasing profits, efficiency and levels of service to residents (customers) of a city.

accessing information, matching supply with demand for expertise and experience and of sharing lessons

Business Citizenship

Also synonymous with Corporate Citizenship, Business Citizenship is when a private company, industry or corporation actively gets involved with the economic, social and environmental welfare of the residents of a city by organizing, leading or participating in development projects that benefit the private business as well as the community-at-large. These businesses not only contribute funds but also provide management skills, training, professional support, organizational skills and the like. Businesses of this genre may also be classified as Socially Responsible Businesses in that they provide a certain level of social equity back into the communities in which they work. Business Citizenship goes beyond philanthropy and develops a comprehensive approach to social investment.

Networking

The concept of networking has gone from simply meaning 'establishing contacts' to a tool for building capacity, allowing for vast improvements in the search for and use of data, information and knowledge. Networking is perceived as an important means of

Business Partnerships for Equitable Cities A New Approach for Social Investment in Asia

Overview

In the second half of this century cities have emerged as important places in the political and economic structure of a nation. Cities are where commerce, people, ideas and culture converge. As the world becomes more than 50 percent urbanized in the 21st century, the competitiveness of businesses around the world is intrinsically linked to the health and well being of cities that they are located in. Businesses now realize that deteriorating surrounding neighborhoods can jeopardize a business and the productivity of its work force is threatened when youth are subjected to poor schooling or drawn into criminal activity. While businesses cannot replace government or community organizations either as donors or policy designers, they bring special capacities to a partnership. They possess a focused energy and goal orientation that helps to court other partners to add value to the project.

It is evident that local governments, municipal agencies and community organizations alone will never be able to cope with growing urban demands. A partnership with the business sector is no longer an option but a necessity. Some have argued that it is the third leg of an engaging civil society. It is only with the assistance and participation of the enlightened business leaders that most developing countries will be able to meet the growing needs of urban dwellers and, in the process, address the most pressing sustainable development challenges of the 21st century.

Cities in Asia are growing at a magnitude that until recently, most planners had not contemplated.

Rapid investment in commerce, tourism and industry in the context of infrastructure, globalization, immigration and environmental impact have created challenges with politically and socially destabilizing effects. While the present picture is disheartening, local, state and national leaders in Asia and the Pacific Rim have begun to work towards a new framework for guiding development. Traditionally, businesses largely avoided working in inner cities and poor settlements. The scale of problems appeared to doom business initiatives to failure, thereby, threatening to open way for unlimited claims on business resources. Currently, however, many businesses are joining with government and community groups as partners in rebuilding strategies rather than simply donating funds to charitable sources. While businesses are not always the initiators of such partnerships, they play an important role being that they possess the financial, managerial and technical expertise needed to implement effective projects.

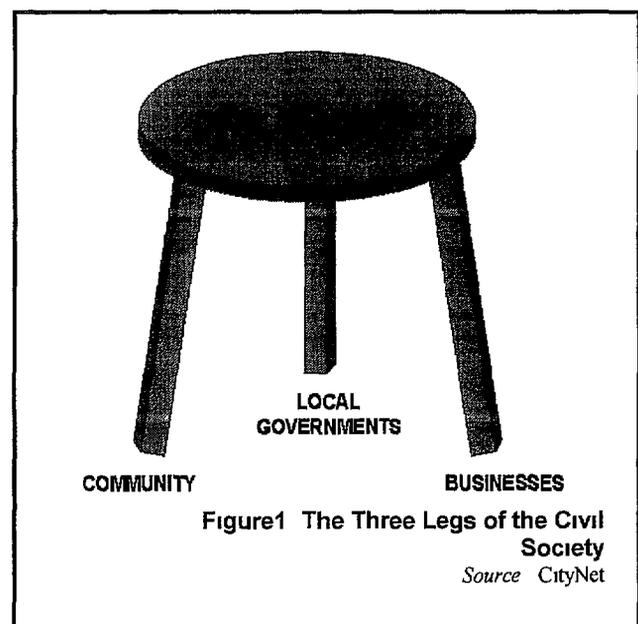


Figure1 The Three Legs of the Civil Society

Source: CityNet

Partnerships

In Asia numerous businesses have taken the step of entering into partnerships with local governments and community organizations in order to address a myriad of social and economic issues. However this practice is not yet widespread and many business and urban leaders are looking for guidance. Some basic concepts and issues should be understood and addressed when undertaking such partnerships. Partnerships by and large involve different stakeholders mutually agreeing to share responsibilities. When forming these partnerships with businesses it is not enough for businesses to simply donate money while expecting other parties to implement the projects. Successful partnerships require those business leaders to also commit time and energy to the project. Further partnerships need to add value to what is being undertaken. By combining the strengths and assets of all parties these partnerships become synergistic tools for implementing effective projects. An important aspect of any successful partnerships is to manage them when there are stakeholders with unequal voice. One way to overcoming the unequal status involves identifying the strengths of stakeholders and allowing them to contribute in their area of expertise and talents.

- | |
|---|
| <ol style="list-style-type: none"> 1 Partnerships are establishments of mutually agreed upon and shared responsibilities among various institutions and civil society 2 Value these partnerships add 3 How to manage partnerships among unequal stakeholders? 4 What is an appropriate framework for sharing responsibilities, accountability and negotiation? <p>Source: Mehta Dinesh, "Forging Business Partnerships for Social Investment" APCF Regional Conference 1999</p> |
|---|

responsibilities must be determined where negotiation can take place and all parties can be held accountable for their actions.

There are also some fundamental elements that must be included in order to obtain successful partnerships. Participation of all stakeholders is essential, so is following the rule of law. Often various stakeholders see partnerships as a way to overcome or shirk their legal responsibilities. For partnerships to work there must be a transparency of operations – where the partners have declared their interests (financial and otherwise) and are truly committed to working openly. The partnerships also should be responsible and address the needs and desires of the community. There must be a strategic vision that all parties have agreed to and are committed to work towards. Discussions are based on consensus rather than one party asserting their rights to make and implement decisions. Equity in benefits received and resources shared is important and finally the partners must be accountable to the community as a whole.

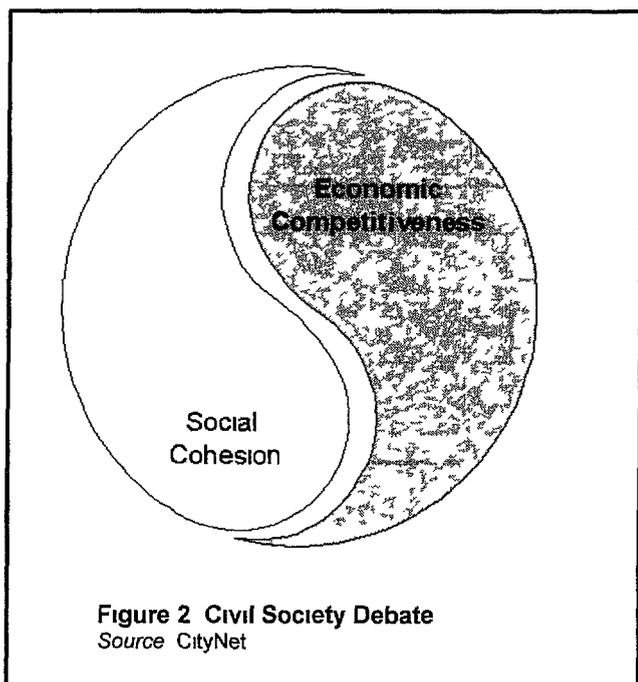
Elements of Good Partnership

- | | |
|---|---|
| <ul style="list-style-type: none"> ▪ Participation of all stakeholders ▪ Rule of Law ▪ Transparency
There should be no hidden agendas ▪ Responsiveness to the needs and desires of the community being served | <ul style="list-style-type: none"> ▪ Strategic Vision to guide efforts ▪ Consensus of all stakeholders is basis for any actions or steps taken ▪ Equity of all stakeholders ▪ Efficiency is a main focus ▪ Accountability to the community |
|---|---|
- Source: Mehta Dinesh, "Forging Business Partnerships for Social Investment" APCF Regional Conference 1999.

Finally an appropriate framework for shared

Corporate Citizenship

The need to build social capital across traditional notions of private sector, public sector, NGOs and other multi-sectoral actors is now more apparent than ever. The private sector has a unique role in building social capital in this context. Given this new reality, corporate responsibility is at the forefront of the urban governance and development debate. Given the reduction in spending by governments all over the world, businesses are increasingly being asked to play an active role in development efforts. At the heart of the debate over governance procedures and the roles of government, business and civil society lies the tension between economic competitiveness and social cohesion. It is a tension that is unlikely to disappear and there are few certainties over the outcome other than that interaction and partnership among different sectors will be crucial.



Several major studies, one undertaken by the Prince of Wales Business Leaders Forum¹ and the other by the Hitachi Foundation² show a correlation

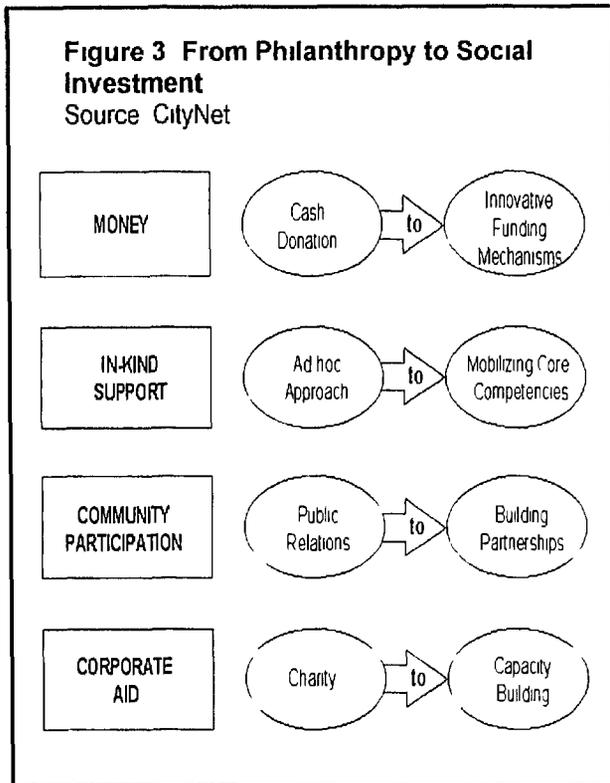
between creating shareholder value and societal value. Both of these publications argue that the leadership companies of the future will be those that base their missions and their corporate strategies around creating, measuring and managing value. Running their businesses with a clear and strong commitment to building shareholder value-added but recognizing the potential for building societal value-added plays an integral part in this process. Jane Nelson, the author of *Building Competitiveness and Communities*, calls this SV² — Shareholder value-added x Societal value-added. She has developed the five pillars of performance in companies that are creating shareholder value-added and societal value-added³.

Through her studies of 36 of the world's most respected Financial Times 500 companies, she has been able to show that these companies are contributing in three key ways to development and progress by maximizing core business activities, increasing social investment, and engaging in policy dialogue.

David Logan and his colleagues show in their work that as free markets take root globally, societies everywhere have begun to look for coinciding expressions of corporate responsibility or corporate citizenship. As we move into the 21st Century, global corporate citizenship is becoming one of the most dynamic issues.

What is interesting is that the field of corporate responsibility is also changing from philanthropy to social investment. Today major companies are developing innovative and sustainable funding mechanisms, mobilizing core competencies, developing partnerships and undertaking community capacity building efforts. These changes are not happening in a vacuum. There are several

trends shaping the practice of corporate citizenship which relate to how companies can and do engage in the process of building and strengthening society



- Corporate citizenship activities are becoming closely aligned with business objectives and capacity with the coinciding choices generally being more strategic and corporate-oriented and less personal
- Corporate citizenship/strategic social investments are increasingly being subjected to "bottom line" measures of accountability
- The emphasis and distribution of activities increasingly reflects global profits and employment
- Business is significantly influenced by the competing forces of homogenization versus hybridization
- As global competitiveness yields price and quality purity consumers are increasingly basing their purchasing decisions on socio-economic cultural and environmental distinctions among companies

Global Corporate Citizenship - Key Trends⁴

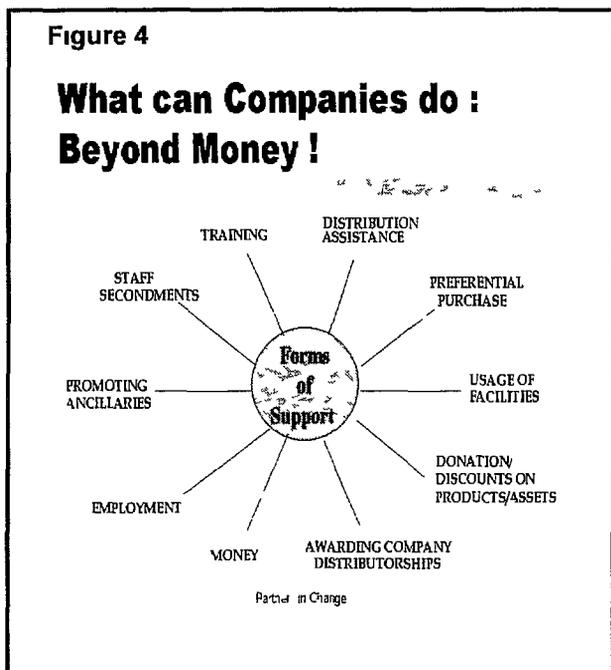
- Companies are adopting investment and operating strategies requiring that all corporate activities serve strategic business purposes
- Globalization of corporate responsibility rhetoric and expectations is occurring particularly as transnational corporations carry practices to their bases of operation worldwide
- Doing more with less is challenging companies to complete more work with flat or reduced resources particularly human and financial resources
- Companies are shifting emphasis in the kind of resources and actions offered in their corporate citizenship activities

Poverty in city neighborhoods harbors the most concentrated and difficult social problems that city managers and Mayors have to face. Businesses with all of their capacities are increasingly called upon to play a role. Business commitments to help rebuild these communities are relatively new and have opened up new opportunities for cooperative decision-making. The role of the business sector in promoting and initiating development projects which incorporate and benefit the larger community as a whole are illustrated by several case studies most notably the Atlanta Project in Atlanta Georgia and the Metrotech Center project in downtown Brooklyn New York. The Atlanta Project is an urban renovation project initiated in partnership with a group of local businesses concerned with the decaying state of Atlanta's inner city neighborhoods.

Instead of just doing more charity work these businesses partnered with communities and invested their time energy and money, to address a wide variety of social, economic and health problems. Metrotech Center displays an effort to revitalize a decaying area by providing a much-needed economic boost to the dying neighborhood. While the project was initiated by academia, the business community quickly embraced it. These case studies illustrate that businesses are increasingly recognizing their role in the success or failure of an entire urban region.

and respect the environment. Businesses and industries working within this framework are, according to many industry leaders, fulfilling their "social responsibility." To them, since social development is not the business (or responsibility) of the corporate sector, it is incorrect to "expect" the corporate sector to involve itself in development at all.

Enabling environments establish the rules of the game they are formal and informal social, political, economic, and cultural conditions which shape the incentives and opportunities for growth and development. A supportive enabling environment permits societal actors — business and civil society — to create new institutional arrangements to maximize their interests or satisfy their needs.



From Responsibility to Enlightened Self-Interest

At the outset, it is necessary to reiterate and clarify the role of business in society in order to avoid confusion and misinterpretation. The role of industry and business is to create wealth through the production of goods and services. The production of goods and services is to be carried out within a legal framework. Among other things, industry is expected to obey labor laws, pay taxes to the government

Nevertheless, it is well known that there are certain businesses and industry leaders who have, since their inception, made special efforts to go beyond the normal idea of business. In the United States, Europe and parts of the developing world, corporate leaders have played a significant role in building the cities that we see today. Done traditionally under the enlightened philanthropist mode, corporations have lent support to the building of significant urban institutions that have shaped the urban landscape and increased the well being of generations to come.

Several corporate foundations have emerged as contributors to the development effort and have supported remarkable projects all over the world. Their impact and reputations, however, are not what they used to be. Their critics claim that big foundations are becoming like governments—frequently arrogant, and seeking to impose their own views on so many projects that innovation becomes difficult.⁵

There is however a problem with the private philanthropic approach. Nearly half of the \$150 billion in total annual charitable contributions in the United States go to churches and other religious organizations, some of which ultimately helps the poor. But only \$12 billion goes to human services. In other words, direct help for the poor amounts to less than 10 percent of all philanthropy.⁶ Even with the increase in individual philanthropy, the gap between the rich and the poor is widening. There are over 100 billionaires in the United States and about 350 billionaires in the world. They control more wealth among themselves than the total expenditures of many countries combined, yet very little of this money finds its way into social or human development projects.⁷

In the developing world and particularly in Asia, leaders from business, government, and the community have to come together to evolve new approaches and areas for partnerships to develop. Partnerships are seen as cooperative efforts among diverse constituencies to define challenges and formulate shared visions and solutions. In the Philippines, there is an innovative business organization that has strived to channel corporate resources into social and human development projects over the last 25 years. The Philippines Business for Social Progress, established 27 years ago by 50 corporations, espouses that private business can make a vital contribution to the progress and well-being of society. The founding members of PBSB saw opportunities for corporate experience, technologies, and expertise to make a difference in the lives of the poor. They believed that the business community, although beset by economic difficulties, should open and utilize its resources for social development. Over a quarter

century later, that social investment has resulted in one of the most influential nonprofit organizations in the Philippines.⁸

PBSP's programs are geared towards helping the Filipino poor: landless rural workers, sustenance fisher-folks, marginal upland farmers, urban poor, and indigenous cultural communities. The Foundation also works closely with community-based organizations engaged in development work. A strong focus of the Foundation is its emphasis on multi-sectoral partnerships. Through the years, PBSP has learned the importance of bringing together government, business, NGOs, donor institutions, and poverty groups in expanding their impact and relevance of its partnerships.⁹

In India, the Confederation of Indian Industries (CII) and the Federation of Indian Chambers of Commerce and Industry (FCCI) have been involved in promoting social development activities. They have done this in part by providing different avenues for business and industry to get involved in the areas of social responsibility.

Another approach to corporate responsibility is the work of the Estrellamar Financial Group in Panama. They provide microcredit financing to low-income Panamanians. The goal of the group is to issue credit to people in urban poor communities that normally would not be able to obtain such credit. These mini-lines of credit, of which there is a \$500 USD limit, gives the urban poor access to resources that they ordinarily would not be able to have.

The above illustrations, along with the accompanying case studies highlighted in this monograph, demonstrate a unifying movement by cities and businesses to sustain and maintain their own economic, political, and social vitality. This surge of corporate activity is driven in part because

many corporations and businesses are facing greater scrutiny from their external community as well as from their internal members. These organizations are recognizing the need to adopt and display new beliefs and values regarding social responsibility. To do so requires leadership in adopting new sensitivities to the social realities of the cities in which they reside and take action. It is no longer financially feasible for an organization to be inattentive to the impact it has on the local community.

As a result, businesses are moving beyond the role of the traditional philanthropist and actively participating in projects that are aimed at improving the quality of life of a larger segment of the city population. As businesses begin recognizing they benefit from reforms and programs that foster stable, healthy communities, they do more than just generate wealth. Voltas Limited, a member of the Tata Industry Group in Chennai, India, takes its social obligations seriously and has implemented a variety of projects in urban development, disaster relief, education, and health. One of its more highly recognized efforts was the creation of a mobile hospital that delivers free preventive medicine to all people in India. In the Philippines, several businesses have led a solid waste management project that not only reduced the amount of household waste generated in various neighborhoods but also provided employment opportunities for women. The private sector has financial, technological, and management resources along with a proven track record for providing lower production costs, delivering services more efficiently, maintaining capital equipment at a higher standard, making decisions faster than public bureaucracies, and offering consumers greater choice. They can

also widen economic opportunity, invest in human capital, promote environmental sustainability, and enhance social cohesion. Increasingly, the business sector is becoming an equal partner and contributor in efforts to create sustainable urban environments.

Characteristics of the Socially Responsible Business (SRB) ¹⁰

- 1 SRB is more than philanthropy
- 2 SRB is concerned with the social environment and environmental costs of making profit
- 3 SRB works toward sustainability in the long-term
- 4 SRB is about making "principled profits," not profits for the sake of profits
- 5 SRB incorporates stockholders *and* stakeholders
- 6 SRB is more about responsibility than accountability
- 7 SRB is about the process of social responsibility

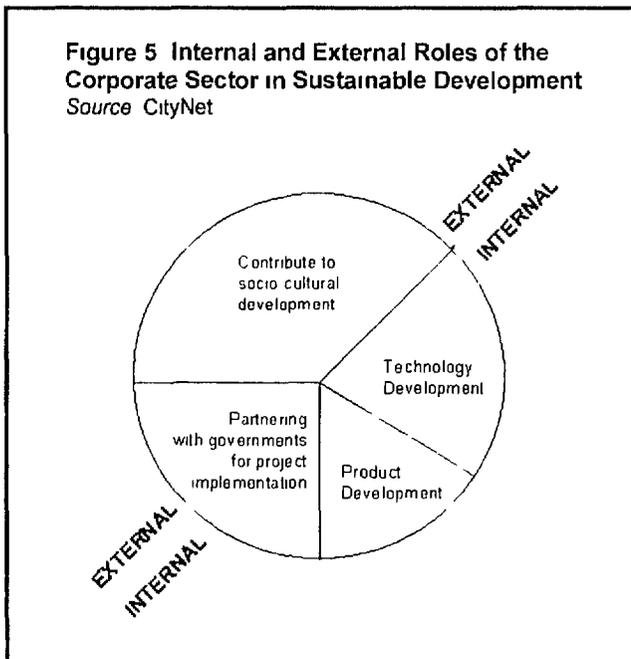
As partners and contributors, businesses can play a vital role in their surrounding environments, and have been doing so increasingly over the last two decades. Over the last ten years, there has been a fundamental change in the approach of the business sector to environmental issues than in any other sector.¹¹ While there are far too many companies - major players as well as millions of small-scale enterprises - that are adding to the planet's environmental problems with little thought of their consequences, a growing number of corporations and small businesses have made a genuine and substantive commitment to increased awareness, management, and improvement of their environmental impacts. For many businesses, it is a commitment that recognizes not only the

responsibility but also the business advantage of environmental leadership

This foray into environmentally sustainable issues has opened other avenues for business involvement in sustainable development. The business sector has a critical role to play in the drive towards urban sustainability by

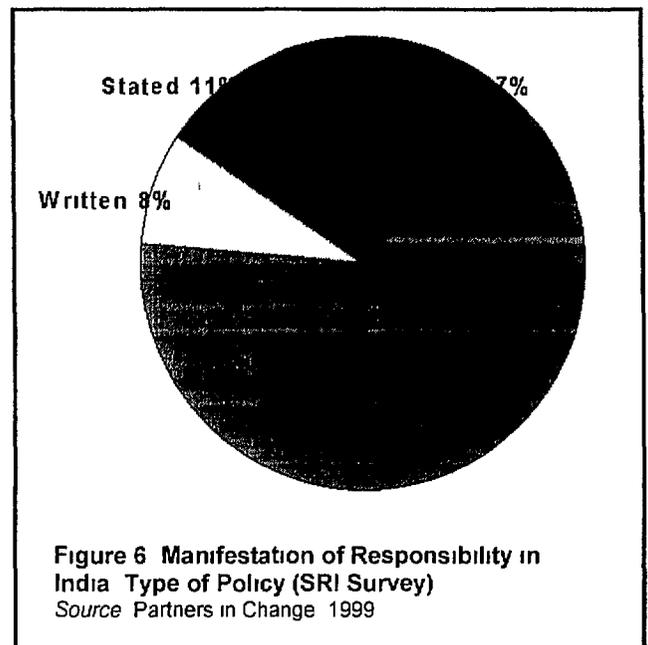
- 1 Helping to tackle poverty and other social challenges through contributions to economic and human development
- 2 Partnering with the government and civil society to undertake programs and projects addressing urban challenges
- 3 Investing in cleaner production and promoting more sustainable consumption patterns
- 4 Developing products that are green —consume less energy and materials and have fewer adverse environmental consequences than conventional technologies and methods

Figure 5 Internal and External Roles of the Corporate Sector in Sustainable Development
Source: CityNet



The last decade has seen an enormous change in the attitude of business leaders toward business citizenship and social investment yet more needs to be done. Partners in Change, an NGO in India that

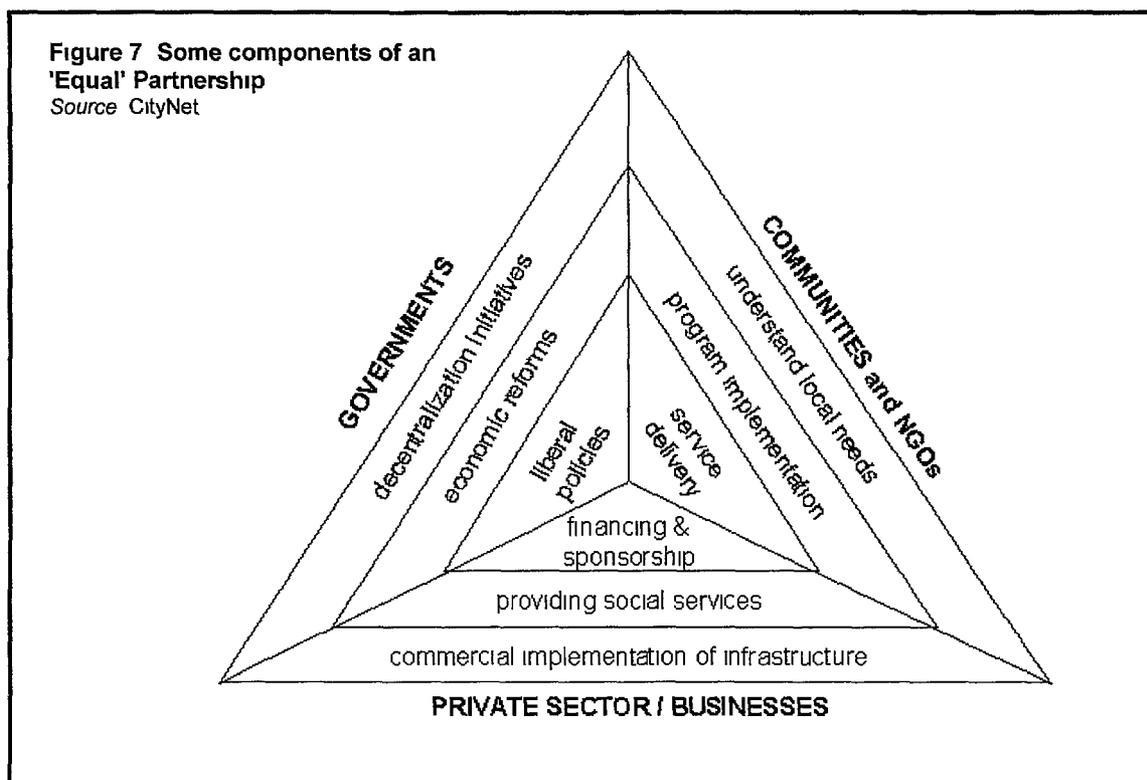
promotes business-NGO partnerships surveyed 481 companies in India in order to identify if they had any policies governing their donations to social development projects. The survey ultimately showed that only 8 percent of companies surveyed had actual written policies towards donations. The rest depended on the understanding between the approving managers and disbursing staff. Partners in Change also found that 69 percent of public sector companies had a policy, the remainder did not.¹²



Seeing the Possibilities

As national and local governments around the world are forced to reduce spending on infrastructure and municipal services, partnerships between government, the private sector, and community-based organizations are increasingly seen as crucial to environmental sustainability. By inviting diverse constituencies to participate and collectively define challenges, a shared vision can be formulated and solutions found. The result can be communities and cities that are more economically vibrant and

environmentally sustainable with greater social stability and a healthier, more engaged citizenry



Each sector has a distinct role to play in this process. Governments must introduce decentralization initiatives, undertake economic reforms, and liberalize policies as examples from Colombo, Sri Lanka, and Surat, India, show. These urban renovation projects illustrate how enlightened city leaders can transform city management into an efficient and responsive body with improved service delivery. Non-governmental organizations and community groups understand local needs and can lend their special expertise in program implementation and service delivery at the grassroots level. The role of Exnora International in Chennai, India has been instrumental in creating a citywide movement to address health and environmental issues. Several of the case studies

included in this monograph illustrate the importance of active citizen support toward development projects and the need for involvement by NGOs and community groups in achieving success.

The development challenge' in today's world is one of complex and interdependent issues which can only be tackled by cooperative integrated inclusive solutions both within and between nations and cities. Connecting the various public and private sectors along with their inputs result in greater outputs than either could deliver on their own.

The partnership model - where the public community and private sectors assume co-ownership and co-responsibility for providing high-quality innovations and services - is an alternative to

both public sector monopoly and full privatization Involving three sets of actors in sustainable joint municipal ventures is developing public-private-people partnerships among 1) international and national companies 2) local companies and 3) municipal or state agencies¹³ Each partner can then bring its unique talents resources perspectives practices and expertise As partners in mixed capital companies and enterprises public and private sector participants work to turn urban environmental problems into viable business opportunities and sustainable economically sound and socially conscious investments This arrangement can result in municipalities communities and private companies meeting their own objectives and city dwellers enjoying an enhanced quality of life Some of these partnerships have included

- 1 Commercially-driven alliances and joint ventures
- 2 Socially-driven alliances and joint ventures
- 3 Ventures which combine both commercial and social objectives

A whole continuum of possibilities for business citizenship and partnership exists The linkage between the public private and community sectors in undertaking sustainable development projects account for improvements to communication within society and thus an improvement to the quality of life Worldwide there are more and more development projects with some level of business citizenship involvement that are moving in the direction of creating tangible City Communities The Asia Pacific Cities Forum (APCF) in partnership with CityNet and Best Practices and Leadership Project

is documenting such projects and has amassed forty-two different examples from Asia and the United States All forty-two projects have been written up as one-page case studies to highlight the wide range of possibilities in his process These projects show varying degrees of partnerships ranging from businesses citizenship to joint public-private ventures Also these projects range from small-scale neighborhood level efforts of solid waste management to large-scale infrastructure projects The level of business involvement ranges from minimal support such as financial, to partnerships that include business executives taking a major role in the decision-making and implementation of the project

It is our hope that by putting these projects in the hands of urban citizens and business leaders we can facilitate the development of business citizenship programs in cities around Asia and the world We also hope to inspire breakthrough thinking in the way business leaders and urban leaders come together in developing partnerships and projects in cities which improve the quality of life for all

Endnotes

- ¹ Nelson Jane *Building Competitiveness and Communities – How world class companies are creating shareholder value and societal value* London The Prince of Wales Business Leaders Forum 1998
- ² Logan David Delwin Roy and Laurie Regelbrugge *Global Corporate Citizenship – Rationale and Strategies* Washington D C The Hitachi Foundation 1998
- ³ Nelson Jane *Building Competitiveness and Communities – How world class companies are creating shareholder value and societal value* p 6
- ⁴ Logan David Delwin Roy and Laurie Regelbrugge *Global Corporate Citizenship – Rationale and Strategies* p 18
- ⁵ Auchincloss Kenneth The Land of the Handout Newsweek September 29 1997

-
- ⁶ Alter Jonathan Think Before You Give Newsweek
September 29 1997
 - ⁷ UNDP 1996 *Human Development Report* United
Nations Development Program New York
 - ⁸ The Philippine Business for Social Progress *Annual
Report 1995*
 - ⁹ Ibid
 - ¹⁰ Steingard, Davis S Values Integration in Socially
Responsible Business From Separation to Spiritual
Reality Unpublished dissertation Case Western
Reserve 1997
 - ¹¹ Nelson Jane *Business as Partners in development
Creating wealth for countries companies and
communities* p 157
 - ¹² Partners in Change Report on Survey on Corporate
Involvement in Social Development in India 1998
 - ¹³ Faulkner J Hugh Engaging Private Sector Through
Public-Private Partnerships, in *Bridges to
Sustainability Business and Governments Working
Together for a Better Environment* ed By Luis
Gomez Echeverri Yale University New Haven 1997
pp 159-60

CASE STUDIES

INDIA

Ahmedabad

- #1 CG Road – Arvind Mills
- #2 Slum Networking Project – Arvind Mills

Chennai

- #1 Solid Waste Management - Exnora
- #2 Zero Waste Management - Exnora
- #3 Restoration of City's Waterways and Ponds - Exnora
- #4 Train for Life and Polio Free Madras – Voltas Ltd

Ghansoli/Thane

- #1 Hospital, Schools and Afforestation - NOCIL

Jamshedpur

- #1 Social Welfare and Environmental Protection – Tata Iron and Steel Co (TISCO)

Mumbai

- #1 Family Welfare – Larson & Toubro
- #2 Pied Piper Rodent Control Campaign – PCI
- #3 Solid Waste – Bombay First
- #4 Environmental Action – Proctor & Gamble

New Delhi

- #1 Fuel Substitution - TERI
- #2 PEERS – TERI
- #3 GREEN India 2047 -- TERI

Surat

- #1 Transformation of Surat

Tirupur

- #1 Commercial Water Project

INDONESIA

Samarinda

- #1 Citra Niaga Urban Development

MALAYSIA

Penang
#1 Sustainable Penang Initiative

PAKISTAN

Karachi
#1 Orangi Pilot Project

PERU

Ilo Ilo
#1 Environmental Management Project

THE PHILIPPINES

Cebu City
#1 Light-a-Street Project
#3 Cebu Uniting for Sustainable Water (CUSW)

Iligan City
#1 Watershed Development & Management
#2 Corporate-Led Solid Waste Management Initiative

Manila
#1 Ecological Waste Management
#2 Pasig River Rehabilitation Project

SRI LANKA

Colombo
#1 Colombo City Partnerships – New Dimensions in Urban Governance

THAILAND

Bangkok

- #1 Rama 3 District Urban Redevelopment
- #2 Improving Bangkok's Mass Transit System

Korat (Nakhon Rachasima)

- #1 Korat for the Next Decade

Phuket

- #1 Solid Waste Management

UNITED STATES OF AMERICA

Atlanta

- #1 The Atlanta Project

New York City

- #1 Broadway Triangle Urban Renewal Project
- #2 Brooklyn Metrotech Project
- #3 Times Square Business Improvement District

Ahmedabad #1 (Combination)

C G Road Redevelopment Ahmedabad is an innovative public-private partnership project involving the Ahmedabad Municipal Corporation Arvind Mills the local community and Environmental Planning Collaborative (EPC a local consulting firm which initiated the project) which has resulted in the redevelopment of a major city artery C G Road is a 2.4-km long artery in the heart of the commercial and prime business district of western Ahmedabad Before redevelopment C G Road was just a stretch of asphalt with dirt patches on either side A narrow carriageway disorganized parking along the carriageway and irregular right-of-ways made it inefficient to serve multiple functions of providing access to offices service to shops and restaurants and thoroughfare for traffic Today after redevelopment C G road is well defined with pedestrian pavements lined with trees and street lights side lanes leading to the parking bays four-lane carriageways for through traffic and a central median with street lighting

After redevelopment the C G Road has emerged as the finest multipurpose street in the city It provides a relaxed and safe environment for shopping and strolling has easy and well-organized parking and ensures an efficient and smooth flow of traffic The project is now touted as a model public-private partnership effort employing an unconventional resource to finance a development project which can be emulated in the future The project has become a symbol of urban regeneration in Ahmedabad and has served to focus attention on the importance of street design and well-functioning roadways

Traditionally development and maintenance of roadways was considered to be the sole responsibility of the Municipal body Moreover, municipal bodies perceive road widening as the only design solution for solving traffic and parking problems along roads It has been conclusively proven that road widening alone cannot solve traffic problems within cities There is a need for an integrated management plan and physical design solutions for organizing traffic on each stretch of road Redevelopment and maintenance of roads are capital intensive civil works and very often their execution is solely dependent on availability of capital with the Municipal bodies

This project required that C G Road be jointly redeveloped by Ahmedabad Municipal Authority and Arvind Mills limited (AML) – a major local industrial company The partnership required AML to provide financial support and AMC to execute the project through its engineering department AML invested Rs 3.5 crores with the remaining money to be contributed by AMC The partnership also gave AML the rights to revenue from advertising and parking in order to recover their investments This was an innovative experiment and for the first time AMC was taking up a capital-intensive project with a private partner as financier One critical issue for the success of the project was to ensure community and political support Both were mobilized early in the project as the political wing of the AMC approved the road design The project faced a number of problems that had to be overcome Since it was a pioneering design initiative the lack of awareness about design concepts raised a lot of

apprehensions and doubts among the citizens during the construction phase. Innovative construction techniques and new materials employed for the first time in street construction made it difficult to find appropriate suppliers for materials and contractors. As utilities such as telecommunications and electricity were provided by different agencies, coordination between them had to be ensured.

Finally, there were several lessons that were learned, the most important being:

1. Streets play an important role in cities and it is necessary that these public spaces are well designed and provide a safe environment.
2. The project demonstrates that it is possible to implement well designed streets in the Indian context to serve growing vehicular and pedestrian needs.
3. Private investment in public infrastructure can be made possible through innovative mechanisms.
4. Need for a well-defined operation and maintenance contract has been felt and is in the process of being implemented.

Ahmedabad #2 (Corporate Citizenship)

Public-Private Partnerships for the Urban Poor Slum Networking Project, Ahmedabad India is an innovative corporate sector initiative that was started by Arvind Mills in partnership with the Municipal Corporation of Ahmedabad and SAATH a local NGO. The project was the brainchild of Himanshu Parikh, an environmental and infrastructure professional who convinced Mr. Sanjay Lalbhai, Managing Director of Arvind Mills, of the value of slum upgrading through a slum networking strategy. Lalbhai and his team saw the project as an excellent way to improve the quality of life in Ahmedabad. With this, a pilot project was initiated with the above partners and the following objectives: improving the basic physical and non-physical infrastructure facilities within the selected slum areas; facilitating the process of community development; and building a city level organization for slum networking and infrastructure development.

The project has been successful in implementing the physical component of the pilot project at Sanjay Nagar — a two-hectare plot of land owned by the Municipal Corporation. Sanjay Nagar has about 181 households and a population of 1,200 people. Improvements included building of new pathways with storm water drainage; installation of sewerage lines with manholes and inspection chambers; and water pipe connections to each household. This has been a significant achievement with Arvind Mills providing the leadership in both implementing and managing the project.

One of the strengths of the project was the participation of the community in the decision-making process from the design of the infrastructure to the payment of bills. Some of the shortcomings

were that being a pilot project the basic idea of networking the infrastructure among different slums was not possible. Also, there has been a low level of community development activities as part of the project. Further, the aim of this project was to mobilize and galvanize participation of other business and industries for slum up-gradation and networking projects. This has not yet been possible simply because of the bureaucratic hurdles that had to be surmounted in carrying out the project. Nevertheless, the experience learned by the participants will go a long way in mobilizing future support for business sector participation in the urban development of Ahmedabad.

Chennai - #1 (Public/Private Partnership)

Solid Waste Management, in Chennai is an effort by Exnora International an NGO that uses innovation and creativity to develop a safe and healthy environment in cities in India. Mr. M. B. Nirmal, the champion of this program and a full-time employee of the Bank of India, started from the belief that a person's quality of life could be improved through community participation and self-help. With this in mind, he founded Exnora in 1989. The Bank of India agreed to pay for Mr. Nirmal's salary so that he could devote all of his time to this project. The original focus was the management of solid waste, which Mr. Nirmal was able to achieve by mobilizing communities and engaging private businesses.

Exnora began its approach to managing Chennai's solid waste by forming community-based organizations, Civic Exnoras, in the slums and squatter settlements of the city. These Civic Exnoras employ ragpickers, renamed street beautifiers, to collect garbage on a door-to-door basis and transport it to secondary collection points or transfer stations. The street beautifiers collect the garbage in specially designed tricycles from 8 am onwards and subsequently sweep the street everyday. Local private companies often sponsor the purchase of the tricycles.

Each street beautifier works for about five hours in the morning for a monthly salary of Rs 750, which is subscribed by the community. The street beautifier is often able to augment his salary by about Rs 400 (or \$11.43 U.S. dollars) a month by selling recyclable wastes segregated from the garbage. Consequently, the government saves approximately U.S. \$710,520 per year. This method of waste

collection has improved the health status of the residents and of the street beautifiers as the garbage is directly emptied from individual dustbins into the tricycles.

The immediate beneficiaries of this project are the local communities and residents. Before the creation of Civic Exnoras in Chennai, one-quarter of the garbage accumulated each day went into the city's rivers and canals. The pileup of garbage in the city's waterways in combination with inadequate sanitation and sewage systems created a very unhealthy and unhygienic environment for most of the city's residents. As one of the many consequences, Chennai accounted for almost 70 percent of all urban malaria cases in the state of Tamil Nadu.

Local communities also benefit as they are encouraged to form Civic Exnora units to solve their problems through collective endeavor. Since the inception of the solid waste management plan, many Civic Exnoras have gone on to develop their own street lighting, security systems, house cleaning services, and mosquito eradication measures, paid for by the monthly fees of community residents. Each Civic Exnora functions independently as a fully self-sustained body with some help and guidance from the government and private sector. Today, Civic Exnora units are also found in all income neighborhoods, and its members now total over 300,000, rising from just 20 in 1989.

Venkatapuram is an "improved slum area" of the Tamil Nadu Slum Clearance Board with a population of about 10,000. The area used to be strewn with garbage and often filled with overflowing sewage until the youth of the slum decided to form a Civic Exnora. They toiled day and night to make

the area clean and green. No one calls it a slum now. The youth continue to clean the drains once a week.

Besides solid waste management, the youth have been successful in enlisting participation from neighbors in various activities. The youth have developed gardens and nurseries throughout the area and have planted and cared for over 150 trees.

They have built a well-equipped gymnasium with the support of the Corporation of Chennai and the Tamil Nadu Sports Development Authority. They have also trained themselves in street theater in support of women's empowerment and public speaking. They regularly conduct blood donation and eye camps, drug rehabilitation, and literacy programs for slum dwellers. Recently, the Tamil Nadu Slum Clearance Board awarded the Venkatapuram its Best Area Award.

Chennai - #2 (Public/Private Partnership)

Zero Waste Management Exnora International's ambitious program to manage solid waste in cities through the creation of Civic Exnoras proved so successful that it created a new challenge of how to dispose of this waste. Disposal facilities in most cities were insufficient or inappropriate for the huge amounts of waste collected. The challenge was to now reduce the amount of waste generated. Several cities surrounding Chennai began programs to recycle waste in an attempt to achieve zero waste.

Cochin, a city in Kerala, initiated an ambitious program of composting all waste. Street beautifiers continue to collect the 350 metric tons of garbage daily on tricycles. However, in four of the 53 wards of the city, the waste is composted within the ward it is collected in. This eliminates the need to transport waste to other wards. The program *Nale Cochin* (Cochin Tomorrow) was launched jointly by the Corporation of Cochin, the Greater Cochin Developmental Authority, the Institution of Engineers, the Rotary Club, Exnora and support of the national and regional newspapers. After seeing the success of these Zero Waste Management programs in the four wards, the remaining 49 have all expressed an interest in adopting the same approach.

The Koyambedu Market composts using a slightly different approach. The Koyambedu Market is the largest market in Asia, with approximately 2,500 wholesale vegetable, fruit and flower shops. The market generates 100 tons of pure organic waste daily, all of which was being dumped into the landfill. Now the organic waste is converted to manure

through vermi-composting and bio-dung composting using a process managed by Exnora and the Institute for Research in Soil Biology and Bio-Technology. The Chennai Metropolitan Sewerage Board has a sewage treatment plant near the market and has agreed to compost the organic waste by using the slurry from the treatment plant as microbial inoculum. A private company has also shown interest in marketing the organic manure produced from these wastes.

Chennai - #3 (Public/Private Partnership)

Restoration of City's Waterways and Ponds The Mambalam Canal was built as an open storm water canal to drain water from a lake area in the city into the Adyar River. When the lake areas closed, the canal began carrying storm water during monsoons. The rest of the year, the canal only carried sewage discharge and solid waste from communities living along the banks and from cattle sheds and small industrial units. Consequently, the waterway was heavily polluted and silted. The stagnating polluted water has promoted anaerobic decomposition that emits noxious gases and unpleasant odors and that served as prime breeding ground for mosquitoes and posed a severe threat to public health.

Exnora and the Chennai Metropolitan Development Authority began restoring the Mambalam Canal under the Sustainable Cities Program of the United Nations Centre for Human Settlements (UNCHS). The canal is being restored through the use of biological agents such as *neem* oil and *pongam* sprays, introduction of larvivorous fish, and planting of duckweed to reduce the BOD level and to improve the quality of discharge into the waterways. Further steps will be taken to ensure good fishing potential in the canal once it is restored so that it can be a good source of income for the local slum dwellers.

The Chennai Metropolitan Development Authority gave Rs. 2 lakh (approximately \$5,000 U.S. dollars) for materials. The Institute of Research in Soil Biology and Bio-Technology provided technical assistance and the local youth provided all labor.

A section of the Adyar River, the Adyar Creek, has received further restoration. The Adyar Creek is a typical estuarine ecosystem located in the heart of

the city. Over the years, the creek has been grossly polluted and silted by the discharge of untreated waste water, solid wastes, and other debris that has caused floral and fauna diversity in the area to decline. The Exnora Naturalists Club (ENC), an affiliate of Exnora, performed a detailed study of the environmental status of the creek and created a detailed action plan for its restoration. Follow-up restoration work includes mangrove afforestation along the banks as a first step. Several awareness programs on the ecological importance of the creek were organized for the local fisherman who has been participating in the project by ensuring protection for the plantation.

Another effort is the Kovalam pond restoration. One of several villages that lie on the coast of Tamil Nadu has three ponds that supply water for domestic purposes. Of the three, Kovalam pond serves as the only source of drinking water. Over the years, runoff from human settlements and the nearby mosque had taken their toll on the pond's water quality, making it unfit for consumption.

Narayanan, a leader of the Kovalam Youth Exnora, knew Exnora's success in transforming the living conditions of people through public participation and decided to tackle the quality of water of this pond. Undeterred by the skepticism of the local authorities and with a sizeable contribution from a Swiss couple, the Exnora volunteers built public toilets in the village. They then began a campaign to make residents of the village aware of the situation of the Kovalam pond and to assign personal responsibility.

Each person contributed to help with the preliminary clearing of floating wastes and

vegetation. As a first step, the pond was de-watered using suction pumps and then de-silted. Earthen bunds (dams) were erected around the perimeter of the pond to increase the water storage capacity. Grass was planted in patches to strengthen the bunds. The monsoons have transformed these into thick green patches that will prevent erosion during the rains. Natural springs and rains have replenished the water level. Hundreds of fish have also been introduced to maintain clean water and the pond has been restored to its former pristine state.

This project cost a mere \$2,630 U.S. dollars because of the people's participation. Because of the success of this project, Exnora plans to clean up the other two ponds in the village.

Chennai - #4 (Corporate Citizenship)

Train of Life and Polio Free Madras Voltas Limited is a highly reputed member of the Tata Group of Industries. Voltas believes social commitments should be undertaken by all sectors especially the private sector which has both the financial and human resources necessary to help support the government in its obligations. While Voltas has engaged in various urban development, disaster relief, and educational endeavors, two of its more remarkable examples of corporate citizenship are in health.

Voltas set up the Lifeline Express as the world's first hospital on wheels designed to carry preventive medicine free of cost to all those in need across India. Lifeline Express was conceptualized by IMPACT India and pioneered by Voltas as part of their commitment to the underprivileged in India. It houses an operating room with three adjustable operating tables, a sterilizing room, a diagnostic center, and a ward with 12 beds for post-operative care. Voltas and IMPACT India were both recently awarded the UN Grand Award for Excellence in Public Service Worldwide for Lifeline Express.

Voltas' second endeavor was the Operation Polio-Free Madras Campaign, which immunized about 216,000 infants through a portable and low-cost refrigeration technology called cold chain that helps keep oral polio vaccine active and effective through heat and dust and the travails of door-to-door transportation. This campaign exceeded its target of infants immunized.

Ghansoli/ Thane #1 (Corporate Citizenship)

Hospitals, Schools, Afforestation NOCIL's efforts have always extended far beyond the manufacturing, marketing and distribution of chemicals. It has taken its social role very seriously and engaged in health care, education, training of farmers, ecological preservation and energy conservation.

Three examples of corporate citizenship include the establishment of a hospital, schools and implementation of an afforestation program.

- In Ghansoli, a village in which NOCIL has plants, NOCIL created the Sadguru Seva Mandal Hospital which has a capacity of 56 beds and treats about 60,000 outpatients and 3,600 inpatients every year. Staff includes five resident medical officers, 16 honorary surgeons and a few specialists offering specialized medical services.
- NOCIL also helped establish and run a school near Lote Parshuram in Ratnagiri district where NOCIL's agro-chemical facilities are located. They helped in the construction of classrooms at Talavali and Ghansoli near its Thane complex for children of the neighborhood.
- In Thane where the company's petrochemicals complex is located, they began a unique afforestation program with the involvement of the local community and government. This program will cover 50 hectares of degraded hilly government land lying to the east of the company's petrochemical plant and will be irrigated with NOCIL's treated effluent water.

Jamshedpur #1 (Corporate Citizenship)

Social Welfare and Environmental Protection

The Tata Iron & Steel Company Ltd (TISCO) produces over three million tons of steel per year and is actively involved in development of the community through its efforts as good corporate citizens. Jamshedpur was created by Jamsetji N Tata a great visionary and builder who believed TISCO needed to reach out beyond its business interests to adopt a holistic approach to work towards the creation of a better society. To further this goal TISCO engages in a wide variety of social welfare and environmental endeavors.

TISCO created the Tata Steel Rural Development Society (TSRDS) with the mission of organizing a number of community service programs for the disabled in Jamshedpur. TISCO works with the Cheshire Home, the School of Hope (SCOPE) and Asha Kiran. TSRDS also has a Rural Health Care Program and holds regular Eye Cure Camps in association with Sight Savers, a global mission serving the blind, Rotary Club, Lions Club and Blind Relief Association.

The Centre for Family Initiatives was created to coordinate family planning in the rural areas. Services include pre- and post-natal check-ups, free milk for undernourished mothers, and care of infants through immunization.

TISCO's environmental management department maintains a laboratory for the monitoring of air and water, waste management and a mobile pollution monitoring van with specialized staff. Efforts are also made to green and protect the environment through extensive tree plantation within the factory premises and the town.

Mumbai #1 (Corporate Citizenship)

The Larson and Toubro Welfare Centre in Andheri Mumbai is an innovative corporate sector initiative that provides integrated health care to L&T employees, their families and the neighboring community. L&T Limited is one of India's premier and most reputed engineering companies and one of the five largest private sector companies in the country.

The goal of the Welfare Centre is the promotion of good health and timely treatment through early diagnosis. Services offered are medical diagnostic and integrated healthcare that is provided by visiting consultants in thirteen specialties. The Center's outreach program is aimed at informing residents in industrial units in the Saki-Vihar area of the Center's services and to encourage other organizations to promote family welfare and start similar facilities. The Mumbai Municipal Corporation recognizes the invaluable work of the Welfare Centre and allows them to implement the family welfare program as per the rules and regulations of the Government of India.

L&T is also collaborating with the Mumbai Municipal Corporation to operate a TB clinic in the city and has set up a polytechnic institute, the L&T Institute of Technology, which is widely regarded as one of the finest training institutions of its kind in the country.

Mumbai #2 (Corporate Citizenship)

Pied Piper Rodent Control Campaign in Mumbai is an effort to control the urban rodent population. Scurrying rats in broad daylight are a common sight throughout city streets. Rats burrow into gardens, destroy clothes, books, and eatables, damage furniture, and spread disease. Municipal authorities have expended large amounts of funds annually to fight against this potentially lethal pest with very limited success. A sense of apathy among citizens has exacerbated the problem even further with only about one-third of residents having taken any steps to eradicate the rodents themselves. The PCI experience shows that these rodents can be controlled if the municipal authorities, residents, and businesses work together in a coordinated effort.

In 1992, PCI took the lead in dealing with this problem in collaboration with the Colaba-Cuffe Parade Citizens Group and the Mumbai Municipal Corporation (BMC). They launched a campaign in a sector of the Colaba neighborhood heavily infested by rats, which includes approximately 70 multi-storied buildings, a dozen hotels, several guesthouses, shops, a petrol pump, schools, restaurants, nursing homes, and dispensaries.

PCI convened a workshop with the active cooperation of the local citizens group to explain the problem and how it could be solved with their participation. A thorough check of the target area was made and a census of the rat population taken. Residents were interviewed and their perceptions and observations documented through a questionnaire. Representatives of the municipal body were included from the beginning and shown correct methods to be employed at each stage of the project, especially the critical aspects of field

observations and baiting techniques. PCI provided all materials and staff free of cost.

Rat mortality was observed within 4 days. By the 15th day, over 96 percent of the documented rat population was eradicated. The citizens were very pleased with the results and relieved, but most importantly, they understood the proactive role they played as agents of change in their neighborhood. The campaign's success has motivated city staff and citizens to work together to implement other cooperative ventures of concern in their neighborhood. A similar rodent control campaign will soon be initiated in New Delhi.

PCI is instituting the Pied Piper Program across the country as an intrinsic part of their performance appraisals. As such, managers are encouraged to seize opportunities to discharge their corporate responsibilities in the communities they live in and profit from.

Mumbai #3 (Corporate Citizenship)

Solid Waste Management Project, Mumbai, is an effort to resolve the solid waste disposal and management problems in a city that generates over 5 000 tons of garbage every day. According to some estimates, the city's four dumping sites will reach maximum capacity within the next 5 to 7 years. The city will have to 'reduce, recycle, re-use' solid waste or confront an emergency that is no longer quiet. 'Bombay First' a Bombay Chamber of Commerce and Industry initiative in partnership with the Brihanmumbai Municipal Corporation (BMC), local NGOs and relevant businesses has established a Solid Waste Management (SWM) committee to help resolve solid waste management problems in the city. The committee intends to identify bottlenecks, network among concerned citizens and NGOs and liaise with the BMC. The project seeks to address all stakeholders (especially households) on the critical issues of segregation of waste and the mobilization of ragpickers in the various neighborhoods. Two major projects have been launched with support from Bombay First in partnerships with the other urban stakeholders in the area including the BMC, local NGOs, Resident Groups and area business representatives.

The Clean-Up Churchgate pilot project has been initiated in partnership with four resident groups of the Churchgate area and the Clean Mumbai Foundation (a prominent NGO). The group works closely with the BMCA ward office. Churchgate was chosen as the project area as it serves as the nodal point for 1.5 million people who commute to work on a daily basis. By virtue of its location, the project is expected to have a powerful demonstration effect.

As people actually experience the results of this pilot project they might be motivated to undertake similar ventures in their own localities.

The project comprises various components such as a second cleaning of the area by a private contractor, the monitoring and training of hawkers, promoting awareness on waste management and encouraging residents to follow recycling and waste segregation practices. Bombay First has provided the initial seed funding of Rs. 300 000 for waste bins, media boards and salaries for the second cleaning. The project is monitored and implemented by the residents themselves. Regular review meetings are held with Bombay First and action plans are jointly created.

Bombay First has also launched a Safe Disposal of Medical Waste Initiative with the BMC and Tata Memorial Hospital. While the volume of medical waste is small against 5,000 tons of solid waste generated daily in Mumbai, the threat to health is out of all proportion to the actual tonnage. Currently hospital wastes are not segregated and get mixed with general municipal garbage. Hospitals themselves show lack of will to address the problem. The groups most at risk are healthcare workers, municipal waste management workers and slum dwellers, particularly ragpickers. However, the practice of recycling disposable needles puts the entire city at risk. To generate awareness of this problem a workshop on "Safe Disposal of Hospital Waste" was held.

The approach devised by BMC, Bombay First and the collaborating NGOs has sought to improve living and social conditions for large numbers of

Business Partnerships for Equitable Cities

urban poor and disadvantaged groups working in the waste collection and recycling industries. It is also expected to reduce the cost of garbage disposal and to benefit the municipal crew involved in the process of waste management and waste recycling. The result of this project will be a cleaner and healthier city.

Mumbai #4 (Corporate Citizenship)

PEACE is a program by Proctor and Gamble, a company that believes that while consumer needs and habits vary from country to country, the environment is a common thread that binds us all together. P&G began Global Environment Management Systems to bring a consistent focus to this issue. P&G is the only company worldwide which releases an Environment Progress Report each year. Initiatives implemented in 1998 include eliminating over 13,700 metric tons of packaging, reducing waste through the Design Manufacturing Waste Out initiative, and educating youth in the Philippines, Thailand, and Cincinnati, Ohio, on environmental issues. Yet the most innovative and far-reaching initiative is the Program on Environment Action and Conservation Education, otherwise known as PEACE.

PEACE is a unique environmental education and awareness program for school children. Its goal is to increase awareness among youth about the environment and ecological problems in an interesting way which fosters new attitudes and changed behavior. Sista's Worldcom, a Mumbai-based business, organized a pilot PEACE program, in Mumbai during the 1996-97 academic year. Its three objectives were: 1) to sensitize youth on the environment; 2) to encourage youth to take action rather than just be aware of environmental issues; and 3) ensure that the Maharashtra State Government and the Central Government adopted PEACE as part of the school curriculum.

PEACE was conducted in 9 schools in the Mumbai and Thane area that included girls, boys, and co-ed schools. To ensure PEACE's appeal for all types of

students, SSC, CBSC, and ICSC patterns were offered. English-only medium schools were considered for organizational convenience. Before the curriculum was introduced to the students, a meeting was held to inform all Principals, Vice Principals, and teachers on the objectives of PEACE, the modus operandi, and the benefits to the students. This meeting was aimed at understanding the practical issues of conducting PEACE in different schools, and a second meeting was held midway through the pilot program to understand how PEACE could be made better.

Topics covered in the curriculum included the Indian environment, atmosphere, hydrosphere, and lithosphere, garbage and waste disposal, and "Even You Can Make a Difference." These topics were taught using lectures, slide shows, demonstrations, outdoor activities, games, films, music, and plays. At the end of the pilot program, students were given a quiz, and an exhibition was put up in each participating school. Response to PEACE was overwhelming. Both the students and school management, including teachers, enjoyed the informal and interactive way in which information was taught and knowledge shared.

Since completion of this pilot program, P&G has worked to expand the scope of PEACE. It is currently being conducted in 20 schools in Mumbai during the 1998-99 academic year, and there are plans to take it to Chennai. In 1998, P&G received the Civic Awards for Health, Hygiene, and Education from the Bombay Chamber of Commerce and Industry.

New Delhi #1 (Corporate Citizenship)

Fuel Substitution in the Rural Sector, is an innovative project implemented by the Rural Energy Group of the Tata Energy Research Institute (TERI) and sponsored by the Indian Oil Corporation Ltd and the Gas Authority of India Ltd. Their goal was to devise and implement pilot projects to conserve firewood and kerosene. This is especially important in rural India because of the serious energy crisis facing residents. Biomass fuels are primarily used for cooking and cause a series of health illnesses specifically lung, eye and throat diseases. Kerosene oil is used for lighting and comprises a large portion of the country's oil imports. Even the one-third of Indian households that are electrified rely on kerosene oil for lighting. A number of government initiatives have been implemented in the past to address this issue in the rural sector but they were grossly inadequate.

This project aimed at reducing the energy shortage in rural households was conducted over 18 months. Pilot scale projects were implemented in 37 villages in three districts representing different agro-climatic and socio-economic conditions. The first step included village-level surveys to assess the amount of energy consumed, patterns of consumption and amount available locally. Based on the results of the survey and development priorities of the local population, one focus area was picked for each district: water-heating and cooking in Solan, lighting in Jaisalmer and cooking in Sultanpur. Energy plans based mainly on renewable energy technologies (i.e. biogas and solar photovoltaic lighting) and energy efficient devices (i.e. improved kerosene lamps and lanterns) were prepared for each project area. Priority was placed on ensuring maintenance of the

durability of the devices. To achieve this, they decentralized the planning and implementation, provided a back-up service for repair and maintenance and adapted the technology to suit local needs.

Local residents participated in all stages of project planning, implementation and monitoring. They were reached through NGOs and government organizations and paid from 10% to 40% of the cost of the energy-efficient devices. Village committees were formed to manage the installed systems and to use the funds collected during the project. Villagers were trained to carry out repair and maintenance of the devices with some trained in their installation. Annual maintenance contracts with the manufacturers provided a back-up service to ensure the devices remain in good working order. Special attention was paid to modify technologies to adapt to local conditions. Villagers were trained to monitor technological devices and TERI analyzed the data to improve the technologies or process.

The project has benefited more than 1000 rural families and raised their standard of living by providing them with efficient and user-friendly cooking and lighting devices. The project has also promoted renewable and environment-friendly technologies in remote villages. In addition, the project is expected to save 11000 litres of kerosene and 650 tonnes of biomass every year (equivalent to about 600 full-grown trees). The introduction of efficient devices has also resulted in: 1) time saving, 2) reduced pollution levels, 3) environmental protection, 4) increased cooperation between villagers and 5) income generation.

New Delhi #2 (Corporate Citizenship)

PEERS Training Decision-Makers in Sustainable Development The Programme on Energy, Environment Resources and Sustainability (PEERS) promises to transform the quality of decision-making at the highest levels of government and the private sector. Its vision is to create a long-term and strategically placed leadership to guide sustainable development in Asia.

PEERS is organised by The Tata Energy Research Institute (TERI) in collaboration with the United Nations University in Tokyo, the Center for Energy and Environmental Policy, University of Delaware, and the United Nations Development Programme (UNDP). PEERS is held annually for participants who are handpicked mid-career professionals from the government, corporate sector, academia, NGOs and community-based organisations in India, South Asia and Central Asia.

PEERS participants undergo initial training in India. Training commences with a core of curricula elements designed to develop and define a common understanding among the participants regarding current thinking on the causes and consequences of national and global environment and development issues. Subsequent modules progressively build analytical capability and other skills and tools aimed at enhancing the ability of participants to become effective agents of change at the local, national and global level. The curriculum includes role playing which places participants in the position of decision makers in the government or other bodies and asks them as a group to apply their enhanced knowledge and skills to formulate a plan to guide a specific issue or situation towards a sustainable resolution.

Training in one or more countries of the North

follows. Several interactions take place between the participants of the Program and officials in the departments and agencies of industrialized countries in different departments of the World Bank and other organizations.

The work sessions are highly interactive, varied and practical. They include plenaries, small working groups, panel discussions, computer simulations, and field trips. Specific activities include gaining access to information and judging its quality, analyzing case studies, developing writing skills and exposure to thought-provoking syntheses by key experts and thinkers. The aim is to provide first-hand experience to the interdisciplinary, intersectoral, scientific and cultural considerations that must go into any environment/development writing. Both Indian and foreign experts form part of the faculty.

New Delhi #3 (Corporate Citizenship)

GREEN India 2047 was launched in New Delhi on Earth Day 1995 with the mission to forge a national movement towards sustainable development. The Growth with Resource Enhancement of Environment and Nature project takes into consideration a survey critical of development and growth policies and programs since independence and includes a frank assessment of the declining quality and quantity of Indian forests, air, land, water, and bio-diversity. This project seeks to create a detailed plan of initiatives to reverse the current trend of environmental degradation while simultaneously fostering robust sustainable economic growth. Its premise is that increased incomes can lead to a better quality of life but only if achieved in concert with an improved environment.

This project, launched by TERI, is an intensive participatory exercise involving collaboration with the general public, including individuals from the public and private sector and academia. Eminent persons representing industry, academia, and the government are on the GREEN India 2047 Advisory Committee.

Support for this project from the corporate sector has been overwhelming. Industry realizes that the environment is not just a 'green' issue and that they have a great deal at stake, such as productivity of their workforce, consequences for failure to comply with stringent regulations, market loss to competitors with cleaner and more efficient technology, and crippling shortages of power and raw material. Twelve companies came forward to support the academic premise of this project and several more became subscribers to the GREEN India 2047 documents.

A major outreach campaign includes the airing of five-minute spots on national television at prime time every Saturday (in English) and Sunday (in Hindi). Since 1995, more than 11 national conferences and workshops have been held on topics such as People, Environment, and Lifestyles and Urban Growth and Environment. Each of these events has drawn extensive participation from the public and private sectors, media, research institutions, foreign missions, and development organizations and received extensive coverage from the national and international media.

It is hoped that the recommendations generated will find their way into national development policies and programs. The second phase of GREEN India 2047 is DISHA (Directions, Innovations, and Strategies for Harnessing Action). This calls for the development of a wide range of scenarios for policy and institutional changes which would create the framework for these possibilities to become reality. Information gleaned at this stage will help the government and business sector to develop long-term strategies that take into account natural resources, including the availability of water, clean air, healthy soil, and adequate forests. Emphasis on actions and specific plans in these projections would cover the next 25 years, but broad strategies would extend into the year 2047.

This project seeks the support of all sectors of society to bring about suggested legislative and policy changes, cleaner business practices, and changes in natural resource consumption and usage patterns. It has lessons for other developing countries also trying to balance economic growth with environmental protection.

SURAT - #1 (Public/Private Partnership)

Transformation of Surat is an effort to transform one of the fastest growing and filthiest cities in the country into one of the cleanest. After the plague of 1994, city leaders undertook a massive clean-up effort and completely revamped city administration. It took two years, but Surat was completely reformed through the insight of enlightened city leaders and partnerships with the private sector.

Before the plague, the city was a fertile ground for epidemics of water-related and water-borne diseases such as malaria, gastroenteritis, cholera, dengue, and hepatitis. Over forty percent of city residents live in slums with little or no access to safe drinking water and sanitation facilities. When the plague hit, it spread quickly, affecting the slums and squatter settlements the worst. The city launched a one-time clean-up event. However, a month later the city was filthy again.

The elected council and civic administration decided to completely transform city management, focusing on slum improvement and solid waste management. They modified the administrative setup by subdividing the city into 52 sanitary districts for better waste collection efficiency, introducing a daily monitoring system, and contracting private businesses to collect and transport waste to the disposal site and sweep all major streets. Micro-level planning was introduced to ensure equitable distribution of all resources – manpower, machinery, and finance. Sweepers were posted around the clock at nuisance spots, and locations were cleaned at least twice a day. A system for monitoring daily activities was instituted, and strict hygiene and sanitation standards were enforced.

Prior to 1995, less than 40 percent of waste was collected on a daily basis. This number is now closer to 97 percent. The public's overwhelming support toward these changes motivated municipal staff and elected representatives to make further improvements. Streets were paved with stone to facilitate cleaning, public toilets and surface drains were constructed, and water hydrants provided. Residents voluntarily donated a part of their dwelling for the widening of main streets. On a macro-level, a series of reforms were implemented which further improved the municipality's efficiency. Decision-making was decentralized; management was required to spend over half of each day in the field, and daily reviews were conducted of activities and enforcement of staff and general public.

The local population appreciated the clean-up of Surat, and citizens cooperated wholeheartedly in maintaining cleanliness. The Surat Municipal Corporation continues to forge ahead with partnerships with the private sector, institutions, and NGOs in strategic areas of urban development. City government launched the 'Surat First' campaign to which 184 private sector firms and institutions have committed to investing in the city's welfare. NGOs have also agreed to adopt slums for infrastructure upgrade and maintenance.

Surat shows it is possible to overcome the most pressing urban problems through local solutions — solutions possible only through the collective efforts of enlightened city leaders and the private sector.

Tirupur #1 (Public-Private Partnership)

Tirupur Commercial Water Project in India is a unique effort on part of the local business community to increase the supply of water for both industrial and household use on a commercial basis. Tirupur is India's leading cotton knitwear center and accounts for nearly 90 per cent of the country's exports. Yet one of the problems that has plagued this industrial town has been the non-availability of assured clean water. Local business leaders with support from state and local government took the initiative to form India's first public limited company to implement a water supply and sewerage plan. This plan which will not only meet the growing demand of the city's industrial users but increase the supply to domestic consumers and provide the city of Tirupur with its first sewerage system.

The New Tirupur Area Development Corporation Ltd (NTADCL) is a project promoted by the Tamil Nadu Corporation for Industrial Development, Tirupur Exporters Association and IL&FS. USAID has been instrumental in providing the technical and financial assistance necessary to help attract a U.S. partner and a \$200 million financial package that will make the plan a reality. The project also has support from the World Bank's line of credit and is expected to have financial closure by March 1999 with a 28-month construction period.

The project will ensure that Tirupur will have a facility to supply clean treated and regular water to the knitwear export industry as well as households. In addition to water, the project will also put in place a sewerage system within the town's municipal area to provide for low cost sanitation for slums and domestic sludge treatment and disposal. The supply of clean water and sewerage systems will also have

a multiplier effect upon the neighborhood regions in the form of additional investments and trade.

This project built under a BOOT (build-own-operate-transfer) structure is unique. It will make the users pay for the water used by the industry and the cross subsidy will make the water cheaper for the households. At present industry and households pay Rs 35-40 per 1,000 kl of water. With cross-subsidy in place water from NTADCL will cost industry Rs 40 per 1,000 kl and Rs 5 per 1,000 kl for the households. The total project outlay inclusive of inflation and interest during construction is estimated to be around Rs 1,000 crore (\$25 million). The entire cost of the project is to be financed on a project recourse basis. It will be the first in the country to access commercial funds in the water sector and will have no sovereign guarantee. Further, the recovery of all investments will be through the levy of water charges during the 30-year concession period.

Samarinda #1 (Public-Private Partnership)

The Citra Niaga Urban Development Project, Samarinda Indonesia, is a successful land-sharing and urban renewal project based on a government, private developer and community partnership. The project redeveloped a slum in the city center into a commercial complex with kiosks and stalls for the pavement traders living in the slum. Both the owners of the shop-houses who had legal rights and the pavement traders who did not were accommodated into the project, which has become the focal point of the city where people gather in the evenings for shopping and entertainment.

The project was developed by city authorities in order to solve the problem of rural migration and the resulting street hawkers choking the city streets. Utilizing land sharing, the city authorities were able to address the issue of slum consolidation and urban renewal of central city land.

The formation of a cooperative and their participation in all aspects of the scheme was important for its success. The innovative aspect of this scheme has been two-fold: the involvement of the local government, the central government and the private sector, and the process undertaken to ensure the participation of families who occupied the area and had been selected to be part of the new scheme. The NGO worked closely with the community in identifying their needs, explaining the scheme to them, and showing them how they would improve their economic conditions at a cost no greater than what they had been paying to the local slumlords for water and other services.

The project design reflects the traditional *goteng royand* or mutual aid lifestyle with cluster development for the commercial street hawkers and

shop-houses.

Citra Niaga serves as a model for successful land sharing, accommodating people of all income levels while ensuring the rights of the pavement traders. In reclaiming prime land for public use, it not only managed to upgrade a crowded squatter settlement, emphasizing the life-sustaining drive for opportunity of people under the worst of conditions, but also developed a public plaza in the heart of the city, reestablishing the link between the harbor and the city. It was financially viable, creating a profitable business venture while including the usually ignored social and ecological aspects. From its very inception, the Citra Niaga project was planned as a self-sustaining and profit-making venture.

Citra Niaga demonstrates that even in small towns, profits can be made if projects are well thought out and innovative financing schemes are used.

This combination of creative land sharing and urban renewal has produced a scenario, which not only is financially successful, but also has provided the mix of commercial activity, which is in keeping with the traditional Asian commercial fabric. Citra Niaga has therefore achieved a truly Asian urban development, with significant relevance to other developing countries.

Penang #1 (Public-Private Partnership and Citizenship)

The Sustainable Penang Initiative (SPI) launched in November 1997 is the first community indicators project carried out in Malaysia. This pilot project addresses the challenge of sustainable development through a pioneering process of popular consultation and by channeling participatory inputs into development planning. The idea for this project grew from the concern that economic growth was not directed by appropriate development planning. Resulting development was unbridled, unbalanced and unsustainable. SPI is spearheaded by the Socio-economic and Environment Research Institute (SERI) Penang, a new 'think tank' established with the 'blessings' of the Penang State Government.

SPI provides neutral ground where representatives from the government, NGO, community, business, industry, professional associations and academia can meet and discuss solutions to forging a sustainable future for Penang. Over the course of one year, five roundtables are held which focus on the following themes: Ecological Sustainability, Social Justice, Economic Productivity, Cultural Vibrancy, and Popular Participation. Between 50-80 people have attended each roundtable with participants expressing their visions and recommending actions and strategies. The recommendations will be developed into a preliminary list of indicators with a group of individuals or organizational representatives providing follow up to monitor the indicators and carry out initiatives. Follow-up sessions are held to continue building support, sustain enthusiasm, create further linkages and strengthen networking. At the end of the year, an indicator report compiling

about 50 indicators from 5 roundtables, will be presented for review at the Penang Popular Assembly which involves a larger gathering of 100-200 people.

The objectives of SPI are to:

- Develop a broad series of indicators for gauging sustainable development
- Develop a model for a holistic and sustainable development plan that takes into consideration social, cultural and environmental dimensions in addition to economic ones
- Establish a mechanism for public input and consensus-building based on partnership between government, the business sector and civil society
- Channel the output of the consensus process to relevant authorities in order to influence development planning and policy formulation

The People's State of Penang Report will create public awareness, providing a focal point for discussions about sustainability and raise these issues to a higher level of public debate. It will serve as an educational tool that can be used by teachers, private and public decision-makers and community organizations and serve as a handy reference to help journalists keep tabs on the important issues. It will monitor issues, actions and policies that impact sustainability and quality of life in Penang and provide benchmarks by which judgements can be made if things are improving or getting worse. Finally, it will facilitate networking and attract other ideas, recommendations and feedback that will be incorporated into the Penang Strategic Plan for the next decade, 2000-2010.

Altogether, about 200 voluntary participants have participated, spending approximately 2,800 hours.

listening, thinking and debating Penang's sustainability at the roundtables. The process has initiated or reinforced a number of partnerships between civil society and government. However, due to the preoccupation with the economic downturn, business and industry have not participated in the Sustainable Penang Initiative to the extent we expected.

The SPI presents a unique opportunity for Penang's civil society to strengthen itself through smart or synergistic partnerships, mobilize broader community participation across different interest groups, and to have inputs in the state agenda prospectively through the Penang Popular Assembly and the People's Report on Penang.

Karachi #1 (Community-Private Partnership)

The **Orangi Pilot Project** in Karachi is an innovative example of community and small-scale business partnership in the redevelopment of a large area of the city. For well over a decade, the Orangi Pilot Project (OPP), a local NGO, has demonstrated that when community interest and resources are mobilized, low-income settlements can greatly improve their own access to environmental services, health care, and employment. Located on the northwest periphery of Karachi, Orangi is the largest of the city's approximately 650 low-income settlements known as *katchi abadi*. Orangi was first developed in 1963 as a government township of 500 hectares, but it has since swelled to 3,200 hectares with an estimated population of about 800,000 living in 94,000 houses.

OPP's approach is based on the conviction that people organized in small groups can help themselves, and that if social and economic organizations within a community are strengthened, services and material conditions—such as sanitation, schools, clinics, and job training—will begin to improve, as will employment opportunities.

OPP started its work in Orangi in 1980 with a low-cost sanitation program and spent the next four years working with all segments of the community, one lane at a time—organizing residents into groups of 20 to 40 families—to build trust and confidence that OPP was going to be a permanent part of the community. With this approach, between 1981 and 1993, Orangi residents, under OPP guidance, installed sewers serving 72,070 of the 94,122 houses. To achieve this, community members spent more than US \$2 million of their own

money, and OPP invested about US \$150,000 in research and extension technologies.

After the initial success of the low-cost sanitation project, OPP staff undertook other projects that included health and family planning for low-income women where OPP introduced mobile health training teams to train local women to become health activists for the neighborhood. Through this approach, 3,000 low-income families benefited, and more than 95% of these children are immunized; 44% of the families practice birth control, and infant mortality fell from 130 per live births in 1982 to 37 in 1991.

In 1984, OPP introduced the Women's Work Centers (WWC) to provide support and training for women stitchers and to eliminate the male contractors that paid the women substandard wages, often mistreating and sexually harassing them. The WWCs were set to deal directly with the suppliers and customers, and OPP lent them machinery and supplies and assisted them in contacting clients.

In 1986, the home improvement program was introduced where the quality of bricks and roofing material manufactured by the local building material suppliers was improved by providing them with training, new machinery, and new appropriate technology. In this program, the local masons were trained to properly use these new materials. As a result, most local building material manufacturers have been trained, and most of the bricks and roofing material sold to the community is very high quality.

OPP's approach to community development offers a model of how communities can assume responsibility for services formerly considered the

responsibility of government. In none of these programs did OPP see its role as the provider of a particular service. Rather, the approach was that of empowerment of the community through effective partnerships offering education and technical support.

Ilo Ilo #1 (Public-Private Partnership)

Environmental Management Project in the City of Ilo Ilo Peru is an exciting story of formerly antagonistic industry-community relations becoming constructive through pragmatic negotiation and fair play. Situated on the southern coast of Peru, Ilo has grown rapidly, increasing from a population of 4,000 in the 1950s to 70,000 in the 1990s. This has led to a chaotic development due to the lack of planning by city authorities. Some problems include air pollution and seawater contamination leading to a depletion of traditional fishing activities and a depletion of drinking and irrigation water due to the use of excessive amounts of water and control of the water source by the refining industry. Population growth has encroached on the land used by the mining industry, which has created tensions all around. Over time, these problems were exacerbated and led to dangerous levels of animosity between the community and industry.

In the late 1980s, an Environmental Management Committee was set up to diffuse this tension and establish a comprehensive plan to correct the problems and develop workable solutions. This committee included representatives of Southern Peru Ltd (the mining company), the fishing industry, universities, the municipality, the community, and the health department. One of the first aims of the committee was to set up clear pollution norms. The committee was able to get central government recognition and persuade the industry to accept its responsibility and agree to undertake environmental clean up. In return, the community agreed to channel its protest through municipal proposals. Both sides agreed to enter into negotiations with transparency and pragmatism.

This process of negotiation was slow and faced many obstacles. However, by acknowledging that all the negotiating parties were responsible for the solution, the obstacles were slowly overcome and a number of solutions proposed. The two most important were:

1. An Environmental Plan for Southern Peru Ltd including a basic agreement whereby the company invested \$100 million in partnership with the government in projects for environmental protection. This included the development of two industrial and urban wastewater treatment plants, a plant for sulfuric acid, an installation of refuse disposal site and sanitary fill, a reforestation program for the region, and controls to stop sea pollution were established.
2. An Urban Development Commission established to reorganize the General Plan of the city with the task of reconfiguring the mining rights of the land, restructuring the urban space, and integrating the railway tracks by developing more pedestrian crossings and building vehicular overpasses and building parks and playgrounds.

One of the major successes of this partnership has been the development of a city vision for the future that takes into account the rights of all of the stakeholders. The Ilo project shows that all players involved can change a situation of confrontation if there is frank recognition of different interests and a willingness to accept responsibility.

Cebu City #1 (Public-Private Partnership and Citizenship)

Light-a-Street Project is an effort in Cebu City to bring cheer to the citizens during the holiday period. The last few months have been trying for Cebu's community and businessmen due to a succession of economic problems. To ensure good spirits during the holiday season, Mayor Garcia began the implementation of a City in Lights program. It was felt necessary to have a bright Christmas despite the crises of the past year. It was decided that the citizens would band together like never before to make it happen. Cebuanos have always celebrated Christmas by covering the city in lights."

Given the dire economic situation of the country, there was concern that people may not be able to celebrate the holiday with much festivity. Mayor Garcia called for the city fathers to join together in an effort to create a Light-a-Street Project. In partnership with business owners, barangay leaders, and volunteers, the city developed a concerted effort to light the major streets in Cebu.

The Lakandula Lions Club committed to light up Fuente Osmena. All 21 other Lions Clubs put up lights on the center islands of Osmena Boulevard from the Capitol to the City Central School. The Rotary Clubs lighted up Mango Avenue and the Kiwanis Clubs were responsible for streets in the Lahug area. The Department of Tourism through Director Red Gonzales was in charge of the area around Fort San Pedro and Plaza Independencia. Negros Navigation, a fast-craft operator based in a neighboring Province/island, took care of the City Hall grounds, including a 24-foot Christmas Tree. From Ramos Market to Robinson's along Ramos Street, the Cebu Hara Jaycees put up Christmas lights. Others who made commitments are

Philippine Spring Water Resources, Kiwanis Santo Nino de Cebu, and VECO (the electric cooperative).

For everything that the year has brought, Cebu's Christmas lights project allowed people to say their thanks, and hopefully this will usher in a brighter year ahead.

Cebu City #2 (Corporate Citizenship)

The Cebu Uniting for Sustainable Water (CUSW), in Cebu City Philippines is a group of business and political leaders land owners farmers youth academia government and non-governmental organizations and members of civic religious and business groups who are concerned about the future availability of potable water Poorly planned and uncoordinated projects in the past as well as unabated real estate speculation pushed the city onto the coastal plain towards the mountains In the process developments encroached upon the watershed and aquifers were threatened by salt-water intrusion brought on by rampant extraction of ground water

CUSW's goal is to create a more sustainable approach to protecting managing and developing Cebu's water resources It does this by formulating an integrated land-use plan and resource management policy guidelines creating an institutional mechanism to implement these guidelines and monitor evaluate and re-plan and enhancing the quality of life of residents in the watershed area through resource management activities

Initially funded by the business sector its organizational structure consists of a coordinating council elected by the city's General Assembly The coordinating council then selects 10 individuals to serve on the executive committee who are responsible for steering the activities of five subcommittees education advocacy and media relations special projects development administration monitoring and evaluation research and planning

To date CUSW has conducted campaigns to raise

awareness on the importance of water current water crisis water conservation and watershed protection They are reforesting critical watershed areas and participating in the creation of a zoning and land-use plan for the mountain areas undertaken by the City Efforts are also being made to strengthen its organization and CUSW has received many grants to carry out its work The success of this project underscores the importance of cities to recognize that just as the environment is intertwined with the provision of basic services and infrastructure all stakeholders including business needs to get involved

Iligan City #1 (Public/Private Partnership)

Watershed Development & Management program is an effort to protect the fragile environment along the Cagayan de Oro-Iligan Corridor (CIC) — a 187-kilometer coastal strip. The Philippine Government has declared this corridor as one of the premier growth areas. Given its rapid development, there has been concern that this area would be pursued by intensive industrial development interests which would have a negative impact upon its fragile environment.

The CIC Special Development Project (CIC) which coordinates multi-sectoral efforts into a unified and inter-regional development agenda for the Corridor, advocated for a more holistic development approach. Through the establishment of Task Groups under the CIC administrative structure, infrastructure and environment are addressed with equal importance. The CIC Environment Core Group has cited the urgent need to address threats against critical ecosystems, especially the fast-dwindling watershed areas which impact on water availability and quality requirements.

Over the years, numerous uncoordinated efforts were poured into watershed management by both the public and private sectors. However, there was no mechanism to assess their overall impact. The CIC Environment Core Group called for a multi-sectoral approach to address development within a comprehensive framework. Various NGOs including the Philippine Partner for the Development of Human Resources in Rural Areas and the Philippine Business for Social Progress refined the project and secured funding. The Department of Environment and Natural Resources committed technical support.

This Framework Plan had the potential to bind multi-sectoral stakeholders towards medium and long-term resource management of the watershed. It called for: a) identification of four watersheds for priority intervention, b) grouping of CIC Local Government Units into four clusters according to a commonly shared watershed resource base, c) creation of watershed management councils to administer the clusters, d) establishment of a common operational concept for watershed development and management, and e) creation of a Technical Working Group (TWG) to translate the framework into a plan of action.

It is hoped this one-year project which began in November 1998 will generate implementation plans for the four watersheds identified for intervention, as well as the resource mobilization plan of each cluster. As a multi-sectoral effort, the framework plan exemplifies participatory planning. It is hoped that the fleshing out of the framework will help to establish participatory mechanisms to enhance the local government's capability, authority, responsibility, and accountability in upland regeneration and watershed development, thereby ensuring and guiding efforts for a sustainable water resource base among CIC municipalities.

Iligan City #2 (Corporate Citizenship)

Corporate-Led Solid Waste Management Initiative in Iligan City in North-Central Mindanao Philippines is an innovative effort to reduce the volume of solid waste generated in the city. Iligan City has a population of more than 250 000 and houses the country's heavy steel cement chemical and flour industries. Research conducted by Philippine Business for Social Progress (PBSB) revealed that city residents generated an average of 1 300 cubic meters of household waste per day and the city government was only able to collect 17% of that.

As a result in 1994 the Iligan City business community with support from the Philippine Business for Social Progress and three local government units embarked on a waste management program that would mobilize communities towards reducing the volume of waste at the household level. It was launched with support from the Judge Guillermo Guevara B. Foundation inc. Mabuhay Vinyl Corporation MCCI Corporation and the Iligan Cement Corporation. The business sector provides financial administrative and managerial support. At the community level several organizations have conducted a house to house campaign on educating residents on waste minimization. The women of Barangay Buru-un were also able to organize themselves into a Buru-un Women's Association to sort and segregate solid waste materials and sell it to junk shops.

PBSP is working to codify all existing ordinances on waste management and at least seven *barangays* have installed household waste sorting/segregation systems. Verification is being conducted on industrial waste recycling techniques

on behalf of an industrial community in Iligan City, which will soon go into commercial production of decorative blocks and hollow blocks out of fine industrial dust particles.

The major difficulties faced during the two-year period were 1) the limited market for waste products in Iligan City 2) the need for capital to initiate waste-trading/recycling activities and 3) the lack of storage facilities for stocking recycled products.

To ensure sustainability and to maximize the gains of the past years the focus for the next period include a) continuing education and information campaigns and expanding the coverage from seven to ten barangays b) creating a mechanism to systematize the flow of information and technology exchange on existing low-cost recycling technologies to communities c) providing technical assistance in financial systems installation and capacity-building so that groups can have access to funds for revolving or seed capital.

Manila #1 (Corporate Citizenship)

Ecological Waste Management, Manila Philippines, is an innovative community participation and advocacy project to transform attitudes towards refuse disposal in crowded markets in low-income neighborhoods. This process was facilitated through extensive community organizing and financial incentives and with the support of a wide range of stakeholders, including local government and private enterprise.

Metro Manila is a region of contrasts that in many ways epitomizes environment and development issues of urban centers in the developing world. The metropolis generates over 6300 tons of solid waste daily, but its sanitary landfills can only accommodate just over half that amount.

In the ecological waste management approach being introduced in Manila, composting and recycling generate income from what is normally considered waste. This income helps make the approach attractive to communities, and sustainable as a waste management scheme. The reduced volume of waste decreases the cost of collection and disposal, thereby saving money for national and local governments and the local community.

Ecological waste management is currently being implemented in one of the municipalities (Sta Maria). Here a local businessperson set up a company called Assorted Wastes and Recycling Enterprises Inc (AWARE) which entered into an agreement with the local government to process the bio-degradable wastes coming from the public market (which accounts for about 40% of the town's solid waste) into organic fertilizer. A local ordinance enforced by the market master mandates the segregation of wastes within the market. The town

also allowed free use of a part of its dumpsite as the processing area. One of the town's compactor trucks brings the segregated waste to the processing area where the employees of AWARE then mix it with other waste (such as pig manure, burned rice hulls and sawdust) to make it into organic fertilizer (within 45 days).

An NGO, the Sta Maria Economic Development Foundation assists with the IEC. (They now sell their fertilizer which has been tested by the Bureau of Soils and Water Management and certified by the Fertilizer and Pesticide Authority) to farmers cooperatives at P155.00 per fifty-kilo bag. Recovery is about 50%. Recyclables are also received and sold. The residuals are dumped in an open dumpsite.

The project in Sta Maria has been very successful and AWARE has been hired as the project consultant for other sites in Metro Manila. The main role of AWARE is to transfer the technology used and identify buyers of the organic fertilizers that will be produced by the plant.

Manila #2 (Corporate Citizenship)

Pasig River Rehabilitation Project is an effort by the Philippine Business for Social Progress (PBSP) to clean up the Pasig River in cooperation with the business sector. PBSP works to promote business sector commitment to social development, harness resources for programs that promote self-reliance, and advocate sustainable development as fundamental to overall growth. It was founded by a small group of visionary business leaders led by the head of Shell Philippines and modeled after a Venezuelan effort. While it requires the active involvement of business supporters beyond the writing of checks, each member organization is required to set aside 1% of net income before taxes for its activities.

PBSP has been involved in many projects including the rehabilitation of the Pasig River. The Pasig River is the Philippines' longest river, cutting across Metro Manila from East to West. Once a promenade for the people and a major recreational attraction, this river is now almost devoid of all life. PBSP initiated a 15-year effort to clean up the river of pollutants, debris, and industrial and household wastes that flow freely and untreated into the river. A foundation was set up to receive donations from business corporations that would be used to sustain the funding for the 15-year program. Its target amount has already been reached with the earnings being used to continue the clean up of the river.

Business corporations identified as contributing to the pollution of the river were given lampoon awards to compel them to install pollution control devices. The corporations whose names were published in newspapers have since reacted positively and started to install the pollution control devices. The effort to make both the public and the private sector

realize the value of reviving the river and making it alive again is gaining broad support.

After almost 5 years of work, some positive signs in the river are being noticed. The water quality has improved significantly; it has less of a stench and its color is becoming clearer.

Colombo #1 (Business Citizenship)

Colombo City Partnerships is a creative effort on the part of the Colombo Municipal Council to transform an unresponsive government with ineffective services into a well-managed, people-friendly city. The enlightened efforts of a new Mayor and Municipal Council whose steps to involve the citizens, private sector and NGOs in the delivery of services was achieved through effective leadership and new forms of democratic and participatory governance.

In 1997 the newly elected Mayor called upon members of the Municipal Council to set aside political ideologies and join together to work towards the common good. He invited the people to become active partners in the decision-making processes, overhauled administration of the Council and created advisory committees. As a result the administration of the Council became truly bipartisan, non-confrontational and more productive.

Through the delegation of powers, training and emphasis on building team spirit, officials were made to feel a part of the institution. This participatory management has had a positive impact upon the public. The private sector and NGOs were also invited to provide critically needed leadership in the mission to make Colombo a better city.

The 100-day program was one of the more innovative efforts. Its goal was to provide better amenities to low income populations, facelift public buildings, raise awareness among the public on how their involvement can help the city provide effective services, and involve the private sector.

A service directory listing city services, contact names and numbers was delivered to every household in the city. To better serve the low-

income shantytowns and slums, people's participation was secured through creation of Community Development Councils (CDC). CDCs which currently number over 600, hold meetings on a regular basis with Council officials and elected representatives. Wednesdays were declared as Public Day where the Mayor, Municipal Commissioner and Department Heads met with the Public to attend to their requests and complaints.

The private sector has also gotten involved. Businesses and NGOs took over the management of 80 percent of all dispensaries, the maintenance of roundabouts, Street Name Boards, billboards, and sections of roads. Many services were privatized including security, janitorial and garbage collection. NGOs, international agencies and foreign governments supported infrastructure improvements and social programs.

The 'Colombo City Partnership' (CCP) was launched with three new initiatives. Celyinco Insurance Co. agreed to build 6 public toilets in partnership with the city. Grants Mc Evickson has agreed to plant 100 trees with the Lions Club and several business leaders have launched a media campaign to instill the idea of a 'Clean City'. Other areas being considered are a career development center providing technical skills for youth and the maintenance of common amenities such as public gardens. Currently, CCP is in the process of being formalized with businesses committing to specific contributions on a yearly basis and providing staff time.

Bangkok #1 (Public/Private Partnership)

Rama 3 District Urban Redevelopment is an effort to turn an inner city into a center for international commerce a prestigious hub of international finance and a modern information and knowledge center for Southeast Asia During 1995-1997 economic development in the Rama 3 area which includes Sathorn Yannava and Bang Kholaem began to expand However according to the Bangkok Comprehensive Plan there will be a restriction on land use for these areas in the year 2001 and the center of business on Ratchadaphisek Road and Rama 3 Road are expected to relocate south The aim was to maintain Rama 3 as a strong business and financial center through an innovative public-private partnership effort

The objectives of the project are

- 1 To promote the area as a center of International Finance Business and Trade
- 2 To provide a model for urban design and renewal and land readjustment
- 3 To improve and expand utilities which would support development

The methods used to achieve this included preparing a guideline of the project as a new economic center (Rama 3) and by exploring the planning and development potential of the Rama 3 district especially the minor roads in Sathorn Yannava and Bang Kholaem to provide and locate recreational centers A design showpiece for the areas was created to attract both investors and business to this area as well as urban design and development guidelines for the waterfront of the Chao Praya River on the Bangkok side

This project includes both local authority investment and privately funded projects It will

support city planning by setting criteria to control the population density and the ratio of vacant land development and construction This will reduce pollution in specific spaces and encourage higher investment and more attractions

The Bangkok Metropolitan Authority (BMA) will prepare management guidelines and employ a consultant to produce an urban design plan in order to ensure the project's successful implementation The government will empower BMA as a local authority and help the private sector acquire land at market prices and form partnerships with government financial support The private sector will be encouraged to invest in the construction of specific areas according to the city-plan

In the first phase BMA the Department of Drainage and Sewerage and Department of Public Works have constructed a treatment plant and drainage system The Department of Public Works has improved the Rama 3 Road and constructed another Rama 6 Road In addition Sahaviriya City Co Ltd has developed a large complex of office buildings housing and public utilities covering an area of 20 800 square meters

Bangkok #2 (Public/Private Partnership)

Improving Bangkok's Mass Transit System is an effort to solve some of the city's traffic problems. Increasing daily traffic on an ineffective road network and inadequate affordable public transportation has resulted in gridlock and congestion. BMA looked at building a mass transit system, but the investment cost was too high. Instead, they created a policy to promote private firms to build and operate the system for business.

In 1992, BMA awarded the Bangkok Mass Transit System Project (BTS) to Bangkok Mass Transit System Public Company Limited (BTSC), a company formed by Thanayong Public Company Ltd. The concession allowed BTSC to build an elevated mass transit railway in Bangkok. BTSC was permitted to operate and derive revenues from the system for a 30-year concession period before handing it back to BMA. Upon completion of construction, BTS will be one of the first privately funded Build-Operate-Transfer (BOT) transportation projects.

The BTS is a heavy rail dual track elevated railway with a length of 24 kms. The system consists of two lines with stations and tracks elevated above city street medians. Maximum vehicle speed will be 80 km/hour with the average travelling speed of 35 km/hour. The trains will operate daily from 6:00 in the morning to 12:00 midnight. BMA has provided all land to BTSC.

Construction of the system is carried out under a lump sum turnkey basis by a consortium comprised of Siemens and The Italian-Thai Development Public Co. Ltd. Construction is scheduled to be completed

January 1, 2000 with the system ready for commercial operation.

BTSC and Thanayong invested in this project because they have confidence in the project's financial viability for the following reasons:

- The Bangkok population has grown to such a level that an efficient mass transit system is vital to the continued economic growth of the city.
- Traffic congestion in the city is so great that the problem cannot be solved without diverting road users to other means of transport.
- A rapid transit system running along the main streets of the city will offer commuters speed and reliability.
- The concession agreement provides a mechanism for the system fare to be adjusted in line with inflation.
- Since the system is largely situated within the central business district of Bangkok, rider-ship will not be subject to significant fluctuations between peak and non-peak hours. As a result, the equipment and energy consumption in the BTS will be effectively used.

Korat (Nakhon Rachasima) #1 (Corporate Citizenship and Partnerships)

Korat for the Next Decade, is an effort by the local business community to work with the municipal government in a friendly and cooperative way. The idea stemmed from many years of confrontations and stormy relations between the business community and local government. Korat like other rapidly growing cities in Thailand experienced many urban problems such as overcrowding, increasing traffic, poor quality of environment and infrastructure, poor health and sanitation, etc. As conflicts continued to build between NGOs, businesses, residents and government, self-interest and personal agendas led to very unstructured urban development and environmental degradation.

The idea for the Korat for the Next Decade initiative came from the local Chamber of Commerce and the Local Information Center at the Teachers College. They decided to develop a new vision for dealing with urban problems in Korat at the municipal level. They began by holding meetings for every stakeholder in the community, including representatives from the private and public sector, technical experts, business executives and the community-at-large. This group eventually decided to coordinate and build networks through seminars and meetings and informal discussions. They agreed to work on ten issues: agriculture, industry, commercial and entertainment activity, travel and services, public utilities and infrastructure, city planning, capital and investment, local political administration, human resource development and natural resources and environment.

Their objective is to promote social and economic growth along with environmental protection over the next ten years. Instead of specific project activities

however, it serves as more of a 'pressure group'. For example, a group of members went to Europe to study various energy saving techniques. The media was persuaded to publicize their trip and the concept of energy conservation. In another, Korat Chamber members are organizing the business sector into a social development group to support sustainable human development. Other efforts have involved members promoting the public awareness of urban environmental issues through the media and instigating public protests against specific problems. An exception is the Korat Environmental Protection Project, which is an interesting contrast to the previous examples. This program has mobilized the gift of time from business executives and focuses on public awareness of urban and environmental issues.

Other target areas include strengthening building control regulations in housing projects, increased public participation in urban expansion policies, monitoring and involvement in sustainable industrial development, and improving infrastructure, especially highways.

Phuket #1 (Public/Private Partnership)

Phuket — Solid Waste Management is an innovative approach to preserve the tropical island of Phuket as a thriving tourist center of international standing and maintain it as an unspoiled, clean environment. Over the past two years, with assistance from the International Centre for Sustainable Cities (ICSC) government bodies at all levels have taken steps to improve the solid waste management system in Phuket. Demonstrating their vital interest in a clean Phuket, local hotel and travel and tourism companies have also joined forces with municipal government to advance the effort.

The Phuket Tourist Association, Thai Hotels Association, and Thai Airways International have joined in the effort to improve the city's waste management and are helping to fund phase III of this project. ICSC and the municipal government financed Phase I and II.

The objectives of phase III are to: 1) improve the technological capacity of the Municipality of Phuket to bring the waste management system up to national standards, 2) help the municipality and other cooperating parties to develop a sustainable waste management system, 3) encourage private enterprises to participate in waste management, and 4) increase public awareness of the importance of participating in waste management and reducing the production of waste.

The project plans to complete the following tasks in this phase: 1) produce a manual for operating the sanitary landfill and train workers who operate the landfill, 2) properly test and control the polluted liquids draining from the landfill, 3) review current technical standards, 4) extend the useful life of the landfill, 5) reorganize the practices of the human

scavengers who inhabit the landfill and sort through the waste to recover and sell recyclable goods, 6) foster an active stakeholder group on waste management, 7) campaign to raise public awareness of the three "R's" – reduce, reuse and recycle, 8) reduce the quantity of waste by initiating a composting project, and 9) produce a report on the above activities.

This project follows the country's national development goals by emphasizing sustainability and human development and is emerging as a model for potential replication in other centers in Thailand. Crucial to the success has been the strong support by the National Economic and Social Development Board, the cooperation of the Governor of Phuket Province, the keen interest of the Mayor of Phuket and the enthusiastic leadership of the President of the Phuket Tourist Association who mobilized the private sector.

Atlanta # 1 (Corporate Citizenship)

The Atlanta Project, Atlanta (TAP), announced by former President Jimmy Carter in October 1991 is the logical culmination of the model of direct corporate partnerships and one of the most ambitious community projects ever taken on by the corporate sector. The project matches 20 cluster neighborhoods in the city with corporate partners within a supportive central structure.

The project's goal is to empower citizens to solve problems they identify in their neighborhoods and to foster lasting connections among neighborhoods and government agencies, non-profit service organizations and the business community. TAP's comprehensive approach focuses on six major areas: community development, economic development, education, housing, health, and public safety.

TAP hired cluster coordinators who reside in the neighborhoods to encourage a true bottom-up approach to problem solving. The corporate partner of each neighborhood is responsible for helping the community prepare a strategic development plan that reflects the community's priorities and capitalizes on its assets. Each corporation loaned an executive who worked with the cluster coordinator and the neighborhood steering committee for five years.

This long-term intense level of commitment is an essential feature of the project. The project relies heavily on corporate volunteers but also looks to corporate partners as strategic implementers. Vaguely defined community aspirations are sought and translated into feasible partnership programs that merge the needs of both the organization and

city community.

To support the project, 22 corporations each agreed to provide an executive for five years. Some have provided additional in-kind donations and other support to the clusters and project. In return for their investment, the corporate partners expect results. While they do not envision the eradication of poverty and urban decay, they expect to see measurable progress toward neighborhood goals.

Several local and national philanthropies have stepped forward to support the project, as have more than 3,000 individuals and organizations representing 100,000 potential volunteers. A number of successful projects have been initiated and undertaken by the clusters, and many specific projects have been remarkably successful.

New York City #1 (Corporate Citizenship)

Broadway Triangle Urban Renewal Project, Williamsburg-Brooklyn New York City is an exciting corporate urban renewal project initiated and supported by Pfizer Inc as part of their ongoing commitment to the Williamsburg community in Brooklyn. Williamsburg was the site of the original Pfizer plant. However, over the years the community has fallen prey to urban decay, blight and loss of jobs. Rather than abandon Brooklyn in the face of urban decay, Pfizer committed its resources and talents to improve the neighborhood around its plant. In 1984, they started a four-phased urban renewal project in collaboration with New York City's Public Development Corporation.

Pfizer began working with the city and local community groups to develop an urban renewal plan that would be sensitive to the neighborhood's needs while maintaining its traditional residential/industrial mix. In 1984, in partnership with the city's Public Development Corporation, Pfizer announced the Broadway Triangle Urban Renewal Project. With Pfizer's support, 300 apartments for lower- and middle-families earning \$25,000 to \$53,000 a year were developed in partnership with the New York City Department of Housing and Preservation and the New York City Housing Partnership.

Several other projects including a focus on children's education through a bilingual public elementary school located in a former Pfizer facility have also been initiated and supported. The relocation of other corporations and businesses to this area was Pfizer-initiated. Arlington Press Inc became the first tenant in an industrial park investing \$1.8 million to renovate a previously owned Pfizer building and employing more than 80

community members.

The participation of other organizations contributes to the sustainability of this project. The New York City Partnership has designated the Broadway Triangle as a "pilot site," eligible for special assistance in housing, schools, job creation and public safety. The Enterprise Foundation has agreed to rehabilitate 200 city-owned, low-income housing units within a 14-block radius of the plant. And along with Pfizer, other companies, such as Brooklyn Union Gas Company, American Express Company and the Federal National Mortgage Association have provided financial support. By 1998, Pfizer's total investment in the Williamsburg community will amount to \$50 million.

Even the smaller gestures have future meaning. Recently fifty trees were planted, each honoring a child from the neighborhood. Pfizer's vision is that 20 years from now, when the trees are strong and beautiful, the children will be mature and successful—and the neighborhood will be well established as an example of how a corporation and its people can work with a community to make a difference.

Brooklyn, New York #2 (Academia/Private Partnership)

Brooklyn Metrotech Project is an innovative effort between the University and the city to redevelop an area of Brooklyn that had become rundown and in disrepair. Faced with declining numbers of students and an inability to attract top faculty because of the shabby state of the neighborhood in which it was located, the former President of Polytechnic University, Dr. Bugliarello, had a vision. He wanted to model the neighborhood after Silicon Valley as a way to bring life back to the area and renovate the neighborhood. What resulted was Metrotech Center, a five million square foot development of new and renovated buildings around a four-acre landscaped mall.

This center was brought about by a unique partnership between academia and industry with significant help from the government. Polytechnic University was the designated developer with a commercial developer brought on for the actual development of the site. Research revealed that tenants actually wanted high-tech space for back-office operations and that more than one third of people who work in downtown Manhattan are from Brooklyn. This location was particularly attractive, as rising rents in Manhattan became prohibitive. The plan was refined and the search for prospective tenants began. Morgan Stanley, the large securities corporation, was the first tenant to commit to the location, which served to open the way for others.

Metrotech includes the Polytechnic campus and Renaissance Plaza, which houses a Marriott hotel and a 32-story office tower. This revival of downtown Brooklyn has brought 25,000 new jobs to the area and provided a much-needed economic boost to the borough. Unlike other developments that are

isolated and provide no benefit to their surrounding community, Metrotech is clustered together into a compact area with high employment that helps to sustain retail and services. Polytechnic University is also undergoing major renovation, which will further serve to attract new students.

To date, Polytechnic has invested about \$40 million in Metrotech, while the private sector and City of New York have invested together over \$1 billion. Neighborhood mitigation alone cost approximately \$19-\$20 million. The proximity of the university to major corporations has resulted in many mutually beneficial partnerships. Various companies have commissioned research from the university, which has also served as a source of students. The success of this project is in large part attributed to its appropriate adaptation to the surrounding urban environment.

New York City #3 (Public/Private Partnership)

The Times Square Business Improvement District (BID), New York, was established to make Times Square clean, safe, and friendly. The BID works in collaboration with city agencies, private businesses, community boards, and local not-for-profit organizations. Using revenues raised from mandatory assessments on local property owners, the BID provides supplemental security and sanitation services, homeless outreach (in partnership with Project Renewal, Inc.) and tourism services. The BID is an advocate for the area's interests and undertakes public improvements, including sidewalk lighting and pedestrian enhancements. The BID also promotes the area locally, nationally, and internationally, such as hosting New Year's Eve celebrations and Broadway on Broadway.

In 1990, when New York State's project to rebuild 42nd Street was on hold because of the real estate depression, a group of local property owners formed a committee to see what they could do to clean up the area. A plan for a Business Improvement District was prepared, in accordance with the legislation originally passed by the City and State in 1982. The District Plan outlined the proposed boundaries, services, and improvements, described the budget and method of assessment, identified membership, and composition of the Board of Directors. The committee reached out to property owners, merchant, and resident within the boundary to inform him/her of the process and include them in discussion of the proposed BID. In 1991, Mayor David Dinkins signed a five-year contract establishing the Times Square BID, which was renewed in 1996 for another five years. The BID opened its doors in January 1992.

Assessments for the Times Square BID are based on property values as determined by the City's Department of Finance. The assessment rate is not fixed from year to year; rather, the operating budget of the BID is determined, and then that figure is divided by the total assessed value of the District in order to arrive at a percentage. This form of assessment allows for property owners to share equitably in the costs of running the BID. Residential owners pay one dollar per year, and not-for-profits are exempt. The City collects the BID assessment without charge to the BID, and then forwards it to the BID.

The efforts of the Times Square BID have reduced crime by 58.6% since 1993. A midtown community court has been established to handle misdemeanors committed in Times Square. Over 50 sanitation workers sweep, scrub, and paint the area seven days a week. A major study on the secondary effects of the concentration of pornography in Times Square has led to legislation to dramatically decrease the number of adult establishments. Tourism has increased with the development of a Times Square Visitors center, and preparations are underway for Times Square 2000 - a global celebration at the crossroads of the world.

Analyses

The challenges surrounding the health and well being of any urban area directly impacts the entire city community (Government, Business, and Citizenry) These development issues touch every aspect of life in the city and have become increasingly pressing as governments are no longer able to support the entire burden and costs of finding solutions to the plethora of socio-economic problems All sectors of society are now having to take on some of the responsibility that ill these ever-growing urban areas Ultimately all sectors have to take action and become responsible for creating a place that encourages economic growth, environmental health social equity and stability and cultural vitality

The one-page summaries of the several development projects demonstrate this unifying movement of cities to sustain and maintain their own economic, political and social vitality Cities are overcoming their development challenges by using the skills and knowledge from all sectors of society, and more specifically focusing on the highly evolved organizational and managerial skills of private industry A partnership with the private sector, at least in urban areas is no longer an option but a necessity It is only with the assistance and participation of the private sector that developing countries will have the capacity to meet the growing needs of urban dwellers and, in the process address the most pressing sustainable development challenges of the 21st century

The one page project summaries exhibit the importance that the business sector can play in promoting and initiating development projects that incorporate and benefit the larger city community on a whole The increased willingness of the business

community to collaborate with other sectors has opened a clear path for other groups to freely discuss ideas and develop alternatives to the cities' sustainable development goals As a result, businesses, local governments and community groups alike are championing projects around a more inclusive participatory forum

Possibilities

Whether initiated by the government, private sector, NGOs, academia or community, the success of these projects in improving the quality of life for citizens in the short-term or in ensuring the sustainability of the natural and urban environment in the long-term, can be attributed to the utilization of this collaborative approach Project initiators have recognized the need to partner with other sectors in order to make their effort successful Arvind Mills, Ahmedabad, India involved the community in the entire decision-making process from the design to the payment of bills The company recognized that without a buy-in from the community the project was doomed

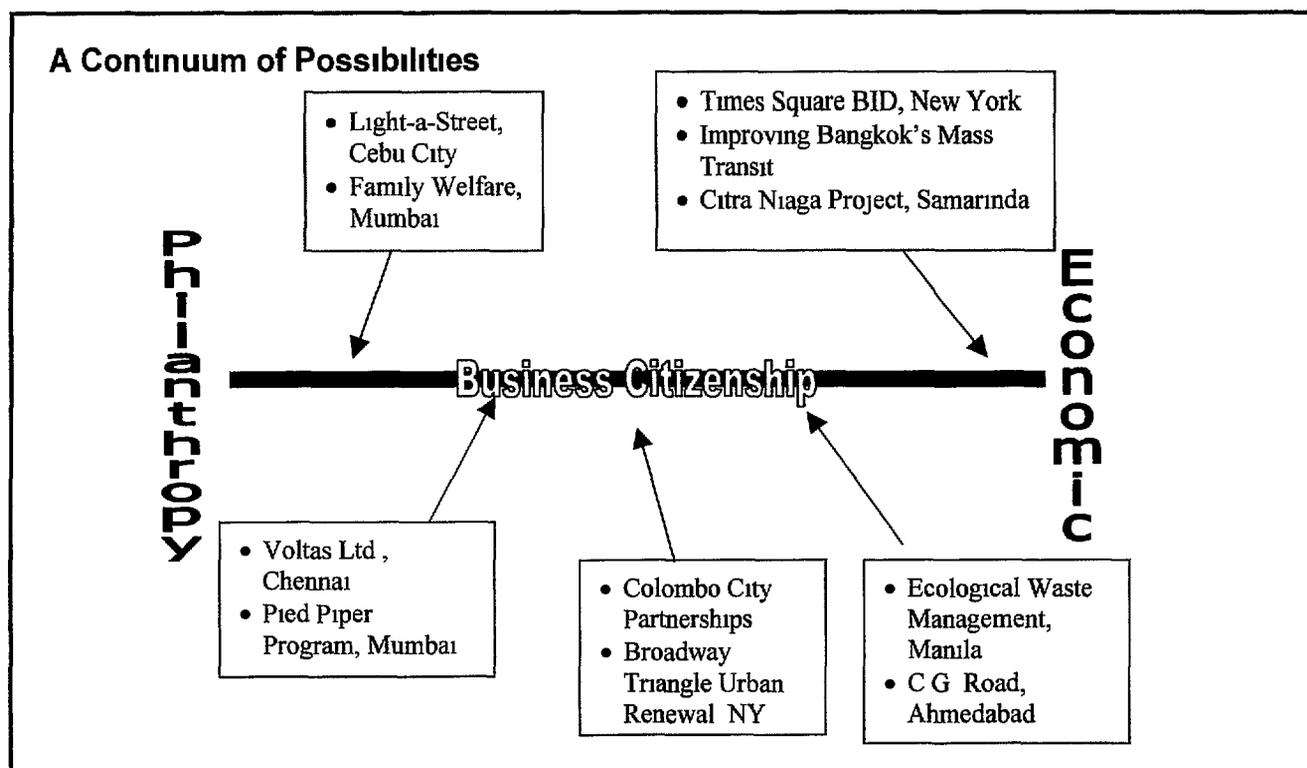
In its effort to transform Surat, India from one of the filthiest cities to one of the cleanest, the municipal government, led by enlightened city leaders, partnered with the private sector to accomplish what would have been impossible alone The success of the solid waste management project in Phuket, Thailand was due in large part to the enthusiastic support of both government and business There are several lessons that can be discerned from the one-page case studies These case studies are not in-depth analysis and therefore do not provide the readers with definitive conclusions but they do throw light on several possibilities and highlight some lessons

- **Some projects share the burden of responsibilities traditionally held by the government alone** Private sector involvement can often reduce costs and improve service quality and efficiency, and communities as sources of innovation should not be overlooked. In Chennai, India, Voltas Ltd. set up Lifeline Express, the world's first hospital on wheels to carry preventive medicine free of cost to the underprivileged across India. In Colombo, Sri Lanka, an enlightened Mayor and Municipal Council encouraged the involvement of the private sector and NGO communities to manage dispensaries, maintain roads, billboards, and collect garbage. The establishment of sewage and healthcare systems in Karachi, Pakistan, was attained through the efforts of an empowered community with the help of business and NGOs.
- **Some projects will guide future development and influence national policy** The community indicator project in Penang, Malaysia, is a holistic model that considers social, cultural, and environmental dimensions in addition to economic revitalization. Recommendations formulated through the Green India 2047 project in New Delhi, India, emphasize the connection between environmental health and economic well-being.
- **Some projects recognize the importance of protecting the environment** The business community in the Philippines, through the Philippine Business for Social Progress, initiated a 15-year plan to clean up a dying river that runs through the center of Manila. By recognizing the importance of the river to the health and well-being of every citizen, the river is well on its way to showing positive signs of life. In efforts to reduce the amount of solid waste in a low-income settlement of Manila, Philippines, a recycling and composting program was implemented that also provided employment for many female residents.
- **Some projects stood out for their innovative approach to addressing urban decay and urban flight** The Atlanta Project in Georgia, USA, is one of the most ambitious community projects ever taken on by the corporate sector. The Broadway Triangle urban renewal project in New York, USA, managed to reflect the sensitivities of its community needs while maintaining its traditional residential and industrial mix.
- **Some projects use innovative financing** Revenues received through mandatory assessments on property owners finance the Business Improvement District in Times Square. A mass transit system in Bangkok, Thailand, is financed through a 30-year concession with the private sector. Utilizing market financing through a water levy, a commercial water service for residential and industrial use in Tirupur, India, was financed.

A Continuum of Possibilities

From philanthropic measures to primarily economic motives, a whole continuum of possibilities for business citizenship exists. The linkage between the public, private, and community sectors in undertaking sustainable and equitable development projects accounts for physical improvements but also leads to improved understanding of each sector, leading to further partnerships.

All of the development projects in the above case studies fall somewhere on the continuum and are perceived as beneficial in that they bring an element of social and economic welfare to their cities. However, the optimal location for businesses, governments, and community groups to fall on the continuum is in the middle. The middle area is a focal point where a multiplicity of projects and programs find a common ground and where there is a larger forum for collaboration. Above all, this is the space where the largest number of stakeholders are able to interact and join together to institutionally form a larger circle of influence on designing sustainable urban development projects.



Lessons Learned

1 Institutionalized Change in the Management Practices of Government

In order for Business Citizenship and partnerships to thrive there must be an institutional change in how cities are managed. The basic structure vis-a-vis the business sector and community must be one of increased transparency, accountability, and rule of law. Increasingly, this decision-making process allows people to feel that they have a stake in what a particular outcome may bring. If people feel no stake in a process, they feel no reason to actively participate in any kind of development project. Without increasing the decision-making process, partnerships will not succeed. As some of the examples, especially Colombo in Sri Lanka and Penang in Malaysia show, when the government sector is ready to change and allow

others to see and comprehend their system of governance, there will be less risk and fear for the different sectors to work together. This transformation must happen at all levels of government so as to re-institutionalize the focal energy of the government towards openly working with the ever-changing economies, businesses, and societies-at-large. A short-term commitment and quick fix will only be brushed away by the next incoming administration.

2 Why Partnerships Fail?

There are several reasons why partnerships fail. One of the major limitations is that a few individuals motivate partnerships for a limited purpose, and when these individuals move on, there is no structure in place to continue the partnership. Further, local government leaders, whether Mayors or Municipal Commissioners,

change frequently especially in many Asian countries and are not in a position of power long enough to see the process through Partnerships also fail because of a lack of transparency and openness of interests among all stakeholders At times business is seen as having vested interest or profit motives for participating in such partnerships At other times partners form collaborative efforts only to derive media benefits rather than undertake specific projects Efforts undertaken in these circumstances do not tend to result in partnerships Finally partnerships fail because there is no commitment on behalf of all parties to see the process through and achieve the desired results

Why Partnerships Fail?¹

- Motivated by a few individuals for a limited purpose
- Constant change of leadership in city government
- Vested interests
- Partnerships seen as one-off event for media publicity
- Lack of commitment

3 Lessons for Building Partnerships

There are several lessons that we can discern from the case studies the most important being that of building capacity This includes capacity building at the local government level through reforms as undertaken by the City of Colombo Cebu City Penang Ahmedabad etc It also requires capacity building of local NGOs and other civic bodies so that they can provide the glue to partnerships that are being formed

Exnora International in Chennai, Bombay First, and City Watch are all examples of NGOs becoming effective at working with government and business leaders For more partnerships to be effective a few critical visible efforts have to be undertaken The C G Road example in Ahmedabad was an effort to redevelop a major artery in the city that affects all segments of the city population The impetus for undertaking change through partnership among business government and community must come from within and cannot be forced by an outside agency otherwise these partnerships become more of a media event rather than leading to real transformation Finally commitment from the business sector to improving the quality of life in the city is essential without such commitment at the highest level these partnerships will not result in fruition

Lessons for Building Partnerships²

- Build capacity of Local Governments through improved administration
- Initial efforts in a few critical 'visible' areas
- Changes should come from within, not forced from outside
- Responsive administration is essential
- Business commitment to city is vital
- Institutionalize for Sustainability

4 Is it Worth Involving the Corporate Sector in development?

The corporate sector is in business for profit They tend to look at any spending of resources in terms of profit they can get and fail to understand social development goals and/or

activities. As we have shown, this attitude is changing. Business leaders are willing to use their resources effectively for community development activities under the right circumstances. When these partnerships are successful, the results are very effective and the community, local government, and businesses all gain. Communities benefit from the increased resources in terms of managerial capacity and money that becomes available for development activities. In Atlanta, the presence of many senior business leaders working side by side with community residents was beneficial to both parties. The community was able to learn first hand how to be efficient and effective and the business leaders learned a valuable lesson of the needs and limitations of communities in inner city Atlanta. This led to several innovative solutions but more importantly, it led to a change in preconceived notions held by business leaders about inner city Atlanta. Business gained by investing in the future of their city which will translate into an environment in which their businesses can run effectively and efficiently. Finally, having business leaders care for what is happening in their communities, raises the morale of the community and of the employees involved in such efforts.

5 How can companies get involved

As the case studies illustrate, there are several ways in which companies can get involved in supporting urban development activities. The following box shows some of the business resources that can be tapped. Many of the case studies have also highlighted models that can be utilized by urban leaders in their own cities.

The Philippine Business for Social Progress is a national model of how companies can pool their resources together for a larger social benefit. In this approach, companies are committing to set aside 1% of their profits which will then be utilized by PBSP for social development activities. PBSP sets aside 20% of the collected total in running the organization and 80% is allocated toward the project activities. One hundred and thirty-seven companies are now contributing to PBSP.

Is it Worth Involving the Corporate Sector in Development?³

Communities stand to gain by -

- being efficient and productive
- engaging the commercial environment in their outreach
- influencing companies to be socially responsible

Companies also stand to gain by -

- being seen as socially responsible
- actively participating in social development and nation building
- enlightened self-interest - poverty eradication benefits the corporate sector in the long run
- raising employee morale

This approach can also be modified to work at the city level. In Colombo, they have launched the Colombo City Partnership where several leading businesses are looking at ways in which they could contribute to a general fund on a yearly basis, tying the amount to a percentage of their profits.

Another approach is that of Bombay First involving 30 of the leading companies of Mumbai contributing to form a corpus or endowment used to fund the core activities of

Bombay First and other resources for program activities

The Atlanta Project is yet another model. Here companies have agreed to commit funds and commit senior executives to work full-time with the Atlanta Project for five years, paying their regular salaries. Even in Atlanta, there were several ways in which companies could participate so that they could engage a wide range of companies to participate in the project. The Exnora Project in Chennai, India, is a variation of the Atlanta project in that N B Nirmal, who started Exnora, was a paid senior executive of the Bank of India. He was on the bank payroll for 10 years as he established this effort.

Institutionalizing for Sustainability

It is quite clear that there are several ways in which urban leaders can develop an approach which involves businesses building partnerships with local government and community. However, to maintain the momentum of these partnerships, it is important to create a new institutional arrangement that sustains the new order of working together. In some cases, it may be necessary to create a new organization, but at a minimum, it will be necessary to find an organization that is willing to champion the strategies and who has the ability to implement the programs through collaboration rather than command. Without an organization which provides a space for business leaders to contribute and participate, formed on the lines of Bombay First or Colombo City Partnership or the Cebu Forum for Corporate Citizenship, these efforts will remain ad-hoc and their value will not be fully realized.

Given the global economic and telecommunication changes taking place, new leaders are emerging and are bringing with them a different value system. Within this change, there are hundreds of enlightened business leaders who are willing to participate and work together, making a difference. Mayors and local government officials must seek out these individuals and provide a space where they can actively contribute and support city development efforts. Unlike the Atlanta project, where the city was not involved in this effort except as a passive supporter, the needs in Asia's cities are very different. Local government must find new and innovative approaches by which business leaders are engaged in urban development.

The wealth of resources that can be made available through this process must be tapped if we are to make a difference and create cities that are economically vital, socially equitable, environmentally sustainable, and culturally rich.

The case studies show the diverse combinations of linkages possible in a city when seemingly divergent sectors come together to attempt innovative projects and programs that use each other's skills to achieve similar ends. The abundance of diverse variables at play in each, and perhaps all of these urban areas, makes for varying levels of success of particular projects. Perhaps not all of the projects were completely successful, but each provides invaluable lessons that will help us refine our models for implementation in future efforts.

What then are the corporate resources that can be tapped?⁴

Transfer of skills through staff secondments, providing executive time and training in -

- General management - planning, budgeting, systems, etc for community organizations/NGOs
- Marketing - product design, developing marketing strategies etc for income generation programs
- Technical - production methods, construction, agriculture extension, etc

Access to markets by -

- Distribution tie-ups (by "piggybacking" products of income generation projects on company's products)
- Preferential purchase of products such as raw materials (mainly from agricultural produce such as honey and herbs), packaging material (cardboard cartons, plastic labels), consumables, stationary, office supplies, etc

Usage of company infrastructure such as -

- Medical facilities for referrals, camps, etc
- Conference facilities
- Communication facilities such as fax and telephones
- Equipment such as photocopiers and computers

Creating employment opportunities by -

- Employing the disadvantaged (persons with disabilities, for example)
- Developing/supporting ancillary units employing the disadvantaged

Financial Support -

- Funds to cover specific capital projects
- Funds for operating costs
- Appointing NGOs and/or community organizations as company authorized distributors with margins and discounts

Donation or discounts on products and assets -

- Company manufactured products
- Used assets

The Road Ahead

The road ahead is rather uncertain and unsure given the cornucopia of elements involved in each individual community city, state/province and nation's development track. However, there is a glimpse of hope on the horizon with the successful examples of projects being developed around the tri-sectoral combination of Business, Government and Community partnerships. The continued agenda for action is as follows:

- Promote the concept of business and city partnerships on a local level by forming citywide partnerships but also working with key business leaders to change the companies approach from philanthropy to social investment
- Develop a strong foundation for sustained information exchange and experience sharing through newsletters, media campaign with short TV programs study visits, and even an award recognizing the contribution of the business sector
- Provide Technical Assistance for city governments and other stakeholders in building partnerships and sustaining existing partnerships
- Enhance the role of support organizations
- Support existing partnerships
- Concentrate in a few cities with "enlightened" civil societies businesses and local governments ready to make a change
- Replicate successful partnership experiences in other cities through a virtual network of agencies, institutions and city governments⁵

In conclusion we would like to leave the readers with five key messages

- Corporate citizenship and business partnerships are two sides of the same coin. Adding shareholder value and social value are concomitant
- There can be no real change in corporate participation unless there is a shift from philanthropy (altruism) to social investment
- There can be no social investment
 - Without developing Innovative Funding Mechanisms in lieu of distributing money
 - Without Mobilizing Core Competencies
 - Without Partnerships
 - Without Community Capacity Building
- 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
- 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

"As corporations are drawn into the community through partnerships one can expect to see a change in their behavior. It may be that through this a new mix of people will rise to take on the responsibility of elected leadership."

Deborah Kimble, Director Municipal Services
International City/County Management Association

Endnotes

- ¹ Mehta Dinesh Regional Advisor South Asia Urban Management Program (UNDP/UNCHS) "Forging Business Partnerships for Social Investment" APCF Regional Conference in Delhi India February 1999
- ² Ibid
- ³ Venkateswaran Shanker NGOs and the Corporate Sector The Rewards of Lateral Thinking *EXCHANGES* December 1995
- ⁴ Ibid
- ⁵ Mehta Dinesh Regional Advisor South Asia Urban Management Program (UNDP/UNCHS) "Forging Business Partnerships for Social Investment" APCF Regional Conference in Delhi India February 1999

APPENDIX

CASE STUDY MATRIX

PROGRAM, LOCATION AND APPROACH	PROBLEM AREA	ORIGINATING SECTOR	PARTNERSHIPS	OBSTACLES	IMPACT	POLICY IMPLICATIONS
CG Road Redevelopment <i>Ahmedabad India</i> Redevelopment of a marginal road into a well designed and safe environment	Poorly developed road with narrow carriageway disorganized parking and irregular right of way	Ahmedabad Municipal Corporation and EPC	Arvind Mills Ahmedabad Municipal Corporation, local community and EPC	°Lack of awareness of design concepts °Difficulty finding appropriate materials and contractors ° Ensuring smooth coordination between utility services	°Well-defined road °Safe environment for shopping and strolling °Efficient and smooth flowing traffic °Well-organized parking	°Innovative financing of public infrastructure °Alternative to road widening for traffic and parking problems °Good conflict resolution example
Slum Networking Project <i>Ahmedabad India</i> Improved quality of life through infrastructure upgrades and other activities	°Lack of infrastructure and basic services °Poverty and poor quality of life for residents	Arvind Mills	Arvind Mills Ahmedabad Municipal Corporation SAATH (NGO) and local community	°Pilot status was a hindrance °Inadequate planning of community activities °Bureaucracy an obstacle to other business participation	Improved infrastructure for one slum including storm water drainage pathways sewer lines and water pipes	°Illustrates importance of community participation in decision-making process °Lessons learned for overcoming bureaucratic hurdles
Solid Waste and Slum Improvement <i>Chennai India</i> Mobilize slum residents for solid waste disposal, and other activities	°Garbage accumulation in city waterways °Inadequate sanitation and sewage systems °Unhealthy and unhygienic environment	Exnora International (NGO) and local community	Exnora International Bank of India, local businesses municipal government and community	NA	°Healthy and clean environment °An empowered community that solves problems through community action °Savings for government	Empowered communities can partner with government to provide basic services at savings
Zero Waste Management <i>Chennai India</i> Effort to achieve zero waste	°Insufficient disposal facilities °Transportation of waste across wards caused public uproar °Organic waste in landfills	Corporation of Cochin Cochin Development Authority Institution of Engineers Rotary Club Exnora	Corporation of Cochin, Cochin Development Authority Institution of Engineers Institute for Research in Soil Biology and Bio Technology Rotary Club Exnora	NA	°In 4 wards of Cochin waste is composted in originating ward °Organic waste in large market is converted to manure	Model to be emulated in the other 49 wards of the city

Previous Page Blank

PROGRAM, LOCATION AND APPROACH	PROBLEM AREA	ORIGINATING SECTOR	PARTNERSHIPS	OBSTACLES	IMPACT	POLICY IMPLICATIONS
<p>Restoration of City s Waterways and Pond <i>Chennai India</i></p> <p>Projects to clean up the Mambalam Canal and Kovalam Pond</p>	<ul style="list-style-type: none"> °Waterways are heavily polluted and silted °Lack of potable water °Lack of flora and fauna for healthy water °Health hazards to residents 	Exnora International	Exnora International Chennai Metropolitan Development Authority Institute of Research in Soil Biology and Bio Technology local youth Kovalam Youth Exnora private donation	NA	<ul style="list-style-type: none"> °Clean and healthy waterways °Additional sources of drinking water °Rejuvenation of plant and fish provides income potential for residents °Improved health of residents 	<ul style="list-style-type: none"> °Multi-sectoral collaborations can provide basic services at a lower cost if done with community °Expansion to two other ponds
<p>Train for Life and Polio Free Madras <i>Chennai India</i></p> <p>Improving the health of residents through free health care and immunizations</p>	<ul style="list-style-type: none"> °Poverty °Lack of preventive health care for low income and rural communities 	Voltas Limited	Voltas Limited IMPACT India (NGO)	NA	<ul style="list-style-type: none"> °A mobile hospital that provides free preventive medicine to the underprivileged °Portable and low cost refrigeration technology for widespread polio vaccination campaign 	Illustration of innovative corporate-led projects in healthcare
<p>Hospital Schools and Afforestation Ghansoli/ Thane India</p> <p>Projects to establish schools a hospital and reforest public land</p>	<ul style="list-style-type: none"> °Poverty °50 hectares of degraded hillv government land 	NOCIL	NOCIL government, local community	NA	<ul style="list-style-type: none"> °Hospital that treats almost 64 000 patients each year °Construction of classrooms and a school °50 hectares of public land reforested and irrigated with company s treated effluent water 	Shows how business can take over some of the infrastructure obligations of government
<p>Social Welfare & Environmental Protection <i>Jamshedpur India</i></p> <p>Projects in social welfare and environment</p>	<ul style="list-style-type: none"> °Lack of community service programs for the disabled °Lack of reproductive health care services for general population 	Tata Iron and Steel Company Ltd	Tata Iron and Steel Company Ltd Cheshire Home School of Hope Asha Kiran Sight Savers Rotary Club Lions Club and Blind Relief Association	NA	<ul style="list-style-type: none"> °Center that provides reproductive health care free milk for mothers and infant immunizations °An environmental management program 	Companies can reach beyond their business interests to create a better urban environment

PROGRAM LOCATION AND APPROACH	PROBLEM AREA	ORIGINATING SECTOR	PARTNERSHIPS	OBSTACLES	IMPACT	POLICY IMPLICATIONS
Family Welfare <i>Mumbai India</i> Provision of integrated health care	° Lack of integrated healthcare ° Poverty	Larson and Toubro	Larson and Toubro Mumbai Municipal Corporation	NA	°Integrated health care and medical diagnostic services to general population °TB clinic and a polytechnic training institute °Program to encourage other businesses to start similar activities	Business can become involved in the provision of health and social welfare services
Pied Piper Rodent Control <i>Mumbai India</i> Eradication of rodents in a city neighborhood	°Intense rodent manifestation °Lack of rodent control °Poor health and unhygienic conditions	PCI	PCI Colaba-Cuffe Parade Citizen s Group Mumbai Municipal Corporation	NA	°Eradication of 95% of rodents within a city neighborhood °Better health of residents	Multi sectoral partnerships are effective when business focuses on its area of expertise
Solid Waste <i>Mumbai India</i> Management of solid waste including medical waste	° Over 5 000 tons of garbage generated daily ° Landfill capacity reached within 5 to 7 years	Bombay First	Bombay First, Brihanmumbai Municipal Corporation Clean Mumbai Foundation Tata Memorial Hospital communities	Lack of will by hospitals to address the safe disposal of medical waste	°A household recycling program °Campaign for the safe disposal of medical waste °A cleaner healthier city	°Businesses can take over services inadequately provided by municipalities °A successful multi-sectoral partnership model
Environmental Action <i>Mumbai India</i> Environmental education and awareness program for school children	° Lack of educational awareness and programs in school curriculum ° Unsustainable practices and behavior	Proctor & Gamble	Proctor & Gamble Sista's Worldcom Maharashtra State Government and Central Government	NA	°A curriculum which raises environmental awareness among children in 9 schools and fosters new attitudes and behaviors °Plans to expand to 20 schools in 98-99 school year and to Chennai	Business can have a significant role on the quality of education and foster positive and long-lasting change on the environment

PROGRAM LOCATION AND APPROACH	PROBLEM AREA	ORIGINATING SECTOR	PARTNERSHIPS	OBSTACLES	IMPACT	POLICY IMPLICATIONS
<p>Fuel Substitution <i>New Delhi India</i></p> <p>Promoting the use of alternative fuels</p>	<ul style="list-style-type: none"> °Serious energy crisis in rural India °Biomass fuels cause health illnesses °Kerosene comprises large portion of country's oil imports 	Tata Energy Research Institute's Rural Energy Group Indian Oil Corporation Ltd Gas Authority of India	Rural Energy Group of TERI Indian Oil Corporation Ltd Gas Authority of India, community	NA	<ul style="list-style-type: none"> °Energy efficient devices installed in 37 villages °Improved standard of living for over 1000 rural families °Income generation and cost saving °Reduced pollution levels 	Private and community initiatives can succeed with active community participation
<p>PEERS <i>New Delhi India</i></p> <p>Training decision makers in sustainable development</p>	<ul style="list-style-type: none"> °Lack of long-term vision in sustainable development °Lack of sustainable development factored into daily decision-making of political and business leadership 	Tata Energy Research Institute	Tata Energy Research Institute UN University in Tokyo Center for Energy and Environmental Policy University of Delaware UN Development Programme other professionals from business & government	NA	<ul style="list-style-type: none"> °Professionals in business, government, academia, and NGOs trained in sustainable development °Participants trained to become effective agents of change 	Shows how to transform quality of leadership through a multi-sectoral effort
<p>Green India 2047 <i>New Delhi India</i></p> <p>National movement towards sustainable development</p>	<ul style="list-style-type: none"> °Inadequate and negative development and growth policies and programs over past 50 years °Declining quality and quantity of forests, air, land, water and biodiversity 	Tata Energy Research Institute	Tata Energy Research Institute business, academia and government	NA	<ul style="list-style-type: none"> °A plan to reverse the trend of environmental degradation while fostering sustainable economic growth °Recommendations will steer development policies and programs 	Environmental health and economic wellbeing are connected
<p>Transformation of Surat <i>Surat India</i></p> <p>Urban renovation</p>	<ul style="list-style-type: none"> °One of the country's fastest growing and filthiest cities °Poverty and poor health °Lack of safe drinking water and inadequate sanitation facilities °Less than 40 percent of solid waste collected on a daily basis 	Surat Municipal Corporation	Surat Municipal Corporation business, NGOs and community	Government failed initial attempt to cleanup this city	<ul style="list-style-type: none"> °A transformed city government that is responsive and efficient and encourages community participation °A cleaner and healthier city °Almost 200 businesses now invest in the city's welfare 	Pressing urban problems can be overcome through local solutions and the collective efforts of city leaders and the private sector

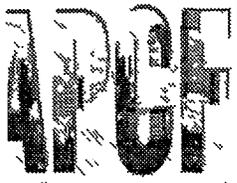
PROGRAM LOCATION AND APPROACH	PROBLEM AREA	ORIGINATING SECTOR	PARTNERSHIPS	OBSTACLES	IMPACT	POLICY IMPLICATIONS
<p>Commercial Water Project <i>Tirupur India</i></p> <p>A commercial water service and sewage system for industrial and residential use</p>	<ul style="list-style-type: none"> °Lack of clean water for industrial and household use °Lack of sewage system for low cost sanitation and sludge treatment and disposal 	Local business leaders	Tamil Nadu Corporation for Industrial Development, Tirupur Exporter s Association IL&FS US Agency for International Development World Bank	NA	<ul style="list-style-type: none"> °Commercial water service and sewage system A build-own-operate-transfer structure project that uses a water levv and makes water cheaper for households 	<ul style="list-style-type: none"> °Good example of innovative financing °Invaluable lessons for investment recovery
<p>Citra Niaga Urban Development <i>Samarinda Indonesia</i></p> <p>Slum consolidation and urban renewal</p>	<ul style="list-style-type: none"> °Rural migration adding to slum population °Continuous infusion of illegal street hawkers choking city streets 	Local Developer	Government business and community	Overcame community objections by incorporating legal and illegal shop owners into design and development	<ul style="list-style-type: none"> °Self-sustaining commercial complex with kiosks and stalls for pavement traders °Upgraded crowded squatter settlement °Redeveloped link between harbor and the city 	Land sharing model that incorporates social and ecological aspects usually ignored in developments
<p>Sustainable Penang Initiative <i>Penang Malaysia</i></p> <p>Community indicators to guide sustainable development</p>	<ul style="list-style-type: none"> °Economic growth was not directed by appropriate development planning °Unbridled, unbalanced and unsustainable development 	Community and Central Government	Socio economic and Environment Research Institute Penang Government NGO business & industry academia and professional associations	Economic crisis has limited the participation of business and industry	<ul style="list-style-type: none"> °Recommendations that will guide development and policy formulation °An educational and reference tool for teachers journalists and the community 	Holistic sustainable development plan that considers economic social cultural and environmental dimensions
<p>Orangi Pilot Project <i>Karachi Pakistan</i></p> <p>Community empowerment and urban redevelopment in a low income settlement</p>	<ul style="list-style-type: none"> °Residents lacked health care including reproductive health care sewage systems, and good employment opportunities for women ° Houses built with poor quality material 	NGO – The Orangi Pilot Project	Orangi Pilot Project community and business	NA	<ul style="list-style-type: none"> °Sewage systems installed in 76% of households °Infant mortality decreased from 130 to 37 per live birth in 9 years through mobile training teams ° Better work opportunities and conditions for women ° A home improvement program that improved quality of houses built 	<ul style="list-style-type: none"> °Great community empowerment model °Illustration of effective partnerships

PROGRAM LOCATION AND APPROACH	PROBLEM AREA	ORIGINATING SECTOR	PARTNERSHIPS	OBSTACLES	IMPACT	POLICY IMPLICATIONS
<p>Environmental Management Project <i>Ilo Ilo Peru</i></p> <p>Environmental management</p>	<p>°Chaotic development °Population growth air pollution and seawater contamination degrades the environment and threatens income activities</p>	Government and Business	Southern Peru Ltd fishing industry universities municipal government and community	High levels of animosity between community and industry created a difficult negotiation process	<p>°Tension diffused between community and industry and a comprehensive plan established °Environmental plan for wastewater treatment and pollution prevention and reforestation</p>	<p>°Illustration of how a confrontational situation can be turned into a collaborative one °A city vision that considers the rights of all stakeholders</p>
<p>Light-a-Street Project <i>Cebu City Philippines</i></p> <p>Builds good will at Christmastime by displaying lights and decorations throughout the city</p>	The good cheer traditionally prevalent at Christmastime was non-existent	Municipal government	Municipal government, Lions clubs Rotary clubs Kiwanis clubs Negros Navigation Cebu Hara Jaycees Philippine Spring Water Resources Kiwanis Santo Nino de Cebu and VECO	Economic crisis	Project fostered goodwill and thanksgiving in a time of hardship	Shows how small projects can make a difference in peoples lives if all sectors pull together
<p>Cebu Uniting for Sustainable Water <i>Cebu City Philippines</i></p> <p>Ensures water availability in the future</p>	<p>°Poorly planned and uncoordinated projects pushed city onto coastal plains °Development and salt water intrusion of aquifers threatened ground water</p>	Business	Business government academia. NGO civic groups and community including youth farmers and landowners	NA	<p>°A coalition that formulates and manages an action plan to ensure future water availability °Creation of a sustainable approach to protecting managing and developing Cebu's water resources</p>	Business and community can work with the government to influence development and conservation policy & activities
<p>Watershed Development & Management <i>Iligan City Philippines</i></p> <p>Management of a fragile watershed development</p>	Concern that intensive industrial development would negatively affect a fragile coastal strip	CIC Environment Core Group	CIC Environment Core Group Department of Environment and Natural Resources Philippine Partner for the Development of Human Resources in Rural Areas and Philippine Business for Social Progress	NA	<p>°A framework that guides efforts for sustainable water resources °Multi-sectoral stakeholders are bound to managing the watershed</p>	Successful example of participatory planning between public and private sectors

PROGRAM LOCATION AND APPROACH	PROBLEM AREA	ORIGINATING SECTOR	PARTNERSHIPS	OBSTACLES	IMPACT	POLICY IMPLICATIONS
<p>Corporate-Led Solid Waste Management <i>Iligan City Philippines</i></p> <p>Reduction of solid waste particularly at the household level</p>	<p>City government only collects 17% of waste generated on a daily basis</p>	<p>Business</p>	<p>Philippine Business for Social Progress, Judge Guillermo Guevara B Foundation Mabuhay Vinyl Corporation, MCCI Corporation, Iligan Cement Corporation local government community groups and residents</p>	<p>°Limited market for waste products °Lacked capital to initiate waste-trading and recycling °Lacked storage facilities for recycled products</p>	<p>°Seven neighborhoods with household waste sorting and segregation systems ° Plans to expand to 10 barangays °Income generation for women °Commercial production of product using recycled waste</p>	<p>°Innovative and effective multi-sectoral partnership °Communities need access to revolving funds and low cost recycling technologies</p>
<p>Ecological Waste Management <i>Manila Philippines</i></p> <p>Reduction of solid waste in low income neighborhoods</p>	<p>Landfills can only accommodate about half of all solid waste generated daily</p>	<p>Assorted Wastes and Recycling Enterprises Inc</p>	<p>Assorted Wastes and Recycling Enterprises Inc , Santa Maria Economic Development Foundation local government and community</p>	<p>NA</p>	<p>°Recycling and composting program in a low-income neighborhood °Income generation °Employment opportunities for residents °Cost savings for government</p>	<p>Success achieved through extensive community organizing and financial incentives</p>
<p>Pasig River Rehabilitation <i>Manila Philippines</i></p> <p>Clean up of a major urban river</p>	<p>Dying river with pollutants debris and industrial and household wastes flowing freely and untreated into it</p>	<p>Philippine Business for Social Progress</p>	<p>Philippine Business for Social Progress and other businesses</p>	<p>NA</p>	<p>5 years into the 15-year cleanup effort have produced some positive changes to quality of water</p>	<p>Business can take the lead to make a positive impact on the natural environment</p>
<p>Colombo City Partnerships <i>Colombo Sri Lanka</i></p> <p>Transforming government into a responsive and effective force</p>	<p>°Unresponsive government °Inefficient services</p>	<p>The Mayor of Colombo</p>	<p>Mayor and municipal council business NGOs community</p>	<p>Diverse political ideologies of the Municipal Council had to be overcome for effective governance</p>	<p>°Effective and participatory government that is responsive to peoples needs °Improved services to low income populations °Renovated public buildings °Community and business participation actively encouraged</p>	<p>Enlightened city leaders can improve service delivery by overcoming political differences and involving citizens NGOs and the private sector</p>

PROGRAM LOCATION AND APPROACH	PROBLEM AREA	ORIGINATING SECTOR	PARTNERSHIPS	OBSTACLES	IMPACT	POLICY IMPLICATIONS
<p>Rama 3 District Urban Redevelopment <i>Bangkok, Thailand</i></p> <p>Effort to turn an inner city into a strong business and financial center</p>	<p>°Bangkok Comprehensive Plan calls for a restriction on land use in this area by the year 2001</p> <p>°Business center expected to relocate south</p>	Government	Bangkok Metropolitan Authority various government departments private sector	NA	<p>°A treatment plant and drainage system</p> <p>°Construction and upgrades to two roads</p> <p>°A new building complex housing and public utilities</p> <p>° Supports city planning</p>	<p>°Reinvestment in an urban area.</p> <p>°Private sector encouraged to participate</p>
<p>Improving Bangkok's Mass Transit System <i>Bangkok, Thailand</i></p> <p>Creation of a mass transit system</p>	Inadequate transportation system and roads creating traffic problems	Bangkok Municipal Authority	Bangkok Municipal Authority Thanavong Public Company Ltd Siemens Italian Thai Development Public Co Ltd	NA	An elevated mass transit railway through a 30-year concession	<p>°Privately funded Build Operate Transfer transportation project</p> <p>°Innovative financing</p>
<p>Korat for the Next Decade <i>Vakhon Rachasima (Korat) Thailand</i></p> <p>Promotes social and economic growth and environmental protection</p>	Unstructured urban development and environmental degradation	Chamber of Commerce Information Center at the Teachers College	Chamber of Commerce Information Center at the Teachers College representatives from the private sector government and community-at large	A historically antagonistic relationship between the business community and local government	<p>°A participatory and comprehensive vision for addressing urban problems</p> <p>°Formation of a group of stakeholders who raise awareness and advocate change on environmental and urban development issues</p>	<p>°Business and communities can mobilize to create change</p> <p>°Demonstrates the effectiveness of peer pressure to achieve results</p>
<p>Solid Waste Management <i>Phuket Thailand</i></p> <p>Improve city's waste management</p>	Reputation as a thriving tourism center was threatened by overloaded solid waste management system	Phuket Tourist Association Phuket Government	Phuket Tourist Association Thai Hotels Association Thai Airways International municipal government, and International Centre for Sustainable Cities	NA	<p>° Improvements to bring the waste management system up to national standards</p> <p>°A reduce reuse and recycle campaign</p>	<p>°Enthusiastic support from government and industry crucial for project's success</p> <p>° Follows national development goals</p>

PROGRAM LOCATION AND APPROACH	PROBLEM AREA	ORIGINATING SECTOR	PARTNERSHIPS	OBSTACLES	IMPACT	POLICY IMPLICATIONS
<p>The Atlanta Project <i>Atlanta Georgia USA</i></p> <p>Renovation of urban area through community empowerment</p>	<p>°Decaying inner city torn apart by violence, drugs, unemployment homelessness and substandard housing</p> <p>°Poor health care and education systems</p>	<p>Former President Jimmy Carter</p> <p>Marriott Corporation</p> <p>community leaders</p>	<p>The Carter Center</p> <p>Marriott Corporation,</p> <p>The Southern Company</p> <p>Coca Cola, Home Depot</p> <p>NationsBank United Parcel Service and other businesses community organizations and NGOs</p>	<p>Difficulty building trust between business and communities</p>	<p>°20 neighborhoods were partnered with corporations to address social economic and health problems</p> <p>°Central support structure</p> <p>° Each business committed time energy and money to the project</p>	<p>°Ambitious corporate-led community project</p> <p>°Invaluable lessons in community trust building executive loaning and expectations</p>
<p>Broadway Triangle Urban Renewal <i>New York USA</i></p> <p>Revitalization of a Brooklyn neighborhood</p>	<p>Urban decay, blight and loss of jobs characterized this neighborhood</p>	<p>Pfizer Inc</p>	<p>Pfizer Arlington Press Inc Enterprise Foundation Brooklyn Union Gas Co American Express Federal National Mortgage Association other businesses and government including the Public Development Corporation, Department of Housing and Preservation and the Housing Partnership</p>	<p>NA</p>	<p>°An urban renewal plan sensitive to neighborhood needs</p> <p>°Affordable housing and employment opportunities for residents</p> <p>°Bilingual education and planting of green spaces</p>	<p>Illustration of how a business can commit its resources and talents to improving a neighborhood instead of relocating</p>
<p>Brooklyn Metrotech <i>New York, USA</i></p> <p>Renovation of downtown Brooklyn</p>	<p>Shabby neighborhood affected university's ability to attract top faculty and students</p>	<p>Polytechnic University</p>	<p>Polytechnic University, private sector and local government</p>	<p>Difficulty attracting first tenant to unproven location</p>	<p>°Metrotech Center, a five million sq ft development around a landscaped mall</p> <p>°25 000 new jobs and an economic boost to the area</p> <p>°Many mutually beneficial partnerships</p>	<p>Shows how a large development can be successful if adapted appropriately to its environment</p>
<p>Times Square Business Improvement District <i>New York, USA</i></p> <p>Renovation of Times Square to make it clean safe and friendly</p>	<p>°Real estate depression delayed city's plans to rebuild 42nd street</p> <p>°Crime, debris and unfriendliness of neighborhood jeopardized health and safety of residents and tourists</p>	<p>Local businesses</p>	<p>Business government community and NGOs</p>	<p>NA</p>	<p>°Creation of the Business Improvement District</p> <p>°A cleaner city and friendlier city</p> <p>°Reduction of crime by almost 60 percent</p> <p>°Increased tourism</p>	<p>Innovative financing of services homeless outreach and other public improvements</p>



The **Asia Pacific Cities Forum (APCF)** is an action partnership promoting business citizenship for urban development. APCF was launched in July 1997 in New York City and is based at the College of Architecture and Planning, University of Washington. It is affiliated with the Asia Society, the Institute for Public Administration, the Philippine Business for Social Progress, and the National Institute of Urban Affairs – New Delhi. The goal of APCF is to facilitate development of regional partnerships in Asia by bringing together enlightened urban leaders who are dedicated to improving the quality of life in their respective cities through sustainable urban development. APCF's 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. In collaboration with local urban institutions throughout Asian cities, APCF has been successful in creating city partnerships that bring businesses together with urban leaders.

For more information contact

Akhtar Badshah
Executive Director
Asia Pacific Cities Forum
2203, 246th PL NE
Redmond, WA-98053
Phone (425) 898-9739
Fax (425) 898-9649

Or Visit our Web Site at www.apcf.org