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United Cities and Local Governments  
Asia-Pacific

# LOCAL GOVERNMENTS

N E W S L E T T E R



## ADVANCING BALANCED ECONOMY

**04** Let's Hop  
around Yiwu!

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Melbourne

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Activities



Dear Valued Members,

As another year ends, we are stepping closer to 2030, the year when the world agreed to achieve the Sustainable Development Goals (SDGs). The question we need to answer will be how far have we progressed to attain the goals? The end of the pandemic does not necessarily mean the end of challenges. It only means moving forward and catching up with the time, and identifying new opportunities. Working together is always on top of mind when talking about acceleration and this is what we celebrate in our 9<sup>th</sup> UCLG ASPAC Congress in Yiwu.

I am glad that, within our limitations, our Congress is filled with renewed hope and positive spirit to bring about the urban and regional development we all aspire to see. Facilitating cities and local governments to build their capacity through knowledge exchange and cooperation, honing the vision in our development, and opening opportunities are some of the assets that we can capitalise on to fast-track our efforts in the 9<sup>th</sup> UCLG ASPAC Congress. I strongly believe that the acceleration process will bring positive results when each of us contributes optimally to attain the goal we share.

On this occasion, I would also like to express my gratitude to our members and partners for their continuous support and trust throughout these two years. As we see a new leadership coming in the 9<sup>th</sup> UCLG ASPAC Congress, I would like to congratulate the new President. The leadership role of this Organisation is one of the most wonderful moments every mayor or governor will cherish in their life as they will not only be able to contribute to their city or territories but also within the Asia-Pacific region. I would like to thank Yiwu for hosting the Congress and making it a big success. Finally, I express my appreciation to the Secretary General of UCLG ASPAC and all her team members for their unwavering support throughout my leadership period.

I invite all of you to come to Dhulikhel. The people will surely welcome you with warm hospitality, in addition to the majestic beauty you can surely enjoy throughout the visit. I hope that our connections and friendship will remain the same and that we continue enlivening the intention to contribute our best to the city and our people.

**Mayor Ashok Kumar Byanju Shrestha**  
President, UCLG ASPAC  
President, Municipal Association of Nepal  
(August 30, 2018 - December 21, 2022)  
Mayor, Dhulikhel Municipality



Dear readers,

I am glad to welcome you to the 9<sup>th</sup> UCLG ASPAC Congress. This year, we highlight the theme “Advancing Balanced Economic Development for Asia and the Pacific” to support our members and step up the efforts for better urban and local development. This Congress will help local and regional governments to expedite their efforts to attain sustainability goals. There will be plenty of good practices that we can learn and some of them are captured in this Newsletter.

I am proud to inform you of what we have achieved in the last six months. Aligned with the Indonesian Chairmanship in ASEAN this year, we successfully held the ASEAN Mayors Forum which was hosted by the Jakarta Capital City Government. We managed to bring together city leaders and even representatives of government at the national level to support and enhance the discussions. I am also glad to officially announce our new 4-year programme, the Urban-Act: Integrated Urban Climate Action for Low-Carbon and Resilient Cities. In the sanitation and waste management sector, we held the South and Southeast Asia City-Wide Inclusive Sanitation (CWIS) Workshop hosted by Tangerang Regency. Finally, we have concluded our support for the localisation of SDGs in Pakistan (LEAD for SDGs).

2023 has been an important year for our Organisation. I am grateful for the support given by many of our partners. The special citation from UN-Habitat that I received has been a great encouragement of the progress we have made in promoting sustainable urbanisation in the Asia-Pacific region. I dedicate this recognition to our members who have been making steady progress toward building better and prosperous cities.

The Congress has always been our largest gathering. As a new leadership will be elected, I would like to thank Mayor Ashok for his guidance. We are glad to have his dedication and commitment over the past two years. We will continue his legacy to put people first and foremost in the decisions made. I invite all members and partners to make the most of our Congress. Optimise the opportunities we have prepared, including all the networks and knowledge. Setting our intention for the growth of our cities and territories can only be impactful if it is supported by relevant and thoughtful actions. Keep up the commitment and spirit, and take action for a great Asia and the Pacific.

**Dr. Bernadia Irawati Tjandradewi**  
Secretary General, UCLG ASPAC



UCLG ASPAC Secretariat is proud to announce that our Secretary General, Dr. Bernadia Irawati Tjandradewi was awarded the Special Citation at the 2023 UN-Habitat Scroll of Honour Award ceremony in Baku, Azerbaijan, on October 2, 2023.

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# Let's Hop around Yiwu!

AS you are attending the 9<sup>th</sup> UCLG ASPAC Congress, we invite you to explore Yiwu, the host city. Watch your step, don't miss these hidden gems!

## Yiwu International Trade City District 1

Find: flowers and accessories, toys, jewellery, headwear, festive crafts, porcelain crystals, tourism crafts, photo frames



## Yiwu International Trade City District 3

Find: cosmetics, clothing accessories, cultural and sports goods manufacturers, office, and schools supplies, painting supplies.

## Yiwu International Trade City District 2

Find: bags and cases, umbrellas and rain wear, shopping bags, tools, hardware, electrical accessories, home appliances,



## Yiwu International Trade City District 4

Find: daily necessities, footwear, painting industry, direct sales centre of manufacturing enterprises, belts, scarves,



## Yiwu International Trade City District 5

Find: imported commodities pavilion and jewellery, fabrics, daily necessities, bedding, wedding supplies, car supplies and accessories, pet supplies



## International Exhibition Centre

(Yiwu) International Exhibition Centre or Yiwu International Expo Centre is considered newly built. It covers an exhibition hall and a five-star hotel covering a total building area of more than 296 thousand square metres and a total investment of 1.8 billion yuan.

## Hengdian World Studio

Hengdian World Studios is known as China's Hollywood. Located in Hengdian, it is the world's largest film and TV base with the greatest concentration of industry factors.



## Luo Binwang Park

Luo Binwang Park is a historic and cultural park built to commemorate Luo Binwang, one of the most outstanding poets of the Tang Dynasty. Some say that the park is the place where Luo Binwang frequently visited as a child.



# Advancing Balanced Economic Development

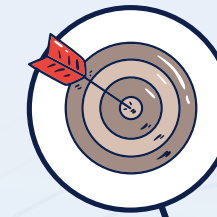


**THE 9<sup>th</sup> UCLG ASPAC Congress** takes the theme “Advancing Balanced Economic Development for Asia and the Pacific”. This theme builds on the fact that the overall progress on the Sustainable Development Goals (SDGs) in the region had only reached 14.4% in 2022 (*Asia and the Pacific SDGs Report 2023, unescap.org*).

At the current pace, the Asia-Pacific region will miss the target year of 2030 by several decades unless efforts towards the SDGs are accelerated. The 9<sup>th</sup> UCLG ASPAC Congress is designed to help cities accelerate their efforts through insightful knowledge exchange, intensive and fruitful discussion, space for networking and identification of opportunities.

## Why is the acceleration needed?

At the midpoint towards the 2030 target year, the region should have made **50 %** of the progress needed to achieve the goals, yet the overall progress reached only **14.4 %**.

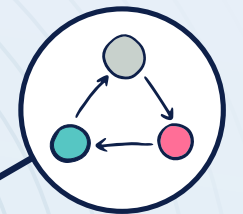
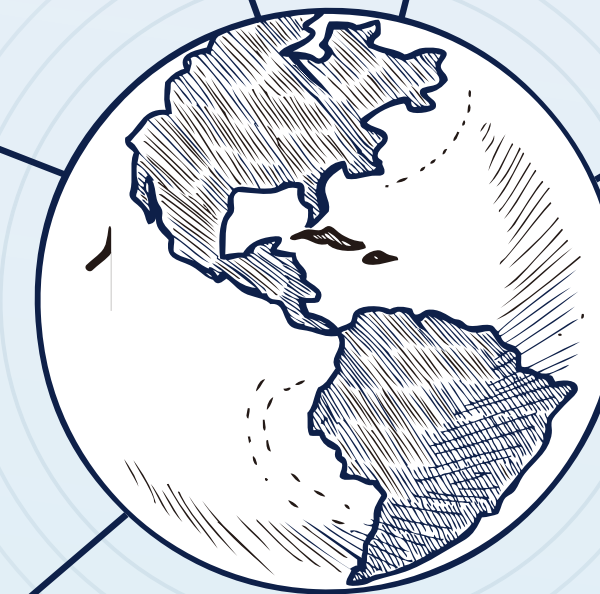


At the current pace, the Asia-Pacific region will miss **90% of the 118 measurable targets by 2030** unless efforts are multiplied between now and 2030.



**Average output growth at 3.3% (est.)**

much lower than the pre-pandemic averages



**GLOBAL ECONOMIC RECOVERY**  
Continues, but on a **SLOW TRAJECTORY**

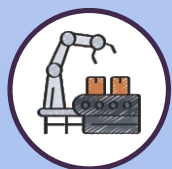


**Post-pandemic economic performance was considerably weak in 2022**

in developing countries in Asia and the Pacific



**To accelerate the efforts, cities and local governments can also explore these insightful discussions at the Congress**



**Industrial Upgrading**



**Rural Revitalisation**



**Youth Entrepreneurship**



**Child Friendliness**



**Trade Promotion**

**Yet, the Asia-Pacific region is still an economically dynamic region driven by China's recovery and India's resilient growth. (data.imf.org)**

There are cities in the Asia and Pacific region that have experiences in boosting their economic development. Yiwu, Melbourne, Bangalore, and Singapore have good practices in store and for learning, be it from city's history, future plan, as well as current innovations.





## Learn From Yiwu

Yiwu, the world's largest consumer goods wholesale market, was once a rural county in Zhejiang Province. We highlight factors that make the city today.

**Industrialisation, entrepreneurship, and the role of local governments have been pointed out as major factors that make Yiwu today.**



## Facts About Yiwu



There was a very significant demand for consumer products in Yiwu, but limited product accessibility.



The county/local government took lead and made major investments.



Early 1980s: The county authorities granted greater leniency on rules of trading and barter.



By 1990: Yiwu Market occupied 57,000 square metres, and the number of booths increased to 8,503.



1982: The county government gave farmers formal permission to engage in commercial activities.



Although the national government no longer favoured increased market development after the Tiananmen incident, Yiwu Market continued to make progress.



1984: The construction of a physical marketplace.

## Actions Taken

The county/local government took lead and made major investments in infrastructure and governance:



## Results

- Tremendous growth of the city's GDP per capita: **from RMB235 (US\$36) in 1978 to RMB126,707 (US\$19,932) in 2014** (China: An International Journal Vol.14, Number 3).
- Even with the pandemic striking, sales recorded **85%** of artificial Christmas trees (a staggering 68 million trees) came from China and a significant number of them from Yiwu, despite reports mentioning operational costs at Yiwu market had **risen by 20%-30%** and exports and sales had **fallen around 30%** ([outlookindia.com](http://outlookindia.com)).
- Yiwu is now becoming the **world's largest** consumer goods wholesale market.

Sources: from various sources



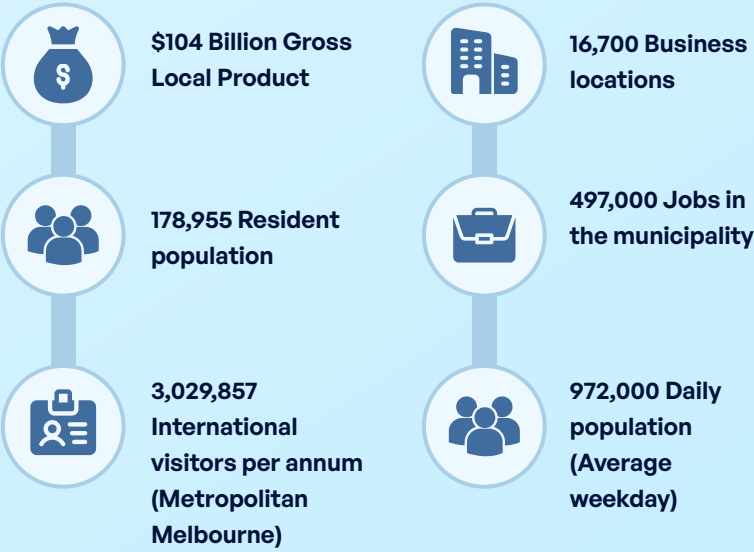


# Learn From Melbourne

Melbourne has been one prosperous city that other cities can learn from. We summed up relevant facts, its aspirations, and key factors that makes the city ready to take off.



## Facts About Melbourne



## Aspirations

<b>\$150 billion</b> Gross Local Product by 2031	2019 Gross Local Product: <b>\$104 billion</b>
<b>\$150 billion</b> Gross Local Product contribution per job by 2031	2019 Gross Local Product contribution per job: <b>\$209,000</b>
<b>600,000</b> jobs by 2031	2019 employment: <b>497,000</b>
<b>270,000</b> residential population by 2031	June 2020 residential population: <b>183,000</b>
<b>&lt;5%</b> shopfront vacancy rate by 2023	May 2021 vacancy rate: <b>19 percent</b>

## Future Plan

Melbourne has set **8 Key Priorities** for Economic Growth



Sources: from various sources



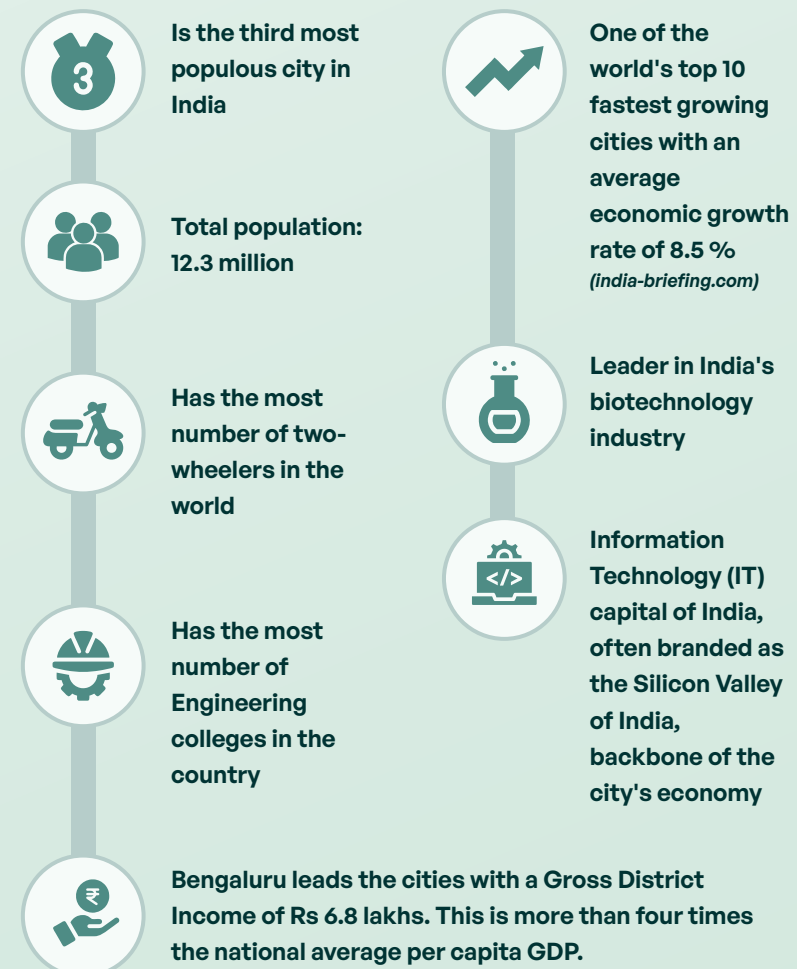


## Learn From Bengaluru

Bengaluru is the capital city of Karnataka State in India and estimated to have tremendous growth and development, even exceeds the national level. Cities can learn from what the city government has done to make Bengaluru today.



## Facts About Bengaluru



## Bengaluru in Karnataka

Per capita income

₹ 1.23 Lakh

₹ 6.21 Lakh

Dharwad  
₹ 2.04L

Udupi  
₹ 3.7L

Mandya  
₹ 2.7L

Bidar  
₹ 1.34L

Kalaburagi  
₹ 1.25L

Raichur  
₹ 1.45L

Bellary  
₹ 2.17L

**Bengaluru Rural**  
**₹ 3.19L**

**Bengaluru Urban**  
**₹ 6.21L**

Myusuru  
₹ 1.84L

## What Makes Bengaluru Today

The city has invested heavily in road and public transportation projects in the last **10 years.**



The city has the **scientific culture.**



Bengaluru has an extensive network of roads connecting it to other parts of **Karnataka and India.**



The rapid growth of ICT-related activities ... (was) **encouraged by continued government.**



The state has been unstinting in its **support of research.**



Karnataka was also the first state to announce **policies to promote IT or even nanotechnology.**

Sources: from various sources





# Learn From Singapore

Singapore has become the model that many cities (and even countries) can learn from, from development, economic growth, human resources, and many more. We have summed up what the city is eyeing to.



## Facts About Singapore

**Land Area** 733.2 km<sup>2</sup>

**GDP** \$643.5 billion

The country provides one of the world's most business-friendly regulatory environment for local entrepreneurs and is ranked among the world's most competitive economies.

**Total Population** 5.6 million

The manufacturing and services sectors remain the twin pillars of Singapore's high value-added economy.

**Government spending on continuing education:** more than S\$1 billion yearly  
*(worldbank.org, April 2019)*

## Aspirations A Vibrant Future Economy based on four pillars:

**Services**  
Seize the opportunities in the Services sector, especially in the areas of sustainability and digitalisation, where the growth potential is immense.

**Manufacturing**  
Increase manufacturing value -add by 50% by 2030, and for Singapore to become a global business, innovation, and talent hub for Advanced Manufacturing.

**Trade**  
Aim to grow export value from S\$805 billion in 2020 to at least S\$1 trillion by 2030, and double offshore trade value from US\$1 trillion to US\$2 trillion in the same period.

**Enterprises**  
Nurture a new generation of **Singapore Global Enterprises**, which are locally grown and globally competitive.

## How To Get There

**Advance the Green Transition**

- Net Zero Ambition by or around mid-century
- Singapore Green Plan  
(increase public sector green bonds issuance to \$35 billion by 2030; publish Singapore Green Bond Framework by 2022, accelerate adoption of electric vehicles)
- Carbon Tax

**Fairer and More Resilient Tax System**

- Corporate Income Tax
- Personal Income Tax  
(Increase in top marginal tax rate from Year of Assessment 2024)
- Goods and Services Tax

**Support for Business**

- Immediate Support for Business  
(\$500 million Jobs and Business Support Package)
- Digitalisation and Innovation  
(additional \$200 million for building digital capabilities)
- Strengthen Local Enterprises
- Enterprise Financing Scheme

**Invest in People**

- Develop New Skills
- Better Skills Matching
- Support for Mid-Career Workers
- Uplift Lower-Wage Workers
- Adjustments to Foreign Worker Policies

Sources: from various sources



JAKARTA | 1-2 AUGUST 2023

## ASEAN Mayors Forum 2023: Fortifies Collaboration among ASEAN Cities and Local Governments

**UCLG ASPAC**, as the ASEAN Mayors Forum (AMF) Secretariat successfully organised the 2023 AMF hosted by the Jakarta Special Capital Region, August 1-2, 2023. For the second time, the AMF and the Meeting of Governors and Mayors of ASEAN Capitals (MGMAC) were held jointly.

In line with Indonesia's ASEAN Chairmanship theme "ASEAN Matters: Epicentrum of Growth," the AMF and MGMAC elaborated on the theme "Catalysing Regional Growth through Sustainable Development in ASEAN Cities." The Forum was attended by more than 300 participants including Governors, Mayors, senior local government officials, representatives of local government associations from ASEAN, strategic partners from UN bodies, national and international partners, and other stakeholder groups.

Mr. Heru Budi Hartono, Acting Governor of Jakarta Special Capital Region, remarked that local governments have a big role in supporting the continued relevance of ASEAN in responding to regional and global challenges and strengthening ASEAN's position as the centre of regional economic growth. He mentioned how MGMAC was first initiated by the Provincial Government of DKI of Jakarta during the leadership of Mr. Joko Widodo in 2013 and has been since held annually following the ASEAN Chairmanship rotation.

Dr. Kao Kim Hourn, Secretary General of ASEAN, stated how the ASEAN Smart City Network (ASCN) and ASEAN Sustainable Urbanisation Strategy (ASUS) complement each other in catalysing opportunities for ASEAN cities. "For innovative, inclusive, and sustainable urban development, cities will therefore need to find the right combination of technology, policy, and partners." He recognised the vital role of cities in spearheading action needed towards sustainable development and the need for ASEAN Member States to build their capacity to promote pathways toward low carbon and climate resilient ASEAN. He concluded his message by acknowledging how MGMAC and AMF can be credible platforms to deepen collaboration and partnership among the ASEAN cities and local governments as well as catalyse the collective efforts in attaining the ASEAN Community Vision 2025 and beyond.



The Minister of Foreign Affairs (MoF) of the Republic of Indonesia, Honorable Retno L.P. Marsudi, inaugurated the AMF and MGMAC. She underscored that the people should be at the core of government work. She recommended that Governors and Mayors should pursue three main agendas to support the ASEAN Chairmanship theme: health resilience, food security, and energy transition.

During the plenary session moderated by Dr. Bernadia Irawati Tjandradewi, Secretary General of UCLG ASPAC, the panelists representing national and local governments highlighted several key issues. Mr. Berlianto Situngkir, Director of ASEAN Economic Cooperation of MoEF of Indonesia, elaborated on the theme "ASEAN Matters: Epicentrum of Growth" based on three pillars: ASEAN Matters to signify ASEAN's vital role to the region and importance of unity; Epicentrum of Growth to recognise ASEAN's great economic potential and asset; and the implementation of the ASEAN Outlook on the Indo-Pacific to facilitate stable economic development. Dr. Safrizal ZA, Director General of Regional Administration, Ministry of Home Affairs of the Republic of Indonesia, emphasised the importance of balance between urban and rural life which is demonstrated by three strategies: regulation to manage rural life, the establishment of Ministry of Village and Development, and allocation of budget. Mr. Dakila Carlo E. Cua, The President of the Union of Local Authorities of the Philippines (ULAP)/Governor of Quirino Province, the Philippines, remarked how his province as a rural area contributes to sustainable development through ecological balance and the ambition to be net zero in the next 5-10 years. Mrs. Noraini Roslan, President/Mayor of Klang Municipal Council, Malaysia, underscored the importance of having long-term plans aligned with the Sustainable Development Goals (SDGs) and the New Urban Agenda (NUA). Mr. Nuon Pharat, Vice Governor of Phnom Penh, Cambodia remarked that strengthening partnership and collaboration is key to global growth and prosperity not only between ASEAN cities and partners but among ASEAN cities as well.

Local governments expounded on their perspective during the AMF Roundtable Statement. Mr. Mohammad Sofian bin Haji Basri, Acting Tutong District Officer, Bandar Seri Begawan-Brunei Darussalam, stated that they have three goals to achieve the Brunei 2035 vision: develop educated, highly skilled, and accomplished people; ensure high quality of life; and achieve a dynamic and sustainable economy. Brunei also started mandatory reporting to track progress in reducing greenhouse gas emissions and achieved progress on SDGs 3, 4, 6, 7, 8, 14, and 15 as reflected in their Voluntary National Review (VNR) 2023. Ms. Math Azimah, Deputy Governor of Siem Reap Province, explained how they are trying to reduce poverty by improving public service through one window, one service; public healthcare service; infrastructure; tourism development; agriculture development; and education. Mr. Dhany Sukma, Mayor of Central Jakarta, discussed how they are fostering economic growth by encouraging entrepreneurship and innovation and how they are adopting nature-based solutions to address extreme rainfall caused by climate change.







## Urban – Act Indonesia: Paving the Way for Low-Carbon and Resilient Cities

**UCLG ASPAC** under the framework of The Urban-Act: Integrated Urban Climate Action for Low-Carbon and Resilient Cities, led and coordinated the project's kick-off meeting on August 10, 2023. The Urban-Act project is a visionary initiative funded by the Federal Ministry for Economic Affairs and Climate Action (BMWK) of Germany and the International Climate Initiative (IKI) and implemented by The Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (GIZ) in collaboration with UCLG ASPAC, The United Nations Economic and Social Commission for Asia and the Pacific (UN ESCAP), and the University of Stuttgart. The primary objective of the project is to support the transformation of urban development in China, Indonesia, the Philippines, India, and Thailand towards low-carbon and climate-resilient urbanisation. Running from October 2022 to September 2026, the project aims to achieve several key outcomes, including 1) Improved institutional environments for climate-sensitive urban development, 2) Evidenced-based and inclusive climate-sensitive spatial and urban planning, 3) Project concepts for urban climate action investments identified, and 4) Enhanced knowledge through regional networking, exchange, and learning. UCLG ASPAC acts as one of the project's regional implementing partners and country implementing partners for Indonesia.

### Kick-off Meeting and Launching Urban-Act Pilot Cities in Indonesia

The project's kick-off meeting and launching of pilot cities in Indonesia on August 10, 2023, marked a significant milestone in the fight against climate change. Related partners and stakeholders sat together and ensured they moved forward under the same context, objectives, and work plans to deliver the outcomes of the project. The event brought together key stakeholders including Indonesian government representatives: National Development Planning Agency (Bappenas) as the project's political partner in Indonesia, the Ministry of Environment and Forestry, the Ministry of Home Affairs, and the Ministry of Finance, academicians, and development partners. The discussion focused on charting the path forward for Indonesia's urban climate action, emphasising the vital role of sustainable urbanisation in mitigating and adapting climate change impacts and achieving national and global climate targets.

Mr. Heinrich Gudenus, Project Director of Urban-Act (GIZ Thailand), highlighted the central aim of the kick-off meeting is to get mutual understanding as well as serve as a platform to attentively listen to the priorities, perspectives, needs, and support required by stakeholders so it could align seamlessly with Indonesia's Vision 2045. Secretary General of UCLG ASPAC, Dr. Bernadia Irawati Tjandradewi, underscored three critical focal points within the climate change enabling environment: climate financing, capacity building, innovation, and technology. In Indonesia, the Urban-Act project has selected Padang and Medan as the project's pilot cities considering the capacity, characteristics, political commitment, institutional readiness, diversity, available relevant assessment, and financial commitment. As the project moves forward, it promises to be a beacon of hope for cities striving to balance growth with environmental responsibility and resilience.

### Resilient Cities and Climate Actions in ASEAN Mayors Forum

Prior to kick-off, the Urban-Act Project held the first knowledge sharing at the recent ASEAN Mayors Forum (AMF) event organised on August 1-2, 2023 in Jakarta through Panel Session 3 on Resilient Cities and Climate Actions, jointly organised by GIZ, UN ESCAP, and UCLG ASPAC.

Some key recommendations included 1) Demonstrate commitment by prioritising long-term development planning (including national development plan and NDCs target), ensure sustained efforts and investments in climate resilience; 2) Encourage vertical integration, cross-sectoral, and intergenerational involvement by actively engaging wider communities in climate emergency response, promoting inclusivity and collective actions; 3) Strengthen science-based information and data-driven decision-making in urban planning; 4) Empower ASEAN cities for climate resilience through strong stakeholder cooperation. This calls for the active involvement of governments, private sectors, and communities, fostering collaborative efforts. To achieve this, unlocking urban climate resources (such as climate financing and capacity building) is needed.

Discussion in the Urban-Act Project Panel Session 3 recommended several actions to the AMF outcome including: facilitate peer-to-peer learning across the ASEAN cities, promote knowledge exchange on successful climate resilience strategies, active engagement with cities to acknowledge them as climate leaders, thus ensuring their meaningful participation in climate action planning and implementation.

In regional scope, UCLG ASPAC, under the framework Urban Act Project will facilitate regional dialogue, such as in the Asia-Pacific Urban Forum (APUF), in addition to producing City Enabling Environment assessment criteria 11 (particularly on Climate Change), supporting pilot cities on bankable projects, and facilitating peer learning workshops.





# Matchmaking and Networking Events: Smart City Innovation Lab (SCIL)

**UCLG ASPAC** has been engaged by the United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP) to support the implementation of the “SCIL” Smart City Innovation Integration Project (October 2021-2023). This project is a response to the rapid population growth in cities across the Asia-Pacific region, which has brought about challenges such as traffic congestion, pollution, waste management, environmental degradation, and the increasing potential for a digital revolution. This project will, thus, foster innovation in the region by facilitating collaboration among cities, start-ups, major technology companies, and key development stakeholders to implement and expand technological solutions for sustainable urban development.

UCLG ASPAC and UNESCAP formalised the collaboration scheme under a Letter of Agreement on SCIL and Air Pollution project in Southeast Asian Cities in April 2022. The air pollution component was completed in December 2022 and the pilot cities (Jambi and Chiangmai) developed an action plan for air pollution. As for the SCIL, the project has selected Chiangmai, Sihanoukville, and Surabaya for implementation.

## Chiang Mai

The city of Chiang Mai has identified the development of smart cities as a strategic priority to promote sustainable urban development and improve the quality of life of its citizens, with a focus on smart tourism, reducing emissions, and e-parking.

The five selected startups relevant to this are:



- 1** Soul Parking (local revenue generation and parking space solution with elevated parking system);
- 2** Trambelliar (An online apps base marketplace for the medical and wellness tourism industry);
- 3** Haupcar (Integrated public transportation rental using payment via apps and the using EV (electric vehicle);
- 4** AirDeveloppa (Air conditioning and purifier tools rental and using apps for air quality control at coffee shops and other public spaces);
- 5** Ally Generation (Safety guidance Apps for the community (protection against sexual harassment, incident management risk).

## Sihanoukville

Mr. Em Pheap, Deputy Governor of Preah Sihanouk Province mentioned that smart waste management, smart transportation, and smart tourism have been selected themes for startups and technology companies in the regions to propose their innovations.

With technical support from UN ESCAP and Seedstars, four startups below were shortlisted to pitch their ideas in this matchmaking and networking event:



- 1** BookMeBus Co. Ltd is a Cambodian smart travel management platform which provides digital booking services through BookMeBus Application available on both iOS and android systems and established in 2015. The App allows users to book bus, ferry, private transportation, and accommodation;
- 2** Wonderpass Technology is a smart ticketing and technology provider founded in 2019 in Phnom Penh, Cambodia and backed by Canadian venture capital firm, Haystack Fund. The company signed a Memorandum of Understanding with the Ministry of Tourism of Cambodia to develop Cambodia’s crucial tourism;
- 3** ETRAN is the Thailand cleanest mobility company which offers the best designs, experience, and technology to regenerate a healthier environment and better livings for everyone. ETRAN would provide 10 electrical motorcycles for city’s internal operation or real business user for 2-3 months during the pilot project;
- 4** GEPP Sa-Ard Co. Ltd is the company focused on the waste generation and recovery rate in Sihanoukville and linked it to the company’s vision to be the platform that consumers and businesses can use to reduce carbon emissions by managing waste sustainably and its mission to provide the data-driven solutions to help city and businesses reduce landfill waste and increase material circulation.

## Surabaya

The Surabaya City Government has identified the development of a smart city as a key strategy.

The selected startups are tasked with tackling unique city-specific problems.



- 1** Cityplan: Revolutionising business decision-making through location intelligence. It provides comprehensive data, analytical tools, and business consulting;
- 2** Surplus Indonesia: Providing end-to-end solutions that enable local food businesses to oversell their oversold and imperfect products, reducing food waste;
- 3** Jaramba: A public transit service integration platform that enhances services, reduces dependence on private vehicles, and helps solve mobility and environmental problems;
- 4** SMEs Pack: A B2B trade aggregator export that addresses supply chain and distribution issues, connecting SMEs with direct buyers;
- 5** Buangdisini: Offering solutions that turn waste into valuable commodities, promoting sustainable outcomes through transparency and data-driven decisions.

The SCIL Project selected the following local startups as service providers for the pilot cities: Jaramba (Surabaya), GEPP (Sihanoukville), and Ally Generation (Chiang Mai).





## CRIC Training: Build Foundation for City's Resilience through Data Collection and Analysis

**UCLG ASPAC**, under the framework of the Climate Resilient and Inclusive Cities (CRIC) Project co-funded by the EU, facilitated technical assistances to Gorontalo, Mataram, and Pekanbaru (July-August 2023) to speed up their data collection process and to build the local governments' capacity to measure city's risks and resilience on climate change. The activity was held as part of the project's adaptation training. City officials highly appreciated the capacity building activity highlighting the importance and benefits.

### Pekanbaru

On behalf of the city Mayor, Mr. Ingot Ahmad Hutasuht, Second Assistant of Municipal Secretariat, City of Pekanbaru, highlighted the importance of the city's climate mitigation and adaptation plans in guiding the city's middle and long-term development planning. "We have to make sure that the climate data reflects the actual condition of Pekanbaru City," he said.

For the city of Pekanbaru, ACR+, represented by Mr. Danko Aleksic, had a chance to observe waste management in Pekanbaru City by visiting the city's Muara Fajar landfill and meeting with city officials and communities involved in waste recycling and collection. ACR+, the Brussels-based organisation, is currently developing tools and training materials on decentralised solution for waste prevention and management.



### Gorontalo

Ms. Nurain Lapolo, Director of Japesda, and member of CRIC climate working group (Pokja) stressed the value of the participatory approach in CRIC training programmes and the development of local action plans. According to her, another advantage of CRIC training is the introduction of steps and interventions that can reduce personal or political interests in development planning.

Overall, Gorontalo's technical assistance yielded significant results with the Pokja completing the estimation of climate exposure, vulnerabilities, possible impacts, assessments in levels of urgency for flooding, and landslides.

Next, the CRIC Project will be working with the Gorontalo City Government – as a follow-up of this by merging the results of tagging, and identifying quadrants in programmes and activities; while city stakeholders will work to set a target for reducing the potential impacts of climate change. This target will be based on the results of the calculations and the city's existing resources and capabilities.



### Mataram

Mr. M. Sujayadi, on behalf of the Head of the Economic Planning and Natural Resources sector of Mataram City Planning Agency (Badan Perencanaan Pembangunan Daerah/Bappeda), conveyed his enthusiasm for the city's journey toward achieving emission reduction targets and the necessity of data collecting. "The ever-important data is the foundation of effective and long-lasting mitigation action," he stated.

During the training, the calculation of the waste sector's baseline sparked talks about alternative waste disposal methods other than landfilling. The second mitigation training and technical assistance for the Mataram City Climate Working Group (Pokja) successfully assisted the working group members in revisiting the fundamentals of GHG emission reduction and continuing their active participation in identifying emission reduction options or opportunities.



### Quote from Pilot Cities

“Once I understood the CRIC training process, I realised how it effectively promotes active participation from Pokja (climate working group) members in analysing the city's climate action priorities and challenges.

**Ms. Nurain Lapolo,**  
Director of Natural Resources Management  
Advocacy Network (Japesda), Gorontalo City.

“(GHG) Emissions reduction is a critical goal, and waste management is a promising opportunity for action in Mataram. Data is also essential for calculating baselines, and the Bappeda appreciates all of CRIC project's efforts.

**Mr. M. Sujayadi, ST., M.Eng.Sc,**  
Department of Economic Planning and  
Natural Resources, Bappeda, Mataram City.





# GCoM SEA National Workshop: Preparing Cities to Take Off

**UCLG ASPAC**, host of the Global Covenant of Mayor Southeast Asia (GCoM SEA), concluded its support for project in Indonesia, Malaysia, Thailand, and Viet Nam, symbolised by the organisation of GCoM National Workshop in each country. The national workshop prepared cities to take off, implement their plans as prepared in their Climate Action Plans (CAPs). The event was also organised to acknowledge city's commitment in realising their climate ambition through the launch of city's Climate Action Plans.

## Malaysia

**Date** : June 14-15, 2023  
**Outreach** : 97 representatives of cities, local governments, experts  
**GCoM Badge Awarding** : Hang Tuah Jaya, Iskandar Region, and Muar awarded Compliance Badge; Kuala Lumpur, Penampang, Seberang Perai, and Tawau awarded Adaptation Mitigation Badge

### Highlights:



- Accelerating Sustainable Urban Mobility: Electrification and Transport Modelling for Green Infrastructure
- Enhancing Resilience: Flood Management, Adaptation Planning, and Innovative Solutions
- Creating Healthy and Sustainable Buildings: Innovations in Indoor Air Quality and Environmental Monitoring
- Enabling Climate Finance at the City Level: Tools and Platforms for Sustainable Infrastructure and Energy Projects
- City Climate Finance Gap Fund and FMDV Global Fund for Cities Development: Financing Climate Ambitions and Sustainable Urban Development
- Challenges to Accessing Climate Finance and Opportunities to Overcome
- Financing Climate Actions and Islamic Social Financing for the Community

## Viet Nam

**Date** : July 6-7, 2023  
**Outreach** : 85 representatives of cities, local governments, experts  
**CAPs Launch** : Cao Lanh, Hue, Nam Dinh, and Sapa (reduction target: 9% by 2030)  
**GCoM Badge Awarding** : Cao Lanh, Hue, Nam Dinh, and Sapa awarded Adaptation and Mitigation Badge; Can Tho awarded the Compliance Badge

### Highlights:



- Solutions to Reduce GHG Emission
- Solutions to Climate Adaptation
- Solutions to Climate Challenges in Vietnamese Cities
- Climate Finance Framework
- Alternative Climate Financing
- City Climate Finance - Development of Project Proposals
- Successful Case Studies of Climate Finance from Cities

## Indonesia

**Date** : August 30-31, 2023  
**Outreach** : 121 representatives of cities, regencies, local and international partners  
**CAPs Launch** : Medan City, North Minahasa Regency, Pontianak City, and Tangerang City  
**GCoM Badge Awarding** : Balikpapan, Banda Aceh, Bogor, Bontang, Jakarta, Jambi, Mataram, Sukabumi, Tanjungpinang

### Highlights:



- Urban Mobility, Urban Drainage System, and Smart City
- Financing Climate Technology and Innovations at a Local Level
- Dialogue with National-Level Ministries: Financing Needs for Cities
- Tools and Platforms for Facilitating Climate Finance at the City Level

## Thailand

**Date** : September 15, 2023  
**Outreach** : 170 representatives of cities, local and international partners  
**CAPs Launch** : Hua Hin, Mae Hia, Nonthaburi, and Suphanburi  
**GCoM Badge Awarding** : Khon Kaen

### Highlights:



- Driving Climate Action: Showcasing Government Tools to Support Thai Cities in Achieving Thailand's Climate Goals
- Measuring City Impact: Reporting Emissions
- Showcase of Climate Action Initiatives



# SOUTH AND SOUTH EAST ASIA CITYWIDE INCLUSIVE SANITATION WORKSHOP

24 to 26 July, 2023 | Tangerang Regency, Indonesia



## South and Southeast Asia Citywide Inclusive Sanitation Workshop: Mayors Highlight the Need for Regional Collaboration, UCLG ASPAC's 'MuNASS Model' praised

**UCLG ASPAC**, initiated the Municipalities Network Advocacy on Sanitation in South Asia (MuNASS) programme that focuses on strengthening the capacities of local government associations on safe sanitation. MuNASS has been praised for being able to bring about enabling policies on safe sanitation and put them into action. At the South and Southeast Asia City Wide Inclusive Sanitation (CWIS) Workshop, July 24-25, 2023, hosted jointly by UCLG ASPAC and Tangerang Regency of Indonesia, participating city Mayors have highlighted the need for regional collaboration on learning and exchange to come up with solutions to address SDG 6.2 through institutionalising CWIS for marginalised communities of the region.

"These activities are very important and especially for UCLG ASPAC members to exchange experiences, ideas, and solutions for dealing with dense, slum, and poor areas by leaving no one behind," said Regent of Tangerang Regency, Dr. Ahmed Zaki Iskandar who is also the Chairperson of Aliansi Kabupaten-Kota Peduli Sanitasi (AKKOPSI) that is an alliance of cities and regencies on sanitation in Indonesia. Around 120 delegates, including representatives from Bangladesh, Indonesia, Nepal, and Viet Nam as well as students from the Swiss German University of Indonesia and journalists attended the two-day event at Atria Gading Serpong Hotel from July 24 to 25, 2023, in Tangerang Regency.

Speaking at the inaugural session, Secretary General of UCLG ASPAC, Dr. Bernadia Irawati Tjandradewi applauded the role MuNASS Mayors have played in Bangladesh and Nepal by changing policies and bringing into action their initiatives on safe sanitation in only a few years since the inception of MuNASS in 2017.



In addition to the local governments' capacity strengthening, MuNASS has also been focussing on advocacy on safe sanitation initiatives. The current MuNASS Phase-II has the Municipal Association of Bangladesh (MAB) working with municipalities through the wider FSM Network; while the Municipal Association of Nepal (MuAN) is working with seven hub municipalities and satellite municipalities in each province with Environment and Public Health Organisation (ENPHO) as its technical partner. MuNASS in the latter phase has adopted the concept of CWIS focusing on its functions of responsibility, accountability, resource planning, and management by municipalities widening its goals on sanitation.

President of UCLG ASPAC and Mayor of Dhulikhel Municipality of Nepal, Mr. Ashok Kumar Byanju Shrestha, lauded the role of city Mayors as "Sanitation Champions" and abiding by the values and strength of UCLG ASPAC for knowledge exchange and collaborations.

"MuNASS started when I was President of MuAN in Nepal and safe sanitation is a topic quite close to my heart," he said. "Our funding partner, the Bill and Melinda Gates Foundation (BMGF), also does agree that we have been able to be a role model to advocacy work for cities on safe sanitation," he added.

The South and Southeast Asia CWIS Workshop also provided a platform for Bangladesh, Nepal, and Viet Nam to share their safe sanitation initiatives while Indonesian cities such as Biak, Bandar Lampung, Banjarmasin, Bogor, Buru Selatan, Magelang, and South Tangerang apart from the Tangerang Regency also shared their experiences.

The two-day event concluded with a visit by international delegates to observe school sanitation activities in the district of Pasar Kemis as well as the Gerbang Mapan Programme in Ketapang Urban Aquaculture (KUA) in the district of Mauk carried out by Tangerang Regency to rehabilitate fishermen families with sanitation facilities.



### Recommendations:

- Uphold and promote inclusive urban sanitation to address SDG 6.2 require greater attention from national, sub-national governments in the Asia-Pacific region;
- Recognise the important role of inter-municipal and intra-regional cooperation for building Inclusive, climate resilient and sustainable cities in Asia and the Pacific;
- Call on the private sector and financing agencies for cooperation with local governments;
- Support the development and implementation of local standards and regulatory framework;
- Promote participatory, equitable, gender responsive sanitation governance through the inclusion of low-income and marginalised communities;
- Promote horizontal learning and experience sharing of urban innovations within and beyond region.



# Sub-Region Updates

## Southeast Asia

Local government of Surakarta (Indonesia) held the Bengawan Solo Travel Mart 2023, a collaborative event between local government and the private sector, to promote and develop tourism potentials in the city, from September 7-9, 2023. Buyers from all over Indonesia were invited and introduced to 17 priority points for the city development. The event involved travel agents, tourist attractions, restaurants, souvenir shops, banks, hotels, as well as micro, small, and medium enterprises. This event aimed at strengthening the city as destination of tourism that not only innovates but also preserve its culture.



## East Asia

Daegu held Daegu Chimac (Chicken and Beer) Festival, one of the most representative summer festivals in Korea from August 30 to September 3, 2023, in Duryu Park area. Daegu as the centre of Korean chicken franchise industry has hosted this regional festival every year since 2013. Millions of people visited Chimac Festival site including 1,000 foreign tourists and they enjoyed Chimac with its various performances and event, particularly the 34 local government officials from 11 countries who have been invited to Korea for K2H (Korea Heart to Heart) programme hosted by Governors Associations of the Republic of Korea (GARoK) came down to Daegu and felt the rhythm of Chimac Festival. Moreover, Ambassadors of Finland and Bulgaria to Korea along with Consulates General of China, Japan, and the United States in Busan also joined the festival and met up with Daegu Mayor Hong Joonpyo and Mr. Chung Hae-kwan, Ambassador and Vice Mayor for International Affairs of Daegu.



## Pacific

Local Government New Zealand (LGNZ) has announced five key actions to address the critical challenges confronting the nation's transport network. "It's time the Government recognised the critical need for a more strategic and resilient approach to transport planning and investment," LGNZ President Sam Broughton says. In the website, LGNZ states that the institution would like to work with the Government on the following actions: Long-Term Commitment to Planning, Collaborative Design, Reviewing Funding Arrangements, Climate Adaptation and Mitigation, and Integrated Transport Networks. "Transport is one of the key issues that impacts all of our communities, and we need to get it right. Governments often talk about partnership with local government. We want them to not just talk the talk but walk the walk and choose localism as a path forward to addressing our transport needs," says Grace Hall, LGNZ's Director of Policy and Advocacy.



## South Asia

All India Institute of Local Self-Government (AIILSG) is collaborating with the Bareilly Nagar Nigam, Haridwar Nagar Nigam, Lohaghat Nagar Palika, and Champawat NagarPalikika to come together to deal with sanitation and solid waste management which is one of the most challenging issues faced by Indian cities. The city presently does not have the desirable physical infrastructure to process waste, which is needed to achieve good ranks in the Swachh Survekshan. Swachh Survekshan 2023 has many parameters for which more than 4,000 cities across India will be competing on efficiency in Waste Management practices in their city. AIILSG is working as a Non-Governmental Organisation in Bareilly reporting all the ground realities and providing data and analysis to achieve all parameters of the Swachh Bharat Mission. AIILSG has carried out an intensive virtual awareness drive, where people have been reached through the means of video calls and audio calls, where our teams have raised awareness about waste management, COVID-19, and hazardous waste management.





# New Members



## Bangladesh Municipal Development Fund (BMDF)

**Chairman** : Mr. Muhammad Ibrahim

**Website** : <https://bmdf.portal.gov.bd/>

BMDF is a government-supported financial institution in Bangladesh. It plays a crucial role in financing and supporting municipal development projects across the country. Its primary objective is to enhance the quality of urban life, promote sustainable urbanisation, and address the evolving needs of growing cities and towns in Bangladesh.

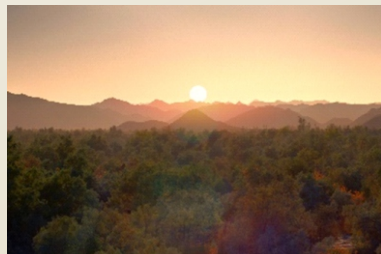


## Kageshwori Manohara Municipality

**Mayor** : Mr. Upendra Karki

**Website** : <https://kageshworimanoharamun.gov.np/>

Located in the Kathmandu Valley of Nepal, it is a blend of urban and rural lifestyles, offering a mix of agricultural activities and small businesses. It benefits from improved infrastructure and access to educational institutions. Kageshwori Manohara Municipality continues to grow and develop as a key component of the Kathmandu metropolitan area.



## Municipal Corporation Turbat

**Mayor** : Mr. Balakhsher

**Website** : <https://dckech.com.pk/>

Located in the Southwestern Balochistan Province of Pakistan, it is a bustling urban centre with a population of over 250,000 residents. It serves as a significant economic and administrative hub in the region.



## Tangerang Regency

**Mayor** : Dr. Andi Ony P., M.si.

**Website** : <https://tangerangkab.go.id/>

As a dynamic urban area with a population exceeding three million, it serves as a bustling economic and industrial hub. It boasts a mix of industries, including manufacturing and commerce, contributing significantly to the region's economy. It also offers cultural diversity, with various festivals and events reflecting the richness of Indonesian traditions.



## Waling Municipality

**Mayor** : Mr. Krishna Khand

**Website** : <https://walingmun.gov.np/>

Situated in Nepal's Syangja District, it is a charming urban area set amid picturesque hills and the Seti Gandaki River. Waling hosts traditional festivals, showcasing its ethnic diversity. It is continually improving infrastructure, driven by a local government dedicated to enhancing residents' quality of life.



## Smart City Forum for International Friendship Cities of Big Data Expo 2023 Held in Guiyang

On May 26, 2023, the Smart City Forum for International Friendship Cities of the China International Big Data Industry Expo 2023 ("Big Data Expo 2023") took place in Guiyang of Guizhou province. Mr. Ante Simonic, former Croatian Deputy Prime Minister, former Ambassador to China and President of Croatian-Chinese Friendship Society Rijeka, and Dr. Bernadia Irawati Tjandradewi, Secretary General of UCLG ASPAC, delivered speeches. Ms. Zhang Jingping, Vice Governor of Guizhou, gave a welcome speech, and Mr. Yan Dong, Vice President of the Chinese People's Association for Friendship with Foreign Countries (CPAFFC), delivered remarks via video link.

Mr. Ante Simonic expressed congratulations on the successful convening of Big Data Expo 2023, saying Guiyang has become a hub of big data-driven innovation and entrepreneurship, and the forum would provide wisdom and valuable experience for smart city construction by bringing together experts, innovators, and thinkers around the world to share views and promote cooperation. He called on all sides, regardless of nationality and culture, to work together to build a better, more interconnected, and more prosperous world.

Dr. Bernadia Irawati Tjandradewi noted that cities today face complex social issues and digital technology is strongly needed to help transform the way of city governance and build inclusive, prosperous, and sustainable cities. She believes that with a deeper look into the complexity of digital governance, we can better leverage the power of digital technology to modernise city governance through digital governance and build more prosperous and resilient cities.

Ms. Zhang Jingping expressed a warm welcome to the guests and said that digital technology is bringing profound change to the way cities are governed. Guizhou is committed to promoting win-win cooperation and takes international friendship cities as major carriers of external exchanges and an important window on opening. She hoped that friends old and new, at home and abroad, could strengthen communication and exchanges and further pragmatic cooperation in the development of smart cities, AI, digital economy, and other areas to jointly shape a better future.

Mr. Ma Ningyu thanked people from all walks of life for their attention to and support for the development of Guiyang as always. He said that as a big data hub, Guiyang is willing to be a test ground for the development of the big data industry to provide plenty of use cases and computing resources. He hoped that more joint explorations could be made in new techniques and models of smart city construction to make cities smarter and better and bring more benefits to people over the world.



# IN FOCUS 创新纵览

**Build Back Biodiversity**

## International Day for Biological Diversity: Build Back Biodiversity

Celebrating the 23<sup>rd</sup> International Day for Biological Diversity on May 22, 2023, taking theme "From Agreement to Action: Build Back Biodiversity", Guangzhou Awards compiled five innovative initiatives from Asia, Pacific, and even beyond that incorporate protection and restoration of biodiversity into urban planning and development for cities to learn and replicate.

### Malang, Indonesia "Water Banking Movement", Transforming Glintung Go Green from Flood Risk Area



"Water Banking Movement" by the "Glintung Go Green" is an initiative led by local community leaders and supported by the government, universities, and professionals. It involves tree planting and construction of catchment areas next to residential areas in the community, building of vertical aerial gardens, launching of green tourism projects, distribution of soil for organic food cultivation, and integration of cultural heritage into environmental projects.

Each residential building and road in the community is also connected to the drainage system, redesigned to enhance the water collection capacity of houses and roads. It has successfully helped the community to resist flood damage. The large-scale greening has also reduced the local temperature by 2. The underground water reserve has also risen by two meters, reducing the depth required for digging for wells.

### Melbourne, Australia 4°C Cooler – Using Green Infrastructure to Build a Climate-Resilient and Prosperous Melbourne



In 2010, Melbourne proposed "Forest in the City," an initiative of using green infrastructure to reduce summer temperatures by 4°C. To achieve this goal, the Melbourne City Council appointed a new urban greening and landscape team to develop the "Urban Forest Strategy" and "Open Space Strategy" to double the city's vegetation cover and increase its permeability.

Local government strengthened the city's green infrastructure by protecting urban forests, increasing green spaces such as parks and greenways, using green roofs and green walls, building rainwater collectors and permeable roads, and increasing waterways and wetlands. The project, valued at USD40 million at that time, greatly promoted the development of green cities and inspired many cities in Australia, including Brisbane, Darwin, and Perth.

### Chiang Rai, Thailand Urban Ecosystem and Biodiversity Conservation Towards Sustainable City and Climate Change Resilience



The development of commerce and tourism, the expansion of the city of Chiang Rai has led to the continuous reduction of natural resources such as forests, water bodies, and animal habitats. Chiang Rai city government has implemented the "Improving Urban Ecological Environment and Enhancing Biodiversity" project since 2008.

Restoring and protecting the city's ecological system diversity, aiming to achieve the ecological balance of its urban, economic, and social development, the local government has made changes in several aspects, such as policy, strategy, budget, and public participation. Specifically, their actions include building a low-carbon city, protecting the city's ecological system, increasing biodiversity to enhance the ability to cope with climate change, and preparing emergency plans to respond to natural disasters. The project has been included in Chiang Rai's three-year development plan and funds have also been allocated accordingly.

### Salvador, Brazil Environmental Recovery Programme of the Canabrava Park



Salvador was once covered by a tropical rainforest called the "Atlantic Forest," which was considered one of the five most important biodiversity hotspots on earth with important global carbon sequestration functions. However, urbanisation and unsustainable economic development of Salvador led to excessive deforestation, causing decrease in green areas, river redirection, intensified urban heat island effects, and left many wildlife species homeless. Under these circumstances, the "Atlantic Forest Capital City" project was launched.

It aimed to increase urban green areas by distributing local tree seedlings and planting them in schools, parks, and squares, and creating ecological corridors. In addition, there were environmental education activities, such as promoting environmental and sustainable development education for children and citizens to develop more sustainable living habits.

### Curridabat, Costa Rica Sweet City



The city of Curridabat is in the central valley of Costa Rica, surrounded by several important biological corridors. As the city continues to develop and the population grows, the conflict between urbanisation and nature intensifies, and the contact between citizens and nature and other living creatures becomes increasingly rare.

To create a biologically diverse, comfortable, clean, peaceful, and more orderly urban environment, the city has taken various measures, such as reintroducing multiple plant species that were once replaced by a single species, promoting the importance of harmonious interaction with nature, enhancing the community's micro-land management capacity, integrating urban planning and design into the community's culture, and adjusting infrastructure to adapt to biodiversity.





## Service-Delivery Oriented Local Government Units in the Philippines

In 2019, the Supreme Court of the Philippines ruled that Local Government Units (LGUs) are entitled to a fair share of national internal revenue taxes effectively increasing national tax allocation to LGUs by about USD 2 to 5 billion at the expense of the national government's account. While the ruling provided a positive development for LGUs, certain challenges have surfaced particularly on the implementation of the ruling as the focus has been on transferring responsibilities to LGUs as part of the national government's fiscal management strategy.

Union of Local Authorities of the Philippines (ULAP) has been actively proposing that these additional funds now available to LGUs be utilised to enhance local service delivery according to each LGU's distinct needs. Instead of wholesale devolution, ULAP proposes empowering LGUs as partners in nation-building by unbundling essential public services and appropriating each component to the level of government. This means reviewing practically all public services to identify essential ones that are consistent with local and national development agendas. Functional responsibilities are then unbundled, ensuring distinct and efficient collaboration among tiers of governance. For instance, essential services like malnutrition can be split into programmes that provide access to nutritious foods or prevent stunting, wasting, or obesity, and these could be further divided to smaller subcomponents that can be appropriated to a government unit.

In determining the scope and scale of service delivery of each government tier, ULAP emphasises complementing and supplementing support. Complementing support involves coordination among different levels of government to efficiently deliver essential services. Supplementing support entails allocating resources from superior to lower governance levels, ensuring essential services' provision.

ULAP envisions that, through a service delivery-oriented approach, public services can be improved through intergovernmental and interlocal cooperation despite reduced national government spending. By focusing on local needs and collaboration, this approach could lead to more efficient, effective, and beneficial service delivery for all constituents.

## Calendar of Activities 2023

### ★ November 13-15

9<sup>th</sup> UCLG ASPAC Congress  
Yiwu

Organised by: UCLG ASPAC, Yiwu, and CPAFFC

### ★ November 27-December 1

UCLG Culture Summit  
Dublin

Organised by: UCLG

### ★ December 7-9

The 6<sup>th</sup> Guangzhou Award Ceremony  
Guangzhou

Organised by: Guangzhou

We would like to thank our members and partners for contributing photos and materials used for this publication.

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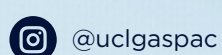
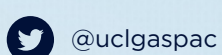
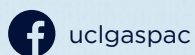
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