Cities Development Initiative for Asia

11 Years of Co-Management in Preparing Sustainable Infrastructure Projects with Cities

Funded by

ADB

german cooperation
DEUTSCHE ZUSAMMENARBEIT

European Commission

BMF
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Confédération suisse
Confederazione Svizzera
Confederaziun svizra

Swiss Confederation

Federal Department of Economic Affairs, Education and Research EAER
State Secretariat for Economic Affairs SECO

The ROCKEFELLER FOUNDATION

Sweden Sverige

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ADB

giz Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

AFD
AGENCE FRANÇAISE DE DÉVELOPPEMENT

CDIA's Initiatives on Capacity Development and Contributions to the SDGs

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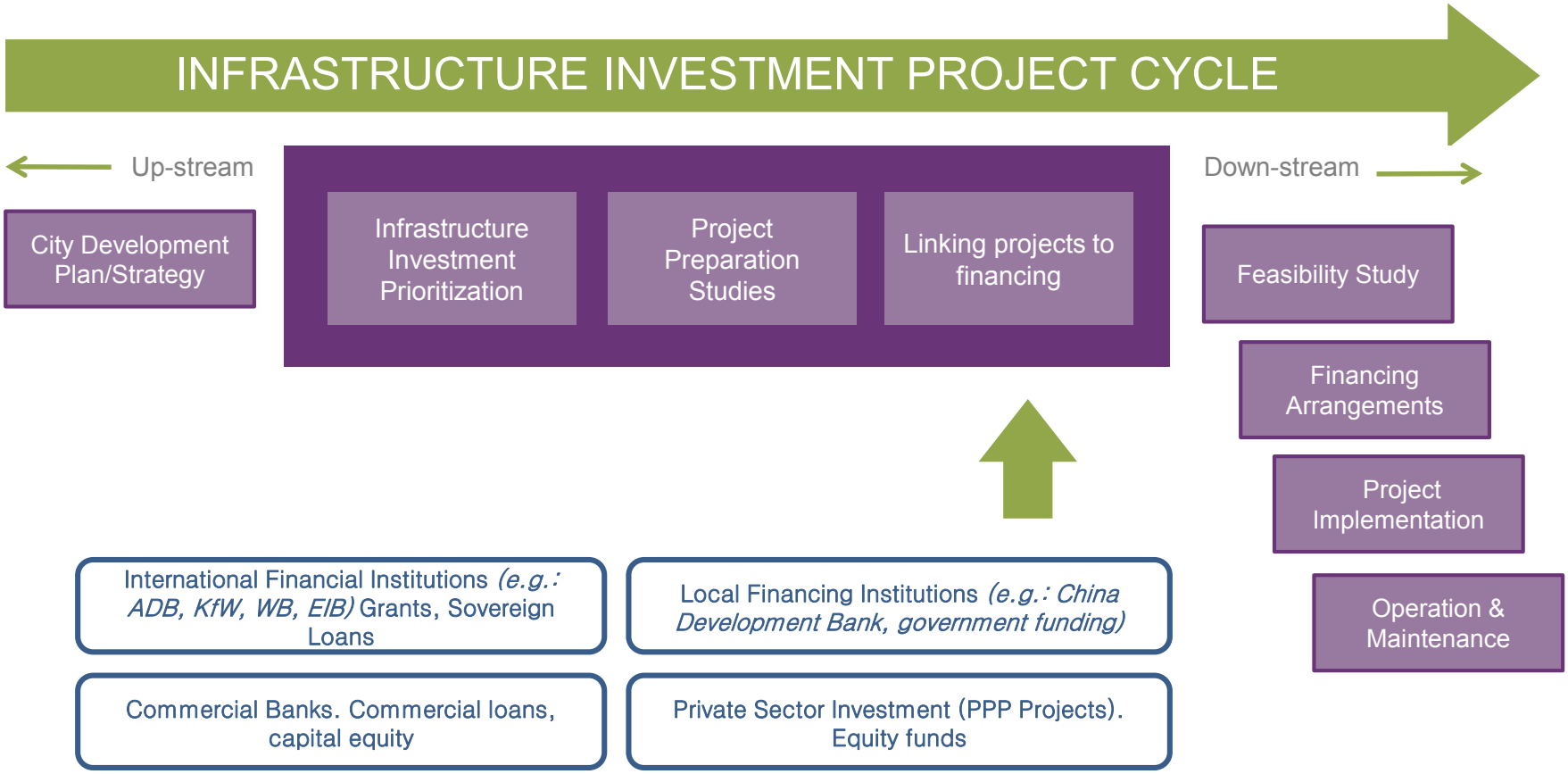
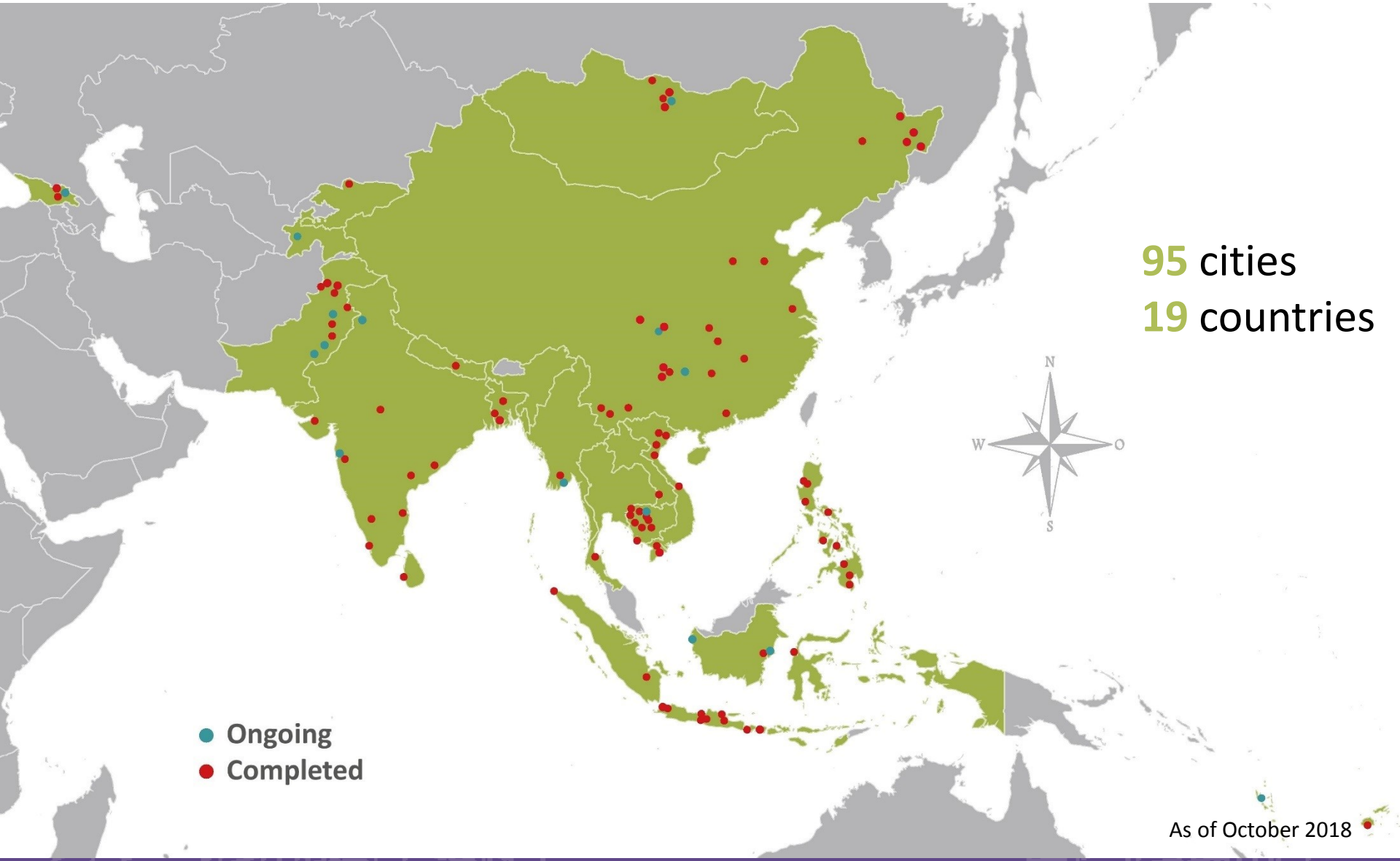
Linking Infrastructure to Finance: How CDIA Works



Where we work

Cities Development Initiative for Asia



CDIA Achievements

City Interventions

52 prioritization exercises in **49** cities

95 PPS commissioned across **95** cities, of which

80 PPS are completed and **15** are ongoing in **21** cities

66 PPS linked to finance in **71** cities

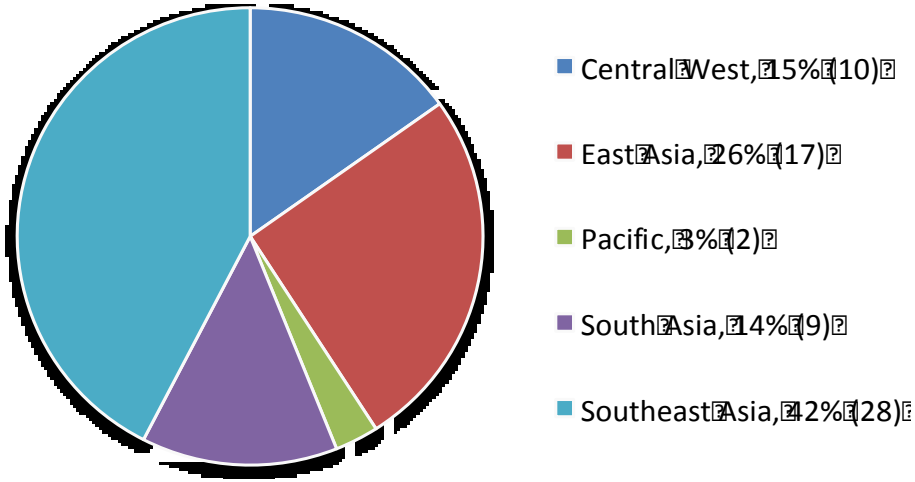
9.5 billion USD estimated investment value.

As of OCTOBER 2018

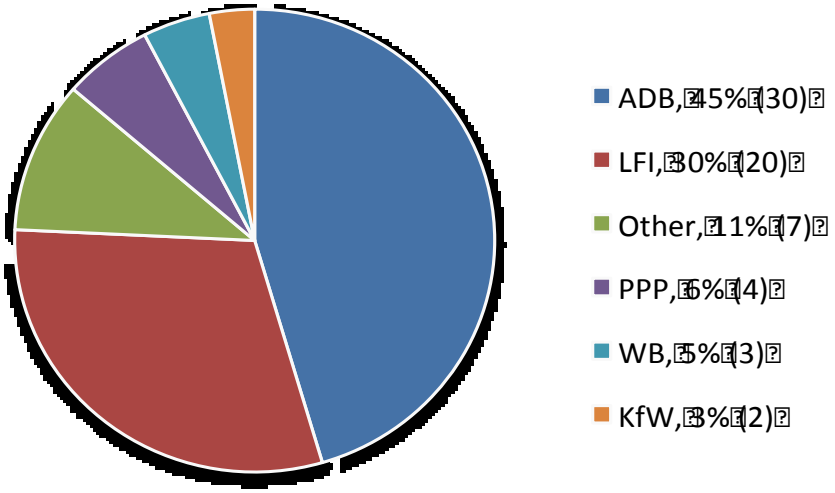
CDIA PPS Distribution

Cities Development Initiative for Asia

PPS Linked to Finance by Region



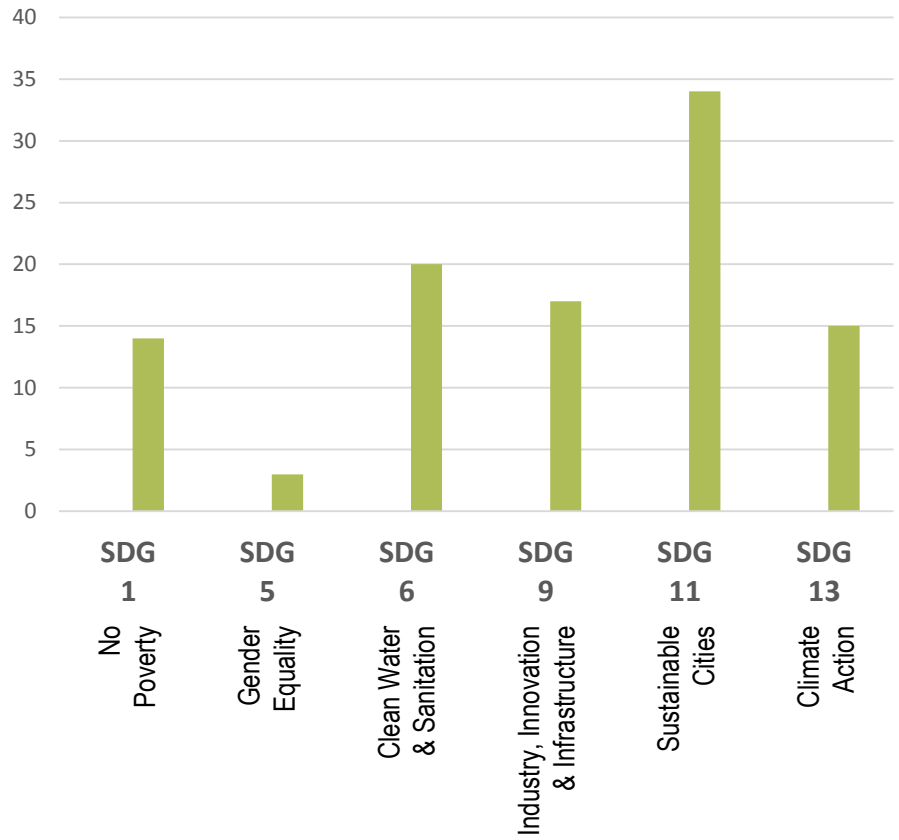
PPS linked to finance by funding institution



As of June 2018

CDIA Achievements

Top contributions of CDIA to relevant SDGs



SDG 11.6: **Pimpri, India**
24x7 Water Supply Project

SDG 11.9: **Tbilisi, Georgia**
Bus Network Improvement Project

SDG 11.13: **Valenzuela, Philippines**
Integrated Flood Risk Management

Since 2015 (2030 Agenda) as of June 2018

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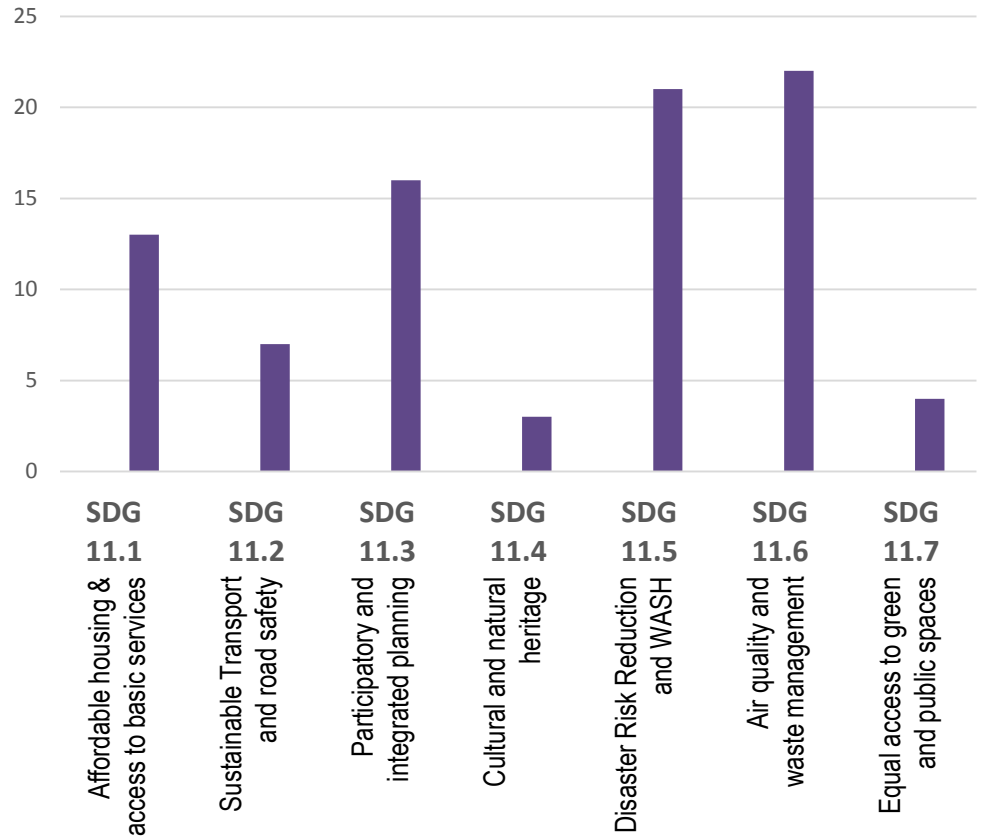
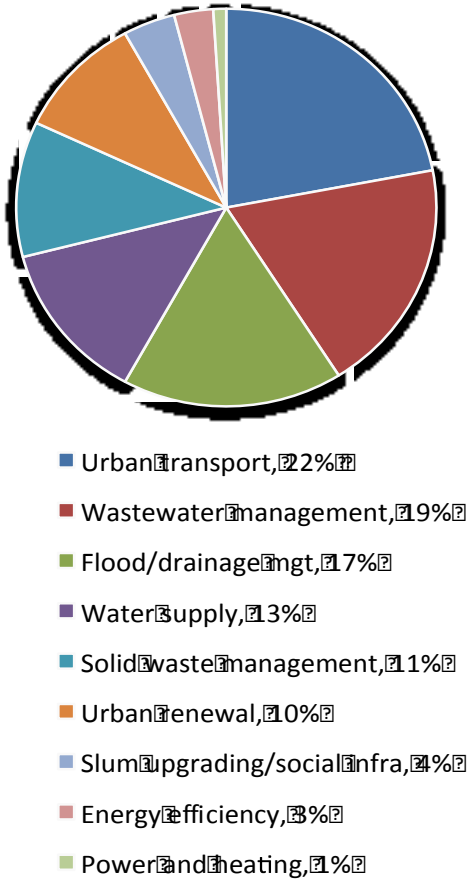
CDIA Achievements

Top contributions of CDIA to SDG 11



Since 2015 (2030 Agenda) as of June 2018

COMPLETED PPS BY INFRASTRUCTURE SECTORS



As of June 2018

CDIA Achievements

Top contributions of CDIA to SDG 11

Cities Development Initiative for Asia

"The integration of open spaces in old city development and the adoption of participatory approaches in planning are examples of good practices introduced by CDIA."
-Xue Bin Kuan. *Deputy Director, Yangzhou Construction Bureau*

SDG 11.4/5: **Yangzhou, China**

Rebuilding the Past for the Future

Challenges

- Outdated and deteriorating infrastructure in the historic center
- Lack of funding to upgrade and restore historic sites
- Industrial waste site and canal water quality
- Few green public spaces that attract residents and tourists

CDIA Proposed Actions

- Redevelopment of traditional architecture model houses, historic buildings, factories
- Development plan with open spaces for public's multiple use
- Participatory solutions for relocation and water clean-up of San Wan Wetland Park
- Ecological zones

CDIA Achievements

Top contributions of CDIA to SDG 11

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"It is more comfortable, convenient, secure, and with air conditioner. If I don't know the right bus stop, I can always ask the officer inside the bus."
- female commuter of Transjogja

SDG 11.2/6: **Yogyakarta, Indonesia**

Moving People with Safe and Inclusive Transportation

Challenges

- Poor conditions of public transport, particular for women
- Long waiting times in unsafe and poorly lit areas
- High incidence of pickpocketing even inside buses

CDIA Proposed Actions

- Enhancement of bus terminals
- Establishment of priority lanes
- Increased buses and bus stops with improved pedestrian conditions
- Inclusive bus features for women, the elderly, and other vulnerable individuals

Capacity Development and Collaboration

Localizing the SDGs in Cities

CDIA/GIZ along with UNESCAP, UCLG, CityNet, and ICLEI held a series of training called *'How do I implement the Global Agenda in my city?'* in international congresses such as the World Urban Forum 9 and the UCLG-ASPAC Congress.

The course included the following:

1) The 2030 Agenda and the role of local and regional governments
2) Challenges and opportunities in localizing SDG
3) Concrete city examples of SDG localization

CDIA Achievements

CDIA Results Visualization App

Starting point:

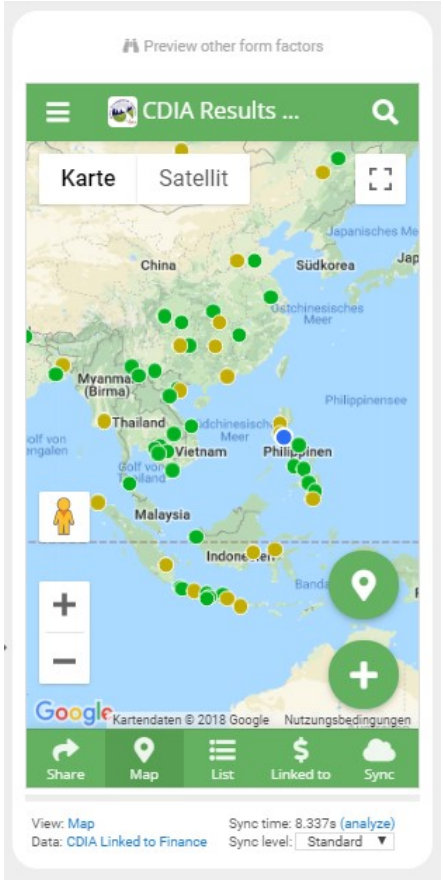
- How can we **visualize** the collected data about our financed investment projects and achieved results?
- How can we **filter** our results according to the SDGs?

Development of the „CDIA Results Visualization App“

✓ Shows the supported cities on an **interactive map** an l**ists** all supported investment projects by country

✓ Generates **interactive graphs**, reports **number of beneficiaries** (women, urban poor, seniors, PWD) and **filters according to SDGs** (SDG 11, including its targets)

➢ App is currently used as internal data-visualization tool



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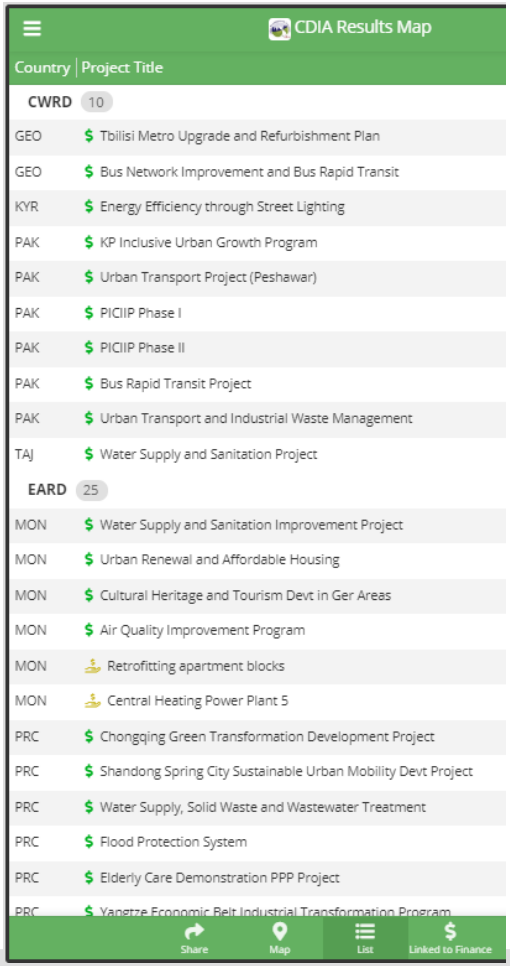
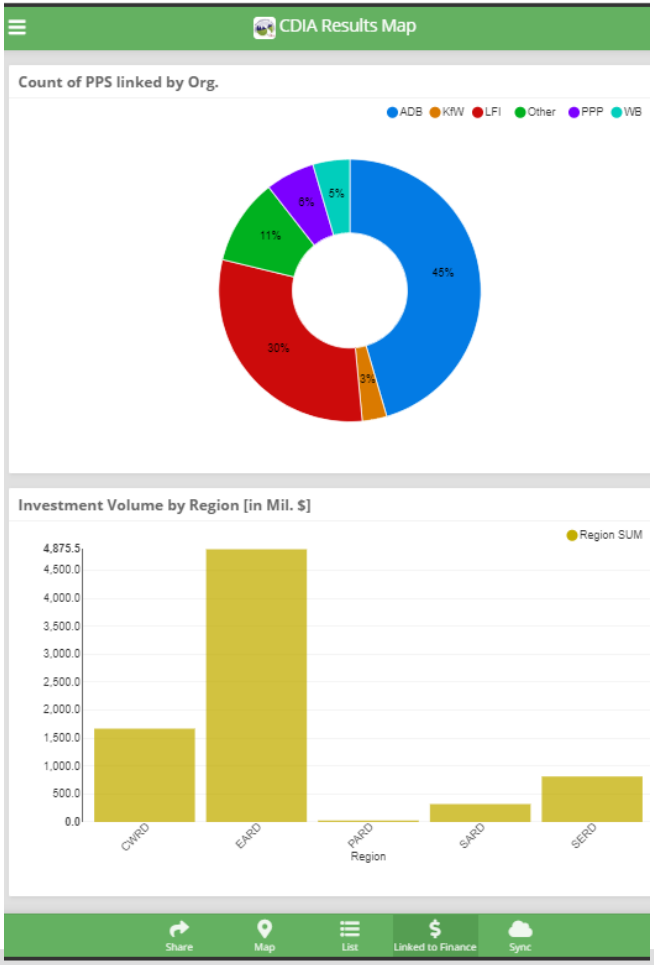
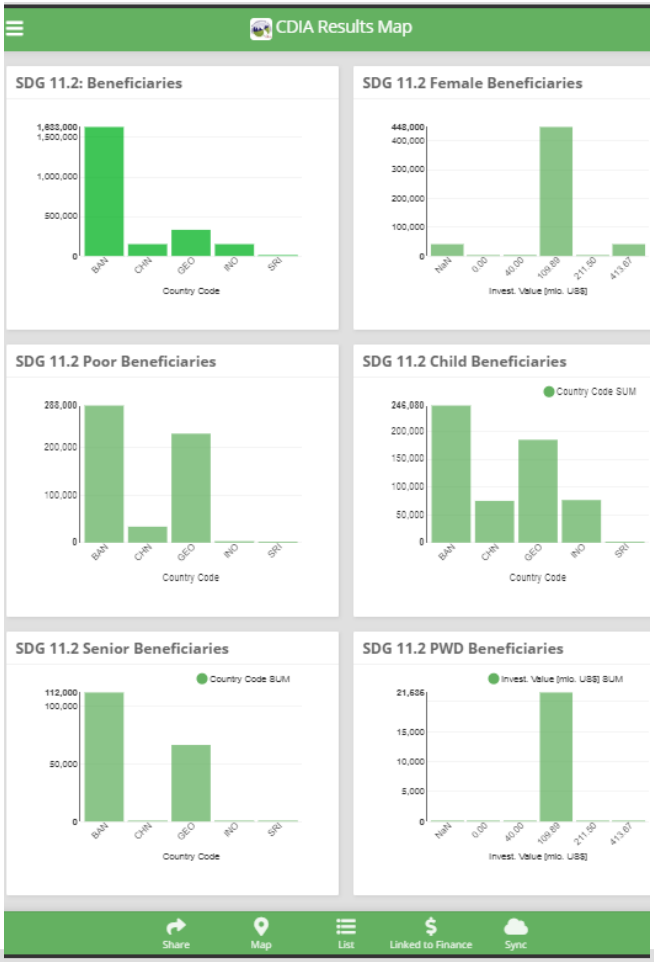
CDIA Achievements

CDIA Results Visualization App







Capacity Development and Collaboration

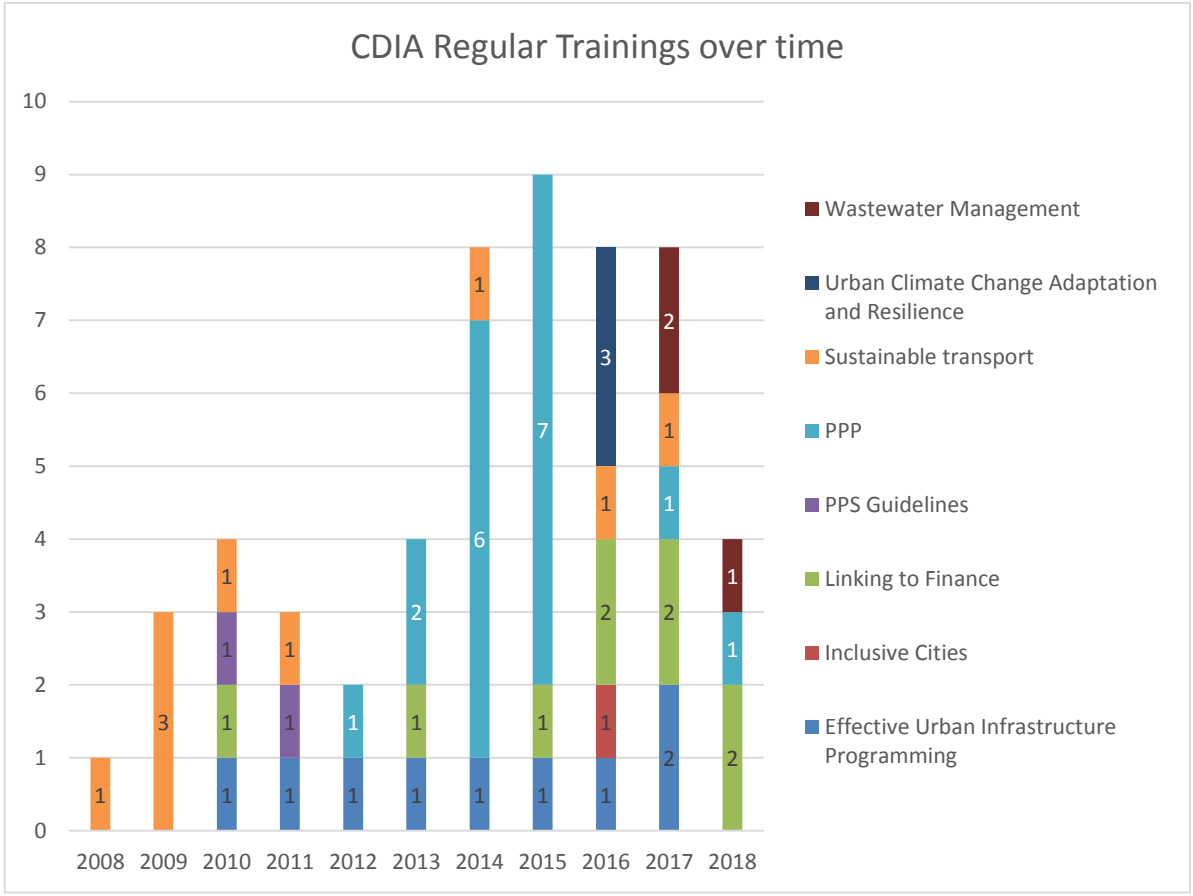
Overview of CDIA Training Activities

CDIA top three courses:

Private-Public Partnerships
options and PPP models

Linking Urban Infrastructure Projects to Financing
financing sources, composition, marketing to financiers

Effective Urban Infrastructure Programming
project development and management processes



As of June 2018

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Capacity Development

Evolution over Time

Materials available on www.cdia.asia

2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019

Guides & Tools

- CIIPP Prioritization Tool
- PPP Guide for Municipalities
- PFS Guidelines
- Climate Sensitivity Screening
- Pro Poor Urban Climate Resilience

Focused CapDev for City Partners

- Sustainable Urban Mobility (PH)
- Public Transport Planning (GE)
- Transport Hub (CN)
- Wastewater Management (CM)
- Green Development (CN)
- Water Supply (IN)

Training Courses

- Climate Change Resilience
- Inclusive Cities
- Linking to Finance
- PPP

Selected Partner Cooperation

- Financial Modeling
- Joint Ventures
- Project Development

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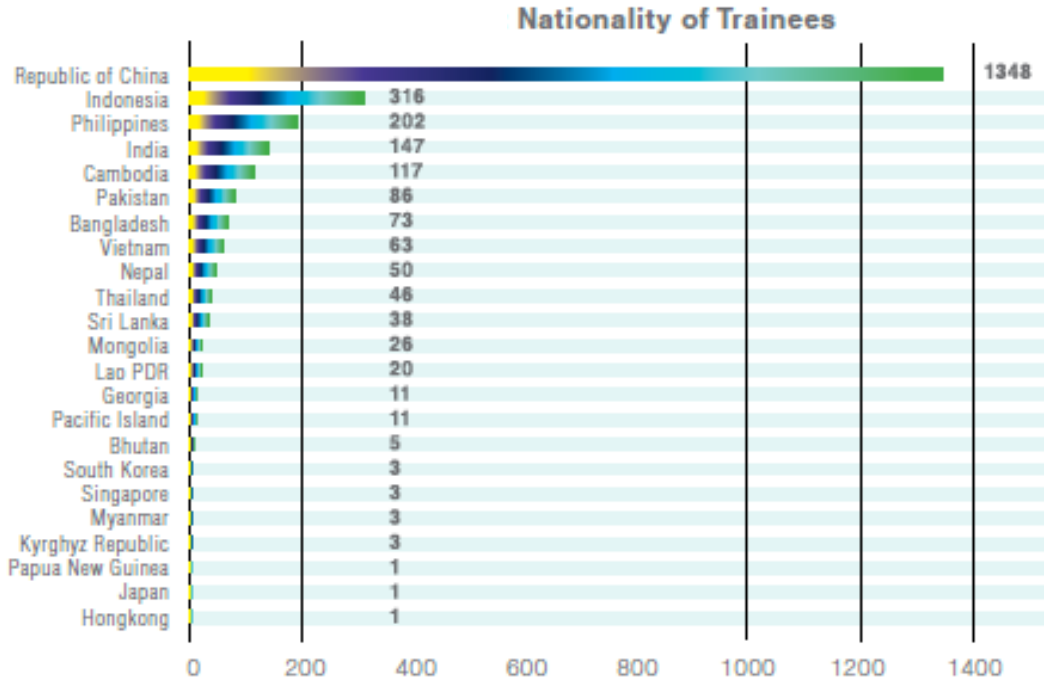
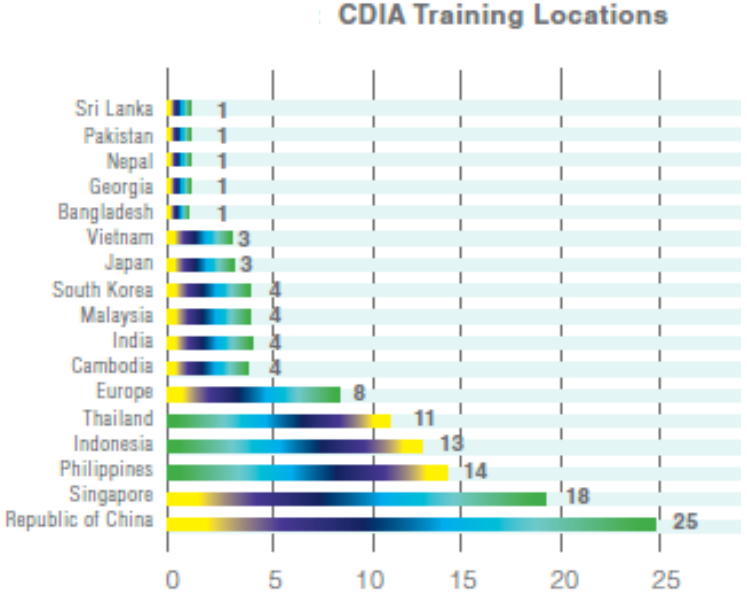
Capacity Development

Statistics

116 training courses held, attended by 2,870 participants from 25 countries





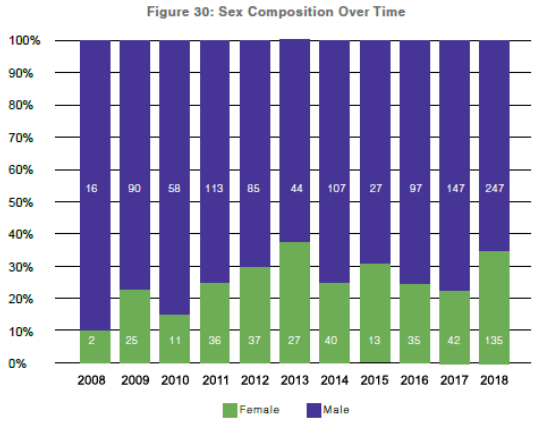
Capacity Development

Statistics

Organization	
City level	38%
National Government	27%
NGO/CSO	9%
Financing organization	8%
Other	8%
Subnational	4%
Global	4%
Regional	1%

Position	
Head of Department/ Division	36%
Technical Staff	20%
Director/Mayor/ High Officer	15%
Project Leader	18%
Senior Advisor	9%
Junior Advisor	3%

Age group	
36-45	30%
25-35	28%
46-55	27%
56-65	13%
66-75	2%
>75	1%



Capacity Development

Results

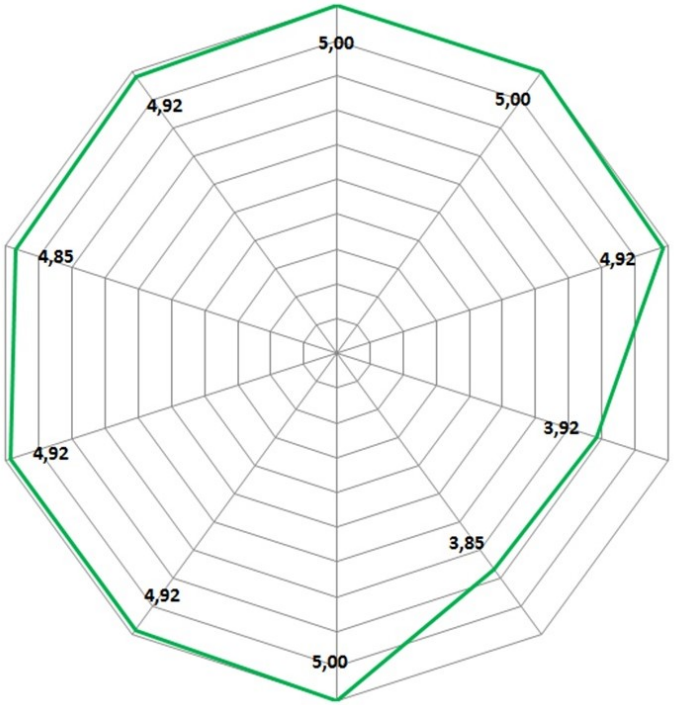


Figure 32: Key Questions and Responses on Knowledge Application

Capacity Development
Impacts

Some stumbling answers…

"We did apply at the start. But… change of local administration of the city and the succeeding administration did not follow the learnings of CDIA, ..." (Philippine participant)

"Different legal frameworks in our country make it difficult things to apply the tools." (Cambodian participant)

… and much more promising answers

"We have learned and applied the knowledge mostly to improve the quality of recent policies and planning... For instance, the recent disaster management policies have now considered to build climate change adaptation and mitigation capacity at various levels, e.g. from institutions to community-level." (Vietnamese participant)

"I have applied the tools in the projects I am currently working on, especially in assisting local governments in carrying out their projects as well as in screening their projects." (Indonesian participant)

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Capacity Development and Collaboration

Young Asian Professional (YAP) Program

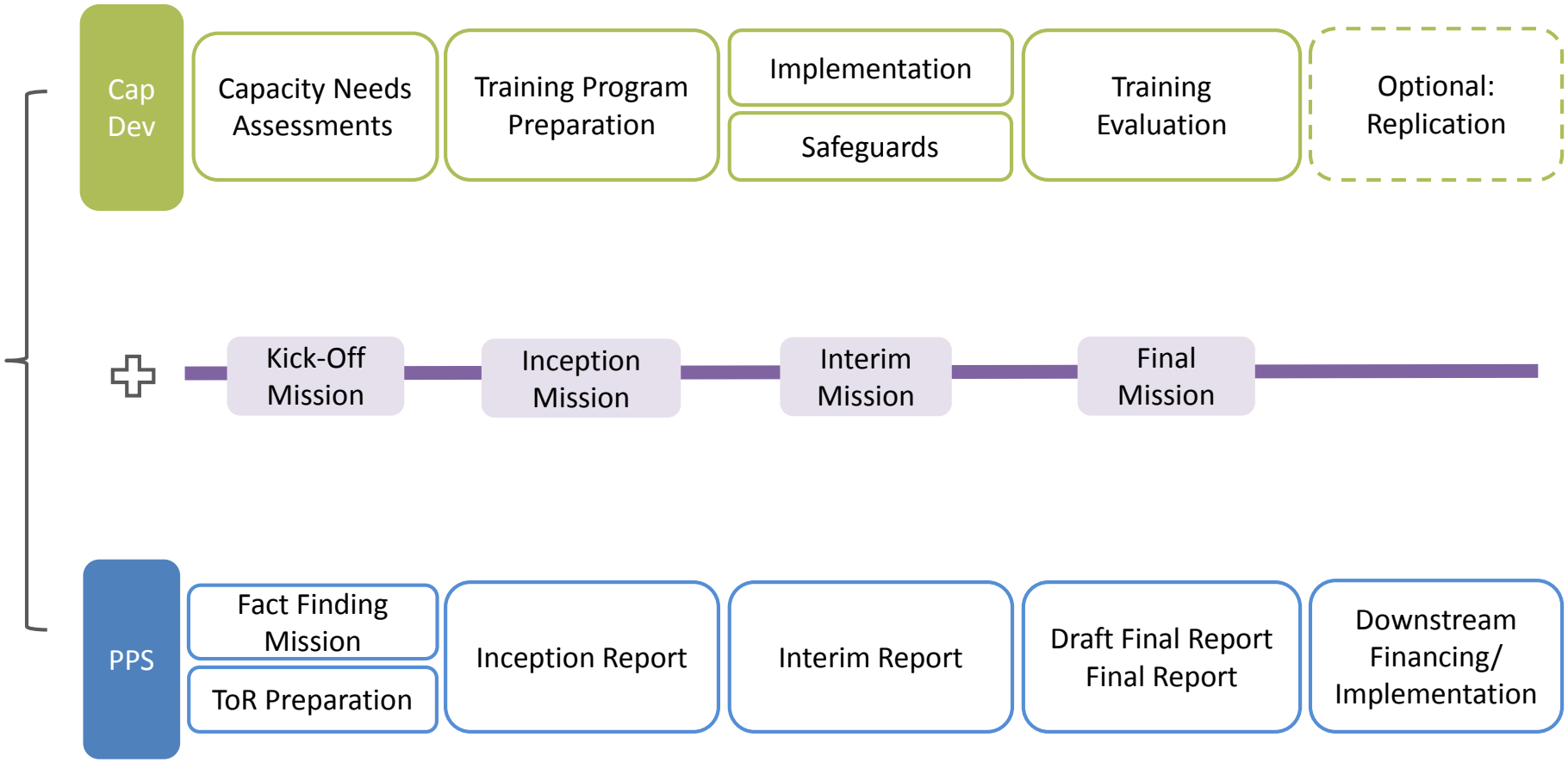
- CDIA offered an **on-the-job training of 3-6 months** to Young Asian Professionals from 2010 to 2017.
- **12 YAPs** were seconded from a wide range of **CDIA partner organizations** from Vietnam, Pakistan, India, Sri Lanka, Mongolia, Cambodia and the Philippines.
- By being involved in CDIA's work, the YAPs were able to gain a **deeper understanding** of
  - how CDIA works
  - how financiers are engaged in CDIA processes
  - how to take responsibility in conceptualizing new project proposals and strategies

"The YAP program provided me an interesting and exciting platform to enhance and leverage my skills while it also helped me to acquire hands-on experience. It gave me a peek into the region's infrastructure development and financing challenges and opportunities. Mentoring, training and development opportunities helped me to grow professionally and personally."

– Ritu Thakur, former YAP, currently working at the South Asia Office of the ICLEI Local Governments for Sustainability

CDIA Focused Capacity Development

Linking Capacity Development and Project Preparatory Study



CDIA Focused Capacity Development

Water Supply, Jalandhar, India

Water Supply PPS - Change of water source from ground to surface water, organizational reform of the water department

Capacity development in parallel to the PPS:

Part 1:

- Urban Resilience Workshop for urban planners, officials responsible for transportation, water supply and sewerage, pollution management and forest protection.

Part 2:

- Site visit & Workshop Dhaka Water Supply & Sewerage Authority (DWASA), Bangladesh
- Dhaka Water Services turnaround reflection
- Focus on institutional transformation

CDIA Focused Capacity Development

Wastewater Management in Tonle Sap, Cambodia

Sustainable Wastewater Management PPS – Improvement of the wastewater, drainage, and flood protection initiatives of the cities of Kampong Chnnang, Serei Saophoan, Stung Sen, and Pursat.

Capacity development was held in integration with the PPS:

- Training designed in line with capacity needs assessment
- Capacity development complemented the PPS in terms of know-how, sector knowledge, operation and maintenance
- Participated by around 30 city and ministry officials, held in Khmer language and tailor-made with Cambodian context
- Course was taken over by ministry officials themselves to serve more Cambodian cities

Capacity Development & Cooperation

Collaboration concerning:

- **Courses**

Financial Modelling, Joint Ventures, Project Screening Workshop, Project Consultation, Linking to Finance Waste Water Management

- **Knowledge Products**

PPP Guide for PH cities, WWM Guide for CM municipalities, course materials

- **Project Preparation**

Technical Assistance Balikpapan/Singkawang

- **Organizational Development**

Cities Development Initiative for Asia

Capacity Development

Strategy 2018-2022

Focused Capacity Development for City Partners (10% of CDIA resources)

Cooperation with selected National & Regional Partners

Project Preparation Studies for Cities

The institutional setup

2007 – 2017/18

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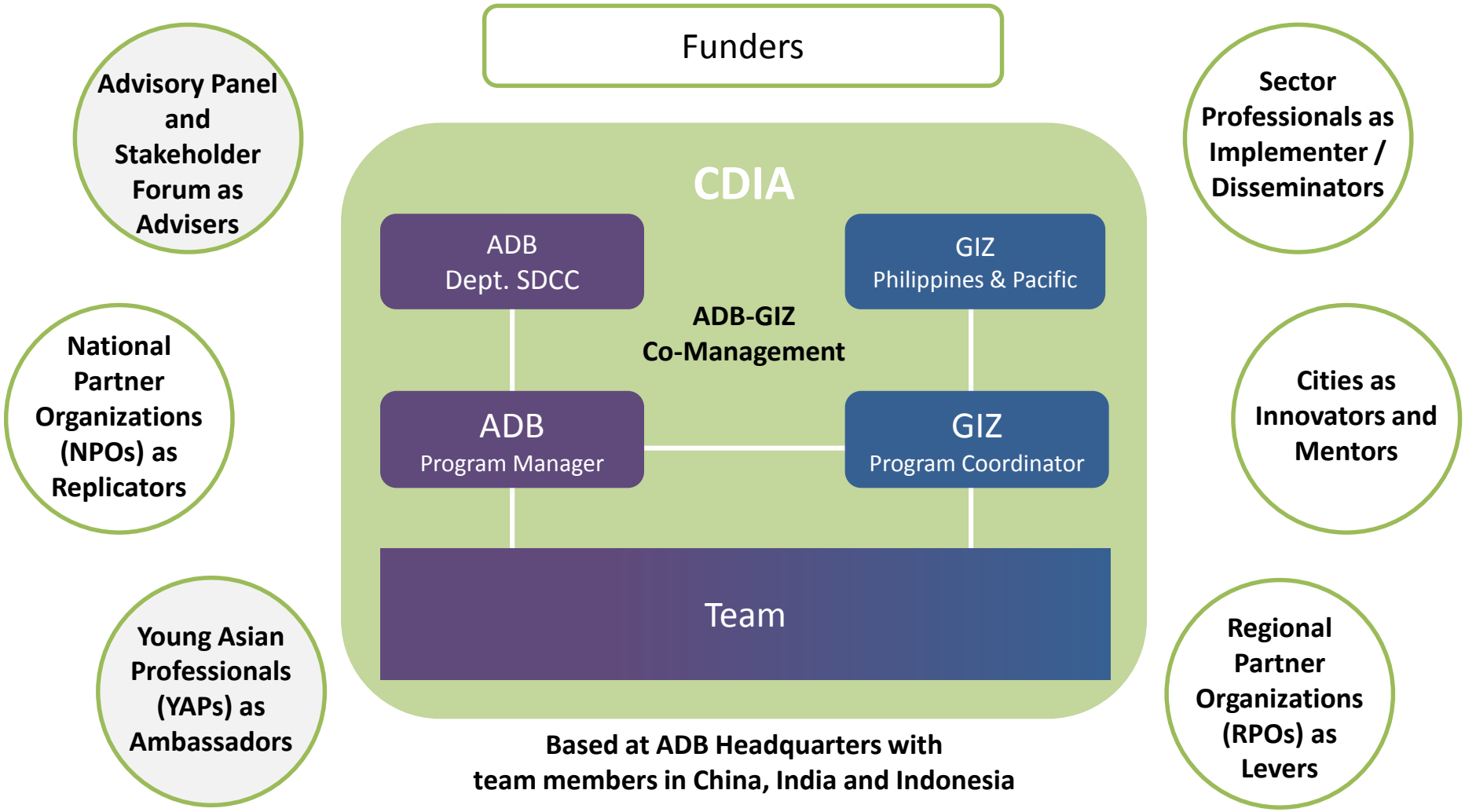

Success factors and challenges in the co-management of CDIA

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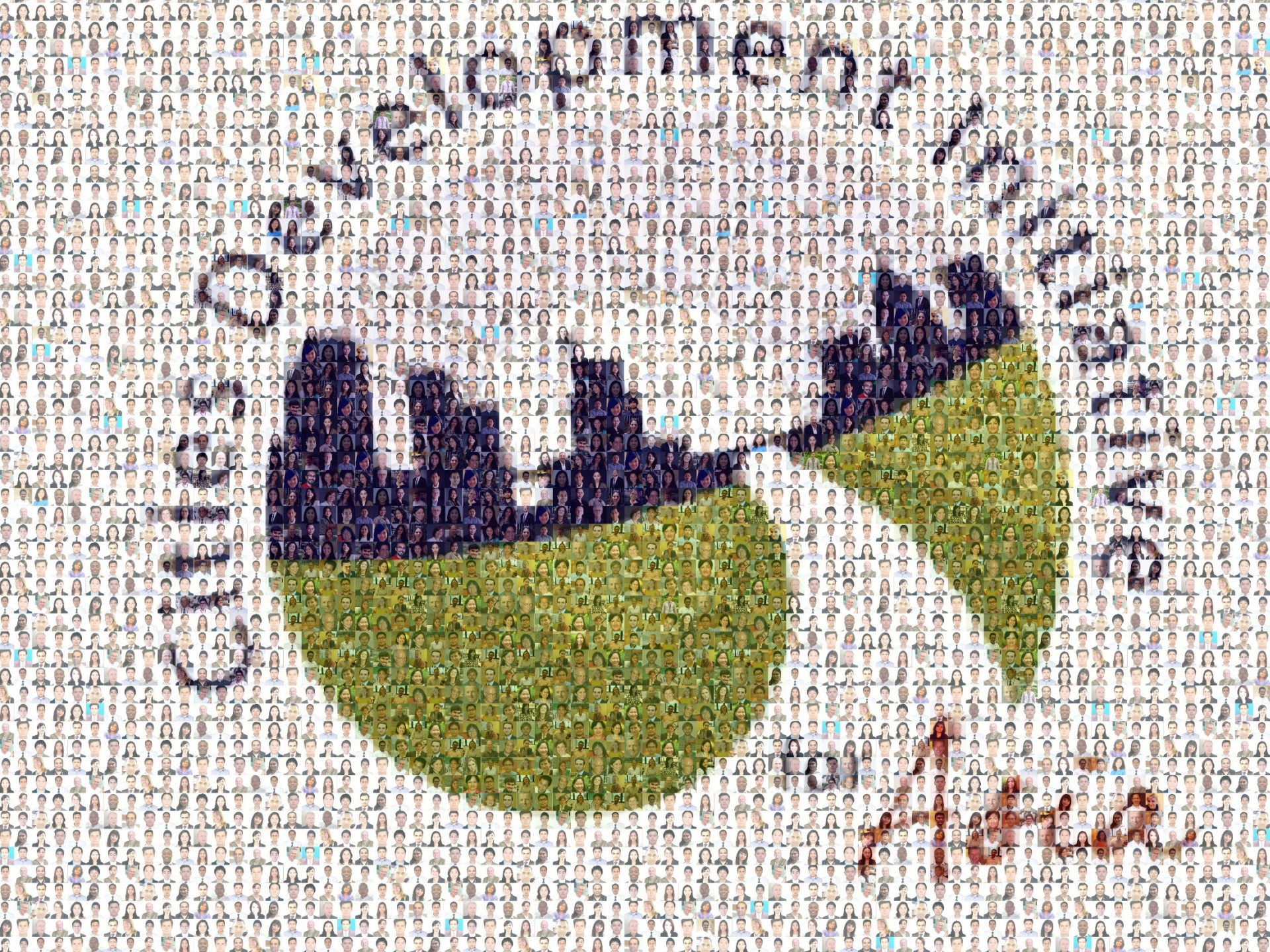
Success Factors

- **Reputation and worldwide network of both implementing organizations** (ADB & GIZ) increased trust in CDIA, allowed acquisition of additional funding and enabled access to int., public & private institutions.
- **Lean structure and mixed, international CDIA management team** allowed a high level of solution-orientation, creativity and synergies in an inter-organizational context which resulted in innovative approaches.
- **Joint responsibilities for the implementation** of CDIA, initiated by co-management did not only allow harnessing the competencies, knowledge and experiences of each co-management partner institution but also increased transparency in decision making and flexibility.

Challenges

- **Operating under different sets of rules** (from each partner institution) requires a high level of commercial quality & transparency in decision making & management.
- **Composition of the team and creation of a brand identity**.
- **The innovative project approach and the uncommon project design** regularly creates tensions – content and strategic related.

'Solutions'

- **Agreeing on one standard,** e.g. M&E, hotel bookings
- **Changing perspectives**
- **Formation of a joint identity,** e.g. business cards, team retreat
- **Making use of different resources and approaches**
- **Keep it flexible**