

SymbioCity

APPROACH



The Indonesia - Sweden edition

Welcome aboard!

SYMBIOCITY IS AN INTEGRATED AND HOLISTIC APPROACH TO URBAN DEVELOPMENT, WHICH FOCUSES ON HEALTH, COMFORT, SAFETY AND QUALITY OF LIFE FOR URBAN CITIZENS.



FROM THE EDITORIAL TEAM

This publication describes a one-year SymbioCity journey for Palu & Borås and Probolinggo & Helsingborg. It offers a collection of stories, reflections and opinions.

The SymbioCity Approach doesn't provide ready-made solutions to all urban challenges. Instead it offers support to locally elected representatives, officials and activists who are committed to developing properly planned and managed cities where people work, access services, enjoy cultural activities and fulfill their dreams.

SymbioCity approaches urban development with the belief that processes – and not only technical solutions – gradually move us towards improved living conditions. So when the Indonesian municipalities of Palu and Probolinggo embarked on a SymbioCity journey with their Swedish partner municipalities Borås and Helsingborg, it became vital to capture the processes as well as the results.

Experiences, commitment and time have been the main ingredients during the application of SymbioCity in Palu and Probolinggo. Here are some of the people who have contributed to making this project possible:

Dian Anggreini - APEKSI
Indah Wibi Nastiti - APEKSI
Andreas Klingström - City of Borås
Bertil Myhrberg - City of Borås
My-Linda Lorentsson - City of Borås
Per Ulvestig - City of Borås
Peter Skoglund - City of Borås
Tomas Rossing - City of Borås
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Tor Eriksson - SKL International
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Vanny M.A.Tiwow - University of Tadulako, Palu

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The cities are **BOOMING.** We need to do better!

- SIX STEPS TOWARDS SUSTAINABLE CITIES IN THE 21ST CENTURY



ABOUT THE WRITER:

Mats Jarnhammar is Project Manager for the two SymbioCity cooperation projects between Sweden and Indonesia. He is an urban planner and human geographer with an interest in the dynamics between cities and people. Mats has experience from urban development in Africa and Asia, specifically in the preparation of urban infrastructure projects. He is also Managing Director for Living Cities, a non-profit platform for urban innovation and social sustainability.

The world is entering the urban century. Within the next 40 years, the urban population will double, and most of this growth is taking place in small and medium-sized cities like Palu and Probolinggo. The choices made today will have a huge impact on tomorrow. Sustainable cities have become key to a sustainable planet.

The SymbioCity Approach has been developed by the Swedish government to address this challenge. It supports cities in making the right choices, the right way. Every city is unique, and every solution must be sensitive to this. Rather than suggesting specific solutions, the SymbioCity Approach offers a way of thinking and a methodology for addressing urban sustainability.

The word symbiosis is central. How can we make more out of less? How can one plus one equal three? The answer is simple; by seeing challenges as opportunities, and by supporting integration and collaboration between stakeholders and systems, new synergies can be found. Waste can be seen as a problem, but also as a resource to generate electricity, biogas and fertilizer. Congestion could be seen as a transport issue, but might be solved through land use planning. Malaria could be seen as a health care problem but can be reduced by improving sewerage.

We quickly learn that everything is connected – our waste, our energy, our transport, our



“Urban development is a result of all the decisions – big or small – that we as citizens make.”



“We quickly learn that everything is connected – our waste, our energy, our transport, our water, our environment, our economy and our happiness.”

PUTTING THE SYMBIOCITY APPROACH INTO PRACTICE

The SymbioCity Approach is based on six steps. These six steps are the same whether you are planning specific improvements for an area or a sector, or if you are preparing a master plan or for the city as a whole.

1. Get organized. Good planning of the SymbioCity activity is crucial to success, and involving the right stakeholders is critical. Make a plan and communicate it.

2. Understand the needs and resources of the city. To find the solution you need to know what the problem is. And to find the synergies you need to widen your perspective. Look at the city as a system, and try to understand how issues interlink. Focus on the assets as well as the problems.

3. Set the goal. Formulate a vision for the city and objectives for addressing specific challenges. Focus on the root of the problem and not on the symptoms.

4. Find a solution. There is more than one! The best solution may often be found where you least expect it. Search for solutions outside the immediate sphere of the problem, and collaborate with others. Weigh different options against each other.

5. Maximize the impact. What will the proposal result in? Does this solve the problem? What could be done to maximize the impact? Test and compare different alternatives.

6. Make it happen. Develop a plan for implementation. You will need political support, financing and stakeholders willing to take the issues forward. Make a plan for the key steps forward and how you intend to take them. Many things can be done quickly and without much money to get things moving. Remember that communication is everything!

water, our environment, our economy and our happiness. We can do more when we work together. Cooperation between the people responsible for a city's water supply and the people responsible for its waste management; between the health officials, the teachers and the public transportation planners; between politicians, historians and social workers. And above all by involving the people who call the city their home.

Once we start understanding these mechanisms, we can take steps towards finding synergies. Preparing a project, a plan or a vision is a learning process. We continuously gather new knowledge that forces us to revise our earlier assumptions.

This is good. The SymbioCity Approach follows a cyclic approach where you continuously go back and ask yourself; did I understand this correctly? Did I frame the objectives in the right way? Did I make the right choice? This flexibility is an important hallmark of the approach. It is never too late to change your mind.

Urban development is a result of all the decisions – big or small – that we as citizens make. Because SymbioCity is a framework that you fill with local flavour, it can be used by anyone wanting to make an improvement to his or her city. It is not just a tool for politicians and city planners. Make it your own!

Project Basics

SWEDEN

APRIL 2013

*Setting objectives and
exploring Swedish examples*

SEPTEMBER 2013

*Packaging results and
preparing the road ahead*

BORÅS

HELSINGBORG

Quick facts on the two SymbioCity partnerships between Indonesia and Sweden

Who partnered?

The cities of Palu and Borås and the cities of Probolinggo and Helsingborg.

Who else was involved?

Ministry of Public Works, Ministry of Environment, University of Tadulako and APEKSI in Indonesia.

Sida, SKL, SKL International and SP Technical Research in Sweden.

For how long?

1 year (2013)

What about the funding?

Sida supported the projects and the partners contributed.

What happened?

We applied the SymbioCity Approach, with activities like site visits, analysis of existing materials, learning journeys, workshops, desk research, open seminars and late nights at the computer.

And the results?

Keep reading...

START!

NOVEMBER 2012

Start-up and situation analysis

JUNE 2013

Developing integrated proposals

PALU

PROBOLINGGO

DECEMBER 2013

Presentation of results

INDONESIA

Palu

The hidden gem of Sulawesi

IN THE NARROW BAY OF PALU, ROUGHLY 20 MILES FROM THE MAKASSAR STRAIT, WE FIND THE CITY OF PALU.

This capital of Indonesia's Central Sulawesi Province is remarkably sheltered from the world around it. Rolling hills and mountains frame its form, so when you're standing by the foot of the Palu River that snakes its way across the city, you can't see further than the green ridges and the water allow.

Palu is a green city, literally and in the way it wants to grow. More than half of its municipal surface is covered by protected forest land, and the city is tightly knit to the idea of sustainable urban growth. It is one of the cities included in Indonesia's Green City initiative, and its Spatial Plan of 2010-2030 gives special attention to green and clean development.

Despite its isolated location, Palu is growing. Roughly 385,000 people live here today and the urbanisation process is fast. Connected to this is the fact that Palu is Indonesia's foremost rattan industry centre, accounting for between 50 and 60 percent of the country's total rattan output – which in turn makes out over 80 percent of global production.

One of the key factors in realising the city's vision of sustainable development is creating an efficient and comprehensive waste management system. Palu has faced problems with their urban sanitation in

recent years; waste clutters the streets and this leads to connected problems such as flooding, pollution and an increase in cases of infectious diseases. Its current situation makes Palu a perfect fit for its SymbioCity partner Borås, which over the years have made waste recovery efforts that have reduced their landfill waste to almost nothing.

But it's not all trash. Palu's ambition to reach its green vision includes measures on everything from renewable energy provision to green housing. The municipality has developed concrete project proposals for a green transportation programme and a green building programme. They're also exploring biogas, water, wind and sun as potential energy sources – just to name a few things.

PALU

Population: 385,000 (2012)

Area: 39,500 hectares

Social philosophy: "Nosarara Nosa Batutu," meaning, "We are all together; we are all brothers and sisters."

Did you know? There are 23 different tribes in Palu. Among the main ones are the Kaili, Bugis and Makassar tribes.

Palu is the rattan industry centre of Indonesia. The city is growing, and it's growing fast.



"Palu's ambition to reach its green vision includes measures on everything from renewable energy provision to green housing."





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Polyester 5000

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Borås

The no-trash textile town

CLOSE TO 400 YEARS AFTER KING GUSTAV II ADOLF FOUNDED THE CITY, BORÅS STILL COMMANDS A SPECIAL ROLE IN SOUTHWEST SWEDEN.



The city is known as "the textile town" because of its long-standing tradition of and expertise in textile manufacturing. This tradition makes its mark on Borås' industries, schools, and even museums. At the Borås Textile Museum you can see Europe's largest collection of still functioning textile machines.

But textiles aren't the only thing that define and shape Borås – nature does as well. The city is covered in parks and other green areas, and the creek Viskan effectively splits the city in a west and an east part. Just a stone's throw away is the nature reserve Rya Åsar, five hundred hectares of wild nature sprawled out at the feet of its avid explorers.

There was a time in the twentieth century when Borås was Sweden's fastest growing city. Today the pace of expansion has slowed – but growth development is just getting started. In many ways, this textile town is at the forefront of urban sustainable development. They have especially excelled in waste management by reducing their landfill waste to almost nothing. And looking forward, there's no slowing down: Borås municipality has produced a vision called Borås 2025 that presents the place they hope to become. In the vision a number of environmental aims are presented, among which are a reliance on renewable energy sources and obtaining a sustainable commerce, both locally and globally. These goals, along with the city's focus on waste management, makes Borås the perfect SymbioCity partner for Palu.

BORÅS

Population: 105,000 (2012)

Area: 97,300 hectares

Founded: 1621

Did you know? The city of Borås has burned to the ground four times.



"And looking forward, there's no slowing down: Borås municipality has produced a vision called Borås 2025 that presents the place they hope to become."

Probolinggo

Taking strides towards sustainability in paradise

NESTLED ON THE SHORES OF THE JAVA SEA AND ONLY 45 KILOMETRES FROM THE GREAT AND ACTIVE VOLCANO OF MOUNT BROMO, PROBOLINGGO IS BEAUTIFULLY LOCATED ON THE NORTHERN COAST OF EAST JAVA.

Stunning as it is, Probolinggo's location poses many threats. Mount Bromo has erupted several times in the last decade and being a coastal city, Probolinggo faces problems of rising seawater levels and seawater intrusion.

As with many other cities around Indonesia, Probolinggo faces threats from within. With rapid urbanization and economic growth come great possibilities – and equally great challenges for a growing population of more than 200,000.

These challenges are financial, social and environmental, and Probolinggo has tackled all of them head-on in its aim of becoming a sustainable city. Its Green City Program is one great example of this work and includes, among other planned initiatives:

- The development and improvement of the city's parks and green spaces, with the specific goal of turning a full fifth of Probolinggo into green, public spaces.
- The optimization of waste management through an R3-program that aims to reduce, reuse and recycle more of the city's waste.
- Trying out a number of different renewable energy solutions, including biogas, solar energy, and a developmental-stage process that turns plastic waste into oil.
- Several programs to raise public awareness about the importance of environmental balance.

Each of these initiatives comes with its own challenges, such as limited budgets, lack of technological know-how and the commercial

PROBOLINGGO

Inhabitants: 218, 000 (2011)

Important trade produce:

Sugar and fish

City motto: BESTARI, an abbreviation of bersih (clean), sehat (healthy), tertib (orderly), aman (safe), rapi (neat), and indah (beautiful).

Famous for: Its delicious mangoes and as the entranceway to Bromo Tengger Semeru National Park.

pressure to convert land for other purposes than those suggested by the Green City Program.

Nevertheless, Probolinggo's outspoken ambition to become a truly sustainable, 21st century city makes it a perfect fit for the SymbioCity approach as well as a very possible role model for other Indonesian cities in the years to come.

Probolinggo has tackled its environmental challenges head-on.



“As with many other cities around Indonesia, Probolinggo faces threats from within.”





Helsingborg

Sustainable since 1085 AD

SPRAWLED ON THE FLAT AGRICULTURAL LANDS OF SKÅNE AND OVERLOOKING THE ÖRESUND STRAIGHT, HELSINGBORG AND ITS FERRIES TO DANISH HELSINGØR WAS FOR A LONG TIME THE SWEDISH GATEWAY TO EUROPE.

It is one of the oldest cities in Scandinavia with a history spanning more than a thousand years. 21st century Helsingborg, with its 100,000 inhabitants, is in many ways a typical Swedish city. This is reflected not least in the challenges it faces in its strides towards sustainability.

In Helsingborg's 2010 plan for sustainable development, seven key areas are identified as especially important:

- Work and education – putting more of Helsingborg's people in employment and seeing to it that more children and students receive complete grades from school at all levels.
- Improved living conditions for children and young people, especially in poorer neighbourhoods.
- Housing and urban development. New construction developments are needed to counteract the shortage of housing.
- Improving health and living habits, especially in the poorer areas of the city.
- Healthy ageing. Elderly people should be able to enjoy a healthy, sociable and active life.
- Improved environmental quality. This includes the reduction of air pollution and noise emissions in the city as well as the preservation of the city's existing green areas.

- Safety, security, and a reduced crime rate. The number of crimes reported to the police has only marginally increased over the last few years. Still, every resident has a right to feel safe, and perceived security can differ from real safety.

These seven improvement areas are all interconnected in one way or another, and the civil servants of Helsingborg are well aware of this. Healthy ageing, for example, demands a clean city, and improved living conditions for children includes the right to feel safe in your neighbourhood. This means that the entire municipality of Helsingborg has to work together to achieve change, and it's this cross-sectorial collaboration that will make (and keep) Helsingborg sustainable for a thousand years to come.

HELSINGBORG

Inhabitants: 132, 000 (2012)

Important industries: Home to the second largest container port in Sweden.

City slogan: The gateway to the continent.

Famous for: Its ferries to Denmark and global furniture manufacturer IKEA, headquartered in Helsingborg.



“21st century Helsingborg, with its 100,000 inhabitants, is in many ways a typical Swedish city”

How to do it: Getting organised together

WHAT KIND OF A SET-UP IS NEEDED TO HANDLE THE PLANNING, IMPLEMENTATION AND MONITORING OF A SYMBIO CITY PROCESS?

Palu and Borås were already partner cities when the SymbioCity project started. A previous cooperation, focusing on how to create value from waste, had brought the two cities together. But initiating a new cooperation project with a totally different focus and scope required new people and competences to get on board.

The partner cities decided to form a Working Group with participants from both municipalities, and the multi-disciplinary group has since been responsible for the actual application of the SymbioCity Approach. Klas Klasson and Hasse Ericsson, both experienced Swedish planners, were assigned to the respective partnerships. Their role became to facilitate, coach and support the efforts made by the Working Group.

Political support was identified as a key aspect for both parties early on. Support

during the process itself, but maybe more importantly when making the final action plans become reality. In order to create an atmosphere of joint ownership and responsibility, a Steering Committee was established at a kick-off workshop.

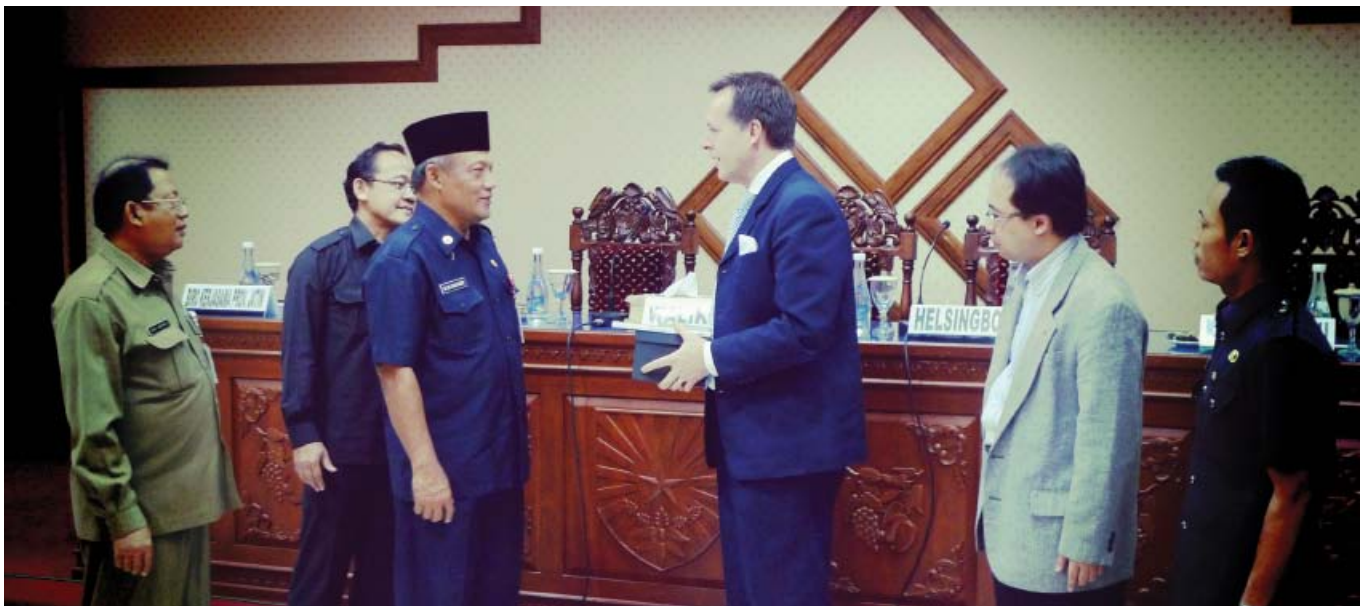
“It was very important for us to make sure that the institutional framework for the cooperation was clear to everyone; that the linkages between the institutional set-up, the regulatory framework and the various existing policies were brought to the surface, says Paul Dixelius, Manager of the SymbioCity Approach at SKL International, and continues:

We established a Steering Committee as an oversight body for the project – to have someone safeguard the link between the different planning levels in Palu, make sure that the necessary expertise would be made available, and see to it that there was a common arena also for non-municipal stakeholders to have a say in the process”.

The Steering Committee met twice during the project lifetime, to supervise the progress of the SymbioCity Working group and to make sure that the project development was coherent with other on-going initiatives in Palu. It also provided advice during the on-going processes.

The Palu-Borås Steering Committee will receive the final report from the Palu-Borås Working Group at the concluding seminar in December, 2013.

Just like Palu and Borås, Probolinggo and Helsingborg established an oversight body for the project in the shape of a Steering Committee.





A moment of fun - at the recycling plant in Borås.

A lot of time has been spent talking, analysing and concluding. Any site visit or document has been picked apart and put into a new context.



The uniforms worn by the colleagues in Probolinggo made a great impression on the colleagues from Sweden.



Sometimes a rough sketch says more than at least 50 words.



People “behind the scene” are instrumental for success. The value that Conie Purmiranti in Probolinggo has added to the project cannot be over estimated.



The leaders we need!



ABOUT THE WRITER:

*Gunnar Andersson is a learning & development consultant with many years of international experience in facilitating capacity development processes for public sector leaders, managers and organisations. He is the main author of *Get Started, Move Forward! - Leadership in sustainable urban development*.*

Sustainable urban development depends on committed and capable leaders, who can inspire others to reach challenging goals. Elected leaders and public sector managers have the primary responsibility for ensuring long-term social and environmental well-being.

Elected leaders have a greater responsibility than those in the private sector to serve the common good, and are accountable to citizens for doing so. Leading the development of cities entails guiding the society and its organisations towards long-term ideals and goals, as well as balancing needs, demands and priorities. This requires leadership that goes beyond the management of plans, people and resources. Urban planning is often left to planners and engineers, but planning and developing environmentally and socially sustainable cities needs a broad overview and public participation. Successful city leaders understand and communicate the needs of the city, develop a long-term vision, and facilitate processes that involve all stakeholders.

Have we met leaders who meet these requirements? Possibly, but probably only in part, as it is rare to find such exceptional people. This means that most leaders need to work consciously on developing themselves as leaders, and share leadership with others. Through seeking shared values, common purpose and cooperation across political, professional and other divisions, the ideals of sustainable development can become real.

WE NEED LEADERS ...

... **who understand the gravity and urgency** of the challenges facing cities, and who are committed to addressing them. People who can translate vision into action.

... **with the courage to take difficult decisions** and implement them, who stand up for convictions and values even when risking criticism.

... **who share power, knowledge and resources**, and learn from others. Leaders who do not fear the talent, opinions or successes of others, but who seek them out and build upon them.

... **who are humble and modest; who do not** seek recognition for its own sake, but strive to

achieve what is in the best interests of current and future citizens, knowing that, in time, people will recognise their contribution.

... **who understand the difference between** the positive and negative use of authority, between being an authority in their field and being authoritarian. Leaders who use the authority, granted by the people, to lead society towards a better future – not to acquire personal power and benefits.

... **who are self-reflective and care about their** legacy to society. Leaders who raise their heads above the bickering about money and political divisions, who see and share a broader global and human perspective, which inspires others to work together, in spite of differences.

... **who have the integrity and character to do** the right thing, even when no one is looking; who have the moral courage to stand up for others and tell the truth, even at the risk of losing power.

... **who represent and speak for different** groups in society. Who we are influences how we see the world as well as our interests and priorities. Leadership and management, as well as urban planning, has long been a predominantly male domain, and we need more women leaders.

GET STARTED, MOVE FORWARD!

Capturing the essence of leadership in sustainable urban development

The SymbioCity Project has developed and published several handbooks, among them *The SymbioCity Approach*, and *Get Started, Move Forward! - Leadership in Sustainable Urban Development*. The latter publication was produced through interaction with a wide range of local government politicians and decision makers, particularly at two Leadership and Urban Development Workshops held with Swedish and international representatives in 2012 and 2013.

Get Started, Move Forward! aims to strengthen leadership of sustainable urban development initiatives by providing practical advice and inspiring examples that support action. It provides guidelines based on a thorough process of research and consultation with city leaders involved in sustainable urban development in Sweden and various developing countries.

The publication has six main themes that urban development leaders need to master:

1. Developing and realising a shared vision
2. Mobilising of stakeholders to share ownership
3. Bridging boundaries and ensuring continuity
4. Raising awareness and communicating for results
5. Promoting integrated working
6. Ensuring shared financing



Let's hear it from the leaders

WHAT DO LEADERS WITHIN THE SYMBIOCITY PROJECT HAVE TO SAY ABOUT THE PARTS THEY PLAY IN THE FUTURE OF THEIR CITIES? WE'VE SPOKEN TO PALU'S DEPUTY MAYOR MULHANAN TOMBOLOTUTU AND BORÅS' FIRST DEPUTY LORD MAYOR BERTIL MYHRBERG ABOUT HOW THEY LEAD FOR SUSTAINABILITY.



Deputy Mayor Tombolotutu together with (left) Mats Jarnhammar, Project manager and (right) Tor Eriksson, Steering Committee member.

FACTS

Name: Mulhanan Tombolotutu
Occupation: Deputy Mayor of Palu
Role in the SymbioCity project:
 Co-chair of the Palu-Borås Steering Committee

IN YOUR DAILY WORK, DO YOU FEEL YOU HAVE THE POWER TO CHANGE THE CITY OF PALU?

"Yes I do. As Deputy Mayor ... I'm in charge of producing Palu's urban development vision, a vision which is based on long-term planning as well as medium and annual plans. This role comes with the ability to direct Palu's future – I can, for instance, alter the direction of a program by changing activities stated in the budget document."

WHAT DIFFERENCES DO YOU SEE BETWEEN PALU AND BORÅS REGARDING THE ROLES POLITICIANS PLAY IN URBAN DEVELOPMENT?

"There is a difference between Palu and Borås politicians – particularly in how we engage in details. I also feel that politicians in Borås are in general even more concerned about the environment than politicians in Palu; in Sweden, the environment is a constant priority."

WHAT MUST YOU, AS A HIGH-POWERED POLITICIAN, NEVER FORGET WHEN YOU PLAN FOR THE FUTURE OF YOUR CITY?

"I must never forget that the city's vision should be achieved for not one or two groups, but for all of its stakeholders. One way of doing this is making sure all stakeholders continuously get to evaluate the processes we implement; everyone gets a say."

WHAT PERSONAL INSIGHTS DO YOU TAKE WITH YOU FROM THE SYMBIOCITY PROJECT?

"The idea that cities need to be developed with our children's and grandchildren's future in mind."

IF YOU COULD GIVE YOUR COLLEAGUE BERTIL MYHRBERG AN ADVICE, AS A PEER POLITICIAN – WHAT WOULD THAT BE?

"That as fellow politicians we have to help one another. We should stand shoulder to shoulder and share our knowledge."

"We politicians should stand shoulder to shoulder and share our knowledge." - Mulhanan Tombolotutu



*The deputy mayors
of Palu and Borås -
"shoulder to shoulder"*



IN YOUR DAILY WORK, DO YOU FEEL YOU HAVE THE POWER TO CHANGE THE CITY OF BORÅS?

"I work with practical development matters, like granting or declining building permits. Basically, me and my colleagues decide what the land in Borås is used for and what kind of buildings are built, so yes, I have the power to affect Borås' development. We don't work on a higher, strategic level but we control the details – and details are what make a city."

WHAT'S THE GREATEST CHALLENGE IN DESIGNING A CITY?

"To make room for everything. You need room for homes, but you also need room for businesses. You need room for parks, for social areas, and without room for culture any city would fall flat. Last but not least, you need room for all of these things to change – a city needs to be flexible to survive."

WHAT DIFFERENCES DO YOU SEE BETWEEN PALU AND BORÅS REGARDING THE ROLES POLITICIANS PLAY IN URBAN DEVELOPMENT?

"There is a swiftness in Palu's bureaucracy that we don't have in Borås. I'm impressed with how quickly decisions are made and things get done in Palu. In Borås we have a heavier and slower bureaucracy with many stages in the approval process to go through. These stages are there for a good reason – but at some point, more talking only endangers a plan."

IF YOU COULD GIVE YOUR COLLEAGUE MULHANAN TOMBOLOTUTU AN ADVICE, AS A PEER POLITICIAN – WHAT WOULD THAT BE?

"The Deputy Mayor and I had a saying when we were in Palu together: 'We work shoulder to shoulder.' I would ask him to remember that saying; to look at what other cities do and how they lead – and to let them have a look at you. The added perspective does a world of good, and does the world good."

FACTS

Name: Bertil Myhrberg

Occupation: Chair of Borås' Planning Board and First Deputy Lord Mayor of the City Council

Role in the SymbioCity project: Co-chair of the Palu-Borås Steering Committee

"There is a swiftness in Palu's bureaucracy that we don't have in Borås." - Bertil Myhrberg



How to drive the change: Those it affects have to own the project



ABOUT THE WRITER:

Hasse Ericsson is a senior planner and architect with experience in physical planning, urban and rural development, natural resource management and integrated and sustainable development. His professional focus ranges from government reform processes and regional inter-sectorial programs for sustainable development, to introduction of Community Based Natural Resource Management Systems – just to mention a few areas.

In the partnership between Probolinggo and Helsingborg, Hasse Ericsson has been the SymbioCity expert who has facilitated, coached and supported the Working Group.

If the goal is real change, telling people what to do doesn't cut it. Those affected have to drive the change themselves; their creativity and their needs will pave the way forward.

An architect and a city planner, Hasse Ericsson has worked with SymbioCity since the very beginning. He has previously been involved in bilateral development projects throughout Africa; in Botswana, Zambia, and Tanzania, just to mention a few.

Out of all the lessons he has learned during these decades in developing countries, perhaps none is as important as this one:

– The people who live and work in a city are the people who must own and shape a development project. If they are not included, if they are not dedicated and empowered, it will lead to problems and unresolved issues further down the road.”

This is especially important in the initial planning process – if you want the plans to ever materialize into something real and tangible, that is.

“No two projects are the same; they come with their own inherent social and cultural codes.

You always have to work out of the context you are in, and no one knows that context better than those shaping it.”

A GREAT NUMBER OF IDEAS

Hasse Ericsson has seen projects that were close to failure because no one asked the people concerned what they thought. But thorough consultations with affected stakeholders these projects were turned into success stories. In general, though, Hasse Ericsson says that development projects are good at taking the local context and its people into consideration. The SymbioCity approach in Probolinggo and Palu is no exception.

“The SymbioCity approach has really worked here. Many different sectors and stakeholders have been included in the process. It is apparent that they are committed, and increasingly so.”

The cities' commitment is shown not least in the number of initiatives and ideas that have already been proposed by the different stakeholders.

“There are a great number of ideas, with consideration taken to all aspects – social, financial, environmental, and institutional. This integration and commitment leads to great synergies.”

HELP FOR PROGRESS

The notion that the people concerned have to drive the change does not, however, mean that outside help is not needed or important. On the contrary, says Hasse Ericsson.

“Helsingborg and Borås can contribute with many good examples from their own field of work, and those examples can bring inspiration and lively discussions. And the visits to Helsingborg and Borås have been eye-opening for the Indonesian counterparts, I am sure of that. But the help has to come in the form of ideas and suggestions, rather than by telling people exactly what to do.”

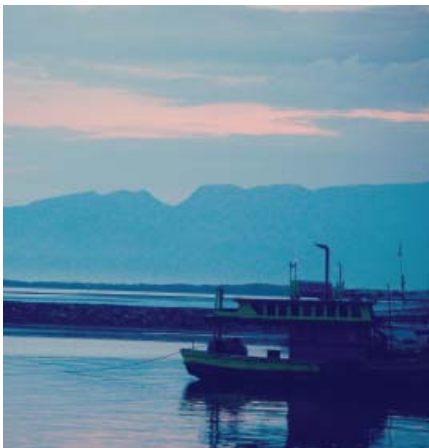


“No two projects are the same; they come with their own inherent social and cultural codes. And no one knows that context better than those shaping it.”



Ownership and “big ears” are key ingredients for a successful development project. Regardless of where in the world you are.

“But the help has to come in the form of ideas and suggestions, rather than by telling people exactly what to do”



“Don’t build from the problems down – build from the assets up” – the power of the vision workshop

IN THE VERY BEGINNING OF THE PALU-BORÁS COOPERATION PROJECT A VISION WORKSHOP WAS ORGANISED. THE AIM OF THE WORKSHOP WAS TO CREATE A SYMBIOCITY CONCEPT PLAN, A VISION THAT WAS CUSTOM-MADE FOR PALU. RATHER THAN FOCUSING ON THE CITY’S CHALLENGES, THIS VISION GREW FROM THE CITY’S POSSIBILITIES.



ABOUT THE WRITER:

Name: Zeinab Nouredine Tag-Eldeen, (Ph.D),

Occupation: Researcher and urban planner practitioner at The Royal Institute of Technology, the School of Architecture and the Built Environment in Stockholm.

Main interest: Cross-cultural development of planning knowledge.

Role in the SymbioCity project: Supporting the adaptation of the SymbioCity concept to the Palu context, through an interaction process with the stakeholders. Zeinab also served as moderator in workshops and seminars.

When the SymbioCity Approach is adapted by a new city, the concept needs to be adjusted and fine-tuned to fit its host. Different institutional and cultural contexts are taken into consideration, as well as local conditions and capacities. This is an important first step of the SymbioCity approach, and it’s done through a so-called vision workshop.

In the case of Palu, a “Getting started” workshop was organised in the fall of 2012. The workshop gathered stakeholders from different walks of life and parts of the city. Involving people with different ideas about change is fundamental to planning for sustainability, so ahead of the workshop, the criteria for identifying the stakeholders were discussed thoroughly with the officials in Palu’s local Working Group. A special emphasis was placed on the importance of involving youth, the elderly and school-age boys and girls, to create an intergenerational exchange of ideas. The aim of the workshop was threefold:

1. To create the ability to build collaborative relationships among Palu’s diverse group of stakeholders.

2. To identify local cultural values which could be used to mobilise and motivate people.
3. To lay the foundation for the kind of citizen power that will create and support change.

On the day of the workshop the stakeholders represented a diverse group of interests, including local NGOs, garbage collectors, a bicycling organisation, teachers, an orphan charity school, and governmental sectors. A significant number of school-age boys and girls also participated. Four people from the local newspaper covered the event and were invited to participate as well; they accepted. All in all, there were thirty-six participants in the workshop and there was a female majority.

The official members of Palu’s local Working Group were the leaders of the workshop. In preparation, they had gone through a training session focused on how to involve stakeholders using participatory methods and techniques. Improving the capacity of the local officials in this way is essential, not only for the sake of vision workshops but to assist the officials in creating change in their city.



“The vision workshop was planned in a way to shift the discussion among the stakeholders from problem-driven to asset-driven. The positive transformation of the attitudes of the citizens, officials, local planners and experts increased their self-confidence and helped them discover their own capacity to solve their problems.”

PUTTING THE ASSETS AHEAD OF THE ISSUES

The workshop was opened by a welcome speech from the Vice Mayor of Palu, after which the Swedish representatives shared their knowledge of the SymbioCity model to Palu's local stakeholders. The thirty-six participants were divided into five working groups of balanced distribution in regard to gender, age, and interest, and each group was assigned three exercises:

1. The “Capital mapping” exercise. A key factor in a vision workshop is to change the mindset of the participants. It is important that they switch focus from seeking out problems that will prevent change, to identifying the city's inherent assets – its “capital.” Doing a capital mapping can shift the discussion from the problem-dominated mindset, which is common in poor communities, to an asset-based one. The idea of this exercise was to create a vision of Palu's situation which, while realistic, was based on the city's capacity and not on its problems.
2. The “Palu in its regional setting” exercise. This exercise was aimed at identifying the role of Palu city in its regional context and to create a discussion of the reciprocal relationships between Palu and its surrounding built environment.
3. The “Goals grid matrix” exercise. An alternative to a conventional SWOT analysis, this exercise examined the answers to the questions: what does Palu have that it wants to preserve; what doesn't Palu have that it wants to achieve; what does Palu have that it wants to eliminate; and what does Palu not have that it wants to avoid in the future? The output of this exercise was to define four basic categories of goals and objectives to preserve, achieve, eliminate and avoid, which would be used for further analysis.

AN IDEA IS BORN

The participants discovered much for themselves as a result of the exercises. Among other things, the groups produced lists of the city's capital derived from its various natural resources, such as: wind for potential energy production; water, minerals, oils, and high-quality fertile land for agriculture; initiatives to improve the environmental conditions including garbage sorting and recycling; social capital guided by local social values of solidarity and community; and religious leaders and artists to mobilise the community. They discussed how to make better use of their resources and identified how they could make the changes needed.

The groups also explored different ways of maintaining communication after the workshop. They agreed to arrange regular meetings and to establish a wider stakeholders' network for raising awareness among citizens about the sustainable development of their city. Many specific project ideas were presented as well. One that stood out came from a teacher. He proposed a pilot project called “greening the city,” in which a public space in the city would be selected for improvement. This would be done in collaboration with students, teachers, artists, religious leaders, other citizens, and the municipality. A public day could be held for the event under the parole of Palu's social philosophy “Nosarara Nosa Batutu,” which means “We are all together; we are all brothers and sisters”.

VISION TURNS INTO ACTION

The participation of the people at the workshop provided the officials at the municipality with qualitative local knowledge about their city that had been difficult to obtain. The officials admitted that the result of the workshop was above their expectations. They did however worry about how much support they could obtain from decision makers at higher levels, so that

changes could really be implemented. But by the end of the workshop, there was already a positive sign.

When asked about whether the “greening the city” pilot project could be set up for implementation, a member of the local Working Group said, “I've sent a message about it to the Mayor. He is flying to Jakarta right now, so I'm just waiting for his formal approval and we will do it.” He had already sent the request to get the formal approval! This reminds us that SymbioCity's role in Palu's development is simply one of assisting the people, who will work for their city long after the project is over.

We learn from Palu that the transfer of the SymbioCity model to a new context should never be one-directional. Instead it should be considered an opportunity to jointly develop SymbioCity knowledge so that it becomes more appropriate for new contexts – new cities, across the globe. If we search for their strengths, we'll find their future.

Enthusiasm, **dreams** and lessons learned!

IN NOVEMBER 2012, MEMBERS OF THE SYMBIOCITY WORKING GROUP MET FOR AN ASSETS AND VISIONS WORKSHOP IN PALU. HERE ARE SOME OF THE THOUGHTS AROUND THE WORKSHOP ITSELF.

“I was really surprised by the enthusiasm shown from all the participants, but I would have liked to hear more Palu citizens talk about their home city.” - Achmad Arwien, Regional Planning Office, Palu

Rifai Mardin, or “Oi”, has been outspoken and has taken upon himself to challenge many statements made in Working Group sessions.



“Events like these are a must for anyone involved in community based planning.” - Rifai Mardin, University of Tadulako, Palu

“People had ideas and knowledge beyond my expectations. But I would have liked to hear from more women, children, and the elderly.” - Delvi Dian Susanti, Regional Planning Office, Palu

Zeinab Tag-Eldeen has extensive experience from participatory planning processes in for example Egypt.



Delvi Dian Susanti has been a key driver in the Palu-Borås Working Group.

“We got great results from this workshop! The most important outcomes were that we managed to establish a sense of ownership and that we really mobilized the participants.” - Zeinab Tag-Eldeen, Royal Institute of Technology, Stockholm



Clean rivers, city parks and poverty

- The **wants**, **haves** and **don't wants** of Palu

AT PALU'S ASSETS AND VISIONS SEMINAR, STUDENTS, TEACHERS, YOUTHS, REPRESENTATIVES FROM THE LOCAL GOVERNMENT, STREET VENDORS, RELIGIOUS GROUPS, ACADEMICS, ENVIRONMENTALISTS, JOURNALISTS, AND OTHER STAKEHOLDERS MET TO DISCUSS THE WANTS, DON'T WANTS, HAVES AND DON'T HAVES OF PALU. THE PARTICIPANTS FORMED GROUPS TO DISCUSS. THIS IS WHAT ONE GROUP FOUND.

DON'T WANT

HAVE

1. CRIME
2. PROSTITUTION
3. GOLD MINING
4. DRUGS
5. NATURAL DISASTERS
6. SLUM AREA
7. POVERTY

WANT

HAVE

1. BEACH
2. LANDFILLS
3. OPEN GREEN SPACE
4. RIVERS
5. CATTLE
6. MASS TRANSPORTATION
7. CLEAN WATER
8. ELECTRICITY NETWORKS
9. DRAINAGE

DON'T HAVE

1. HIGH RATE OF CRIMINALITY
2. HORIZONTAL CONFLICT
3. TERRORISTS

DON'T HAVE

1. CLEAN BEACH
2. INTEGRATED WASTE MANAGEMENT
3. GREEN OPEN SPACE MANAGEMENT
4. TRANSPORTATION AND WATER TOURISM
5. BUS LANE
6. CLEAN WATER TREATMENT/MANAGEMENT
7. REVAMPING ELECTRICITY INFRASTRUCTURE
8. WASTE MANAGEMENT



The vision – Kota Palu in 2030

“A greener, cleaner, more sustainable Palu”

MANY DISCUSSIONS, WORKSHOPS, TRIPS HALFWAY AROUND THE WORLD AND A VISION SEMINAR LATER IT ALL CAME DOWN TO ONE THING – WHERE DO WE WANT OUR CITY TO BE IN 2030? WALKING ON THE STREETS OF KOTA PALU IN 17 YEARS, WHAT SHOULD IT FEEL LIKE, LOOK LIKE, SOUND LIKE, SMELL LIKE? THIS IS HOW.

[VISION:]

“Palu City Green & Clean using its resources to maintain a rich livelihood in the sustainable Sou Raja based on the spirit of Nosarara Nosa Batutu”

KOTA PALU – THE GREEN CITY

In 2030, the Kota Palu parks are green and popular resting areas filled with flowers, shade and fresh-water ponds. The streets are lined with beautiful trees and flowerbeds. Along the Palu bay there is a long walkway full of green trees that provide cooling shade.

The pattern of small and clean city gardens filled with public fruit trees has become a new trademark of Palu. There are several forest and nature reserves within walking distance from the city centre. The riverbanks are dressed with many different kinds of fruit trees.

Some of the small industrial areas have been cleaned and replaced with two- and three story apartment buildings, covered in green wall plants. And the former sand- and gold mining areas have given room to lush mango forests.

“Small and clean city gardens filled with public fruit trees have become a new trademark of Palu”



KOTA PALU – THE CLEAN CITY

In 2030, the Kota Palu air is mountain fresh, its rivers are clean, and the streets and public spaces are void of litter. The bay water is fresh and clean and there are even nice swimming spots close to town.

Most households are connected to the sewage system and in turn to the sewage treatment plant. The plant produces fertilizer, biogas and fresh water to feed a nearby water park area and its beautiful birdlife.

“The air is mountain fresh, the rivers are clean, and the streets are void of litter”

In 2030, Palu is a green city, filled with trees that provide shaded resting places for its citizens.

KOTA PALU – A CITY THAT USES ALL OF ITS RESOURCES

The use of natural resources is reduced, and the resources that are used are reused and recycled. The human resources and skills are cherished in the same way.

The city government has built a fruitful cooperation with the university and various businesses in a number of eco-technology projects – like the wind power-park and a small-scale hydropower plant in the mountain areas.

In 2030, fuel prices will have risen dramatically. A factory has therefore been built – one that can convert motorbikes into smart electrically powered bikes. The diesel power generators are replaced with solar trackers feeding the same grid as before. Through this we can achieve fossil fuel independence, quiet streets and far lessened pollution.

All this new technology and the various projects are exhibited in the new eco-technology centre, complete with conference rooms and meeting facilities. The town now receives thousands of interested visitors not only from Indonesia, but from other parts of Asia as well.

“Through this we can achieve fossil fuel independence”



KOTA PALU – A SUSTAINABLE CITY

There is now a network of streets rebuilt to fit both bicycles and pedestrian transport. The car lanes have been reduced in width. Most of the transport through the city is channeled through the western or eastern bypass-highways. Closer to the city center only biogas buses, electric cars, bicycles and pedestrians are allowed.

All through the city center there are a number of shaded paths leading down to the beautiful beach promenade. The promenade stretches out in front of a new line of small-scale seafront hotels and lodges.

All these urban changes and new developments are planned with special consideration to eco-design. A special urban eco-design guide, developed in cooperation between the Palu University and Swedish KTH, has made this possible. The cooperation itself is a result of the SymbioCity Process, now 16 years in the past.

“A result of the SymbioCity Process, now 16 years in the past”



AND IT ALL ADDS UP TO THIS:

KOTA PALU – A PLACE TO LIVE A RICH LIFE

Green, clean, and sustainable is how we will see Kota Palu in the year 2030. The atmosphere in the city, its renewed beauty and its fresh appearance, together with a wide new range of job opportunities, makes Palu a place to live a meaningful and happy life.



What's so great about a vision?

CREATING A SHARED VISION SURE SOUNDS NICE – BUT WHEN IT COMES DOWN TO IT, WHAT GOOD DOES IT ACTUALLY DO? WE'VE SPOKEN WITH ARCHITECT AND CITY PLANNER KLAS KLASSON WHO COACHED THE SYMBIOCITY WORKING GROUPS IN PREPARATION FOR THE "GETTING STARTED" WORKSHOP IN PALU, WHERE THE CITY'S VISION WAS PRODUCED.



ABOUT THE WRITER:

Klas Klasson is Chief Architect in Håbo municipality, north of Stockholm. With a background varying from the County Administrative Board of Stockholm, as District Physical Planner in Botswana and as advisor at the Ministry of Interior in Lesotho, Klas has a broad range of experiences to pull from when it comes to planning. On top of this is he is also very committed in the area of ecological building. His role in the project has been to facilitate, coach and support the Working Group in Palu-Borås in their application of the SymbioCity Approach.

CAN YOU GIVE ME THE ELEVATOR PITCH FOR A VISION WORKSHOP?

"Sure: A vision workshop is a concrete way of letting the different stakeholders of a city produce a common vision for its future. Through participatory exercises we create a starting point for the developmental work ahead – and that starting point is a must-have."

THE SYMBIOCITY VISION METHOD ADVOCATES AN UNTRADITIONAL WAY OF DEVELOPMENTAL PLANNING. WHAT'S THE TRADITIONAL WAY?

"In the last fifty years or so, developmental planning has been conducted the same old way: You make a problem analysis for an area, you create a plan of action over the citizens' heads, and then you sit down a decade later and ask yourself why nothing has changed."

WHY DID NOTHING CHANGE?

"Because you got stuck staring at the issues! With the SymbioCity Approach, we start at the opposite end, by looking at a city's

assets, its capital. What can we use, what can we develop? We do a resource inventory and that's what we build our vision on, together with the citizens. Then we have a look at the issues that stand between the city and that vision."

WHAT DOES A FINISHED VISION LOOK LIKE?

"There are no set rules, but in our case it consists of two parts. The first part is like a slogan that tells the reader about the vision in very broad strokes, for example: "We want a green city open to everyone." To me, the second part is more important. It's a clear-cut description of the city thirty years from now. It's visionary and optimistic, but with a realistic foundation."

HOW IS THE VISION USED ONCE IT'S PRODUCED?

"It functions as an important strategic document for the municipality's developmental work. But not all visions serve their purpose: When we got to Palu there were already four or five visions floating around, many left behind by old mayors,

and in my opinion they lacked the time table and the specificity needed to support actual development work."

WHAT WOULD YOU TELL SOMEONE WHO THOUGHT THE VISIONS YOU PRODUCE ARE UNREALISTIC?

"I know exactly what I'd say, because I've said it a number of times. I'd say; Look thirty years back in time and compare where we were then to where we are now. Then tell me again where we can't be thirty years from today."



"In the last fifty years or so, developmental planning has been conducted the same old way: You make a problem analysis for an area, you create a plan of action over the citizens' heads, and then you sit down a decade later and ask yourself why nothing has changed."



“Where do we want to go?” Creating an optimistic vision based on a realistic foundation is an important strategic step for any development work.



WHAT'S IN A DIAGNOSIS?

Making a diagnosis allows us to identify the challenges and opportunities of a city. We look at patterns and trends that will impact sustainability. This understanding helps us address the root of the problems, and not just the symptoms. We approach this task holistically, since it's not until we see the bigger picture that we can begin to make priorities.

WHAT IS A PRIORITY AREA?

Once we've made a diagnosis for the city, we can define the priorities for sustainability. To allow for integrated solutions, we formulate the priorities and objectives in a way that ties together many – if not all – of the challenges. These priorities can be structured around a geographic area, a thematic area or a vision. Palu selected The Bay Area as their priority area, and Probolinggo chose the neighbourhood of Wonoasih.

Keep reading to learn more about the diagnoses of the two cities and to find out why they decided on their different priority areas.

Understanding the city – A diagnosis for Palu

STATED IN ITS VISION IS PALU'S DREAM OF BECOMING A GREEN AND CLEAN BAY CITY THAT THE CITIZENS TAKE PRIDE IN. THEY WANT TO USE THEIR OWN RESOURCES TO CREATE A RICH LIVELIHOOD; THEY WANT TO EMPHASISE THE SOURAJA CONCEPT OF DIVIDING THE CITY INTO DIFFERENT SECTIONS AND LIKING EACH SECTION TO PART OF A HOME; AND THEY WANT TO WORK WITHIN THE CITY'S MOTTO "NOSARARA NOSA BATUTU," WHICH MEANS, "WE ARE ALL TOGETHER; WE ARE ALL BROTHERS AND SISTERS".

What are the major obstacles keeping Palu from achieving these goals? Let's have a look at some of the challenges facing Palu in the future:

RAPID URBANIZATION

One major issue for Palu is the urban sprawl. The city is growing wide – and it's growing fast. One factor adding to the sprawl is the fear to live in a building over one story high; with the Palu Fault nearby, people are afraid higher buildings might collapse in the case of an earthquake. Administrative borders as well as topographical ones (remember, Palu is framed by mountain ridges and water) mean there's not an infinite amount of space for new people, buildings and infrastructure. The Palu working group expects that by the year 2030, Palu's expansion will have hit its max and will have run out of available land for new development.

CULTURAL ISSUES

One cultural challenge for Palu is the lack of a sense of community and cultural pride. This challenge may be connected to the fact that there is little open space where people can socialise and create a sense of community in Palu – something which, in turn, is based in the lack of public land and therefor worsened by the urban sprawl. It also ties into the issue of governance and city planning: As it turns out, a mere four percent of public space in the city area is actually accessible to the citizens.

Lack of open space where people can socialise can be one reason for the lack of a sense of community and cultural pride in Palu.



WASTE ISSUES

Many challenges that Palu face are directly related to its waste. Today, the infrastructure in place to support waste management is limited. The city only manages to collect less than 60 percent of its waste – the rest is left polluting the city. Waste that is collected from households hasn't been sorted, and there is a low awareness in the community regarding the benefits of better urban waste management and sanitation.

The challenges we've presented here are, with the risk of sounding bleak, a drop in the ocean. Palu has a lot of issues to deal with in order to realise their vision of becoming a green and sustainable city. So where do we begin? The Working Group found that one area – perhaps more than the others – ties the city, its assets, its aspirations and its challenges together. In the case of Palu, this is the Palu Bay Area.

WHY FOCUS ON THE BAY?

A mere decade ago, Palu Bay Area was a beautiful corner of the Earth, boasting clean sand, a prospering fishing community and the healthy Palu River opening up to it. It was a spectacular entranceway to the city as well as a place where people gathered to socialise or sat on their own to enjoy what nature offered them.

This description of the Palu Bay area is no longer entirely accurate. In the last ten years, the beach seems to have been abandoned by the government on matters of strategic and spatial planning. The Bay Area has devolved into an unregulated and informal commerce area with scattered kiosks and night cafés. In some areas you can find prostitution.

The city's lack of waste water management and chemicals from illegal mining have polluted both the river and the bay. Many dump their waste straight into the water. As a result there is hardly any fish, and the fishermen have become marginalized.

Today, the bay isn't a place where people gather like they did before. Most people actually avoid it, especially the Besusu Barat sub-district. The bay remains a strategic asset by the coast, but it has lost its place as the pride of Palu. Hopefully, this can change. Palu's local government has started to intervene in the Bay Area's development by initiating several physical projects. It's an



on-going process, one that the Palu-Borås Working Group wants to support by making the Bay Area their priority.

GOING SOURAJA

Part of Palu's vision was to implement the SouRaja concept into its spatial planning. In doing this, they liken the city to a traditional Kaili home, with a terrace, a family area and a backspace. The Palu Bay Area is the city's terrace in this metaphor. It is the first thing people see when they enter the home that is Palu, and as such, the area is important both for the sense of communal pride and to make the city attractive to tourists and the shipping industry.

It becomes clear that the problems in the Palu Bay Area tie into many of Palu's main issues: waste management, pollution, poor water quality, lack of open spaces where people can socialise and a poor sense of city pride. This makes it a good starting point for finding new solutions to the city's problems.

“The Palu Bay area was once a spectacular entranceway to the city. This description is no longer accurate.”

THE SOURAJA CONCEPT

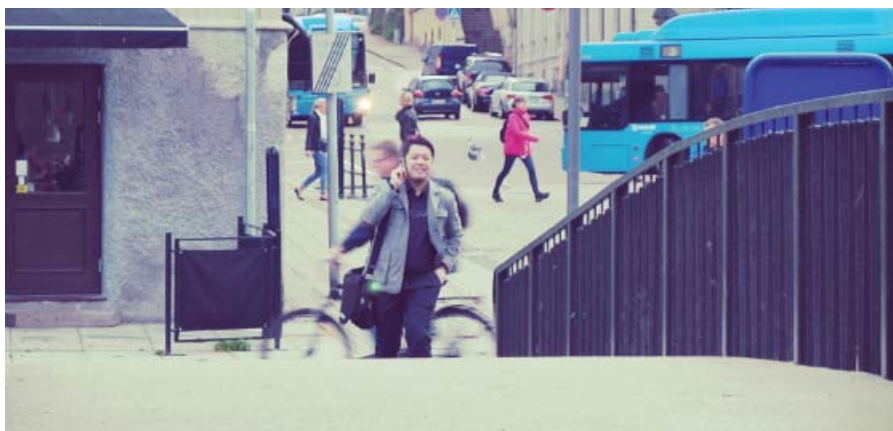
The SouRaja concept originates from Palu's Kaili tribe. In the Kaili language, the term SouRaja means “King House.” A “King House” is divided into three different sections, namely:

- The Lonta Karawana (front space/terrace) – a guest area often used by people staying overnight.
- The Lonta Tatangana (living room), a family area that can also be used by guests who are related to the family.
- The Lonta Rorana (backspace/backyard), an area where you often find the kitchen, the dining room, the service area and teenage girls' bedrooms.

When Palu implements the SouRaja concept in its spatial planning, the Bay Area is seen as the Lonta Karawana or terrace, the centre area is seen as the Lonta Tatangana or living room, and the protected nature forest surrounding Palu is seen as the Lonta Rorana or backyard.

“Borås is **heaven** – at least in February”

RANDY LAMADJIDO HAS GOTTEN ON THE 30-HOUR FLIGHT FROM PALU TO BORÅS SO MANY TIMES IN THE LAST FEW YEARS THAT THE CITY HAS BECOME HIS SECOND HOME. WE CAUGHT UP WITH HIM AND THE REST OF THE PALU WORKING GROUP DURING THEIR LAST VISIT TO BORÅS, TO SEE WHAT THEY THOUGHT ABOUT THEIR SYMBIOCIDITY PARTNER TOWN.



FACTS

Name: Randy Lamadjido

Working at: Regional Planning Office, Palu

Role in the SymbioCity project: Member of the Palu-Borås Working Group

Long before the SymbioCity project kicked off in Indonesia, Palu native Randy Lamadjido was already a regular in Borås. He worked with the Waste to Value project, another cooperation project between the two cities that dealt especially with waste management.

“I’ve been in Borås many, many times by now and I have to say it’s quite fantastic. People here are so warm and friendly. This feels like my second home now – I love it as much as I love my city.”

Having seen the seasons of Borås come and go, he quickly decided on a favourite.

“February is the best time to come here. I love the cold and the snow, so to me it’s heaven. When we came here last winter the rest of the working group complained about the weather, but I’d pick the Swedish winter over summer any day – I come here to cool off.”

“Everything here is perfect – almost”

FIRST IMPRESSIONS

When the Indonesian members of the Borås-Palu Working Group first visited Borås in early 2013, Randy Lamadjido recalls, they were surprised to see the government’s commitment to environmental issues.

“Caring for the environment seems to be engrained in the government here. You don’t have to be afraid that electing a new government or mayor will harm the city’s environmental focus. And the people know it – they really trust the government.”

One of the things that interests him the most about Borås is its change of direction from an industrial town to an environmentally sustainable one – a change he feels is still happening.

“I’ve seen changes since the first time I came here. The city is getting closer to its dream of fossil fuel independence every day. I believe powering parts of the public transportation system with biogas has made a big difference, and my group agrees – they were impressed with how the city turns its waste into energy.”

WHAT BORÅS CAN LEARN FROM PALU

So what can Borås learn from its partner city Palu? Randy mentions how Palu manages to work with many different groups within their city.

"We have 23 different tribes in Palu and many of them have their own customs and even languages. This creates many practical challenges in bringing people together to strive for a common goal, but I think we've set a good example in how we've dealt with it. We've really tried to reach, inform and motivate all the people in Palu."

When we ask Randy what he dislikes about Borås, he has trouble finding an answer.

"To be honest, I can't find a way to dislike Borås. It's a beautiful city with a stunning heritage and it's easy to go anywhere. I'm sorry to tell you, but everything here is perfect – almost."

Almost?

"Well, I'm not crazy about Swedish food – I like a little more heat and spiciness. So I usually bring something from home on my visits, like fried onion. It's a Palu specialty and people here are crazy about it."

Although not completely sold on Swedish cuisine, there is one local delicacy that Randy Lamadjido enjoys.

"The semla. Oh my, they're so good! That's another thing that makes winter in Borås so great."



For most people in Sweden, February is nothing to look forward to. But for an Indonesian trying to escape the heat, the perspective is different. The Working Group members from Palu actually enjoyed the cold!



**[SINGGIH PRASETYO,
SECRETARY OF PUBLIC
WORKS IN KOTA PALU]**

"I was really impressed by how Borås puts a lot of emphasis on preserving old buildings. They realize that it's an important part of their heritage and agree that it's worth saving them. This means that you can visit really old textile-related buildings, like factories, that today are converted into smart offices.

An observation from the SymbioCity Approach is that the process itself is quite good but that it also takes a long time. So my advice would be to give the people involved enough time to focus on the process and time to have regular meetings and writing reports. Another advice is to involve the decision makers from the start of the project process in order for them to have a better understanding so that the decisions can be made easily."

“We want every single city to prosper”

WHEN PLANNING FOR THE FUTURE OF INDONESIAN CITIES, NOTHING IS MORE IMPORTANT TO CONSIDER THAN THE CIVIL SERVANTS WHOSE JOB IT IS TO FACILITATE THESE STRIDES TOWARDS SUSTAINABILITY. WELL, MAYBE ONE THING – THE BUREAUCRACY THAT SERVES AS THEIR PLAYING FIELD.



ABOUT THE WRITER:

Sri Indah Wibi Nastiti is Director of Program Development and Advocacy at APEKSI, the local government association uniting all Indonesian local municipalities. The organisation supports its members by developing democratic, transparent and responsive governance methods and providing them with support and good practice. APEKSI has participated in Steering Groups and Working Groups for the two cooperations.



Urbanisation means different things in different countries. Sweden and its close to ten million inhabitants have their set of challenges, and in Indonesia – rapidly approaching the quarter billion mark – we have our own.

Indonesia is the fourth most populated country in the world, its population spread out over numerous islands across the Indian Ocean and the Java Sea. APEKSI represents 98 cities and municipalities throughout Indonesia, and we come face to face with the challenges of urbanisation on a daily basis.

In many ways, Probolinggo and Palu are representative of these challenges. The two cities' waste, transportation, finance and poverty issues can be recounted in a lion's share of other Indonesian cities. But there are differences as well. Take Java Island, which with its 135 million people isn't just the world's most populous island but also one of the most densely populated places on Earth. Java Island cities like Jakarta and Surabaya fight battles on a different scale than cities on Sulawesi or Borneo. On the other hand they also receive more help from the international community and non-government organisations. And like most large cities across the globe, they attract trade, business and human resources far more easily than the majority of Indonesian cities.

APEKSI works for all the cities in Indonesia. We don't just think about the country as a

whole or plan for each of the many islands. We want every single one of our 98 member cities to prosper. When planning for that prosperity in this age of urbanisation, we of course have to look at the issues. But even more so, we have to look at the people in charge of dealing with them.

Human resources and good leadership is essential for building sustainable cities, cities that function today and tomorrow. Committed civil servants are key in this process. Palu and Probolinggo both have the potential to grow into great and sustainable cities – not just because of the SymbioCity cooperation, but because the stakeholders involved have the ambition to make their city great.

But committed leadership and civil servants are not enough. We need a good framework, a functioning platform to work out of. Today, Indonesia has a central government, a district government, a local government and a city government. That adds up to a lot of bureaucracy. This is why we've developed a reform that aims to decrease bureaucracy and increase the speed and efficiency of city planning.

We want to make it clearer who does what – what powers and responsibilities that lie with which level of government. As I see it, this is a prerequisite for everything that comes after. City planning in Indonesia cannot be performed properly without this basic

framework up and running.

That's not to say that it doesn't work today. Throughout the country, there are numerous examples of city planning as it should be. APEKSI works continuously to document and spread these good examples to other cities. For the past ten years we've collected many success stories for our best practice concept, which in turn inspires new successes across the country.

I HAVE A DREAM FOR INDONESIA, AND IT'S TWO-FOLD:

I dream that local governments and their civil servants will be just that – committed servants to the people. In that commitment, we'll raise our gazes from a local perspective to a global one. By looking at the rest of the world, we'll see what needs to be done here in Indonesia – and in APEKSI's 98 member cities.

Secondly, I dream that we become even better at seeing the big picture. How everything fits together in the way we plan our cities, and why it needs to fit together. Here, we can learn a lot from the SymbioCity Approach. It is through this integrated way of thinking that great civil servants can plan for equally great Indonesian cities in the years to come.

INDONESIA: THE CHALLENGES WE FACE

1. Waste management – a problem on many levels

The waste problem in Indonesia is a multi-level problem. It lies in the culture of the people who don't dispose of their trash correctly; It lies in the lack of waste disposal facilities provided by the government; It lies in the fact that there are too few waste trucks operating around Indonesian cities; And it lies, literally, unprocessed in the still open landfills around the country.

2. A lack of public transportation

There is not enough public transportation in the cities of Indonesia. The streets are instead filled with private vehicles, which cause severe congestion and air pollution.

3. Poverty and public health go together

Poverty in Indonesia has many root causes: A low level of public education, a lack of jobs, and the insufficient financial capacity of the state to facilitate its citizens. Poverty is intricately linked to low health. There is a high cost of health care and not all governments provide cheap and adequate health facilities for its people. There is also an overall lack of health care professionals and their distribution across the country is uneven.

4. We are housing a growing problem

The number of houses being built does not meet the rapid rate of population growth. But a lack of housing is not the only problem. There is also a rapid development of urban residential lots that do not comply with the general plan of the cities' spatial planning. And as a result of the increasingly limited urban land, agricultural land is also being transformed into a residential areas and this, in turn, leads to declining food production and the destruction of vital ecosystems.

We want to make it clearer who does what – what powers and responsibilities that lie with which level of government.

Committed civil servants are key for building sustainable cities in Indonesia according to Indah Wibi Nastiti from APEKSI.



A green service city – one man's vision for Probolinggo

BUDI KRISYANTO IS HEAD OF THE ENVIRONMENTAL DIVISION IN PROBOLINGGO AND A MEMBER OF THE HELSINGBORG-PROBOLINGGO STEERING COMMITTEE. HE IS ALSO VERY PASSIONATE ABOUT MAKING HIS BELOVED CITY A SUSTAINABLE ONE, AND KNOWS JUST HOW TO GET THERE.

WHAT ARE YOUR BIGGEST HOPES FOR THE FUTURE OF PROBOLINGGO?

- Probolinggo is a small city, sizewise, with limited natural resources. But we are building two new ports, the Coastal Fisheries Port and the Trade Port, and we are the natural transit city for visitors to Mount Bromo. My hope is that we can develop Probolinggo into an environmentally insightful service city.

- By encouraging the service sector to grow, and by becoming a clean, beautiful and healthy city, we are trying to achieve fair economic growth that can be enjoyed by all social groups. And I think we can do this – Probolinggonians are known as quite strong-minded people.

WHAT HAS TO BE DONE TO GET THERE?

- It starts and ends with the people. Change demands an ever-growing participation from the citizens of Probolinggo, and the empowerment of the same. They have to be motivated to seize this opportunity to create new jobs. There also has to be a strategy in place – one that sees to it that Probolinggo from now on is developed as a service city. And back to the people; we have to make sure that they embrace this vision fully. If they do, this development strategy can play an important part in the effort to fight unemployment and poverty.

WHAT ARE YOUR BIGGEST FEARS LOOKING FORWARD?

- My main concerns are financial. One possible problem is that the central government policy won't be flexible enough to fulfil the needs of the region. The allocation of funds from the central government's yearly budget is earmarked for specific purposes, and those purposes might not be in accordance with what the region needs. The allocations of funds must be flexible enough to make our strides forward possible. The philosophy has to be "districts are developing" rather than "develop the districts".

WHEN YOU REFLECT ON HELSINGBORG, WHAT COMES TO MIND AS MOST INTERESTING?

- One important lesson is that any activity has to be preceded by planning. We have to identify the problem before we start making efforts to find the solution. And the solution has to consider society as a whole, not just look at bits and pieces.

- Another thing I will take with me, from the environmental aspect, is the joint commitment of the Helsingborg municipality, the private sector and the citizens to uphold a clean environment. One great example is the household waste management; evidently, the residents feel determined to sort their waste.

IF YOU COULD SPEAK TO ALL KOTAS IN INDONESIA, WHAT WOULD YOUR ADVICE TO THEM BE IN REGARD TO SUSTAINABLE DEVELOPMENT?

- I think there's a need for national reflection and a dialogue on how to always keep looking for more constructive solutions for integrated city development. The city of Probolinggo is planning to become a sustainable city, developed with harmonization between ecological, social and economic aspects. I hope that all cities in Indonesia have the awareness and the intention to develop their city to become sustainable too. And this brings a need for support on a national level; we need to create a system together.

The city of Probolinggo is planning to become a sustainable city, developed with harmonization between ecological, social and economic aspects, says Budi Krisyanto.



“Change demands participation from the citizens of Probolinggo, and the empowerment of the same”



“Another thing I will take with me is the joint commitment of the Helsingborg municipality, the private sector and the people to uphold a clean environment”

Understanding the city – A diagnosis for Probolinggo

LIKE EVERY CITY, PROBOLINGGO HAS ITS OWN SET OF CHALLENGES. BIG AND SMALL, THESE PROBLEMS CONNECT TO AND ENHANCE ONE ANOTHER, AND TOGETHER THEY BECOME OBSTACLES IN THE CITY'S STRIDE TOWARDS SUSTAINABILITY.

The benefit of working together is that you learn to see things differently. In Probolinggo, almost all the departments of the city were represented in the Working Group. This gave a new way of understanding the challenges and opportunities in the city. The group found that many of the issues could be described in terms of four specific challenges. Challenges that if met could change the future of urbanisation in Probolinggo.

POVERTY ALLEVIATION

There are somewhere around 20 000 poor families in Probolinggo. With a total of just over 200 000 inhabitants, poverty is a widespread problem throughout the city. The problem is enhanced by the fact that there is no clear definition of what constitutes a poor family. Poverty is not just about money. It is about the ability to fulfil basic needs and access basic services and opportunities. Many times, poverty has to do with the environment where people live. Poverty alleviation programs therefore have to integrate all these issues in order to be effective.

SOLID WASTE MANAGEMENT

Solid waste is generated by households, businesses and industries around Probolinggo. There is only one final disposal area, and this landfill of four hectares is expected to reach maximum capacity within the next few years – this despite the fact that a (far to) great percentage of Probolinggo's waste is not collected at all. So while increasing the amount of waste being disposed of correctly by the inhabitants of Probolinggo is an important goal, it will further add to the acuteness of the landfill situation. Finding ways of *reducing* the waste will therefore be the only



way to solve the problem for the future. Efficient and sustainable waste management is a definite goal for the municipality, and would result in a big improvement to the urban environment.

WATER POLLUTION

Six rivers flow through Kota Probolinggo, and it would be a regular Venice if it weren't for the pollutants and the trash in the city's water supply. Today, wastewater and sewage still flow into the rivers from households and the many industries along the riverbanks. Close to 30 percent of households don't have a septic tank installed, and many of the existing septic tanks are never emptied and therefore overflow.

The rivers and springs throughout Probolinggo are also filled with household waste and inorganic fertilizer. This is a great threat to these important sources of water, especially considering that only 28 percent of Probolinggo residents get their water from the regional water company. The lion's share of Probolinggonians still rely on dug wells and springs for their water usage – and

these sources are becoming less and less reliable.

CLIMATE CHANGE

Climate change is not a problem endemic to Probolinggo, but a problem nonetheless. The emission of greenhouse gases in Probolinggo is expected to rise from around 380,000 tons (CO₂) in 2010 to close to 650,000 tons in 2020. This constitutes a 77 per cent increase in emissions in only ten years, and one contributing factor is the rapid increase in motorized transports.

Not counting the problems that global warming contribute to on a global level, there are some effects that can be especially perilous to Probolinggo. Rising seawater levels and the increased risk of floods are two of these.

PILOT PROJECT IN WONOASIH

As the Working Group quickly realized, the issues of poverty, waste, water and climate change are all interlinked. To find a solution where the synergies between systems could



“Finding ways of reducing the waste will therefore be the only way to solve the problem for the future.”

be used, they would have to find a way of addressing them together. A pilot project, looking at new types of solutions in one of the city's sub-district, became the solution.

On the outskirts of Probolinggo, Wonoasih is an area lacking in services and infrastructure. It has its fair share of poverty, and both when it comes to waste management and water quality, there is a lot to be done. Working towards a solution here would therefore contribute to a better and more sustainable Probolinggo overall.

With the four priority areas as a basis, innovative solutions can be initiated in Wonoasih which also integrate issues like public health, unemployment and safety. Successes here can later be transferred to other districts or be applied to Kota Probolinggo as a whole.



Peter Book, environmental educator in Helsingborg has lasting impressions from Probolinggo; “The many kind and friendly people in Probolinggo is a memory I will always carry with me. And how they are so very good at being inclusive when they have a dialogue, no matter what the subject is. But I’m not crazy about the traffic!”

5 things I want to take home from Probolinggo

SWEDISH DEPUTY MAYOR ANNA JÄHNKE SPENT A WEEK'S TIME IN PROBOLINGGO TO INITIATE THE COOPERATION. WHEN IT WAS TIME TO GO HOME, THESE FIVE THINGS WERE ESPECIALLY DIFFICULT FOR HER TO LEAVE BEHIND:

1. The strong will to develop a greener energy system. People in Probolinggo have grasped the idea that there needs to be behavioural changes – both big and small – in order to create sustainable growth, and plans to start using biogas as an energy source are well on their way. On that same note I'd love to see the city create some form of public transportation system, but I realise the conditions here are very different to those in the west.

2. Young peoples' dedication to education and their understanding of environmental care. Education is the key to a positive development, and based on what I saw in Probolinggo's schools the future looks bright. We received a very warm welcome in every school we visited, and it made me happy to see how excited the children all were to obtain higher education.

3. The bonds of respect and cooperation between different religions. I quickly realised that the people of Probolinggo want to work alongside their neighbours in developing their city – regardless of that neighbours' faith. They simply can't picture another way of doing things. I wish more people shared their philosophy.

4. The total lack of graffiti. The people of Probolinggo are no strangers to dressing their city in colourful decorations, but they are strangers to graffiti. When I asked a civil servant if graffiti even existed in Probolinggo, he looked at me quizzically

and asked why anyone would want to graffiti something. I didn't have a good answer for him.

5. The mood of the city. Everyone I spoke to were generally positive and upbeat. And they looked at the concept of time differently from what I'm used to, with more of a "carpe diem" mentality. I think a lot of people would benefit from that.



FACTS

Name: Anna Jähne

Occupation: Deputy Mayor and Chairman of the Environmental Committee in Helsingborg

Role in the SymbioCity project: Member of the Probolinggo-Helsingborg Steering Committee

“The people of Probolinggo want to work alongside their neighbours in developing their city – regardless of that neighbours' faith”

Alternative scenarios for Probolinggo in 2038 – Three paths to the future

AS WITH MOST ENDEAVOURS OF THIS NATURE, THE PROJECT PHASE ITSELF IS JUST THE BEGINNING OF SOMETHING MUCH BIGGER. IT'S WHAT HAPPENS AFTER SYMBIOCITY THAT REALLY MATTERS, AND THIS IN TURN IS DEPENDENT ON THE STRENGTH OF THE POLITICAL WILL AND AMBITION.



ABOUT THE WRITER:

Lars Thunberg has worked with the concept of sustainability and equality, in different forms, for the past 20 years. Today he is the Deputy Mayor of Helsingborg and co-chair of the Steering Committee for the Probolinggo-Helsingborg cooperation.



I can see three different scenarios for Probolinggo in the next 25 years. The road chosen will have great impact on the future of Probolinggo and, potentially, on other Indonesian cities as well.

1. BUSINESS AS USUAL

When the ink has dried and the speeches from the final conference have echoed out, there is always the risk of going back to “business as usual”. Sure, there will be protocols, plans and letters of intent, but unless they are included in decisions and budget processes they will be left forgotten on a hard drive or in a file cabinet somewhere.

If this fear of mine is realised it will have negative consequences – not only for Probolinggo, but for sustainability initiatives in other Indonesian cities that have looked towards Probolinggo for inspiration, too. The small-scale test projects will remain small-scale, and not much else will happen. This is a worst-case scenario, and not one I think will come to pass. My personal opinion is that the excellent projects that have been initiated, not least in schools, have an excellent chance of success, regardless of politics or political priorities.

2. GOING THROUGH THE MOTIONS

The second possible scenario is a better one, but not by much. Probolinggo

might decide to follow through with the suggestions of the project phase and then stop there. One year is a short time and there is a lot of change to be achieved in Probolinggo. We can't guarantee that the outcome of our project phase will be a heavy, all-including document – it may instead end up being a hint of which areas have the greatest potential for change and a few concrete suggestions on how to move forward.

In this scenario there is the apparent risk that even if the project plans are followed through, the results will be limited. Though the efforts will lead to a continuation of the good examples set, they can't nurture them enough to lead to a deeper and more profound change.

3. THE DREAM SCENARIO – OPTIMAL LEVERAGE

My dream scenario is as follows: This year-long project becomes more than just an interesting but limited cooperation – it becomes the start of a new era of development in Probolinggo. The thoughts and visions that define this year are woven in to the backbone of the city's goals and ambitions for years to come. And when we look back on this year we will see that the leaders of Probolinggo adapted the vision of sustainability – ecologically, socially and financially – and set their goals accordingly.

Civil servants and public institutions have embodied a way of working that is built upon cooperation between sectors in order to achieve their set goals. And the people responsible for developing infrastructure for waste disposal and renewable energy production have been given the space, support, and resources they need to scale up their efforts and contribute to a wide-spread change.

Last but not least, this scenario entails the understanding that everything fits together and that true sustainability must include areas like traffic planning, chemical disposal, accommodation, land usage, social justice and equality as well as the allocation of communal natural resources.

This is the future where Probolinggo grows into a regional and national role model that, with the help of the government, becomes the norm for other municipalities and regions, and thereby contributes to Indonesia's strides toward sustainability as a nation.

“The road chosen will have great impact on the future of Probolinggo”



What they say ... about Helsingborg

WHAT STRIKES AN INDONESIAN PLANNER WHEN VISITING A SWEDISH CITY LIKE HELSINGBORG? A MULTITUDE OF THINGS, IT TURNS OUT – SOME GOOD AND SOME BAD. THIS IS HELSINGBORG SEEN FROM THE FAR, FAR SOUTHEAST.

“Helsingborg has lots of older buildings and they are very well-preserved and integrated with the surrounding, newer developments. For me as an architect, this was interesting to see.”

**[YOHANES FAJAR,
MINISTRY OF PUBLIC WORKS]**

Another interesting thing was the fact that there are many similarities between the planning processes in the two cities. But Helsingborg seems to do a better job coordinating these processes and finding synergies between different sectors. We got to study some regional cooperations where six municipalities had joined together and formed public utilities companies that focus on water and refuse. It's an idea that would be difficult to implement right now in Indonesia, but it's a very interesting way to organise service delivery.”

“Helsingborg is a clean and environmentally friendly city that has been planned 30 years ahead. The development planning is integrated and supported by all sectors in the city.”

**[DWI AGUSTIN,
ENVIRONMENTAL
DEPARTMENT IN
PROBOLINGGO]**



“I've told friends and family that Helsingborg is a very beautiful city and that it can be seen as a good example for coming generations here in Probolinggo.”



**[WAWAN SOEGYANTO, FINANCE AND
ASSETS DEPARTMENT IN PROBOLINGGO]**



**[ARI PUSPITA,
URBAN PLANNING
DEVELOPMENT IN
PROBOLINGGO]**

“I was impressed by the fact that the waste management in Helsingborg is implemented very well and that very little waste ever reaches the end of the process. It was interesting to see that most of the waste can be recycled and reused – or converted to energy used in public transport.”

"One thing that struck me was the way Helsingborg works with different road sections: one for buses, one for cars, one for bikes and one for pedestrians. And that even people who have cars often choose to use public transport or use a bike anyway. They do it because it is convenient, cheaper, healthier and better for the environment."



[ANDRÉ NIRWANA KUSUMA, PUBLIC WORKS DEPARTMENT IN PROBOLINGGO]

The second thing that struck me was the solution to the handling of storm water. In Probolinggo this is out in the open, which creates a lot of bad smell and nuisance for people. With closed pipes you don't have this, but at the same time it becomes more difficult to manage. In general the technical infrastructure in Helsingborg is "invisible"!

But I found it strange that all stores and shops in Helsingborg closed so early. Where are people supposed to shop on their free time? The way people think about time in general here is new to me. For instance, it seemed important for people to get off work at a certain time - in Probolinggo we work until we are done."

The third thing that could be interesting to study a bit more is the transport hub called "Knutpunkten". Three different modes of transportation meet here, which makes it so much easier if you travel by public transport. And it's adapted to elderly people and in most cases to people with special needs.

[BAYU OKTAVIAN, REGIONAL PLANNING DEVELOPMENT BOARD IN PROBOLINGGO]



"In Indonesia we have so many plans. What I have seen here are plans being implemented! Our sectorial plans are very good and comprehensive, but we need a smart strategy how to implement them. We have to define this plan in relation to our culture, society and find synergies between the different parts of the urban systems."

"My main interest is spatial planning so the spatial plan here has made the biggest impression on me. It is very comprehensive but maybe more importantly it has a clear focus and a long term vision. I received the master plan and read it last night, it's a simple plan but describes "everything"; the landscape and transport planning, the issue of sustainability (economic, environmental, social, everything) and also includes the planning process itself; like how consultations with the community should take place. This integrated approach to planning which is used in Helsingborg could trigger a better impact for the community and a better use of financial means."

[HAJAR CHUSAINI, MINISTRY OF PUBLIC WORKS]

Another thing I have noticed is that politics in Sweden is quite different from our politics. My impression is that Swedish politicians are very efficient and have a goal to implement plans that create a sustainable urban environment. They have realized that quality of life for their people lies in offering this!"

Solutions: A plan for Palu

THE PALU-BORÂS WORKING GROUP HAS IDENTIFIED THE DEVELOPMENT OF PALU BAY AREA AS A PRIORITY – BUT NOW WHAT? LET’S HAVE A LOOK AT THE ACTIONS AND SOLUTIONS PROPOSED TO TURN THE BAY BACK INTO THE PRIDE OF PALU AND PALU INTO THE PRIDE OF INDONESIA.



Dharma Mochtar was the one to introduce the idea of focusing on the Palu Bay area. “I was inspired by the philosophy of space in our local architecture, called Sou Raja. The landscape of the city puts Palu Bay Area at the center of all activity.”

“Getting there isn’t all about big-ticket infrastructure investments, or even physical improvements.”

After many discussions, workshops and field observations, the Palu-Borâs Working Group of SymbioCity has defined a number of objectives they want to achieve in the Palu Bay Area. These objectives touch on many dimensions to form an integrated whole: the spatial, the social, the cultural and the financial dimension. They also deal with matters like governance and urban infrastructure.

A WATERFRONT CITY – THE SOURAJA WAY

One of the key objectives in the work that Palu now faces is making the Bay Area more attractive and liveable, both for citizens and for visitors. Palu wants to – and has the potential to – become a beautiful and prospering waterfront city. Making the Bay Area cleaner, more visually attractive and full of life will help further this dream and attract both tourists and businesses.

Closely tied to this dream of becoming a waterfront city is the idea to follow the SouRaja philosophy and turn the Bay Area

into Palu’s “terrace”. The bay is not just an entrance to the city – it also illustrates many walks of Palu life, good and bad. There are settlements here, next to hotels and cafés that in turn neighbour important, cultural sites. There is the dramatic beauty of raw nature, there is undeveloped land waiting to be claimed by plants or buildings, and there is dirt. In many ways, the Bay Area is a mirror to the city. So if we create a reflection the whole city can take pride in and be part of, the sense of cultural pride and belonging just might improve as well.

SHARING THE KNOW-HOW

A third key objective is helping local government officials grow more aware of how to achieve a sustainable Palu. With the rapid urbanization underway, kotas all over Indonesia are finding themselves face to face with entirely new challenges. Local governments sometimes lack the capacity to meet the challenges, and understandably so. If provided with the know-how and the proper methodology, they can drive the change in their cities long after the SymbioCity project is over.

HOW DO WE GET THERE?

The objectives above are all valuable to the people of Palu – but they don't tell us how to get there. Let's have a look at a few of the initiatives the Working Group has proposed for Palu Bay Area's road to sustainability:

- Designing and building a multipurpose building, the "Nosarara Nosa Batutu Centre," for seminars, meetings, exhibitions and sustainability projects. The building would be designed and constructed in accordance to with the Green Building Concept.
- Creating functional, attractive and comfortable pedestrian and bicycle lanes along the bay area.
- Developing thematic activity parks along the bay area, as part of the pedestrian and bicycle lane grid network.
- Developing a "green" waterfront building block for guesthouses, visitors' services and small-scale hotels.



SMALLER PROPOSALS, THE SAME BIG IDEAS

Getting there isn't all about big-ticket infrastructure investments, or even physical improvements. Many things can be done quickly and without the need for financing. Here are some of the Working Group's smaller-scale proposals:

- Holding a workshop with officials from the local government on how to create a sustainable bay city.
- Introducing The Green Building Concept to hotels and restaurants along the bay area.
- Arranging a "Clean the bay" day with schools in order to produce a visual improvement and raise awareness with youths and their families.
- Planting a parent tree for every government agency leader.

As months and years pass, some initiatives will be scratched from the list; others will be added to it. The things that will remain are the holistic look at the road ahead and the knowledge that every step will make the next step even easier to take.

"There is the dramatic beauty of raw nature, there is undeveloped land waiting to be claimed by plants or buildings, and there is dirt."



“What **three decades in Borås** taught me about Indonesia”

WHEN PETER SKOGLUND FIRST CAME TO BORÅS – A CITY HE WOULD SPEND THE NEXT 30 YEARS DESIGNING – HE SAW A RUN-DOWN TOWN DAMAGED BY POLLUTION. TO HIS SURPRISE AND GREAT JOY, THE CITY CHANGED COURSE AND BECAME A PRIME EXAMPLE OF URBAN SUSTAINABILITY. AS HE FOUND HIMSELF IN PALU, PETER SKOGLUND WAS REMINDED OF THAT FIRST ENCOUNTER WITH BORÅS. BUT CAN THE TWO CITIES FOLLOW THE SAME PATH?



FACTS

Name: Peter Skoglund

Working at: Planning Secretary

Hometown: Borås

Role in the SymbioCity project:

Senior advisor in the Palu-Borås Working Group

He was in charge of Borås' first environmental program, he scouted the perfect location for its new waste management system, and for a number of years he led the development for the city's public transportation. But he has also planned for Borås' industrial progress by laying ground for new roads, a new city centre and the Viared Airport. Yes, Peter Skoglund has been on both sides of urban development, and he firmly believes that a city has room for financial as well as environmental sustainability.

FROM OIL TO COMPOST

Peter Skoglund first arrived in Borås in 1971. After a few years in infrastructural planning he was employed by the city to do wider-scale, conceptual city planning – a recruitment he credits to the number of critical statements he had composed on that very subject.

“Borås was a pretty run-down place back then and I wasn't afraid to say so. We burned a lot of oil to heat homes and to run the textile industry, which in turn polluted the city. Waste from dyeing plants practically painted Borås' river Viskan all the colours of the rainbow. And at the same time, the city was actually shrinking – people had to move due to industrial cutbacks.”

At some point, however, Borås turned a corner.

“In the late '70s the city contemplated burning its waste for energy, a process which if done incorrectly can release dioxins that cause cancer. The politicians decided that the city needed to sort, compost and recycle its waste in order to only burn the right kind of trash and avoid the health hazards.”

The recycling would prove to be a big first step towards a more sustainable Borås.

“The students I met in Palu were informed, analytical, sceptical and hungry for change”

And it put the city on the map as far as waste management was concerned; today Borås deposits close to no waste at all. It would also, a few decades later, place Peter Skoglund smack in the middle of the booming city of Palu.

THREE MAJOR THREATS

"I went to Palu as a senior advisor in the SymbioCity project. I think I was chosen for the project because Palu faces a lot of the same problems that Borås has faced, and because I've been involved in developing different sectors of Borås. I know that everything has to tie together, and that's one of SymbioCity's main principles."

As Peter Skoglund sees it, there are three major threats to Palu's development. First up is the waste. There is no proper and structured recycling system in Palu today, and most of the waste ends up at the city's only dumpsite.

"Recycling is a demanding process that can be approached in different ways. I've seen attempts in Palu to do central sorting, which is when you separate the city's waste after it's been collected. I saw the same thing in Helsingborg in the '70s and I do not recommend it. Waste needs to be sorted in the homes and at the workplaces; once it's mixed, it's difficult to separate correctly."

The second major threat that Peter Skoglund identified in Palu is the increase in motor traffic.

"It feels like Indonesia wants to promote car traffic rather than create options for it. In Borås there are taxations on gas. In Palu you have the exact opposite – gas prices are held down through subsidies. I found it difficult to walk or bike in Palu, partly because of the crazy traffic and partly because of the lack of shade in the dry, hot climate."

The third and final threat to Palu's development, Peter Skoglund says, is corruption.

"When I spoke to people in Palu about how to get a building permit, I was told there is a vast framework of rules but little control to see that the rules are actually being upheld. Some felt that with the right money you could get your permit, and that's a direct threat to sustainable development."



Peter Skoglund sharing his passion for planning and the environment with colleagues Singgih Prasetyo, Delvi Dian Susanti and Klas Klasson at a visit to Annelund park in Borås.

THE EXPANSION DILEMMA

Palu's challenges can't be separated from the fact that Indonesia is a young democracy, Peter Skoglund emphasises, and one in the midst of a financial boom.

"Speeding through an industrial and financial development of this magnitude while creating sustainability is difficult enough for any country or city. Doing it when you recently went from military dictatorship to democracy is one hell of a challenge. It's taken Sweden and Borås a very long time to get to where we are today, and we've enjoyed political stability throughout the process."

Keeping the country's challenging circumstances in mind, one might wonder if it's even possible for cities like Palu and Probolinggo to be sustainable – at least right now? Can an aggressive, financial development ever go hand in hand with social and environmental sustainability? Peter Skoglund says it's not impossible – but pretty close to it.

"You have to expand with caution. Indonesia has the resources to be a rich country. But today they're expanding through exporting their commodities. If they focused more on building their own manufacturing industry, I believe they could reap more of their own rewards and grow without being depleted."

HOPE IS IN THE SCHOOLS

Peter Skoglund says it will take time for Palu to start expanding comfortably and sustainably. But when he visited the Palu schools, he grew hopeful that the change would come faster than he'd first thought.

"This is where the future is. Palu's school system is impressive and the students I met were informed, analytical, sceptical and hungry for change. They can't beat the system right now, but when they are the people in power things will be very different in Palu – and in the rest of Indonesia."

Solutions: Sustainability in Probolinggo

THE IMPROVEMENTS IN WONOASIH ARE ALL AIMED AT CREATING A BETTER PROBOLINGGO. THE PILOT PROJECT GOES UNDER THE SLOGAN BANG KARLI - "ECO-FRIENDLY VILLAGE FOR BETTER LIFE". IT IS AN ATTEMPT TO SHOW THE TYPES OF SOLUTIONS THAT COULD BE PUT TO USE IN THE WHOLE CITY. THIS IS THE PART OF THE PROCESS WHERE THEORY BECOMES PRACTICE. THIS IS WHEN RESIDENTS, CIVIL SERVANTS AND OTHER STAKEHOLDERS WORK TOGETHER TO CREATE A WHOLE THAT IS BETTER THAN THE INDIVIDUAL PIECES.



To tackle poverty, polluted waters and mismanaged waste in the Wonoasih district, work is needed on many different levels. Attitudes have to change, infrastructure needs to be developed, and management has to be made to run efficiently and smoothly.

With this as a foundation, the Working Group has decided on three geographic focus points on which to concentrate their efforts: the local market, a residential block and a stretch of the Lagundi river. Here are some of the projects that will be initiated in each of these places.

THE MARKET

The marketplace is a natural hub in Wonoasih. It brings people, trade and merchandise together, but it also generates a lot of waste on the other end. This waste has to be dealt with in a sustainable manner, and there are many ways to go about this.

Education and increased waste management services are two key parts of the solution, but it's equally important to make sure that the services provided are actually used by the businesses in and around the market.

THESE ARE SOME OF THE INITIATIVES PLANNED FOR THE WONOASIH MARKET:

- Improving the waste collection services from the market.
- Improving the system for sorting waste so that it actually corresponds to the type of waste generated at the market.
- Educating the business people in the market on how to reduce and monitor littering around the market area.
- Improving the enforcement of local regulation to make sure that commercial services have the necessary waste management facilities.
- Start collecting organic waste and turning it into biogas.

THE RESIDENTIAL AREA

It always starts at home. This is where people live their lives and where they form many of their habits. Here more than anywhere else, waste management and attitudes towards it have to change. And it's really not just a question of waste – a clean city is an issue deeply connected to the quality of life itself.

HERE ARE THE PROJECTS THAT WILL BE TESTED IN THE CHOSEN RESIDENTIAL BLOCK:

- Providing waste trolleys and waste bins to make it easier (possible even) for families to separate their waste.
- Test different system for waste collection, for example: collection at individual houses, collection from a group of houses, and collection from public collection points.
- Improve people's awareness of why different types of waste should not be mixed and why it is important to reduce the overall amount of waste.
- Initiate a cleaning up-campaign that will result in a changed attitude towards littering.

THE "GREEN RIVER CORRIDOR"

Probolinggo's six rivers are important veins flowing through the city. With only roughly a quarter of the city's household being connected to the regional water company, the natural sources of water provide much more than just scenic beauty. They are an important part of everyday life in Probolinggo – and they are polluted.

Creating and maintaining a “green river corridor” in Wonoasih can prove to be an important step towards cleaner waters and a more sustainable urbanisation in the whole of Probolinggo.

THIS IS HOW IT WILL BE DONE:

- Building a grid in the river to collect solid waste.
- Initiating a save-the-river campaign aimed at teaching people not to throw garbage into the river.
- Conducting a clean-up campaign in and around the river.
- Improving sanitation through communal funding for sanitation facilities and septic tanks.
- Preparing guidelines for the development of housing facing the river (as opposed to using it as a backyard).
- Developing walkways and bicycle tracks along this stretch of the Lagundi river, and reintroduce the bike to work and school program

POVERTY HAS TO BE REDUCED

No matter how many programs you initiate and how many possibilities you open up, nothing is won unless someone uses them and learns from them. And this will only happen once people have jobs to go to, food on their tables and enough money to fulfil their basic needs. It all fits together. Therefore, the pilot project in Wonoasih would not be complete without simultaneous efforts to help alleviate poverty in the area.

These efforts include introducing a training program for entrepreneurship and job creation as well as implementing a social housing program for the benefit of poor families. Education campaigns aimed at poor people will be initiated and information regarding the micro credit program will be distributed around the neighbourhood.

With these focus areas, and with every family brought out of poverty, change can happen. First here in Wonoasih and then in the rest of Kota Probolinggo. It won't happen overnight, but working together and knowing how it all works together, change will come.

Don't waste the waste!

CECILIA HOLMBLAD, DIRECTOR OF THE WASTE DEPARTMENT AT HELSINGBORG'S PUBLIC UTILITIES COMPANY FOR WASTE MANAGEMENT, GIVES HER THOUGHTS ON WHAT SHE WOULD DO TO IMPROVE WASTE MANAGEMENT IN PROBOLINGGO.

If it was up to me I would see to it that municipal control on waste management in Probolinggo was extended. Today, the city's responsibility starts at the many waste collection points in town, but it needs to extend further back. It needs to include that very first critical step – the step from people's homes to those waste collection points.

Currently, that job is carried out by private contractors, and it demands a fee from those using the service. There is therefore no assurance that the residents of Probolinggo actually have their waste collected, and where money is scarce, waste disposal is not always prioritised. This could explain the many unofficial dumpsites along the river as well as the burning of garbage in the backyards around town.

An extension of the municipal responsibility would solve not only the sanitary problems connected with waste, but also a large part of the litter problem that causes floods when plastic waste clogs the drainage ditches of Probolinggo.

ONE WAY TO RAISE AWARENESS

The amount of waste being dumped into the ocean today is of course in itself a major environmental hazard. Initiating a beach-cleaning project for students is one possible way to raise awareness of just how big a hazard this actually is. The students would get a first-hand glimpse of what happens not only to the environment but also to animals that are exposed to and ingest plastic materials.

In Probolinggo – and in Helsingborg, as well – throwing out the trash is a typical

children's chore. Aiming educational measures at children and students can therefore be a good way to go. Another such initiative I would welcome is adding pictures to the stickers on Probolinggo waste disposal bins. This way, children will have an easier time understanding how to sort and dispose of their family's waste.



Power to the people: An Indonesian approach

ONE OF THE MOST DEMOCRATIC COUNTRIES IN THE WORLD, SWEDEN STILL HAS ROOM FOR IMPROVEMENT WHEN IT COMES TO EMPOWERING ITS PEOPLE. THE INDONESIAN MUSRENBANG PROCESS, WHERE CITIZENS MEET TO DISCUSS AND SET A COURSE FOR THE DEVELOPMENT IN THEIR CITY, COULD BE ONE WAY TO GO.

The Musrenbang process caught the attention of many Swedish visitors to Probolinggo during the SymbioCity process. And understandably so – the Musrenbang process is a form of direct dialogue and democracy that isn't found anywhere in Sweden.

“The Musrenbang is a yearly event where residents meet to discuss problems that they face and decide on what is most important to them. When the priorities have been made, they are put forward to the government at the next level. These suggestions are then categorised based on the issues and budget allocations”, explains Johnny Haryanto, Regional Secretary of Kota Probolinggo.

Mr Haryanto says that this process of participative budgeting provides an opportunity for the civil society to channel its needs to the government.

“It is a bottom-up approach where the citizens' voices actively influence the city's budget planning and how development projects are compiled. It's a great tool to encompass the development needs from various levels of society.”

This yearly event is carried out in order to compose a long-term development document (for the period of 20 years), a mid-term development document (for the period of 5 years) as well as yearly plans.



Johnny Haryanto, surrounded by colleagues from Probolinggo and Helsingborg

CHALLENGES AND REWARDS

“The suggestions from the society serve as the base for the development activities carried out by the government. The prioritised suggestions are implemented immediately while other suggestions are accommodated in the years to come”, says Mr Haryanto.

This type of direct democracy does come with its set of challenges. One challenge is that some suggestions are not really needs, but desires.

“Another challenge is the fact that some suggestions are made without taking the available resources into account. This is part of the process, but there is always the risk of disappointment when suggestions are not realised.”

But overall, Johnny Haryanto means that Musrenbang is a process that serves a number of good purposes:

- It's a forum for citizens to gather and put forward issues that exist in their surroundings.
- The people are themselves involved in suggesting solutions to the problems.
- The people feel involved and empowered in the development planning, which gives them a sense of ownership over its outcome.

“You get the civil society involved in the planning activities from the very beginning, which means that the plans are actually based on the needs of the people. Musrenbang also supports and allows coordination between different development actors in one common forum.”

“You get the civil society involved in the planning activities from the very beginning, which means that the plans are actually based on the needs of the people”

Much more than a one-way street: “We can **learn a lot** from Probolinggo!”

MANY BILATERAL DEVELOPMENT PROJECTS STILL HAVE AN AIR OF AID PROJECTS, WHERE WESTERN COUNTRIES ASSUME TO BE ON THE GIVING END AND THE “LESS DEVELOPED” PARTNER COUNTRY SHOULD BE A THANKFUL RECEIVER OF HELP AND GOOD ADVICE. BUT THERE ARE MANY GOOD LESSONS TO BE LEARNED BY BOTH COUNTRIES, SAYS LARS THUNBERG, DEPUTY MAYOR OF HELSINGBORG.

“Helsingborg is a city at the forefront of sustainability planning, both in social and environmental matters, and we are of course proud to be asked to participate in a project like this. We do have a lot of help and good advice to give, but we also have a lot to learn and gain by working with cities like Probolinggo.”

Lars Thunberg has worked with the concept of sustainability and equality for the past 20 years. Today he is Deputy Mayor of Helsingborg and co-chair of the Steering Committee for the Helsingborg-Probolinggo project. He says that when it comes to cooperations such as this one, it's easy to focus too much on the “helping” part.

“It's easy to forget that we stand a lot to gain as well, but we do – this has been proven a fact even before the conclusion of this project. Even though we believe ourselves to be on the right track towards sustainability, it's easy to get stuck in your ways. Impressions and solutions from a completely different context can broaden your perspectives.”

SWIFTNESS TO ACT

One example of what Helsingborg can learn from Probolinggo, Lars Thunberg recalls, is the swiftness to act. It is a swiftness he had rarely seen in the bureaucratic governing back in Sweden.

“In one session the municipality of Probolinggo managed to initiate an education program aimed at teaching local fishermen and farmers how to take care of their organic waste and use their resources in a better way. We were sitting on the floor, discussing it, and then it was done. In Sweden we have a longer way from idea to action. Too long,



Lars Thunberg together with colleague Anna Jähnke, planting their first Indonesian trees

perhaps – even though it's done with the best intentions of upholding democracy.”

Lars Thunberg also found great inspiration in the more impoverished neighbourhoods of Probolinggo. In direct dialogue with city officials, residents themselves earmarked public funds for a specific development project.

“This is more or less untested in the west. The people in this neighbourhood chose, collectively, to spend the money on a specific infrastructure project that they themselves initiated and planned. It's a very interesting form of direct democracy. After all, who knows better what is needed than the people in need?”

What Helsingborg stands to gain from the SymbioCity project is not, however, limited to these examples of new thinking. The project serves a greater purpose too, not

SUSTAINABILITY – A GLOBAL ISSUE

“As a city, we're increasing our knowledge and understanding of global issues and international cooperation; we're learning what sustainability and city planning really means in a global sense; and last but not least, we're becoming better employers. Our city officials working with this project are encouraged, lifted, and can grow from this experience.”

Finally, Lars Thunberg points out, there is the unavoidable truth that a sustainable Indonesia, in the long haul, is an absolute prerequisite for a sustainable Helsingborg. “This project will be talked about, inspire new projects, and act as a model for strides towards sustainability around Indonesia and, perhaps, the world. And we can't afford to live under the illusion that Helsingborg can be sustainable in a world that is not.”

Planning for action

IF YOU'VE READ THIS FAR YOU MIGHT FEEL THAT THE SYMBIO CITY APPROACH IS MORE PLAN THAN ACTION – AND YOU KNOW WHAT? YOU ARE RIGHT.

The SymbioCity Approach helps cities define what they want to achieve and make a plan for how to achieve it. But when it's time to take that next step and turn proposals into action, it's really up to the cities.

"All of our planning is useless if it doesn't lead to something tangible. So to ensure that Palu's and Probolinggo's initiatives really have the chance to be implemented, there are preparations we need to make", says Mats Jarnhammar, SymbioCity Project Manager.

WINNING SUPPORT

No matter how great, any idea can fail without the proper support. Before the Working Group's recommendations for Palu and Probolinggo can become reality, they have to get to the top of the political ladder in the two cities.

"We need to gain support for our ideas both in the political world and with the constituency. The fact that the politicians have been involved in the project from the very start gives them a good chance of moving forward. Communication is key to getting all the stakeholders on board", says Hasse Ericsson, SymbioCity expert in the Probolinggo-Helsingborg Working Group.

FINANCING IMPROVEMENTS

Change rarely comes for free, so sources of financing should be explored in good time. Some financing can come from the municipality itself – from tax revenues or service fees. Other options are mobilising local resources through the private sector or looking to the central government for support.

"I am quite optimistic that funding support from government initiatives such as the Green Cities Programme will be accessible to both Palu and Probolinggo, as long as the results from the SymbioCity project are

good", says Endra Atmawidjaja, Deputy Director of Urban Policy and Strategy at the Directorate General of Spatial Planning and Development.

International organisations are yet another financing option.

"Palu and Probolinggo have applied for support from the Cities Development Initiative for Asia. The results from the SymbioCity Approach can provide important input to the process of making pre-feasibility studies for prioritised projects and linking these to finance", says Joris van Etten, Deputy Program Coordinator at Cities Development Initiative for Asia.

ENSURE A CONTINUED COLLABORATION

The SymbioCity project has created strong ties between its partner cities. Helsingborg, Probolinggo, Borås and Palu can all benefit from continuing their successful collaboration, and should set up a structure for continued communication.

"We've all gained something from this project. For me, it's been an incredible opportunity to grow as a civil servant and to develop a broader perspective on how we do things in Helsingborg. At this point I don't know if our collaboration will continue – it's largely up to the politicians – but I hope it does", says Lotta Lewis-Jonsson, waste management planner at Helsingborg municipality.

GET THE QUICK WINS

Not all big ideas need months of preparation, a bag of money and a signed bill from the mayor. Some initiatives can be performed right away, without major funding or political processes – and they often serve as motivators for the ongoing work.

"Take the idea of letting local schools spend one day cleaning the beaches. This doesn't only create a great visual improvement but

also raises awareness among young people, who in turn bring that awareness back home to their families", says Randy Lamadjido, Head of the social division at the city planning agency in Palu and member of the Palu-Borås Working Group.


MAKE A PLAN FOR THE PLAN

Doing everything at once is if not impossible, then at least very tricky. Prepare separate action plans for long term, medium term and short term actions – and don't forget to make a time frame and assign every action to someone who's responsible for making it happen.

"The old "who does what and when" is still the best recipe for getting things going. In Probolinggo, a section of the action plan has been prepared for immediate implementation in the fiscal year 2014, and will be synchronized with the activities in the various departments", says Mats Jarnhammar.



One of the "quick wins" identified in Palu is to let local schools spend one day cleaning the beaches as a way to raise awareness - AND create a great visual improvement.



“The results from the SymbioCity Approach can provide important input to the process of making pre-feasibility studies for prioritised projects and linking these to finance.” Joris van Etten, Cities Development Initiative for Asia

Merging the roads to sustainability

SYMBIOCITY IS FAR FROM THE ONLY PROGRAM FIGHTING FOR GREENER AND MORE SUSTAINABLE CITIES. DOES THE NUMBER OF DIFFERENT ENVIRONMENTAL INITIATIVES WORK IN SUSTAINABILITY'S FAVOUR – OR DOES IT MERELY CONFUSE MATTERS? WE'VE TALKED COOPERATION WITH ENDRA ATMAWIDJAJA, A DRIVING FORCE BEHIND THE INDONESIAN GOVERNMENT'S GREEN CITY DEVELOPMENT PROGRAM.

WHY DOES INDONESIA NEED THE GREEN CITY DEVELOPMENT PROGRAM?

Today, roughly 52 percent of the Indonesian population live in urban areas. There is a rapid urbanisation underway and it's causing our cities to deteriorate. Since this has all happened very fast, local governments lack the capacity to deal with many of the complex issues they're now facing. That's where we and the program comes in. We enable local governments to achieve sustainable urban development goals, and tell them about the benefits in following this path.

DO THE BENEFITS OF SUSTAINABLE DEVELOPMENT REALLY NEED TO BE EXPLAINED?

Yes, sometimes they do. We want to create more balanced urban development policies that don't just focus on economic aspects, but on social and environmental aspects as well. Look at it this way. You've got one hectare of land and two options: building a mall or creating a green open space. Many local governments would pick the mall, as it has the direct economic benefit while still being a public, open space. We show them the benefits of the other option. It doesn't give you the quick money, but in the long run you'll get a better quality of life in a more humanised city.

AS PART OF THE PROGRAMME YOU'VE DEVELOPED THE GREEN CITY GUIDELINES. CAN YOU TELL US ABOUT THEM?

The *Green City Guidelines* help local governments implement the Green City Action Plan and invite them to rethink their sustainability objectives. We cover eight different attributes: green planning and design, green community, green energy, green waste, green buildings, green transportation, green water and green open space. Looking at the 'green open space' attribute, for example, we've set



the objective that public green open space should constitute thirty percent of the city's overall administrative area. The average today in Indonesia is about eleven percent. In Probolinggo it's closer to thirteen percent and in Palu it's only four percent.

HOW ARE THE LOCAL GOVERNMENTS GOING TO REALISE THESE OBJECTIVES?

For every objective in the guidelines we present ways to realise it. Staying with the 'green open space' attribute, one idea is to convert cement-covered land on schoolyards, covering them with grass, trees and plants to make the schools greener. Another method we suggest is creating greeneries along the rivers, canals, waterways and roads.

IN THE SYMBIOCITY PROJECT, YOU WERE PART OF BOTH STEERING COMMITTEES. HOW WOULD YOU DESCRIBE THE SYMBIOCITY APPROACH TO A MEMBER OF A LOCAL GOVERNMENT?

I'd say that this approach offers a good concept and methodology to reduce the gap between urban planning and environmental management. Starting with the urban sustainability review, the local government can expect a clearer view of what they could achieve on a short, medium and long-term basis. It comes with exercises and challenges for municipalities to improve the urban quality of life through realistic action plans, and it provides them an opportunity to review their master plans.

DO YOU BELIEVE THAT SYMBIOCITY AND THE GREEN CITIES DEVELOPMENT PROGRAM CAN LEARN FROM ONE ANOTHER OR COOPERATE?

I know there is room for both improvement and cooperation. I find the SymbioCity methodology very strong; the 'diagnosis' creates a great foundation for sustainability work. And because the approach is so flexible, parts of it can be made to fit into the local context under the Green City Development Program. We're actually reworking our *Green City Guidelines* as we speak, and we will be adding elements from the SymbioCity concept and methodology to them.

FACTS

Name: Endra Atmawidjaja

Occupation: Deputy Director of Urban Development Policies and Strategies at the Directorate General of Spatial Planning and Development, Indonesia

Role in the SymbioCity project: Member of both Steering Committees

ARE THERE ANY PROBLEMS CONNECTED TO ADDING THE SYMBIOCITY APPROACH TO YOUR GUIDELINES?

Well, the SymbioCity diagnosis is a more in-depth analysis of the local situation than the *Green City Guidelines* entail now. This might make it a more complicated task for the local governments to take on, but we think it's work that they're willing to do.

SPEAKING OF THE LOCAL GOVERNMENTS, WHAT KIND OF INTEREST IS THE GREEN CITY DEVELOPMENT PROGRAM GETTING FROM THE MUNICIPALITIES?

A lot! The program was launched by the Minister of Public Works in September of 2011. Today, 112 out of 491 Indonesian municipalities have already joined the program. Our goal is to improve the urban quality of life all over Indonesia – and at this rate, that's not a utopia but an achievable goal.



The Ministry of Public Works is convinced of the need to create more balanced urban development policies that don't just focus on economic aspects, but on social and environmental aspects as well.

Today, roughly 52 percent of the Indonesian population live in urban areas. There is a rapid urbanisation underway and it's causing our cities to deteriorate.



Top tips for the beginner

AFTER WORKING WITH SYMBIOCITY PROJECTS IN MACEDONIA AND INDONESIA AND CONTRIBUTING TO SYMBIOCITY PUBLICATIONS, ARCHITECT TOR ERIKSSON KNOWS THE APPROACH BETTER THAN MOST. HERE, HE OFFERS HIS BEST ADVICE FOR PEOPLE HEADING INTO THE SYMBIOCITY PROCESS – WHAT YOU NEED TO MAKE IT WORK AND WHERE YOU MIGHT FIND YOURSELF STUMBLING.

WHAT'S UNIQUE ABOUT THE SYMBIOCITY APPROACH?

The SymbioCity approach can be a fantastic eye-opener as long as you apply an integrated, strategic and holistic approach. It's flexible in its nature and can be adapted to many different situations and contexts. It does, quite often, pick up institutional issues as main causes of weaknesses in sustainability.

WHY DO WE NEED AN APPROACH LIKE SYMBIOCITY IN STRIVING FOR SUSTAINABILITY?

Our societies are quite complex in their structures. Their various systems – social, cultural, economic, institutional and environmental – are closely interlinked. This fact needs to be ever-present when we try to understand the challenges in sustainable development, and in The SymbioCity approach, it is.

IF YOU COULD OFFER THREE PIECES OF ADVICE TO AN INDONESIAN KOTA JUST ABOUT TO EMBARK ON A SYMBIOCITY JOURNEY, WHAT WOULD THEY BE?

First, I'd advise them to be clear about what they want to achieve with the sustainability review. *Secondly*, I'd say they should apply an integrated and holistic approach embracing the social, economic and environmental dimensions of sustainability. Don't stop when you've identified the symptoms you're experiencing; continue and ask yourself what is causing them. Only then you make a correct diagnosis and prescribe the right "medicine." And *thirdly*, I'd propose they think and act strategically with an open mind and towards a vision for the municipality.

FACTS

Name: Tor Eriksson

Working at: Architect/Urban and Regional Planning Consultant

Connection to the SymbioCity project: Senior Advisor and member of both Steering Committees

WHAT NEEDS TO BE IN PLACE IN ORDER TO MAKE A SYMBIOCITY PROCESS SUCCESSFUL?

Three things strike me as especially important: support from the municipal leaders, the engagement and broad involvement of parties outside the municipal sphere, and someone who can guide the process in a structured and pedagogical way.

WHAT MISTAKES ARE EASILY MADE IN THE BEGINNING OF THE PROCESS?

Many go into unnecessary depth when mapping the current situation. Try instead to be broad in the beginning and go deeper in the analysis later on. And don't think you can act on all identified issues at once. Try to identify the action or actions that create the best leverage, and start there.

A COMMON MISCONCEPTION ABOUT THE SYMBIOCITY APPROACH IS ...

... That it replaces other established mechanisms for planning and assessments, like Strategic Environmental Assessments and Environmental Impact Analyses. It doesn't. It's better to see it as a complement to other, more formal assessment processes, or a free-standing tool that makes development planning easier and more fruitful.

Three quick tips from Helsingborg's waste management planner Lotta Lewis-Jonsson

WHAT ADVICE WOULD YOU GIVE ANOTHER INDONESIAN OR SWEDISH MUNICIPALITY BEFORE THEY EMBARK ON A SYMBIOCITY JOURNEY?

I'd tell them to make sure they have a very clear idea about what the outcome will be, and that it's important to be in close contact with all stakeholders throughout the entire process. Also, there needs to be a strong interest for the process among local politicians and decision makers, so that the project gets the competence and support that it needs.

WHAT ARE YOUR TOP ARGUMENTS FOR EMBARKING A SYMBIOCITY PROCESS?

You can learn a lot from the very structured working process; it gives you new ideas about how to develop your own work; and it gives you the opportunity to try new techniques. Sometimes we're so stuck in the way we think about infrastructure in Sweden. By collaborating with other countries, it's possible to explore new things that could be implemented in Sweden.

WHAT'S UNIQUE ABOUT THE SYMBIOCITY APPROACH?

The integration between different sectors and the looping – it forces you to see things from a broader perspective and advises you never to be afraid of revising your plans.

"Don't stop when you've identified the symptoms you're experiencing; continue and ask yourself what is causing them"



Our societies are quite complex in their structures. Their various systems – social, cultural, economic, institutional and environmental – are closely interlinked.

Lekplats 2.



platsvalet

Out with the old – in with the green!

INDONESIA IS ONE OF THE COUNTRIES WHERE A PHASE OUT OF TRADITIONAL SWEDISH DEVELOPMENT SUPPORT HAS BEEN REPLACED BY, AMONG OTHER METHODOLOGIES, THE SO CALLED ACTOR DRIVEN COOPERATION. APART FROM COOPERATIONS FOCUSING ON DEMOCRATIC GOVERNANCE AND HUMAN RIGHTS, SIDA IN JAKARTA HAS SEEN SEVERAL PROMISING "GREEN" INITIATIVES THAT SPEAK TO BOTH ENVIRONMENTAL GOALS AS WELL AN INCREASED PRIVATE SECTOR INVOLVEMENT. ANNIKA SIWERTZ, COUNSELLOR FOR DEVELOPMENT COOPERATION AT THE SWEDISH EMBASSY IN JAKARTA DESCRIBES THE SITUATION.



HOW WOULD YOU DESCRIBE THE CURRENT URBAN SITUATION IN INDONESIA TO A TYPICAL SWEDISH AUDIENCE?

Indonesia has a very rapid urbanization; close to 50% of the population live in cities today. This puts a huge strain on basic public services like water, waste management, sanitation, and public transportation as well as on infrastructure development. Sustainable urbanization is however a top priority on the political agenda and Sida supports a lot of initiatives in the urban development field.

WHAT DOES THE SWEDISH SUPPORT TO URBAN DEVELOPMENT IN INDONESIA LOOK LIKE?

The city to city cooperation – or partner driven cooperation – between Palu and Borås and Probolinggo and Helsingborg are good examples of a type of cooperation that is very much in demand in Indonesia, facing huge challenges in sustainable urbanization. Today Sweden has different types of SymbioCity related cooperation with some

15 cities in Indonesia. On top of this city to city collaboration there is also a cooperation at national level with the Ministry of Public Works, who will use the Swedish experience in the development of its Green Cities National Guidelines. In this way Swedish know how and expertise can be disseminated on a national level and reach many cities. The so called Partner Driven Cooperation is a relatively new concept based on mutual benefit, partnership and shared responsibilities. It requires a strong demand and interest from both sides both in term of financial contribution and implementation. The objective of this type of cooperation is that during a transition period development cooperation should pave way for a long term cooperation that can go on without government funds. This is in particular feasible in the private sector field where there has been a clear of focus on involving Swedish environmental technology. A very constructive cooperation with the Embassy's promotion department, Business Sweden and the Government's International

Environmental Technology Office has paved way for the introduction of green Swedish technology. The high level contacts and cooperation at the political level, both nationally and locally, has been a necessity to achieve this.

BEING THE LARGEST CITY IN INDONESIA, WHERE DO YOU SEE JAKARTA 25 YEARS FROM NOW?

Jakarta is a very complex city with an inadequate infrastructure today. At present there is a very progress and reform oriented governor in Jakarta, and a lot of improvements have taken place. Flood mitigation, more efficient bureaucracy, relocation of illegal housing dwellers and the start of a mass rapid transportation system are some examples of this. The interesting thing in this context is that the inhabitants in Jakarta are showing very clear signs of not accepting the present situation, but want and demand a livable city. This is a sign of a maturity in the development of this young democracy.





SYMBIOCITY FOR SYMBIOCITIZENS!

**THIS IS A COLLECTION OF STORIES, REFLECTIONS AND OPINIONS.
IT DESCRIBES A ONE-YEAR SYMBIOCITY JOURNEY FOR TWO INDONESIAN
AND TWO SWEDISH CITIES.**

**"We quickly learn that everything is connected
- our waste, our energy, our transport, our
water, our environment, our economy and our
happiness." - Mats Jarnhammar**

**"We need leaders who have the
integrity and character to do the
right thing, even when no one is
looking."- Gunnar Andersson**

**"Our cities need to be developed
with our children's and
grandchildren's future in mind."
- Mulhanan Tombolututu**

**"I dream that we become even better at seeing
the big picture. How everything fits together in
the way we plan our cities." - Indah Wibi Nastiti**

**"Getting there isn't all about big-ticket infrastructure investments, or even physical
improvements." - Palu-Borås Working Group**

**"We can't afford to live under the illusion
that Helsingborg can be sustainable in a
world that is not." - Lars Thunberg**

**"The benefit of working together is that
you learn to see things differently."
- Probolinggo-Helsingborg Working Group**