



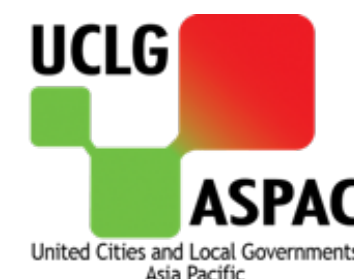
ISOCARP INSTITUTE
Centre for Urban Excellence

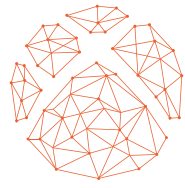
GOOD GOVERNANCE FOR SUSTAINABLE URBAN DEVELOPMENT

**TATA KELOLA YANG BAIK UNTUK PEMBANGUNAN KOTA
YANG BERKELANJUTAN**

SESSION 05 | THURSDAY 23 JULY 2020 | 14:30-16:00 WIB/JAKARTA TIME

SESI 5 | KAMIS 23 JULI 2020 | 14:30-16:00 WIB





SPEAKERS PEMBICARA



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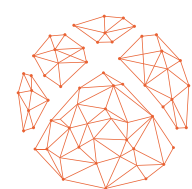
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PROGRAMME

KONTEN

THEORY

Urban governance,
Multi-level governance,
Vertical and horizontal
integration

Tata kelola,
Tata kelola multi-level,
Integrasi vertikal dan horizontal

REFERENCES

National Urban Policies,
Urban Agenda for EU

Kebijakan Perkotaan Nasional,
Agenda Perkotaan untuk UE

TOOLS

Stakeholders engagement
and participation

Keterlibatan dan partisipasi
pemangku kepentingan

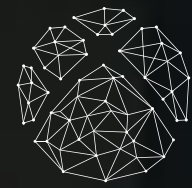
The background of the slide is a high-angle, wide-area photograph of a city skyline, likely Singapore, showing a dense cluster of skyscrapers and residential buildings under a cloudy sky. A large, semi-transparent white rectangular box is centered over the image, serving as a container for the text.

THEORY TEORI

Urban Governance

Multi-level governance

Vertical and horizontal integration



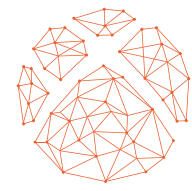
URBAN GOVERNANCE TATA KELOLA PERKOTAAN

*'Urban governance is the sum of the many ways individuals and institutions, public and private, plan and manage the common affairs of the city. It is a **continuing process** through which conflicting or **diverse interests** may be accommodated and **cooperative action** can be taken. It includes formal institutions as well as informal arrangements and the social capital of citizens.'*

(UN-Habitat)

'Tata kelola perkotaan adalah beragam upaya yang dilakukan individu dan institusi publik maupun swasta, untuk merencanakan dan mengelola isu perkotaan. Tata kelola adalah proses terus-menerus di mana kepentingan yang saling bertentangan dan beragam dapat diakomodasi dan ditindaklanjuti secara kooperatif. Tata kelola mencakup institusi formal, kesepakatan informal dan modal sosial dari warga negara'.

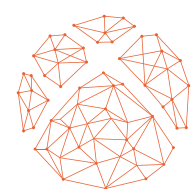
(UN Habitat)



THE NEED FOR GOVERNANCE

PERLUNYA TATA KELOLA

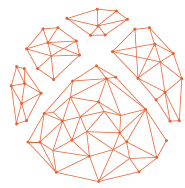
- Cities and societies are complex systems (globalised, networked, conflictual).
 - Complexity and uncertainty of urban challenges (especially climate change).
 - Cities at the frontline to deliver solutions for sustainable urban development (cities as drivers of change).
 - Trade-offs between scarce resources, legal requirements, tasks to deliver and citizens expectations.
 - Governance ≠ government: democratic / participation processes essential with educated and informed citizens.
 - In short: need of governance systems to be able to deal with complexity, uncertainty and rapidity of change.
-
- Kota dan masyarakat sebagai sistem yang kompleks (mengglocal, saling terhubung dan berbenturan)
 - Kompleksitas dan ketidakpastian tantangan perkotaan (terutama terkait perubahan iklim)
 - Kota berada di posisi terdepan sebagai pemberi solusi untuk mencapai pembangunan yang berkelanjutan (kota sebagai motor perubahan)
 - Ada pertukaran antara kelangkaan sumber daya, persyaratan hukum, tugas yang harus dipenuhi dan harapan warga
 - Tata kelola ≠ pemerintah: proses-proses demokratis/partisipasi penting untuk menciptakan warga yang terdidik dan sadar informasi
 - Singkatnya: kebutuhan sistem tata kelola untuk mengatasi kompleksitas, ketidakpastian dan perubahan yang berlangsung cepat.



UN Sustainable Development Goals 16 & 17

Tujuan Pembangunan Berkelanjutan (PBB)

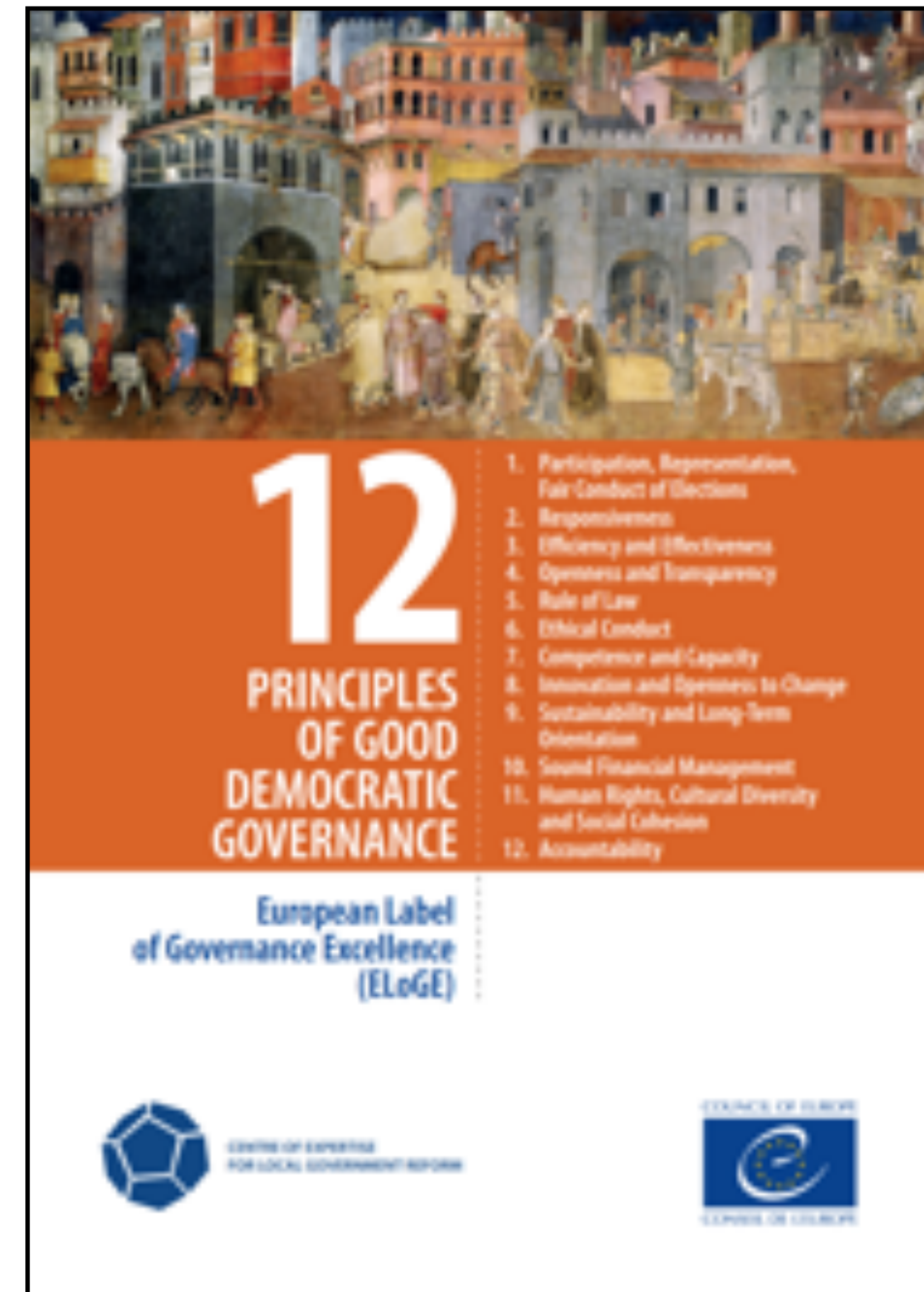


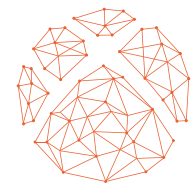


PRINCIPLES GOVERNANCE

PRINSIP TATA KELOLA

- 12 Principles of Good Governance (Council of Europe, 2008)
 - '*Subsidiarity, equality, efficiency, transparency, accountability, popular participation and security: these principles lie at the heart of good urban governance and sustainability in cities*' (Connective Cities).
 - *Sustainability, subsidiarity, equity, efficiency, transparency and accountability, civic engagement and citizenship, and security* (Global Campaign on Urban Governance).
-
- 12 Prinsip Tata Kelola (Konsil Eropa, 2008)
 - 'Subsidiaritas, keadilan, efisiensi, transparansi, akuntabilitas, partisipasi publik dan keamanan: prinsip-prinsip ini mendasari tata kelola yang baik dan keberlanjutan di kota.' (Connective Cities).
 - Keberlanjutan, subsidiaritas, keadilan, efisiensi, transparansi dan akuntabilitas, keterlibatan masyarakat sipil dan warga negara, dan keamanan (Global Campaign on Urban Governance).





THE NEW ROLE OF LOCAL GOVERNMENT

PERAN BARU PEMERINTAH DAERAH

- Network governance: variety of actors and networks involved (both public and private), with relative autonomy and independent goals.
 - Cities must adapt to a new role and new conditions -> interacting and cooperating with other actors (so as facilitator, communicator).
 - Flexibility, cooperation / collaboration, participation.
 - Search for "win-win situations".
-
- Keterlibatan berbagai aktor dan jaringan (baik publik maupun swasta), yang memiliki otonomi relatif dan tujuan independen
 - Kota harus menyesuaikan diri dengan peran yang baru dan kondisi baru => berinteraksi dan bekerja sama dengan aktor lain (sebagai fasilitator dan komunikator).
 - Fleksibilitas, kerja sama/kolaborasi, partisipasi
 - Mencari 'win-win situation'

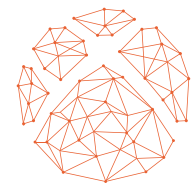
MULTILEVEL GOVERNANCE

TATA KELOTI MULTILEVEL

'Multilevel governance (MLG) can be defined as an arrangement for making binding decisions that engages a multiplicity of politically independent but otherwise interdependent actors – private and public - at different levels of territorial aggregation in more-or-less continuous negotiation/deliberation/implementation, and that does not assign exclusively policy competence or assert a stable hierarchy of political authority to any levels.'

(Schmitter, 2004)

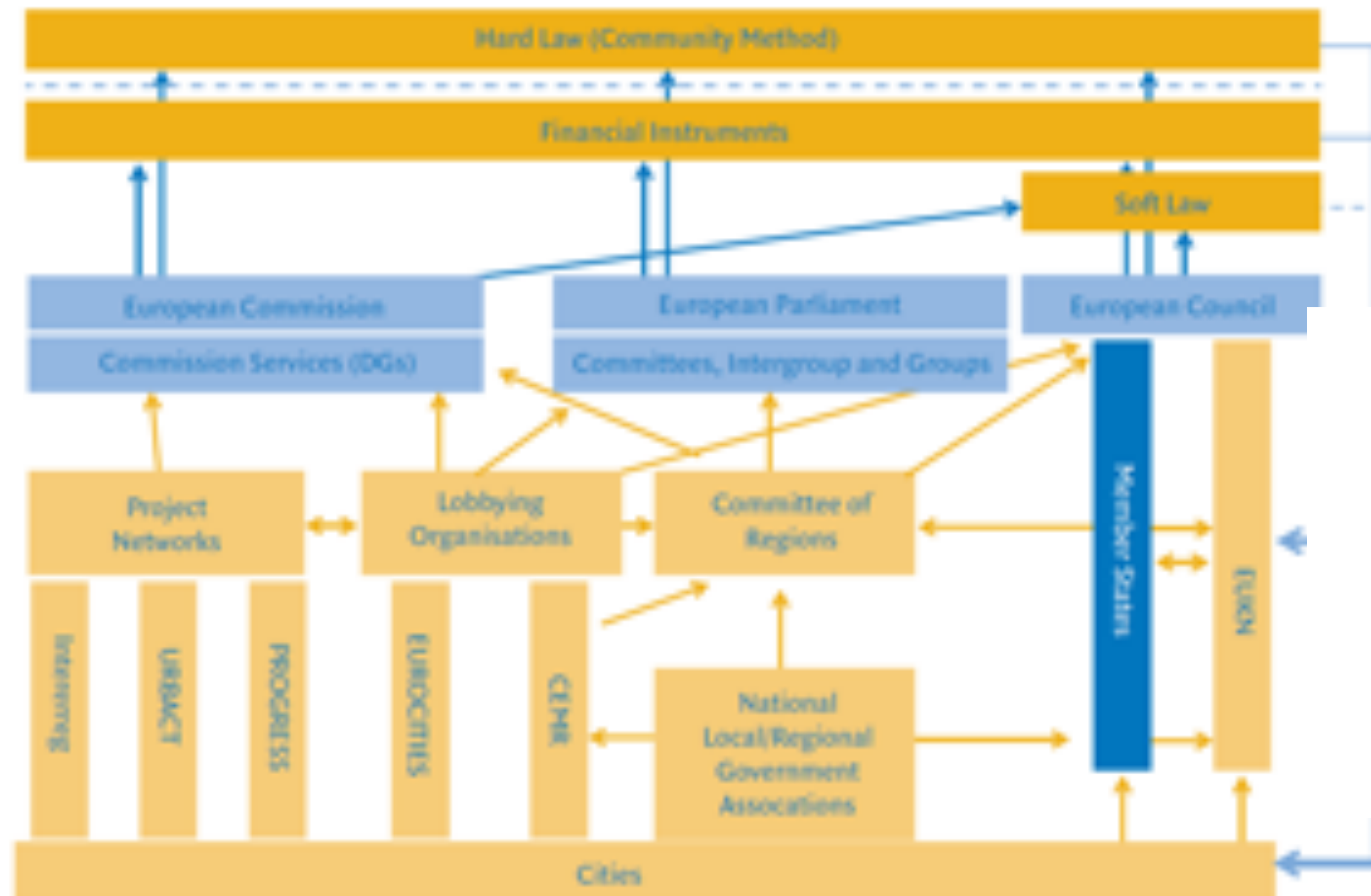
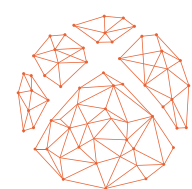
'Tata kelola multilevel dapat diartikan sebagai sebuah pengaturan/kesepakatan dalam membuat keputusan yang mengikat, yang melibatkan beragam aktor yang independen secara politik namun saling bergantung – swasta dan publik – di tiap level dari kelompok kewilayahan dan dilakukan melalui negosiasi/musyawarah/implementasi terus-menerus, tanpa perlu menetapkan kompetensi kebijakan atau hierarki yang stabil dari otoritas politik di tiap level tersebut.' (Schmitter, 2004).



AN INTEGRATED APPROACH

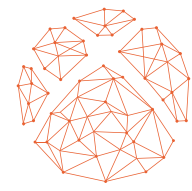
SEBUAH PENDEKATAN TERPADU

- Interdependence: all levels of administrative power (local, regional, national, international) have an impact on urban development.
 - Need for intersectoral and territorial coordination: difficult to design consistent and integrated urban policy
=> need for coordination between sectors in one administrative entity AND across administrative borders
 - "Think global, act local"
 - No “one size fits all” solution (political context and local characteristics)
-
- Interdependensi: semua tingkat kekuasaan (lokal, regional, national, internasional) memiliki dampak terhadap pembangunan perkotaan
 - Butuh koordinasi antarsektor dan antarwilayah: sulit untuk merancang kebijakan perkotaan yang konsisten dan terpadu => butuh koordinasi antarsektor di suatu badan administratif DAN lintas batas administrasi
 - “Berpikir global, bertindak lokal”
 - Tidak ada “satu solusi untuk semua” (tergantung konteks politik dan karakteristik lokal)



EU as example
of global/regional
cooperation

EU Multilevel Governance – a city perspective (simplified)



VERTICAL INTEGRATION

INTEGRASI VERTIKAL

- Subsidiarity principle – competences only at higher level when necessary (NB need for optimum size to provide a service)
 - Issues of legitimacy, accountability, competences and resourcing (ex. does a new distribution of responsibilities come with sufficient funds allocation?)
 - Determinant of the multilevel government structures ('hard factors': political-administrative institutional systems, financial regulations, and planning systems. 'Soft factors': leadership of mayors).
-
- Prinsip subsidiaritas – kompetensi hanya di level tinggi jika dibutuhkan (butuh ukuran besar untuk memberikan layanan)
 - Isu legitimasi, akuntabilitas, kompetensi dan sumber daya (misalnya: apakah distribusi tanggung jawab yang baru juga didukung oleh alokasi anggaran yang cukup?)
 - Faktor penentu dalam struktur multilevel ('faktor keras': sistem kelembagaan politik-administratif, aturan keuangan dan sistem perencanaan. 'Faktor lunak': kepemimpinan walikota).

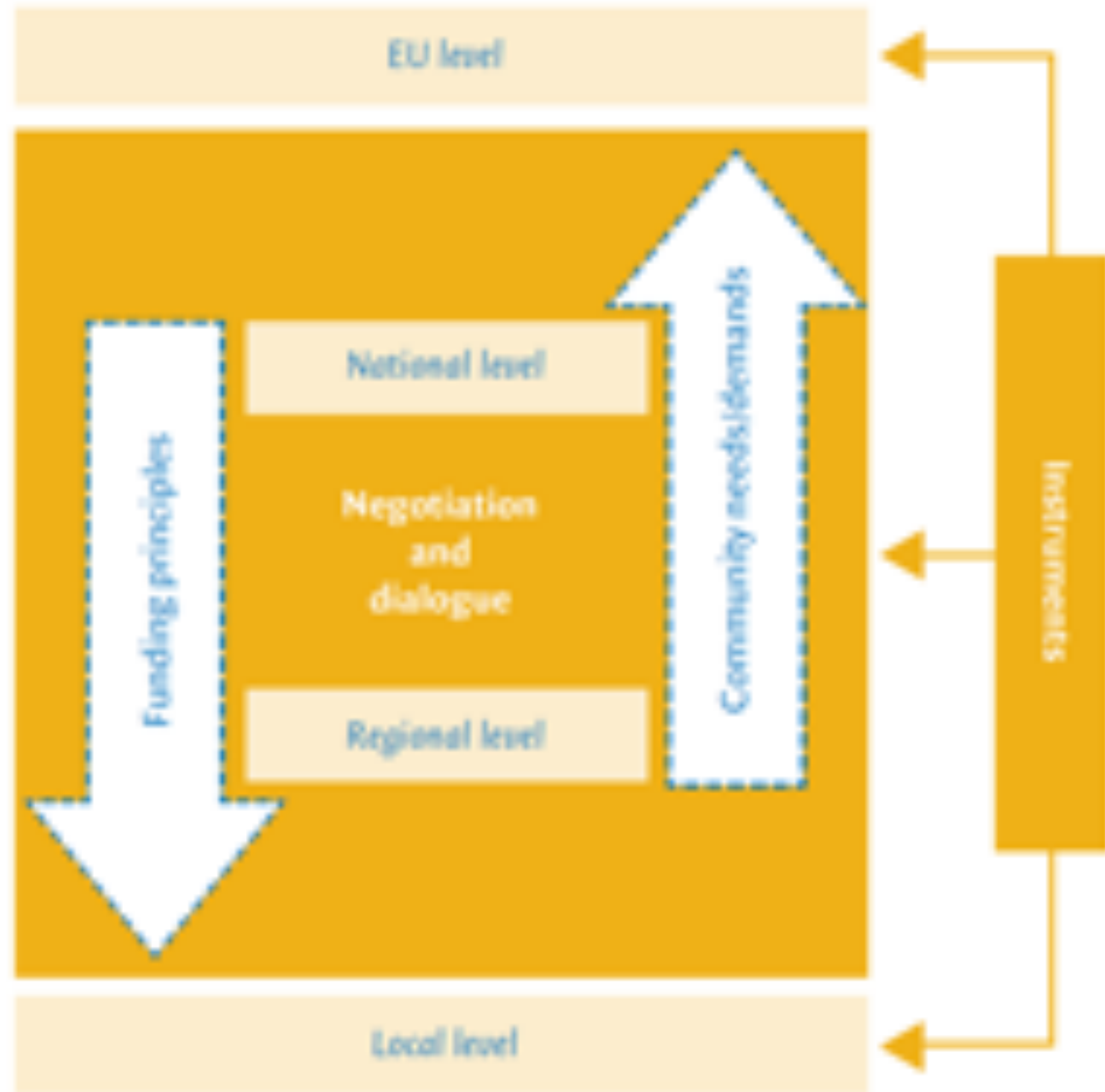
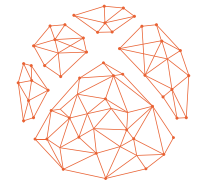
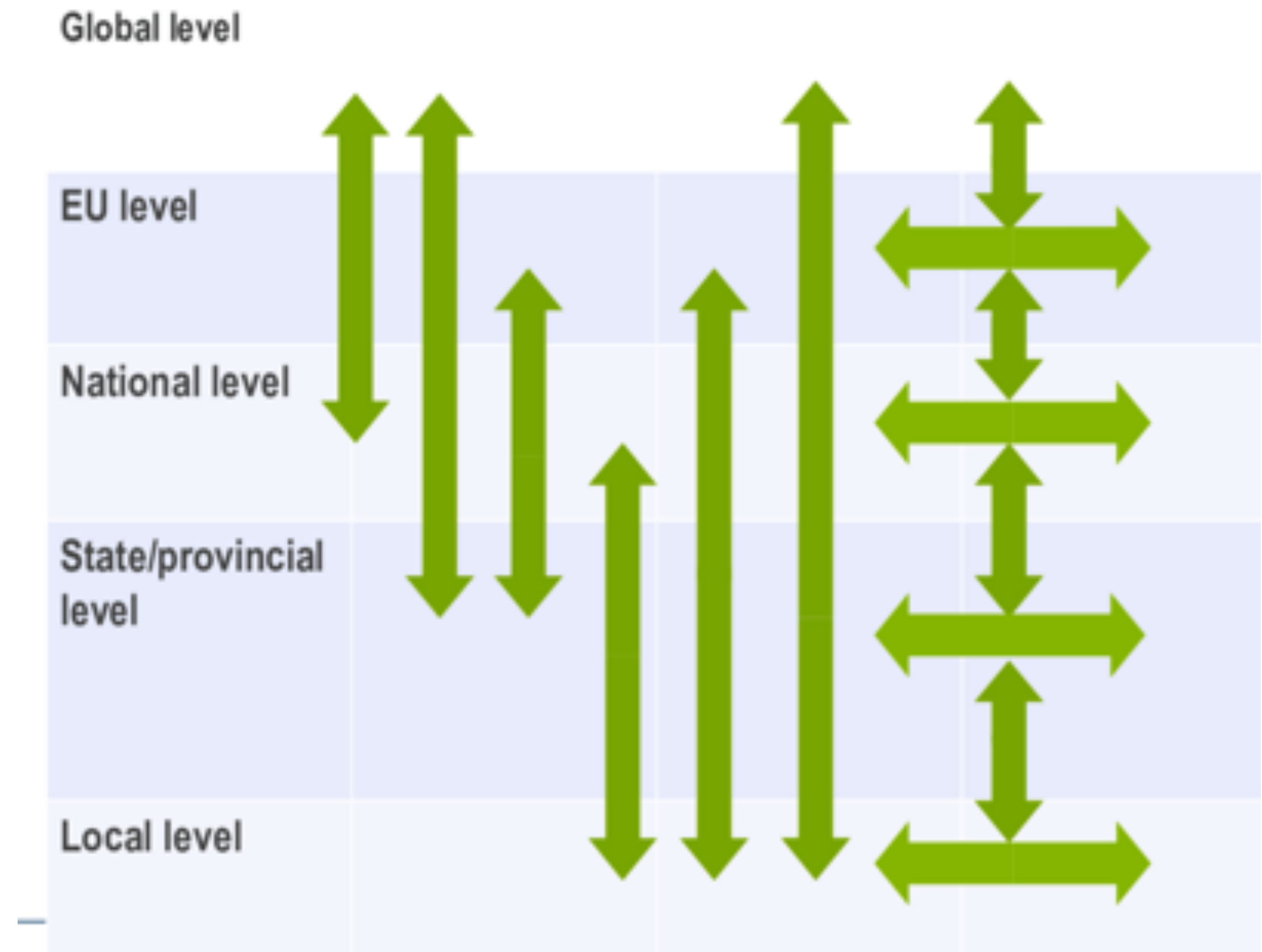


Figure 1 Role of different levels of governance



role of different level of governance

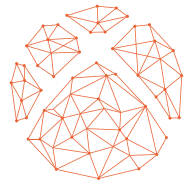
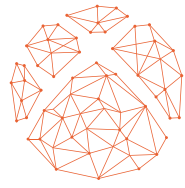


Table 1 Draft typology of multilevel governmental systems in the EU27+2 countries

Government structure	1. Classic unitary countries	2. Centralised unitary countries with strong, but non-integrated local authority level	3. Centralised unitary countries with strong, integrated local authority level	4. Decentralised unitary countries with strong local and strong regional level	5. Regionalised unitary countries	6. Federal states
EU-15 and EFTA countries	Greece Ireland Luxembourg	Portugal	Finland Norway	France United kingdom Netherlands Sweden Denmark	Italy Spain	Austria Belgium Germany Switzerland
New member states		Bulgaria Czech Rep. Hungary Romania Slovakia Cyprus Malta	Estonia Latvia Lithuania Slovenia	Poland		

Based on Tosics/Dukes 2005, with alterations based on ESPON 3.2



HORIZONTAL INTEGRATION

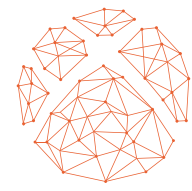
INTEGRASI HORIZONTAL

INTERSECTORAL COORDINATION

- Integrating and coordinating different policy areas/sectors (economic, social and spatial).
- Cross cutting issues and thematic partnerships.
- Collaboration and interdisciplinary between city departments (avoid operational silos).
- Address problems in a joint effort (ex. air quality, public spaces, smart city, urban regeneration...)

KOORDINASI INTER-SEKTORAL

- Mengintegrasikan dan mengkoordinasikan area kebijakan dan sektor yang berbeda (ekonomi, sosial, spasial).
- Isu lintas sektor dan kemitraan tematis
- Kolaborasi dan lintas disiplin antardinas (hindari bekerja dalam silo)
- Atasi masalah dengan upaya bersama (contohnya, kualitas udara, ruang publik, smart city, pembaruan perkotaan/urban regeneration...)



HORIZONTAL INTEGRATION

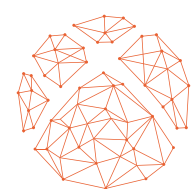
INTEGRASI HORIZONTAL

TERRITORIAL COORDINATION

- Scale mismatches where traditional governance arrangements do not reflect modern-day geographical expressions of social and economic developments and territorial coordination (e.g. metropolitan areas).
- Mismatch between cities/administrative entities => functional territorial interrelationships go beyond administrative and physical boundaries.
- Define 'functional areas': functional links as basis for territorial cooperation (dynamic).

KOORDINASI KEWILAYAHAN

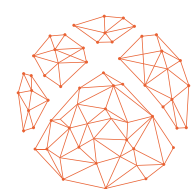
- Periksa hal-hal yang tidak sesuai, di mana kesepakatan tata kelola tradisional tidak mencerminkan gagasan geografis kekinian tentang pembangunan sosial dan ekonomi dan koordinasi kewilayahan (misalnya, area metropolitan)
- Ketidaksesuaian antara entitas kota/administratif => relasi fungsional melampaui batas administratif dan fisik
- Definisikan 'area fungsional': hubungan fungsional sebagai landasan kerja sama kewilayahan (dinamis!)



Urban Agenda for the EU – 11 Cross-cutting issues

An aerial photograph of a densely populated urban area, likely a city in South Africa, showing a vast expanse of closely packed residential buildings with various roof colors (orange, grey, green). The city extends to the horizon under a hazy sky. A semi-transparent rectangular box is centered over the image, containing the text 'NATIONAL URBAN POLICIES' in a bold, orange, sans-serif font.

NATIONAL URBAN POLICIES



NATIONAL URBAN POLICIES

KEBIJAKAN PERKOTAAN NASIONAL

'A coherent set of decisions derived through a deliberative, government-led process of coordinating and rallying various actors for a common vision and goal that will promote more transformative, productive, inclusive and resilient urban development for the long term.' (UN-Habitat, 2014).

'Seperangkat keputusan yang dihasilkan melalui proses musyawarah yang dipimpin pemerintah untuk mengkoordinasikan dan menggali dukungan dari berbagai aktor, guna mencapai visi dan tujuan bersama yang mempromosikan pembangunan perkotaan yang transformatif, produktif, inklusif dan tangguh untuk jangka Panjang.' (UN-Habitat, 2014)

EXPLICIT NUP | EKSPLISIT KPN

A policy with the title "National Urban Policy" or a similar variant.

PARTIAL NUP | SEBAGIAN KPN

A policy which include many NUP elements but not yet formalized as National Urban Policy.

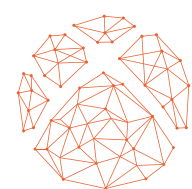


UN-Habitat is supporting about
150 COUNTRIES

76 Explicit NUPs **74** Partial NUPs

	FEASIBILITY	92 Countries
	DIAGNOSIS	
	FORMULATION	58 Countries
	IMPLEMENTATION	
	MONITORING & EVALUATION	19 Countries

Source: Global state of NUP 2018; pp21



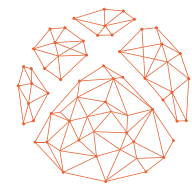
Why National Urban Policies?

Mengapa Kebijakan Perkotaan Nasional?

- Increasingly adopted by countries in enhancing sustainable urban development and achieve SDGs and NUA.
- Instrumental nature and selected as part of the thematic policy units in preparation of habitat III.
- Emphasis on implementation and on the need for capacity of the government to develop them.
- NUPs proposed to be used to monitor the SDGs (indicator 11. a.1.)
- **Semakin banyak diadopsi oleh negara-negara untuk mendorong pembangunan kota berkelanjutan serta mencapai TPB dan Agenda Baru Perkotaan.**
- **Berperan penting dan menjadi bagian dari unit kebijakan tematis untuk mempersiapkan Habitat III.**
- **Penekanannya pada implementasi dan kebutuhan akan kapasitas pemerintah untuk mengembangkannya**
- **NUPs diajukan untuk digunakan untuk memonitor TPB (indikator 11.a.1.)**

20+ REASONS





National Urban Policy pillars

Pilar Kebijakan Perkotaan Nasional

1 PARTICIPATORY APPROACH | PENDEKATAN PARTISIPATIF

Engaging the public throughout the process of policy formulation, implementation, monitoring and evaluation (from publicity to public partnership).

Melibatkan publik melalui proses penyusunan, pelaksanaan, pemantauan dan evaluasi kebijakan (dari publisitas menjadi kemitraan publik).

2 CAPACITY DEVELOPMENT | PENGEMBANGAN KAPASITAS

Enhancement of the capacity at all level of government among other stakeholders towards building a sustainable policy (throughout the policy process).

Peningkatan kapasitas di semua tingkatan pemerintah, di antara pemangku kepentingan lainnya, guna membangun kebijakan yang berkelanjutan (sepanjang proses kebijakan).

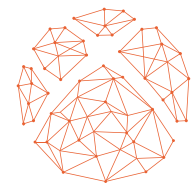
3 ACUPUNCTURE PROJECTS | PROYEK 'AKUPUNKTUR'

Quick wins of the NUP ensuring that the policy directives are relevant and implementable (throughout the policy process).

Kemenangan bagi NUP yang memastikan bahwa arahan kebijakan relevan dan dapat diimplementasikan (sepanjang proses kebijakan).



Source: UN-Habitat. (2015). National Urban Policy: A global overview. Nairobi



National Urban Policy process

Proses Kebijakan Nasional Perkotaan

1 FEASIBILITY | KELAYAKAN

Make the case for NUP and clarify the coordination role of national governments, the benefits for international competitiveness and the gains through the process.

Memperjuangkan isu NUP, memperjelas peran koordinasi dari pemerintah nasional dan manfaat dari daya saing internasional dan keuntungan yang diperoleh dalam proses.

2 DIAGNOSTIC | DIAGNOSTIK

Key evidence and understanding of the context, problems/opportunities, policy goals and stakeholders.

Bukti kunci dan pemahaman akan konteks, masalah, kesempatan, tujuan kebijakan dan pemangku kepentingan.

3 FORMULATION | PERUMUSAN

Mapping of what will occur between definition of the policy problems and attainment of the policy goal. Evaluate policy options and decide how the policy goals will be achieved.

Memetakan apa yang akan terjadi mulai dari fase pendefinisian masalah hingga pencapaian tujuan kebijakan. Evaluasi pilihan kebijakan dan tentukan bagaimana tujuan kebijakan dapat dicapai

4 IMPLEMENTATION | PENERAPAN

The policy plan is actioned, defining roles/responsibilities and ensuring that all stakeholders have the capacities to implement the planned policy.

Rencana kebijakan ditindaklanjuti, menentukan peran/tanggung jawab dan memastikan semua stakeholder mampu mengimplementasikan kebijakan yang direncanakan.

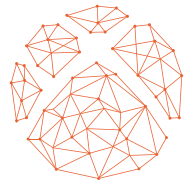
5 MONITORING AND EVALUATION | PEMANTAUAN DAN EVALUASI

Not "last" phase but through the policy process. Lesson learned, evolution of outcomes and process, feedback into the policy cycle to promote systems change and institutional learning.

Bukan fase terakhir, tetapi dilakukan selama proses kebijakan. Pembelajaran, perubahan hasil dan proses, umpan balik terhadap siklus kebijakan untuk mendorong perubahan sistem dan pembelajaran kelembagaan.



Source: UN-Habitat. (2015). National Urban Policy: A global overview. Nairobi



National Urban Policy principles

Prinsip Kebijakan Nasional Perkotaan

1 ITERATIVE AND FORWARD THINKING | BERULANG DAN VISIONER

Clearly defined long-term and short-term goals. Forward-thinking policy plans for the long term but implements in the short-term. Short-term goals will build long term plans but will be monitored/evaluated/adjusted to promote an iterative policy process.

2 IMPLEMENTABLE | DAPAT DIIMPLEMENTASIKAN

Ensure that the formulated policy is implemented during all the phases of the NUP process (check finance capacity, human and institutional capacity, legal framework, policy dimension and adequate stakeholders support).

3 JOINED UP | BERKOLABORASI

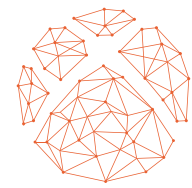
Need for both horizontal and vertical coordination, beyond traditional institutional boundaries to ensure that NUP is effective and efficient in addressing challenges and opportunities of urbanization. Cross-cutting nature of the NUP objectives defined during the diagnosis stage of the NUP process.

4 EVIDENCE BASED | BERDASARKAN BUKTI

All decisions should be based on relevant and up-to-date evidence, ensuring that the evidence base encompasses different views. All stakeholders should be involved and consulted, especially during the Diagnostic Phase.

5 ACTION ORIENTED | BERORIENTASI PADA AKSI

Imperative that clear actions are delineated during the Formulation and Implementation phases so that the goals are translated into actionable activities that can be monitored and evaluated.

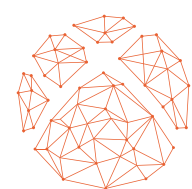


GLOBAL STATE OF NUP – REPORT 2018

KNP SECARA GLOBAL - LAPORAN 2018

First attempt to assess the status of national urban policy development in 150 countries. It provides a solid foundation for a common methodology to monitor the progress of NUPs.

Upaya pertama yang dilakukan untuk menilai status pengembangan KNP di 150 negara. Laporan ini menjadi landasan penting sebagai metodologi bersama yang dapat digunakan untuk memantau perkembangan KNP.



Global state of NUP

76/150

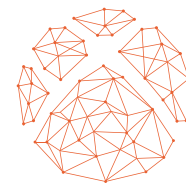
Countries which have adopted NUPs explicitly dedicated to urban policies (74 countries partially incorporate urban considerations).

92/150

Countries which are at the implementation state of NUPs (58 countries are in the development stage, while 19 already in the monitoring phase).

Stages of NUPs identified by region





URBAN AGENDA FOR THE EU

AGENDA KOTA UNTUK UNI EROPA

- Integrated and coordinated approach to deal with the urban dimension of EU and national policies/legislations, with the goal to improve quality of life in urban areas.
- Thematic Partnerships as key delivery mechanism (between EU Commission and organisations, national governments, local authorities, other stakeholders).
- Pendekatan terpadu dan terkoordinasi untuk mengatasi dimensi perkotaan dalam kebijakan/legislasi nasional dan Uni Eropa yang bertujuan meningkatkan kualitas hidup di perkotaan
- Kemitraan sebagai mekanisme penghantara (antara Komisi Uni Eropa dan bermacam organisasi, pemerintah tingkat nasional, otoritas lokal dan stakeholder lainnya).



BETTER REGULATION |
REGULASI YANG LEBIH BAIK

Pass better laws



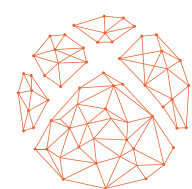
BETTER FUNDING |
PEMBIAYAAN LEBIH BAIK

Improve funding programmes



BETTER KNOWLEDGE |
PENGETAHUAN YANG LEBIH BAIK

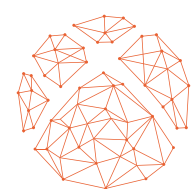
Share knowledge (data, studies, good practices)



12 Priorities Urban Agenda EU

12 Prioritas Agenda Kota Untuk Uni Eropa





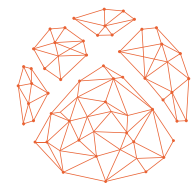
The background of the slide is a photograph of a city street. In the foreground, there is a fountain with several water jets. Behind the fountain, there are several tall, modern buildings with glass facades. The sky is overcast. The text is overlaid on a semi-transparent white rectangle in the center of the image.

METHODS & TOOLS

METODE DAN ALAT

Stakeholder engagement

Participation



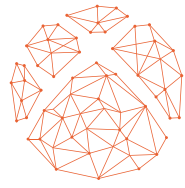
ENGAGING COMMUNITIES

MELIBATKAN MASYARAKAT

- Stakeholder: person/group/organization affected by the outcomes of a project.
- Multi-stakeholder involvement: understand and recognize all the stakeholders and their interests (ex. general interest, property, political, business...).
- Stakeholder maps/analysis to apply in the local context.



- Stakeholder: individu/kelompok/organisasi yang terdampak hasil dari sebuah proyek.
- Keterlibatan multi-stakeholder: pahami dan kenali semua stakeholder dan kepentingan dan minat mereka (misal: kepentingan umum, properti, politis, bisnis...).
- Peta dan analisis stakeholder untuk diaplikasikan di tingkat lokal



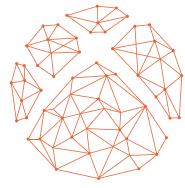
Who are the stakeholders?

1.5 Stakeholders in NUP process



UN-Habitat & National Urban policies

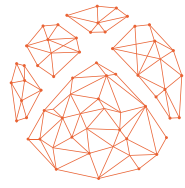




Stakeholder Analysis

Analisis stakeholder

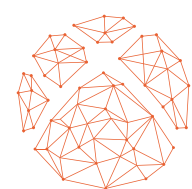




Stakeholder Analysis

Analysis stakeholder

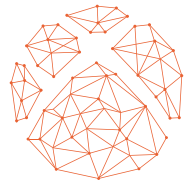




Engaging communities - process

Melibatkan Masyarakat - proses

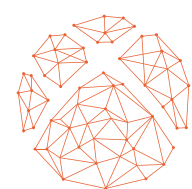




TOWARDS CO-CREATION

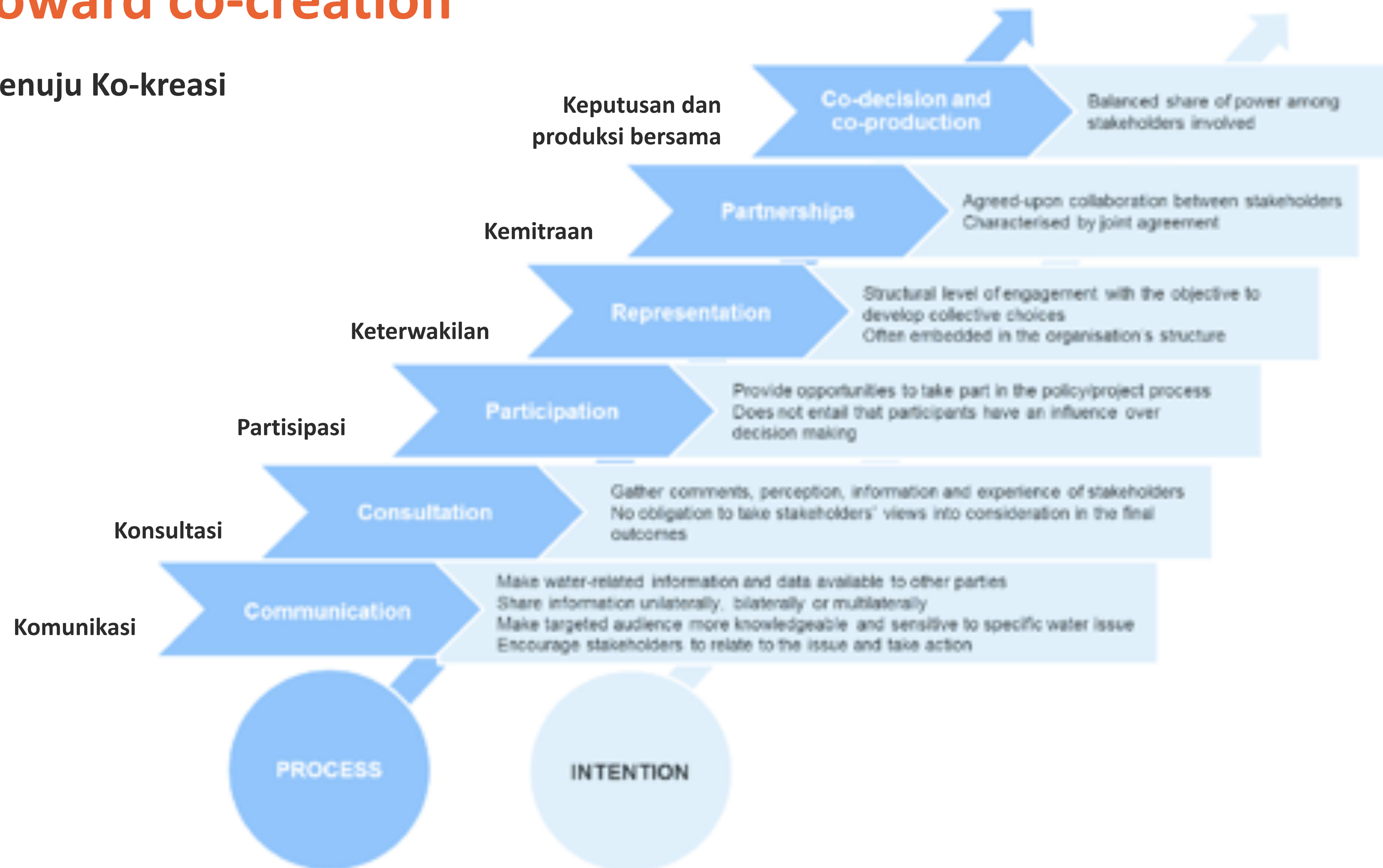
MENUJU KO-KREASI

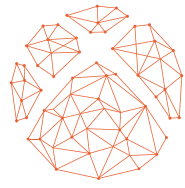
- Community participation, engagement, and empowerment.
 - Main benefits: public input, equity, responsive government, citizen awareness, commitment and ownership on outcomes, consensus-oriented, innovation.
 - Issues: accessibility (ex. technologies), trust/credibility, early involvement, reduce complexity
 - Ex. Citizen labs and crowdsourcing platforms.
-
- **Partisipasi, keterlibatan dan pemberdayaan komunitas**
 - **Manfaat utama: masukan publik, keadilan, pemerintah yang responsif, kesadaran warga, komitmen dan kepemilikan atas hasil, berorientasi pada konsensus/kesepakatan bersama, inovasi**
 - **Isu: aksesibilitas (misalnya teknologi), kepercayaan/kredibilitas, keterlibatan awal, mengurangi kompleksitas**
 - **Contoh: laboratorium warga dan platform crowdsourcing**



Toward co-creation

Menuju Ko-kreasi



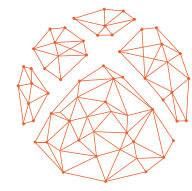


URBAN INNOVATION INTERVIEW



Nicholas You

Executive Director
Guangzhou Institute for Urban Innovation



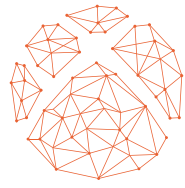
CITY NETWORKS AND ALLIANCES

JARINGAN KOTA DAN ALIANSI

- Strategic alliances of cities and organization as response to global shared challenges.
- Ex. Cities Alliance; Covenant of Mayors; C40 Cities; Global Resilient Cities, etc.
- Aliansi strategis antarkota dan organisasi untk menjawab tantangan global
- Misalnya, Cities Alliance, Covenant of Mayors, C40 Cities, Global Resilient Cities, dll.

Cities Alliance
Cities Without Slums





WORLD URBAN CAMPAIGN

INTERVIEW



Christine Auclair

Project Leader World Urban Campaign (www.worldurbancampaign.org)
UN-Habitat Nairobi

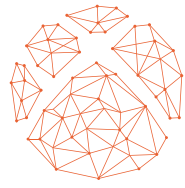
Questions:

What is the role of global collaboration?

How can stakeholders exchange knowledge and learn from each other?

The background of the slide is a photograph of a library. It shows several rows of tall, light-colored wooden bookshelves. The shelves are filled with books of various colors and sizes. The perspective is from an aisle, looking down the length of the library. The lighting is bright and even.

FURTHER MATERIALS MATERI LANJUTAN



REFERENCES

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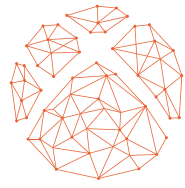
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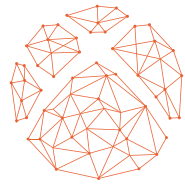
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**DISCUSSION
Q&A**

**DISKUSI &
TANYA JAWAB**



DISCUSSION

DISKUSI

What element of governance will be your city's priority?

Elemen apa dalam tata kelola yang akan menjadi prioritas kota Anda?

Where do you see the highest potential for fast impact?

Area mana, menurut Anda, yang berpotensi mengalami dampak tercepat?

Which tools or approaches can you apply in your city?

Instrumen dan pendekatan apa yang dapat Anda terapkan di kota Anda?



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THANK YOU TERIMA KASIH

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