Intersectoral collaboration & healthy urban planning
Jinchang, China

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Local conditions
• Gansu, Western China
• Industrial town
• Unhealthy living habits
• People living next to factories
• Poor awareness

Problems
• Serious pollution
• Poor public health
• Poor public environment
• Low public pressure on local government

Most importantly: little collaboration between stakeholders
Difficulties in motivating local stakeholders

- “Centre” has goals that require execution at local level
- Local stakeholders lack motivation
- Collaboration needed between interdependent locals
Place-based competition

• Spatial
  – “places” rather than individuals or organisations
• A diversity of stakeholders
• Competition against each other
• The state both an initiator and referee
Bottom up place based competition, e.g. competitive federalism

- “Places” or local authorities decide on what would be good locally, assuming:
  - People leave if not satisfied
    - But people cannot move easily
  - Governments pursue local prosperity and attract talents

- Criticism:
  - Local governments compete to please investors
  - Local residents lose voice & lack choice
TOP-DOWN PLACE-BASED COMPETITION – AN ALTERNATIVE SOLUTION?
Hygienic City Campaign

- Participated in Hygienic City Campaign (2007-2012)
- Initiated by Ministry of Health—top down
- Competing against other cities from other provinces in the country to win the titles of National Hygienic City
Simplifying a complex decision making

• Turning the goals of the Centre into local interests:
  – A range of indicators → one achievable goal: winning the title
  – Easier compromises between stakeholders
  – Institutionalised collaboration
  – Active engagement with the public to enhance awareness
Organisation of the campaign

• Participants: meeting >800 targets on
  – Public health and environment
  – Public awareness and participation
  – Public satisfaction

• Local officials can get promotion for achieving this goal

• But, impossible to achieve without intersectoral collaboration
Team building

• Intersectoral collaboration
  - Joint problem identification and decision making through regular meetings
  - Joint enforcement with dedicated coordinator
  - Mayor has the final say
  - Leading groups can be adjusted easily for the sake of winning the campaign
User participation

• Volunteers
  – Unemployed people in Xining
• Hotlines + media exposure
• Kids and parents—schools
• User satisfaction rate needs to reach the minimum standard
Clear responsibility

- Task based responsibility
  - Clear labour division on each task
- Space based responsibility
  - Each grid will have a responsible person
- Any identified problem can be traced to a responsible government official and a responsible individual
Health and environmental outcomes

- Won “National Hygienic City” title
- Built infrastructure for water treatment, garbage collection and treatment
- Separated residential and industrial areas
- Reduced industrial pollution
- More green public space
- Better public hygiene
- Improved access to drinking water and public toilets
- Bug control
Realistically...

- Particularly good at enhancing public and local government awareness
  - Demand for improved services by the general public
- Long term impacts
  - Infrastructures for environmental protection
  - Industrial pollution
  - Urban planning
- Short term
  - High cleaning standards
  - Public participation
- Unclear:
  - Intersectoral collaboration—to last?
Future

• Voluntary participation
  – How to find ways to get poorer areas engaged?
  – Providing funding
  – Measure “improvements” rather than final results

• Combining bottom-up and top-down