Intersectoral collaboration & healthy urban planning
Jinchang, China

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Jinchang

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
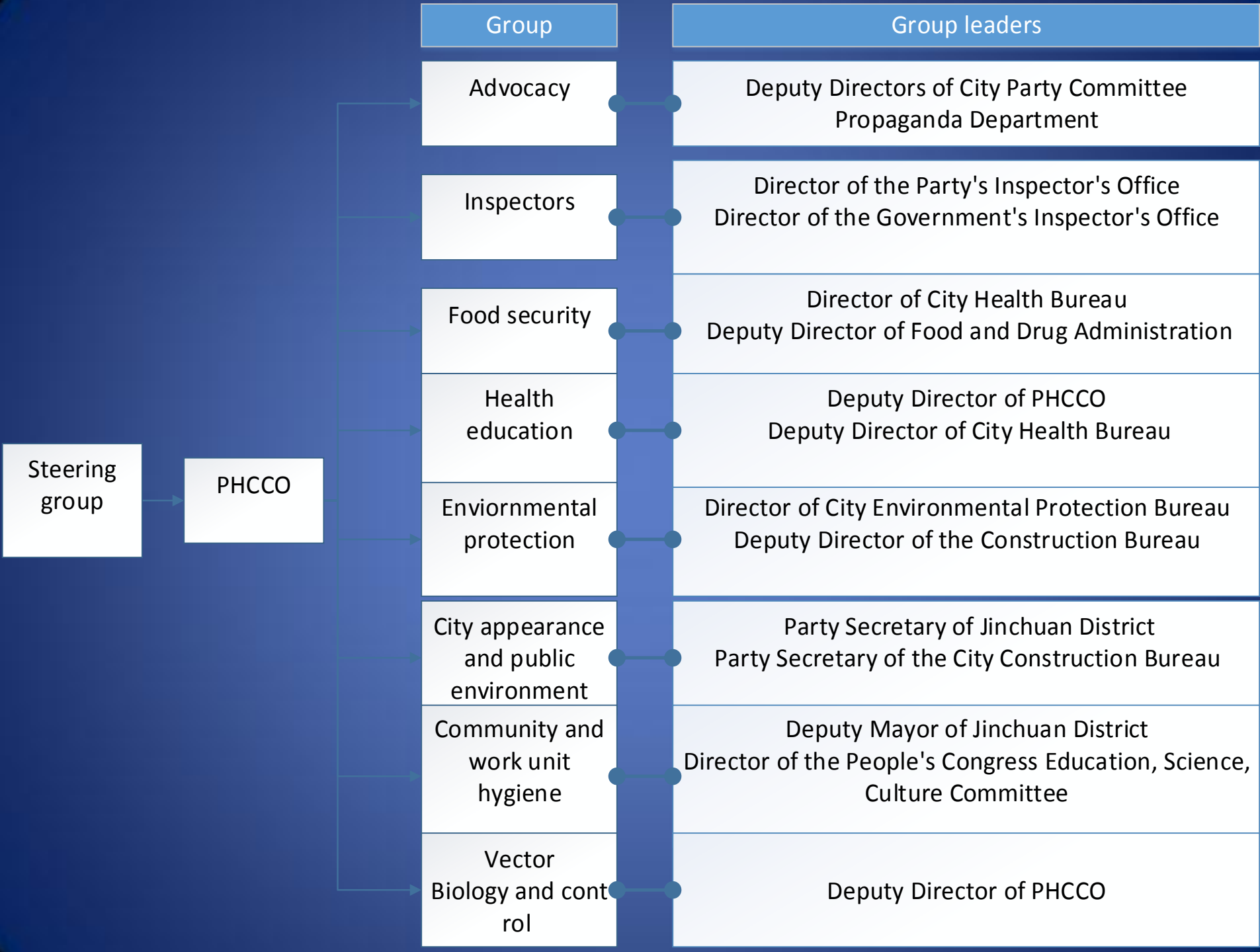
Simplifying a complex decision making

- 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

Group	Group leaders
Advocacy	Deputy Directors of City Party Committee Propaganda Department
Inspectors	Director of the Party's Inspector's Office Director of the Government's Inspector's Office
Food security	Director of City Health Bureau Deputy Director of Food and Drug Administration
Health education	Deputy Director of PHCCO Deputy Director of City Health Bureau
Enviornmental protection	Director of City Environmental Protection Bureau Deputy Director of the Construction Bureau
City appearance and public environment	Party Secretary of Jinchuan District Party Secretary of the City Construction Bureau
Community and work unit hygiene	Deputy Mayor of Jinchuan District Director of the People's Congress Education, Science, Culture Committee
Vector Biology and control	Deputy Director of PHCCO

Steering group → PHCCO

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