Roundtable:
Jakarta, Auckland, Taipei

Fresh Directions in Urban Governance

KWJ
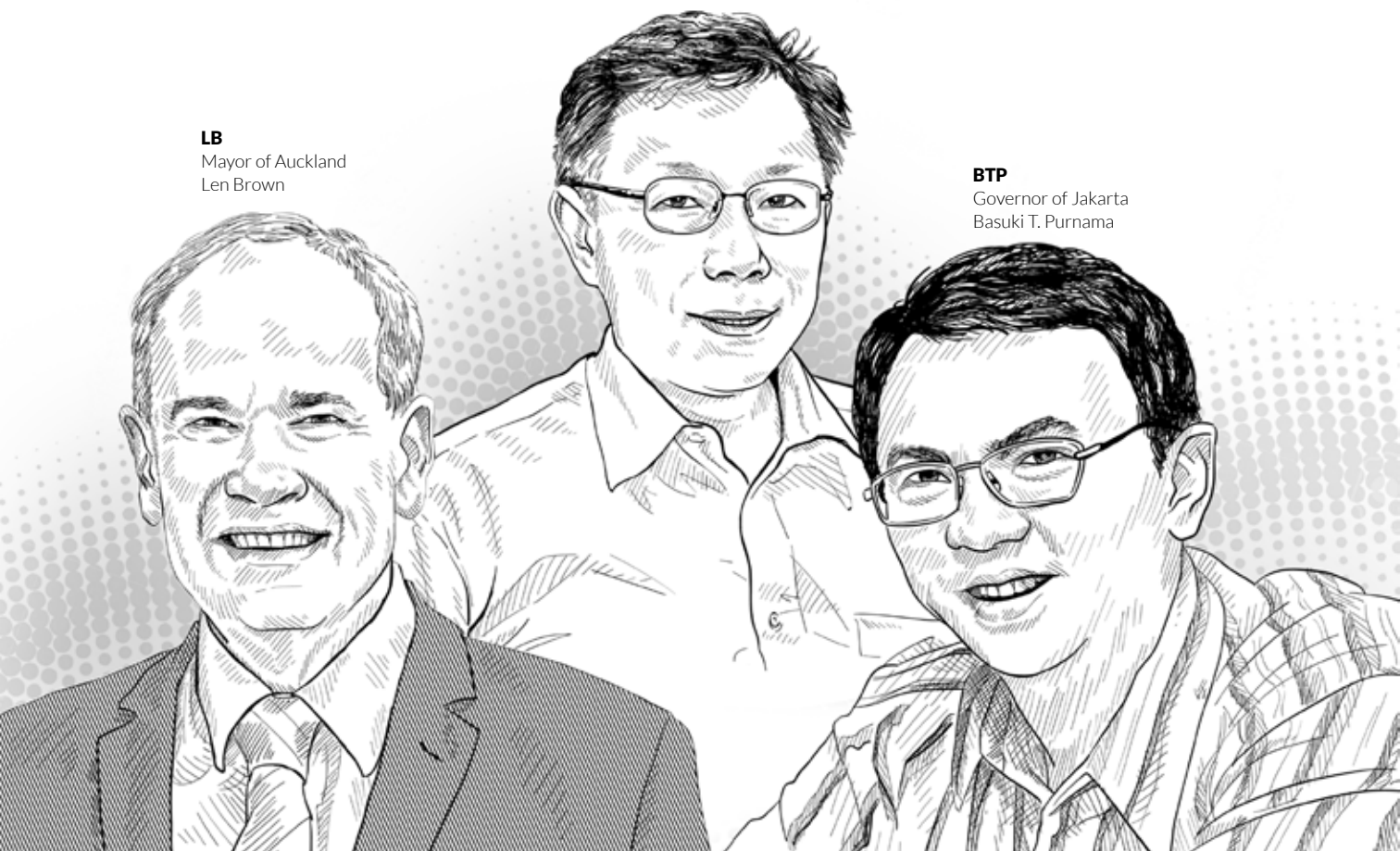Mayor of Taipei
Ko Wen-je

LB
Mayor of Auckland
Len Brown

BTP
Governor of Jakarta
Basuki T. Purnama

How can cities innovate to improve lives, and tackle modern day challenges and complexities? Jakarta Governor **Basuki T. Purnama**, Auckland Mayor **Len Brown** and Taipei Mayor **Ko Wen-je** share what their cities have done in the areas of public engagement, governance, smart city initiatives, and transportation. Responses have been compiled from separate interviews, and edited for length and clarity.

On Citizen Engagement

KWJ For a government to make or change policies, it often takes long-term planning, a legislative process and cross-party agreement. This is why most policies don't reflect public opinions in a timely manner. So we set up the Citizen Participation Committee, consisting of members from NGOs and from administrative authorities. It has three working groups to promote public engagement in areas like the policy-making process, open data and data mining, and "participatory budgeting".

LB We do a whole range of consultation on pretty much every decision that is made—every year we publicly consult on our annual plan or budget, and all policy proposals go out for public consultation. Anyone can make a submission on these and we have a dedicated consultation website (shapeauckland.co.nz) where everything that's open for consultation is listed and you can read the documents and make a submission on the site.

BTP Transparency is the cornerstone of the citizens' participation. Every resident can view our executive meetings at our YouTube channel and they can also post their views and suggestions in various social media platforms that we have provided. In addition, we also gather the public's proposals through development discussion forums (musrenbang.jakarta.go.id) in each neighbourhood, yearly. The insights are able to inform us in advance on what the city needs, transforming the city's yearly planning process to be more efficient. We also publish our budget and spending in an online platform (jakarta.go.id) to ensure public accountability.

Creating Mechanisms for Participation

KWJ We've created several mechanisms to incorporate public engagement in the policy-making process, including Civil Café, and participatory budgeting. The Civil Café is meant to have a relaxed atmosphere where we can use public discussion as a primary evaluation of any type of potential new policies. This year, we drafted a procedure for the process: each department first collects suggestions through Civil Café, then documents and evaluates them, posts notifications for participants online, and finally presents a report indicating which suggestions were or were not incorporated and why.

LB We've got advisory panels for youth, seniors, Pacific peoples, disabled peoples, ethnic peoples, LGBTI people, as well as panels for rural people, for the heritage sector and for the city centre. They make sure that we hear minority voices. We recently had a debate about residential zoning and density, which is usually dominated by older and better-off citizens. So we made sure that two of the Youth Advisory Panel members presented their perspective. They delivered a powerful message on behalf of the youth of Auckland—a message that would probably have been drowned out without them.

BTP Building trust is the key to activating citizens' engagement. To do so, we ensure prompt replies to each citizen's complaints. For example, Jakarta residents can reach us through seven channels, including our Call Centre, email, SMS, Facebook, Twitter, forum and our QLUE app. We receive no less than 4,000 pieces of feedback daily, and each is followed up on by the city's 72,000 civil servants in their respective areas. The response time has improved from an average of two days to less than 12 hours now. The app allows anybody to report situations they find throughout the city, ranging from traffic, flooding, garbage and illegal parking, to things like potholes in the road. Citizens can easily take photos and fill a short form, which will then be relayed to the appropriate public officials. With such direct feedback, we will be able to monitor the performance of each official by seeing how long it took them to respond to public situations. Once completed, the citizen will be notified and the indicator in the system will go from red to green to signal that the job is done.

KWJ The Taipei City Government has a procedure for participatory budgeting. Before we involve the public, citizens need to understand the budget in advance.

> **The Civil Café is meant to have a relaxed atmosphere where we can use public discussion as a primary evaluation of any type of potential new policies.**
>
> **Mayor of Taipei**
> **Ko Wen-je**

Therefore, we launched our "Visualised Budgets" platform in 2015 to give the public an idea of the projects the city has planned for the next year and the distribution of the entire budget. There, people can see many circles of different sizes: each represents a project by different departments; the bigger the circle, the larger the budget. If users click each circle, details of budgetary items emerges.

LB We aim to be as open and transparent as possible in everything we do. Our council meeting agendas and minutes are published online; about a year and a half ago, we started live streaming and recording council meetings. We're trying to make as much data open and accessible, so we're testing an open data platform that makes our data available for download. We have a lot of datasets available—from zoning and planning, to things like alcohol control areas, council assets and locations of schools. We also have a website that allows people to access various census data in Auckland.

BTP Some innovative e-governance strategies we have employed are planning and budgeting systems to increase the efficiency of the city's planning and budgeting process. This year, we have successfully become the first local government in Indonesia to adopt full cashless transactions for all of our operations. This is part of our commitment to promote accountability within the government sector. In terms of transparency, we also launched Jakarta Open Data Portal (data.jakarta.go.id) where everyone can access, use and share various data from the government institutions including data on demography, transportation, environment, public works, disaster management, land zones for housing, subsidised hospitals, etc.

Smart City Benefits

LB One of our biggest challenges is transport and infrastructure provision. Historically the city has under-invested in our infrastructure. We have only recently begun reversing that trend and we use technology to keep track of all our capital projects. Our systems allow us to share data and information across the Auckland Council family and with other partners and infrastructure providers. This allows us to be smart in our planning, coordinate efforts, and deliver a better service to our customers and wider community.

BTP We launched our "smart city" programme to receive and monitor reports from the public and then follow up on them. The programme covers six areas: economy, mobility, environment, humanity, livelihood and administration. This will make it easier to monitor the roads and rivers—and city officials. Jakarta citizens are also expected to contribute feedback, and can access the information through various channels like smartphone apps, SMS, mail, phone calls and social media. The Smart City Team compiles and processes the data so we can better identify what problems are happening, when and where. Not only to solve the problem, but also to identify the root cause, and to prevent it from repeating.

KWJ The Department of Information Technology and the Smart City Project Management Office identify people's needs and look for corresponding smart technologies.

In the city's smart community and smart public housing projects the latest technologies will be introduced to public housing to provide an affordable, comfortable, safe and convenient living environment for citizens. This is what constitutes a fair social housing policy. The smart community's smart, energy-saving, low-carbon living environment will create a new model for living, while the new design will create a new image for Taipei City.

We're planning smart street lights that go beyond the realm of street lighting technology to include temperature and humidity sensors and remote control. We also want to integrate social design. Our research of public behaviour has enabled

us to pinpoint the best areas to install smart street lighting and also to understand how lighting affects inhabitants around the area. This type of cross-sector collaboration will be the key to developing our Smart City.

Tapping Big Data

BTP We realise having precise data is critical for the next level of development for Jakarta. Not only will Big Data sustain our current development, but it will also enable tremendous change. Smart City is our answer to Big Data of Jakarta. We categorise around 11.2 million people in Jakarta during working hours. With the Smart City Command Center and the data gathered, we aim to better map the real conditions of each sub district, such as residents with disabilities, HIV positive prevalence, school attendance and absence, pregnancy rates and unemployment. Monitoring our citizens' behaviour, in terms of how they commute and transact, provides us with invaluable input to shape our policies. Social-related data are important as we aim to pay more attention to human development and not just physical development. The challenge is to encourage diverse residents to actively utilise the available systems of technology-based reporting so that we are able to compile sufficient and reliable data for decision-making.

KWJ Taipei's Department of Information Technology is working with the private and public sectors, including academia, to develop big data analysis modules. This analyses the city's problems by combining the government's understanding of business problems, domain knowledge and big data platform with professional knowledge from academia and big data analytical tools from the private sector. It could help resolve Taipei's problems. In addition, we're using data to simulate flooding caused by heavy rainfall. This simulation, which is publicly accessible, can help people prepare for

> **Historically the city has under-invested in our infrastructure. We have only recently begun reversing that trend [using] technology to keep track of all our capital projects.**

**Mayor of Auckland
Len Brown**

possible disasters. Another example is parking availability: by combining real-time traffic data and the city's big data and making the results public, we enable people to predict parking availability and YouBike [Taipei's bike share programme] usage. We plan to use this collaboration model—combining public and private bodies with academia—to accelerate and optimise public services, and so create a Smart City.

Transportation Innovations

LB Our major transport innovation has been to replace nearly all diesel-powered passenger trains with new electric units. Over 80% of New Zealand's electricity supply is from renewable (non-carbon) sources. We're also building a City Rail Link that'll double the number of Aucklanders

living within a 30-minute commute of the city centre. These innovations have seen rail passenger transport increase by 95% during my time as Mayor.

We are well on the way to integrated ticketing so when public transport users take more than one mode of transport on a single trip, they are charged by total distance travelled, not by the number of boardings. We've implemented a travel debit card (Hop Card) to implement full integrated ticketing in 2016. As of May this year, 850,000 Hop Cards have been issued by Auckland Transport.

BTP Traffic is one of the challenges in Jakarta. With 75% of commuters using private vehicles and only 25% using public transport, innovation is a must. We have innovated with Railway Train, Bus Rapid Transit (BRT), and currently progressing to Light Rail Transit (LRT) and Mass Rail Transit (MRT) as well as Electronic Road Pricing (ERP). However, the big challenge is how to change mindsets from using private to public transportation.

We realised safety and comfort are key factors, hence we have instructed the BRT operator to install a GPS-based vehicle tracking system, online CCTV system for

BRT Stations and e-ticketing system. We are also aiming for all private bus operators in Jakarta to do the same. We subsidise BRT passengers so they pay a flat fare; operators are paid by the city according to service provided per kilometre. Travel time is also of importance, hence we banned motorcycles from crossing two main roads of Jakarta (Jalan Sudirman and Jalan MH Thamrin) and we will also implement ERP to improve traffic flows. In the future, the funds generated from ERP will be used to provide free buses for the city. Not to mention, we have a special task force focusing on fixing the potholes of the streets in Jakarta to avoid congestion.

KWJ Our public bicycle rental system has 240 rental stations and 7,859 bikes. To make it more efficient to use YouBike, we aim to have 400 stations and 13,000 bikes by 2018, so that people can find a YouBike within a 10-minute walk from anywhere in the city. To raise the usage of bicycles, as well as to build up a sustainable and cycling-friendly city, we made a network of cycle paths by renewing and widening the pavements.

In the future, Taipei City will build separate lanes for pedestrians and cyclists on the twin principles of expanding the pavement and separating it from the cycle lane. Where non-motor-traffic lanes are no more than two metres wide, a single lane will be shared by pedestrians and cyclists alike. ◎

> **"Not only will Big Data sustain our current development, but it will also enable tremendous change."**
>
> **Governor of Jakarta**
> **Basuki T. Purnama**