



第六届广州国际城市创新奖 入围城市案例调研报告

Learning from the 6th Guangzhou
International Award for Urban Innovation

广州国际城市创新研究会 编
Edited by Guangzhou Institute for Urban Innovation



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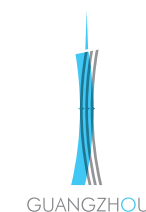
广州国际城市创新研究会 编

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序言 I

FOREWORD I

自 2012 年广州市与世界城市和地方政府联合组织（UCLG）、世界大都市协会（Metropolis）共同创设了广州国际城市创新奖（简称“广州奖”）以来，该奖项始终以表彰全球城市创新优秀实践为宗旨，推动全球城市可持续发展。迄今，广州奖已成功举办六届，累计收录了来自全球 101 个国家和地区的 653 个城市的 1635 个治理创新案例，获得联合国人类住区规划署等国际组织的高度认可与支持，已成为全球地方层面推动实现联合国可持续发展目标（SDGs）、落实《新城市议程》的重要平台。

《第六届广州国际城市创新奖入围城市案例调研报告》精选的 15 个入围案例不仅代表着引领全球城市创新的最新趋势，更彰显了城市创新的变革力量。从高科技与人工智能在城市治理中的融合应用，到推动社会包容性发展与环境可持续性的创新实践，这些案例生动体现了城市以韧性、创造力以及“不让任何一人掉队”的决心，积极应对全球化背景下的复杂挑战。它们深刻诠释了以人为本的发展理念，高度重视改善民生福祉、促进弱势群体包容性发展及实现人与自然和谐共生，为全球城市治理提供了宝贵的经验与启示。

广州奖不仅是对全球城市创新实

In 2012, the Guangzhou International Award for Urban Innovation (Guangzhou Award) was co-hosted by the World Organization of the United Cities and Local Governments (UCLG), the World Association of the Major Metropolises (Metropolis) and the City of Guangzhou. The Award has been recognizing cities for their outstanding innovation practices, while promoting sustainable urban development globally. A total of 1,635 initiatives from 653 cities across 101 countries and regions have been received throughout six successful cycles. Earning widespread endorsement and support from international organizations such as the United Nations Human Settlements Programme, the Award has emerged as a vital global platform for the better implementation of the United Nations Sustainable Development Goals (SDGs) and the *New Urban Agenda* at the local level.

Learning From the 6th Guangzhou International Award for Urban Innovation presents 15 exemplary initiatives shortlisted from the 6th Guangzhou Award, which not only represent the latest trends in global urban innovation but also demonstrate the transformative power of urban innovation. From leveraging high-tech solutions and artificial intelligence in urban governance to fostering social inclusion and environmental sustainability, these innovative practices vividly showcase how cities are actively addressing complex global challenges with resilience, creativity, and a strong commitment to leaving no one behind. Notably, these projects underline a people-oriented development philosophy, prioritize people's well-being, promote inclusive development of marginalized communities, and strive for harmonious coexistence between humanity and nature. Together, they offer valuable

践的表彰，更是促进全球城市交流与合作的重要桥梁和平台。我们相信，来自世界不同角落、实行不同社会制度、处于不同发展阶段的城市，在城市治理这个共同课题面前，始终拥有广阔的合作空间。面对全球性的挑战，任何一座城市都不能独善其身。全球城市之间应该继续加强友好交流，携手为世界带来更大的进步，为实现联合国可持续发展目标作出更大贡献。通过深化国际友好交流与合作，我们必将共同塑造一个更加可持续、公平且包容的未来。

作为广州奖的主办城市，广州在全力推进自身城市治理现代化、不断提升超大城市治理水平的同时，始终积极承担起推动全球城市治理变革、助力全球可持续发展的责任。未来，广州将继续秉持“创新实践源自全球、案例成果服务全球、平台运作全球参与”的原则，构建更富活力的全球城市伙伴关系网络。我们将携手全球伙伴，继续办好广州奖，为全球城市提供更广阔的交流平台、更丰富的治理经验、更优质的公共产品，推动城市共同落实全球发展倡议，更好助力实现联合国2030年可持续发展目标，为构建人类命运共同体贡献广州的智慧和力量！

愿这本书成为协作与共同愿景的见证，愿其中的案例成为激发更多城市学习、汲取灵感的源泉与动力，为全球城市治理创新提供有益参考与借鉴。让我们携手并进，共创全球城市高质量发展的美好明天！

杨 勇

广州市人民政府外事办公室主任
世界大都市协会亚太区秘书长

experiences and insights for urban governance around the world.

Besides recognizing outstanding urban innovation practices, the Guangzhou Award also serves as an important bridge and platform for global dialogue and partnerships. It is our firm belief that cities, regardless of their locations, social systems, or stages of development, share vast opportunities for cooperation in urban governance. No city can deal with global challenges alone. Strengthening friendship and communications among cities globally is critical in advancing progress and making greater contributions to the SDGs. Enhanced international cooperation and knowledge exchange could pave the way for a more sustainable, equitable, and inclusive future.

As the host city of Guangzhou Award, Guangzhou, while pushing for more modern urban governance as a mega-city, has always been committed to driving global transformation in urban governance and sustainable development worldwide. Moving forward, the city will continue to uphold the principles of “innovation practices from the world, outcomes benefiting the world, and broad participation across the world” so as to build a more dynamic and interconnected network of urban partnerships. Together with our global partners, Guangzhou will spare no effort in ensuring the success of the Guangzhou Award, which will provide cities with a broader platform for exchange, richer governance experiences, and more quality public goods. On top of that, efforts will be made to implement Global Development Initiative, make greater contributions to the 2030 SDGs, and with the city’s wisdom and strength, facilitate the building of a community with a shared future.

May this report stand as a testament to the power of collaboration and shared vision. May the stories and initiatives recorded here drive cities worldwide to learn, draw inspiration, and apply valuable insights to governance innovation. Let us join hands in creating a better future for the high-quality development of global cities!

Yang Yong

Director General of Guangzhou Foreign Affairs Office
Metropolis Regional Secretary for Asia and the Pacific

序言 II

FOREWORD II

世界城市和地方政府联合组织（简称“世界城地组织”，UCLG）始终深刻理解创新在构建社区、培育创造力与拓展发展空间等各个维度中的重要性。我们尤为重视在公共服务领域的创新，善用低技术解决方案、社区知识、邻近优势以及循环经济原则。

地方和区域政府在推动以人为本、以地球为本的科学、技术与数字创新方面，具有独特优势。应对全球性挑战的解决方案必须根植于本土知识，同时兼具全球视野，以满足世界各地社区的需求与愿景。

正是基于对推动由强大地方机构驱动、最终惠及公共服务的创新的坚定承诺，世界城地组织及世界大都市协会（Metropolis）自2012年3月广州国际城市创新奖（简称“广州奖”）设立时便给予鼎力支持。作为全球最大的地方和区域政府网络，世界城地组织与世界大都市协会一直是广州奖使命的守护者，重视城市公共政策中的创新价值。

自广州奖设立以来，世界城地组织就认识到其在彰显地方和区域政府创造力方面的重要意义。它为地方社会创新者提供了一个交流和释放潜力

The World Organization of United Cities and Local Governments (UCLG) understands innovation in all the dimensions of building communities, fostering creativity and expanding development space. We pay special attention to innovating around service delivery, leveraging low-tech solutions, community knowledge, the concept of proximity, and circular economy principles.

Local and regional governments are uniquely positioned to foster people-and planet-centered approaches to scientific, technological, and digital innovation. The solutions to global challenges must be rooted in local knowledge with a global vision and address the needs and aspirations of communities worldwide.

Our commitment to innovation driven by strong local institutions and translated into service provision is why UCLG and Metropolis have supported the Guangzhou Award since its inception in March 2012. As the largest network of local and regional governments in the world, UCLG and Metropolis have been guardians of the Award's mission, which recognizes the value of innovation in public urban policies.

Since its inception, UCLG has recognized the significance of this award in highlighting the creativity of local and regional governments and its great capacity to provide a platform for exchanging knowledge and harnessing their potential as social innovators, thereby driving meaningful change at the local level. Over the years, we have witnessed the evolution of the proposals presented, the evaluation

的平台，从而在地方层面推动有意义的变革。多年来，我们见证了参评方案、奖项评审流程和颁奖典礼的不断演进，也见证了将获奖者连接在一起的实践社区的日益成熟。这些社区已成为真正的“灵感实验室”，不仅助力了世界城地组织的学习进程，也为各类研究项目提供了支持。

第六届广州奖在对“创新”的理解上又带来了全新视角。如今，地方和区域政府越来越多地将“关怀”这一重要社会价值融入其政策体系，以此变革公共服务的供给方式。本届广州奖表彰的项目在推动创新、赋能地方和区域政府交流关怀理念与知识、促进合作以及强化创新与全球城市治理之间的联系等方面发挥了关键作用。

正是在这一理念引领下，世界城地组织与广州奖的合作进一步深化。近期，广州奖为世界城地组织的旗舰研究项目——《全球地方权力和民主报告》第七期（GOLD VII）“平等与关怀经济”专题作出了重要贡献。该期多媒体期刊重点展示了地方和区域政府如何将“关怀”与“平等”置于公共服务、治理和地方经济转型的核心位置。广州奖凭借其丰富的数据库提供了关键案例与深刻见解，生动展现了城市政策创新如何成为推动包容性、民主化和可持续地方发展的有力杠杆。这种深度合作彰显了双方共同致力于培育以团结精神、创造思维与人文关怀为基石的市政运动的承诺。

艾米莉亚·塞兹
世界城市和地方政府联合组织秘书长

process and the award ceremony, as well as the community of practice that connects the awardees as a true laboratory of ideas, which is currently contributing, not only to the learning processes of the organization but also to the research projects.

The 6th Guangzhou Award has introduced a new perspective on how it understands innovation. More than ever before, local and regional governments are incorporating care into their policies—an essential social value that transforms service delivery. The initiatives recognized in this cycle are playing a key role in advancing innovation, empowering local and regional governments to exchange knowledge and their understanding around care, fostering collaboration, and reinforcing the connection between innovation and global urban governance.

In this spirit, the collaboration between UCLG and the Guangzhou Award has grown even stronger, most recently through its valuable contribution to UCLG's flagship publication, GOLD VII on the Economies of Equality and Care. This edition of the GOLD multimedia journal highlights how local and regional governments are placing care and equality at the center of the transformation of public services, governance, and local economies. The Guangzhou Award has contributed key case studies and insights from its award database, showcasing how innovation in urban policies can be a powerful lever for promoting inclusive, democratic, and sustainable local development. This profound collaboration reflects our shared commitment to nurturing a municipalist movement grounded in solidarity, creativity, and care.

Emilia Saiz
Secretary General of UCLG

序言 III

FOREWORD III

纵观第六届广州国际城市创新奖（简称“广州奖”）入围案例，并将其与往届主题进行对比，我们可以清晰地看见城市创新领域的深刻变迁。十三年前，将全球城市创新的讨论与联合国可持续发展目标（SDGs）以及城市在实现这些目标中的作用相结合的做法可谓突破性创举。正是基于这一远见，世界大都市协会（Metropolis）、世界城市和地方政府联合组织（UCLG）与广州市人民政府携手，共同设立了这一国际性奖项。彼时，城市创新的核心议题主要聚焦于技术应用、海量数据分析及其在城市管理中的潜力。

时至2023年，第六届广州奖获奖案例（正如本书所呈现的）展示了城市创新焦点的显著转变。尽管技术与数据分析在规划、管理及实现未来城市可持续发展目标中仍占据重要地位——尤其是在全球不确定性日益加剧的背景下——但另外两大灵感与解决方案来源已崭露头角：自然与人文。

传统上，城市往往被视为与自然割裂甚至对立的存在，而如今，这一观念已被一种全新的愿景所取代：将融入与保护自然视为都市生活的基石。

Reading about the projects awarded in the 6th Guangzhou International Award for Urban Innovation (Guangzhou Award), and comparing their themes with those of previous editions, offers an intriguing perspective on the evolution of urban innovation. Thirteen years ago, integrating the global conversation on urban innovation with the United Nations Sustainable Development Goals (SDGs) and the role of cities in achieving them was a groundbreaking approach. This vision led to the establishment of the award through a partnership between the World Association of the Major Metropolises (Metropolis), the World Organization of United Cities and Local Governments (UCLG), and the People's Government of Guangzhou Municipality. At that time, innovation and discussions around smart cities largely revolved around technology, mass data analysis, and their potential to improve urban management.

In 2023, the projects recognized in the 6th Guangzhou Award, as highlighted in this report, reflect a shift in focus. While technology and data analysis remain crucial for planning, managing, and future-proofing cities in alignment with the SDGs—particularly in an era of increasing uncertainty—two other essential sources of inspiration and solutions have emerged: Nature and People.

The traditional perception of cities as separate from, or even in opposition to, nature has given way to a new vision that views the integration and protection of nature as fundamental

城市正在重新审视并振兴其自然空间，致力于构建与物理及居住环境的紧密联系，并通过基于自然的解决方案应对紧迫的城市挑战。从缓解城市热岛效应到提升居民心理健康，这些创新实践已成为前瞻性城市规划的重要组成部分。本书中的多个获奖案例，正是这一趋势的生动例证，展现了基于自然的解决方案如何塑造城市的未来。

与此同时，回归人文关怀同样值得关注——聚焦于人的互动、基本需求及生活质量。食物、住所、卫生等基本需求，以及关爱、社区、文化等社会维度，在城市规划中曾长期被忽视或置于次要地位。然而，新冠肺炎疫情的暴发凸了解决这些问题的紧迫性，表明可持续的城市发展必须以人为核心。特别是，关怀与照料（无论是个人层面还是社区层面）的重要性已日益被视为城市福祉的关键要素。作为回应，地方政府正逐步将这些问题纳入政策优先事项，本报告中的部分创新项目正是这一趋势的体现。

第六届广州奖再次印证，该奖项已成为全球城市治理创新趋势的重要风向标。广州国际城市创新研究会在本书中呈现的案例，有力地证明了通过地方政府的行动，不仅能够实现联合国可持续发展目标，更能切实改变数百万人的生活。

乔尔迪·巴克尔
世界大都市协会秘书长

to metropolitan life. Cities are reclaiming and revitalizing their natural spaces, fostering connections with the physical and living environment, and implementing nature-based solutions to address pressing urban challenges. From mitigating the urban heat island effect to enhancing mental well-being, these innovative approaches have become an integral part of forward-thinking city planning. Several award-winning projects in this report exemplify how nature-based solutions are shaping the future of urban areas.

Equally significant is the renewed focus on people—their interactions, fundamental needs, and quality of life. Basic human necessities such as food, shelter, and sanitation, along with broader social dimensions like care, community, and culture, have often been overlooked or given secondary importance in urban planning. However, the COVID-19 pandemic underscored the urgency of addressing these issues, demonstrating that sustainable urban solutions must be people-centered. In particular, the importance of care and caregiving—both at the individual and community levels—has gained recognition as a critical factor in urban well-being. In response, local governments are increasingly prioritizing these aspects in their policies, as seen in some of the innovative projects featured in this report.

The 6th reaffirms that the Guangzhou Award has established itself as a premier platform for identifying and tracking global trends in effective urban governance. The cases presented in this report by the Guangzhou Institute for Urban Innovation serve as compelling evidence that progress toward the SDGs is not only possible but is actively transforming the lives of millions through local government action.

Jordi Vaquer
Secretary General of Metropolis

前言

PREFACE

2023 年第六届广州国际城市创新奖共接收有效申报项目 274 个，经专家审慎遴选后产生了 15 个入围项目。这 15 个项目集中反映了近些年来世界范围内城市治理创新的最新动态。作为研究项目的主持人，能够把这批案例以研究报告的形式展现给国际社会，我感到非常自豪。我们衷心感谢游建华先生，他对研究给予了宝贵的指导建议；同时感谢广州国际城市创新研究会的诸多同事，他们的支持极为关键。因为这些案例分布于世界各地，为了保证研究的质量，与各项目方的反复沟通非常必要，而这样的事务性工作是为极为劳神的。同时，众多项目方的配合，包括提供素材、回复研究中提出的各种问题、支持实地调研或组织在线视频会议等，也是研究得以顺利完成的重要保障。

回顾起来，这 15 个项目呈现以下几个主要特点。

一是延续新冠肺炎疫情期间的有益治理创新经验。过去几年间，新冠肺炎疫情在全球范围内肆虐，迫使各地城市在应对危机中创新治理机制，形成一些对城市生活的新的有益认识

The 6th Guangzhou International Award for Urban Innovation in 2023 received 274 valid initiatives, and after a rigorous selection process by experts, 15 initiatives were shortlisted. These 15 initiatives showcase the latest advancements in urban governance innovation worldwide. As the principal researcher, I am deeply honored to present these exemplary initiatives to the international community through this research report. I would like to express my sincere gratitude to Mr. Nicholas You for his valuable guidance, and to our colleagues at the Guangzhou Institute for Urban Innovation for their unwavering support. Given that these shortlisted initiatives come from all over the world, effective communication with the project teams was essential to ensure the quality of the research. This process required extensive back-and-forth communication, which was both time-consuming and demanding. At the same time, the support of all project teams-whether in providing materials, responding to research-related inquiries, supporting on-site investigations or organizing online video conferences-has been crucial in ensuring the successful completion of this research.

Reflecting on these 15 shortlisted initiatives, several key characteristics stand out:

First, these initiatives build upon the valuable experience in governance innovation developed during the COVID-19 pandemic. Over the past few years, the global pandemic spurred cities around the world to innovate their governance mechanisms in response to the crisis and fostered new insights and practices

和做法。不少经验被进一步巩固提升并延续下来造福城市人民。比如，哥伦比亚波哥大市、韩国光州市、南非开普敦市的项目。

二是更加注重知识和科技的作用。知识和科技体现了人类智慧，助力我们生活得更美好。约有三分之一项目从三个层面上体现出来：其一是传统的知识研发，如伊朗德黑兰市的科学实验；其二是现代电子信息技术开发与使用，如土耳其、乌干达、巴西的相关数字化项目；其三是群体间的知识传递与分享，如巴勒斯坦拉姆安拉市“专家论坛”特别注重代际知识交流。

三是突出民生与环保的重要性。近一半项目直接体现了对老幼妇弱等弱势群体的包容，如中国咸宁市和印度尼西亚雅加达市侧重对儿童成长的关爱，印度宾布里金杰沃德市和哥伦比亚波哥大市强调对妇女的支持。而另一半项目，如土耳其、希腊、印度、俄罗斯、乌干达、伊朗、德国等7个国家的项目，也都直接与生态环境或环境卫生建设相关，强调人与自然的和谐。

四是打造韧性城市。韧性指城市能够吸收整合内外压力并维持高质量的运行。例如，南非开普敦市正在建设“韧性粮食系统”；墨西哥伊斯塔帕拉帕市则在基础设施的“硬件”更新中，融合了治理理念等“软件”的升级。

五是城市创新遵循着一些共同方法论指导。比如，都要强调多方合作，包括横纵向政府及部门间的合作，以

for urban life. Many of these experiences have been further strengthened and refined to benefit urban residents. For example, initiatives from Bogotá, Colombia; Gwangju, Republic of Korea; and Cape Town, South Africa, highlight such innovations.

Second, they place greater emphasis on the role of knowledge and technology. Knowledge and technology embody human wisdom and help make our lives better. About one-third of the initiatives reflect this focus in three aspects: the research and development of traditional knowledge, such as the scientific experiment in Tehran, Iran; the development and application of modern digital information technologies, such as digital-related initiatives in Türkiye, Uganda, and Brazil; and the transfer and sharing of knowledge across groups, such as the Forum of Expertise in Ramallah, Palestine, which particularly highlights intergenerational knowledge sharing.

Third, these initiatives underscore the importance of improving people's well-being and protecting the environment. Almost half of them directly address social inclusion by focusing on the needs of vulnerable groups, such as the elderly, children, and women. For example, Xianning, China, and Jakarta, Indonesia, focus on supporting children's development, while Pimpri-Chinchwad, India, and Bogotá, Colombia, focus on empowering women. The remaining initiatives, such as those from Türkiye, Greece, India, Russia, Uganda, Iran, and Germany, are directly related to ecological preservation or environmental sanitation, emphasizing the harmony between humanity and nature.

Fourth, these initiatives contribute to building resilient cities. Resilience refers to a city's capacity to absorb and integrate internal and external pressures while maintaining high-quality operations. For instance, Cape Town, South Africa, is building a “resilient food systems”, while Iztapalapa, Mexico, has integrated innovative governance approaches, or “software” upgrades, with infrastructure development, or “hardware” upgrades.

Fifth, urban innovation often adheres to shared

及政府、私人部门、社区、特定群体和公民间的合作支持网络。再如，这些创新事实上都以人类发展目标为导向。最后，所有的创新都立足于本地实际或特色。

六是发展中国家创新项目成效显著。相比于上一届评选中三分之一的发达国家项目入围，本届评选中发展中国家项目占到五分之四。发展中国家的城市创新项目的数量和质量都进一步提升。

以上这些发现，进一步彰显了广州国际城市创新奖评选工作的意义。在后疫情时代，国际局势更加动荡，发展中国家普遍面临经济复苏乏力、社会问题凸显等挑战。与此同时，世界范围内的全球化进程有所放缓，区域化趋势在抬头。全球各地城市以及城市创新工作也面临一些新的压力。然而，全人类是一个命运共同体，可持续发展是全人类的共同目标，而城市则以促进人的发展为己任。在后疫情时代，我们更应为增进人类福祉而加倍努力。在这个背景下的全球示范、全球团结，更是意义非凡。广州国际城市创新研究会期待能和更多的国际伙伴一起，共同研究国际城市创新问题，传播国际城市创新成果，更好推动全球城市的可持续发展。

包雅钧

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methodological principles. For example, a key feature is the emphasis on multi-stakeholder collaboration through horizontal and vertical cooperation across government levels and departments, as well as cooperative support networks between governments, the private sector, communities, specific groups, and citizens. Also, these innovations are frequently guided by human development goal-oriented. Finally, all innovations are developed based on local contexts and characteristics.

Sixth, initiatives from developing countries have demonstrated remarkable achievements. In this cycle, four-fifths of the initiatives came from developing countries, compared to only one-third from developed countries in previous cycles. Both the quantity and quality of urban innovation initiatives from developing countries have improved significantly.

These findings further highlight the significance of the Guangzhou International Award for Urban Innovation. In the post-pandemic era, the global landscape has become increasingly volatile. Developing countries face sluggish economic recovery and pronounced social challenges, while globalization is slowing and regionalization is on the rise. These shifts present new pressures on cities and urban innovation. Nevertheless, humanity is a community with a shared future, and sustainable development remains our common goal. Cities play a crucial role in advancing human development, and in the post-pandemic era, we must intensify our efforts to improve human well-being. In this context, fostering global solidarity and promoting exemplary initiatives are more important than ever. The Guangzhou Institute for Urban Innovation looks forward to working with more international partners to study urban innovation, disseminate global urban innovation achievements, and promote the sustainable development of cities worldwide.

Bao Yajun

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Vice President of Guangzhou Institute for Urban Innovation

中山纪念堂
Sun Yat-sen Memorial Hall



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01



打造全民 安全韧性城市

Making Our Cities and Regions
Safe and Resilient for All



📍 南非 开普敦:

建设韧性粮食系统

📍 Cape Town, South Africa:

Building Resilient Food Systems in Cape Town

被誉为“母亲城”的开普敦是南非第二大城市，人口接近 480 万。受其殖民历史的影响，这座城市文化、种族、信仰多元，因此在地理空间上形成了不同的聚居区。在全球范围内，特别是在非洲，食物似乎是一个重要的公共议题，南非对食物的需求是多样的。开普敦当地公共部门以及全社会都关心如何保障食物安全，并在此基础上尽可能满足不同群体的特殊需要。这不仅关系民生生计，而且关系社会和谐。

2015—2017 年，南非遭遇的严重干旱为粮食安全问题敲响了警钟。在

Cape Town, the second largest city in South Africa and affectionately known as the “Mother City”, has a population of nearly 4.8 million. Influenced by its colonial history, the city boasts a rich diversity of cultures, races, and faiths, resulting in distinct geographical clusters. Globally, and particularly in Africa, access to food is a significant public concern, and South Africa, including Cape Town, is no exception. The community’s food needs are varied, prompting both the local public sector and society at large to focus on ensuring food safety while striving to meet the unique requirements of different groups. This issue is closely tied not only to people’s livelihoods but also to social harmony.

The severe drought in South Africa from 2015 to 2017

此期间，开普敦加入了洛克菲勒基金会的“100 个韧性城市”计划，认识到除了其他冲击和压力，粮食不安全是该市的一个重大脆弱点。未来规划局（负责未来规划和发展战略的部门）设立了首席韧性官一职，并开始努力建立一个具有韧性的粮食系统。

2020 年 10 月 7 日，南非四家工会联盟联手举行全国性大罢工，要求政府打击腐败、暴力犯罪、解决就业问题 and 提高工资。像约翰内斯堡、比勒陀利亚等城市一样，开普敦在罢工期间，食物运输受阻，食品生产和加工相关产业停摆。尽管罢工只有一天时间，但当地粮食管理部门已经意识到问题的严重性。2023 年 8 月 3 日，政府部门在街头扣押了一辆涉嫌违法超载的出租车，引发出租车司机发动暴力罢工，城市服务瘫痪，至少造成三人丧生，政府

served as a clear warning about food security issues. During this period, Cape Town joined the Rockefeller Foundation’s 100 Resilient Cities Program, acknowledging that, among other shocks and stresses facing Cape Town, food insecurity was a major vulnerability for the city. The Future Planning Directorate (the department responsible for long-term planning and development strategies) established the position of Chief Resilience Officer and began efforts to create a resilient food system.

On October 7, 2020, four labor unions in South Africa organized a nationwide strike, demanding government action against corruption, violent crime, and issues related to employment and wages. Similar to cities like Johannesburg and Pretoria, Cape Town experienced disruptions in food transportation during the strike, leading to shutdowns in industries related to food production and processing. Although the strike lasted only one day, local food management departments recognized the gravity of the situation. On

August 3, 2023, government authorities seized a minibus taxi suspected of illegal overloading, triggering a violent strike by taxi drivers. Urban services were paralyzed, resulting in at least 3 fatalities, while the government blocked several road sections. This serious unrest once again tested the city’s food security supply.

Although Cape Town is the legislative capital of South Africa, which is a highly industrialized country, boasting relatively developed sectors such as tourism, finance, business services, agriculture and fishing, as well as a lower unemployment rate compared to many other South African metropolises, it still faces significant challenges. From the perspective of food, issues such as obesity and malnutrition coexist alongside social inequality, and food waste,



封锁了部分路段。严重的混乱再次对粮食安全供给提出了考验。

开普敦是南非的立法首都，工业化程度非常高，旅游、金融、商业服务以及农业、渔业等行业较为发达。和南非其他许多大城市相比，开普敦的失业率相对较低，但仍面临重大挑战。从食品的角度来看，肥胖和营养不良等问题与社会不平等、食品浪费现象并存，而这些问题都与食品获取有关。同时，由于国际分工的影响，开普敦的粮食需求严重依赖进口（尽管很大一部分粮食从当地采购），而开普敦所在的西开普省却有66%的粮食用于出口。这一现实促使开普敦从优化食物供应链开始建设更具韧性的粮食系统。

2020年，世界正处于新冠肺炎疫情之中，开普敦的韧性粮食系统团队采取的第一步是调整城市基础设施用途，为韧性粮食系统服务。比如，将部分基础设施用

all of which are linked to food access. Additionally, due to the international division of labor, Cape Town's food demand relies heavily on imports (although a significant portion is locally sourced), with 66% of the food in the larger Western Cape Province being exported. This reality has prompted the development of a food resilience plan focused on optimizing the food supply chain to establish a more robust food system.

In 2020, the world was grappling with the COVID-19 pandemic. The first step taken by Cape Town's resilience team in the food systems programme involved adapting urban infrastructure for relief efforts. This included repurposing certain facilities to distribute food aid at designated locations where the most vulnerable groups were located, while mobilizing civil groups and NGOs to reach out to families in need and deliver food directly to them. Additionally, initiatives were established for land or vacant properties to be made available to food producers or growers for processing specific items during production. The food systems programme also leveraged technology to



作定点发放救济食品的场所，同时动员民间组织或非政府组织（NGO）联系需要救助的家庭，给他们送去食品。首先，制定计划将闲置的土地或房屋提供给粮食生产者使用，用于食品种植或加工。其次，利用科技收集空间数据，以定位需要粮食救济的群体。最后，协调农业、工业、交通、技术、医疗卫生、人道主义等相关部门，建立一个粮食供应网络。

韧性粮食系统建设中遇到的一个首要障碍是人们陈旧的观念。首先，有人认为粮食系统只是关于菜园子的事情，与治安、人道主义、技术等部门无关，忽视了粮食更为广泛的社会效益。这需要整个社会从政治层面重视粮食问题。其次，是市政府上下级部门和平行部门的协调配合问题。再次，是一些具体技术问题，比如，如何利用太阳能开发冷藏技术以提高新鲜农产品质量、减少食物浪费，以及开发营养中心、食物花园、社区厨房等，分别在救助和供应两端满足不同群体需求，最终改善食物获取途径。

事实上，韧性粮食系统建设特别需要协调，特别是需要考虑各种风险（如社会冲突、气候或其他应急事件等）下的基础工作协调，也需要发展技术进行动态的问题跟踪评估。因此，政府内部在粮食系统团队的指导下，建立了多个工作小组，负责各方面的协调。同时，粮食系统团队也与专家、省级政府以及国家政府部门合作，争取他们为韧性粮食系统的建设提供政策、资金或知识支持。

通过这些努力，风险及韧性部门加深了对韧性粮食系统的了解，为实际运行和应对制定了行动方案，例如，模拟

collect spatial data to identify communities in need of food relief. Finally, it coordinated with various sectors—such as agriculture, industry, transportation, technology, health, and humanitarian services—to establish a comprehensive food supply network.

One of the primary obstacles to building resilient food systems is the outdated perception that they are merely about farming. This narrow view overlooks the broader connections to various sectors, including security, humanitarian efforts, and technology and misses out on the wider social benefits of food. Addressing this issue requires society to engage with food-related challenges at a political level. Besides, effective coordination and collaboration between city and government departments, as well as across parallel sectors, are essential. Furthermore, specific technical issues need to be addressed, such as food storage utilizing solar energy technology for refrigeration to improve the quality of fresh agricultural products and reduce food waste. Developing nutrition centers, food gardens, and community kitchens can help meet the diverse needs of different groups in terms of relief and supply, ultimately contributing to enhancing food access.

In fact, building a resilient food system necessitates effective coordination, particularly in response to various risks such as social conflicts, climate-related events, and the need for technology to dynamically track and assess problems. To this end, the government, guided by the food systems team, has established several working groups to address different aspects and fields. Simultaneously, the food systems team collaborates with experts, provincial governments, and national agencies to secure their policy, financial, and intellectual support for developing a resilient food system.

Through these efforts, knowledge about resilient food systems has been enhanced within the risk and resilience sector, and action plans have been developed for practical operations and responses. For instance, key partners conduct

在电力中断和热浪袭击时与关键合作伙伴的应对情景。同时，韧性粮食系统建设也被列入了市政府的五年综合发展计划，得到政府资金的保障。该计划包含 30 项行动，分布在 6 个有关的粮食领域，包括食品治理（即重视、协调和发挥不同食品体系参与者的作用）、粮食韧性、食品可持续生产、食品环境、食品健康、食品经济。粮食韧性是其中一个具体行动领域，主要负责协调事务。事实上，这 6 个领域共同构成了建设全面韧性粮食系统的方法体系。

这些努力还取得了很多实际成效。比如，在这个项目的推动下，该市召开了粮食工作会议并建立粮食系统实践社区，以协调和推进粮食相关问题研究。2014 年开始的粮食对话年度项目也受到政府的高度关注，特别是在疫情危机之后，各方的参与为开普敦的粮食安全与韧性建设提供了巨大动力。

2023 年，粮食对话的主题是“粮食体系与多元危机”，来自不同年龄、性别、职业的大约 500 人通过论坛、网络、展览、徒步游览等方式，探索、评论或体验这个城市的粮食体系，交流中涉及气候危机、传染病、水资源匮乏、能源稀缺、环境退化、武装冲突等对粮食体系的影响问题。南非国家食品安全研究中心主任朱利安·梅（Julian May）认为：“对话极为重要，市民、基层积极分子、政府官员、教授和商人以及其他利益方在一起相互交流，仅把他们联系在一起，就足以在我们的粮食体系上促成有意义的变迁。”

下一步，该项目计划拓展与私人

simulations of response scenarios for shocks such as power outages and heat waves. Moreover, the construction of a resilient food system has been incorporated into the city's five-year plan—the Integrated Development Plan and the Metropolitan Spatial Development Framework—supported by government funding. A total of 30 actions have been summarized across 6 food-related areas: food governance (which focuses on engaging, coordinating, and empowering various participants in the food system), food resilience, sustainable food production, food environment, food health, and food economy. While food resilience is one specific action area primarily responsible for coordination, these 6 areas collectively form an approach toward developing a comprehensive resilient food system.

The above efforts have also yielded numerous practical results. For instance, driven by this initiative, the city has convened a Food Indaba (meeting) within the City and the Food Systems Community of Practice to coordinate and promote research addressing food-related issues. The Food Dialogues, an annual program of talks and events focusing on the local food system, launched in 2014, has gained significant attention from the government, especially following the epidemic crisis. The participation of diverse stakeholders has provided a strong impetus for enhancing food security and resilience in Cape Town.

The theme for the Food Dialogues 2023 was “The Food System and Polycrisis”. Approximately 500 individuals of various ages, genders, and professions explored, discussed, and experienced the city's food system through forums, networks, exhibitions, and walking tours. The exchanges covered the impacts of the climate crisis, infectious diseases, water shortages, energy scarcity, environmental degradation, armed conflicts, and other food-related issues. Professor Julian May, Director of the NRF-DST Centre of Excellence in Food Security, emphasized that “Dialogue is extremely important. When citizens, grassroots activists, government officials, professors, businessmen, and other stakeholders communicate and connect,



领域相关的食品工作，例如增强健康食品的选择与使用，使这些工作产生经济效益，以及通过私人部门减少食品配给和运输中可能遭受的各种意外冲击。

该项目提供的创新经验主要在于：要重视韧性粮食系统相关知识的培育，强化政府各部门间的合作以及公私部门的合作伙伴关系。

it can drive meaningful changes in our food system.”

Next, the initiative aims to expand and optimize food-related efforts involving the private sector, such as increasing access to and use of healthy foods, making these efforts economically viable, and mitigating unexpected disruptions in food distribution and transportation through private sector engagement.

The innovative aspect of this initiative primarily lies in its emphasis on cultivating relevant knowledge about resilient food systems and strengthening cooperation among government departments and public-private partnerships.



📍 俄罗斯 喀山:

“柴科沃耶湖”城市公园修复项目

📍 Kazan, Russia:

Eco-rehabilitation of the City Park Chaikovo Lake

喀山市位于伏尔加河中游左岸，是俄罗斯联邦鞑靼斯坦共和国首府，拥有约 100 万人口。喀山历史悠久，文化深厚，工农业发达，石油资源丰富，经济繁荣，也是俄罗斯重要的交通枢纽之一。2020 年，新冠肺炎疫情的暴发意外促成了喀山疗养公园的建立。此后，这一公园成为喀山城市创新的一张名片。

在新冠肺炎疫情期间，喀山市第七医院的医护人员发现，医院旁的柴科沃耶湖公园如果进行适当改造，既可以为患者提供疗养空间，提升医疗效率，也有助于生态环境的修复。这一提议很

Kazan, a city rich in history and culture with a population of approximately 1 million, is situated on the left bank of the middle reaches of the Volga River. As the capital of the Republic of Tatarstan, it boasts robust industrial and agricultural sectors, abundant oil resources, and a thriving economy. Kazan also serves as a key transportation hub in Russia. In 2020, the COVID-19 pandemic unexpectedly led to the establishment of a sanatorium park, which has since become a symbol of urban innovation in Kazan.

During the pandemic, medical staff at the Kazan City Clinical Hospital No.7 recognized that renovating the nearby Chaikovo Lake Park could create a recuperative space for many patients, enhance medical efficiency, and

快传达至市政府相关决策部门。他们认为，这一方案不仅可以保护环境和改善水资源，更新基础设施，同时也有益于医护人员、病患以及周边社区居民的身心健康。此外，项目还有助于喀山实现联合国可持续发展目标。最终，他们决定开展这一修复和改造项目。

喀山市第七医院的神经科医生阿利娅·拉法利耶夫娜·米尔加里莫娃（Aliya Rafailievna Mirgalimova）从项目伊始就直接参与了改造方案的讨论。她认为：“这个疗养公园是为医院病人的康复、医生的情绪舒缓以及为附近居民提供休闲健身娱乐场所而设计的。”

项目的核心目标是打造一个独特的多功能公共空间。改造包括对紧邻的小柴科沃耶湖进行清理，同时进行细致的功能分区。首先，清理湖泊，铲除湖底淤泥，种植大型水生植物以净化水体，并清除周边 4 000 多吨垃圾（含建筑垃圾）。此外，还引入肥沃的土壤以保障整个湖区的绿化。其次，在公园内规划并开发了 7 个疗养功能区，如景观疗法区、社交疗法区、艺术空间等，并不定期举办各种大师班，如沙疗班和绘画班。最后，项目对公园开展全面环境监测，并推进以患者为中心的设施建设，以解决部分患者行动不便的问题。此外，医疗废弃物必须和一般废弃物分开处理。

本项目得到了联邦政府提供的用于建设宜居环境的 500 万美元财政支持。值得一提的是，小柴科沃耶湖项目实际仅花费了 250 万美元。项目于 2021 年 5 月启动，到 2022 年 8 月建成，仅用时 15 个月。建成之后，该项目被移交给当

improve the ecological environment. This proposal was swiftly communicated to the relevant decision-makers within the municipal government. The government believed that this plan would not only protect the environment, improve water resources and upgrade infrastructure, but would also improve the physical and mental health of medical staff, patients and residents in the surrounding communities. Ultimately, the initiative would contribute to achieving the United Nations Sustainable Development Goals in Kazan, so the government decided to proceed with the restoration and renovation efforts.

Ms. Aliya Rafailievna Mirgalimova, a neurologist at the Kazan City Clinical Hospital No.7, was directly involved in a series of discussions about the initiative from the start. “The park is designed for the rehabilitation of hospital patients, the psycho-emotional relief of doctors, and for recreation and sports activities of residents of nearby houses,” she said.

The initiative’s core objective is to create a unique multifunctional public space, which involves the necessary cleaning and renovation of the adjacent Small Chaikovoye Lake, along with careful functional zoning. The first step is to clean the lake, which includes removing silt from the bottom, planting macrophytes to purify the water, and clearing over 4,000 tons of garbage (including construction waste). Additionally, fertile soil has been imported to ensure the thorough greening of the entire lake area. Secondly, 7 specialized functional zones for rehabilitation have been developed within the park, including a landscape therapy zone, a social therapy area, and an art space where various master classes, such as psammotherapy (sand treatment) and drawing classes, are held occasionally. Finally, comprehensive environmental monitoring is conducted throughout the park, and facilities that accommodate patients’ needs have been built, as mobility can often be challenging for them. Moreover, medical waste must be handled separately from general waste to ensure proper disposal.

地政府的公园和广场管理局，由其负责管理和维护，以及举办各种文体活动。

该项目得到社会各界广泛称赞。整个公园分为疗养功能区、生态栖息区、绿化休闲区三个部分。平均每天都有超过 200 名病患到公园休养，度过 3~4 小时的户外活动时光，平均出院时间较之前提前 2~3 天。截至 2023 年 10 月，喀山市第七医院已为超过 6 500 名行动不便的病患，以及全市近 2 万名有不同程度骨骼、肌肉、神经系统或内脏疾病的市民提供了康复锻炼服务。这些疗法区域和公园的其他部分互通，免费向公众

The initiative is funded with USD5 million in federal fiscal support aimed at creating a more livable environment. Notably, the Small Chaikovo Lake project cost only USD2.5 million. Launched in May 2021 and completed in August 2022, the project was executed within just 15 months. Upon completion, the park was handed over to the Directorate of Parks and Squares of Kazan, which is responsible for its management and maintenance, as well as for organizing various cultural, sports and recreational events.

The impact of the initiative has been widely praised by the community. The entire park features three distinct parts: a recuperation area, an ecological habitat, and a green space for recreation. On average, over 200 patients visit the park

daily, spending 3 to 4 hours outdoors, with an average discharge time that is 2 to 3 days earlier than it was before. As of October 2023, the Kazan City Clinical Hospital No.7 has served more than 6,500 patients with limited mobility, along with nearly 20,000 residents of the city who have varying degrees of bone, muscle, nervous system, or visceral diseases seeking rehabilitation exercises. These therapy areas are interconnected with other parts of the park and are open to the public free of charge, although patients have priority access. Thanks to thoughtful planning, the park showcases a harmonious coexistence between humanity and nature, with an increasing number of fish in the lake and groups of seagulls, swallows, and ducks thriving in the area.

Ms. Alina Viktorovna Fairushina, who was diagnosed with chronic heart failure, tried to go out several times a day as



开放，但患者可优先使用。良好的规划使公园呈现了人与自然和谐共生的景象。湖底的鱼儿越来越多，海鸥、燕鸥和鸭子也在此成群结队。

阿丽娜·维克多洛夫娜·费鲁什娜（Alina Viktorovna Fairushina）被诊断出患有慢性心力衰竭。住院期间，她每天都尽量外出活动几次。她说：“我喜欢待在公园里，呼吸新鲜空气。我喜欢欣赏如画的湖景，看看大自然和游人——医生把这叫作‘反射疗法’。我还参加大师班，画画，照顾植物。新鲜的空气和各种有组织的疗养区有助于我缩短康复时间。”

项目在实施中遇到的主要困难是施工期间的生态保护。为此，政府和生态学家做了大量协调工作，确保本地动物的生存不受干扰。另一个挑战在于规划与实施中的公众参与。针对这一问题，政府运用社交网络广泛征求社会意见，并与医护人员、患者、社区居民、政府部门代表以及喀山国立医学院康复和运动医学系等机构专家进行了多次协调和讨论。此外，一些企业也参与了施工。

周围社区的居民马塞尔·塔里波维奇·马格苏莫夫（Marsel Talipovich Magsumov）说：“当我们听说柴科沃耶湖将进行改造时，我们非常高兴。之前这里周围环境很差，只有几张长椅和几棵树。我们喜欢参与项目讨论并提出建议，因为政府会尊重并倾听我们的意见。”鞑靼斯坦共和国生态和自然资源部矿产和水资源处处长鲁斯兰·马拉托维奇·加里莫夫（Ruslan Maratovich Galimov）强调，在项目的所有阶段，他们都与医院工作人员、病人以及附近居民保持了密切合作。

best she could during her stay in the hospital. Here's what she said: "I liked spending time in the park, being in the fresh air. I enjoyed the picturesque views of the lake and watching nature and visitors, doctors call it 'reflexology'. I also attended master classes, painted, and looked after plants. Fresh air and various organized zones for patients help reduce recovery time."

The main challenges encountered during the initiative's implementation included ecological protection during construction. To tackle this issue, the government and ecologists coordinated efforts to ensure that native animals were not disturbed. Another challenge was fostering public participation in both planning and implementation. To address this, the government utilized social media to actively solicit public feedback and engaged in extensive discussions with medical staff, patients, community residents, representatives from various government departments, and experts from institutions like the representatives of the Department of Rehabilitation and Sports Medicine of the Kazan State Medical Academy. Besides, several enterprises were involved in the construction process.

A resident from the surrounding community, Marsel Talipovich Magsumov, said, "When we heard that the lake would be landscaped, we were very happy. Before the improvement, the lake was in poor condition, and there were only a few benches and trees around it. We loved to take part in discussions of the project and make our suggestions because the authorities respect and listen to us." Ruslan Maratovich Galimov, Head of the Mineral and Water Resources Division at the Ministry of Ecology and Natural Resources of the Republic of Tatarstan, emphasized that close cooperation with healthcare representatives, including hospital staff and patients, as well as residents of nearby houses, was maintained throughout all stages of the improvement project.

Kutdusov Bulat Fatikhovich, a deputy of the Kazan

喀山市杜马丘伊科夫斯基选区代表库特杜索夫·布拉特·法蒂霍维奇（Kutdusov Bulat Fatikhovich）经常与选民和其他居民举行会谈，收集他们的意见。“我期待着大柴科沃耶湖第二阶段的改造，因为这一项目提高了市民的休闲生活质量。作为议员，我们必须传达居民的想法和愿望，并帮助他们实现。”法蒂霍维奇表示。

基于小柴科沃耶湖的改造经验，喀山市政府发起了网络投票，根据市民的意愿决定继续对面积 8.6 万平方米的大柴科沃耶湖进行生态修复。除财政资金支持外，这一项目的二期工程还将引入

City Duma for the Chuikovsky electoral district, often held meetings with voters and residents of nearby districts to gather their opinions. “I am looking forward to the second stage of the improvement of the Large Chaikovoye Lake because the initiative has enhanced the quality of leisure life for our citizens. As deputies, we must convey the ideas and wishes of our residents and help make them come true,” he said.

Building on the experience from the Small Chaikovoye Lake, the government initiated an online vote and decided to proceed with the ecological restoration project for the Large Chaikovoye Lake, which occupies 86,000 square meters, in response to citizens' wishes. In addition to financial support, this second phase of the initiative will implement a social cooperation mechanism, with management and operations to



社会合作机制，由企业管理运营，如收取公园门票等。在项目开放之前，企业也将提供部分建设资金。工程第一阶段的施工任务计划在 2024 年 10 月完成。

喀山市国际关系部前部长卢斯兰·加里亚科米托夫（Ruslan Galiakhmetov）自信地说：“喀山致力于实现联合国可持续发展目标、《巴黎协定》和《新城市议程》等全球议程。柴科沃耶湖的改造项目旨在保护生态，同时打造可持续的基础设施，让所有人——不分性别、年龄和种族，都能享受一个开放、安全和友好的环境。”

be handled by enterprises, including the collection of entrance fees. Prior to opening, these enterprises will also contribute part of the construction funding. The first phase of construction is expected to be completed by October 2024.

Ruslan Galiakhmetov, Former Head of International Relations Department of Kazan, confidently stated, “Kazan is committed to fulfilling global agendas such as the United Nations Sustainable Development Goals, the *Paris Agreement*, and the *New Urban Agenda*. This initiative aims to protect the environment while building sustainable infrastructure, ensuring that everyone, regardless of gender, age, or race, can enjoy an open, safe, and welcoming space.”





📍 伊朗 德黑兰:

利用农业废料替代化学农药的创新

📍 Tehran, Iran:

Substituting Chemical Pesticides with Pruning Waste in the Production of Herbal Formulations

伊朗多年来受美国等西方国家制裁，经济发展水平受限，财政资源十分紧张。拥有 800 多万人口的首都德黑兰，环境污染问题较为严重，特别是空气污染。这种情况主要由大量老旧机动车的尾气排放、周边产业布局与地理因素造成。2016 年 11 月，长达 1 周的雾霾锁城，迫使德黑兰及周边 1 400 多万人减少户外活动。空气污染严重威胁广大居民生活健康，德黑兰市政府一直努力解决这一问题。近年来，市政府发现，利用农业剪枝废料代替有毒化学原料生产草本杀虫剂，或许可以为改善空气质量作出贡献。

Iran has been subject to international sanctions imposed by the United States and Western countries for many years, which has limited its economic development and strained its financial resources. Tehran, the capital with a population of over 8 million, has long struggled with severe environmental pollution, particularly air quality issues. The primary contributors to this pollution include emissions from outdated vehicles, the proximity of industrial facilities, and geographical factors. In November 2016, the city experienced a week-long smog that forced more than 14 million residents in the capital and surrounding areas to reduce outdoor activities. Air pollution poses a significant threat to public health, and addressing this issue has been a continuous effort for

相关的创新探索启动于 2021 年，主要在德黑兰市第 17 区开展。此前，位于第 17 区的阿特拉特公园（Atrat Park）绿地在 2016—2018 年暴发桑粉虱虫害。此次虫害事件促使研究人员发现，当地称为“埃及丝绸植物”的吉氏苏木（*Caesalpinia gilliesii*）具有吸引桑粉虱成虫的特性，从而产生了利用其作为诱虫植物来控制虫害的设想。以往，德黑兰市普遍使用化学药剂防治虫害，但许多害虫已产生抗药性，导致防治效果降低，同时化学药剂的黏性也对一些益虫造成伤害。

国家草本研究所的专家通过现场监测发现，吉氏苏木对桑粉虱极具吸引力。进一步研究则需要验证从吉氏苏木、银柏、迷迭香和薰衣草等众多草本中提取的精油或萃取物，在杀死害虫的同时能否保护七星瓢虫等益虫，同时还要把这种草本药物与传统化学药剂的防治效果及使用成本进行对比分析，从而确定最佳配方。

科研团队为此发表了 5 篇高质量学术论文。主要的研究成果显示，草本药物与化学药剂在防治害虫上效果相当，但在保护益虫方面，草本药物显著优于化学药剂。此外，草本药物的生产成本比化学药剂低：1 升草本药剂的生产成本是 142 美元^①，而 1 升化学药剂的成本是 260 美元。综合考虑对空气污染的溢出效应等因素，使用草本药剂显然是更优选择。

这项研究发现不仅直接有助于草

the government. In recent years, the municipal authority has discovered that using agricultural pruning waste as a substitute for toxic chemical raw materials in the production of herbal formulations may help improve air quality.

The relevant innovative exploration primarily took place in the District 17 of Tehran, beginning in 2021. Previously, Atrat Park in District 17 experienced an outbreak of mulberry whiteflies from 2016 to 2018. This pest incident led to the discovery that *Caesalpinia gilliesii*, locally known as the Egyptian Silk Plant, has properties that attract adult mulberry whiteflies, inspiring its use as an insect-catching plant for pest control. Traditionally, chemical agents were employed in Tehran to manage pests, but many insects developed resistance to these chemicals, resulting in decreased efficacy. Additionally, the stickiness of these chemical pesticides harmed beneficial insects.

Experts from the National Herbal Research Institute conducted on-site monitoring and found that *Caesalpinia gilliesii* is highly attractive to whiteflies. Further research is necessary to determine the effectiveness of essential oils or extracts from various plant roots, such as *Caesalpinia gilliesii*, silver cypress, rosemary and lavender, in killing pests while protecting beneficial insects like seven-spotted ladybugs. Simultaneously, the effectiveness and cost of this herbal remedy need to be compared with chemical pesticides to identify the optimal formula.

The research team has published 5 high-quality academic papers on this topic. Their main findings indicate that herbal formulations are as effective as chemical pesticides in controlling pests, but they are significantly better at preserving beneficial insects. Moreover, the production cost of herbal formulations is lower than that of chemical agents: producing 1 liter of herbal formulation costs USD142^①, compared to USD260 for producing 1 liter of chemical agents. Considering

① 全书货币数据均由城市方提供，依据当时的货币汇率进行换算。

① The currency exchange data is provided by the city, with amounts converted based on the exchange rate at the time of provision.



本药剂的推广使用，而且促使城市在绿化种植上进行变革，具体表现为适当扩大了这些所需植物的种植面积。一方面，这些植物本身排斥或抵抗害虫；另一方面，它们在绿化环境的同时充当着药剂原料来源，可谓一举两得。未来，德黑兰市计划将这一创新应用到全市所有 22 个地区，并向所有有需求的其他城市开放。

这个项目在实施中也遇到了一些困难：一是使用者在观念上不相信草本药剂的综合效果比化学药剂更优，这需要说服他们，也需要时间去验证效果；二是国内政府采购上的限制，财政资金不允许用来和研发机构签订包含种植绿地内容的合同项目。

但是，这样一种创新探索的示范意义是巨大的。对于伊朗这样一个受制裁的国家而言，它有利于节约资金和资源，这对于任何一个国家都是有吸引力的。这个项目将自然、生态意识与技术创新相结合，旨在保护环境、节约资源和改善公众健康，高度契合联合国可持续发展目标。

the additional benefits for air quality, the use of herbal formulations emerges as a more advantageous choice.

This research finding not only directly promotes the use of herbal formulations but also encourages cities to modify their greening practices by increasing the planting area of these beneficial plants. On one hand, these plants repel or resist pests; on the other hand, they provide a source of raw materials for medicines while enhancing the environment, effectively achieving two goals with one initiative. In the future, Tehran plans to replicate this innovation across all 22 districts in the city and extend it to other cities in need.

This initiative faced several challenges during its implementation. First, users are skeptical about the efficacy of herbal formulations when compared to chemical pesticides, which requires time and effort to persuade them and validate the results. Second, government procurement restrictions prevent the use of fiscal funds for entering into contracts with R&D institutions that involve green space planting.

However, the significance of this innovative exploration is considerable. For a sanctioned country like Iran, it offers an opportunity to conserve both money and resources, which is appealing to any nation. This initiative combines a natural, eco-conscious approach with technological innovation to protect the environment, save resources, and improve public health, closely aligning with the United Nations Sustainable Development Goals.



📍 中国 咸宁:

儿童友好型共建共享模式提升学校周边交通安全系数

📍 Xianning, China:

Enhancing Traffic Safety near Schools Through Child-Friendly Collaborative Construction and Place-Making Approach

咸宁市是湖北省中部的一个地级市，位于中国中部，常住人口约 300 万，以桂花树和温泉而知名。与国内许多其他中大型城市不同，这里的中小学周边每天上学和放学时，不见接送车辆造成的拥堵和喧闹，唯有那些徒步孩子们的欢声笑语。这一宁静景象得益于正在全市推广的“学校周边安全交通行动”，该行动源自政府与合作伙伴在咸宁市第七小学试点的成功治理创新项目。

1998 年，在物资有限的条件下，咸宁市第七小学由多名爱心人士众筹建

Xianning, a prefecture-level city in central China's Hubei Province, is home to a population of approximately 3 million and is renowned for its fragrant sweet-scented osmanthus trees and rejuvenating hot springs. Unlike in many other medium and large cities in China, the areas surrounding some of its primary and secondary schools are free from the usual traffic congestion and noise caused by cars picking up and dropping off children. Instead, the cheerful laughter of children walking to and from school fills the air. This peaceful scene is the result of Xianning's initiative to improve traffic safety around schools. A pioneering effort around the Seventh Primary School, led by the local government in collaboration with various partners, has proven to

成，解决了周边区域留守儿童^①和农民工子女就学难题。目前在校学生 700 多名，其中超过三分之一是留守儿童。校园周边交通安全一直以来都是城市交通管理的一大难题。然而，最初学校周边环境并不友好。“以前是各种脏乱差，娃娃上学苦着脸，现在看他们都变得快乐自信了。走在这样好的环境里，大人都感觉舒服，更不要说学生了。”学校周边一商铺老板说。这种改变主要源于政府关注到学校周边的各项问题后推出的一项综合性创新整改措施。“我们做这个事情，秉持以孩子为中心的理念，即‘1 米高看世界’，了解孩子们的需求后，我们再做方案、想办法。”咸宁市城市管理执法委员会副主任刘琼如是说。

郑女士是咸宁市第七小学附近的居民，她的儿子就读于这所小学。过去，孩子上下学问题一直是她的一块心病。由于学校周边交通混乱，人车混杂，特别是在雨天，道路泥泞不堪，通行非常不便。“以前每到放学时间，家长都得提前赶到学校接孩子，学校门前的道路上没有红绿灯，一到放学时间，还需要等老师走出来拉横幅把车流截停。特别是遇到恶劣天气时，更是让人焦虑不安。”

然而，自从学校周边环境改造项目实施以来，情况有了显著的改善。郑女士欣喜地说：“学校周边的道路经过全面整修，现在不仅路面干净平整，而且还划分了明确的行人和车辆通道，再也不会再有车辆随意开进来。道路上安装了红绿灯，我现在也放心让孩子自己步行上下学了。”

① 留守儿童：指的是父母在其他城市工作，由亲戚或朋友照顾的孩子。

be a successful example of governance innovation.

In 1998, under the condition of limited resources, the Seventh Primary School in Xianning was built through crowdfunding by a number of caring individuals, which solved the problem of access to education for left-behind children^① and children of migrant workers in the surrounding area. At present, there are more than 700 students in the school, and more than one-third of them are left-behind children. Traffic safety in campus-adjacent areas remains a persistent challenge in urban transportation management. The surroundings of the school were initially far from ideal. “It used to be dirty and chaotic, and the children would walk to school with gloomy faces. Now, they are happy and confident. Walking in such a pleasant environment, even adults feel comfortable—let alone the children,” said a nearby shop owner. This transformation is largely due to an innovative, comprehensive rectification effort launched by the local government after identifying various issues around the school. “Our approach is child-centered. We incorporate the philosophy of ‘One-Meter Height Perspective’, to understand what children need, and then plan and find solutions accordingly,” said Liu Qiong, Deputy Director of the Municipal Administration Bureau.

Ms. Zheng, a resident near the Seventh Primary School and a mother whose son attends the school, recalls how the school commute used to be a constant source of anxiety. The traffic around the school was chaotic, with people and vehicles mixed together. On rainy days, the roads were muddy and nearly impassable. “Parents would rush to pick up their children, there were no traffic lights on the road in front of the school, so teachers had to come out at the end of the day, holding banners to stop traffic, especially in bad weather, which made everyone anxious,” she explained.

① The term “left-behind children” refers to children whose parents are working in other cities and are being taken care of by relatives or friends.

这种变化不仅让她安心了许多，也为孩子的独立性发展创造了良好的条件。她补充道：“让孩子独立上下学，不仅培养了他的自主能力，还减少了家长的负担。我们不再需要每天为接送操心，这大大节省了时间和精力。”

“1米高看世界”校园周边安全交通治理行动项目主要做了以下六项工作：

第一，推行以人为本的设计理念。从学生的角度进行规划和设计，规划师和工程师与孩子密切合作，认真倾听孩子的心声。比如，学校周围1米高的墙体彩绘直接反映了孩子们希望看到周围景色的愿望，低矮而装饰精美的墙壁上展示着他们自己的艺术作品——这与为了提高私密性而普遍采用的、毫无吸引力的高墙住宅建筑做法截然不同。

第二，有效实现广泛的公众参与。该项目鼓励当地社区居民、学生、老师和家长积极参与。学校邀请当地社区居民重整废弃空间，将其改造成共享花园。这种模式真正赋予学生和社区居民发言权，让他们共同塑造所处的环境，有效促进了公众在共同创造与设计中的广泛参与。

第三，调整附近土地性质——地方营造。临时调整附近土地及房屋使用性质，允许将校园周边建筑的民用底层适当更改为商业用途，同时也允许私人开发商或业主通过特许经营来开展一些辅助性的业务，比如餐馆和课后托管等项目；还鼓励私有开发商拆除围墙，拓展共有的空间，以创建一个充满活力的街道和社区。

第四，注重倡导绿色、低碳、环保

However, since the environmental improvement initiative was implemented, things have changed dramatically. Ms. Zheng shared her relief: “The roads around the school have been fully renovated. Now, the pavement is clean and smooth, and pedestrian and vehicle lanes are clearly separated. Cars no longer drive in randomly, and traffic lights have been installed on the road. I feel much more comfortable letting my children walk to and from school on their own.” This change has not only put her mind at ease but also created a better environment for fostering children’s independence. “Allowing children to walk to and from school independently not only fosters their autonomy but also lightens the burden on parents. We no longer have to worry about daily pick-ups and drop-offs, which saves a lot of time and energy,” Ms. Zheng added happily.

The “One-Meter Height Perspective” Campus Safety Management Initiative focuses on six key principles to create a safer and more engaging environment for students:

1. Implement People-Centered Design Concept: The initiative prioritizes designing from the students’ perspective. Planners and engineers work closely with children, listening to their ideas and feedback. For example, the one-meter-high wall murals around the school are a direct reflection of students’ desire to be able to see the surrounding landscape and greenery with low but well-decorated walls featuring their own art—a major departure from the ubiquitous practice of building high walls devoid of any appeal to ensure the privacy of private residential estates.

2. From Participation to Effective Engagement: The initiative encourages active involvement by the local community residents, the students, their teachers and parents. Residents living near the school are invited to repurpose abandoned spaces, transforming them into shared gardens for everyone to enjoy. By giving students and neighbors a real say in shaping their own environment, the initiative has gone beyond participation and

的生活理念。比如，学校周边的公共空间使用的材料中，超过 50% 是可回收材料。

“这个共享花园的建筑材料来源于市政工程中收集的废弃耗材，实现了废物再利用，也有助于引导孩子们树立低碳环保的生活理念。”咸宁市第七小学的校长朱海涛介绍。

第五，打破部门界限，实现协同治理，充分促进政府部门与学校密切合作。城管、住建、公安、教育、公共事业等部门以及社区都和学校通力合作，以尽可能满足孩子们的需求和愿望。例如，为提高行人安全性，适当延长了周边交通路口的人行绿灯时间；同时，让孩子们参与城市家具和壁画的设计与实施过程。

第六，打造步行宜居的绿色城市。为进一步保障学生安全出行，学校专门开辟了 4 条“步行巴士”路线，并组织了百余名家长志愿者负责护送学生上下学。

亲眼见证了学校周边改造全过程的咸宁市第七小学的黄老师回忆道：“当孩子们看到他们自己的点子，如彩虹门、蘑菇座椅等被真正融入校园周边改造时，脸上洋溢着兴奋和自豪。这不仅增强了他们对学校的归属感和参与感，更激发了他们对环境的热爱和对未来的想象。”

通过市政更新提升生活居住质量，解

has engaged them in co-creation and co-design.

3. Repurpose of Nearby Real Estate-place Making: Nearby land and buildings are repurposed to benefit the school community. For instance, the ground floors of buildings around the campus have been converted for commercial use, and private developers and owners are permitted to run auxiliary businesses such as restaurants and after-school care services. Developers are also encouraged to remove walls and create shared spaces, thereby fostering a vibrant street life and a sense of community.

4. Promotion of Green, Low-Carbon Living: The initiative emphasizes environmentally friendly living practices. Over 50% of the materials used in public spaces around the school are recycled. “The materials for this community garden come from waste collected from municipal initiatives, demonstrating the reuse of resources and teaching children the importance of low-carbon, eco-friendly concept,” explained Zhu Haitao, Principal of the Seventh Primary School.

5. Breaking Down Silos and Collaborative Governance: The initiative promotes strong cooperation between multiple government departments and the schools. Urban management, housing and construction, public security, education, public utilities, and community leaders all collaborate to meet the aspirations and the inspirations of the children. For example, the duration of green lights at nearby traffic intersections has been extended to improve safety for young pedestrians, and



决民众日常生活中的烦心事，一直是中国各级政府的重要日常工作之一。面对咸宁市第七小学出入口这一交通拥堵难题，广州市市政工程设计研究总院副总工程师段小梅提出了共建共治共享方案，她说，“这就是一个花小钱办实事的案例，关键是政府的支持和引导，时任分管副市长吴刚对这个行动的亲身参与和支持非常重要，其打破了政府各部门的职能壁垒，鼓励学校、企业、社区共同参与，将社会资源协调起来，也激励了大家的积极性。咸宁这一成功的创新，说明领导力非常关键。”

学校周边环境的转变不仅改善了学生的上学路况，保障了他们的安全与便利，还为社区居民创造了一个集休闲、社交和活动于一体的公共空间。这些变化不仅仅是为了学生，更是提升了整个社区的生活质量。

陈女士作为一名长期居住在附近的居民，深刻感受到了这种改变带来的好处。她提到，自从咸宁市第七小学周边区域优化之后，这里不仅成为孩子们的平安上学路，还成了一个充满活力的休闲场所。她说：“这个区域改造后，整体环境明显改善，不仅绿化面积增加，风雨连廊也为行人提供了遮阳避雨的便利条件，还增设了许多座椅。每天晚上或周末，不少居民会来这里散步、聊天，这在以前是想象不到的。”

这项创新取得了巨大成功，促使政府在更多学校周边复制并推广这一模式，同时在实践中进一步规范设计标准，形成参与式规划和实施的实践指南。这个创新已经复制推广到咸宁市内包括赤壁、

the urban furniture and mural paintings were co-designed and co-implemented by the children.

6. Walkable and Green City: To further ensure student safety, 4 “Walking Bus” routes have been established, with more than 100 parent volunteers escorting students to and from school.

Ms. Huang, a teacher of the Seventh Primary School, who witnessed the entire transformation of the area surrounding the school, shared her memories: “When the children saw their own ideas—like rainbow gates and mushroom chairs—incorporated into the campus redesign, their faces lit up with excitement and pride. This not only strengthened their sense of belonging and involvement in the school community, but also nurtured their respect for the environment and sparked their imagination for the future.”

Improving the quality of life through municipal renewal and addressing everyday challenges has long been a key priority for governments at all levels in China. In response to the traffic congestion at the entrance area of the Seventh Primary School, Duan Xiaomei, Deputy Chief Engineer at the Guangzhou Urban Planning and Design Institute, proposed a plan based on co-construction, co-governance, and sharing. “This is an example of achieving practical results with minimal spending,” she explained. “The key is for everyone to work together.” Duan also emphasized the crucial role of Wu Gang, the city leader at the time, whose affirmation and support were vital. “Only he had the ability to coordinate various government departments. This successful innovation in Xianning highlights the importance of strong leadership,” she added.

The transformation of the school’s surrounding environment not only improves students’ journeys to school, ensuring their safety and convenience, but also creates a public space for the community, integrating leisure, social interaction, and recreational activities. These changes not only benefit the students but also enhance the overall quality



嘉鱼等县（市、区）的 20 所学校，超过 3 万名小学生和幼儿从中受益。截至 2023 年，学校周边通过改造已全面落实人车分流，小汽车接送与学生步行路线完全分离。根据校园周边的视频监控数据统计，学生步行上学的比例也从 30% 大幅上升到 95%，私家车的接送车辆也由每小时 120 辆减少到每小时 8 辆，学校周边 1 千米范围的交通事故数量由此前每年 50 起下降到 1 起，而且那起交通事故与儿童无关。

咸宁市常务副市长李丽动情地说：“我们希望保障孩子能够安全地步行上学，不仅是为了缓解学校周边交通压力，更希望打造一座儿童友好城市，建设一个对儿童传递最大善意和美好的城市。”事实上，像湖北省省会武汉这样的超大城市也正在学习复制咸宁的创新经验。

这项创新在实施中也曾遇到一些阻碍。首要的阻碍在于众多政府部门最初未能形成合力，需要做大量的沟通工作。

of life for the entire community.

Ms. Chen, a long-term resident of the area, has deeply appreciated the positive impact of this transformation. She shared that since the improvements around the Seventh Primary School, the space has evolved into a lively hub, serving both as a school route and a community gathering place. “Since the renovation, the environment has improved significantly. There’s more greenery, and the walkways provide shade and shelter from the rain, with plenty of seating added. Every evening and on weekends, many residents come here to walk and chat—something that would have been unimaginable before,” she remarked.

This innovation has been a tremendous success, prompting the government to replicate and expand it across more schools while issuing new design standards and participatory planning and implementation practices. As of now, the initiative has been implemented in 20 schools throughout Xianning City, including Chibi and Jiayu districts, benefiting over 30,000 primary school students and young children. Since 2023, a clear separation between



其次，资金不足和社会参与度不高。也就是说，起初周边商铺、孩子监护人以及一些开发商都认为“多一事不如少一事”，或觉得事不关己。这同样需要沟通，既要对他们宣讲这一创新对孩子成长的益处，也要让他们明白这样的创新也会给这些参与人带来切实的收益。比如，开发商可以出租楼盘底层以获得更好的经营收入。最后，将孩子的创意设计变为现实，需要成人帮助落实。特别是一些废弃物在变废为宝时，必须注重安全，例如，塑料制成品等废物含有一定毒性，必须进行无害化处理。

随着公众感受到创新的实际益处，以及政府的宣传介绍，在咸宁，很多私营开发商、个体户等现在都表示愿意投入资金或资源，来支持政府继续改造更多校园的周边环境。政府的财政支出压力也大大减轻。据政府测算，改造一所学校周边环境的财政支出为 200 万 ~ 300 万

cars and students walking has been established around these schools. According to video surveillance data, the percentage of students walking to school has surged from 30% to 95%, while the number of private cars picking up students has plummeted from 120 per hour to just 8 per hour. Additionally, the number of traffic accidents within one kilometer of the schools has dropped dramatically, from 50 per year to just 1, and that incident was unrelated to children.

Executive Vice Mayor Li Li expressed her sentiments on the outcomes of the initiative: “We want to ensure that children can walk to school safely. This isn’t just about reducing traffic congestion around schools; it’s about creating a child-friendly city and building a community that reflects the greatest sense of caring and beauty for children.” In fact, megacities such as Wuhan, the capital of Hubei Province, are now learning from Xianning’s innovative experience and seeking to replicate its success.

This innovation has faced several obstacles during its implementation. The first challenge was a lack of unity among various government departments, which necessitated extensive communication efforts. Additionally, there were issues related to insufficient funding and low levels of community participation. Initially, local shops, guardians of the children, and some developers felt that participating in the initiative was not their concern or believed it was better to do less than more. This situation required effective communication to convey the benefits of the innovation for children’s development while also highlighting the tangible advantages it would bring to these stakeholders. For instance, developers could see improved operating income from leasing their ground floors. Finally, bringing children’s creative designs to life requires adult assistance. It is particularly important to prioritize safety, especially when transforming waste materials into useful resources. For example, waste products, such as plastics, may contain harmful toxins and



元人民币（276 000~414 200 美元），但其产生的经济、社会效益却是无价的。现在，咸宁市正努力通过下一个五年规划，将这样的儿童友好型校园周边安全建设推广到全市 1 048 所中小学，这将惠及 17.5 万在校学生。

作为全球可持续发展标准化城市联盟（ISSCC）以及国际化标准组织 ISO/TC 268 授予的城市可持续发展国际标准试点城市，咸宁市在 2024 年制定了《咸宁市儿童友好城市建设实施方案》以及相关任务清单，旨在从社会政策、公共服务、权利保障、城市增长空间和发展环境等多个维度实现儿童友好型共建共享。

must be managed safely and in an environmentally friendly manner.

As the public experiences the tangible benefits of this innovation, along with the government's outreach and promotion efforts, many private developers and self-employed business owners in Xianning have expressed their willingness to contribute funds

or resources to support the ongoing transformation of campus surroundings. This collaboration has significantly eased the fiscal pressure on the government. According to government estimates, the cost of transforming the environment around a school is approximately 2 million to 3 million yuan (USD276,000-USD414,200), but the resulting economic and social benefits are invaluable. Currently, Xianning City is actively working to extend these child-friendly safety initiatives to 1,048 primary and secondary schools through the next five-year plan, which will benefit 175,000 students.

As a pilot city for international sustainable development standards, recognized by the Global Sustainable Development Standardization City Alliance (ISSCC) and the International Organization for Standardization ISO/TC 268, Xianning City developed the *Implementation Plan for the Construction of a Child-Friendly City* along with related task lists in 2024. This initiative aims to enhance child-friendliness across multiple dimensions, including social policies, public services, rights protection, urban growth areas, and development environments.



不落一人一地： 城市核心职能 有效、高效运行

Leaving No One and No Place
Behind: Effective and Efficient
Delivery of Core Municipal
Functions



📍 韩国 光州:

面向弱势群体的社区人文关怀

📍 Gwangju, Republic of Korea:

The Last Bastion for Protecting Human Dignity “Gwangju Community Care”

许多人对韩国能够在短短大约 30 年时间从一个落后的军事独裁统治国家发展成为一个发达的资本主义国家充满好奇。光州市这一社区人文关怀项目或许能从微观层面解释这种转变。

光州，位于韩国西南部，是全国第七大城市。1980 年 5 月 18 日，光州人民自发组织了反对全斗焕军事独裁统治的民主运动。尽管受到了镇压，但这场运动孕育了光州人民休戚与共、守望相助的精神。

随着时光流逝，光州逐渐步入老龄化时代。该市总人口 148 万人，其中 60

Many people are curious about how Republic of Korea transformed from an underdeveloped military dictatorship into a developed capitalist nation in just three decades. This community-based humanistic care initiative in Gwangju may offer a microcosmic perspective on this transformation.

Gwangju, located in the southwest of Republic of Korea, is the country's seventh-largest city. On 18 May 1980, local residents spontaneously organized a democratic movement against the dictatorial military regime of Chun Doo-hwan. Although this movement was suppressed, it fostered a cultural tradition among the people of Gwangju centered on mutual support and solidarity.

岁以上的人口达 35 万人。同时，光州也面临着发展不平衡等现代化共性问题。然而，历史中形成的互助关怀精神依然流淌在光州人民心中。2023 年，光州市政府护理政策处全面推出一项创新政策，旨在全面照顾所有需要帮助的群体，这标志着该市在政策创新方面迈出了重要的一步。

这一创新源于政府对以往国家关怀政策不足的深刻反思，并得到了光州社会福利研究所专家的智力支持。传统的关怀政策，一方面寄希望于家庭的自我照顾，另一方面国家的帮助有严格的申请和认定程序，仅仅针对部分老年人、儿童或残疾人等特定群体。这不仅限制了需要关怀照顾的人群范围，还引发了一系列不良的社会影响。2014 年，一则悲惨的消息震惊韩国：一名母亲在健康状况恶化、失业和巨额债务的困扰下，带着两个女儿自杀。2023 年，全州市一名 40 岁的单亲母亲突发疾病去世，她 4 岁的儿子独自守候在尸体边不知所措，长达 3 天。这个家庭生活十分困难，母亲因动脉硬化去世，推测其因无力承担医疗费用等，未能及时就医而不幸离世。

光州的关怀项目面向所有弱势群体，不设条件限制，无需申请。其创新举措主要包括：一是构建组织体系。政府在全市 5 个城区的下级政府中设立专门部门，并指定 320 名关怀专员。二是要求关怀专员走访所负责辖区家庭，了解关怀护理需求，并接受专业培训。为此，政府为关怀专员开设了 158 次培训课程，培训他们如何更好地提供关怀护理服务，包括心理咨询知识等。三是同步建设关怀交付体系。一方面是实体技术系统，包括设立专门的关怀

As time has passed, Gwangju has entered an era of aging. With a total population of 1.48 million, there are 350,000 residents aged over 60. The city also faces many common challenges of modernization, including unbalanced development. However, the spirit of assistance and care that has been cultivated throughout history continues to thrive in the hearts of Gwangju's citizens. In 2023, the Care Policy Division of the Gwangju Municipal Government initiated a comprehensive care program aimed at supporting all vulnerable groups, marking a significant policy innovation in the city.

The impetus for this innovation stems from the government's recognition of the shortcomings in previous national care policies and has received intellectual support from experts at the Gwangju Social Welfare Research Institute. Traditionally, these policies emphasized self-reliance within families, while state assistance was limited to specific groups, such as the elderly, children, or people with disabilities, and involved stringent application and identification processes. This approach effectively narrowed the scope of those who could receive care and led to various adverse social consequences. In 2014, Republic of Korea was shaken by tragic news: a mother and her two daughters took their own lives due to deteriorating health, unemployment, and overwhelming debt. In 2023, a 40-year-old single mother in Jeonju City died suddenly, leaving her 4-year-old son alone by her side and completely at a loss for three days. The family suffered severe hardship in life. The cause of death was arteriosclerosis, and it was presumed that she died while living without medical treatment due to problems such as hospital expenses.

Care services for all vulnerable groups are unconditional and do not necessarily require an application. The main innovative measures include: First, Organizational Structure: Gwangju government has established an Integrated Care Division within each of the 5 urban districts of the City, designating a total of 320 care managers. Second, Needs

电话等，并开发电子化系统全程记录从关怀专员初次家访开始的服务全流程；另一方面是管理体系，核心在于为每个关怀需求者指定一名关怀专员，关怀专员代为联系相关社会服务机构申请所需关怀服务，如房屋保洁、呼叫医生等。需要关怀的个人不再需要单独申请，关怀专员成为管理者，向服务机构统一申请。

关怀服务交付系统的创新是该项目取得成功的关键。政府将行政福利中心的工作范围扩大到全市所有地区，并将公立医院的护士和公共社会工作者的工作范围扩大到福利和医疗保健领域。通过设立强制探视和家访制度，消除了关怀护理的盲区。

因为没有条件限制，该项目所惠及的人群相当广泛。截至 2023 年，累计有 8 891 人（例）接受了共 18 641 次各类



Assessment: Care managers are required to visit families in their jurisdictions to assess care needs. To support this, the Gwangju government has run training courses 158 times to equip care managers with the skills necessary for providing various care services, including psychological support. Third, Care Delivery System: The Gwangju government has been building a comprehensive care delivery system that includes both technical and management support. For example, a dedicated care hotline has been established, and an electronic system has been developed to record the entire care process, starting from the initial home visit by the care manager. Meanwhile, individuals in need of care do not apply individually for care services, such as household cleaning or doctor visits; public officials become managers, and service agencies apply collectively.

In particular, the core of innovation is the Delivery System of service. The main reason for the success was the reorganization of the workforce, which enabled the administrative welfare center to cover all parts of Gwangju, allowing public nurses and public social workers to look at the welfare and health sectors individually. And it should be noted that efforts have been made to eliminate the blind spots of care by designating mandatory visitors.

Due to the unconditional care provided, the initiative benefits a wide range of individuals. As of 2023, 8,891 people/cases received a total of 18,641 various services. That year, Mr Kim, a resident of the Namgu community in his 60s, faced difficulties getting out of bed to urinate due to a spinal condition, resulting in unpleasant odours that drew complaints from his neighbours. Eventually, his neighbours called the care hotline on his behalf. Mr Kim himself had initially refused nursing services due to concerns about his self-esteem and rejected social interactions. However, with the meticulous and patient assistance of the care manager, he accepted the government's support, stating, "The local government's care

服务。例如，南区社区 60 多岁的金先生因为脊椎疾病无法下床小便，导致房屋异味引发邻居投诉，邻居代为拨打了关怀电话。此前，金先生出于自尊心拒绝护理服务，也排斥社会交流。在关怀专员细致、耐心的帮助下，他接受了政府的关怀护理，感慨道：“政府的关怀给予了我好好生活的希望和勇气，我没有被抛弃。”他的话反映了项目的根本意义，即重塑人的尊严，使人成为人，让人能够享受健康和幸福生活。事实上，关怀专员家访本身就值得赞赏，这样的家访也是一种社会关怀，有效缓解了社会孤独问题，增强了社区活力。

朝鲜大学公共管理和福利学系的文镛弼教授（Moon Yong Pil）指出：“与社会保险或公共援助等其他社会保障体系相比，关怀护理服务具有显著的个性化特点。每个公民都有独特且不断变化的关怀护理需求。我们的社会服务需要为全民提供个性化、具体化的支持。”

当然，出于审慎使用资金的需要，政府在确定关怀需求时，会考虑关怀对象的经济收入水平，并在评估关怀需求时给予相关指导。尽管 98.9% 的需求人群可以得到免费服务，政府仍然设置了相关措施，以防系统便利性被滥用。只有关怀专员在家访中确认其家庭收入水平低于全民收入中位数^①的 85%，相关服务的费用才能由政府全额支付。同时，定期家访有助于确认具体需求，并可以根据家庭实际情况调整，例如，若相关的困境在 1 年后已得到解决就可以终止服务提供。

① 收入中位数依家庭规模而定，例如，在 2023 年，一个两人家庭的平均收入中位数约为 2,546 美元。

gave me hope and the courage to live a good life. I was not abandoned.”His words capture the essence of the initiative: to restore human dignity, empower individuals, and enable them to enjoy a healthy and fulfilling life. In fact, the home visits conducted by care managers are commendable in their own right, as they represent a form of social care that alleviates loneliness and enhances community vitality.

Professor Moon Yong Pil from Department of Public Administration and Welfare, Chosun University, said, “Care services have a distinct character compared to other social security systems, such as social insurance or public assistance. Each citizen has unique care needs, and those needs are constantly changing. Our social services need to provide individualized and specific support for all citizens.”

Of course, in the interest of using funds prudently, the Gwangju government considers the economic income level of care recipients and provides relevant guidance when assessing care needs. Although 98.9% of those in need receive free services, the government has implemented safeguards to prevent abuse of the system. Only when the care manager confirms during a home visit that the family income is below 85% of the median income level^① will the relevant services be fully funded by the government. Additionally, regular home visits will help identify specific needs and allow for adjustments based on actual circumstances. For instance, if the relevant difficulties have been resolved after a year, the provision of services can be discontinued.

The success of this initiative can be attributed to two key factors. First, there is the extensive involvement of multiple parties in decision-making and collaboration. After the initial ideas were developed, the Care Policy Division of the Gwangju Municipal Government actively sought input from various government departments, including personnel, health, and

① The median income level varies based on household size; for example, USD2,546 applies to a two-person household in 2023.

这个项目的成功得益于两个重要支持：一是决策的广泛参与和多方的合作支持。最早的想法成形后，光州市政府护理政策处广泛征求了人事、健康、财政等政府部门的意见，听取了市议会成员以及众多社区的建议，也同众多提供关怀护理的私人企业和社会组织进行了沟通。光州市政府护理政策处为此付出巨大努力：17 名工作组成员与有关参与方开展了 26 次“马拉松”会议，共举办了 9 场研讨会，会议时长有时超过 10 小时。最终，形成了一个面向所有弱势群体的综合性关怀项目，该项目不仅将关怀服务范围大大拓展，还提供包括送餐、洗澡、保洁、理疗等 16 个项目的关怀服务。此外，在执行阶段，政府关怀人员也同区、洞（区的下一级行政单位）相关部门及工作人员合作，收集更多的关怀需求信息，从而扩大服务覆盖面并加快服务提供速度。比如，不少人提出上门医疗服务和餐食服务的需求。

二是强大的经济与社会支持。韩国经济多年来保持快速发展，让光州政府有财力提供足够的资金支持。目前，政府项目年均拨款额为 774 万美元，由市政府和区政府按 3 : 1 的比例共同出资。此外，项目也得到社会公益捐赠的支持，平均每年公益捐赠金额达到 788 万美元，并呈现逐年上升的趋势。韩国近 30 年来已形成了一套成熟的法律框架和市场服务体系，政府可随时向包括私营企业和社会组织在内的众多社会关怀机构购买服务。据统计，光州市共有 38 家服务机构、710 多名护理人员直接参与这个项目。光州市政府护理政策处行动干事金

finance, as well as from city council members, community representatives, and numerous private enterprises and social organizations involved in care and nursing services. The Care Policy Division of the Gwangju Municipal Government put in significant effort to facilitate this process. Seventeen task force members held a total of 26 marathon meetings with other participants, which sometimes lasted more than 10 hours, and held 9 seminars. Ultimately, this collaboration resulted in the creation of a comprehensive care initiative aimed at all vulnerable groups, greatly expanding the range of services to include 16 types of care services, such as meal delivery, bathing, cleaning, and physical therapy. Furthermore, during the implementation phase, government care personnel collaborated with relevant departments and colleagues at both the district and community levels to gather more information about care needs, allowing for the expansion and acceleration of services. For example, the demand for visiting medical care and supporting meals was highlighted by many individuals.

The other key factor is the robust economic and social support. The economy of the Republic of Korea has experienced rapid growth for many years, enabling the Gwangju government to provide substantial financial backing. Currently, the average annual government appropriation stands at USD7.74 million, with the municipal and district government (Gu-office) contributing jointly at a ratio of 3:1. Additionally, the initiative benefits from public welfare donations, which average USD7.88 million annually and show a consistent upward trend. Over the past 30 years, Republic of Korea has developed a mature legal framework and market service system, featuring numerous social care institutions, including private enterprises and social organizations, from which the government can readily procure services. There are 38 service institutions and over 710 caregivers directly involved in this initiative. Mrs. Kim Kyoung-myoung, an officer in charge of the Care Policy Division of the Gwangju



京明女士 (Kim Kyoung-myung) 表示：
“我们的关怀服务首先考虑的是人文精神，平均每年有超过 8 000 人得到关怀服务。因为这个项目，光州的社会信任度正在提升。我们地方政府强有力的执行意识、领导者坚持不懈的努力，加上私企的参与和民间社会组织的贡献，这些因素共同促成了项目的成功。”

光州市民团结互助，成功维护了人民的尊严和自由。光州是一个以人民为中心的城市，考虑到其历史背景，光州如今重生为一个致力于照顾所有弱势群体的关爱城市，这丝毫不让人意外。

Municipal Government, concluded, “Our care services prioritize the humanistic spirit. In Gwangju, this initiative has fostered increasing social trust, with an average of 8,000 people receiving care services each year. Our local government demonstrates a strong sense of execution, bolstered by the unwavering efforts of leaders, the engagement of private enterprises, and input from civil society, all contributing to the project’s success.”

The citizens of Gwangju have come together, supporting one another to uphold the dignity and freedom of all. Given its history, it’s no surprise that Gwangju has now emerged as a caring city, dedicated to caring for its most vulnerable residents. Gwangju is a city that places its people at the heart of everything.



📍 印度尼西亚 雅加达:

在公共交通中为儿童开辟空间

📍 Jakarta, Indonesia:

Reclaiming Spaces for Children in Public Transportation Through the Navi_Station Initiative

印度尼西亚拥有约 2.8 亿人口，是世界第四人口大国。其原首都为雅加达，也是全国最大城市，拥有 1 000 多万人口。然而，印度尼西亚的交通拥堵问题在国际上是出了名的。根据英国汽车润滑油制造商嘉实多（Castrol）2015 年的调查结果，在全球 78 个主要城市中，雅加达的交通拥堵程度位居世界第一。拥堵的根本原因在于城市规划未能同步适应城市化的快速扩张。作为一个发展中国家，印度尼西亚在交通基础设施方面面临着重大挑战。尽管雅加达开通了快

Indonesia is the world's fourth most populous country, with approximately 280 million residents, and its former capital, Jakarta, is the largest city, home to over 10 million people. However, Indonesia is internationally recognized for its severe traffic congestion. A 2015 survey conducted by Castrol, a British automotive lubricant manufacturer, revealed that Jakarta had the highest traffic congestion in the world among 78 major cities. The primary cause of this congestion is the lag in urban planning as urbanization continues to expand. As a developing country, Indonesia faces significant challenges in its transportation infrastructure. While Jakarta offers public transportation options such as rapid buses, minibuses, and

速公交、小型巴士、地铁等公共交通工具，但由于配套设施不完善、线路较少、成本较高等，只有不到 10% 的人选择公共交通工具。更多的市民选择包括私家车、打车服务在内的私人交通方式，如传统“摩的（Ojek）”。

印度尼西亚交通中央赋权和发展委员会副主席杰科·塞蒂约瓦诺（Djoko Setijowarno）表示：“出于安全考虑，我们不可能将网约摩托车（Ojol）认定为一种公共交通工具。众所周知，80% 的交通事故涉及摩托车。”严重的城市交通拥堵给社会带来巨大损失，每年给印度尼西亚带来近 100 万亿印尼盾的经济损失。

进一步发展公共交通对雅加达至关重要。相比交通建设规划和硬件基础设施建设，增强公众对公共交通的认识和接受度，对培育城市公共交通文化同样重要。在此背景下，雅加达倡议在公共交通中为儿童设置专属空间，这一举措获得了世界各国城市创新领域专家的高度赞扬。

近年来，雅加达大力发展轨道交通，这一创新项目应运而生。虽然该市目前已建成 16 千米地铁及 41 千米轻轨网络，但公共交通出行效率依然较低。让人们了解地铁，认识到地铁的优势，并建立一种乘车规范，成为政府关注的交通议题。

万隆理工学院的维迪亚瑞尼·卫宁提亚斯博士（Widyarini Weningtyas）研发设计了一个名为“Navi_Station”的车站交通知识教学工具包，旨在帮助 5~7 岁的儿童通过教育游戏了解快速公交系统知识。她说：“在当前形势下，新开发的铁路系统对社会而言是一种文化冲击，因为大多数当地人对使用这些城市铁路系统

subways, less than 10% of the population use these services due to inadequate facilities, limited routes, and high costs. Consequently, many residents rely on private transportation, including personal vehicles and various ride-hailing services such as Ojek motorcycle services.

Djoko Setijowarno, Deputy Chairman of the Central Empowerment and Development of the Indonesian Transport Community (MTI), stated, “It is impossible to recognize Ojol (Ojek Online) as a public transportation vehicle due to safety considerations. It is known that 80% of traffic accidents involve motorcycles.” The severe urban traffic congestion imposes significant costs on society, leading to economic losses of nearly IDR100 trillion for Indonesia each year.

The further development of public transportation is essential for Jakarta. While planning and infrastructure are important, fostering public awareness and appreciation for public transit is equally vital for cultural acceptance. In this regard, Jakarta’s initiative to create spaces for children in public transportation, facilitated by the Navi_Station program, has received high praise from urban innovation experts worldwide.

This innovation stems from Jakarta’s recent, robust development of rail transit. The city currently boasts 16 kilometers of subway and 41 kilometers of light rail, yet travel efficiency remains low. Educating the public about the subway, highlighting its advantages, and establishing riding standards have become key transportation issues for the government.

Dr. Widyarini Weningtyas from the Bandung Institute of Technology designed the “Navi_Station” teaching toolkit as part of her community service. This toolkit aims to teach children aged 5 to 7, an age when they are particularly curious, about rapid transit system knowledge and literacy through engaging educational games. She said, “In the current situation, the newly developed railway system is a cultural shock for society, as most local people have limited information or

的信息了解有限，也缺乏相关经验。因此，随着铁路网络的扩大和服务质量的提高，迫切需要教育儿童如何使用和选择公共交通，使他们成为变革的推动者。”

该项目引起了雅加达市交通管理部门的关注，并决定将创新成果转化为实际应用。在雅加达市交通运输部的协调下，雅加达地铁总局给予全力支持。通过教育部、文化部、研究和技术部以及研究与发展总局（DRPTM）组织的社区服务计划，该项目成功获得了 2 000 美元的资助。

这套教学工具包包含图书、积木、模型、游戏垫、纸艺等，设计符合儿童认知特点，趣味性强，深受孩子们欢迎。在实施过程中，项目方与教育部门合作，选择部分社区幼儿园，让适龄儿童使用该工具包。自 2023 年 3 月推出以来，约有 600 名儿童参与了这个教育活动，同时间接影响了约 400 名成年人。这套工具的主要教学内容涵盖车站常识、路线和标识识别、安全知识、乘车礼仪四大部分。这一项目也推动地铁部门进一步优化服务，如完善车站标识、优化路线规划、制作乘车指南。

experience in using these urban railway systems. Therefore, as the network expands with better quality and system, educating children on how to use and prefer public transportation is urgently needed to make them agents of change.”

This initiative captured the interest of the Jakarta Municipal Transportation Management Department, leading to plans to transform these innovative concepts into practical applications. Under the coordination of the Jakarta Transportation Agency, the Directorate General of Railway of Jakarta provided substantial support. The initiative successfully secured funding of USD2,000 through the Community Service Program organized by the Directorate General of Research and Development Strengthening (DRPTM) from the Ministry of Education, Culture, Research and Technology.

This toolkit includes books, building blocks, models, playmats, papercraft, and more, all designed to meet the cognitive needs of young children. It is engaging and has proven to be very popular among kids. The implementation involves collaboration with the education department to select community kindergartens where relevant children can utilize the toolkit. Since its launch in March 2023, approximately 600 children have participated in the educational activities, with an estimated 400 adults influenced by their engagement. The main teaching content covers four key areas: station literacy, wayfinding and signage identification, safety awareness,



这一创新项目在向儿童普及快速公交系统相关知识与礼仪的同时，也涉及复杂的沟通与合作，例如，政府部门之间的合作（特别是交通部门和教育部门），以及政府和企业的合作（比如交通部门和地铁公司）。此外，它还涉及与教学工具包生产商、社区组织和教育机构的合作。印度尼西亚东雅加达交通运输部道路交通科科长法加尔·努格拉海尼女士（Fajar Nugraha Aini）在总结项目成功的原因时说：“我们构建了一个多方参与的生态系统，万隆理工学院是我们重要的合作伙伴，社区也扮演了重要的角色。这个项目重视有针对性的设计，经过精心策划，正在逐步推进。”

这一项目的意义无疑是巨大的。对于像雅加达这样人口规模巨大的城市而言，地铁将成为未来主要的公共交通方式。目前，当地政府也把发展地铁作为施政的优先事项。通过对儿童的地铁教育，希望影响到更广泛的群体——这种引导策略是极为高明的，因为儿童是未来城市出行的主力军。

然而，这一项目也面临着一些小的挑战。比如，在工具包中使用印度尼西亚各

and public transport etiquette. Additionally, this initiative encourages the railway department to enhance services, such as improving signage and route markings in train stations and creating transportation guides for passengers.

This innovative initiative to promote rapid transit system-related knowledge and etiquette among children involves complex communication and collaboration. It encompasses partnerships between government departments, particularly the transportation and education sectors, as well as collaborations between government agencies and enterprises, such as the transportation department and railway companies, along with manufacturers of the Navi_Station toolkit. Additionally, it involves cooperation with community organizations and educational institutions. Mrs. Fajar Nugraha Aini, Head of the Section of Road-Based Transportation, Jakarta Transportation Authority in East Jakarta, Indonesia, highlighted the key factors behind the initiative's success, stating, “We have built an ecosystem with multi-party participation. The Bandung Institute of Technology serves as a vital partner for the government, while the community plays an essential role. This initiative emphasizes targeted design, is carefully planned, and is being implemented step by step.”

The significance of this initiative is undoubtedly substantial. The rapid transit system serves as the primary mode of public transportation in a densely populated city like Jakarta, and the local government has prioritized its development. Educating young children about the rapid transit system is a highly effective strategy to reach a broader audience, as these children represent the future of urban travel.

However, the initiative faced some minor challenges, such as obtaining official permission to use the logos and mascots of various Indonesian railway operators in the toolkit proved to be quite challenging. This issue was addressed by clearly communicating the initiative's public welfare





铁路运营商的标识和吉祥物时，获取官方许可就存在一定难度。为解决这一问题，项目方向运营商传达了项目的公益目标，承诺印有其标识和吉祥物的产品不被用于商业目的。此外，许多铁路运营商都热心支持这个项目，因为这也是在向公众推广他们的服务。

这一项目为在全国范围内推广公共交通出行作出了重要贡献。从长远来看，该项目可以惠及印度尼西亚各地的中小學生。目前，印度尼西亚国家交通部门和教育部门正在和雅加达的项目方密切联系。项目主要成员来自市交通部门以及万隆理工学院。在增添适用青少年的内容之后，这套工具包有望被纳入全国的课程体系之中。尽管印度尼西亚每天有数百万人乘坐快速轨道交通，但相比于其庞大的人口总量，这一数字仍有很大的提升空间。随着轨道交通网络的扩大，培养下一代安全、负责任地使用公共交通的意识至关重要。国家和地方各级公共部门，特别是市政府，应大力推广地铁等轨道出行方式作为优先出行选择。

objectives to the operators and assuring them that the products featuring their logos and mascots would not be used for commercial purposes. Moreover, many railway operators are enthusiastic about supporting the initiative, as the Navi_Station initiative effectively promotes their services to both children and adults.

This initiative makes a significant contribution to promoting public transport nationwide, as it could benefit students in primary and secondary schools across Indonesia in the long term. With the national transport and education authorities now collaborating with the Navi_Station initiative team in Jakarta—primarily from the Jakarta Transportation Agency and the Bandung Institute of Technology—the toolkit is expected to be integrated into the national curriculum after being adapted to include content suitable for teenagers. Rapid transit serves millions of people across Indonesia every day, yet there is still ample room for improvement given the country's large population. As the rail network expands, it is essential to prepare the next generation for the safe and responsible use of these systems. Public authorities, both at the national and local levels, particularly Municipal governments, should actively promote the use of metros and railways as a preferred mode of transportation.



📍 印度 宾布里金杰沃德:

社区公共卫生创新模式

📍 Pimpri-Chinchwad, India:

Innovation in Public Health Through Navi Disha: Community Toilet Model

位于印度中西部马哈拉施特拉邦的宾布里金杰沃德市是一个以汽车制造闻名全国的工业城市，拥有近 300 万人口。这个充满活力的城市成为了推动变革的催化剂，在这里，开创了能够增强女性话语权和释放女性潜力的新模式。宾布里金杰沃德市市政公司（PCMC）管理该地区，并在推动女性和社区赋权方面发挥了重要作用，使得这个地区涌现了多家来自边缘化行业女性领导的微型企业。

印度政府在提高公共卫生标准方面做出了多项努力。对此，PCMC 认为，缺乏社区所有权以及健全监测系统，是导

Pimpri-Chinchwad, located in Maharashtra, India, is an industrial city recognized for its automobile manufacturing, with a population approaching 3 million. This vibrant urban centre is a catalyst for change, fostering innovative models that amplify women's voices and potential. The Pimpri Chinchwad Municipal Corporation (PCMC) governs the area and has been instrumental in promoting women's empowerment and community empowerment, resulting in the emergence of multiple women-led microenterprises from marginalized sectors.

The government of India has made several efforts to improve public sanitation standards. In response, PCMC identified the lack of community ownership and a robust

致社区厕所被忽视的关键因素。“新航标（Navi Disha）”项目已成为宾布里金杰沃德的一项变革性解决方案，专门解决该地区约 70 万贫民窟人口所面临的卫生困境。鉴于外部供应商管理的社区厕所清洁度不断下降，PCMC 与印度帕拉迪姆咨询有限公司（Palladium Consulting India Pvt Ltd）的城市转型办公室（CTO）合作，提出了一个强调妇女赋权和社区参与的模式。该项目旨在改善卫生服务、促进社会创业并提供更好的卫生设施。

为实施这一项目，各社区成立了自助小组（SHG）、妇女会（Mahila Mandals）^①等妇女组织，负责监督当地的厕所设施。该项目于 2021 年 12 月在夏斯特里纳加尔（Shastri Nagar）首次试点，两个月内就取得了可喜的成果。在接下来的 6 个月里，该项目又扩建了 40 个社区厕所。PCMC 社会发展部主任坦哈吉·纳拉勒（Tanhaji Narale）强调，需要动员社区建立可持续的维护机制，以满足当地需求并培养主人翁意识。现在，每个厕所都由大约 10 名妇女组成的小组管理，她们轮班维护设施。该项目计划到 2025 年中期将覆盖范围扩大到 61 个社区，管理共计 101 个厕所。

在项目的实施过程中，首先由卫生部门官员对现有厕所设施进行全面检查，然后进行必要的整修，以确保它们正常运行。在此过程中，让社区妇女和青年参与进来至关重要，而且当地许多居民

monitoring system as key factors contributing to the neglect of community toilets. The Navi Disha initiative has emerged as a transformative solution in Pimpri-Chinchwad, specifically addressing sanitation dilemma faced by its substantial slum population of approximately 700,000. Recognizing the declining cleanliness of community toilets managed by external vendors, PCMC partnered with the City Transformation Office (CTO) from Palladium Consulting India Pvt Ltd to create a model that emphasizes women's empowerment and community engagement. The initiative seeks to improve sanitation services, promote social entrepreneurship, and provide better hygiene facilities.

To implement this strategy, women's groups such as Self Help Groups (SHGs) and Mahila Mandals ^① were established in various communities to oversee local toilet facilities. The initiative was first piloted in Shastri Nagar in December 2021, yielding promising results within 2 months. Over the following 6 months, it expanded to include an additional 40 community toilets. Tanhaji Narale, Head of the Social Development Department at PCMC, emphasized the need for community mobilization to create a sustainable maintenance mechanism that addresses local needs and fosters ownership. Each toilet is now managed by a group of about 10 women who maintain the facilities in shifts. By mid-2025, the initiative aims to extend its reach to 61 communities, managing a total of 101 community toilets.

The project began with a comprehensive inspection of existing toilet facilities by health department officials, followed by necessary renovations to ensure they were operational. During this process, engaging community women and youth was crucial, as many expressed willingness to take

① 妇女会（Mahila Mandals）由来自不同自助小组（SHG）的成员组成，旨在共同解决公共厕所的相关问题，尤其是在单个自助小组可能不愿意承担某些特定任务的情况下。

① The Mahila Mandals is formed by members from various Self Help Groups (SHGs) to collaboratively address toilet-related issues, particularly in situations where a single SHG may not be willing to undertake a specific task.

表示愿意承担厕所的维护工作。这促成了自助小组和妇女会的成立，PCMC 社会发展部也支持并协助这些团体根据《专员慈善法》进行注册。项目方还组织了能力建设课程，为这些团体传授运营管理的基础技能，内容涵盖财务交易的文档处理及簿记工作。接到工作订单后，工作人员就会为相关团体提供关于厕所运营与维护的培训。妇女们可以选择雇人或自己完成清洁工作。

该举措显著改善了社区厕所的卫生状况和安全水平。这些厕所平均每天服务 500 名使用者，使约 2 万人从中受益。除了改善卫生条件，这种模式还提高了妇女的社会地位。夏斯特里纳加尔地区的“新航标（Navi Disha）”项目的自助小组主席尼尔玛拉·拉特瓦尔（Nirmala Latwal）表示：“监督社区厕所的工作每月为我带来了 12 美元（1000 印度卢比）的收入。这让我能够为社区作出积极贡献，获得认可，并增强了大家的归属感。”

虽然基础设施变革的责任仍然由市政当局承担，但妇女团体也在厕所的日常运营、监测和维护方面发挥着重要作用。目前，这些女性每负责一个马桶，每月就可以获得 13 美元（1100 印度卢比）的收入，作为她们其他收入来源的补充。PCMC 卫生部负责人阿金基亚·耶勒（Ajinkya Yele）强调了当地实现制度化、组织化的重要性，并指出该项目赋能了社区，使之能够管理和维护这些设施。此外，妇女们还积极向社区民众宣传安全卫生习惯。巴尔德夫－纳加尔（Baldev Nagar）地区自助小组主席苏尼塔·达里瓦尔（Sunita Dharival）表示：“参与社区



ownership of toilet maintenance. This led to the formation of SHGs or Mahila Mandals, supported by the Social Development Department of PCMC for registration under the *Commissioner Charity Act*. Capacity-building sessions equipped these groups with essential skills for operational management, including documentation and bookkeeping for financial transactions. Upon receiving work orders, the project team provided training on toilet operation and maintenance. Women could choose to hire caretakers or manage cleaning themselves.

The initiative has significantly improved the sanitation and safety of community toilets, serving an average of 500 users daily and benefiting around 20,000 individuals. Beyond sanitation improvements, this model has enhanced women's social status. Nirmala Latwal, President of the Navi Disha Self Help Group in Shastri Nagar, stated, "Supervising the community toilets provides me with an income of USD12 (INR1,000) a month. This role allows me to contribute positively to the community, gain recognition, and strengthen people's sense of belonging."

While the responsibility for infrastructural changes remains with municipal authorities, women's groups focus on the day-to-day operation, monitoring, and maintenance of the toilets. Currently, these women earn USD13 (INR1,100) per toilet seat per month, supplementing their other income

厕所项目让我们认识到，我们可以做出改变。这增强了我的信心，使我更有信心在家中开展缝纫服务、社区云厨房运营等事业。”

“城市转型办公室”由印度帕拉迪姆咨询有限公司管理，是该项目的知识合作伙伴；妇女团体是其主要合作伙伴，接受 PCMC 的卫生部和社会发展部监督。PCMC 负责修建厕所基础设施和提供清洁材料，妇女团体则负责日常运营管理。妇女团体成立之初，每位成员捐赠 9 美元（500 印度卢比）来建立一个用于日常运营交易的银行账户。每月的反馈收集和数据跟踪机制，确保了问责制的落实和项目进度的监控。

在项目实施之初，政府以每个马桶座每月 11 美元（900 印度卢比）的标准进行资助，在两年内，这一金额已增加到 13 美元（1100 印度卢比）。PCMC 则会每月提供肥皂和其他清洁用品。印度帕拉迪姆咨询有限公司副总监阿努普·凡斯（Anoop Phanse）强调，“新航标（Navi Disha）”项目根据利益相关者的意见制定，既能切实解决当地面临的挑战，又能提供实用的社区驱动型解决方案，因此有望被复制应用到其他领域。



sources. Ajinkya Yele, Head of the Health Department at PCMC, highlighted the importance of local institutionalization, noting that the initiative empowers the community to manage and maintain these facilities. Additionally, the women actively educate their communities about safe sanitation practices. Sunita Dharival, President of the Bharari Self Help Group in Baldev Nagar, remarked, “Participating in the community toilet project has shown us that we can make a difference. It has developed a sense of confidence in me, enabling me to provide sewing services from home and run a cloud kitchen for the community.”

The City Transformation Office, managed by Palladium Consulting India Pvt Ltd, serves as a knowledge partner for this initiative. Women’s groups act as primary partners, overseen by the Health and Social Development Departments of PCMC. The municipal corporation is responsible for constructing toilet infrastructure and supplying cleaning materials, while the women’s groups manage daily operations. Upon the formation of a women’s group, each woman contributed USD9 (INR500) to establish a bank account for operational transactions. Monthly feedback collection and data tracking ensure accountability and progress monitoring.

Initially funded by the government at USD11 (INR900) per toilet seat per month, this amount has increased to USD13 (INR1,100) over two years. The municipal corporation supplies consumables like soap and other cleaning supplies monthly. Anoop Phanse, Associate Director at Palladium

Consulting India Pvt Ltd, emphasized that the Navi Disha strategy, developed through stakeholder input, addresses on-ground challenges and offers practical community-driven solutions that can be replicated in other areas.

The initiative’s success is rooted in its community-driven approach. Challenges arose when third-party vendors managed

该城市创新案例的成功源于其以社区为主导的实施方法。反观第三方供应链管理运营社区厕所时，往往会出现清洁卫生和故意破坏等问题，但解决方案往往来自社区本身。这项合作强调了保持厕所清洁对于有效卫生实践的重要性。该倡议还进一步赋权女性，使她们能够更积极地融入社区，参与各种公益活动。PCMC 的市政长官谢卡尔·辛格 (Shekhar Singh) 表示：

“‘新航标 (Navi Disha)’项目通过在 PCMC 中建立制度化机制，借助社区参与和自主权来监测清洁情况，从而保障低收入居住区拥有安全和清洁的卫生设施。这种方法不仅创造了谋生机会，对于女性群体来说，也确保了性别包容性，同时也赋予了女性个体权力。”

社区中妇女的坚定支持和投入对该案例的成功至关重要。该项目不仅赋予了妇女权力，还改善了城市的卫生设施，建立了强有力的监测机制，改变了社会观念并保护了妇女权利。它符合多项联合国可持续发展目标，包括良好健康与福祉和性别平等。印度帕拉迪姆咨询有限公司的水、卫生与健康 (WASH) 事务专家普拉德尼亚·塔库尔 (Pradnya Thakur) 指出：“该计划带来了安全、清洁的卫生设施，直接改善了社区的健康状况，为政府和社会创造了双赢的局面。部门间的融合加强了性别赋权与公共卫生之间的联系。这项计划通过将妇女纳入 WASH 部门，树立了一个很好的榜样，开辟了多种途径来推动该领域的可持续和创新举措。”

operations, resulting in cleanliness issues and vandalism, but solutions often emerged from the community itself. This collaboration highlights the importance of maintaining clean toilets for effective sanitation practices. The initiative also aims to further empower women, enabling them to engage more actively in their communities and participate in various public welfare activities. Shekhar Singh, Municipal Commissioner of PCMC, stated, “The Navi Disha initiative promotes safe and clean sanitation facilities in low-income settlement areas by establishing an institutionalized mechanism in PCMC to monitor cleanliness through community participation and ownership. This approach not only generates livelihood opportunities for women, ensuring gender inclusivity, but also empowers individual women.”

The strong commitment of women in the community has been vital to the initiative’s success. This program has not only empowered women but also improved sanitation facilities in the city, establishing a strong monitoring mechanism that transforms societal perceptions and protects women’s rights. It aligns with several the United Nations Sustainable Development Goals, including GOOD HEALTH AND WELL-BEING and GENDER EQUALITY. Pradnya Thakur, a Water, Sanitation, and Health (WASH) expert at Palladium Consulting India Pvt Ltd, noted, “The initiative has led to safe and clean sanitation facilities, directly showing the health of the community and creating a win-win situation for both the government and society. The interdepartmental convergence has strengthened the connection between gender empowerment and public health. This initiative has set a great example for the inclusion of women in the WASH sector further, opening up multiple avenues to drive sustainable and innovative initiatives in the field.”



📍 巴勒斯坦 拉姆安拉:

积极为老年人创造充满活力的晚年生活

📍 Ramallah, Palestine:

Forum of Expertise—Active Aging for a Vibrant Future

位于约旦河西岸中部地区的拉姆安拉市，人口约 8.5 万。尽管居民生活在以色列的军事占领之下，但这里相对繁华，且拥有丰富而悠久的历史与文化。在长期的巴以冲突中，这座城市也变得韧性十足，不断地接纳着从冲突地区而来的避难人群。

根据巴勒斯坦中央统计局的数据，截至 2023 年，拉姆安拉市 60 岁以上的人口大约有 5 000 人，约占全市人口的 6%。预计未来几年这一数字将会稳定增长。尽管与国际通行的 10% 的社会老龄化标准尚有一定距离，但这对于一个饱

Ramallah, located in the central West Bank, has a population of approximately 85,000. Despite the fact that the citizens live under Israeli Military Occupation, it is relatively prosperous and boasts a rich history and culture. Throughout the long-standing Israeli-Palestinian conflict, the city has demonstrated resilience and continues to accept displaced people and refugees from conflict areas.

According to the Palestinian Central Bureau of Statistics, as of 2023, the elderly population aged 60 and over in Ramallah accounted for about 6% of the city's population, approximately 5,000 individuals. This number is expected to grow steadily in the coming years. While it remains below the prevalent social ageing threshold of 10%, it presents a significant challenge

受苦难的地区而言,这也是一项重大挑战。特别是在巴勒斯坦的领土上,包括拉姆安拉市,并没有一套全国通用的社会保障体系,老年人的生活愈发艰难。

6年多前,拉姆安拉市的政府领导人在对社区进行走访时就意识到,老年人在动荡局势和突发事件的冲击下,实际上已经成为最脆弱的群体之一,亟须采取措施改善其福祉。主要的压力因素之一是军事占领让老年人(以及年轻人)陷入了一个对身心都不健康的环境,比如,它限制了家人的探望。这一认识凸显了积极采取措施解决老年人福利问题的迫切需要。同时,这些关爱老年人的措施有着深远的意义。

2018年11月,拉姆安拉市成立了一个名为“专家论坛”的社区中心,由公共卫生专家领导,这是一项核心举措。该中心是一个以志愿者为基础、由社区主导的机构,里面设有小型图书馆、培训室、多功能厅等,主要开展以下四大项目:

第一,构建一个代际知识和专业知识交流平台,包括老年人的健康与心理领域的知识普及。例如,苏哈·侯赛因(Suha Husein)是该中心合唱团的一名青年志愿者,她参与排练,推广演出,并鼓励其他人加入,尤其是年轻一代,以此促进代际之间的互动和融合。

第二,组织老年人自愿参与一些适宜的工作,如参与针对青年人的讲习班或语言培训。59岁的苏哈·泽丹(Suha Zeidan)拥有教育与管理硕士学位以及教学方法文凭。在该中心,她领导着一个读书俱乐部,并发现读书讨论等智力活动“有助于激发和强化我们的大脑,特别是增强记忆力,让我们保持身心活跃、更加快乐,

for a region that has endured considerable hardship. Notably, there is no national social security system in the Palestinian territories or Ramallah, making life increasingly difficult for the elderly.

At least 6 years ago, government leaders in Ramallah recognized through community visits that the elderly had become one of the most vulnerable groups amid ongoing turmoil and various emergencies. A major stress factor is that the military occupation creates an unhealthy environment, both physically and emotionally, for the elderly (as well as the young), such as limiting family visits. This realization underscored the urgent need for measures to actively address the welfare of the elderly population. Simultaneously, these measures to care for the elderly carry profound significance.

A key initiative is the establishment of a community center called the “Forum of Expertise”, launched in November 2018 and led by public health experts. This center, a volunteer-based and community-led institution, is equipped with a small library, training rooms, and a multifunctional hall, featuring four core programs:

1. Creating a cross-generational platform for the exchange of knowledge and expertise, which includes disseminating information on health and psychological fields relevant to the elderly. For example, Suha Husein, a young volunteer in the center’s choir, participates in rehearsals, promotes performances, and encourages others to join, especially from the younger generation, fostering interaction and integration between generations.

2. Encouraging the elderly to voluntarily engage in suitable work, such as leading workshops or providing language training for the younger generation. Suha Zeidan, 59 years old, holds a Master’s Degree in Education and Management as well as a diploma in teaching methods. At the center, she leads a Book Club and finds that intellectual activities such as book discussions “help to stimulate and

从而更好地为社会作出贡献”。

第三，开展有针对性的能力开发，比如培训老年人使用智能手机以适应网络社会。82 岁的卡迈勒·沙姆舒姆 (Kamal Shamshoum) 每周为 50~88 岁的老年学员上一节体育课。这些课程不仅帮助老年人学习如何对抗肌肉萎缩等身体问题，还帮助他们克服因独居而产生的孤独感。

第四，实施涉及老年人生活诸方面的综合福祉计划，如组织体检等。

总体目标就是要满足老年人的生活需求，提高他们的生活质量。在这个社区中心里，还成立了一个由老年人组成的顾问委员会，讨论政府的涉老政策和具体事项，为政府和社区中心提供咨询与建议。

这个项目在当地取得了很大成功。到 2023 年底，项目已经直接影响了 838 位老人，其中：189 人年逾 70 岁，41 人

strengthen our minds, especially our memory; keep us active physically and mentally; make us happier and hence better contributors to society”.

3. Implementing targeted capacity development programs, such as training seniors to use smartphones and adapt to the digital society. Kamal Shamshoum, 82 years old, coaches a once a week sports class for seniors aged 50 to 88. These classes not only help the elderly learn how to combat physical problems such as muscle atrophy, but also help them overcome loneliness that comes from being home alone.

4. Developing comprehensive welfare plans that address every aspect of elderly life, including organizing health screenings.

The overarching goal is to meet the living needs of the elderly and enhance their quality of life. Additionally, an advisory committee comprising elderly members has been established to discuss government policies and specific issues related to seniors, providing valuable consultation and feedback to both the government and the community center.

This initiative has achieved significant success locally. By the end of 2023, it had directly impacted 838 elderly individuals, including 189 aged 70 and above, and 41 aged 80 and over. Notably, 60% of participants are women, and 40% are men. Many seniors have reported improvements in their physical health, and thanks to this initiative, they have been better equipped to handle the sudden outbreak of the COVID-19 in 2020 with a positive mindset.

The primary challenge of this initiative is the natural decline of physiological and psychological functions that occurs during the aging process, which can impact the initiatives effectiveness. This necessitates ongoing support from both the government and social



年逾 80 岁；女性占 60%，男性占 40%。很多老年人的身体健康得到改善，也有很多老人因为这个项目能以积极的心态应对 2020 年突如其来的新冠肺炎疫情。

项目面临的主要挑战在于，老年人在年龄增长的过程中，生理和心理机能会逐渐衰退，从而影响项目成效。这需要政府以及社会组织持续为老年人提供支持与关怀。此外，鉴于老年人的需求和心理在这一阶段的特性，项目的管理方式必须更具弹性，以便及时应对各种突发情况。

涉老项目取得成功的关键在于获得了广泛的社会合作。一方面，这个项目发动了各个年龄群体的志愿者，特别是老年志愿者，以及社区居民的参与。这些群体和组织的支持，帮助“专家论坛”社区中心更好地了解老年人需求，并让这个项目尽可能覆盖到更多老年人。另一方面，项目也与众多涉老型服务性社会组织合作，以扩大自身的社会影响。例如，“专家论坛”社区中心与巴勒斯坦美迪克医保公司（Medicare）和恺撒医保公司（Caesar）等私营医疗公司合作，开展针对老年人的医疗保健服务，并与慈善组织和青年俱乐部合作，为老年成员提供志愿服务机会。

在运营成本方面，拉姆安拉市政府从其年度预算中慷慨拨出 9 万美元，用于支付工资、维护费、水电费和其他运营需求等基本开支。值得注意的是，该计划的年度总成本约为 12 万美元，这意味着项目很大一部分资金需求依赖于志愿者的宝贵贡献。

当然，项目组织方，或者说拉姆安拉市政府，也意识到了自身工作中存在的不足，并在努力改进。比如，“专家论坛”社

organizations to care for the seniors. Additionally, due to the specific needs and psychological characteristics of seniors at this stage, the management approach of the initiative must be flexible and capable of responding promptly to various emergencies.

The key to the success of initiatives involving the elderly lies in fostering extensive social cooperation. On one hand, the initiative mobilizes volunteers from all age groups, particularly seniors, and encourages participation from the communities in which they reside. The support of these individuals and organizations enables the “Forum of Expertise” community center to better understand the needs of the elderly and to reach as many seniors as possible. On the other hand, the initiative collaborates with various social organizations that provide services for the elderly, thereby expanding its social impact. For instance, the “Forum of Expertise” community center partners with private medical companies such as Medicare and Caesar to deliver healthcare services to seniors, and works with charitable organizations and youth clubs to facilitate volunteer opportunities for elderly members.

In terms of the operational costs, the Ramallah Municipality generously allocates USD90,000 from its annual budget to cover essential expenses such as salaries, maintenance, utilities, and other operational needs. Notably, the initiative’s total annual cost is approximately USD120,000, which means that a significant portion of the programs rely on the valuable contributions of volunteers.

The organizer of this initiative, the Ramallah Municipality, is aware of the shortcomings in their efforts and is actively working to improve. For instance, the “Forum of Expertise” community center must accurately identify and adapt to the needs of the seniors, ensuring that the venue for activities is convenient and safe. Additionally, the competence and quality of the staff are crucial; they must



区中心要能准确识别并满足老年人的需求，确保开展活动的场所具有便利性、安全性。相关工作人员的能力与素质也至关重要，他们必须保持足够的耐心、秉持友善的态度以及采用灵活的工作方法，以有效满足老年人的需求。

拉姆安拉市的创新对于全球老龄化问题具有重要的启示意义。“老龄化是一个全球性问题，并不仅仅是巴勒斯坦或西方的问题。它影响着每个人，采取预防措施是最为重要的。”拉姆安拉社区参与部门负责人费莱西亚·阿迪布（Felecia Adeeb）博士如是说。这个创新象征着社会对老年人权利的尊重，呼应了联合国“不让任何一人掉队”的发展理念，强化了全社会对可持续发展与公平未来的承诺。受这一举措的启发，巴勒斯坦的比雷（Al Bireh）、塞尔菲特（Selfeet）以及约旦的马达巴（Madaba）等邻近城市，也开始努力建立类似的关爱老年人的社区中心。

demonstrate sufficient patience, a friendly demeanor, and flexibility in their working methods to effectively meet the needs of seniors.

Ramallah’s innovation holds significant implications for the global aging challenge. “Aging is a global issue, not just a problem for Palestine or the West. It affects everyone, and taking preventive measures is paramount,” stated Dr. Felecia Adeeb, Head of the Community Participation Unit at the Ramallah Municipality. This initiative symbolizes society’s respect for the rights of the elderly and aligns with the United Nations’ development spirit of “leaving no one behind.” It also reinforces the collective commitment to sustainable development and a fair future. Inspired by this initiative, neighboring cities, including Al Bireh and Selfeet in Palestine, as well as Madaba Municipality in Jordan, are now working to establish similar community centers focused on the needs of seniors.



超越智慧城市： 通过技术和数字化 转型赋能人民和社区

Beyond Smart City: Empowering
People and Communities
Through Technology and Digital
Transformation



📍 土耳其 安塔利亚:

环保农民卡

📍 Antalya, Türkiye:

Eco-Friendly Farmer Card

2024年6月5日，为庆祝世界环境日，土耳其第五大城市——安塔利亚举行了“安塔利亚农业与环境”专题会议。安塔利亚市市长顾问洛克曼·阿塔索伊（Lokman ATASOY）介绍：“安塔利亚是土耳其的农业和旅游之都，为子孙后代留下一个清洁的环境至关重要。”为了解决农药包装废弃物造成的环境问题，该市在库姆卢贾（Kumluca）、菲尼克（Finike）和德姆雷（Demre）地区启动了一项研究和行动计划。这项计划包括在13个地点设置智能容器，以收集农药包装废弃物——这是填埋场污染的主要

On 5 June 2024, in celebration of World Environment Day, a special meeting on “Antalya Agriculture and Environment” was held in Antalya, Türkiye’s fifth largest city. Mr. Lokman ATASOY, the mayor’s adviser, emphasized that “Antalya is Türkiye’s agricultural and tourism capital, and it is crucial to leave a clean environment for future generations.” To address the environmental issues caused by pesticide packaging waste, the city initiated a study and action plan in the Kumluca, Finike, and Demre regions. This includes placing smart containers at 13 locations to collect pesticide packaging waste—a major source of pollution for landfills. So far, 4,480 farmers have benefited from Eco-Friendly Farmer Card—a mobile application to help farmers locate the containers and

来源。迄今为止，4 480 名农民受益于环保农民卡——一款帮助农民找到容器并在每次投放农业废弃物时获得积分的移动应用。这些积分可以兑换温室材料和肥料等农业用品。得益于农民的积极响应，该项目将很快扩展到塞里克（Serik）、凯梅尔（Kemer）、阿拉尼亚（Alanya）和阿克苏（Aksu）地区。安塔利亚市市长穆希廷·博切克（Muhittin BÖCEK）在 2023 年指出，这是土耳其首个旨在保护环境的同时支持生产者的创新项目。他表示：“这一项目证明了经济发展与环境保护可以共存，为我们的孩子们开辟更光明的未来。”

农民是这个项目的主要参与方。安塔利亚市属于地中海气候，有 36 万公顷农业用地，是种植各种水果和蔬菜的理想之地。但同时，这里也消耗了全国 10% 的农药杀虫剂。以前，大量使用后的农业包装废弃物被农民随意丢弃或当作普通垃圾处理。然而，事实上它是一种有毒废弃物，其包装极易造成污染，残留的杀虫液会渗入地表，污染土地、水源和空气。使用农药的农民是垃圾的制造者，也是主要的受害者，但随着环保意识的增强，他们找到市政府要求解决这一难题，现在他们成为这一创新项目的主要受益方。希达耶特·格克切（Hidayet GÖKÇE）是库姆卢贾地区当地的一位农民，他说：“以前，农业包装废弃物一直留在我们的垃圾箱里，我们找不到地方处理它们。现在，由于这个项目，我们的海洋和土壤变得更干净了，鱼儿也重新回到了溪流中。”

为了回应农民的诉求，安塔利亚市政府相关部门（包括农业管理、气候变化和环保部门等）组织学者、企业、社会组

earn points each time they deposit their agricultural waste. These points can be redeemed for agricultural supplies such as greenhouse materials and fertilizers. Owing to farmers' positive response, this initiative will soon expand to Serik, Kemer, Alanya and Aksu districts. Antalya Metropolitan Municipality's Mayor Muhittin BÖCEK highlighted in 2023 that this is the first innovative initiative in Türkiye designed to protect the environment while supporting producers. He stated, "This initiative demonstrates that economic development and environmental protection can coexist, paving the way for a brighter future for our children."

Farmers are the primary participants in this program. Antalya, with its Mediterranean climate, boasts 360,000 hectares of agricultural land, making it an ideal place for growing various fruits and vegetables. However, it also accounts for 10% of the country's pesticide and insecticide use. Previously, much of the resulting packaging waste was carelessly discarded or treated as regular garbage, despite being classified as toxic waste. The packaging often becomes contaminated, leading to harmful residual insecticides that pollute the land, water, and air. Farmers, who are both the producers of this waste and its primary victims, have increasingly sought solutions from the city government as awareness of environmental protection grows. Now, they are the main beneficiaries of this innovative initiative. Hidayet GÖKÇE, a farmer from the Kumluca region, expressed his gratitude, saying, "Agricultural packaging waste used to fill our garbage bins with no proper disposal options. Thanks to this initiative, our seas and soils are cleaner, and fish are returning to the streams."

In response to farmers' demands, the related departments of Antalya Metropolitan Municipality (agricultural management, climate change and zero waste departments etc.) convened scholars, enterprises, social organizations, and farmer representatives to develop a comprehensive solution. The



织和农民代表共同协商，最终形成了这一解决方案。废弃物收集装置是一个太阳能驱动的容器，能够自动称重，并为投送废弃物的卡片拥有者（农民）累计积分。农民使用一种钥匙扣电子装置（由最初的普通卡片改进而来）进行感应，并通过手机或电脑上的“生态友好型农民（Çevre Dostu Çiftçi）”App 查询积分及相关奖励信息等。

这是一个简单而伟大的创新，其背后涉及一系列部门合作及商业化运营。例如，收集的废弃物需提供给相关回收工厂，还需要开发相关的电子信息和数据系统，并提供配套的奖励产品，因而需要环境、农业、零售等多个部门的合作。此外，该项目也涉及安塔利亚市政府和下属各地区政府之间在废弃物收集和储存方面的合作，以及政府与私营企业之间的合作，如政府与当地一家生产创新型废弃物自动售货机的公司进行的公私合作。这里面还涉及技术创新，比如收集的废弃物堆积在一起可能产生较多或强烈的渗漏，需要公司对收集箱进行相关技术处理。为防止这一激励机制被滥用，该项目必须配备摄像头等技术监控设备，以确保投入的废弃物不是装着渣土的包装物。

waste collection system consists of solar-powered containers that automatically weigh the waste and award points to the farmer delivering it. Farmers use a keychain electronic device—an upgrade from the original card—for sensing, and they can inquire about their points and related reward information through an application

called “Çevre Dostu Çiftçi” on their phones or computers.

This innovative approach is both simple and effective, and it relies on extensive departmental collaboration and business operations. For instance, the collected waste is sent to designated recycling facilities, necessitating the development of relevant electronic information and data management systems. This effort requires cooperation among various departments, including the environmental, agricultural, and retail sectors. Additionally, the initiative involves public-private partnerships between the metropolitan municipality and regional authorities for waste collection and storage. The metropolitan municipality collaborates with a local company that specializes in innovative waste vending machines. For example, technical innovations are also crucial in addressing issues like hazardous leakages. To prevent inappropriate use of the facilities, measures such as surveillance cameras are used to ensure that only legitimate waste is deposited.

Mesut ATALAY, Director of AZE Environmental Technology Co., Ltd., remarked, “I am proud and happy to take part as a producer company in the Eco-Friendly Farmer Card initiative, which is the first of its kind in Türkiye, for the separate collection of pesticide packaging waste. It is an example of a good practice implemented in our country in order to leave a more livable world for future generations.”

The initiative is currently metropolitan municipality-funded but has significantly contributed to promoting a

在 AZE 环境科技有限公司的主管梅苏特·阿塔莱 (Mesut ATALAY) 看来：“作为一家生产企业，我们很荣幸参与‘环保农民卡’计划——这是土耳其首个针对农药包装废弃物分类收集的项目。它是我国为了给予子孙后代营造更宜居的生存环境而推行的典范性举措。”

这个项目当前由安塔利亚市政府资助，在促进循环经济方面发挥了重要作用。它鼓励材料回收、能源生产、再利用、替代材料开发、可持续生产、创新和就业机会。循环经济系统区别于线性经济的“获取—制造—处置”模式，旨在通过最大限度地利用产品和材料来减少浪费和污染。更重要的是，这种创新培养了农民以及大众的环保意识，使人们的观念从以往“污染者付费”转变为“保护者获胜”，进而扭转了长期以来人们对浪费和责任的误解。该项目自 2021 年启动以来，一年内收集并回收了 1200 千克废弃物，保护了大约 12 万人免受农药包装残留物的危害。

项目在实施过程中也遇到了一些阻碍。部分农民仍不了解该项目的益处或规范管理废弃物的重要性。有时，机器和智能设备还会遭受破坏或盗窃。长期的奖励机制需要可靠的资金支持，而规模的扩大则需要大量的后勤、财务和行政工作。现在，安塔利亚市政府部门除了进行广泛的宣传工作，还正在和更多的社区、企业进行合作，力争将这一创新项目推广到更多地区，同时组织农民参加培训以强化他们的环保意识。

受这一创新项目的启发，变废为宝的理念正逐渐在安塔利亚市的其他农业和工业领域得到推广。例如，目前正计划增加

circular economy. It encourages material recovery, energy production, reuse, alternative material development, sustainable production, innovation, and job creation. The circular economy model contrasts with the take-make-dispose approach of the linear economy, aiming to reduce waste and pollution by maximizing the use of products and materials. More importantly, this initiative has fostered environmental awareness among both farmers and the general public, shifting the perception from “the polluter pays” to “the protectors win”. This change helps to rectify the longstanding misconceptions surrounding waste and responsibility. Since its launch in 2021, the initiative has successfully collected and recycled 1,200 kilograms of waste, protecting approximately 120,000 people from the hazards of pesticide packaging residues.

The implementation of the initiative has encountered several obstacles. Some farmers still do not fully understand the benefits of the initiative or the importance of properly managing waste. Additionally, there have been instances of damage or theft involving the machines and digital devices. Long-term maintenance of incentives requires a reliable funding source, and scaling up the initiative entails significant logistical, financial, and administrative efforts. To address these challenges, the Antalya Metropolitan Municipality is not only conducting extensive outreach but also collaborating with more communities and enterprises to expand the initiative’s reach. They are organizing training sessions for farmers to enhance their environmental awareness.

Inspired by this innovative initiative, the concept of turning waste into treasure is gaining traction in other agricultural and industrial sectors in Antalya. For instance, plans are underway to increase the number of facilities that produce energy (biomass) and to create new facilities or upgrade existing facilities for solid and liquid fertilizer from greenhouse waste.



利用生物质能源的设施数量，并建立新的设施或升级现有的设施，用于将温室气体废弃物转化为固体和液体肥料。

2023 年 11 月 30 日—12 月 1 日，在由阿克德尼兹大学主办、安塔利亚市政府及各机构和组织合作举办的“气候变化、环境危机与移民”国际科学论坛上，来自安塔利亚市气候变化与环保部门的高级研究员富利亚·坎德米尔（Fulya KANDEMİR）博士发表题为《环保农民卡：环境保护和农村发展与减缓气候变化相协调》的论文^①，向来自世界各地的 60 位专家介绍这一创新项目在环境保护与促进当地发展方面的重大意义。阿克德尼兹大学的格汗·奇韦莱科卢（Gökhan CİVELEKOĞLU）教授相信：“项目建立了一个为我们的农民提供激励的系统，可以在短期内看到成效，同时又能可持续地解决问题。”

① 该论文得到了 Fulya KORAL、Hakan AVCIKURT、Emine YİĞİT、Melike KİREÇCİBAŞI、Güliz YAMAN 等多位专家的信息支持。

From 30 November to 1 December 2023, the Antalya International Science Forum on Climate Change, Environmental Crisis, and Migration was hosted by the Akdeniz University and co-organized by the Antalya Metropolitan Municipality along with various institutions and organizations. During the forum, senior researcher Dr. Fulya KANDEMİR from the Antalya Metropolitan Municipality Climate Change and Zero Waste Department presented a paper titled *Eco-Friendly Farmer Card: Environmental Protection and Rural Development in Harmony with Climate Change Mitigation*^①. Her presentation highlighted the significance of this innovative initiative for both environmental protection and local development, addressing an audience of 60 experts from around the world. Professor Gökhan CİVELEKOĞLU of the Akdeniz University remarked, “The initiative has established a system to provide incentives to our farmers and yielded results in a short time, while addressing the problem sustainably.”

① This presentation has been enriched by the informative and supportive contributions of Fulya KORAL, Hakan AVCIKURT, Emine YİĞİT, Melike KİREÇCİBAŞI, and Güliz YAMAN.



📍 乌干达 坎帕拉:

通过 GIS 应用程序创新公共卫生服务

📍 Kampala, Uganda:

An Innovation Towards Pit Emptying Services Through a GIS-enabled App (Weyonje) of Kampala Capital City Authority (KCCA)

城市创新并不是发达国家的专利。乌干达作为世界上最不发达的国家之一，其首都坎帕拉市仍然通过自身的努力，在可持续发展方面取得了长足进步。2023年，坎帕拉市推出了一款基于地理信息系统（GIS）的应用程序——“自动清洁（Weyonje）”，为居民提供排污服务。

坎帕拉市常住人口大约 170 万，但是日常通勤的人流量却高达 400 万人次。全市 60% 以上人口居住在非正式住宅区，而且城市基础设施建设落后，只有

Urban innovation is not limited to developed countries. Kampala, the capital of Uganda and one of the least developed countries in the world, has made significant strides toward sustainable development through its own initiatives. In 2023, Kampala's initiative for toilet-emptying services, facilitated by an application called Weyonje that is based on Geographic Information System (GIS).

Kampala has a permanent population of approximately 1.7 million people, yet daily commuting volume reaches around 4 million. More than 60% of the population resides in informal settlements, and the city's infrastructure is

10%~15% 的区域连通着市政污水处理系统。这意味着大量的污水，包括人类排泄物都将堆积在需要定期清理的坑道和化粪池中。事实上，全市 90% 的人口需要这种现场清理服务，这给城市卫生、环境及公共健康带来巨大的隐患，而腹泻、霍乱等疾病往往与不卫生的人居环境紧密相关。

以往，市民们不得不亲自到政府部门申请粪污清理服务，而政府则基于先到先得的原则分配有限的服务资源，通常仅能满足 44% 的需求。事实证明，这种传统的服务模式效率低下，余下 56% 的服务需求由各种市场公司来满足，但它们也因为政府的监管不力而经常遭到投诉。强化对私营企业的监管，同时提高政府部门的服务效能，成为坎帕拉市政管理部门的一大挑战。

现代科学技术发挥了重大作用。2021 年，坎帕拉市政府开发了一个名为“自动清洁”的应用程序，该应用程序利用地理信息系统功能，定位需要清理的坑道位置，同时连接服务供给商和需求方。应用程序收集的数据包括客户姓名、性别、电话号码、位置、所需清空的设施类型，以及服务商的名称和联系电话。此外，应用程序还会通过专门的清理设备，收集上传服务日期、地点和污物量。

纳穆林德瓦·帕特里夏 (Namulindwa Patricia) 在卡姆沃基亚第二教堂区拥有约 15 个住房单元，但仅配备两个共用的卫生设施。在推出“自动清洁”应用程序之前，她必须亲自前往市政办公室提出清理申请，然后去银行付款，最后再返回市政办公室出示付款证明。在此期

inadequate. Only 10% to 15% of the urban areas are connected to the municipal sewage system, resulting in a significant volume of sewage, including human waste, accumulating in numerous pit latrines and septic tanks that require regular cleaning. In fact, 90% of the city's residents depend on this on-site cleaning service, which poses a substantial threat to urban sanitation, the environment, and public health. Diseases such as diarrhea and cholera are often linked to unsanitary living conditions.

Historically, citizens were required to visit government offices in person to apply for pit emptying services, with resources allocated on a first-come, first-served basis, typically meeting only 44% of the demand. This traditional service model has proven inefficient. The remaining 56% of service needs are met by various private companies, which frequently receive complaints due to inadequate government oversight. Strengthening the regulation of private enterprises while improving the efficiency of government emptying services has become a significant challenge for Kampala's municipal management.

Modern science and technology have made a significant impact. In 2021, the Kampala Capital City Authority (KCCA) developed the Weyonje application, which translates to “Clean yourself”. This application utilizes GIS functions to identify various pit locations in informal settlements that require cleaning and connects service providers with those in need of emptying services. The data collected by the application includes users' names, genders, phone numbers, and locations, types of facilities to be emptied, as well as the service provider's name and contact number. It also records the dumping date, location, and volume, with this information gathered through specialized dumping tools.

Namulindwa Patricia owns about 15 housing units that share two sanitation facilities in Kamwokya II Church Zone Central Division. Before the introduction of the Weyonje

间，她的租户无法正常使用厕所。现在，她在家就可以申请坑道清理服务，而且在大多数情况下，服务会在两小时内提供。

借助移动设备，“自动清洁”应用程序使服务的响应时间从之前的5~7天缩短到1小时。自动化服务调度大大提高了政府和私营企业的服务能力，运营效率提高了一倍。相应地，服务供应商也实现收入的增长：近年来，相关企业营收约为100万美元。到2023年底，该应用程序已帮助清空了超过7.2亿立方米的坑道污水和污物。此外，项目还提供了超过1.5万个相关工作岗位。

这个应用程序还集成了一些社会救助功能。例如，政府可以通过村卫生队提供补贴和救济性清空服务，以照顾那些负担不起服务费用的非正规居住区居民。艾伦·卡琼巴（Allan Kajumba）是一名村卫生队成员，他通过入户走访，向当地居民普及正确的卫生习惯。他说：“在新冠肺炎疫情期间，许多家庭难以支付卫生服

mobile application, she had to physically visit the KCCA Central Division Office to initiate the request, then go to the bank to make a payment, and finally return to the division to present proof of payment. During that time her tenants had no access to functioning toilets. Now she can request pit emptying services from the comfort of her home, and in most cases, the service is provided within two hours.

With the aid of mobile devices, the Weyonje application has reduced response times from the traditional 5 to 7 days to just one hour. The automated service dispatch has significantly enhanced the service capabilities of both the government and private enterprises, effectively doubling their operational efficiency. Consequently, service providers have also experienced revenue growth; for instance, emptying companies have generated approximately USD1 million in revenue in recent years. By the end of 2023, the application had facilitated the emptying of over 720 million cubic meters of pit sewage and waste. Additionally, over 15,000 emptying jobs had been created.

This application also incorporates several social assistance features. For instance, the government can provide subsidized and relief emptying services to cater to residents in the informal settlements who cannot afford the services through the use of Village Health Teams. Allan Kajumba, a member of the Village Health Team, conducts door-to-door sensitization and shares important messages about proper sanitation practices. He said, “During the COVID-19 pandemic, when many households struggled to pay for sanitation services, my work through Weyonje helped prevent additional health crises like the outbreak of water-borne diseases by ensuring that communities remained clean and that filled pits were emptied on time.” Notably, 66.2% of the members of the health team responsible for emptying services are women, and this innovation has also contributed to an increase in their income.



务费用，我通过‘自动清洁’应用程序开展工作，确保社区保持清洁并及时清空填埋的坑道，从而避免了介水传染病的暴发等健康危机。”值得注意的是，负责清空服务的卫生小组中有 66.2% 的成员是女性，这一种创新模式也增加了她们的收入。

该应用程序的开发和运用在很大程度上依赖于与利益相关方的合作。为此，政府和软件开发科技团队、粪污清运服务商、社区和居民代表进行了广泛沟通，以设计必要的功能。同时，推广这一程序也需要广大市民的支持，并需要动员社区志愿者监督、引导人们纠正一些不卫生的行为习惯，比如不要随地大小便、使用指定的厕所等，从而减轻不必要的清理需求。

政府在开发该应用程序的同时也承担着监管和服务管理的责任。一方面，政府需要让大量的私营企业作为注册的服务商加入这个应用程序。目前，大约有 60 家私营企业成为服务供应商，这意味着企业必须遵守相关的服务承诺，如清理时效和清理责任，而政府则要对企业的服务进行监督和检查，以确保其符合要求。另一方面，政府的服务责任重大。作为欠发达国家，乌干达国民的整体技术和文化素养不高，政府需对相关企业及服务部门人员组织全面的培训。

此外，应用程序用户，特别是需求方可能需要承担一定的数据流量费用或通信费用，且程序的可及性也是一大挑战。为解决这一问题，政府需要尽可能为服务商提供移动电源，确保手机等移动设备能够及时接收信息。政府还专门

The development and implementation of this application relied heavily on stakeholder collaboration. To facilitate this, the government engaged in extensive discussions with the software development team, emptying service providers, and representatives from the community and local residents to design the necessary functionalities. Additionally, effective use of this application required support from the general public, necessitating the mobilization of community volunteers to supervise and encourage residents to adopt hygienic practices, such as using designated toilet facilities instead of urinating and defecating in public spaces, thereby minimizing the need for excessive cleaning.

The government's development of this application comes with the responsibility of oversight and service management. On one hand, it is essential to engage a significant number of private service companies as registered providers within the application. Currently, approximately 60 private companies have joined as service providers, which entails adhering to specific service commitments, such as designated cleaning schedules and responsibilities. The government will need to monitor and inspect these services to ensure compliance. On the other hand, the government bears a considerable burden in delivering these services. Given that Uganda is an underdeveloped country with generally low cultural and technological literacy, the government must organize comprehensive training for both private companies and its own service department personnel.

Furthermore, users, especially those on the demand side, may incur costs related to data or communication fees, and accessibility can be a challenge. To address this, the government should provide mobile power supplies to service providers to ensure that mobile devices, such as smartphones, remain charged and can receive timely information. Additionally, the government has established a dedicated call center for users who are unable to utilize the application,

建立了一个呼叫中心，确保无法使用应用程序的用户也能及时报告自己的需求。对于政府来说，优化资源利用也至关重要。对于一些偏远乡村地区或非正规居住区，政府会在村内组织卫生队，负责绘制用户地图并确定可享受补贴和救济性清空服务的住户，同时为没有智能手机的公民代提出服务请求。乌干达民族众多，包括班图人、尼罗人、尼罗-闪米特人和苏丹人四大族群，为此政府有必要开发不同语言版本的应用程序以方便不同人群。乌干达坎帕拉地区广泛使用的语言是卢干达语，因此，该应用程序的主要服务语言是卢干达语。

政府刚推出这个应用程序时也曾遭遇阻碍。例如，一些私营企业担心这将威胁到他们的生计或导致税收增加；一

allowing them to report their needs promptly. It is also crucial for the government to optimize resource utilization. In peri-urban or informal settlements, health teams are organized within villages to map and identify households to benefit from subsidized and relief emptying services as well as handle service requests on behalf of citizens without smartphones. Given Uganda's diverse ethnic landscape, which includes four major ethnic groups, Bantu, the Nilotics, the Nilo-Hamites and the Hamites, it is imperative for the government to develop application versions in various languages to better serve these communities. The language widely spoken in Kampala Uganda is Luganda. The application was therefore translated into Luganda language.

The government faced several challenges when initially launching this application. For instance, some private business owners feared that it would threaten their





些社区居民或需求方在刚开始也对这个创新抱有抵制情绪。但是，应用程序的成功运行最终打消了人们的疑虑。目前，政府计划进一步扩大“自动清洁”应用程序覆盖的清洁服务范围，将固体废物（尤其是可回收垃圾）管理纳入其中。

对于一些发达国家或新兴国家，这样的创新似乎非常简单，但放在乌干达的欠发达背景下，这实际上是一个了不起的创新。它表明，坎帕拉也在努力建设智慧城市。市政管理局的马兰加·莫林（Marunga Moureen）女士说：“我非常自豪，我们的城市创新项目关注最边缘化的群体，通过技术赋能使公共服务更加高效、便捷。一个更智慧的城市不仅能帮助我们加强环境的可持续性发展，还能促进包容性的发展。”

livelihoods or lead to increased taxation. Additionally, some community residents and demand-side users were resistant to this innovation at first. However, the successful operation of the application ultimately dispelled these concerns. The government now plans to scale up the range of cleaning services offered through the application to incorporate solid waste management especially with recyclable waste.

While such innovations may appear straightforward in more developed or emerging countries, they represent a significant advancement within the context of Uganda's development challenges. This initiative demonstrates Kampala's commitment to building a smart city. Ms. Marunga Moureen, a Citywide Inclusive Sanitation Program Officer of KCCA, stated, "I am very proud that our initiative for urban innovation with Weyonje prioritizes the most marginalized groups and leverages technology to enhance the efficiency and accessibility of public services. A smarter city not only strengthens environmental sustainability but also promotes inclusive development."



📍 巴西 圣保罗:

法律支持计划

📍 São Paulo, Brazil:

Tô Legal Program

圣保罗是南美洲最大、最繁华的城市，同时是该区域的主要经济中心。圣保罗市面积超过 1 521 平方千米，人口 1 180 万，划分为 96 个区，由 32 个下辖行政区管理。像众多繁华都市一样，这座城市面临着诸多挑战，例如，交通拥挤、空气污染、社会不平等。然而，把科技的发展嵌入地方治理之中，为圣保罗市的发展提供了巨大潜力。法律支持计划（Tô Legal Program）在一定程度上成为圣保罗的活力之源。

拥有 30 年公共服务经验的路易斯·安东尼奥·德·梅代罗斯（Luiz Antônio de

São Paulo, the regional economic center of Brazil, is the largest and most prosperous city in South America, serving as the main economic center of the region. With more than 1,521 square kilometers and a population of 11.8 million inhabitants, the city is divided into 96 districts, which are managed by 32 sub-prefectures. Like many growing urban centers, São Paulo faces challenges such as traffic congestion, air pollution and social inequality. However, the integration of science and technology in local governance offers significant potential for urban development. Thus, the support program, Tô Legal Program, exemplifies the innovative initiatives that contribute to the vitality of São Paulo.

The Former Director Luiz Antônio de Medeiros of



Medeiros)，曾任圣保罗市下辖行政区市政秘书处主任，是最早提出法律支持计划的人，旨在为那些以路边摊为生计却因无证经营被市政管理人员不定时驱逐的底层社会居民提供工作保障。该计划于2019年7月正式实施，其核心是开发法律支持计划电子系统，向在公共区域及人行道上开展经济活动的小微商户（即个人、家庭或小型合伙企业）提供工作许可。但是，在获得这些许可证之前，他们必须要在市财政部门正式注册或成为“个人微型企业家（MEI）”。

此前的模式要求小微商户线下申请许可证，遵守《贸易和服务授权条例》的规定，这涉及政府的审批程序。此外，审批仅限于少数申请人，如老人、残疾人和退伍军人。这不仅限制了申请人的范围，还给腐败行为提供了空间。而通过新的电子系统，申请人只要满足相关资质和条件，就可以通过手机或电脑等自主操作，自动生成授权证书，整个过程便捷高效，后台审核一般只需4天，最快的甚至2个小时就可以完成。这个系统向所有人开放，申请费用并不高。

the Municipal Secretariat of the Subprefectures, who has 30 years of experience in public service, proposed the Tô Legal Program for the first time to provide job security for low-class residents who spend their days on the streets and are often removed by municipal officials for unlicensed operations. This program was officially launched in July 2019. At its core, the electronic system Tô Legal Program was developed to issue work licenses for a significant number of micro-enterprises—namely, individuals, families or small partnerships—that carry out economic activities in public areas and sidewalks. However, before obtaining these licenses, it is necessary to register officially with the Municipal Finance Department or become an “Individual Microentrepreneur (MEI)”.

The previous model required that small and micro-enterprises apply for permits in person, following the rules of the *Trade and Services Authorization Regulation*, which involved a bureaucratic governmental process. Approval was limited to a small number of applicants, such as the elderly, the disabled and the veterans. This not only restricted the number of candidates, but also created opportunities for corruption in the process. With the new electronic system, any candidate who meets the relevant qualifications can independently generate the authorization certificates using their mobile phones or computers. The whole process is convenient and efficient,



电子系统提供了 67 种经营项目供选择，还融合了地理定位系统（GPS）等新技术，可以呈现申请人的主要经营位置，为市政管理者和申请人都提供了便利。

这个电子系统的设计无疑是极为关键的。政府首先通过走访调研，了解现有街头商贩和顾客们的意见和建议，与科技人员充分沟通，并得到市政委员会的认可，因为不同商业活动需要由不同管理部门进行监管和认可。同时，政府会培训商贩学习使用这个系统。32 个行政区均安排了工作人员负责检查核实街头商贩是否取得合法授权。

该计划面临的主要障碍在于两个方面：第一，它是对现有政府监管流程的重构，在一定程度上触动了一些部门的既得利益；第二，自动审批的实施需要相关法律法规作为支撑，相应的政府部门才能授权。因此，目前自动审批的选项范围仍然是有限的。但是，通过政府部门的沟通，以及系统展示出来的实际成效，已经大大减少了第一个方面的阻碍。

4 年多来，有 1.9 万家小微商户通过法律支持计划获得了 6.5 万份许可证，并

with background reviews usually taking only 4 days, and some requests being completed in just 2 hours. This system is accessible to all, and the registration fee is relatively low. The electronic system offers a selection of 67 business activities for candidates to choose from. It also integrates advanced technologies, such as a Geographic Positioning System(GPS), which assists both municipal management and candidates, displaying their main

business locations.

The design of this electronic system is undoubtedly crucial. The government has conducted visits and investigations to collect feedback from existing street vendors and customers, engaged in detailed discussions with technology experts and obtained the approval of the Municipal Committee, since different business activities require supervision of several management departments. In addition, the government will provide training to vendors on how to use this system. Staff have been assigned to all 32 districts to verify that street vendors have obtained the necessary legal authorization.

The main obstacles facing the program lie in two key areas. First, the restructuring of the existing governmental oversight process impacts the interests of certain departments; Second, automatic approval requires the support of relevant laws and regulations, without which the corresponding government departments cannot grant authorization. Consequently, the current scope of automatic approval remains limited. However, improved communication between government departments and the positive results demonstrated by the system significantly mitigated the challenges in the first area.

In the last 4 years, 19,000 small and micro-enterprises

创造了1400万美元的市政收入。获取经营许可的平均注册费用为每天10.72雷亚尔（约1.80美元）。获得证件后，经营者最多可以持续经营90天，然后申请续期。这使人们可以就近谋生，降低了经营成本，也减少了交通拥堵，同时促进了电动自行车等新兴产业的发展。此外，该计划有助于环保，比如节省了80多万张纸。特别是在新冠肺炎疫情期间，这个流程保障了许多收入较低的底层群众的工作机会。更重要的是，它对于政府管理模式而言是一种变革，不仅提高了效率，也促进了廉洁政府建设，因为法律支持计划系统收取的费用直接进入政府财政账户。

目前，获得批准的小微商户的数量保持稳定。但申请人的数量持续攀升并不一定是好事，因为城市的市政管理需要达到一种动态平衡，重要的是人们可以持续申请。现在的授权规则是每个街区的两侧通常只授权1个小微商户开展经营活动，以维持交通和市容整洁。开发这个电子系统的资金全部来源于政府支出，而系统的运营也为政府带来了一定收入，比如注册费，但这些资金最终都用于造福市民。

开发这个计划的初衷是通过简化程序，让人们能够获得工作和可观的收入，从而摆脱贫困。它的本质是利用科技改善公共治理。正如圣保罗公共空间使用管理处建筑师玛莉安娜·梅达尼·里波利（Mariana Meidani Ripoli）所说：“这个电子系统不仅仅是一个管理工具，更代表着一项涉及全社会的民主创新，它改变了人们的生活，也重塑了政府的运

obtained 65,000 licenses and generated USD14 million in municipal revenue through the Tô Legal Program. The average registration fee is BRL10.72 (about USD1.80) per day. After receiving the license, operators can operate for up to 90 days before requesting renewal. This allows individuals to earn a living nearby, reducing operating costs and traffic congestion, as well as fostering new industries such as the use of electric bicycles. In addition, the program is environmentally beneficial, saving more than 800,000 sheets of paper. Especially during the COVID-19 pandemic, this initiative has secured job opportunities for many low-income individuals. Furthermore, it represents a change in the government management model, improving efficiency and promoting the establishment of a clean government, as the fees collected by the Tô Legal Program system go directly to the government's treasury account.

Currently, the number of small and micro-enterprises approved remains at a stable level. A continuous increase in applicants may not be ideal, as the city's municipal management requires a dynamic balance. The main thing is to ensure that people can still sign up. Under current regulations, typically only one small or micro-enterprise is allowed to operate on each side of a block, which helps maintain traffic flow and urban cleanliness. The funding for the development of this electronic system is entirely from government expenditures. Although the government generates some revenue from this system, such as registration fees, these funds are ultimately reinvested for the benefit of citizens.

The main objective of this program is to simplify processes, allowing individuals to work and earn a decent income while eradicating poverty. At its core, the program aims to harness technology to improve public governance. Mariana Meidani Ripoli, an architect of the São Paulo Division for Control of Use of Public Space, declared, “This electronic system is not just a management tool. It represents

作模式。”

该计划利用技术为在非正规部门就业的人们提供了实现合法经营的途径，无论在国内还是在国际舞台上都产生了积极影响，并荣获了多项奖项。比如，在创新圣保罗（Inova Sampa）活动中，该项目得到了美国智慧城市商业研究所（Smart City Business America Institute）的推广，被评为提高城市生活质量的典范项目。

a democratic innovation that involves society. It transforms people's lives and reshapes government operations.”

The program, which leverages technology to support workers in the informal sector by providing pathways toward potential formalization, has achieved both national and international impact, earning awards that recognize its positive contributions. It was honored at Inova Sampa as a program that enhances urban quality of life, promoted by the Smart City Business America Institute.







迈向全面整体的 城市治理： 系统性变革推动更具 包容性的城市发展

Towards a Holistic Approach to
Urban Governance: Systemic
Change for More Inclusive
Urban Development



📍 哥伦比亚 波哥大:

关爱街区建设

📍 Bogotá, Colombia:

Bogotá Care Blocks

“你遇到别人，别人遇到你，这种感觉真好。以前在家，我面临的问题比实际存在的还要多，现在来这儿，我感觉压力小多了。”42岁的露丝·因方特（Ruth Infante）这样说道。她是三个孩子的单亲妈妈。自2022年以来，她一直定期到位于圣克里斯托弗（San Cristóbal）的关爱街区，周六早上先学习传统的昆比亚舞蹈，然后参加有氧运动课程，这些课程都有老师免费教导。在关爱街区里她学会了放松自己。

在莫丘埃洛（Mochuelo）的关爱街区，珍妮·波蒂拉（Jenny Portilla）既

“You meet people, and they meet you—it’s a wonderful feeling. At home, I faced more problems than there actually were, but here, I feel much less stressed,” said Ruth Infante, 42 years old, a single mother of three. Since 2022, she has been regularly visiting the Care Blocks in San Cristóbal, where she learns traditional Cumbia dance on Saturday mornings and takes aerobics classes, all taught by volunteer instructors. She has found a way to relax at the Care Blocks.

At Care Blocks in Mochuelo, Jenny Portilla found time for herself and adequate care for her son with limited abilities. She mentioned that being a caregiver for individuals with disabilities can often feel isolating due to societal prejudices. However, the Care Blocks provide a space where caregivers are warmly

能给自己腾出时间，又能充分照顾行动不便的儿子。她提到，由于一些社会偏见，残疾人士的照顾者常常会感到孤独，然而关爱街区提供了一个让照顾者感到温暖和获得支持的空间。“我们鼓励每个人都来参观关爱街区，探索这里提供的各种服务。这些服务旨在提供全面的帮助并培养社区意识。”

“作为哥伦比亚首都，波哥大有大约800万人口，其中妇女有410多万人（占比约52%），她们中绝大多数是低收入者，而大约120万妇女主要从事无偿的家务劳动，平均每日投入10个小时。她们因此陷入一种时间贫困：因为低收入和照料他人，她们没有时间实现自我提升，如接受教育、提升工作技能等。”2023年时任波哥大市妇女工作部秘书长的罗德里格斯·佛朗哥（Rodríguez Franco）如此评论当地妇女的工作和生活现状。

2020年，克劳迪娅·洛佩斯（Claudia López）当选为波哥大首位民选的女市长，她主导设计了被称作“关爱街区”的城市公共服务改革项目，以提升政府和社会关爱女性的能力。这一创新在很多方面直接响应联合国可持续发展目标，包括良好健康与福祉和性别平等。

关爱街区通常由一栋或两栋楼宇组成，或是楼宇中的一部分，也包括部分户外活动空间，用作关爱女性的活动场所。在这里，有教室和工作室，还有体育设施等。通常有成年妇女到这里参加免费的学习培训或锻炼，包括职业培训以获得相关职业证书，工作技能培训如缝纫、插花，或是享受生活福利如学骑自行车、练习瑜伽，以及接受心理和法

welcomed and supported. “We encourage everyone to visit and explore the wide range of services available at the Care Blocks, designed to provide comprehensive assistance and foster a sense of community.”

“As the capital of Colombia, Bogotá has a population of approximately 8 million, including more than 4.1 million women (about 52%). Most of these women are low-income earners, and approximately 1.2 million engage in unpaid housework, averaging 10 hours a day. They are thus trapped in a kind of time poverty: due to their low income and care-giving responsibilities, they lack the time to empower themselves through education and skill development,” commented Rodríguez Franco, then Secretary General of the Women’s Work Department of Bogotá in 2023, on the current working and living conditions of local women.

In 2020, Claudia López was elected as the first female mayor of Bogotá in a democratic election. She initiated an urban public service reform initiative called “Care Blocks” to enhance the government’s and society’s ability to support women. This innovation aligns with the United Nations Sustainable Development Goals in several ways, including GOOD HEALTH AND WELL-BEING and GENDER EQUALITY.

The tangible manifestation of the Care Blocks consists of one or two buildings, or parts of a building, along with outdoor activity spaces designed for the care of women. These areas include classrooms, studios, and sports facilities. Typically, women come here to participate in free learning and training programs or exercise classes, which encompass vocational training for obtaining professional certificates, as well as skills training in areas such as sewing and flower arrangement. They can also enjoy life-enhancing activities like learning to ride a bicycle, practicing yoga, and receiving psychological and legal counseling.

Additionally, some workshops and men’s care training

律咨询。

此外，关爱街区也会组织一些讲习班和男性关爱培训课程，吸引成年男性参加。他们可以学习做饭、洗衣服、熨衣服或用奶瓶喂婴儿等家庭事务技能，从而帮助男性识别关爱需求，以便在家庭中更好地分配家庭责任，进而培育性别平等意识。成年妇女还可以把要洗的衣物拿到关爱街区的免费自动洗衣机清洗，以节省时间和劳力，从而有更多时间自主学习或休闲。

关爱街区作为一项工作计划被写入了城市发展规划：到 2035 年政府计划设立 45 座关爱街区，并为此安排了 546 万美元（230 亿哥伦比亚比索）的财政预算。关爱街区的主要基础设施如楼宇本身是公共财产，提供的服务等由政府采购，但同时政府也和许多私营企业、社会组织以及公民个人合作，接受实物或现金捐赠。

这一创新项目还有两个重要组成部分：一是在城市中优化公交网络，开行便捷且低成本的公共汽车，以方便妇女来往关爱街区；二是为居住在乡下或偏远地区的妇女开通两条关爱巴士专线，将一些关爱服务直接送到苏马帕斯（Sumapaz）等地区居民的家门口。比如在车上安装洗衣机，到村庄里通电和供水后，给当地妇女免费使用。关爱巴士是波哥大地区关爱系统（SIDICU）的移动单位，旨在为城市最偏远或服务不足地区的社区提供基本关爱服务。这些移动设施扩展了关爱街区提供的服务，打破了获取服务的障碍，确保护理人员及其家人无需长途跋涉即可获得支持。

programs are organized within the Care Blocks to encourage adult male participation. Here, men can learn family care tasks, such as cooking, laundry, ironing clothes and bottle-feeding infants, helping them recognize care needs and better share caregiving responsibilities within the family, ultimately fostering awareness of gender equality. Women can also use the free washing machines in the Care Blocks, saving time and labor, which allows them more opportunities for study or leisure.

The Care Blocks are included in the city development plan as a key initiative: by 2035, the government aims to establish 45 Care Blocks and has allocated a corresponding budget of USD5.46 million (COP23 billion) for this purpose. The main infrastructure of the Care Blocks, including the buildings themselves, is public property, and the services provided are procured by the government. Additionally, the government collaborates with various private enterprises, social organizations, and individual citizens to accept in-kind or cash donations.

This initiative features two important components: First, it seeks to optimize the public transportation network in the city by operating convenient and low-cost buses to facilitate access for women to the Care Blocks; Second, it plans to introduce two special lines of Care Buses for women living in rural or remote areas, delivering essential services directly to residents in communities such as Sumapaz. For example, washing machines are installed on these buses, which, once connected to electricity and water sources in the villages, are made available to women free of charge. The Care Buses are mobile units of Bogotá's District Care System (SIDICU), designed to bring essential care services to communities in the city's most remote or underserved areas. These mobile facilities extend the services provided by the Care Blocks, breaking down barriers of access and ensuring that caregivers and their families can benefit from support without having to travel long distances. The Care Buses aim to decentralize care services and promote

关爱巴士旨在分散关爱服务，通过覆盖最脆弱的人群来促进公平。

每辆关爱巴士主要提供三类服务：第一，为看护者提供自我护理支持，包括放松训练、瑜伽和压力管理课程等；第二，为被看护者提供护理，如为儿童提供教育和娱乐活动，或为老年人和残疾人提供物理和认知疗法；第三，提供培训机会，如创业、技术和专业技能工作坊。将这些服务直接送到社区，关爱巴士不仅提供实际援助，还有助于让人们进一步认识到关爱服务在建设更强大、更具包容性的社会中的重要作用。这意味着关爱巴士并不只是为了接送乡村居民而设立的。

关爱街区的运行离不开社会组织的参与和支持。各类妇女组织积极投身于这一项目。国际合作机构也为项目提供了技术和资金支持，例如开放社会基金会、联合国妇女署、联合国开发计划署和世界银行等。此外，一些私营部门也提供了实物捐赠，国家培训服务局承担了各类培训任务。项目的最初灵感来自乌拉圭的国家关爱体系，但应用于波哥大的本土设计得到了联合国拉丁美洲和

equity by reaching the most vulnerable populations.

Each bus is equipped to provide three main types of services: self-care support for caregivers, including workshops on relaxation, yoga, and stress management; care for those receiving support, such as educational and recreational activities for children, or physical and cognitive therapies for older adults and people with disabilities; and training opportunities, offering workshops on entrepreneurship, technology, and professional skills. By delivering these services directly to communities, the Care Buses not only provide practical assistance but also help raise awareness about the vital role of caregiving in building stronger and more inclusive societies. This means that the Care Buses are not meant to transport people from the countryside.

The operation of the Care Blocks relies heavily on the participation and support of social organizations. Various women's groups have been inspired by this initiative, and international organizations such as the Open Society Foundations, UN Women, the United Nations Development Program, and the World Bank have provided both technical and financial support. Additionally, some private sector entities have contributed in-kind donations, and the National Training Service has undertaken various training initiatives. The initiative was initially inspired by the Uruguay's national care system, but the local adaptation for Bogotá has



加勒比经济委员会的大力支持，纽约大学的研究团队帮助市政府进行详细论证，以确保每个关爱街区设置在最优位置，使潜在用户能够在 15~20 分钟的步行距离内到达。

到 2023 年底，波哥大已经建立了 20 个关爱街区，财政投入达 80 万美元（约 32 亿哥伦比亚比索）。政府测算还表明，通过关爱街区接受政府和社会关爱的妇女，年均收入可以增加 800 美元。自 2020 年 10 月第一个关爱街区运行以来，这些关爱街区共提供了 190 万次的服务，近 30 万女性及其家人的生活得到改善，849 名女性得以完成高中学业，超过 4 万女性接受了技术教育或商业和创业教育。事实上，整个波哥大 61% 的人口（包括妇女、儿童、老年人和残疾人）都直接或间接受益。同时，当地选举观察团发现地方妇女公众参与率提升了 2.9 个百分点，达到 25%。4 年来，两条关爱巴士已服务了 8 000 个乡村家庭。然而，最重大的贡献在于，这一创新促进了当地的文化转型，即妇女自身和整个社会开始承认并重视女性的价值。2023 年 3 月，相关的规则或程序已经转化为市政府的一项法律，从而使这一创新不因人事变动如市长的更替而中断。

当然，这一创新项目也面临一些挑战，主要体现在两个方面。第一，众多妇女的权利意识尚未觉醒，并且社会中广泛存在的性别不平等观念也较难破除。这就需要政府一步一步进行引导：宣传教育是必不可少的，但也要通过改善公共服务的实际行动来推动这种意识

received strong backing from the United Nations Economic Commission for Latin America and the Caribbean. A research team from New York University assisted the city government in conducting detailed assessments to ensure that each Care Block is located optimally, allowing potential users to reach it within a 15 to 20-minute walk.

By the end of 2023, the city of Bogotá had established 20 Care Blocks with a total fiscal investment of USD800,000 (COP3.2 billion). Government estimates indicate that women who receive government and social care through the Care Blocks can increase their income by an average of USD800 per year. Since the first Care Block became operational in October 2020, these facilities have provided a total of 1.9 million services, improving the lives of nearly 300,000 women and their families. They have enabled 849 women to complete high school and over 40,000 to obtain technical or entrepreneurial education. In fact, 61% of the entire Bogotá population—including women, children, the elderly, and the disabled—have benefited directly or indirectly from these services. Additionally, the local election observation team found that “the public participation rate of local women has increased by 2.9 percentage points to 25%”. Over the past four years, the Care Buses have served 8,000 rural families. However, the most significant contribution has been the promotion of a cultural transformation, with women and society at large beginning to recognize and value the contributions of women. In March 2023, relevant rules and procedures were formalized into municipal law, ensuring that this innovation will continue despite personnel changes, such as a new mayor.

Certainly, this innovation faces several challenges, primarily in two key areas. First, many women have yet to recognize their rights, making it difficult to dismantle entrenched societal norms of gender inequality. To address this, the government must provide step-by-step guidance. While raising awareness and providing education are essential, it is equally

转变。第二，资源与信息的整合工作推进不足，需要系统地了解妇女们的各类需求、政府部门可以提供的各类资源或服务，并推动各部门克服官僚思维以实现合作行动。

现在，波哥大正借鉴已有的经验，在更多的城区复制建设关爱街区。同时，波哥大也在努力建设一个 IT 系统，利用先进技术促进妇女需求与政府资源的对接和整合。城市创新实验室参与了这一项目，目标是改进和简化关爱人员的注册流程，开发一个强大的数据系统用于提供服务并根据特定群体（即妇女、男性、儿童、残疾人等）的特征进行决策，确保他们能够无缝地获得全方位的服务。

这个创新项目传递给世界的经验有四点：一是要树立一种先进理念，这里具体指要有支持女性争取和发展自身权利的意识。二是要进行广泛的宣传和协调，把这些观念落实为一项项具体行动。

important to foster this shift in consciousness through practical actions that enhance public services. Second, the integration of resources and information has not been advanced sufficiently. It is vital to systematically assess the diverse needs of women and identify the range of resources and services available from government departments. Additionally, there is a pressing need to encourage various departments to move beyond bureaucratic thinking and collaborate effectively in their efforts.

Currently, Bogotá is replicating the Care Blocks in more urban areas based on existing experiences. Simultaneously, efforts are underway to build an IT system that utilizes advanced technology to connect and integrate women's needs with government resources. The Urban Innovation Lab is involved in this initiative, aiming to improve and simplify the registration process for care personnel and to develop a robust data system for service provision and decision-making based on specific population groups (i.e., women, men, children, people with disabilities, etc.), ensuring that individuals can seamlessly access a comprehensive range of services.

This innovative initiative offers four key insights: First,





三是要使公共空间首先服务于公共利益，这是城市管理者要坚持的第一原则。四是民间社会的参与极其重要。

2024年2月，第21个关爱街区在波哥大的“联合邻里（Barrios Unidos）”社区成立。作为这个项目的主要推动者，波哥大前市长克劳迪娅·洛佩斯（Claudia López）感慨地说：“关爱街区对波哥大来说，是一个非常好的城市问题解决方案。我们希望没有一个人会被落下，尤其女性不应该被落下。只有与所有人站在一起，我们才能真正地实现可持续的城市发展。我们要为400多万妇女争取政治、经济、社会等各方面的机会，这样才能建设一个包容性城市，并认同女性为社会带来的价值。”

作为波哥大地区关爱系统（SIDICU）的一部分，还有另一个项目——居家援助计划（Asistencia en Casa）。该项目为护理人员以及需要护理者提供直接上门服务，尤其针对行动不便人士。该项目由彭博慈善基金会的全球市长挑战奖资助，旨在减轻护理负担并提升家庭幸福感。它不仅为护理人员提供心理社会支持和自我关爱工作坊，还为护理对象提

fostering a progressive mindset is essential, particularly in supporting women as they advocate for and develop their own rights. Second, comprehensive outreach and coordination are vital to transform these concepts into actionable steps. Third, public spaces must prioritize the public interest, a fundamental principle that urban managers should uphold. Finally, active participation from civil society is crucial for success.

As the primary advocate for this initiative, Former Bogotá Mayor Claudia López expressed her emotions when the 21st Care Block was established in Barrios Unidos in February 2024. She stated, “The Care Block is an excellent solution to the urban challenges facing Bogotá. We hope that no one is left behind, especially women. Only when we stand together with everyone can we truly achieve sustainable urban development. We must strive to create various political, economic, and social opportunities for more than 4 million women in order to build an inclusive city and recognize the value that women bring to society.”

Another program is Asistencia en Casa (At-Home Assistance Program), part of Bogotá’s District Care System (SIDICU), delivers essential services directly to the homes of caregivers and those who require care, particularly in cases where mobility is limited. Funded by the Global Mayor’s Challenge award from Bloomberg Philanthropies, this program alleviates the burden of care and enhances the well-

供认知与体能训练、基本健康评估和娱乐活动。为确保可持续性，该项目与社会融合秘书处和卫生秘书处协调工作，重点关注那些需要直接护理的人群，而妇女事务秘书处则优先为护理人员提供量身定制的服务。

在卡洛斯·费尔南多·加兰（Carlos Fernando Galán）的领导下，波哥大新任市长办公室制定了2024—2028年发展计划——“波哥大安全之路”，其总体目标是通过应对紧迫挑战，为更美好的未来创造机会，来改善公民的生活质量。这项雄心勃勃的计划围绕五个战略目标展开：提高波哥大的安全保障，坚定对波哥大福祉的信心，激发对波哥大潜力的信赖，促进波哥大的有序治理并在气候行动上取得进展，以及巩固波哥大民众对政府的信任。

在“坚定对波哥大福祉的信心”的战略目标下，“平等与公平”成为中心议题，重点是加强和扩大社会关爱基础设施和服务。已确定了两个关键目标：第一是通过加强现有服务并在地区关爱系统框架内引入由妇女事务秘书处牵头的新战略，实现31个关爱街区的运营，包括固定和流动模式；第二是实施一项文化转型战略，旨在防止对妇女的暴力行为并促进护理责任的重新分配。这些举措旨在共同为所有居民创建一个更具包容性、公平性和支持性的城市。

being of families. It offers psychosocial support and self-care workshops for caregivers while providing cognitive and physical stimulation, basic health evaluations, and recreational activities for care recipients. To ensure sustainability, the program works in coordination with the Secretariat of Social Integration and the Secretariat of Health, who focus on those requiring direct care, while the Secretariat for Women Affairs prioritizes supporting the caregivers themselves with tailored services.

The new Mayor's Office of Bogotá has developed the Development Plan 2024 to 2028: “Bogotá Camina Segura”, led by Carlos Fernando Galán, with the overarching goal of improving the quality of life for its citizens by addressing pressing challenges and fostering opportunities for a brighter future. This ambitious plan is structured around five strategic objectives: Bogotá advances in safety, Bogotá trusts in its well-being, Bogotá trusts in its potential, Bogotá orders its territory and advances in its climate action, and Bogotá trusts in its government.

Under the strategic objective “Bogotá trusts in its well-being”, the theme of Equality and Equity takes center stage, focusing on enhancing and expanding social care infrastructure and services. Two key goals have been identified: the first goal is to achieve 31 operational Care Blocks, including both fixed and mobile modalities, by reinforcing existing services and introducing new strategies spearheaded by the Secretariat for Women Affairs within the framework of the District Care System. The second goal is to implement a cultural transformation strategy aimed at preventing violence against women and promoting the redistribution of care responsibilities. These initiatives aim to create a more inclusive, equitable, and supportive city for all its residents.



📍 希腊 哈兰德里：

以公民参与推动城市老旧水治理设施创新

📍 Chalandri, Greece:

Cultural H.ID.RA.N.T. (Cultural Hidden IDentities ReAppear Through Networks of Water)—Ancient Engineering Meets Urban Innovation Through Citizens' Participation

哈兰德里位于希腊首都雅典的北部，是文化旅游胜地，2023 年，这里居住着 77 108 人。这座城市自古水资源充沛，雷马蒂亚河（Rematia River）蜿蜒穿城而过。作为雅典的卫星城，哈兰德里距雅典市中心仅 12 千米，凭借其优美的环境，已成为北部地区的商务和休闲中心。然而，游客的大量涌入，特别是周末游客的激增，在带来经济收益的同时，也给当地居民的生活及公共福利设施带来了诸多挑战。其中，交通拥堵尤

Chalandri, with a population of approximately 77,108 in 2023, is a renowned cultural destination located in northern Athens, the capital of Greece. The city has been abundant in water resources since ancient times, with the Rematia River flowing through its landscape. As a satellite city of Athens, it is just 12 kilometers from the city center. This beautiful environment has positioned Chalandri as a key hub for both business and leisure in the region. However, the influx of visitors, especially the surge in visitors during weekends, has generated economic benefits but has also introduced challenges for local residents and public welfare. Traffic congestion is one

为严重，道路上行驶的车辆增多，用以步行的公共绿化空间也变得十分有限。同时，城市的独特性、社区居民的归属感等也因此日趋淡化。怎样化解这样的矛盾呢？

为有效解决这些矛盾，哈兰德里市政府找到了一条可行途径：对城市古老的文化特色进行现代化的提升。历史上，哈兰德里以水闻名，建设了发达的水利设施，如喷泉、水井等。雷马蒂亚河更是雅典唯一向公众开放的河流，被列为受保护的栖息地。哈兰德里部分古代水道至今在当地环境生态中仍然发挥着收集地下水、行洪等作用，但它们的作用未能充分发挥，一定程度上成为闲置和废弃的水道。恰在此时，这项倡议启动。哈兰德里市政府当时正在寻找一个创新的城市项目，以申请欧盟城市倡议行动资金，雅典的公共水务公司 EYDAP 也正在探索哈德良水渠的再利用潜力。一次关于当地历史的公开活动促成了 EYDAP 与哈兰德里市政府之间的合作，双方共同致力于寻求一种更具社会和环境可持续性的城市发展模式。为此，政府规划了一个为期四年（2020 年 7 月—2024 年 6 月）的创新试点项目，在四个区域实施。

该项目的创新措施具体包括：一是重新修缮水渠，提升地下水的收集和引流功能，并结合现代城市园林绿化等用水需求修建供水网络。二是围绕哈德良水渠和雷马蒂亚河改建或扩建城市绿地空间，打造连贯的绿色走廊，连接城市主要功能区。三是建设数字平台，展示哈兰德里市的水资源遗产故事，同时作为市民和当地社区共享平台，可持续管理共同的自然和文化资源。四是加强历

notable issue, evident both in the high volume of vehicles on the roads and in the limited public green spaces available for walking. Additionally, the unique character of the city and the sense of community belonging among its residents have begun to diminish. How to address these contradictions?

The Municipality of Chalandri has identified a feasible solution: to revitalize the city's ancient cultural heritage in line with modern trends. Historically, Chalandri was known for its water resources and, in the past, featured various water infrastructures (fountains, wells, etc.). Most notably, Chalandri is crossed by the Rematia River, the only creek in Athens that has remained open and accessible to the public and is listed as protected habitat. Some of these waterways continue to contribute to the local environment and ecology by collecting groundwater and facilitating flood discharge. However, their potential remains underutilized, and many have become neglected and abandoned. The initiative started rolling in a very organic way. The Municipality of Chalandri was looking for an innovative urban project in order to apply for funding from the Urban Initiatives Actions of the EU. At the same time, EYDAP, Athens' water public company, was exploring the potential of reutilizing water from the Hadrian Aqueduct. During a public event about local history, the head of EYDAP's strategy department met someone from the Oral History group of Chalandri, who was sharing memories of the Hadrian Aqueduct. This encounter facilitated a connection between EYDAP and the Municipality of Chalandri. Ultimately, both parties were driven by a shared vision of seeking a more socially and environmentally sustainable mode of urban development. To address this issue, Chalandri's local authority has implemented an innovative pilot project across four districts over a four-year period, from July 2020 to June 2024.

These innovative measures are as follows: First, renovate the aqueducts to improve groundwater collection and

史和文化设施的宣传。例如，通过创造新的历史地标、采用智能照明和喷泉等措施，使哈德良水渠的路线和水景更清晰可见，并注重将这些设施整合到当地居民日常生活中，使之成为社区引以为傲的宝贵资产。该项目的资金来源于欧盟城市创新行动计划（3 133 295 欧元）、哈兰德里市政府（2 236 625 欧元）和希腊绿色基金（1 000 000 欧元）。

项目成果体现在多个方面：一是直接改善了当地生态环境。城市的水利设施及其功能更加完备，构建了一个再生水利用工程和非饮用水网络，有效节约了水资源，年均节水量达到 8.5 万立方米。二是便利了城市生活。该项目目前已经改造了面积 25 100 平方米的公共绿化空间，为人们提供了更好的休闲和社交场所，促进了城市内部各地区的联通，直接或间接地促进了当地经济发展。据统计，约 18 000 人（2023 年约占哈兰德里总人口的 23.34%）从这些优质绿



water diversion, and develop relevant water supply networks that align with the demands of modern urban landscaping. Second, enhance or expand urban green spaces around the Hadrian Aqueduct and the Rematia River to create large green corridors that connect key functional areas of the city. Third, establish a digital platform to share the stories of Chalandri's water heritage and to act as a common platform among citizens and local communities for sustainable management of common natural and cultural resources. Fourth, thoughtfully promote and make known these historically and culturally significant facilities. For instance, while creating new historical landmarks in the city and making visible the Hadrian Aqueduct's route (e.g. via smart lighting) and its water features (such as fountains), the initiative cares to integrate these facilities into everyday life as assets for the local communities. The funding for this initiative comes from the Urban Innovative Actions program of the EU (EUR3,133,295), the Municipality of Chalandri (EUR2,236,625) and the Greek Green Fund (EUR1,000,000).

The impacts of this innovation are evident in several areas: First, it directly enhances the local ecological environment. The city's water infrastructure is now more comprehensive as the city has established a regeneration project and a non-potable water network, which significantly contributes to water resource conservation and saves up to 85,000 cubic meters of water annually. Second, it facilitates urban daily life. Currently, the project has transformed 25,100 square meters of public green space. These public green spaces provide opportunities for relaxation and social interaction, improve connectivity among various city regions, and directly or indirectly stimulate economic development. Approximately 18,000 residents (about 23.34% of Chalandri's total population in 2023) benefit from access to high-quality green spaces. Third, it has had a positive impact at the cultural level. This innovation has not only changed residents' water

地中受益。三是在文化层面产生了积极影响。这项创新不仅改变了人们的用水习惯，还以水及水利设施为载体，传承了文化价值，增强了市民的文化自豪感和地方归属感，促进了社区的团结意识。四是激发了社会活力。相关学校和社区、学者以及艺术家围绕水及水利设施的现代化改造，积极开展教育、研究和创作活动。例如，学校学生参与了设计水设施元素和城市更新的工作坊，当地老人则生动讲述哈德良水渠的历史以及社区与水的关系，最终建立了由市民主导的本地历史档案小组。

广泛的公共参与是项目成功的关键，具体体现在以下四个方面：一是在创意萌芽阶段，市政府通过报纸、网络等媒体宣传项目，引发全市范围内的热烈讨论，成功获得了民众的广泛支持。二是在工程改造设计阶段，采用了参与式方法，充分听取社区、学校及各利益相关方的宝贵建议。其中，雷马蒂亚河流保护协会在河流重新开放和河岸重建方面发挥了至关重要的作用。项目周边社区超过 1 000 名市民积极参与了项目相关行动，13 所学校更是组织开展了由教师、学生和家长组成的参与式设计研讨会议。三是创建了两个数字平台：一个专注于展示哈德良水渠的历史意义，涵盖 350 个原始项目；另一个则作为公民共同管理水渠的公共空间和工具。在此基础上，成立了市一级的哈兰德里市哈德良社区和地区一级的哈德良公民网络（Citizens' Hadrian Network）。这种广泛的参与也改变了城市规划模式，推动了参与式城市规划实践的发展。四是各类公民团体和市政府

usage habits but has also preserved and transmitted cultural values through the medium of water and water infrastructure. This has fostered a sense of cultural pride among citizens, strengthened their local identity, and promoted community cohesion. Fourth, it has invigorated social vitality. Local schools and communities, as well as scholars and artists, have begun engaging in education, research, and creative projects focused on the modern transformation of water and water infrastructure. For instance, while school students participated in the workshops to design elements of the water facilities and the urban regeneration, senior citizens contributed with their testimonies to tell the local history of Hadrian Aqueduct and the community's relation with water. This process ultimately led ended up to the formation of the citizen-led Local History Archive Group.

Extensive public participation is crucial to the success of the project, which is embodied in the following four main aspects: First, the initiative was introduced through newspapers, the internet, and other media, fostering extensive discussion at the city level and garnering widespread public support from the outset. Second, the specific engineering design resulted from a participatory design process in which communities, schools and stakeholders took part to gather input and secure support. The Association for the Protection of the Rematia River played a vital role in the re-opening and regeneration of the stream's banks. Over 1,000 citizens from neighbouring communities actively participated in the initiative, while teachers, students and parents from 13 schools engaged in participatory design projects during the Cultural H.ID.RA.N.T. project. Third, two digital platforms were created: one showcasing the historical significance of the Hadrian Aqueduct, comprising 350 original items, and the other functioning as common space and tool for the aqueduct's citizen co-management. The Hadrian Community of Chalandri at the municipal level and the Citizens' Hadrian



共同监督项目成果的使用和维护，如数字平台的运营、市政水车的供水、再生绿地的养护等。派迪昂大学（Panteion University）后续开展了项目的监测与评估研究工作，结果显示，约 75% 的参与者表示与以前相比，他们与哈兰德里文化遗产有了更紧密的联系；60% 的人表示，该项目增加了他们对城市的归属感。

在公民团体方面，哈兰德里口述历史团体发挥了重要作用。雅典大学名誉教授兼哈兰德里口述历史小组协调员纳西·西亚法卡（Nassy Siafaka）自豪地说：“我们深感哈德良水渠不应被遗忘，我们应该为它做点什么。因此，我们主动向 EYDAP 提出了我们的构想，而当时 EYDAP 正在与市政府合作推动另一个关于水渠的项目。水及其来源一直与人们的日常生活、娱乐乃至灾难紧密联系在一起。未来我们将继续深化合作。”

项目在实施过程中也遇到了若干挑战：一是如何在开发利用既有遗产服务现代城市的思路下，更好地激发公民和社会的参与积极性，催生创新点子，从而使项目在更多地区复制推广。二是部分具有重大价值的设施遗产尚未得到充

Network at the regional level were formed. This extensive participation has also transformed urban planning, leading to improvements in participatory urban planning practices. Fourth, various citizen groups and the municipal government jointly oversee the use and maintenance of the project outcomes such as the operation of the digital platforms, the distribution of water via municipal water-trucks, care-taking of regenerated green spaces. Panteion University has led the research on the monitoring and evaluation processes, revealing that about 75% of those engaged with Cultural H.ID.RA.N.T.'s activities declared an improved connection with Chalandri's cultural heritage than before, while 60% stated that the project increased their sense of belonging in the city.

In terms of the citizen groups, Chalandri's Oral History Group played a crucial role. Nassy Siafaka, Professor Emeritus at the University of Athens and Coordinator of the Oral History Group of Chalandri, proudly said, "We believed at the time that we should do more about Hadrian Aqueduct. The aqueduct should not be forgotten. So we shared our thoughts with EYDAP, which was already working on a project in regards to the aqueduct, and with the city's authorities. Water and its sources have always been connected to the people's everyday life, recreation and sometimes disaster. We will continue the collaboration."

The challenges encountered in the implementation of



分开发利用，亟须全球专业人才的加入。三是历史遗产的保护与改造再利用之间的法律平衡问题也亟待解决。四是部门合作中仍存在官僚主义问题。

目前，哈兰德里市政府从项目前期的成功中受到巨大鼓舞，计划在雅典其他七个城区进一步推广这项创新工作。从长远来看，这项城市创新有望开创文化遗产开发利用的新模式，为当今世界各地（特别是一些热门旅游城市）解决过度旅游开发、本地特色保护、应对气候变化挑战等现代性共通难题提供经验借鉴。目前，在欧盟 URBACT 计划的框架下，哈兰德里市正在牵头建设“水利遗产城市”创新转移网络，将其成功经验和专业知识传播到欧洲其他五个城市。同时，项目团队正在积极探索利用哈德良水渠来冷却城市公共建筑和空间的途径，并在城市设计和政策制定方面融入更多的综合方法。

the initiative include the following: First, within the broader framework of developing and utilizing existing heritage to benefit modern cities, we need to enhance citizen and societal engagement. This involves fostering innovative ideas to scale up innovation in more areas. Second, some valuable heritage infrastructure remains underdeveloped and underutilized, highlighting the need for collaboration with global professionals. Third, striking a balance between the protection and transformation of historical heritage raises several legal concerns. Lastly, bureaucratic hurdles in departmental cooperation present additional challenges.

The Municipality of Chalandri is greatly encouraged by the initial success of this initiative and is now acting as a pilot for the regeneration of the entire length of the Hadrian Aqueduct across 7 more Athenian municipalities. In the long term, this exploration of urban innovation aims to establish a new model for the development and utilization of cultural heritage. This model is expected to offer valuable insights into addressing contemporary challenges faced by many cities, such as the need to balance mass tourism with the protection of local identity and heritage, or tackling climate change challenges. Currently, within the framework of EU's URBACT program, the Municipality of Chalandri leads the Innovative Transfer Network 'Hydro-Heritage Cities', which aims to transfer Chalandri's paradigm and know-how to 5 European cities. Meanwhile, it explores avenues to utilize the Hadrian Aqueduct's water to cool the city's public buildings and spaces, as well as to incorporate more integrated approaches to urban design and policymaking.



📍 墨西哥 伊斯塔帕拉帕：

改造公共空间建设包容性城市

📍 Iztapalapa, Mexico:

UTOPIAS—Units of Transformation and Organization for Social Inclusion and Harmony

伊斯塔帕拉帕是墨西哥首都墨西哥城的一个城区，人口约 180 万。2016 年，随着墨西哥联邦区改制，墨西哥城及其周边地区都获得了高度自治权，这为伊斯塔帕拉帕自主改造城市公共空间提供了制度上的保障。与墨西哥其他地区一样，墨西哥城的发展不均衡问题较为突出。其中，伊斯塔帕拉帕属于发展较为落后的地区，43% 的人口生活在贫困线以下，该地区被称为“城市的后院”。

Iztapalapa, with a population of approximately 1.8 million, is a district of Mexico City, the capital of Mexico. Following the restructuring of the Federal District of Mexico in 2016, Mexico City and its surrounding districts gained a significant degree of autonomy. This has facilitated Iztapalapa's ability to independently implement transformations in urban public spaces. Like the rest of the country, Mexico City faces significant challenges related to uneven development. Iztapalapa is one of the less developed areas in the city, with 43% of its population living below the poverty line. Often referred to as

这里坐落着城市主要垃圾处理场和 5 所监狱。相比之下，该地基础设施和公共服务较为不足，无法保障人民福祉，城市治安也令人担忧。

为了改进本地的公共服务，当地政府于 2018 年初制定了一项为期四年的城市公共空间改造计划，并将其命名为“乌托邦（UTOPIAS）”。该计划旨在通过改建一些闲置或利用率不高的大型公共场所和老旧设施，促进社会与城市的转型发展。截至 2022 年，已经成功改建 12 个大型综合体，涉及建筑面积达 54 万平方米。这些综合体配有健康、文化、体育、娱乐等不同设施或功能区，包括理疗和护理中心、游泳池、礼堂、电影放映厅、摄影与音乐培训学校、咨询室、洗衣房、天文馆、水族馆、恐龙主题公园等，以满足市民的不同需求。特别是在公共卫生方面，建有综合护理、牙科、妇科、儿科和心理科室，力求尽可能全面服务于各类特殊人群。部分综合体还设立了溜冰场等室外活动场所。这些公共设施的投入使用，为当地居民提供了更加多样化的社交活动选择，也极大地改善了社会秩序。与 2018 年相比，当地犯罪率下降了 57%。

项目所有的改造费用由政府承担，工程和城市发展总局负责监督具体施工，规划和公民参与总局携手其他政府部门共同参与维护与运营。改造后的设施或功能区由政府出资维护，并免费向市民开放。为使项目达到最佳效果，政府还在管理上进行创新，采取了一种综合、全面、参与式、跨学科、跨部门、全地域和责任共担的管理模式。广泛的参与和合作是整个改造项目的突出特点。从

the city's backyard, this district was home to the main waste disposal site and 5 prisons. In contrast, the infrastructure and public services that support the well-being of its residents are relatively inadequate, and public security remains a concerning issue.

To enhance local public services, the Iztapalapa Municipal Government developed a plan in early 2018, proposing a four-year urban public space transformation initiative called UTOPIAS, which stands for “Units of Transformation and Organization for Social Inclusion and Harmony”. This initiative aims to drive social and urban development by reconstructing several large public spaces and deteriorated facilities that are either idle or underutilized. By 2022, the city successfully built 12 UTOPIAS, covering a total construction area of 540,000 square meters. These complexes feature various facilities and functional areas, including health, culture, sports, and entertainment. Notable amenities include physiotherapy and nursing centers, swimming pools, auditoriums, movie screening halls, photography and music training schools, consultation rooms, laundries, planetariums, aquariums, and dinosaur-themed parks, all designed to meet the diverse needs and human rights of residents. Particularly in the realm of public health, the complexes include comprehensive care, dentistry, gynecology, pediatrics, and psychology departments to ensure thorough support for various special groups. Some complexes also offer outdoor spaces such as skating rinks. The introduction of these public facilities has provided residents with more diverse options for social activities and has significantly improved social order, with the crime rate dropping by 57% compared to 2018.

All renovation costs are covered only by Iztapalapa Municipal Government, with the General Directorate of Works and Urban Development overseeing the specific construction, and the General Directorate of Planning

设计、规划到执行、运行、维护，都需要各政府部门、社会组织以及其他各级政府之间的横向或纵向合作。通过教学和游戏，儿童也参与规划和设计，分享他们对项目的认识和建议。哥伦比亚麦德林市前公民文化部部长乔治·梅尔吉佐（Jorge Melguizo）指出：“没有机会的权利不是真正的权利，在‘乌托邦’计划中，权利被转化为全体人民的多种机会。”

一些私营机构为项目捐赠了设备、家具和耗材。在项目建设中，施工方和有关科研机构合作，应用生态技术，大大改善了综合体的空间布局，增强了对当地居民的吸引力。泛美卫生组织城市治理顾问西梅娜·马罗托（Ximena Maroto）表示：“我对‘乌托邦’项目管理的全面性感到非常惊讶。”

这项创新工作主要面临两方面的挑战：一是合作沟通事务繁杂。一些综合体的建设涉及复杂的产权问题，有的是墨西哥联邦政府的资产，有的是墨西哥城市政府的资产，还有的是私人所有。这就需要耐心沟通，遵守相关程序，并制订一个周全的项目方案。二是资金的

and Citizen Participation coordinating with all the other government departments for the most appropriate operation and maintenance. The use of all these facilities post-construction or renovation is managed and maintained by the government and provided free to the public. Achieving optimal results from such an initiative hinges on innovative government management, incorporating an integrated, comprehensive, participatory, trans-disciplinary, trans-sectoral, territorial and shared-responsibility management model. Extensive participation and collaboration are key features of the entire initiative. From design and planning to execution, operation, and maintenance, it requires both horizontal and vertical cooperation among various departments, social and community organizations, and other levels of government. Children were also involved through participatory planning and design processes using pedagogical and playful techniques through which they shared their ideas and proposals about what the UTOPIAS should be and contain. “Rights without opportunity are not rights, in the UTOPIAS Initiative, rights are translated into multiple opportunities for the entire population,” said Jorge Melguizo, Former Secretary of Citizen Culture of Medellin, Colombia.

Additionally, some private institutions have donated some equipment, furniture and consumables for the initiative.



筹措方案。一方面项目的改建需要大量的资金；另一方面，建成之后，伊斯塔帕拉帕市政府也需要划拨专项预算，组织团队进行管理和维护。目前，项目的建设及维护费用全部由地方政府自有资金承担，压力无疑是巨大的。然而，得益于恢复地方政府的主要职能，通过自我管理提供公共服务的战略，当地公共管理更为诚实透明，项目也因此获得了融资。这使得政府能够腾出公共资源，去实施如“乌托邦”这样影响较大的社会项目。

伊斯塔帕拉帕市政府正在计划完善综合体的布局。计划在2024年前再建造6个大型“乌托邦”综合体，并将这个项目的经验推广到墨西哥城的其他地区。墨西哥各地许多城区对此做法十分感兴趣，伊斯塔帕拉帕市政府也多次应邀参与有关城市治理方面的研讨会和论坛，分享自己的经验与做法。借助“乌托邦”项目的影响力，伊斯塔帕拉帕市市长克拉拉·布吕加达（Clara Brugada）在2024年6月的选举中获胜，成功当选为墨西哥城市长。她承诺在其6年任期内，在墨西哥城建设

During construction, the contractors worked closely with relevant research institutions to apply ecological technologies, significantly enhancing the spatial layout of these complexes and increasing their appeal to local residents. “I am very surprised by the comprehensiveness that they are managing in the UTOPIAS Initiative,” said Ximena Maroto, Urban Governance Consultant at the Pan American Health Organization.

The main challenges faced by this innovative initiative are twofold. First, cooperation and communication can be complex. Some complexes involve intricate property rights, with assets belonging to the Mexican Federal Government and the Mexico City Government, and private entities. This necessitates careful communication and adherence to relevant procedures in order to develop a comprehensive project plan. Second, fundraising poses a significant challenge. The construction of the project requires substantial financial resources, and once completed, the Iztapalapa Municipal Government must allocate a special budget to support a management and maintenance team. Currently, the construction and maintenance costs are entirely covered by the local government’s own funds, which places considerable financial pressure on the municipality. However, thanks to the strategy of restoring local governments’ core functions and delivering public services through self-management, local public management has become more transparent and accountable, making it possible to secure financing for this initiative. This allowed the government to free up public resources to execute larger projects such as UTOPIAS and other high-impact social programs.

The Iztapalapa Municipal Government is planning to optimize the layout of the UTOPIAS complex and build 6 additional large UTOPIAS by 2024. They aim to share the insights gained from this initiative with other areas of Mexico City. Numerous urban regions across Mexico are





100 个“乌托邦”综合体。

这一创新项目优先关注城市弱势群体，已经成为该地区的一个标志性工程和重要的公共政策，其目标是打造一个包容性城市，解决社会不平等问题，并保障市民权利。正如工程与城市发展总局局长劳乌·巴索托·卢维安诺（Raúl Basulto Luviano）所说：“我们希望通过公共空间的重新利用、重新设计，赋予它们新的功能，从而减少社会不公平，保障城市社会福祉，让我们的城市更加包容、更加和谐。”该项目的影响甚至已经超越了国界。拉丁美洲和加勒比经济委员会正在对项目进行分析以汲取经验，厄瓜多尔的基多市政府也准备在当地复制这一创新经验。

巴西里约热内卢州联邦代表马塞洛·弗雷索（Marcelo Freixo）说：“这一项目十分不可思议。多年来，我一直致力于改善里约热内卢的公众生活，而这一项目真正地改变了人们的生活。在这里，我看到儿童、青年人和老年人都得到了照顾。我想把这一举措带回里约热内卢，减少暴力和犯罪，帮助改善人民的生活。”

interested in learning from these practices, and the Iztapalapa Municipal Government has been invited to participate in seminars and forums on urban governance to share its experiences. Though the influence of the UTOPIAS Initiative, Clara Brugada, who was Mayor of Iztapalapa, won the election in June 2024 and was elected Mayor of Mexico City, promising that she would build 100 UTOPIAS complexes in Mexico City during her six-year

term.

This innovative initiative prioritizes support for vulnerable groups in the city and has become a landmark project and a key public policy for the area. The goal is to create an inclusive city that addresses social inequality and protects citizens' rights. As Raúl Basulto Luviano, General Director of Works and Urban Development, stated, “We hope to reduce social inequality, achieve urban social welfare, and make our city more inclusive and harmonious by reusing and redesigning public spaces to endow them with new functions.” The impact of this initiative has even transcended national borders. The United Nations Economic Commission for Latin America and the Caribbean is analyzing the initiative to draw valuable lessons, while the Quito Municipal Government in Ecuador is also working to replicate Iztapalapa's innovative experience.

“This initiative is one of the most incredible things I have seen in my life, I have been involved in public life in Brazil, in Rio de Janeiro, for many years, and this initiative truly transforms people's lives. Here I saw children, young people and elderly people all being cared for, and that helps. I want to bring this model to Brazil, to Rio de Janeiro, to reduce violence and crime and help improve people's lives,” said Marcelo Freixo, Federal Representative for the State of Rio de Janeiro, Brazil.



📍 德国 曼海姆:

以可持续发展目标推动大面积增加城市公园

📍 Mannheim, Germany:

Local SDG Implementation: An Annual Report on the Achievement of the SDGs as a Management Tool and the Transformation of a Large Military Brownfield Site into a SDG-Park

曼海姆是德国巴登－符腾堡州第三大城市，人口约 32.5 万，拥有深厚且丰富的历史。梅赛德斯－奔驰正是在这里设计了世界上第一辆汽车。这座城市历经了三次战火摧毁与重建。近几十年来，在欧盟一体化和德国经济社会快速发展的背景下，曼海姆也发展成为一座文化多元的城市。这座城市历久弥坚的特质之一，就

Mannheim, with a population of approximately 325,000, is the third largest city in Baden-Württemberg, Germany, and boasts a rich history. It is where Mercedes-Benz designed the world's first automobile. Though the city was destroyed by war three times, it was rebuilt each time. In recent decades, Mannheim has evolved into a culturally diverse city against the backdrop of EU integration and Germany's rapid economic and social development. One of

体现在其应对各种挑战的能力上。

二战后近 70 年间，曼海姆是美军驻德国重要军事基地之一。占地面积 80 公顷的军事基地中，曾雇佣数万名当地居民以提供后勤支持。但随着美国的战略调整以及美军在 2015 年前彻底撤离，曼海姆需要面对这一变化探索新的可持续发展之路。

2015 年，曼海姆制定了自己的环境与可持续发展战略。到 2019 年，全市通过公民参与的形式制定了一项 2030 年全市发展愿景，旨在更好地在地方层面落实 17 个联合国可持续发展目标。为落实这一愿景，市政府决定从 2022 年起开始监控其实施过程，并撰写联合国可持续发展目标执行情况的年度报告。这些行动由政府的民主与战略部统筹负责，并由政府各部门和社会伙伴（如企业）共同参与。

这一报告不仅是一个单纯的信息汇总，更是一个具有管理功能的指引性工

the city's enduring qualities is its ability to respond adeptly to various challenges.

For nearly 70 years following World War II, Mannheim served as a key military base for the US military in Germany. The 80-hectare military installation employed tens of thousands of local residents to provide logistical support. However, with the adjustment of US strategy and the complete withdrawal of US troops before 2015, Mannheim now faces the necessity of exploring new avenues for sustainable development in light of these changes.

In 2015, Mannheim developed its own environmental and sustainable development strategy. By 2019, the city began to create a comprehensive development vision for the year 2030 through citizen participation, aiming to better implement the 17 United Nations Sustainable Development Goals at the local level. To support this vision, the city government decided to monitor progress and to produce an annual report on the implementation progress of these goals starting in 2022. This effort is being coordinated by the government's Democracy and Strategy Department, with participation from various government departments and social partners, such as enterprises.



具。与这一管理工具相配套的是，政府同时发布预算计划以及工作项目清单。报告将被市议会放在预算计划中讨论，并在通过后向社会公布，以便市民了解城市在实现 2030 年愿景目标所取得的进展。编写这一报告不需要太大的成本，但它却能把政府、企业、自治组织、大学以及各类非政府组织（NGO）有机地联系起来，有效地沟通信息、整合资源，从而更有利于在不同群体、区域间实现公平。

该报告目前设有 50 项一级指标，既包括二氧化碳排放量、失业率、高等教育入学率、国内生产总值（GDP）和儿童语言能力等经典指标，也涵盖“对市政府的信任”或“公民参与满意度”等本地定性指标。得益于报告编制过程中的公共参与，政府发现居民高度重视户外休闲权利及其保障。这种重视也是对政府增加大面积城市公园项目的高度认可，该项目在前几年已经推动实施，并取得了一定成效。



This report serves not only as a summary of information but also as a guiding tool with a management function. In conjunction with this management tool, the government publishes a budget plan and a list of work items. Once discussed and approved via the budget plan by the city council, the report is made public, allowing citizens to track the city's progress toward the 2030 vision goals. The preparation of this report incurs minimal costs, yet it effectively connects the government, businesses, autonomous organizations, universities, and various NGOs. This collaborative approach facilitates effective communication and resource integration, ultimately promoting equity among different groups and regions.

The report currently includes 50 primary indicators, encompassing both classic metrics such as carbon dioxide emissions, unemployment rates, higher education enrollment rates, GDP, and children's language abilities, as well as local qualitative indicators like "trust in the municipal government" and "citizen satisfaction with participation". Through public participation in the preparation of this report, the government discovered that residents place significant importance on the right to rest outdoors and its protection. This attention from residents reflects a strong recognition of the results achieved through the government's recent large-scale park development projects.

In 2014, as the decision was made for the US military to withdraw, the government began planning for the German Federal Gardening Show to be held in Mannheim in 2023. Grounded in the United Nations Sustainable Development Goals, the government's construction investments needed to seamlessly integrate the hosting of this event with its post-event organization. Since May 2017, Mannheim has focused on developing the area from the perspective of ecological and social progress for the entire city.

This formerly contaminated military base featured dense

早在 2014 年，当美军基地确定撤离时，政府已经在考虑规划德国联邦园艺展，该展于 2023 年在曼海姆举行。从联合国可持续发展目标出发，政府的相关建设投资必须将活动的举办以及后续的组织有机结合起来。从 2017 年 5 月开始，曼海姆就致力于从整个城市的生态和社会发展的角度对该地区进行开发。

在这一被污染的前美军基地区域中，有的地方建筑密集，有的地方则是空旷地带。面对如此复杂的地区景观，政府也将“通过增加城市绿化与清新空气为市中心降温”“当地休闲区”“生物多样性”和“社会住房”等主题或建设目标作为优先项考虑。

在短短 5~6 年时间里，德国联邦园艺展区就从一块面积 80 公顷的封闭式美军装甲车场地变成了一个充满活力的区域，里面有公园、绿地和休闲区。项目方清理了此前用作训练的荒地并种植了树木，使之成为许多不同物种的栖息地（面积达 62 公顷）。此外，有 18 公顷的土地被开发为各种体育、娱乐活动用地和居住地。由于这一公园的建设，城市获得了更多的新鲜空气，市中心的平均气温降低了 1.5℃。这个公园还被规划为受保护动植物物种的栖息地。

为了实施这一改造项目，曼海姆在 2014 年创办了一家非营利机构，并临时聘用了 65 人。这家机构与相关的政治领导人、城市规划师、景观设计师、市民以及许多其他利益相关者密切合作。这一地区的各种发展方案或改造设计都建立在民主参与的基础上，并向全市的相关社区公开展示了项目效果图和后续

buildings in some spots and open spaces in others. In response to this complex landscape, themes and construction goals such as “urban greening and fresh air supply to cool down the inner city”, “local recreation areas”, “biodiversity” and “social housing” emerged as priorities for the government.

In just 5 to 6 years, the German Federal Gardening Show area has been transformed from an 80-hectare closed US military armored vehicle site into a vibrant landscape with parks, gardens, and leisure areas. The previously unused training grounds have been cleared and replanted with trees, creating a habitat for various species spanning an area of 62 hectares. Additionally, 18 hectares have been designated for sports, recreational activities, and living spaces. As a result, the average temperature in the city center has dropped by 1.5 degrees, as the park has become a significant source of fresh air for the city. The park is designed to serve as a habitat for protected plant and animal species.

To implement this transformation project, Mannheim established a non-profit organization in 2014, temporarily employing 65 people. This organization worked closely with relevant political leaders, urban planners, landscape designers, citizens, and many other stakeholders. The various development plans and transformation designs for this area are grounded in democratic participation, with renderings and subsequent outcomes publicly showcased to the relevant communities throughout the city.

In total, the government and its partners invested approximately EUR100 million to convert this military land into an ecological green space, which included the remediation of contaminated sites. These financial and labor investments have generated immeasurable social benefits. In this area, the renovation of old military barracks and the construction of 2,600 new apartments have created a residential complex that can accommodate 4,500 people, providing housing for young families and low-income citizens.

实施成果。

经核算，政府及其合作伙伴共投资了约 1 亿欧元，将这一军事用地改造成生态绿地，包括整治和恢复被污染的区域。这些资金和工作投入创造了不可估量的社会效益。在这一区域，通过改造旧有军队营房，以及兴建 2 600 套新的公寓，形成了可以容纳 4 500 人居住的公寓区，为年轻家庭和低收入市民提供了住房。

过去数年中，有超过 5 000 场活动在公园的展览区中举办，包括“家庭出行新方式”“气候中和出行方式——用燃料电池飞行”和“对昆虫友好的绿色护理”^①等。这也使该区域成为各种协会和政府机构展示创新实践的平台。它也是儿童乐队、聋人合唱团、女子舞蹈团和年轻艺术家的舞台，不同群体在这里都能获得表达的空间。所有这些活动都与联合国可持续发展目标相关。

清洁的空气、优美的环境、丰富多彩的活动和便利的设施，吸引了许多自行车手、田径运动员、轮滑运动员、慢跑者等来这里进行体育锻炼，大量的市民也来此休闲漫步，这大大提高了曼海姆市民的生活质量，增进了居民的健康和福祉。凭借这些工作在环保方面取得的成绩，曼海姆在 2023 年被正式认定成为欧洲 100 个气候中和城市之一。

目前，该公园仍然在进行持续的改



Over the years, at least 5,000 events have been held in the exhibition area of this park, including “New Mobility for Families”, “Climate Neutral Mobility—Flying with Fuel Cells”, and “Insect-Friendly Green Care”^①. This has transformed the area into a platform for various associations and government entities to showcase innovation practices. It also serves as a venue for children’s bands, deaf choirs, women’s dance groups, and young artists, providing diverse groups with a stage to express themselves. All these activities align with the United Nations Sustainable Development Goals.

Thanks to the clean air, beautiful surroundings, vibrant activities, and convenient facilities, many cyclists, track athletes, roller skaters, joggers, and other residents come here to exercise. Additionally, a large number of citizens visit for leisure and strolls, greatly enhancing the quality of life for Mannheim residents and promoting their health and well-being. Due to these accomplishments in environmental protection, Mannheim was officially recognized as one of the 100 Climate Neutral Cities in Europe in 2023.

① 绿色护理（Green Care）是指以农场为基础，结合庭园、森林等多种户外环境，通过动物、植物、地景等元素促进人们身心健康的农业实践模式。其服务对象包括精神病患者、智障者、学习障碍者、忧郁症患者、过劳者、老年人等身心状态不佳的人群。

① Green Care: refers to an agricultural practice model based on farms, combining various outdoor environments such as gardens and forests, and promoting people’s physical and mental health through elements like animals, plants, and landscapes. Its service targets include people with poor physical or mental conditions, such as psychiatric patients, people with intellectual disabilities, those with learning disabilities, individuals suffering from depression, overwork and the elderly.

造，结合全市 2030 年愿景目标以及公众需求（比如可负担的住房）实施一些新的项目。最近的一个例子是在公园里建设了一条自行车高速公路。另外，政府正在考虑在公园里为所有年龄段的儿童提供休闲娱乐设施。

曼海姆军事基地的公园化改造在“曼海姆 2030 愿景”目标的指导下进行，并在联合国可持续发展目标年度报告的助力下推进，成为曼海姆一项杰出的城市创新工程。曼海姆大都市区 230 万居民从中受益，其中大约 200 万人每年到这一公园参观或参与相关活动。更重要的是，曼海姆通过筹备德国联邦园艺展来改造公园，实际上建立了一种新的方式：积极向居民和游客宣传联合国可持续发展目标，同时鼓励人们根据项目进展主动参与。

在这一创新的推进过程中，市政府遇到的最大阻碍就是各种利益方的孤立思维，这导致他们持有不同的观念或需求，从而难以达成共识。然而，政府发现，在充分宣传和沟通的基础上，辅以有效的公众参与机制，是化解这一阻碍的最有效办法。

The park is currently undergoing continuous transformation, with new projects being implemented in alignment with the city's 2030 goals and in response to public needs like affordable housing. A recent example is the construction of a bicycle highway within the park. The government is also considering providing recreational facilities for children of all ages within the park.

The transformation of the military base into a park, guided by the Vision Mannheim 2030 and supported by the annual report on the United Nations Sustainable Development Goals, represents a remarkable urban innovation for Mannheim. The 2.3 million residents of the Mannheim metropolitan area benefit from this initiative, with approximately 2 million people visiting the park or participating in related activities each year. More importantly, Mannheim has established a new approach to park transformation in preparation for the German Federal Gardening Show: actively promoting the United Nations Sustainable Development Goals to residents and tourists while encouraging proactive engagement based on project progress.

In promoting this innovation, the city government has faced the challenge of isolated thinking among various stakeholders, leading to differing concepts and demands. However, the city government has found that the most effective way to overcome this obstacle is through comprehensive communication and public outreach, supported by effective participatory planning and design processes.



附录 1
Appendix 1

联合国可持续发展目标 (SDGs) 简介

Introduction to the United Nations Sustainable Development Goals (SDGs)

联合国可持续发展目标呼吁所有国家（无论贫穷、富裕还是中等收入）行动起来，在促进经济繁荣的同时保护地球。这些目标指出，消除贫困必须与一系列战略齐头并进，包括促进经济增长，满足教育、卫生、社会保护和就业机会的社会需求，遏制气候变化和保护环境。

The United Nations Sustainable Development Goals (SDGs) are a call for action by all countries—poor, rich and middle-income—to promote prosperity while protecting the planet. They recognize that ending poverty must go hand-in-hand with strategies that drive economic growth and meet a range of social needs including education, health, social protection, and job opportunities, while tackling climate change and safeguarding environmental protection.

17 个可持续发展目标 17 Goals to Transform Our World



1. 无贫穷 NO POVERTY

目标 1：在全世界消除一切形式的贫困
Goal 1: End poverty in all its forms everywhere



2. 零饥饿 ZERO HUNGER

目标 2：消除饥饿，实现粮食安全，改善营养状况和促进可持续农业
Goal 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture



3. 良好健康与福祉 GOOD HEALTH AND WELL-BEING

目标 3：确保健康的生活方式，促进各年龄段人群的福祉
Goal 3: Ensure healthy lives and promote well-being for all at all ages



4. 优质教育 QUALITY EDUCATION

目标 4: 确保包容和公平的优质教育, 让全民终身享有学习机会
Goal 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all



5. 性别平等 GENDER EQUALITY

目标 5: 实现性别平等, 增强所有妇女和女童的权能
Goal 5: Achieve gender equality and empower all women and girls



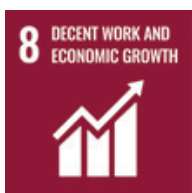
6. 清洁饮水和卫生设施 CLEAN WATER AND SANITATION

目标 6: 为所有人提供水和环境卫生并对其进行可持续管理
Goal 6: Ensure access to water and sanitation for all



7. 经济适用的清洁能源 AFFORDABLE AND CLEAN ENERGY

目标 7: 确保人人获得负担得起的、可靠和可持续的现代能源
Goal 7: Ensure access to affordable, reliable, sustainable and modern energy



8. 体面工作和经济增长 DECENT WORK AND ECONOMIC GROWTH

目标 8: 促进持久、包容和可持续经济增长, 促进充分的生产性就业和人人获得体面工作
Goal 8: Promote inclusive and sustainable economic growth, employment and decent work for all



9. 产业、创新和基础设施 INDUSTRY, INNOVATION AND INFRASTRUCTURE

目标 9: 建造具备抵御灾害能力的基础设施, 促进具有包容性的可持续工业化, 推动创新
Goal 9: Build resilient infrastructure, promote sustainable industrialization and foster innovation



10. 减少不平等 REDUCED INEQUALITIES

目标 10: 减少国家内部和国家之间的不平等
Goal 10: Reduce inequality within and among countries



11. 可持续城市和社区
SUSTAINABLE CITIES AND COMMUNITIES

目标 11: 建设包容、安全、有抵御灾害能力和可持续的城市和人类住区

Goal 11: Make cities inclusive, safe, resilient and sustainable



12. 负责任消费和生产
RESPONSIBLE CONSUMPTION AND PRODUCTION

目标 12: 采用可持续的消费和生产模式

Goal 12: Ensure sustainable consumption and production patterns



13. 气候行动
CLIMATE ACTION

目标 13: 采取紧急行动应对气候变化及其影响

Goal 13: Take urgent action to combat climate change and its impacts



14. 水下生物
LIFE BELOW WATER

目标 14: 保护和可持续利用海洋和海洋资源以促进可持续发展

Goal 14: Conserve and sustainably use the oceans, seas and marine resources



15. 陆地生物
LIFE ON LAND

目标 15: 保护、恢复和促进可持续利用陆地生态系统, 可持续管理森林, 防治荒漠化, 制止和扭转土地退化, 遏制生物多样性的丧失

Goal 15: Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss



16. 和平、正义与强大机构
PEACE, JUSTICE AND STRONG INSTITUTIONS

目标 16: 创建和平、包容的社会以促进可持续发展, 让所有人都能诉诸司法, 在各级建立有效、负责和包容的机构

Goal 16: Promote just, peaceful and inclusive societies



17. 促进目标实现的伙伴关系
PARTNERSHIPS FOR THE GOALS

目标 17: 加强执行手段, 重振可持续发展全球伙伴关系

Goal 17: Revitalize the global partnership for sustainable development

附录 2
Appendix 2

广州国际城市创新奖历届入围及获奖项目

Shortlisted and Winning Initiatives from Previous Cycles of the Guangzhou International Award for Urban Innovation

2012 年第一届入围及获奖项目

序号 Number	国家 / 地区 Country/ Region	城市 City	参评项目 Initiative Title	参评年份 Year of Submission	获奖情况 Award Result
1	土耳其 Türkiye	科喀艾里 Kocaeli	地震监测和地震教育中心项目 Prepare before It's Too Late: Learn to Live with Earthquake	2012	获奖 Winner
2	马拉维 Malawi	利隆圭 Lilongwe	城市导师计划 Cities Mentorship Program	2012	获奖 Winner
3	韩国 Republic of Korea	首尔 Seoul	健康首尔 — 儿童和青少年网瘾预防项目 Healthy Seoul Free from Internet Addiction of Children and Adolescents	2012	获奖 Winner
4	加拿大 Canada	温哥华 Vancouver	理想温哥华：打造全民的宜居可持续空间 Visionary Vancouver: Creating a Welcoming and Sustainable Place for All	2012	获奖 Winner
5	奥地利 Austria	维也纳 Vienna	融入新移民项目 Start Wien: Help Migrants Settle In and Facilitate Their Integration in Vienna	2012	获奖 Winner
6	墨西哥 Mexico	阿瓜斯卡连特斯 Aguascalientes	绿线：社会发展全面计划 The Green Line: Social Development Comprehensive Plan (La Línea Verde)	2012	入围 Shortlisted
7	泰国 Thailand	清莱 Chiang Rai	都市生物多样性：促进城市可持续发展 和气候变化修复能力 Urban Ecosystem and Biodiversity: Conservation Towards Sustainable City and Climate Change Resilience	2012	入围 Shortlisted

(续表)

序号 Number	国家 / 地区 Country/ Region	城市 City	参评项目 Initiative Title	参评年份 Year of Submission	获奖情况 Award Result
8	巴西 Brazil	库里提巴 Curitiba	库里提巴绿化地带——环境保护 与城市发展的结合 Linking Environmental Preservation to Urban Development: The Green Areas of Curitiba	2012	入围 Shortlisted
9	塞内加尔 Senegal	达喀尔 Dakar	投入密集劳力建设道路通途工程 Paving the City of Dakar by Means of High Intensity Manpower Techniques	2012	入围 Shortlisted
10	中国台湾 Taiwan (China)	高雄 Kaohsiung	1999 高雄万事通 1999 Anytime, Anything, Anywhere	2012	入围 Shortlisted
11	哥伦比亚 Colombia	麦德林 Medellín	麦德林数字化 Medellín Digital	2012	入围 Shortlisted
12	俄罗斯 Russia	彼尔姆 Perm	城市转型：彼尔姆市战略纲要 Transforming the City: Perm Strategic Masterplan and the Implementation Engine of the Transition from Industrial Administratively Planned City to the Liberal Creative Community	2012	入围 Shortlisted
13	以色列 Israel	萨克宁 Sakhnin	萨克宁绿色建筑：环境研究与教育中心项目 TAEQ's Green Building of Sakhnin: Center for Environmental Research and Education	2012	入围 Shortlisted
14	意大利 Italy	萨勒诺 Salerno	可持续能源 Sustainable Energy Now	2012	入围 Shortlisted
15	孟加拉国 Bangladesh	锡尔赫特 Sylhet	抗灾的未来：动员社区和机构有效减灾 A Disaster Resilient Future: Mobilizing Communities and Institutions for Effective Risk Reduction	2012	入围 Shortlisted

2014 年第二届入围及获奖项目

序号 Number	国家 / 地区 Country/ Region	城市 City	参评项目 Initiative Title	参评年份 Year of Submission	获奖情况 Award Result
1	哥伦比亚 Colombia	安蒂奥基亚 Antioquia	青年教育园区 Educational Parks for Youth	2014	获奖 Winner
2	英国 United Kingdom of Great Britain and Northern Ireland	布里斯托尔 Bristol	智慧城市 Smart City	2014	获奖 Winner
3	新西兰 New Zealand	基督城 Christchurch	我们的发展型城市 Our Ever Evolving City	2014	获奖 Winner
4	塞内加尔 Senegal	达喀尔 Dakar	市财政计划 Municipal Finance Program	2014	获奖 Winner
5	中国 China	杭州 Hangzhou	公共自行车系统 Urban Public Bicycle Sharing Program	2014	获奖 Winner
6	阿拉伯联合 酋长国 The United Arab Emirates	阿布扎比 Abu Dhabi	“可持续发展”项目 Estidama Program	2014	入围 Shortlisted
7	美国 The United States of America	波士顿 Boston	青年引领变革：波士顿参与式预算 Youth Lead the Change: Participatory Budgeting Boston	2014	入围 Shortlisted
8	阿根廷 Argentina	布宜诺斯 艾利斯 Buenos Aires	创新及创造力合作委员会 Collaborative Roundtables for Innovation and Creativity	2014	入围 Shortlisted
9	土耳其 Türkiye	埃斯基谢希尔 Eskisehir	城市纪念博物馆 Cherish the Memory of the City Museum	2014	入围 Shortlisted
10	韩国 Republic of Korea	光州 Gwangju	家庭碳银行制度的温室效应气体排放计划 GHGs Emission Program in Household Carbon Bank in Gwangju	2014	入围 Shortlisted
11	德国 Germany	汉堡 Hamburg	汉堡国际建筑展及“可再生威廉堡” 气候保护理念 The International Building Exhibition IBA Hamburg and Its Climate Protection Concept “Renewable Wilhelmsburg”	2014	入围 Shortlisted

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序号 Number	国家 / 地区 Country/ Region	城市 City	参评项目 Initiative Title	参评年份 Year of Submission	获奖情况 Award Result
12	印度尼西亚 Indonesia	雅加达 Jakarta	重新启用普鲁伊特水库 The Pluit Reservoir Revitalization Project	2014	入围 Shortlisted
13	瑞典 Sweden	林雪平 Linköping	2025 碳中和项目 Linköping Carbon Neutral 2025	2014	入围 Shortlisted
14	澳大利亚 Australia	墨尔本 Melbourne	降温 4 摄氏度——通过绿色基建打造 具有气候弹性和繁荣经济的城市 4°C Cooler — Using Green Infrastructure to Build a Climate Resilient and Prosperous Melbourne	2014	入围 Shortlisted
15	巴西 Brazil	里约热内卢 Rio de Janeiro	里约操作中心：用智能系统整合数据、 监控公共设施 Rio Operations Center: Integrating Data and Monitoring Utilities in a Truly Intelligent System	2014	入围 Shortlisted

2016 年第三届入围及获奖项目

序号 Number	国家 / 地区 Country/ Region	城市 City	参评项目 Initiative Title	参评年份 Year of Submission	获奖情况 Award Result
1	美国 The United States of America	波士顿 Boston	青年引领变化：青年参与预算 Youth Lead the Change: Youth Participatory Budgeting	2016	获奖 Winner
2	丹麦 Denmark	哥本哈根 Copenhagen	哥本哈根气候适应性社区 Copenhagen Climate Resilient Neighborhood	2016	获奖 Winner
3	玻利维亚 Bolivia	拉巴斯 La Paz	拉巴斯斑马：市民文化项目 The La Paz Zebras: A Citizen Culture Project	2016	获奖 Winner
4	埃及 Egypt	卡柳比亚 Qalyubeya	综合社区固体垃圾管理 Integrated Community Based Solid Waste Management	2016	获奖 Winner
5	韩国 Republic of Korea	松坡区 Songpa -gu	太阳能共享发电厂 Songpa Solar Nanum (Sharing) Power Plant	2016	获奖 Winner
6	埃塞俄比亚 Ethiopia	亚的斯亚贝巴 Addis Ababa	可持续交通设施发展 Development of Sustainable Transport System	2016	入围 Shortlisted
7	巴拉圭 Paraguay	亚松森 Asunción	历史中心城区总体规划 Master Plan for the Historical Centre of Asunción	2016	入围 Shortlisted
8	比利时 Belgium	布鲁塞尔首都大区 Brussels-Capital Region	1. 绿色产业孵化器 2. 屠宰场 2020：屠宰场的改造 3. 城市营销：打造未来可持续的社区形象 I. Greenbiz Incubator II. Abattoir 2020: Reconversion of the Slaughter House Site III. Urban Marketing: For a Farsighted and Sustainable Neighbourhood Image	2016	入围 Shortlisted
9	印度尼西亚 Indonesia	雅加达 Jakarta	雅加达参与性规划与良好治理 Jakarta Participatory Planning and Good Governance	2016	入围 Shortlisted
10	土耳其 Türkiye	吕莱布尔加兹 Luleburgaz	女性参与地方当局事务 Sex, Egalitarian Approach and Directives	2016	入围 Shortlisted

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序号 Number	国家 / 地区 Country/ Region	城市 City	参评项目 Initiative Title	参评年份 Year of Submission	获奖情况 Award Result
11	以色列 Israel	梅纳什 Menashe	教育促进以色列犹太人和阿拉伯人在区域 政府与周边政府的共存 Education Towards Coexistence Between Israeli Jews and Arabs in Our Regional Council and Its Surrounding Councils	2016	入围 Shortlisted
12	印度尼西亚 Indonesia	玛琅 Malang	河流筑堤运动 Water Banking Movement	2016	入围 Shortlisted
13	巴勒斯坦 Palestine	拉马拉 Ramallah	智慧城市以“技术实现自由” Smart City“Freedom Through Technology”	2016	入围 Shortlisted
14	芬兰 Finland	坦佩雷 Tampere	面向城市、企业和市民的区域循环经济 最佳范例 Model of the Best Regional Circular Economy Concept for Cities, Companies and Citizens	2016	入围 Shortlisted
15	墨西哥 Mexico	特拉霍穆尔科 Tlajomulco de Zuñiga	环境法律诉讼地方办事处 Environmental Law Prosecution Local Office	2016	入围 Shortlisted

2018 年第四届入围及获奖项目

序号 Number	国家 / 地区 Country/ Region	城市 City	参评项目 Initiative Title	参评年份 Year of Submission	获奖情况 Award Result
1	墨西哥 Mexico	瓜达拉哈拉 Guadalajara	市民主导型大都市协调机制 Citizen-Led Metropolitan Coordination Mechanism	2018	获奖 Winner
2	土耳其 Türkiye	梅茨特里 Mezitli	女性生产者市场 Women Producers Market	2018	获奖 Winner
3	意大利 Italy	米兰 Milan	米兰粮食政策：促进城市粮食体系可持续性 与包容性的创新架构 Milan Food Policy: An Innovative Framework for Making Urban Food System More Sustainable, Inclusive	2018	获奖 Winner
4	美国 The United States of America	纽约 New York	全球愿景城市行动：纽约市《可持续发展目标 自愿地方审查》 Global Vision Urban Action: New York City's Voluntary Local Review of the Sustainable Development Goals	2018	获奖 Winner
5	中国 China	武汉 Wuhan	城市废弃垃圾场的“重生”：生态修复弥合 社会鸿沟 The “Rebirth” of Urban Waste Dump: Ecological Treatment and Return of Plurality	2018	获奖 Winner
6	南非 South Africa	德班 eThekweni	1. 非正式居住区升级工程 2. 与私营部门合作实现可持续卫生服务 I. Increment, Participatory, Programmatic Informal Settlement Upgrading Programme II. Partnerships with the Private Sector to Achieve Sustainable Sanitation Service Provision	2018	入围 Shortlisted
7	俄罗斯 Russia	喀山 Kazan	创新型社会经济发展 Innovative Social and Economic Development of the City of Kazan	2018	入围 Shortlisted
8	加拿大 Canada	雷朋堤尼 Repentigny	人人共享的城市 A City for All	2018	入围 Shortlisted
9	巴西 Brazil	萨尔瓦多 Salvador	1. 大西洋森林之都 2. 卡纳布拉瓦公园环境恢复项目 I. Caravana da Mata Atlântica II. Environmental Recovery Program of the Canabrava Park	2018	入围 Shortlisted

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序号 Number	国家 / 地区 Country/ Region	城市 City	参评项目 Initiative Title	参评年份 Year of Submission	获奖情况 Award Result
10	哥斯达黎加 Costa Rica	圣安娜 Santa Ana	活力交通与女性赋权 Santa Ana en Cleta: Active Mobility and Empowerment of Women	2018	入围 Shortlisted
11	阿根廷 Argentina	圣菲 Santa Fe	圣菲西部城市自然保护区实践：迎接水文气候 危机挑战 Western Urban Natural Reserve: Embracing The Hydroclimatics Risks	2018	入围 Shortlisted
12	印度尼西亚 Indonesia	泗水 Surabaya	公众参与废弃物管理，建设更好的泗水市 Public Participation in 3R Waste Management for Better Surabaya	2018	入围 Shortlisted
13	澳大利亚 Australia	悉尼 Sydney	绿色广场：从老工业区转型为具有活力 与互通性的可持续发展社区 Green Square: From a Rich Industrial Past to a Vibrant, Sustainable and Connected Modern Community	2018	入围 Shortlisted
14	荷兰 Netherlands	乌得勒支 Utrecht	通过多方参与的伙伴关系在地方实现 可持续发展目标 Localizing the SDGs Through Multi-Stakeholder Partnerships	2018	入围 Shortlisted
15	中国 China	义乌 Yiwu	创新涉外管理服务举措，共建和谐融合义乌 Innovating Foreign Service Initiatives to Build a Harmonious and Integrated Yiwu	2018	入围 Shortlisted

2020 年第五届入围及获奖项目

序号 Number	国家 / 地区 Country/ Region	城市 City	参评项目 Initiative Title	参评年份 Year of Submission	获奖情况 Award Result
1	塞内加尔 Senegal	圣路易斯 Saint-Louis	地方政府跨市红树林养护项目 Inter-municipal Approach for the Safeguard and Enhancement of the Mangrove by the Local Authorities	2020	获奖 Winner
2	中国 China	重庆 Chongqing	处理疫情城市医疗废弃物的应急解决方案 Innovative Emergency Solutions to the Pandemic Challenge for Urban Medical Wastes Disposal	2020	获奖 Winner
3	厄瓜多尔 Ecuador	基多 Quito	都市区生态效益工具 Eco-Efficiency Tool for the Metropolitan District of Quito	2020	获奖 Winner
4	黎巴嫩 Lebanon	丹尼区 Union of Dannieh Municipalities	市民参与抗击疫情的应急响应计划 Engaging the Citizen to be Part of the Emergency Response Plan to Fight against COVID-19	2020	获奖 Winner
5	奥地利 Austria	维也纳 Vienna	儿童和青年计划 Werkstadt Junges Wien	2020	获奖 Winner
6	马达加斯加 Madagascar	塔那那利佛 Antananarivo	城市粮食系统 Building Resilience in the City Food System	2020	入围 Shortlisted
7	南非 South Africa	开普敦 Cape Town	“绿色开普”西开普工业共生计划 Western Cape Industrial Symbiosis Programme (WISP) Delivered by GreenCape	2020	入围 Shortlisted
8	澳大利亚 Australia	安利 Unley	“老得其所”城市填充计划 Cohousing for Aging Well—Designing for Aging in Place	2020	入围 Shortlisted
9	印度 India	奥里萨邦 Odisha	城市工资就业倡议 The Urban Wage Employment Initiative	2020	入围 Shortlisted
10	印度 India	伯翰普 Berhampur	污物处理项目 Promoting Sustainable Environment Conservation and Women Empowerment Through Faecal Sludge and Septage Management (FSSM) in Berhampur	2020	入围 Shortlisted

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序号 Number	国家 / 地区 Country/ Region	城市 City	参评项目 Initiative Title	参评年份 Year of Submission	获奖情况 Award Result
11	印度尼西亚 Indonesia	万隆 Bandung	烹饪中心 The Roles of Public Health Service Through OMABA Cooking Centre for Managing Malnourished and Stunting Children OMABA	2020	入围 Shortlisted
12	巴西 Brazil	圣若泽杜斯 皮尼艾斯 São José dos Pinhais	黄热病优先监控 Digital Technology and Social Participation in Surveillance and Definition of Priority Areas and Actions for the Control of Yellow Fever in Brazil	2020	入围 Shortlisted
13	丹麦 Denmark	首都大区 Capital Region	自行车超级高速公路计划 Cycle Superhighways in Capital Region of Denmark	2020	入围 Shortlisted
14	荷兰 Netherlands	布雷达 Breda	绿色码头——基于自然包容性码头的 城市河流更新 Green Quays — Urban River Regeneration Through Nature Inclusive Quays	2020	入围 Shortlisted
15	美国 The United States of America	洛杉矶 Los Angeles	可持续发展目标行动开源工具 Open-Source Tools for Action on the SDGs	2020	入围 Shortlisted

2023 年第六届入围及获奖项目

序号 Number	国家 / 地区 Country/ Region	城市 City	参评项目 Initiative Title	参评年份 Year of Submission	获奖情况 Award Result
1	哥伦比亚 Colombia	波哥大 Bogotá	关爱街区建设 Bogotá Care Blocks	2023	获奖 Winner
2	韩国 Republic of Korea	光州 Gwangju	面向弱势群体的社区人文关怀 The Last Bastion for Protecting Human Dignity “Gwangju Community Care”	2023	获奖 Winner
3	希腊 Greece	哈兰德里 Chalandri	以公民参与推动城市老旧水治理设施创新 Cultural H.ID.RA.N.T. (Cultural Hidden IDentities ReAppear Through Networks of Water) —Ancient Engineering Meets Urban Innovation Through Citizens’ Participation	2023	获奖 Winner
4	乌干达 Uganda	坎帕拉 Kampala	通过 GIS 应用程序创新公共卫生服务 An Innovation Towards Pit Emptying Services Through a GIS-enabled App (Weyonje) of Kampala Capital City Authority (KCCA)	2023	获奖 Winner
5	中国 China	咸宁 Xianning	儿童友好型共建共享模式提升学校周边 交通安全系数 Enhancing Traffic Safety near Schools Through Child-Friendly Collaborative Construction and Place- Making Approach	2023	获奖 Winner
6	土耳其 Türkiye	安塔利亚 Antalya	环保农民卡 Eco-Friendly Farmer Card	2023	入围 Shortlisted
7	南非 South Africa	开普敦 Cape Town	建立韧性粮食系统 Building Resilient Food Systems in Cape Town	2023	入围 Shortlisted
8	墨西哥 Mexico	伊斯塔帕拉帕 Iztapalapa	改造公共空间建设包容性城市 UTOPIAS—Units of Transformation and Organization for Social Inclusion and Harmony	2023	入围 Shortlisted

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序号 Number	国家 / 地区 Country/ Region	城市 City	参评项目 Initiative Title	参评年份 Year of Submission	获奖情况 Award Result
9	印度尼西亚 Indonesia	雅加达 Jakarta	在公共交通中为儿童开辟空间 Reclaiming Spaces for Children in Public Transportation Through the Navi_Station Initiative	2023	入围 Shortlisted
10	俄罗斯 Russia	喀山 Kazan	“柴科沃耶湖”城市公园修复项目 Eco-rehabilitation of the City Park Chaikovoye Lake	2023	入围 Shortlisted
11	德国 Germany	曼海姆 Mannheim	以可持续发展目标推动大面积增加 城市公园 Local SDG Implementation: An Annual Report on the Achievement of the SDGs as a Management Tool and the Transformation of a Large Military Brownfield Site into a SDG-Park	2023	入围 Shortlisted
12	印度 India	宾布里 金杰沃德 Pimpri- Chinchwad	社区公共卫生创新模式 Innovation in Public Health Through Navi Disha; Community Toilet Model	2023	入围 Shortlisted
13	巴勒斯坦 Palestine	拉姆安拉 Ramallah	积极为老年人创造充满活力的晚年生活 Forum of Expertise—Active Aging for a Vibrant Future	2023	入围 Shortlisted
14	巴西 Brazil	圣保罗 São Paulo	法律支持计划 Tô Legal Program	2023	入围 Shortlisted
15	伊朗 Iran	德黑兰 Tehran	利用农业废料替代化学农药的创新 Substituting Chemical Pesticides with Pruning Waste in the Production of Herbal Formulations	2023	入围 Shortlisted

海珠湖 - 海珠国家湿地公园
Haizhu Lake-Haizhu National Wetland Park



