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This is a raw transcript of the Keynote Plenary session of the World Cities Summit, held at Marina Bay Sands, Singapore, on 3 July 2012. The panel comprised:

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*Dean, Lee Kuan Yew School of Public Policy, National University of Singapore*
- **Isher Judge AHLUWALIA**  
*Chairperson, Indian Council for Research for International Economic Relations*
- **Jeremy BENTHAM**  
*VP, Global Business Environment, Shell*
- **Bruno BERTHON**  
*Global Managing Director, Accenture Sustainability Services, Accenture*
- **Mauricio MACRI**  
*Buenos Aires City, Argentina*
- **Konrad OTTO-ZIMMERMANN**  
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- **Zhengyu ZHOU**  
*Deputy Secretary General, Beijing Municipal Government*

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**Prof Mahbubani:** “Thank you. Distinguished guests, ladies and gentlemen, it gives me great pleasure to welcome you very early in the morning at nine a.m. to join six distinguished speakers to share with us their keen insights and this is the theme of today - Trends and Opportunities of Urbanization Trends in the Next 20 Years. That’s what we are focusing on. Now there’s one thing we know for certain that’s going to happen. The urban population in the world is going to explode. Right now it’s about 50 per cent of the world’s population. It may rise to 70 or above 70 per cent by 2050. That’s unstoppable. What we don’t know is how these cities will turn out. Will we have cities which are living nightmares, crowded crime-ridden polluted or will we have dream-like cities, sustainable, green, friendly and so on and so forth. So that’s what we’ve come to discuss this morning to understand what’s going to happen in the field of urbanization. And as you all know, all of us all around the world are struggling to find the answers. There are studies after studies coming out. I’m glad that at lunch yesterday URA introduced its magazine, Urban Solutions, which I hope you received. I’m pleased to inform you that the Lee Kuan Yew School of Public Policy of which I’m Dean has a magazine called Globalisation, which has come out and just today I don’t know how many of you watched the BBC this morning but on the BBC programme, there was an introduction of a report on liveability in cities by the Lee Kuan Yew School of Public Policy this morning too. So everybody is struggling to find what the right answers are. And here we are pleased that we have a very distinguished panel this

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morning to share with us their insights on long-term visions, trends, innovations and opportunities.

So let me begin by introducing the six distinguished panelist starting with my extreme left, we have Mr Jeremy Bentham, the Vice-President of Shells Global Business Environment, which is best known for developing forward looking energy scenarios to support strategic thinking and direction centric, in short scenario planning. And one of his distinguished predecessors Peter Schwartz has also spoken often in Singapore. Then we have Mr Bruno Berthon, the Global Managing Director for Accenture Sustainability Services. He has authored numerous articles and studies on the sustainability imperative and is a regular contributor to blogs and the media. Next to him we have Dr Isher Judge Ahluwalia. She's chairperson, Board of Governors, the Indian Council for Research on International Economic Relations. She sits on a number of luminary boards including the role of chairperson of High Powered Expert Committee on Urban Infrastructure Services on urban infrastructure services appointed by the Ministry of Urban Development and Isher is an old friend of mine and an old friend of Singapore too. Next we have his Excellency Mauricio Macri, the Mayor of Buenos Aires, Argentina. He's a very fortunate man. His friend in Singapore is Mrs CK El (?) our Roving Ambassador to Argentina and C K Al assures me that the Mayor of Buenos Aires is a rising political star so we have a luminary here. And then we have Mr Zhou Zhengyu, the Deputy Secretary General of the Beijing Municipal Government. He oversees the management and operations of environmental protection, municipality administration and cityscape, city management. I want to emphasise to all of you that Zhou will be speaking in Mandarin so those of you who want to hear him, please get a copy of these set of these headsets so that you know, you can follow him when he speaks in Mandarin. And last but not least, we have Mr Konrad Otto-Zimmerman, the Secretary General of ICLEI – Local Governments for Sustainability. He's also the author, editor and co-editor of 11 books and hundreds of articles in various magazine on local environmental management and non-motorised urban transport. I was going to ask him a question on Europe later on. He says, please I'm not just speaking for Europe, I'm speaking for the world. So later on, you can speak about both Europe and the world. Now we're going to begin with a short, sharp question and each of the panelist will have exactly three minutes to respond and I'm afraid I have to be a brutal timekeeper because otherwise we will never finish on time. I hope you will understand. So my first opening question is, looking to the coming decades, what is the one trend you identify as having the influence to significantly shape your city, organisations or community or family life. And the question to put it bluntly in other words is what keeps you up at night, what do you worry about most in the field of urbanization? And Mauricio has agreed to start first, three minutes to you."

**Mr Macri:** "Thank you Professor. Good morning, everybody. I'm glad to be here, thanks for the invitation. Talking in the previous preparation meeting with Professor, I want to take the chance of sharing some doubts, ideas and very few answers because the first thing is why are we here? We are here because we care about people. I'm in politics because I care about them. We work everyday to improve quality of life with one hope, that in way we are going to help them to be happier. So that takes us to the obligation of finding what is happiness. It depends on values and expectations. Yesterday, I was walking around this incredible facility in this mall, huge mall. All people were walking around with huge bags, goods that they have just purchased. The same one that you find somebody had just

bought the last Cadillac model or when you go to a fast-food restaurant and you see everybody trying to eat as much french fries they can. That is happiness? Maybe they are happy, no? But the question is that if we succeed to take six to seven billion people that are facing poverty problems to consume in the same average that a US citizen, for example are consuming, what is going to happen? Imagine that those six billion have the same rate of cars per family that they use, the American family. What are we going to breathe? So here we have to understand that we don't environmental problem, we are facing maybe a philosophical problem, a political problem, social problem. Can't we be happy repairing our old pair of shoes instead of purchasing a new one? Can't we leave the car and use a bicycle when you don't save time using the car, or use public transportation? Can't we eat what our body needs and practice more exercise? Well, those are the questions I don't have answer because what I see is that what the Professor said is clear, we are going to receive more and more population in our cities but under this standards of happiness, things are going to be really very difficult. So I think that I don't regret from what the market had done. Thanks to the market pressure, the marketing, we have been consuming, creating jobs all around the world but we have to find a balance between growing and consuming. We have to discuss again which are the values that take us to be happy. I've read some time ago that Senegal (?) said that poor is not the guy that has few things. It's the guy that's always looking for more and anything is enough. In spite of all that, my city, we are working hard to increase the quality of life. We are working to develop Buenos Aires as a green city but anything will be enough if we don't start discussing about what is going on with our values and our standards of happiness."

**Prof Mahbubani:** "Perfect, thank you very much and thank your very much for sticking to three minutes."

**Mr Macri:** "Three minutes."

**Prof Mahbubani:** "Three minutes, perfect. And that I must say a great start because you want to actually ask yourself the more fundamental question, what leads to happiness, how much do you need, why are we over-consuming. Thank you very much, Mauricio. So Jeremy, what keeps you up at night?"

**Mr Bentham:** "Thank you very much indeed. It's lovely to be here and what keeps me up at night is really the paradox of modern life. The paradox of modern life is that prosperity is a wonderful thing that is improving the capability to live good lives for hundreds of millions of people and at the same time is creating pressures that can undermine the benefits of prosperity. If we look at 2030, we can see these pressures building up in our resource systems - energy demand increasing by at least 30 per cent in 2030, water, freshwater 40 per cent, food 50 per cent. And what we have learnt is that these pressures don't act independently. They are a nexus, the feed of each other and so the pressures build up not in a linear fashion but in a non-linear fashion and this can lead to both great opportunity as well as great misery. Obviously, the focus come to cities because that is where these pressures aggregate and where the opportunities aggregate so I worry about whether we will see the development of compact cities with smart mobility or whether we will see sprawling slumps and we have choices that we can make together that make those different pathways. I also believe that we are looking towards decades of business cycle volatility, which go deeper and more intense than the so-called age of moderation between

the mid-80s and the mid-2000s. Now business cycle volatility depresses investment. Uncertainty in policy depresses investment as well so we come to the relationship between governments, business and civil society, and my experience is that this is a fraying relationship because of the different time scales involved as an investment company, our energy investment infrastructure are decades, we have to think decades ahead, which is very different from the political business cycle, the political cycle, and also we have differences in fragmentation. These issues need to be considered in an integrated way but very often our organisations, including our governmental organisations, are organized along individual lines and cannot integrate across these areas. So these are struggles that we have to deal with in order to get business, government and civic society working together.”

**Prof Mahbubani:** “Thank you very much again, thank you. And I’m glad you build on one of the points that Mauricio made, prosperity versus the challenges that we face. Please, Bruno.”

**Mr Berthon:** “Thank you, Kishore. Well, technically what keeps me up at night is this because it feels I’m still jet lag and barely finishing the night. The thing that tends to keep people up at night are the kids and that’s probably the starting point for me as well which is projecting to the future. Based on the comments that Mauricio was making, is there a future for our kids and in cities and just one number where reflect this prosperity challenge, the lifestyle that all have in mind talking about cities requires revenue of about \$80 a head and the average today is something like \$10 so the gap is significant. One could say the gap cannot be felt and so that’s part of the challenge is that people are coming to cities to enjoy that quality of life, the fact is that they cannot really afford. On the point of what are those key trends, I think the trends around energy; access to resources and long-term viability of resources has been addressed. There’s a general sort of theme about the frugality of the model. There is the competitiveness trend, which is key for cities. Cities are competing for business, for talent and this is one of the objectives of the models we are working on is to find way for each city to have its own independent model. There is change in the 21st century from a manufacturing world to a more services-oriented world that many cities particularly in China are in the middle of that transition. There’s a big challenge for South America and Africa of informal communities, which is a number one problem in some of the mega cities. How do you absorb, electricity and sanitise informal communities? Out of all those trends, the one that I should pick because I believe that’s one where Accenture has the most impact is around technology and how leveraging technology can actually sort of facilitate the transformation of this urban environment. Through a number of mechanism, one is clearly, technology allows a sort of data understanding of what people are doing, supply/demand for example in terms of energy, in terms of transport which is a challenge so that people don’t sort of transport themselves at the same time. It’s also inventing new business model, new ways of working, not necessarily sort of being present, finding communication models that are different. That is developing new applications in the classic sort of Apple sort type of model, example of a project we are doing which is the city of Beirut which is creating this set of apps, leveraging data to provide entrepreneurs the possibility to invent new services that will transform the way the city operates. So at the heart of the many of difficulties that we’ve been talking about, one of the big trends we see as a hope, as providing solutions will be leveraging technology and finding ways for cities and administration to understand how to use technology

because very often they are not the environment where technology is the most common. So here it is.”

**Prof Mahbubani:** “I think you’re trying to inject a note of optimism about technology. I don’t know how many of you were present at that dinner last night when the winner of the Lee Kuan Yew Water Prize said you can recycle waste water and get new water, new toilet paper and new caviar. That’s what technology can do for you. So Isher.”

**Dr Ahluwalia:** “Thank you, Kishore. A very good morning to all of you. I would like to begin by saying that we in India get it from both ends. Some of us are ready to join the industrialised world in their consumption standards but many of us are still living at the margin of existence. So I wholly endorsed the point made by the first speaker on the need for balance and this is why in India we repeatedly focus on inclusive development. Urbanisation is there. If we are going to grow at seven to eight per cent per year, much of this growth is going to be hosted in our cities and towns so we need to invest in our cities; we need to provide employment to those who come to our cities. Now to come to your point to what keeps me up at night. While water and sanitation remain very, very important challenges, I have no doubt that with focused better governance and through the involvement of the private sector, we would be able to solve these problems. What really keeps me at night is the thought of how much time and energy it will take me to get from one place to another and the need for public transport, the need for urban roads, the need for traffic management systems, above all, the need for energy pricing so that we make the right choices. I think these are extremely important. In the community that I headed we came up with an estimate of \$400 billion that India will need to invest over the next 20 years to take care of the need for urban roads, urban transport, urban traffic support infrastructure. So that what really keeps me up at night, thank you.”

**Mr Mahbubani:** “Yes, I’ve also been caught in a Delhi traffic jam. I’ve also been caught in a Beijing traffic jam so Mr Zhou, before he speak, I’m going to put on my translation device. So Mr Zhou, you also have three minutes, thank you.

**Mr Zhou:** “Good morning everyone. First of all I would like to thank the organisers for this invitation and for that makes me come to this beautiful city and to also have these interactions with all my colleagues here. What keeps me up at night is this, the transport situation, the traffic situation in Beijing because I am in-charge of traffic conditions in Beijing. In 2009, the number of automobiles on our roads increased by 500,000 and in 2010, in just one year increased by 800,000. 1.3 million in two years! That’s an addition that’s probably a record in the world. We have now about 1.5 million vehicles and I think this one of the major markets in the world. Such growth and maintenance of vehicle numbers have brought about great challenges and problems for Beijing. So in 2011, the government decided to implement a measure to limit the number of vehicle purchases. So we are hoping to keep the numbers at 240,000 a year but this only helps to mitigate or slow down the growth. Our car ownership numbers are still continuing to grow and we think that in the next few years, the total number could reach six million or even more. So with regards to this problem, I think that the future of Beijing City, how we are going to develop, that’s an important question. So we would like to talk about how we build a world city. We talked about building a cosmopolitan but we want to build a global, a world city,

which means that it has more far-reaching impact. The first is that we should build a cultural Beijing, a technological Beijing and a green Beijing. The second consideration is we would also like to talk about building a double-prong approach one with technological advancement and the other with cultural advancement and that's what I mean by double-prong approach. So it's basically innovation and scientific technological advancement, and the third part is in terms of nationalization. We want to have a city with three characteristics. One is a city that is dynamic and vibrant, the second is that it has to be a high-end headquarters for people to converge. The third is that it should be a place where a pool of talent will flock to for development. So with regard to transport, we now advocate using public transport. We have about 40 per cent usage of the transport system at the moment and we hope to increase this to 150 per cent, I'm sorry, 50 per cent. These new facilities and proposal that we're suggesting will be good for Beijing and this encompasses the Beijing spirit which can be summarized as follows – patriotic, innovative, inclusive and honest. So when it comes to building a world city based on the Beijing spirit, it's a very noble goal and also very idealistic goal perhaps. And with that, I think that our city will become better and better in the future.”

**Mr Mahubani:** “Thank you very much, Mr Zhou and I'm glad you began by endorsing Isher's point. The city transportation is one nightmare that we have to worry about. And by the way, in the second round, each of these speakers will be giving more information on their own local experiences also. So now, Konrad, you have the last but not the least words.”

**Mr Otto-Zimmerman:** “Thank you, Kishore. What really keeps me up at night is the following. The global population is still growing rapidly. On top of it, urbanization takes place so more and more people go into our cities but when we look at the global trends, the resource trends where the world will run out of oil, out of gas, where we will have water shortages, where we have food crisis and food insecurity in many places of the world, where we will be short of raw materials at many places, we go towards an era of resource constraints and not resource abundance. But we are packed as humans in cities and the cities are extremely dependent on these resource growth from outside that we will get water supply from outside, that we can discharge our waste to the surroundings again into the nature, that we have air to breathe, that we have fuel energy and so on. And while the urbanization trend is going on rapidly, there is a resource decline when we look over the next 20, 30, 40 years. So the cities would come under extreme pressure and I see this as a main concern. On top of it, we have induced climate change as humans. Climate change is going on rapidly. Last year saw the highest CO<sub>2</sub> emission ever that we humans have released in spite of 40 years of knowledge and 20 years in principle national government insight and the framework convention on climate change. If we don't get a grip on this, if we don't take rapid radical action to reduce CO<sub>2</sub>, to come to really zero carbon cities, we'll lose in the way that we reach tipping points, point of no return, because the natural system are not going on a linear way. Human are overthinking in linear was saying if there is a higher problem that we can just deal with it in a linear way. In the natural systems, we reach tipping point where for example, when now methane starts to be released from tundra areas, the permafrost in the world and methane is 20 or more so more potent as a greenhouse gas than CO<sub>2</sub>, then this accelerates global warming and this again accelerates the release of methane. So and then we come to a point where we humans can't keep in boundaries anymore. So we are reaching this tipping points in many cases in the next

years so the next years we'll be really deciding whether it goes wrong in a dramatic way or not. And I see our politicians and I see our national governments far from being able to actually get a grip on it and agree and take the necessary measures. That is why many cities are now very desperate and say then we have to take in our own hands and there is a great movement of cities that have signed the Mexico City pact in order to agree on voluntary climate action. At the same time, they are concerned that they need to adapt to that part of climate change that cannot be stopped anymore that will come anyway and have also agreed on a framework accords to the Durban adaptation charter to take adaptation actions. So cities are now really taking voluntary action at the global scale in huge movements just for desperation that the national governments don't get their act together. I am very concerned about this and we are considering sort of this and that in our cities while forgetting about the big global trends that are not really favourable."

**Mr Mahbubani:** "Thank you very much, Konrad. I must say I want to thank the panelist for being so cooperative. You all stuck to the three minutes and at the same time, despite the shortage of time that each had of three minutes, you got a wonderful glimpse into the future over the next 20 years, what's coming, they've highlighted all the major factors that are coming. Now we will go to stage two and here I'm going to begin with you, Jeremy, since you are the scenario man. You're in-charge of Shell global scenario team. What do you see as the major scenarios you'll be encountering in the next 20 years from your perspective?"

**Mr Bentham:** "Thank you very for the question. For those who are interested in going deeper ..."

**Mr Mahbubani:** "Sorry, I shouldn't have interrupted. You have five minutes."

**Mr Bentham:** "Thank you. For those interested in going deeper into this topic, please look on our website. It's on the [www.shell.com](http://www.shell.com) site where we have published materials over the last few years on the topic. I'm going to go back to that prosperity paradox. That prosperity paradox is driving what we called an era of volatile transitions and each of those words is carefully chosen. It's an era because of the timescales of investment in infrastructure and infrastructure locks in conditions for a long period. It's volatile for the reasons I mentioned earlier. We believe that there is going to be more intensified business cycle volatility, which will also drive social and political volatility in the years ahead. And transitions because business as usual is just simply not feasible. The stresses that are building up will be effective in changing direction in either comfortable or uncomfortable ways but there will be change. In our work, we do of course a lot of modeling. We're engineers, we're accountants, we have deep model in eco matrix and we analysed technology, demand, supply, all these areas. But we also recognize that patterns of choice that are made either as consumers or collectively through political processes really shape alternative outlooks and the two key outlooks that we have found give us a good picture of the energy landscape in the years ahead we called scramble and blueprints. Scramble is an outlook that recognizes that national policymakers are making very, very important decisions and they have policy levers that they can operate and naturally the political process leads them to pull the policy levers that are the most easy to pull. And so if you look at supply, demand and environmental levers, supply side levels are the easiest to pull, demand is much more politically sensitive and environmental levers in many cases are hardly developed yet. And

so there's a focus on supply side levers, encouraging local domestic supplies if they are available, government-to-government type if interactions and other levers only become pulled when the stresses rise to such a level that they cannot be managed just on the supply side. So what you get in this outlook is a series of severe major reaction late in the day, which are often uncomfortable, and clearly also lead to economic and political volatility as well.

On the energy side, this is a world where you will see for example the continuing surge in the use of coal. Coal accounted for more than 40 per cent of all growth and energy in the last decade and so obviously that has climate implications as well. The scramble outlook is one possibility but there's also a blueprint outlook, which recognizes that that it's not only the national level that policies being shaped or influenced. It's being shaped or influenced at the city level or at the cross border level and this is not always done because of common objectives but over time, different parties see common interests. So for example, wealthy entrepreneurs might see interest with farmers concerned with water, might seek an interest with the political agenda and these coalitions formed and you begin to get patchworks of development and patchworks bring forward another dynamic because national policymakers and companies like ourselves operate across the world recognized the patchworks, inhibit trade and inhibit investment. So you begin to get a harmonization of patchworks and the demand side of moderating growth and the climate and environment side of stresses are managed in a more coherent way over time and so the outcomes become more sustainable even though they've been politically difficult because of these interaction between national and non-national policymaking. So at the end of this period, it makes a big difference because the regulatory underpinning the energy system in one case has been delayed and another case accelerated and technology deployment has been delayed or accelerated. These are choices that we can make and we believe that the most responsible choices are to follow the blueprint's route but that does recognize that again business, government and civil society need to find the ways to work better than has been seen in the last decade."

**Mr Mahbubani:** "Thank you, thank you. That's a great start, Jeremy. Now Bruno, you have supported many cities in their journey from you called 'issues to outcome', I believe. So do you see any common issues faced by cities worldwide and what are these common issues? What would you identify them as in five minutes?"

**Mr Berthon:** "Yeah, thank you, Kishore. There's many issues but let's try to segment and figure out what's common and give an idea of some of the common solutions. First of all if you put yourself in the shoes of a city, what's coming out regularly is three themes. One is how to address the needs of the citizens and it's really about change management, about the consumer behavior, about transportation habits, et cetera, et cetera. And with the political challenge, how democratically should we sort of touch these different sorts of changes. The second issue cities are facing are the issue of scaling. There are many pilots everywhere, around the room, around the world but how do you move from a pilot to actually a scale solution that is really transforming completely the way cities are addressing the specific issue. And the third one you might have noticed in today's world finance tends to be the problem everywhere and cities are facing a big challenge in how to finance of the required investment. Now if you we look at the issue specifically, there's two ways to look at issues, what cities are trying to address and you have the classic topics

around energy and water which is one, particularly the question of network and the question of storage, buildings, which are a huge part of the energy consumption in the city, and also the importance from a social standpoint; mobility, which was addressed for transportation more generally and all that in an effort to create a more attractive environment. So let's say, that's the what.

The key issues that most cities are facing in a similar way. The first one was around policy. It was said in scenario the question of stability particularly to global or national level of policies and today we can see that cities are trying to take their independence to the C40 to decide basically because government is incapable of providing a stable framework to figure out how we can progress on our own. Cities, as organisations, have many of the handicaps of corporations, sometimes worse, which is they are very much sort of organized through vertical silos by department which have difficulties to collaborate. One, the solution is very often across multiple departments. So there is a sort of real operating model challenge. I mentioned the financial constraints, I mentioned the fact that the technology is not something that is very familiar to your city administration in general, which they are struggling with in many domains, for example, we start talking about mobility or grids. Another challenge everywhere is the point of value, which is value business case. How do you define the value that you're providing to the city or the citizens, typically emissions but not necessarily monetizable? Some of the advantages as you try to provide to the citizens have a cultural value or a lifetime value and not necessarily an economic value. So the whole problem of figuring the global business case, what you do, the investment you made or actually sort of perceived to provide value to all the participants. And last point which is very much a theme I heard all the time yesterday it's an operating model point, it's the public-private partnership which is how do you actually sort of mobilise the enterprises and business to participate to the different solutions. Everyone recognized that there is a need for that level of collaboration but how to make that happen is a challenge. The challenge around public procurement, the challenge on how to mobilise innovation, the challenge around what level of competitive environment is needed to progress, the challenge around measure and having the sort of the right indicators. So that's typically part of the set of issues and problems that all cities are facing."

**Mr Mahbubani:** "Thank you, thank you very much, Bruno, and thank you for sticking to give minutes. I must say the next three responses should be fascinating because we've asked Isher and Mauricio and Zhou Zhengyu to reflect from their own city's experience so you're maybe from Delhi, from Buenos Aires, from Beijing. From your own cities' experiences, how do you see cities responding to all these global urbanization trends and challenges? So we hope when we listen to three cities from three very different geographic locations, we might get a better idea of how the world is shaping up. So Isher, five minutes."

**Dr Ahluwalia:** "India as you know has been federal democratic independent nation for 65 years but it was only 20 years ago that we had a constitutional amendment which formally recognise local government and recommended that state governments transfer certain municipal functions to cities and similarly for rural areas. So we're really talking of a 20-year period in which in a democracy, in a country with rising incomes, younger population, aspirations are rising and demand for public service delivery is very loud and strong, and how other cities in India responding to that? Basically, what we have is a situation where

the mandate is with local governments but these mandates are unfunded because the financial devolution has not been spelt out. So what we find in India is not just the experience of one city. We find in India the diversity of experience of how in certain state governments which have provided an enabling environment for cities to respond where there has been leadership, where there are reforms, it has been easy to get finance either directly by the state government helping cities to invest or through public-private partnership. One challenge is that of capacity building because this is a new area and you need to invest in capacity for urban planning, for urban management and issues like that, what I would like to draw your attention to is a monthly column that I write in the Indian Express and the financial express which will give you at least by now 30 cases of urban transformation of very different kinds, whether it's in the sector water, sewerage, urban transport, urban roads and let me just highlight three quick examples.

One, we keep talking of finance, how you can actually invest in urban roads and unlock land value by charging a levy to all those whose value of land has really increased. The Hyderabad outer ring road is an extremely good example of how the municipal corporation has unlocked land value for the invest in infrastructure. Second, the role of technology. India's IT sector has improved the balance sheets world over. Now this IT is turning to help e-governance in India whether you look at public service delivery in cities like Bangalore, Hyderabad, Surratt or you look at GIS application to assess property values and improve realization through property taxes. A very innovative use of GIS has been in improving road safety in Tamil Nadu but all of these IT innovations have to be backed up with business process re-engineering on the administrative reform side and this is actually happening in India. One final thing and I will stop, the example of a small town called Alandur outside of Chennai, which in the year 2000 had no underground sewerage. By mobilizing public deposits and turning down a World Bank loan, which was available at 16 per cent interest rate and the condition was that you have to mobilise some resources through public deposits. The dynamic mayor of the city is able to raise to 90 per cent of the resources through public deposits. The state government stepped in and gave the rest and he said thank you to the World Bank for a great idea and the public actually own the project and within four year Alandur got 100 per cent ground sewerage. So there is a lot that is happening, there is a lot more that needs to happen and that is the challenge and the opportunity, thank you."

**Mr Mahbubani:** "Thank you. Well, two things. One we will all read your columns and two we'll all turn down World Bank loans from now on. Mauricio."

**Mr Macri:** "Thank you, Professor. Well, I want to bring back a point that was raised by Bruno and Konrad. Cities effectively are closer to the damages that climate change is doing and we are closer to quick answer, efficient solutions. That's why we need the World Bank and our argument with the World Bank through C40. They should work directly, focus directly their effort with the cities, not through the countries because a country has different priorities and we have a clear agenda, we are all working on recycling garbage, new technologies to treat the garbage, new efficient clean technology produce energy, increasing parks, we are working in mobility plans. So there are many, many things that are going on and we can't go faster because we have a lack of resources. But out of all that, I would like to focus in one part. It's related with my first intervention. It's working on the public space. This what defines a more humanized city. We have to recover the human

scale. Now we have to end up with pedestrians against the world in small sidewalks because the strong cars are coming, the owners of the city. In that city, there's no future. More violence, more contamination and we have launched a programme that every month we are increasing the number of streets that are changing to be pedestrian streets. I have so many critics about that, obviously from all the ones that are coming into the city with the cars. But the results are incredible, incredible. You can't believe how you recover a different style of life with the good things of the past and the good things of the present. People exchanging, now huge sidewalks, not anymore cars can go through, no traffic can go through in squares of four blocks and four blocks. We are advancing in that direction so in a couple of years, no cars will go through the centre of the city and you can't believe how things change. Another aspect that can measure that is that properties had raised 30 per cent in the areas that we have changed to pedestrian streets. So that's the move I think that any cities around the world are taking and I think through that way, we can connect with a different type of society and different type of harmony in terms of exchange and towards less contamination, violence, more humanized interchange."

**Mr Mahbubani:** "Thank you very much, Mauricio."

**Mr Macri:** "In addition of that, sorry Professor, those spaces get more safe. They're more safe, more human walking around the streets, more safe it is. So that solves another problem in these big cities as Konrad said are receiving day by day more and more people, more immigration and sometimes that means violence. In this way, you are working also solving that problem."

**Mr Mahbubani:** "Thank you, thank you very much. Since you mentioned that you're trying to recover public space by expanding sidewalks and eventually even restricting the entry of cars into cities, I wonder whether Beijing is interested some time in also preventing cars from coming into the centre of Beijing. That will be a big shock politically but Mr Zhou, what's your perspective from Beijing's point of view?"

**Mr Zhou:** "Yes, in Beijing, the traffic conditions are such that we have had to roll out many measures. In general, basically we are trying to build more expressway as well as to push out the limitations necessary. We are trying to build more train lines, more subway lines. We have about 372 kilometres of subways lines and we are trying to build about 100 kilometres more and in the next five years, we could reach about 500 kilometres. We also have a 1000-kilometre target in our city hoping to achieve it in phases gradually. We're also trying to regulate this area of work. We have rolled out regulation measures, especially in terms of parking. We are trying to do more work in this area. We have about five million big cars at the moment but we only have 2.5 million parking lots for such cars. So we are trying to do more for that. In terms of restrictions, we are using the balloting system to give out 20,000 rights to purchase cars and in terms of our second ring road and within that we don't actually have any restrictions at the moment or any plans to restrict entry of cars into this town area at the moment. Currently we are trying to work with Singapore or learn from Singapore in this area because in Singapore, they have this system where you purchase for a right to buy a car and the highest bidder wins. And they are also using the ERP system to collect charges from drivers driving to downtown area. So we are trying to work with Singapore and other countries to learn from their experiences. In terms of population, I think we still have a big challenge here. We have about 21 million

people in Beijing and in urbanisation, we know that demography is something that we must look at. In Beijing, our rural folk numbered about 420 million but last year was about 2.64 million, which means about many of them, about 40 per cent of them have moved to the cities or have been urbanised. Now this urbanisation rate is about 80 per cent in Beijing but in Shanghai it's about 85 per cent so it's higher in Shanghai. Now that's, I was talking about rural folks in the Beijing border. Then we also have migrants from rural areas in other cities and other provinces. We have about seven million immigrants in Beijing. So Beijing also has many things to think about in urbanisation, that is how to control the continued growth of big cities. That's something that Beijing has to think about. And with regard with our local rural immigrants, how we're going to house them, how we're going to urbanise them. We are trying to go through reform of rural areas, improve their housing and also build housing for them, and allocate land resources so that we can build some integrated industries and property and this can give them an urban way of life and also build new opportunities for employment and industry for the local communities. So that would also solve one aspect of the social problems and it also helps to relieve congestion in the big cities and that's something we're trying to look at. As at this point, I think we have made some progress in this area. As for immigration from the outside, we are trying to get around the problem by working on housing aspect, using housing policies to mitigate this immigration issues. We are trying to achieve an overall balance, which is to prevent, which is to prevent too much concentration in the city areas. Thank you very much."

**Mr Mahbubani:** "Thank you very much. Again, many are fascinating examples for us to reflect on. Last Konrad, I was going to ask you about Europe in view that everybody is worried about the European financial crisis, the obvious question is how is the financial crisis affecting Europe's sustainability but you said you want to talk about the world and not just about Europe. But just give us one minute on Europe and maybe three minutes on the world.

**Mr Otto-Zimmerman:** "Well, I think European cities are very aware of global trends and very aware of what cities ought to do and what the opportunities for action are. And now in, of course, it depends on country, the economic pressure, the financial pressures are there, but the interesting observation is when they are economic pressures then cities become active to look for solutions and then I'm representing let's say a network of cities actually, the largest network of cities globally for sustainable development and we in a way our work gets more intensive and more cities join our activities, the more cities are under pressure. So it's not so that they close down and are desperate that we can't do anything anymore, they see opportunities and often, the sustainable alternatives are actually also the more financially more beneficial. Just think of the transport that we were discussing, we heard from Beijing. Investing in car-oriented infrastructure is extremely expensive and a lot of cities are overdoing and are investing too much and are actually over-sizing the infrastructure. When you plan for public transport and non-motorised transport then you can bring costs down and maintenance costs for the future down. So investing in energy efficiency is also something where initially started as an investment but then you gain soon after a couple of years. And so I think cities understand that smart investments are investments in energy efficiency and in the future-oriented solutions. Actually our city, we have 1200 in our membership, met just the days before the Rio+20 World Summit in Belo Horizonte in Brazil. So we had 1400 participants from cities and their partners and they

were actually setting out a course for the future. They agreed that they need to take rapid action, that radical action is needed, radical sort of alternatives, not just doing business as usual, that they have to come to low carbon city, resilient city that is climate and disaster-resilient, that they have to look at resource efficiency. We were even discussing to turn cities into productive cities, that produces the resources they need rather than just be extracting natural systems and consuming resources, they were looking at biodiversity and I think the understanding was you cannot just be low carbon or invest in resilience because when you invest in building environment, infrastructure, then you have to meet all the criteria that are necessary in the future. So I think this kind of wise or smart investment, being very aware that infrastructure has a lifetime of eight to 80 years so what we invest and decide right now will determine the performance of the city next half of a century. And I think this awareness is there in spite of economic pressures and this is I think the positive message. Cities have understood the message, I would say widely, and are really trying to look beyond the next century or also beyond the election period of a mayor or so and then so I'm hopeful with support of partners and the partners will be basically in the business community. So the cities are reaching out and say what solution are there? We want to look at the most advanced solution, not always jumping on high tech or not always jumping and getting caught with technology trap but to look at reasonable solutions that are resource efficient, that are low carbon. I think the readiness is there and the whole I think atmosphere in Rio was well, national governments are moving along but not really getting to what we need. So the business sector, the cities probably have to pull it off."

**Mr Mahbubani:** "Thank you, Konrad. Jeremy began with the paradox of prosperity, you're ending with the paradox of having economic crisis can actually help cities to be more disciplined and more focused in response to this crisis. Now I have questions on the iPad from the floor. I'm also going to take some question from you so please be ready with some questions and I'm going to come to you in a minute. But let me begin with a question from the iPad, which is I'm actually going to propose to Beijing and Buenos Aires and I don't know Isher whether you want to speak from Delhi's point of view. And here we talked about the positive aspect of cities but as you know cities are working with waste generated by consumption. With exploding urban population, what can cities do better to manage waste? And the questioner asked whether we can all learn from Japan with Japan doing the best job of separating plastic, metals recyclables? And so will Buenos Aires and Beijing or Delhi learn from the Japanese experience? Why don't I start with Buenos Aires on waste management. Again short answers if you don't mind because we have 20 minutes, then I'll take some questions from the floor."

**Mr Macri:** "We are going from huge landfills to new technologies after recycling as much as we can. This is a process; this process is very easy with the young kids. At school, they already learn they have to perform in that way. It's much more complicated with over 50s. We have to teach them that they have to separate at home, they have to dispose in different containers and that takes a lot of work but we are using new technologies so as to try to reduce the amount of garbage the city generates. We are generating around 18,000 tons per day. Up till today, we are still all disposed in huge landfill but in the next three years, we expect to reduce what we expose in landfills to less than one-third. So I think we are all evaluating new technologies, technologies in a really high revolution, offering lower prices, more energy, more liquids that can be generated through the recycling of the garbage be we are still in that process."

**Mr Mahbubani:** “Thank you. Mr Zhou?”

**Mr Zhou:** “Well, in Beijing, the waste management system has more or less found its bearings in the last few years in Beijing. We have been working in the last year few years to work on the classification of rubbish. They’re basically categorized into what’s recyclable and what’s not recyclable. So for what we can actually collect back to recycle including newspapers, cans and other things that we can recycle, we actually collect those trash and make sure that’s it’s recycled and this is something that is being done. But we’re also trying at the family level to encourage all households to categorise their kitchen waste. We sent out a green bin and then some information and let them know how they could possibly recycle their rubbish. They could sort out the rubbish according to that information. Because of the way the Chinese do their cooking, a lot of the kitchen waste cannot be recycled and for that we have to single them out individually and make sure that they don’t go into the wrong places and that helps us to reduce the burden on our landfills. That is something that we are trying to do at the moment and we hope to continue to work in this area and use incineration as one of our main waste of reducing or getting rid of rubbish. We also have 18,000 tons of rubbish everyday, pretty similar the previous statistics and we’re trying to think of ways to get rid of this problem and we hope that eventually the landfill will take about 20 per cent rubbish, that’s our goal. Thank you.”

**Mr Mahbubani:** “Thank you, Mr Zhou. Isher, you want to add a quick word before we turn to the floor?”

**Isher:** “Yes, as in most things again in India, we have the best and we have the worst. We have many cities where solid waste management remains a huge challenge but we do have examples of say the small town of Rajkot in Gujerat which has complete integrated waste management from segregated waste collected from the household to every bit of it recycled, reused, composted, made energy use and all that. Pammal outside of Chennai is another example, which was my last columns on the same subject. We have sanitary landfill in Gorai, which was more than paid for than carbon credits. So these are the examples which other cities are looking at to see but we have a long way to go in this.”

**Mr Mahbubani:** “Thank you and now we will turn to the floor. Professor Victor Savage, please try to ask the question, please stand up Victor, please try to ask the one panelist and not all six panelists because we want to get one to reply. So take the microphone please. Is there a hand over there too?”

**Question:** “Thank you. My question deals to the broader issue. One of the great drivers today of national development and urban development capitalism and all its relationships in terms of materialism, consumerism and the fetish for growth. The question here obviously that we cannot have sustainable cities in this kind of economic system. I mean, there’s so much literature on this and very few have a panelist across all the sections have tried to address the issue of massive ecological footprint that cities are leaving behind in the world. And studies have shown, WWF have shown, that currently we need 1.2 worlds, resources of 1.2 worlds to be able to support the quality of life we have and in 2015 is going to be two worlds. Recent study in Asia showed that there are three areas in which the recent breakdown of natural system has happened. One is climate change, two is

biodiversity and three is the nitrogen cycle, which is a result of basically agricultural strains, stresses and strains. So the question here is that as Gandhi says, the world has enough for every man's needs but not enough for every man's greed. So the question that I want to post to you is that how can we make cities more sustainable in terms of a greater relationship with our hinterlands so that we don't leave behind massive ecological footprints that is going to mark up the whole global environment. That's a pertinent question that has not been addressed by anybody."

**Mr Mahbubani:** "Now, please address it to one or two panelists, choose two panelist."

**Question:** "The person from Shell maybe and the other person here."

**Mr Mahbubani:** "Konrad, okay. These two will answer the question. If you don't mind, I want to take one more question. I see a hand over there. Please stand up and identify yourself and post the question."

**Question:** "I'm Sujata (?) from Hongkong, a planner and urban designer. I have a question about like in urbanisation like countries and cities are getting richer but the income divide, social equity gap is also becoming larger and I think cities and urbanisation would have solved problems only if poverty and slump have been solved also. And what would be a way forward for a lot of like say slumps in some of the Indian cities? I know Singapore solved its slumps problem but I think on a country level is a lot more and then the other thing is about public space. Humanising cities I think is very important as we've seen from Buenos Aires. How would other cities look for that because if you look at cities today, you see more and more cars? That means we are designing for more cars. How would you revert that back to cities for people?"

**Mr Mahbubani:** "So maybe inequality issue you take and public space why don't I pose to Buenos Aires and Beijing, the question of public spaces. And I'll come to you later, Bruno. So Jeremy, you start first."

**Mr Bentham:** "Thank you very much. A very pertinent question, thank you for that and I'll respond to it by making two points really. First of all, you're right. When we talk about the stressed nexus, it's because we recognize that these pressures are very intense and are growing. We also recognize that we have choices. We can make collective choices, traffic and transportation has come up a number of times. We've studied about 600 cities in the world with a population above 700,000 and when we look at traffic mobility, you see major differences. So for example the average US citizen uses three times as much energy per personal transportation as the average European. Part of it is because of choices around vehicles, vehicle size but actually they travel twice as far. They travel twice as far because of the way that cities have developed. They have developed in a sprawling manner with poor public transportation. That was locked in decades and decades ago. So we have choices about the way we now develop our cities, do we develop them in compact way with smart integrated infrastructure and smart mobility and the technology investments that go along with that. So we do have choices but there are in our hands now and if we make the wrong ones now, we lock in for 30, 40, 50 years. Secondly on the cities agenda, it's come up here a couple of times, very good examples of what I called the 'blueprint dynamics' We talked about the cities as a focus for climate action. We talked about the organisations

connecting cities like Ikea. These are good things. However they are not happening fast enough. The pressures are outstripping what we are doing collectively. So if cities are a focus, I say to cities, seize the day. I almost swore there, seize the day. You are part of policymaking. We as industry, we are the muscles of society. We move things along, we make things happen but the brain collectively is the authorities that shape the frameworks. So we have to work together in public-private partnership and we have to work on these integrated issues together. So for goodness sake, don't be complacent because the world is currently moving much slower than that blueprint outlook which is a great concern for me as a father and grandfather. Thank you."

**Mr Mahbubani:** "I see you didn't answer the question whether we should get rid of capitalism. Yes or no, that's all, just yes or no.."

**Mr Berthon:** "In 30 seconds, that's difficult."

**Mr Mahbubani:** "I know. Okay, anyway just trying to move on. Okay, Konrad."

**Mr Otto-Zimmerman:** "Yeah, the issue of the city footprint is of course not the cities themselves, it's the human and the economy because people flock into cities so that they have better living conditions, better access to social services and so on, jobs, that's quite clear. But with a density in cities that provides better condition for eco-efficiency, this eco-efficiency factor and gain is being eaten up by urban lifestyle that is more resource consumptive. And I think the problem is that our economic growth is very much based on the higher material and energy throughput and shorter and shorter lifetime of things. In earlier centuries, people were probably having a piece of furniture that they would inherit and they would give to their kids. Nowadays, we have cars with a lifetime of 10 and 15 years and many people change the cars every two years or three years. We have gadgets like mobile phones, smartphones that everybody wants to have a new one or needs a new one every two or three years. So we are driving the economy still into more short-term throughput of energy and materials and as long we can't let's say transform the economy in something, which is based on the end effect, we want to be healthy and happy right? Healthy and happy communities and to decouple it from the resources energy throughput then we'll not make it. So the question is how do we base our economy on again human labour, on services rather than on material energy intensive things? And this is I think a task for each of us as individuals but also for the companies and of course the problems, when the whole existence of the company is based on producing these things that have a short lifetime. So I don't have a solution for them and I don't know whether anybody has a solution. National governments don't dare to regulate. So maybe some crisis will have to lead to collapses in this or that area in the next decades. But I think we have to be just conscious of the fact and in the area framework of what we can decide individually or as mayor or in our respective environments, we have to just be conscious of the need for dematerialization of our economy."

**Mr Mahbubani:** "Okay, Isher quickly on social inequality, rising inequality, what do we do?"

**Dr Ahluwalia:** "On slums, I think on slums a question has been asked and that's very important. Slums are not just the result of poverty. Slums are a result of a dysfunctional

housing market particularly for low-income groups. So what we really need is planning, planning with public transport and low income housing in mind. There are experiments in Vijayawada, there is a new development in which they have reserved space, where it is not the status providing social housing, you create conditions in which that can be done and I'll just take two more seconds to say. India's need, I have focused on public service delivery and infrastructure investment deficit but India's need for urban space is such that we are going to have many more new cities and it is extremely important that in building our new cities, we match spatial planning with where investments are going and that we cater to the needs for housing for all sections. By catering I don't mean providing but create conditions in which housing comes up and public transport remain in the focus. I think we have to start by giving examples in the new cities, both through green buildings and green planning and then the demonstration, more progressive cities will follow and slowly we will see the effect."

**Mr Mahbubani:** "Thank you. Now Mauricio and Mr Zhou about public spaces."

**Mr Macri:** "Well, while you need ladies' political decision and you have so many failures experiences. Mexico City already with a second floor highway, it last like, I don't if it's less than one day and it was also collapsed with the traffic so there's no use, there's no solution for the cars. If more than you build, more than you get cars going into the cities. So the only solution in the first stage is public transportation but the final solution is the opposite of what in the states have developed. We have to go to concentrated cities and people living near where they work so they can go to work in terms of walking distance, bicycle distance. This is the final solution if they world continues to concentrate the population in the cities. Just a joke but I heard in another summit, one of the principal, the principal causes of this concentration in the big cities is the Viagra."

**Mr Mahbubani:** "The what?"

**Mr Marci:** "The Viagra, you know Viagra, that pill for sex, that's the principal."

**Mr Mahbubani:** "Oh, okay."

**Mr Marci:** "Principal cause for this concentration."

**Mr Mahbubani:** "Okay, Mr Zhou."

**Mr Zhou:** "Yes, in Beijing, although the rate of urbanisation is very quick but we are still doing quite well in terms of our industrial make-up. Our tertiary industry is now about 75 per cent and our primary industry is about five per cent. Our secondary industry is also changing therefore as a political centre, as the capital of the country, Beijing is very consciously trying to control the secondary industry or the manufacturing industry in terms of impact it brings. And in that case, we will see our employment, our job opportunities being more high end and our employment make-up will also be more diverse. And from that point of view, I think that the overall control that we have that we have our vehicular growth is within some limits. So I think the priority here is in terms of economic development and advancement. For those who want to have their own cars, for those who feel really strong about having their own cars, we do not prevent them from

getting the cars but we do have regulations in place. And especially during the peak hours and the early hours and after office hours, we need to have regulations and measures in place to prevent the congestion problem from getting worse and the subway system is also something that we're working on. As I said, we're trying to build 1000 kilometres of subway track in time to come and I think that is something that we are looking at. And Beijing is also an example for other cities to follow in China and we hope that within the next few years we can have more measures in place. And in terms of waste management, we also have some progress in this area. We have about 2000 to 3000 fully automated cars to deal with this problem and so from a technological point of view, from an economic point of view and from several other points of view, we are trying to have a multi-pronged approach to deal with this problem. Thank you."

**Mr Mahbubani:** "Yeah, we are running out of time. Bruno, you have a quick point to make and any other issues?"

**Mr Berthon:** "Yeah, I think what I like is examples. One of the target in the city of Singapore is that 75 per cent of traffic at peak hours would be done on public transport. I think that's the sort of indicator that cities need to be sort of looking at. The point about public space, very glad that New York was winning the prize because what has been done in terms of public space in New York is fantastic in terms of recreating this elements of a community, safe environment and no one would have said 10 years ago that New York was the easiest environment to actually do that. On the point of informal communities, what's happening, it's always happening in Brasilia in terms of electrification of the favelas in terms of transfer of ownership to facilitate, create fluidity and within the townships to be able to exchange and therefore be able to build all elements of the solution. Just one word on that point, our cities' problems are the solution. The philosophy that cities can be more sustainable in the kind of environment we're in if we make all the efforts that are required but the density, the concentration, the common facilities, the common access, all the link also with the way we create wealth, develop education. This is where cities are incredibly attractive and so I would not start cities are the problems. Let's figure therefore how they can be better solution because they have to do part of the solution."

**Mr Mahbubani:** "I see one hand down there. Quickly ask, we're out of time but ask a quick question if you don't mind. Please stand up, give the microphone to the gentlemen. And if you don't mind, very short, sharp, brisk question."

**Question:** "The urbanisation today is about two person per second, that means it's about 175,000 a day, five million a month, at least 50 or 60 million a year. About one-third of that urbanisation is informal. All these planned cities, many of the planned cities have this informal, but we're talking whether urban, whether rural poor are moving into the cities to become urban poorer. In the planned cities, like Singapore, about five of the land used is for public services, for transport, for ports and like that. In these informal parts about 10 per cent. How can we prevent that this growing informal urbanization that's taking place in a way that it's almost impossible to make the solutions in the coming years. Can we find a way between the planned city and these unplanned informal parts? How can we reserve areas so we have a possibility to have an urban transportation, to have water sanitation and things like that? We are talking that's something there and then we are planning for

the rest. We must find some intermediate, otherwise we can't help people. I mean, we're talking about a reduction of the power and things like that."

**Mr Mahbubani:** "Can you just identify yourself if you don't mind?"

**Question:** "In the Naples (?), I'm the mayor of the city of Malmo."

**Mr Mahbubani:** "Okay, thank you. Now, I tell you what, we are out of time but why don't I give each and everyone of you one minute any conclusion? And in that one minutes, in response to this statistics about the rapid urbanization, tell the audience as you look ahead over the next 20 years, one, do you feel optimistic or pessimistic about cities and why? In one minute or less, so Jeremy, quickly."

**Mr Bentham:** "Yes, I feel optimistic and pessimistic because we can make different choices and you're on the point that was made earlier, just then. I mean, Malmö is a great example of development in the city. When you have a good city, you will attract more people. That can be a great benefit but it can also bring these pressures. So in your planning of cities, be time-oriented and think ahead. So just as with the London sewer system in Victorian times, which was massively oversized for the needs of the day, there was investment in infrastructure that recognized that there was going to be growing pressures well beyond what was envisaged. So if we can get this time-oriented issue in our minds along with transport-oriented development and the use of cleaner fuels like natural gas rather than coal and better water and waste management, we can handle these issues but we have to make these choices now. Otherwise, we will be locked in for 50 years."

**Mr Mahbubani:** "Thank you. Bruno, one minute or less."

**Mr Berthon:** "One minutes or less, so from a city standpoint, the first thing you have to define your ..."

**Mr Mahbubani:** "No, are you optimistic or pessimistic?"

**Mr Berthon:** "I'm always optimistic, it's too late to be pessimistic anyway. Now the first thing is you need a promise and I think we heard some examples of a promise, what the city is all about. We need a leadership. I really love what Mauricio was saying in the introduction. We need to be in a world of collaboration more and more, particularly this idea of public-private collaboration and platforms. We need to redefine this concept of value, the value of the cities is all about because it's not necessary going to be classic sort of economic model. I believe that leveraging technology is part of the solution and it's not sufficiently done and it's not for technology but it's really about new business model. I believe it's different ways of working, collaboration requires different model of procurement, requires different model of contracting, typically performance contracting should be imposed in all cities for any public building. And finally it's all about change because it cannot happen if the cities are not part of that and the link to the informal community, they don't ask to be part of the planning. So one you need to address your sort of normal citizenship but for the informal communities, you need to find ways to create that sort of greater transition I was trying to describe for South Africa and Brazil. Yes, we need to remain optimistic."

**Mr Mahbubani:** “Thank you. Isher, optimistic or pessimistic?”

**Dr Ahluwalia:** “Absolutely optimistic, no question about that. Now let me address the question of expanding at the periphery and informal settlements. I would urge you to look at the town planning schemes, which Gujerat has used in Ahmedabad to plan as a city expands on the fringes. That’s one. Second, we need flexible, work models now that we have IT, now that we can have officers at home, now that we can give more room to women because they can combine work with family and believe me, I’m a mixed team (?) economist who has turned to city and urban development studies only in the last five years and I’m convinced that if women are, if there are more women in position of power, you will see better planning of cities, you will see better public service delivery, so more power to women.”

**Mr Mahbubani:** “So Mauricio, sorry, we have to replace you with a woman, Mauricio.”

**Mr Macri:** “Okay. As I’m with my wife, I fully agree with you. But I’m optimistic. I think human had this cover that it’s nothing better to live with the other humans so concentration will continue, new generations have full compromise with the environment and the challenge is solving the new problems, working in a team, private sector and political governments.”

**Mr Mahbubani:** “Mr Zhou, optimistic or pessimistic and what’s your forecast in one minute or less?”

**Mr Zhou:** “Optimistic. As our Chairman Mao has once said, the future is bright, the road is long. So in Beijing first of all I think we have to understand that we are trying to do the best for the majority of the population. We’re doing it for their best interests. That’s our main consideration and then we also have to make Beijing a truly liveable city and thirdly, we must use innovative ways to use technology, to use cutting edge technology to achieve our purposes and to improve our management system as well as policies. I think in that way, the future of Beijing will be a brighter one. Thank you.”

**Mr Mahbubani:** “Thank you Mr Zhou. Konrad, quickly, optimistic, pessimistic?”

**Mr Otto-Zimmerman:** “I’m pessimistic.

**Mr Mahbubani:** “Pessimistic? Okay.”

**Mr Otto-Zimmerman:** “When I look, no sorry, at the inability of governments to act on what the world needs. I am optimistic that yes, women, because men are the major part of the problem of our civilization. I could explain it, I don’t have the time for it but we are looking at all the gadgets. We fought and love with technology and so on rather than to go back with the normal things of life and do what’s reasonable. So anyway, we need youths to take charge of their own fate because we are messing up on opportunities and so if we have, would come to a very unusual coalition of cities as major actors where most of the people are living with a positive and promising parts of business that provides the solutions. Women, as basic driver, thoughts on reasonable and rational solution in ways of

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life and you are the ones that have the legitimate right to determine how they actually want to live, then I think we can make it.”

**Mr Mahbubani:** “Let me end with a personal confession. When the organisers asked me to chair this panel of five speakers in 90 minutes, I said impossible. You will get a good discussion with so many panelists in such a short space of time. I’m glad that I’ve been proven wrong, that this has been a truly outstanding panel because what’s remarkable is that as you look at urbanisation challenges over the next 20 years, which is our topic, in this very short space of time, our panelists managed to raise all the fundamental questions that need to be addressed. We may not have found the answers but we succeeded in raising the right questions. Starting with Mauricio saying what is happiness, why do you want more, why do you have to keep accumulating, why do you have to have a piece of furniture created every two, three years rather than inherit it from your parents. So I think we do need at the present stage of global development all the cities to start asking fundamental questions all over again and in that sense I think this panel has made an enormous contribution so now please join me in thanking them.”

[End of Transcript]