

# A NEW PARADIGM FOR DEVELOPMENT COOPERATION

The rationale behind development cooperation policies has been the subject of wide critical debate for two main reasons:

- the instrumental nature of projects based on an idea of cooperation as a non-opportunistic gift made in a humanitarian spirit
- the predominance of a neo-liberal view of development focused on technical aspects

In our view, the achievement of technical goals is not just an objective in itself, but the means towards general social development through the strengthening of local institutions and grassroots democracy.

The cooperation approach promoted by LaGeS can be qualified as innovative according to three focal points:

1. The extent of knowledge of the local context
2. The organization of training activities and transfer of knowledge
3. The involvement of local population

## 1. Knowledge of local contexts

The analysis of spatial, socio-economic, cultural and demographic dynamics through field research is strategic to ensure an extended and up-to-date knowledge of the local contexts.

### Qualitative techniques

- ➔ Participant observation and first-hand experience of local life
- ➔ Developing a network of relationships with people from different social groups

### Quantitative techniques

- ➔ Photo-interpretation and land use analysis
- ➔ Population and Household survey
- ➔ Buildings survey
- ➔ Mobility survey
- ➔ Traffic flow survey
- ➔ Urban services and facilities survey
- ➔ Cultural heritage and spiritual life inventories and analysis



Preliminary field studies are the first step for developing cooperation projects: Herat as we found it in 2003



Household survey conducted for the preparation of Herat Strategic Masterplan

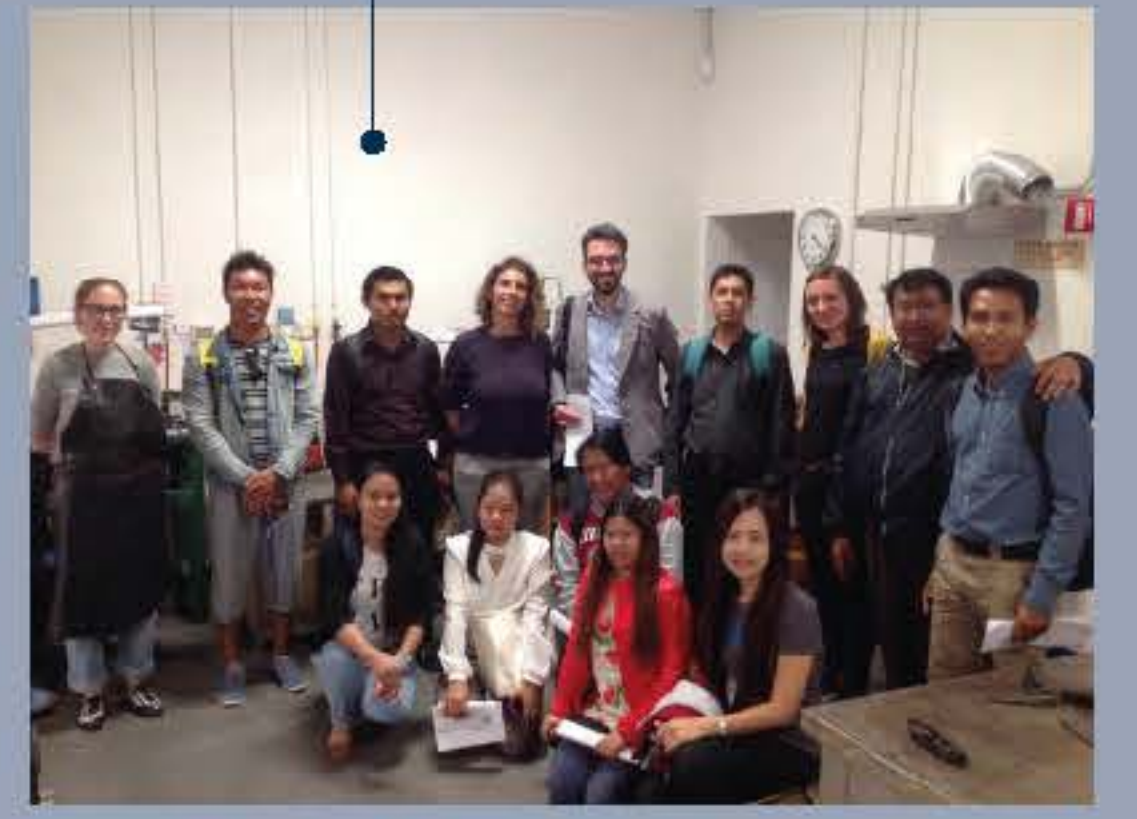
Capacity building at Florence University

30 Afghan students and 10 Myanmar students attended the Master in Urban Analysis and Management (editions 2012 to 2016)

## 2. Training and transfer of knowledge

Training activities and capacity building are crucial to ensure the long term sustainability of cooperation projects.

Mandalay, October 2016: The Italian Ambassador in Myanmar S.E. Giorgio Alberti introduces the Conference on Sustainable Tourism with representatives of the Myanmar central and local institutions



Training students at Mandalay University

Meetings and workshops with Afghan personnel at Florence University to analyse data and to discuss development scenarios

## 3. Involvement of local population

The participation of local communities and stakeholders into decisions and planning activities guarantees that endogenous cultural models are adopted as a benchmark for action.



Florence, April 2015: Conference on Urban Planning with representatives of central and local Afghan institutions



Informing and listening to citizens is an essential condition for cooperation projects to be accepted and implemented. Developing the Management plan of Herat district 9, several public meetings have been organized with all the chiefs of gozare (urban districts)

# 1 PROJECT Herat Strategic Masterplan A vision for the future

The city of Herat is the second most populous city of Afghanistan after Kabul. The complicated history of the country since the late Seventies has resulted in a huge lack of knowledge on the ongoing social and urban transformation of the city. By the time the Taliban fell, Herat has been deeply transformed, but changes occurred in the absence of any updated instruments for governing the territory. The cooperation project has been undertaken to fill this gap, providing an efficient tool to manage the city development. The Strategic Masterplan resulted from the project was approved by the Afghanistan Government in 2016.



View of Herat from the old Citadel

Satellite image of Herat in 2011. The photo interpretation of the satellite image of the city has been the first step for the analysis of the local context

## Analysis

The Strategic Masterplan of Herat results from a laborious process of data collecting and processing. Specific surveys have been conducted on the urban structure and on many aspects of social life, such as: household, buildings, urban utilities and facilities, tangible and intangible cultural heritage.

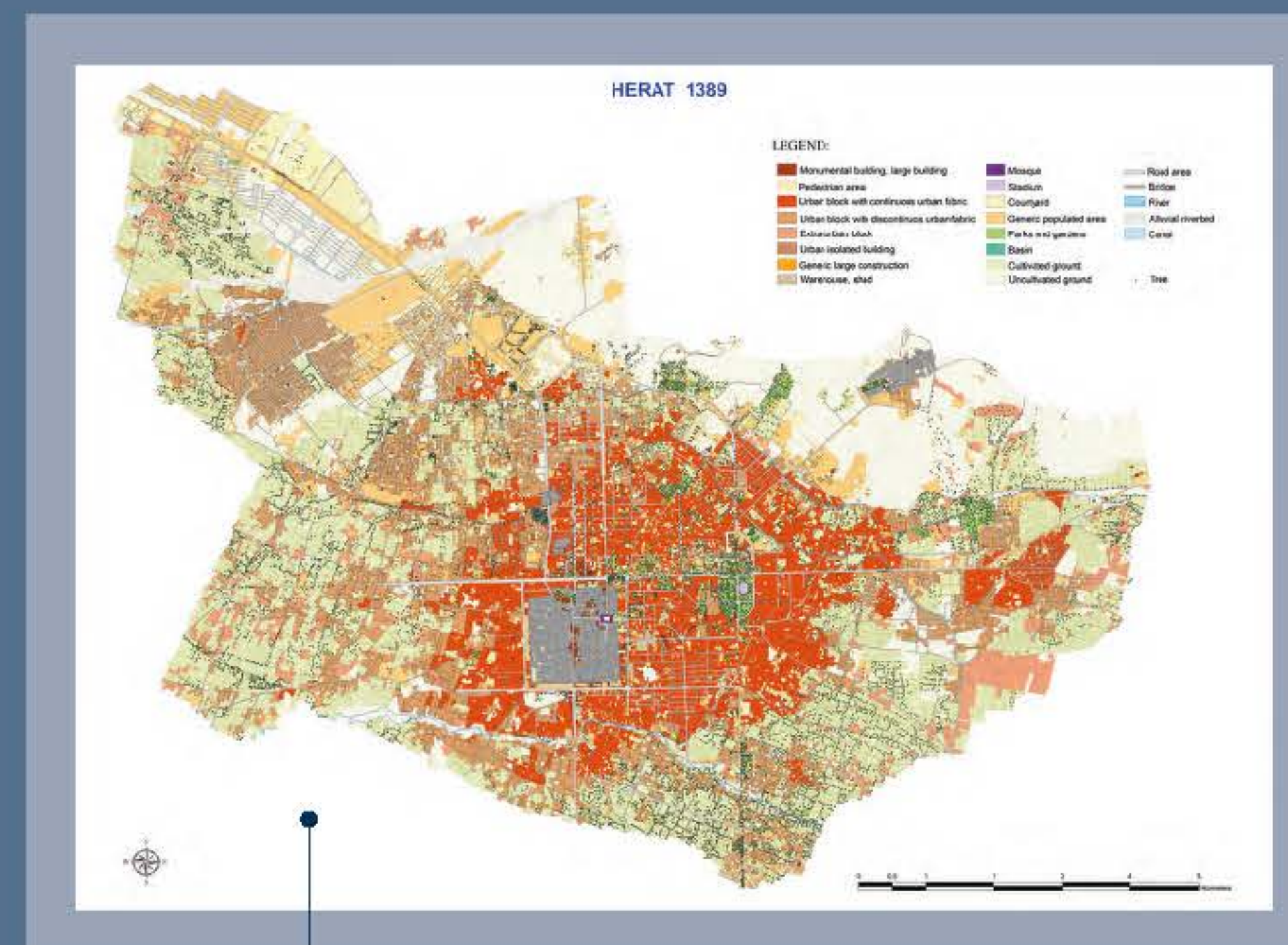
**PROJECT DURATION**  
two years (2012-2013)

## PARTNERS

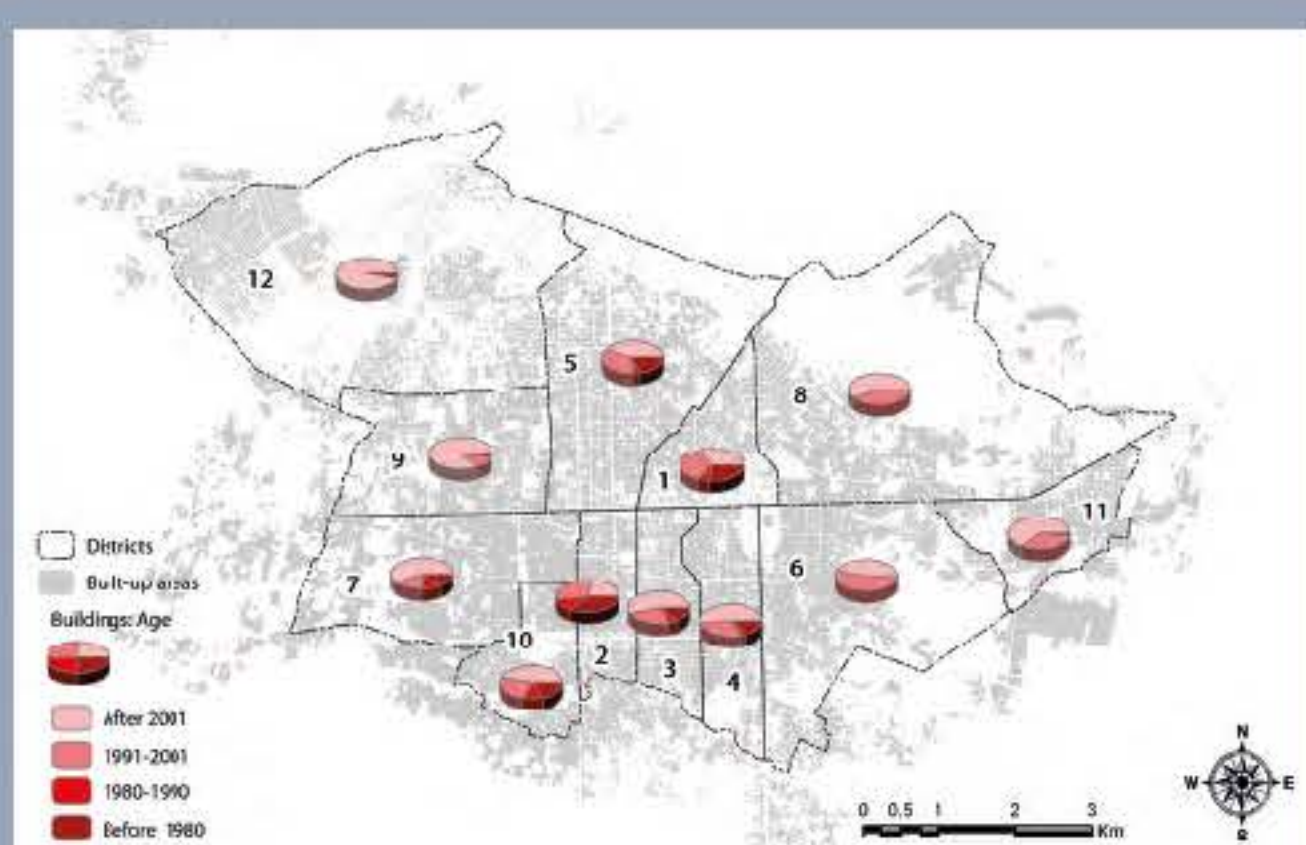
**MUDH**  
Ministry of Urban Development and Housing, Herat Municipality

## FUNDER

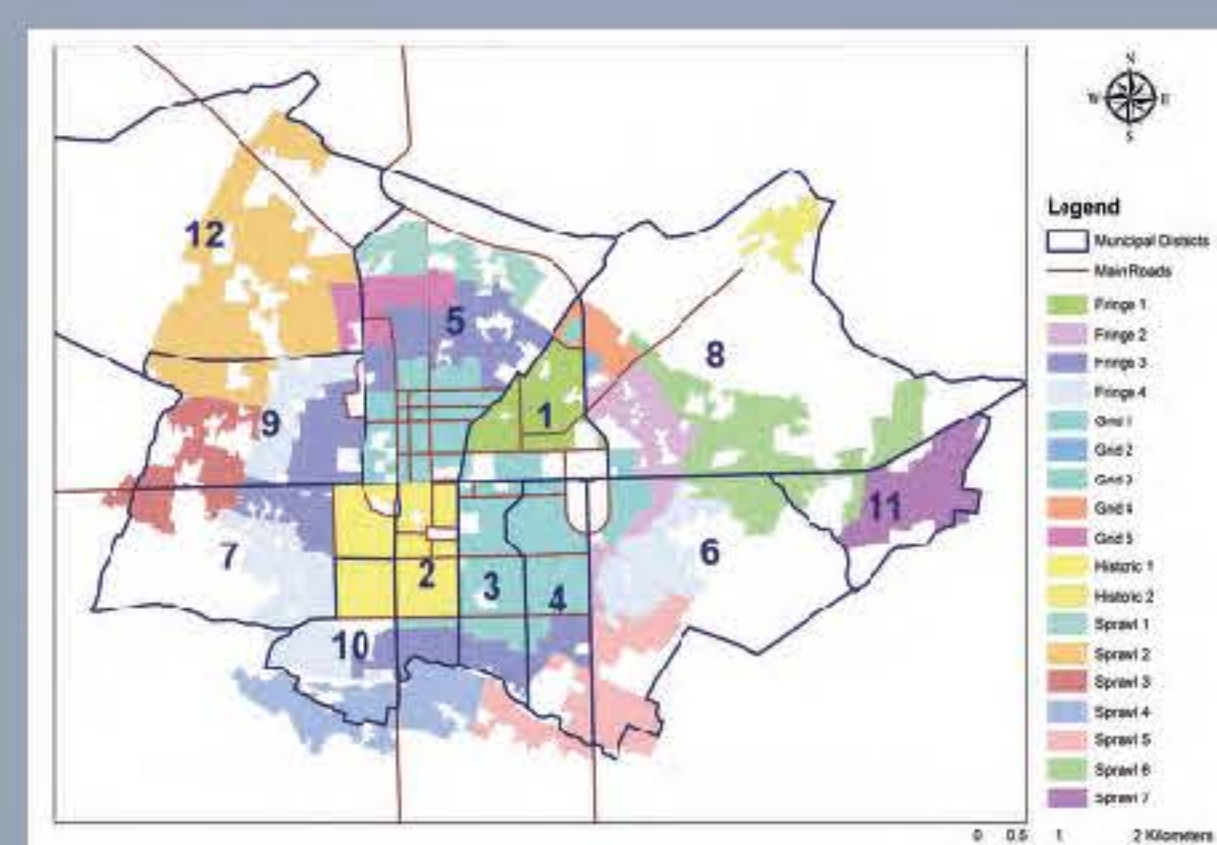
Italian Directorate for Development Cooperation (DGCS) of the Italian Ministry of Foreign Affairs



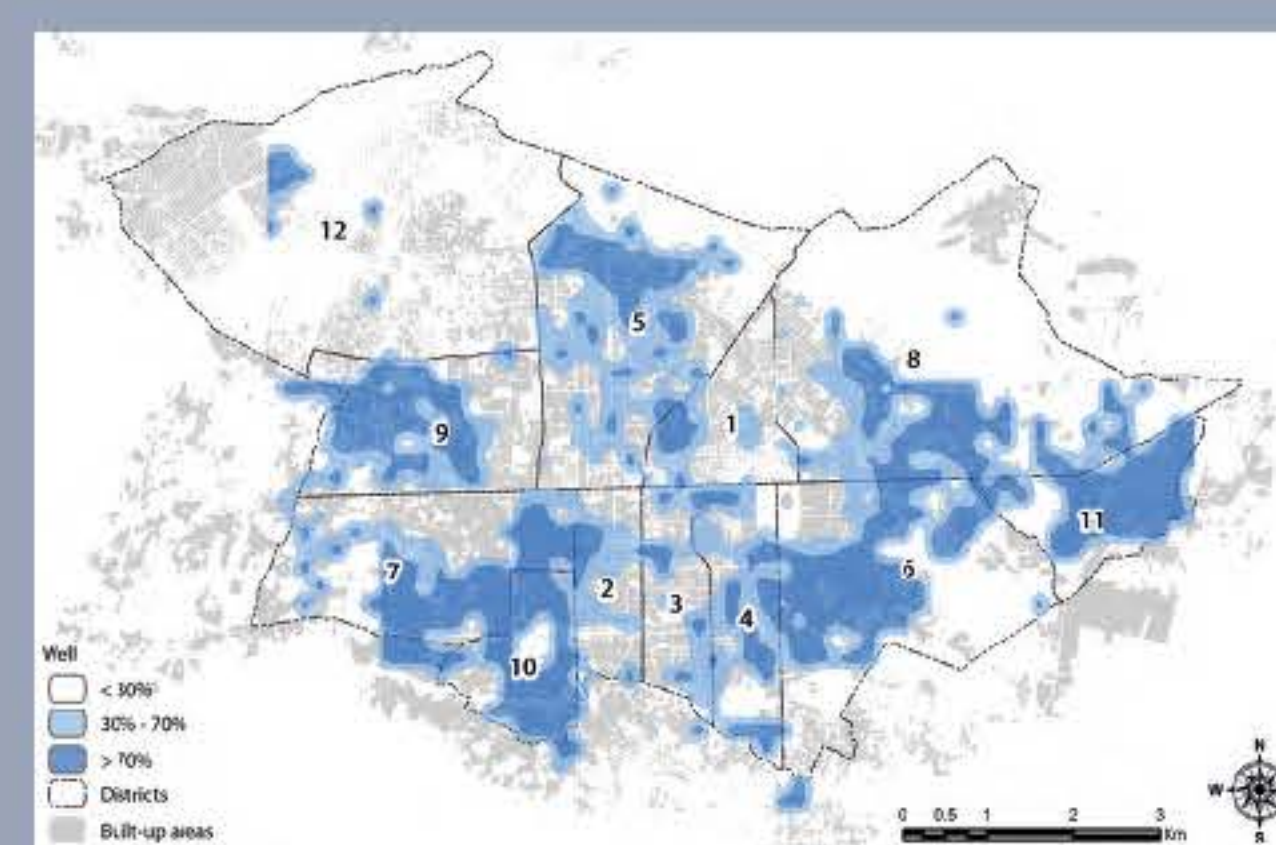
Land use map of Herat. A digital map of land use has been the basic support for setting up research and planning activities



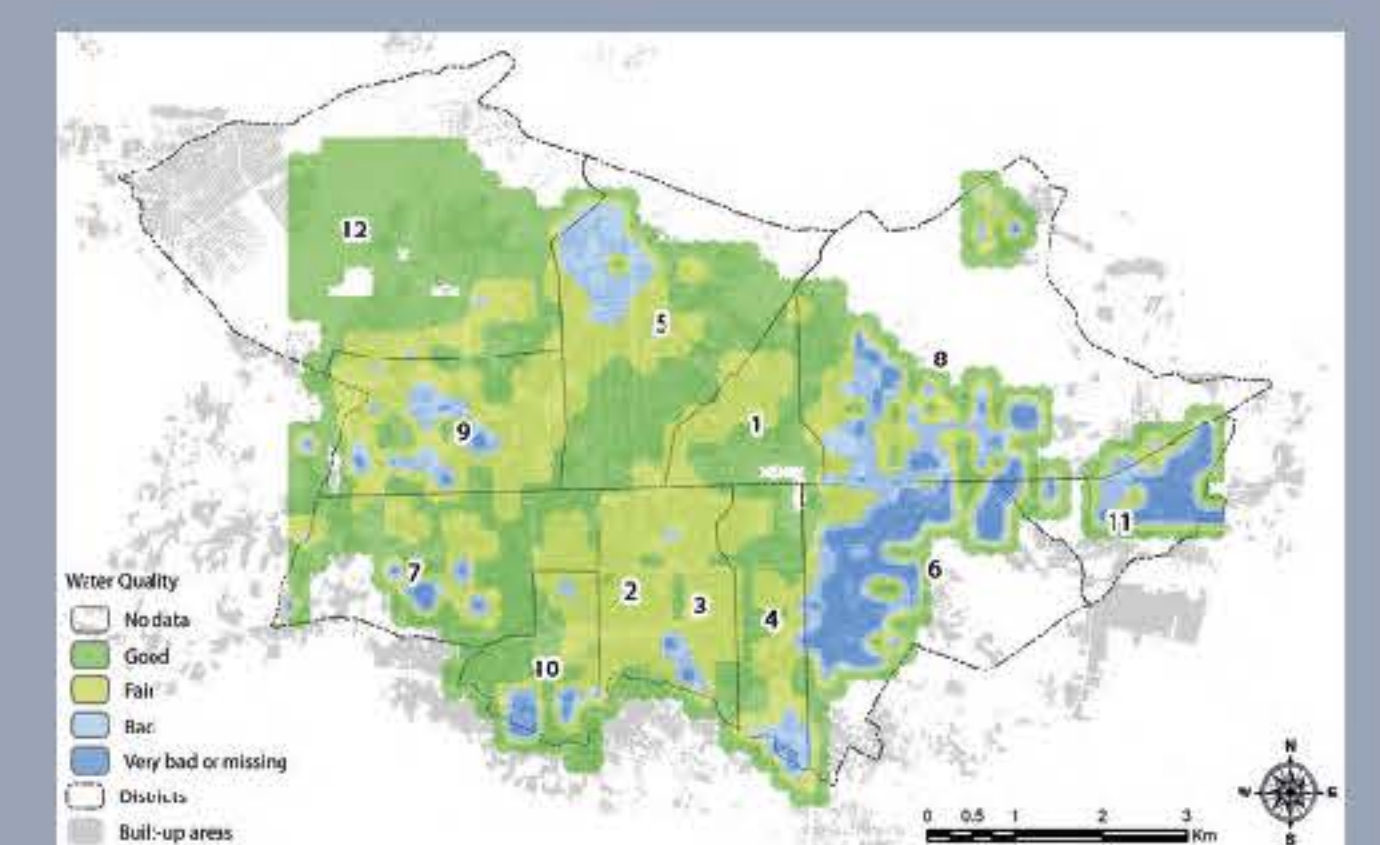
Age of buildings in districts



Herat urban patterns. Urban transformation: Middle Age → now



Existing wells in Herat buildings



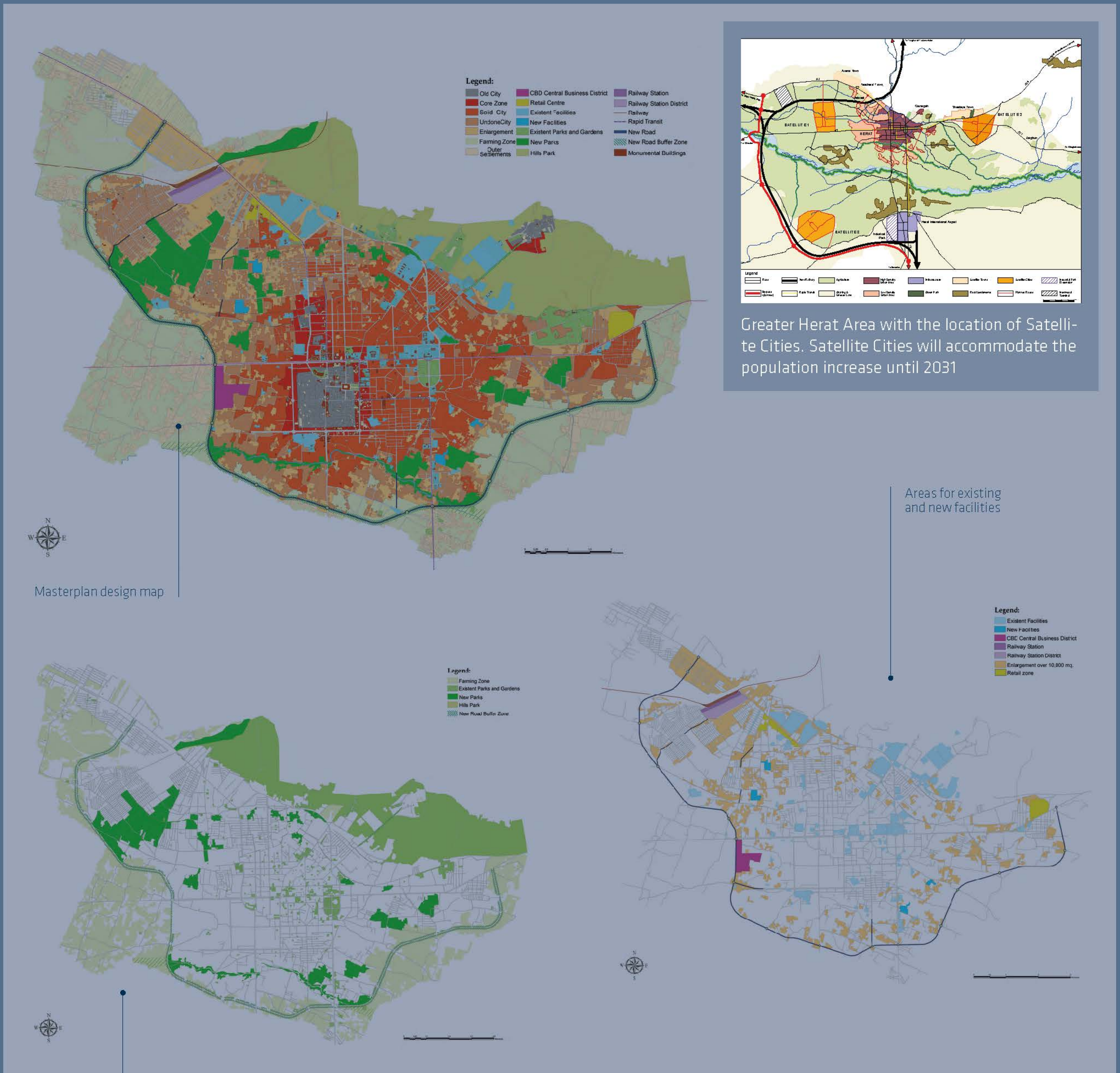
Perceived quality of the water service in the city of Herat

# 1 PROJECT

## Herat Strategic Masterplan A vision for the future

### Plan

The Strategic Masterplan aims at securing a balanced development of the city and protecting at the same time cultural heritage, environmental values and the urban quality of life.



Masterplan design map

Areas for existing and new facilities

The new parks network

Greater Herat Area with the location of Satellite Cities. Satellite Cities will accommodate the population increase until 2031

# PROJECT 2 Herat Sustainable Urban Mobility Plan

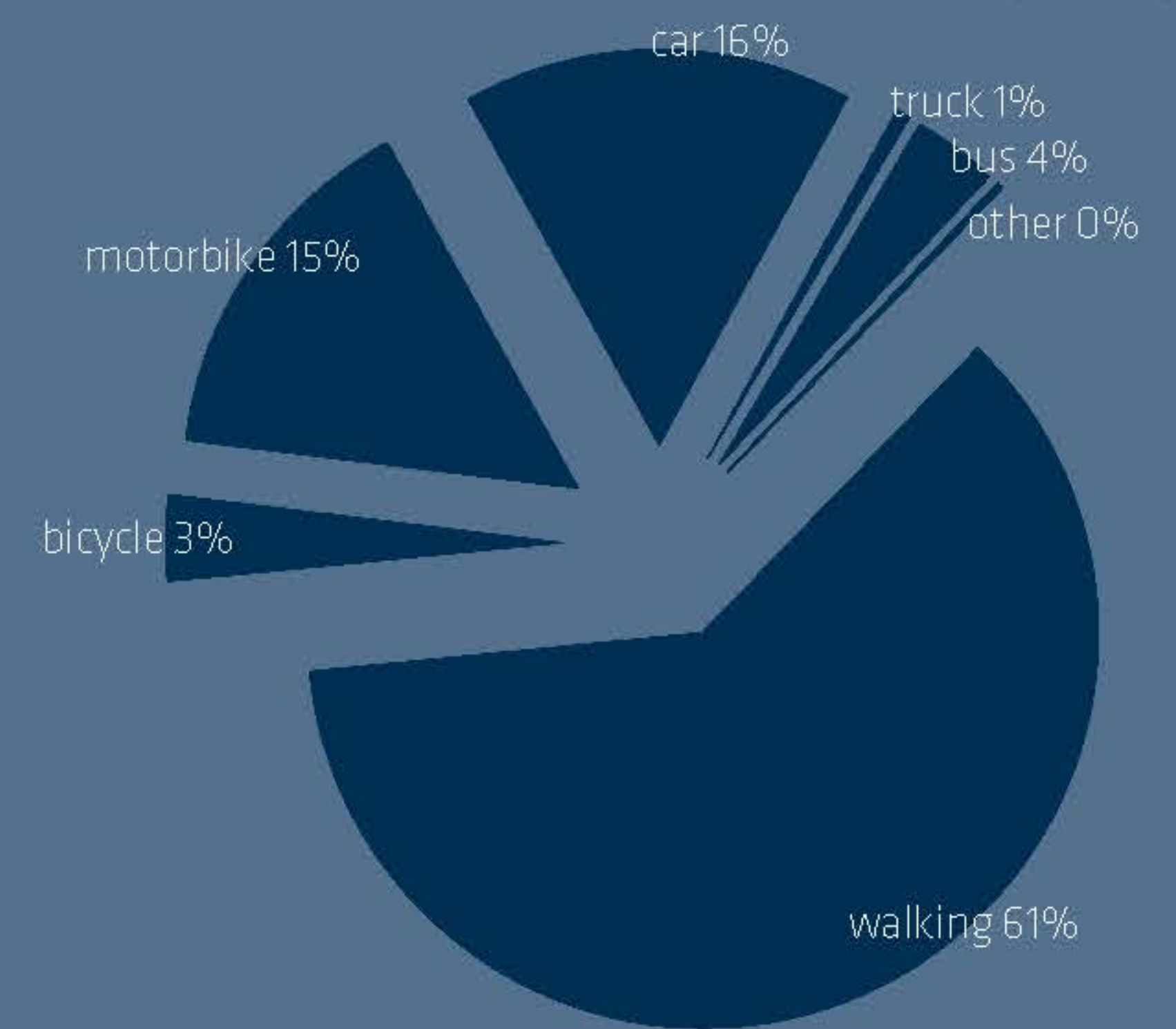
The Herat Sustainable Mobility Plan is the result of a long and intense collaborative relationship between the University of Florence and the University, the Department of Urban Development and the Municipal Council of Herat, set in motion in 2004 and financially supported by the Italian Ministry of Foreign Affairs. The Sustainable Urban Mobility Plan realizes the vision of the former Strategic Masterplan for the city of Herat and results from a planning approach aiming to harness the most significant aspects of change and development with the deepest consideration of the specific geographic, cultural and social aspects of the area.



Aerial photo of Herat center

Plan to solve the hub of the Park-e-Fahrang hub

In Herat, the highest number of daily trips, around 61%, are made on foot. Cars are used for 16% of trips and motorbikes for 15%, while a very small number of trips are made by bicycle or bus (3% and 4% respectively)



## Analysis

Despite the low number of vehicles existing in the city, road circulation is still congested in the most central areas of the city and during peak traffic hours. This is not due to the lack of street space, as much as to their disorderly use.

The most intense flows are those heading towards the northern margins of the Old City, using both the main east-west road axis as well as those coming from the city geographic centre to the north

**PROJECT DURATION**  
two years (2015-2016)

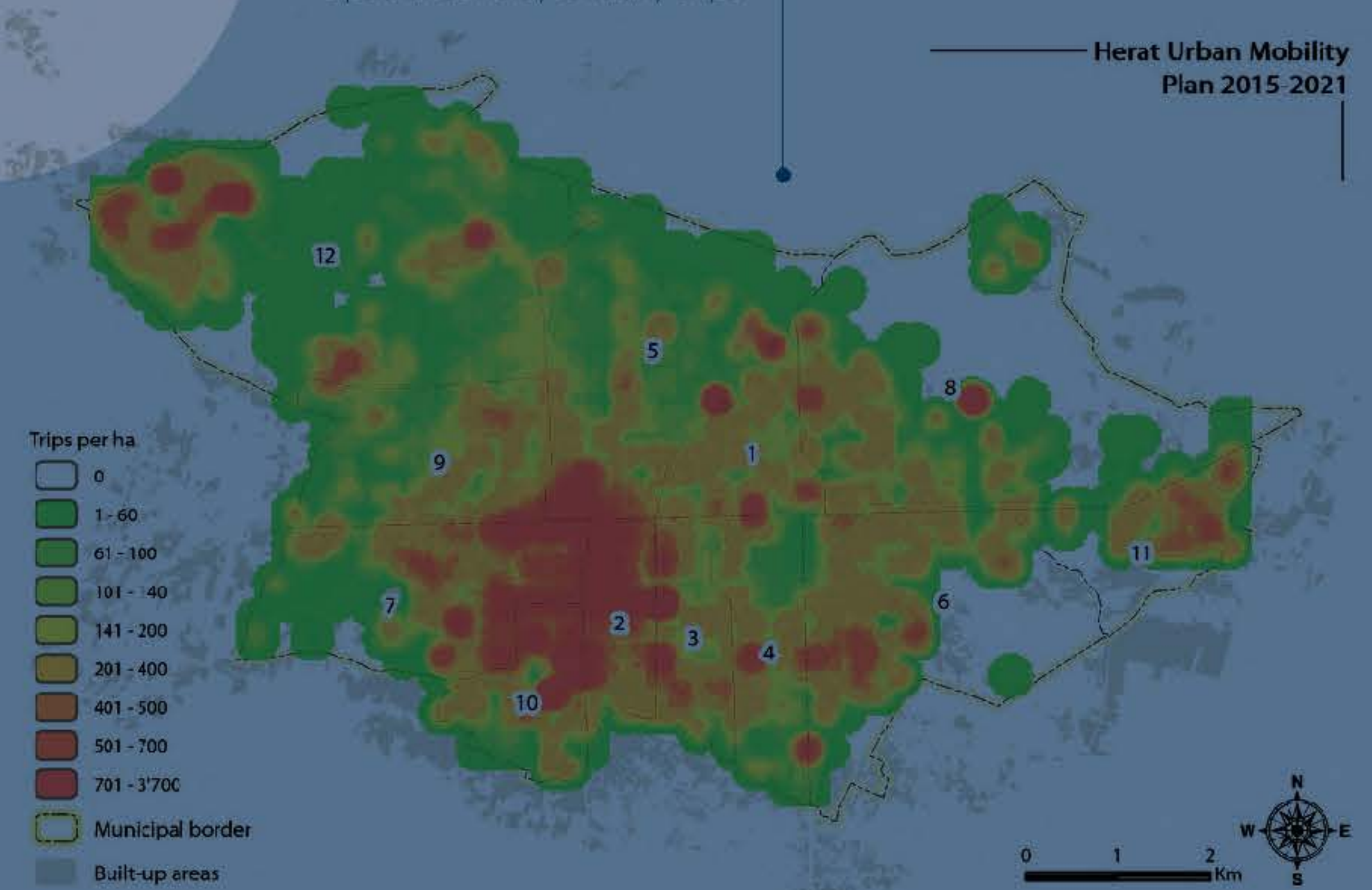
## PARTNERS

**MUDH**  
Ministry of Urban Development and Housing, Herat Municipality

## FUNDER

Italian Directorate for Development Cooperation (DGCS) of the Italian Ministry of Foreign Affairs

Spatial density of daily trips



Informal on-street parking in Afzali Boulevard



Disorderly traffic and standing in Shahzadegan road; the Five Minarets in the background



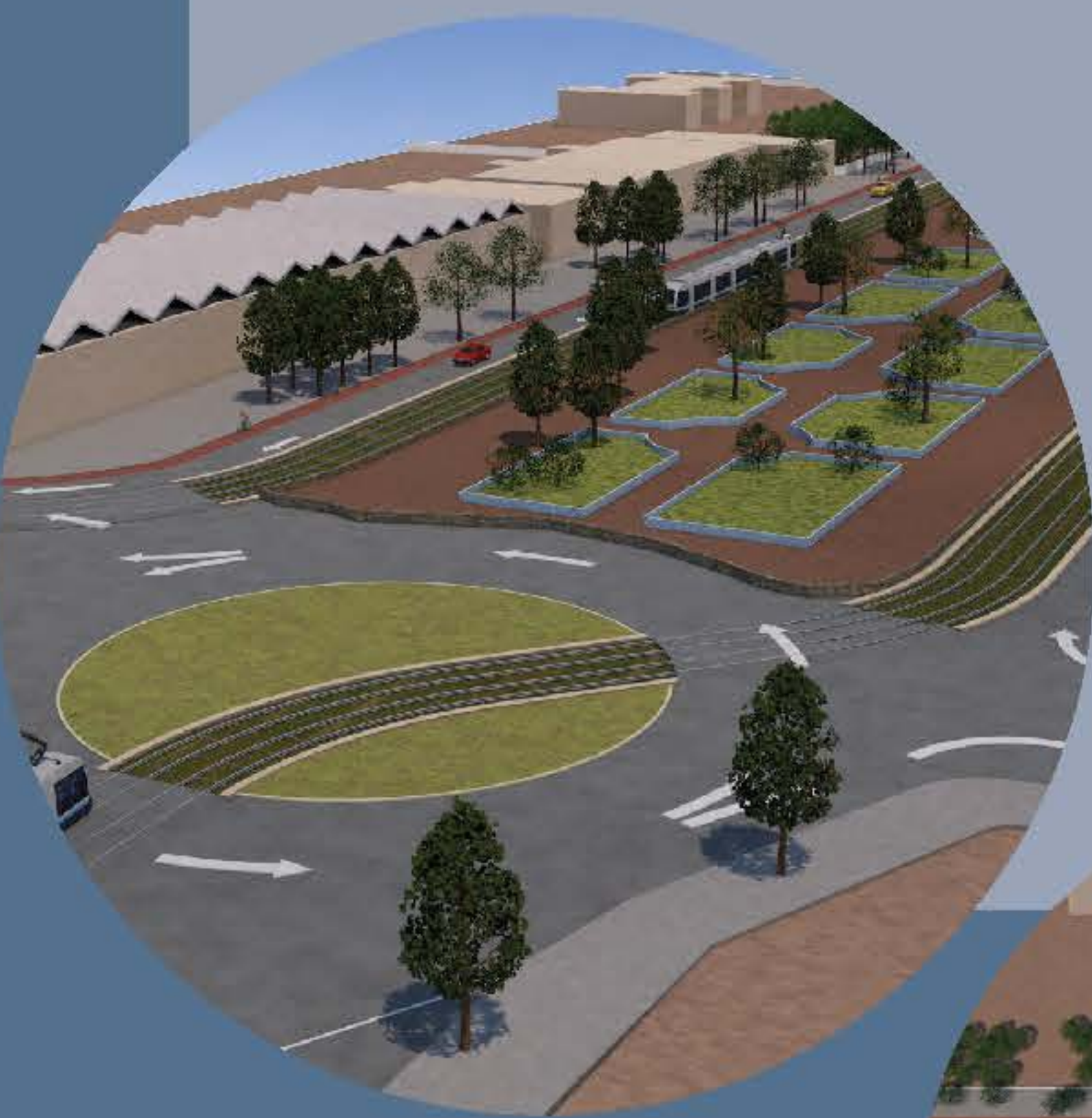
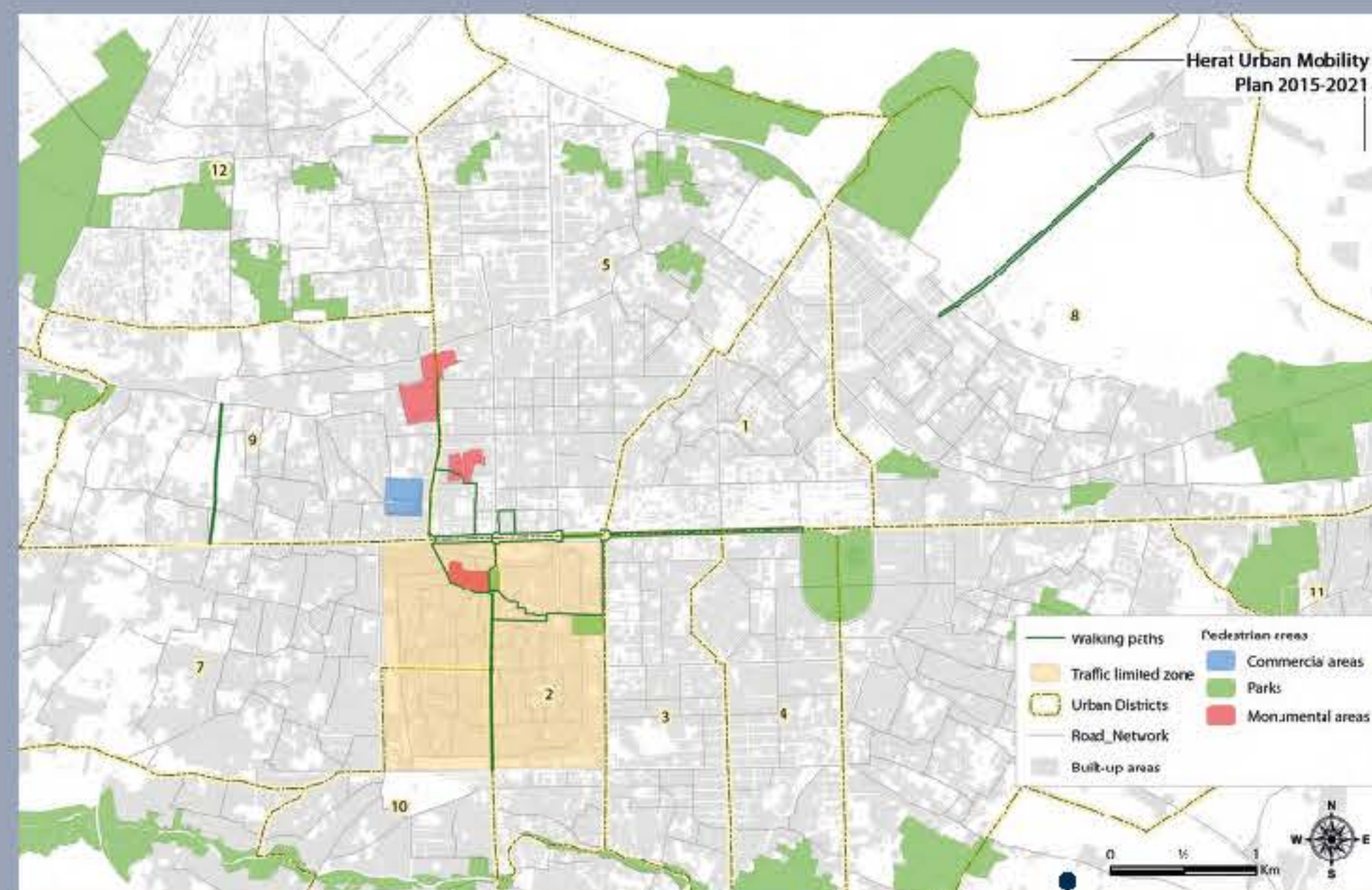
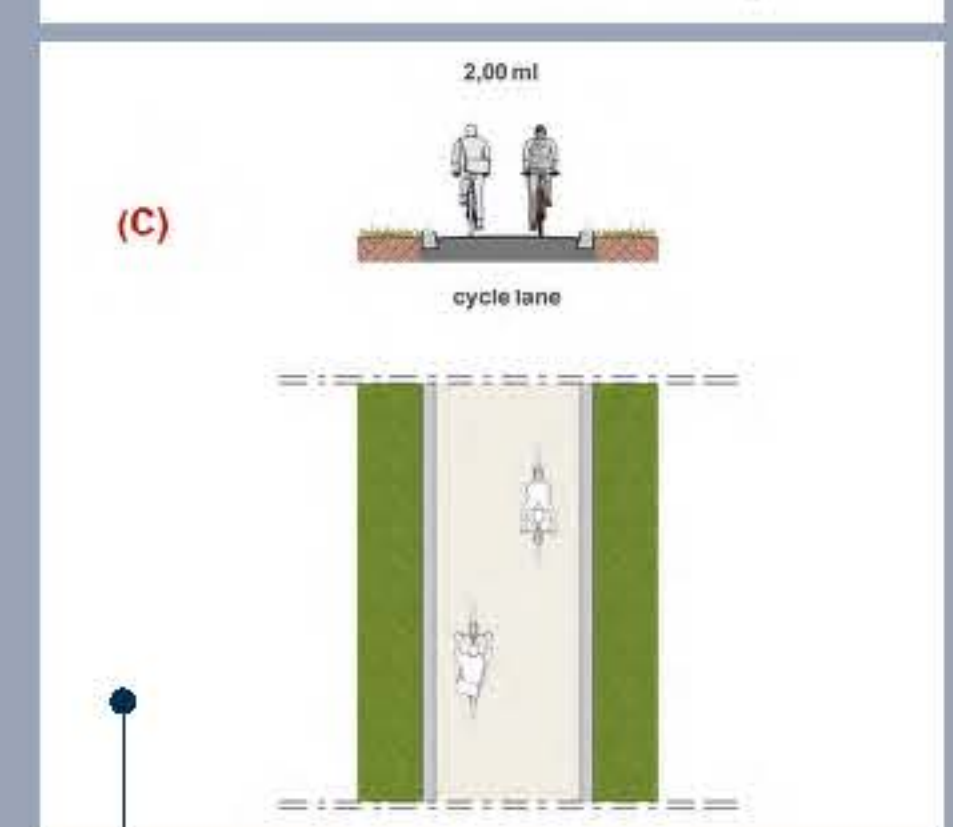
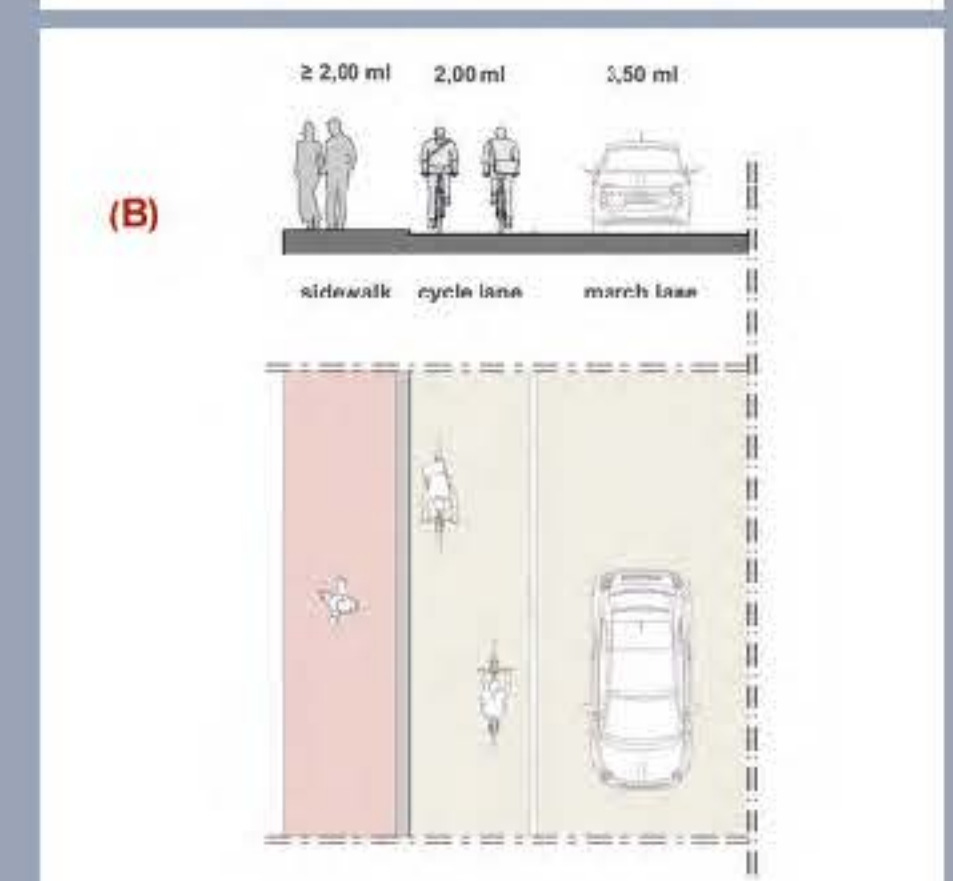
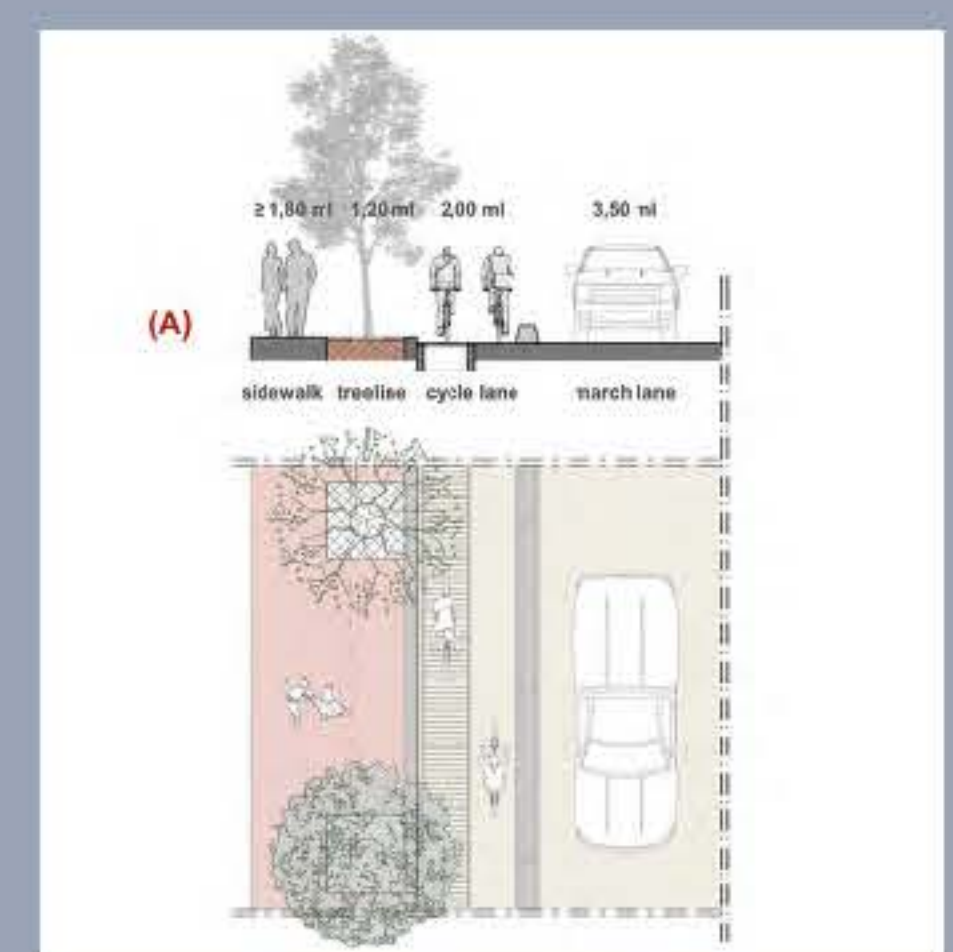
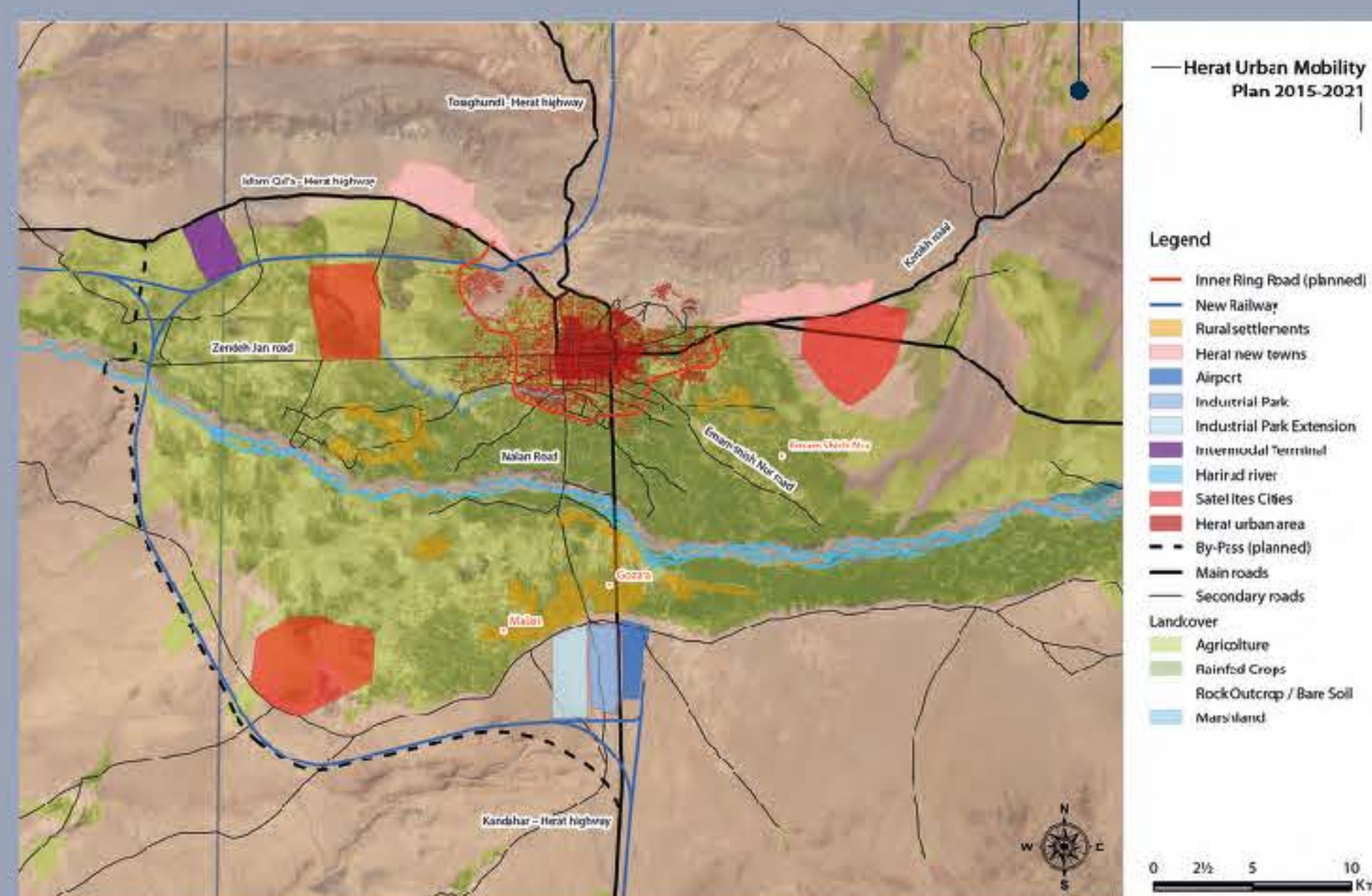
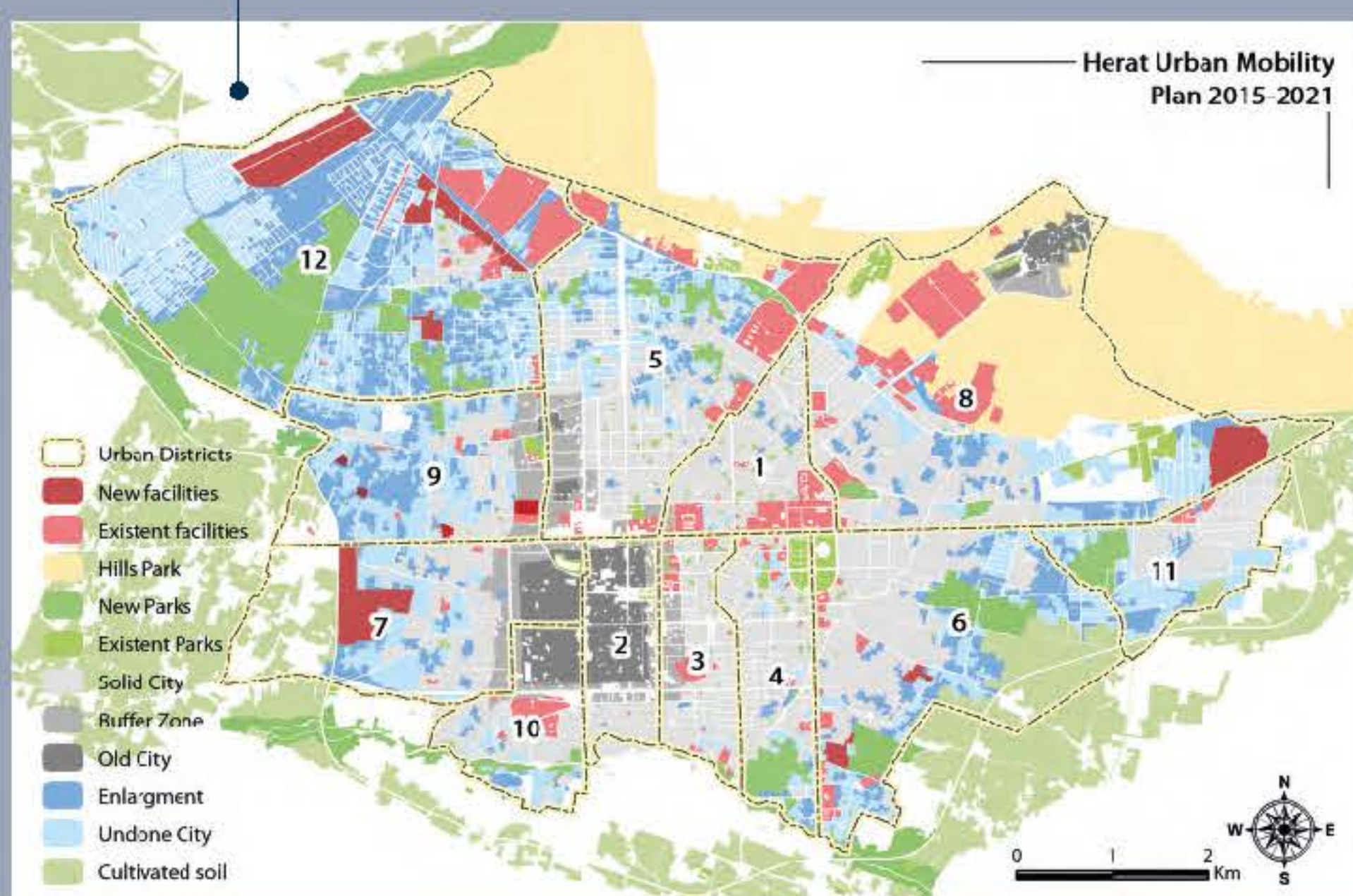
# PROJECT 2 Herat Sustainable Urban Mobility Plan

## Plan

The Herat Sustainable Urban Mobility Plan subscribes to the values of economic, environmental and social sustainability as set out in the Strategic Masterplan of Herat and it is recognized by the stakeholders participating in the planning process as: *“providing a transport system and a culture of mobility that support Herat’s sustainable economic growth as the city aspires to a leading role on the national and international scene, safeguarding environmental and cultural resources, protecting the environment and strengthening social cohesion, thus contributing, above all, to a better quality of urban life.”* The resources to be developed in accordance with this vision are both tangible (the transport system, including infrastructures and services to be optimized in a sustainable way) as well as intangible (a culture of mobility based on awareness of more sustainable behaviour).

The adaptation of urban road infrastructure presents itself as a prerequisite for the establishment of a model of sustainable mobility

Herat’s historical role as the main trade hub for Central Asia has to be fostered through the realization of important infrastructures around the city, that will better connect Herat to the surrounding world



The plan envisages the general reorganization of public transport in Herat based on a principal network consisting of a Rapid Transit system on roads with the greatest demand, and a feeding network consisting of bus lines spread out over the urban area, with ancillary services provided by light vehicles such as taxis and rickshaws

Incentivizing pedestrian mobility and making it safer are the key points of the Herat Sustainable Urban Mobility Plan, and are in line with the strategic objectives aimed at increasing the sustainability and inclusivity of the system

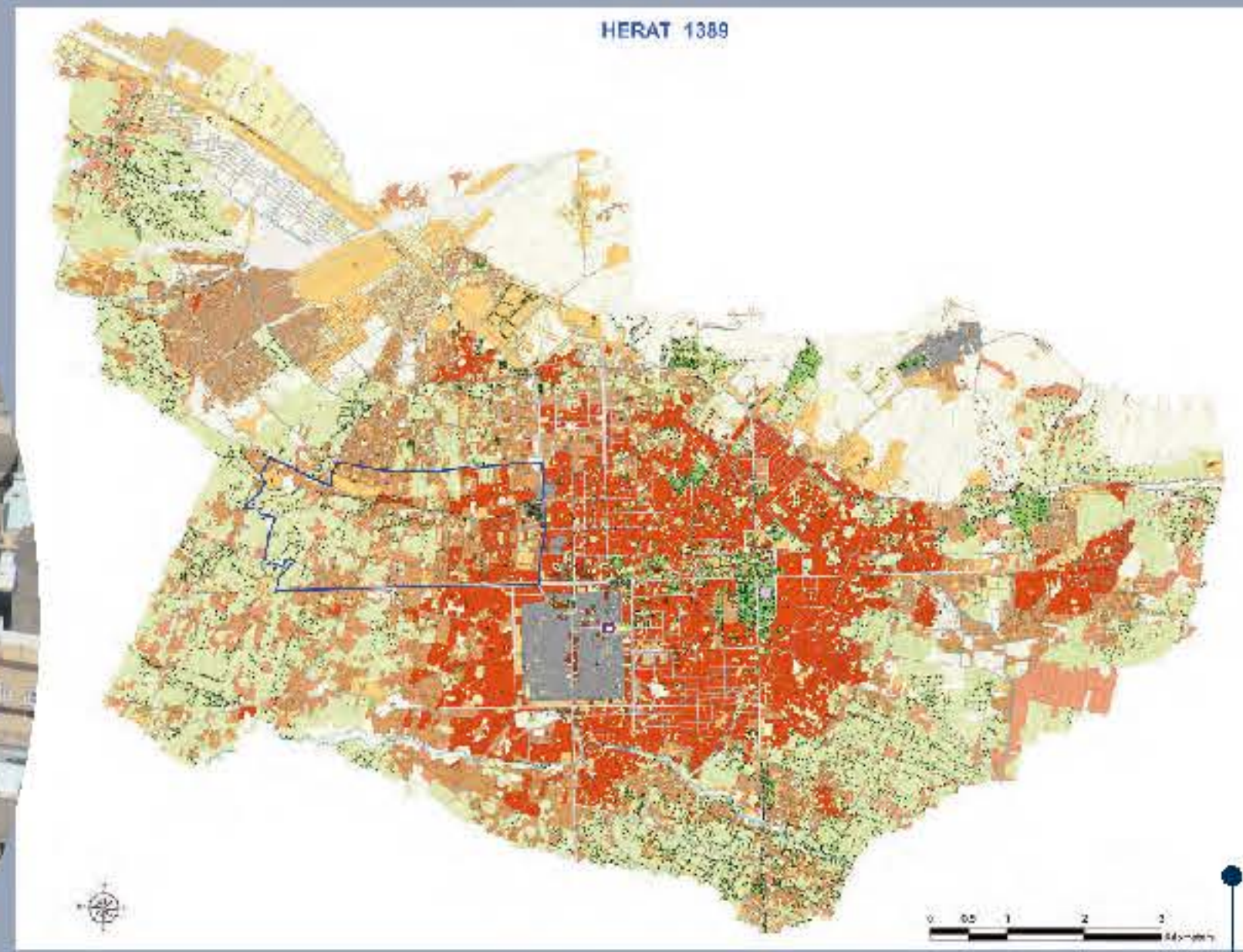
The aim of the Plan is to increase bicycle mobility. To achieve this aim, action needs to be taken as regards infrastructures, laws and promotion, so as to make cycling more advantageous in terms of time and costs, more comfortable and safer than at present and, finally, more appealing from the point of view of image and associated cultural values

# 3 PROJECT Herat District 9 Development Plan

Within the city of Herat and its 12 districts, District 9 has unique features. Located in the northwest of the Old City, it hosts some of the most significant monumental remains belonging to the Timurid era, and more specifically the Mousallah, an ancient complex of mosques and medresse. Being subjected to successive unregulated processes of urbanization, the district shows a complete lack of infrastructures and services and urban conditions at the limits of sustainability. The Development Plan proposes a vision for the requalification of the district and detailed actions for the management of its future development. It represents, together with the Herat Sustainable Urban Mobility Plan, the first implementation of the Herat Strategic Masterplan.



Aerial view of District 9



District 9 Location



Photoanalysis of Bagh-e Zaghan Road

Analysis of street fronts

## Analysis

For the preparation of the Development Plan several researches have been conducted, especially on the following topics: urban morphology and expansion, street fronts, vacant areas, road system, collective facilities and retail.

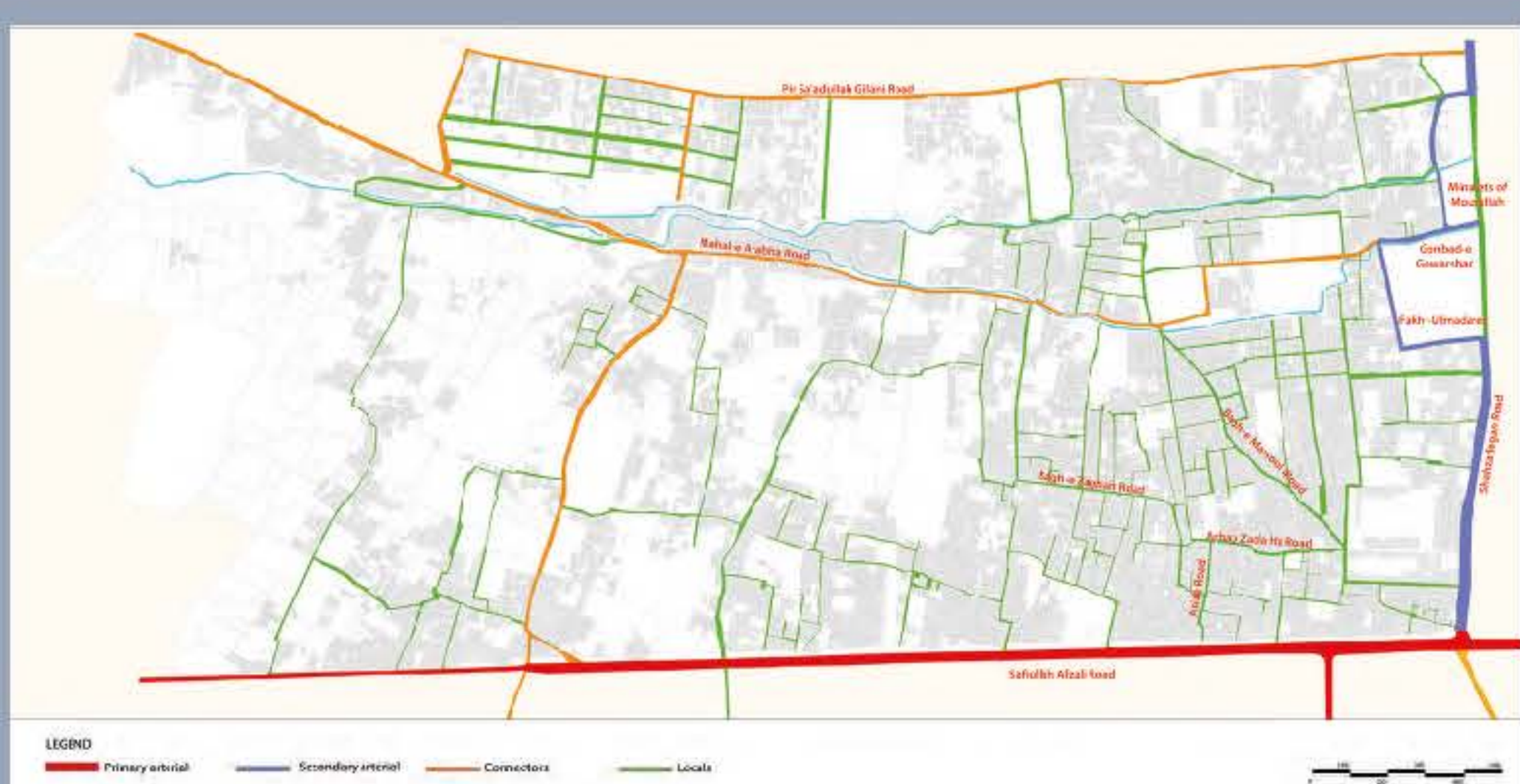
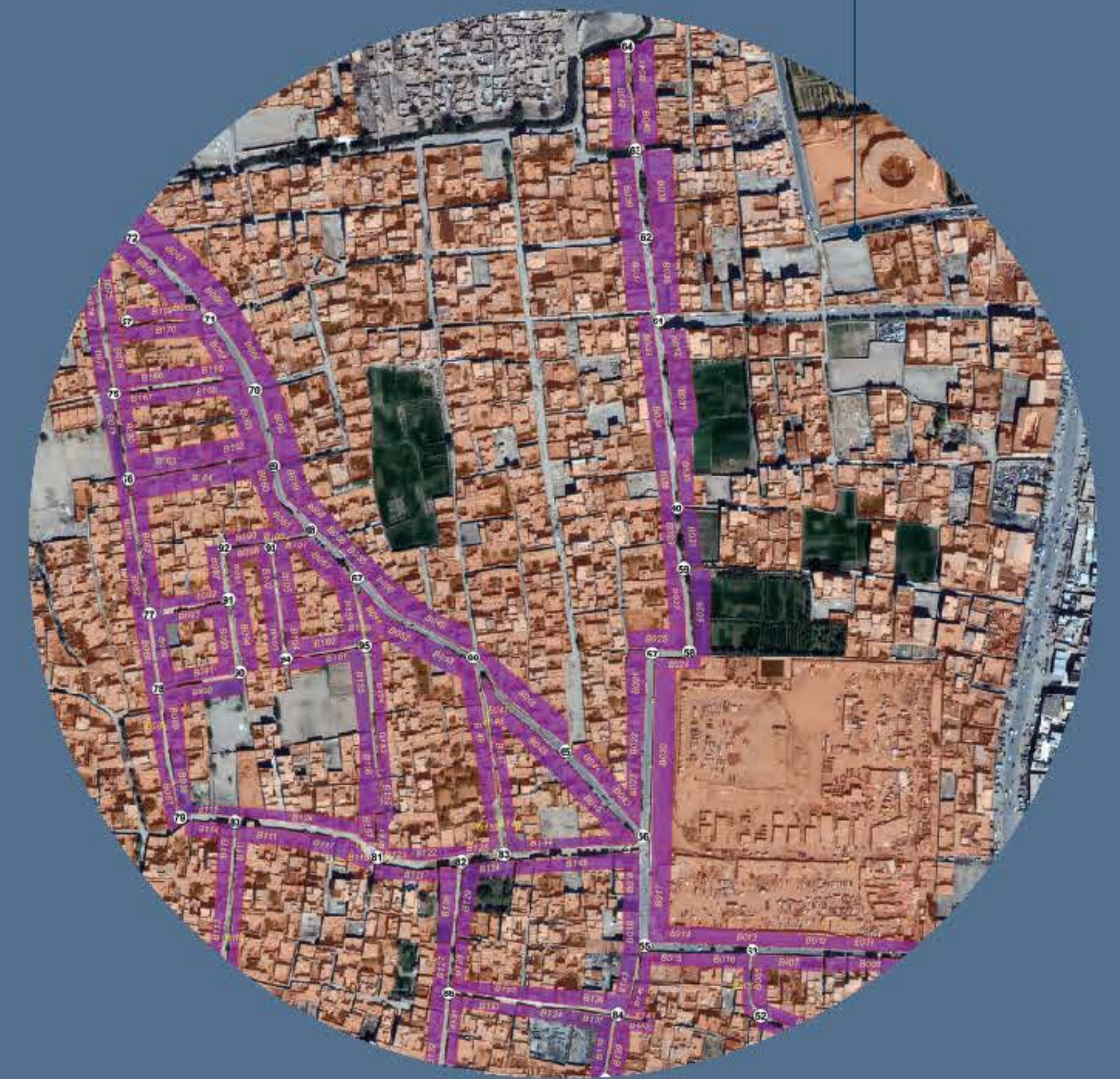
**PROJECT DURATION**  
two years (2013-2015)

## PARTNERS

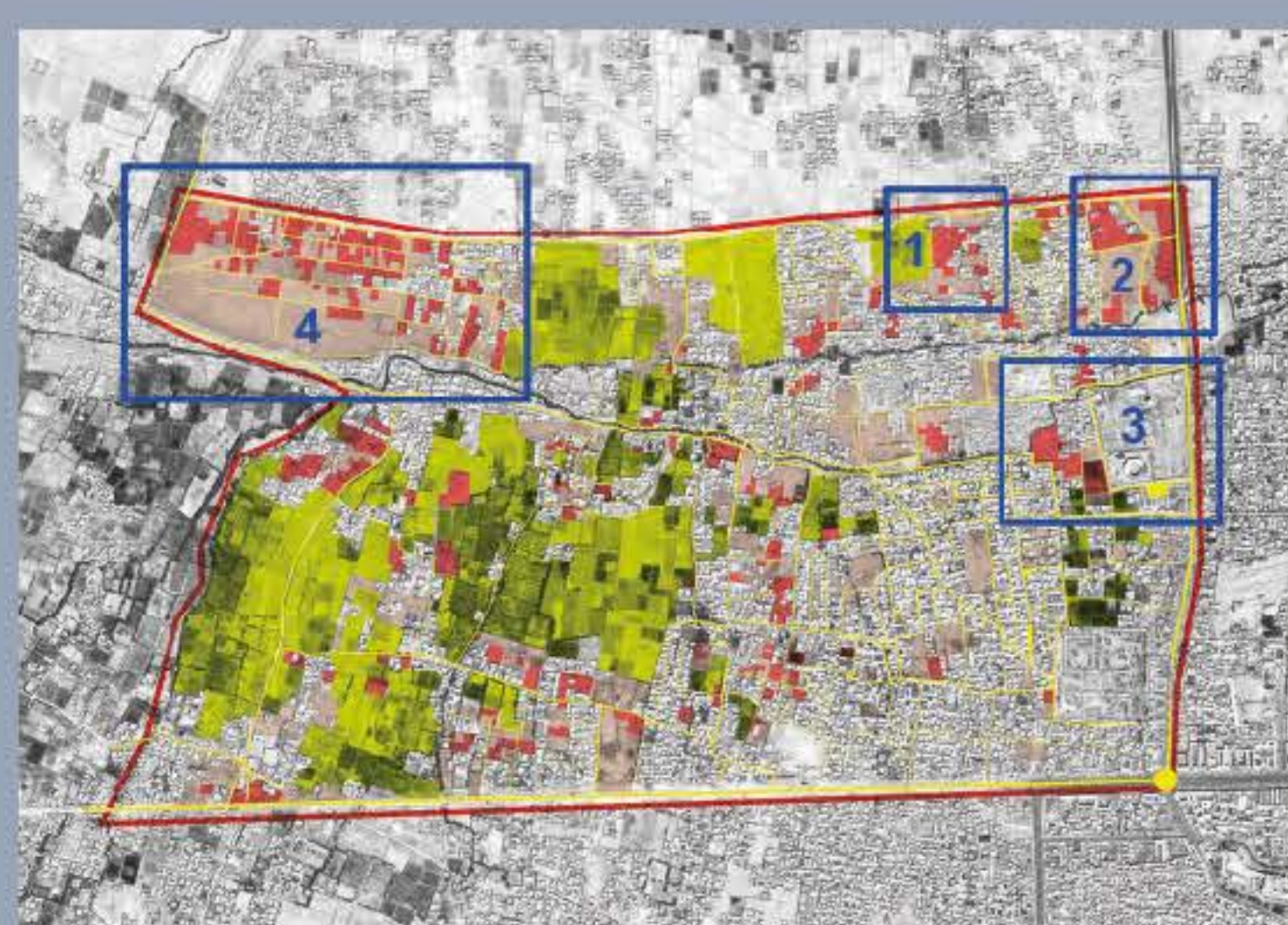
**MUDH**  
Ministry of Urban Development and Housing,  
Herat Municipality

## FUNDER

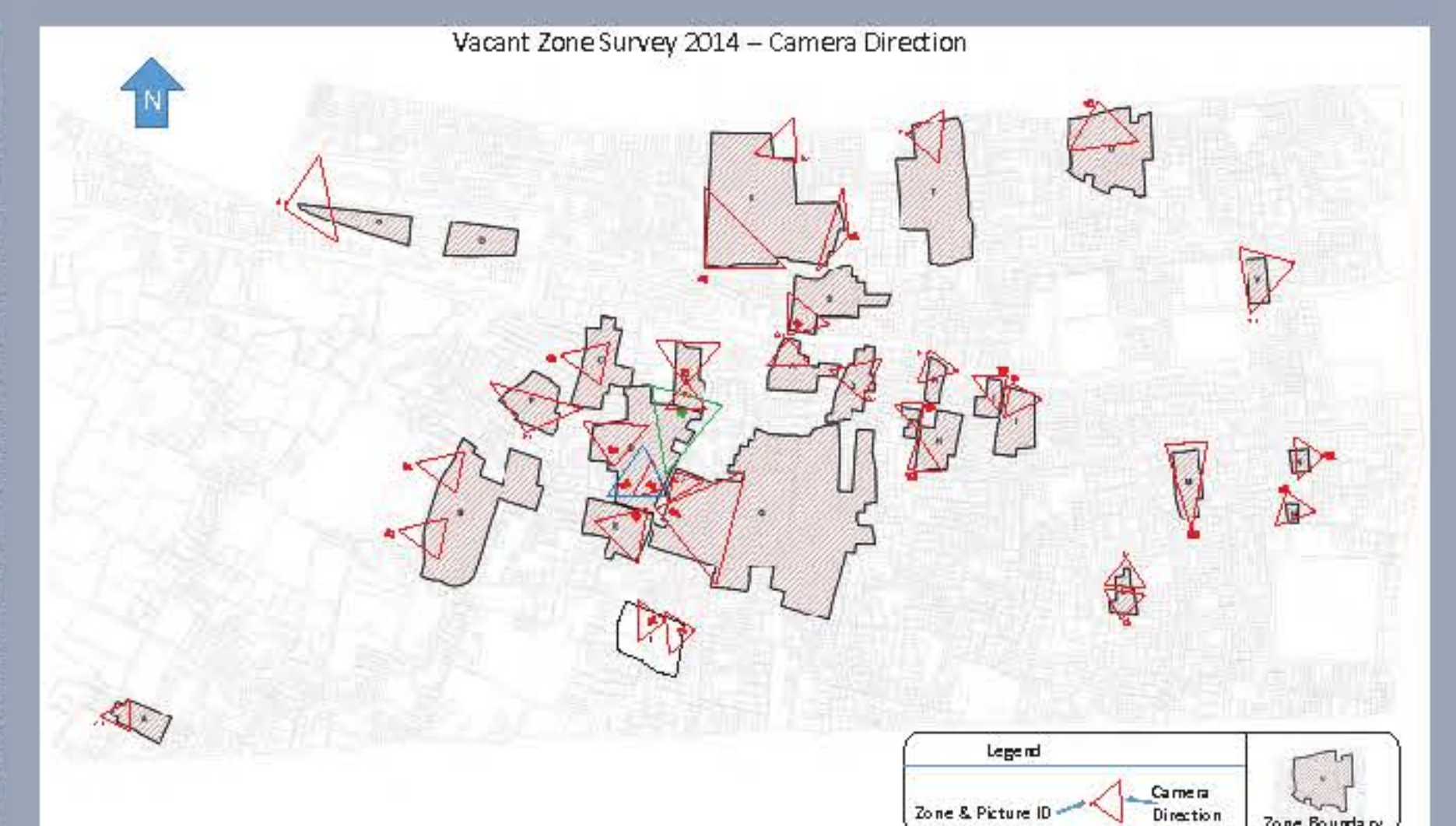
Italian Directorate for Development Cooperation (DGCS) of the Italian Ministry of Foreign Affairs



Existing road network



Urban development 2011 | 2014

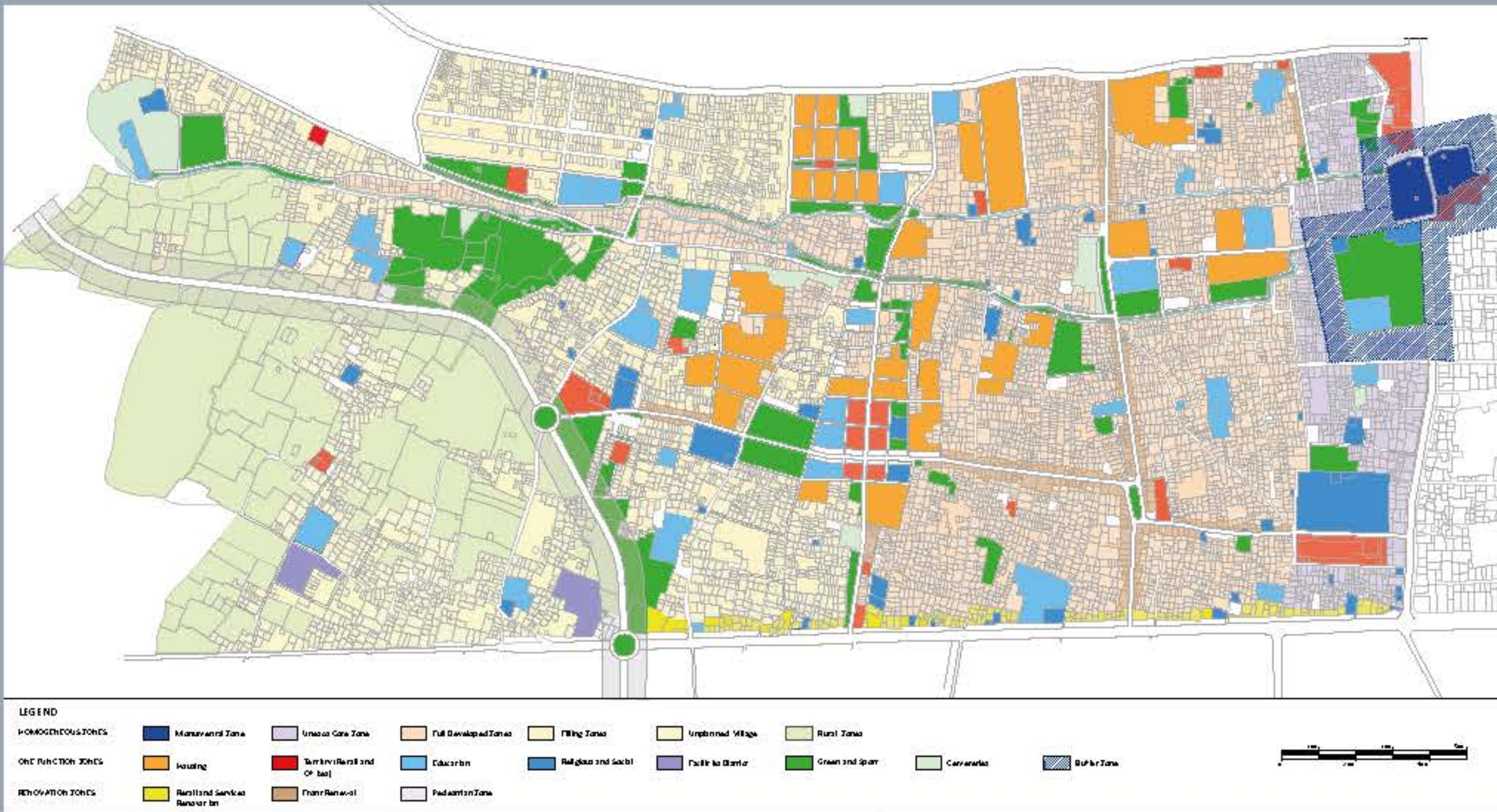


Vacant areas

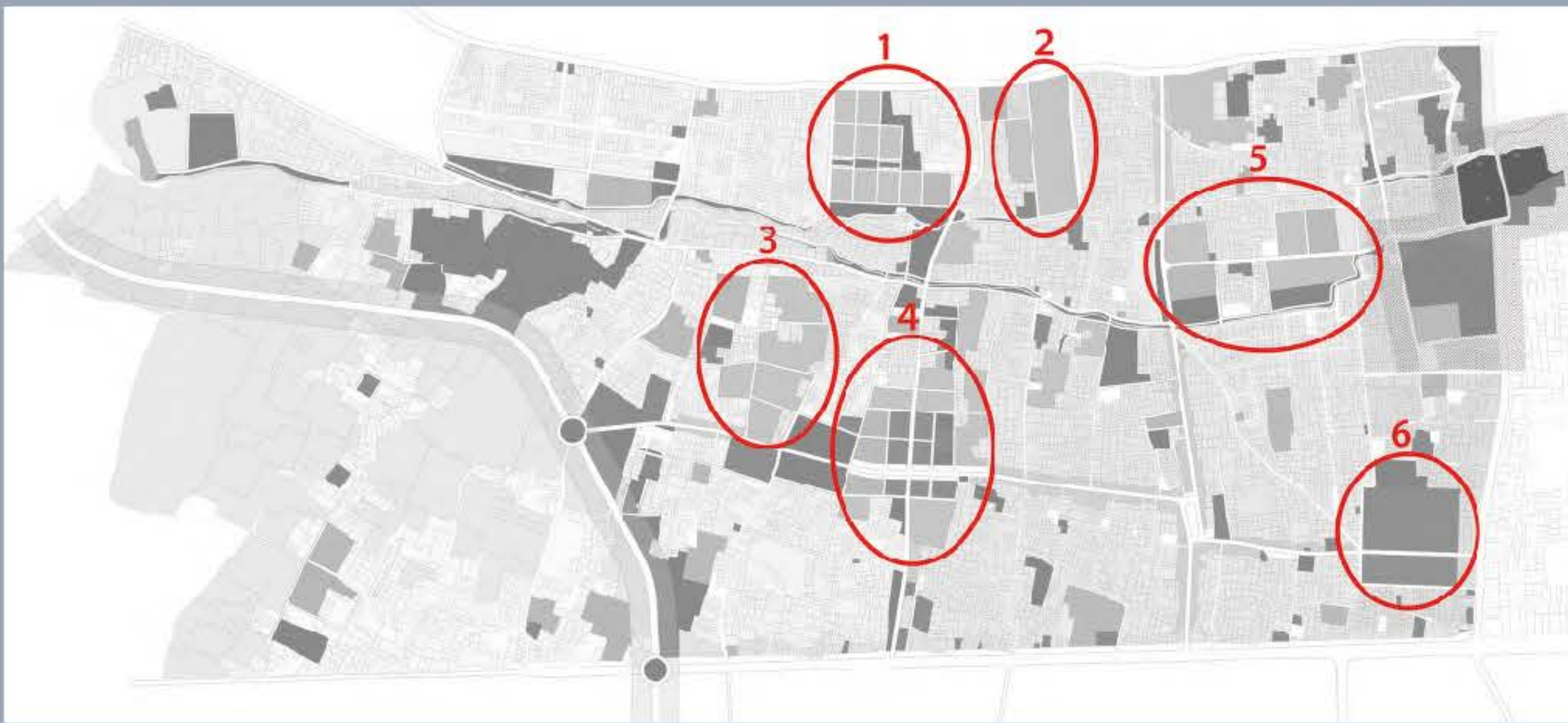
# 3 PROJECT Herat District 9 Development Plan

## Plan

District 9 Development Plan stands as a regulatory plan for the sustainable development of the district and it includes a full set of rules and directories for its concrete implementation. It also foresees 6 specific development projects for 6 strategic zones for the requalification of the district.



District 9 Development Plan map



The 6 specific development projects



Development project map for the district core zone



Kandak Kashf development project



Development project for the low rise housing area

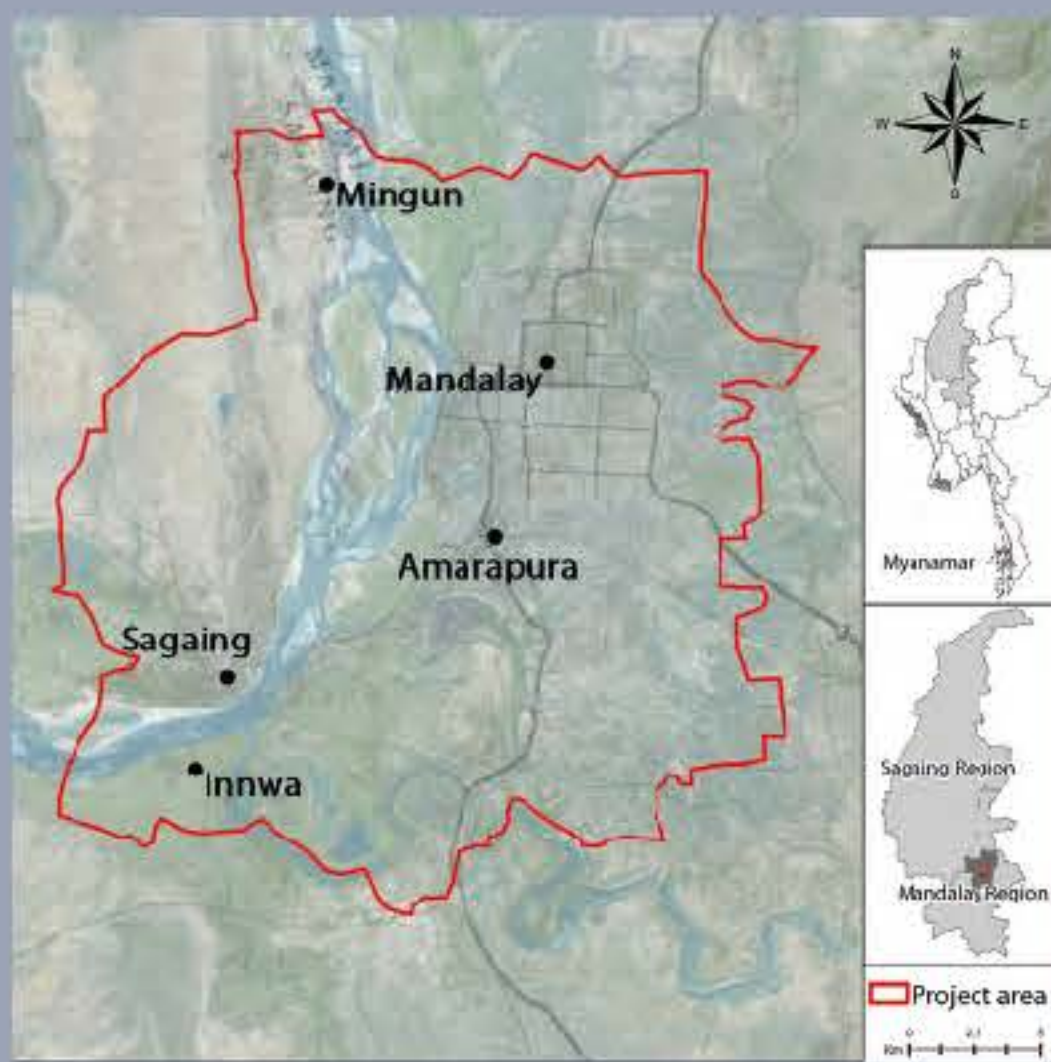


Development project for the area of the former Wool Factory

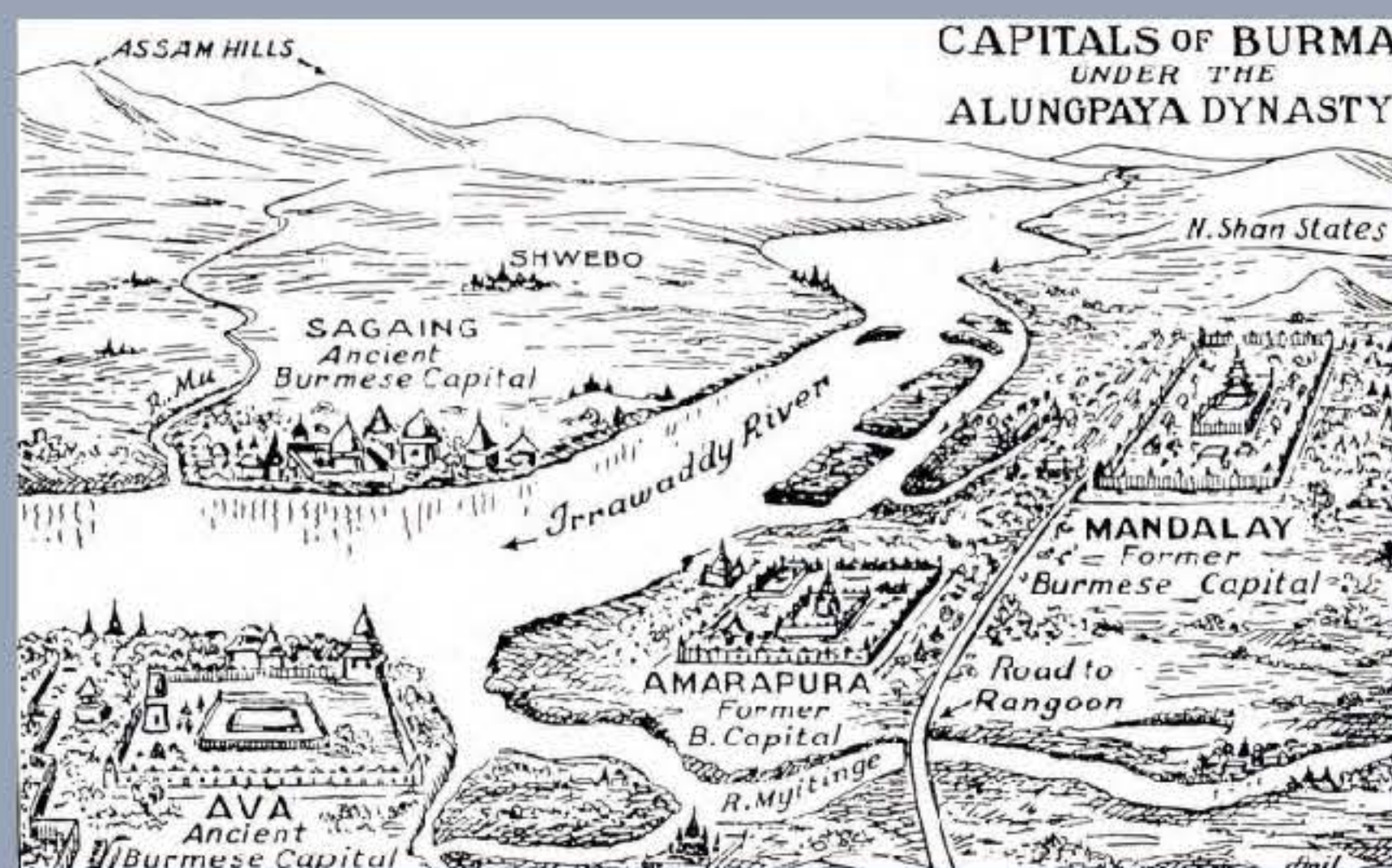
# 4 PROJECT

## Sustainable Destination Plan for the Ancient Cities of Upper Myanmar - ACUM (Mandalay, Inwa, Amarapura, Sagaing, Mingun) 2016 | 2021

Myanmar is destined to rapidly become a very attractive tourist destination, in view of the extraordinary natural, historical, and artistic heritage it can offer to international tourists. In order to protect and valorize this heritage, the Sustainable Development Plan aims at promoting tourism in the district of the Ancient Cities of Upper Myanmar (ACUM) in the framework of a more general strategy aimed at favoring a sustainable, equitable and responsible development.



The ACUM district



The ACUM area in an old print



Satellite view of the Royal City in the centre of Mandalay

### Analysis

The analysis involves several dimensions such as the description of the regulatory and planning framework, the identification of the local key actors and stakeholders, the analysis of the tourism system from the point of view of supply and demand, the diagnosis of land use, of socio-economic dynamics and of the cultural heritage in terms of its tangible and intangible components. Special attention is devoted to cultural practices seen as particularly significant for the local culture, such as food culture, local crafts, cultural festivities and beliefs

### PROJECT DURATION

two years (2015-2016)

### FUNDER

Italian Directorate for Development Cooperation (DGCS) of the Italian Ministry of Foreign Affairs

### PARTNERS

#### MOHT

Ministry of Hotels and Tourism of Myanmar

#### MONPED

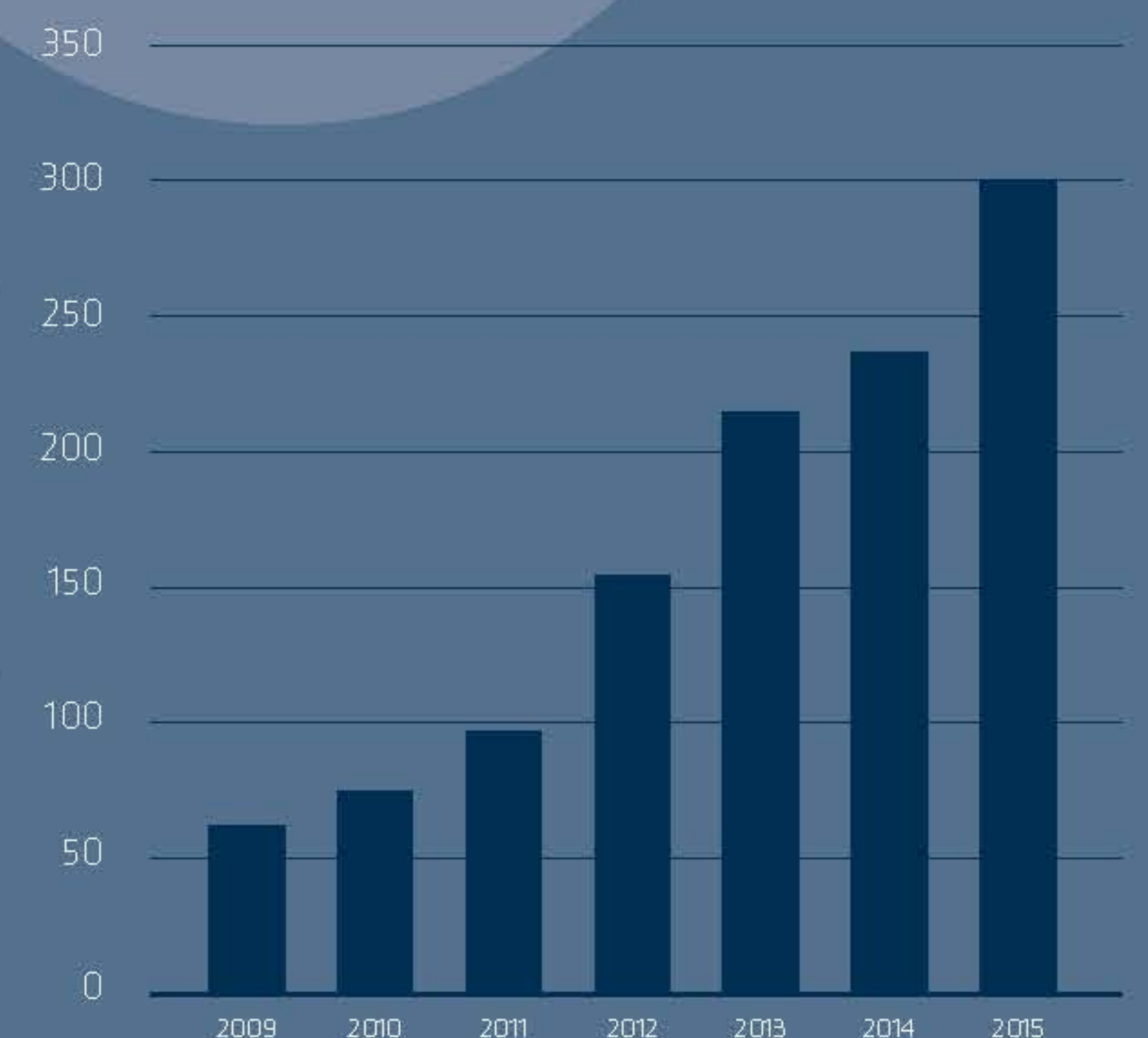
Ministry of National Planning and Economic Development

#### MOCDANM

Ministry of Culture, Department of Archaeology and National Museum

#### University of Mandalay

International tourists in Mandalay. The analysis of tourists' arrivals shows the consolidation of the ACUM district as a worldwide tourist destination



The The Kyauk-taw-gyi Pagoda, distinguished by a monumental Buddha in white marble (end of 19th century), holds a four-day festival before the full moon day of September/October



U Bein Bridge



The archaeological site of Inwa is a clear demonstration of the importance of the ACUM district from the point of view of tangible cultural heritage



The fabrication of bamboo baskets, chairs and other objects is one of the most representative artisanal activities in the ACUM district

The ACUM district is regarded as the heart of Burmese craft industry. Traditional craft goods are mostly made in small workshops often established in the context of rural villages





# 4 PROJECT

## Sustainable Destination Plan for the Ancient Cities of Upper Myanmar - ACUM (Mandalay, Inwa, Amarapura, Sagaing, Mingun) 2016 | 2021

### Plan

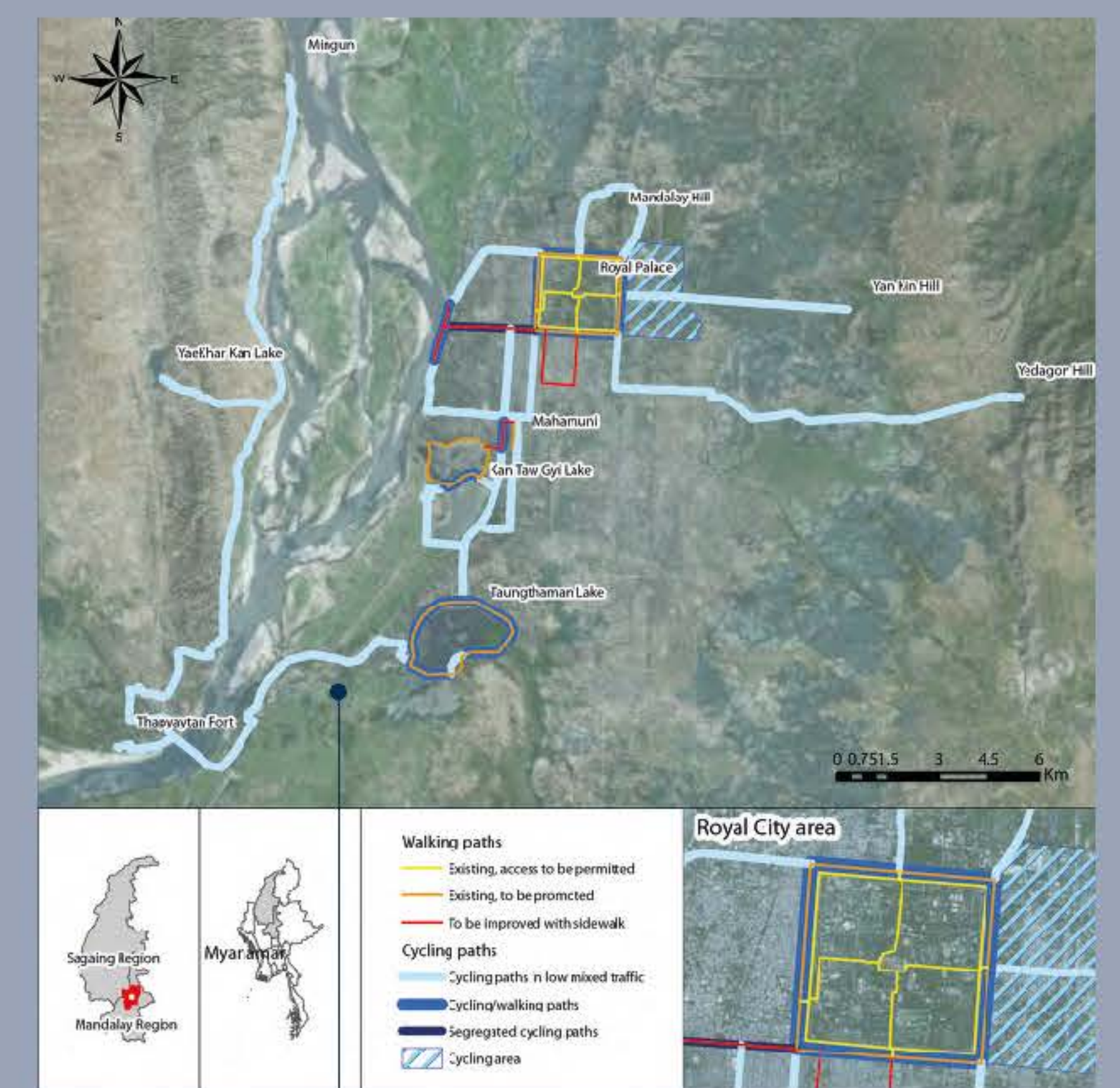
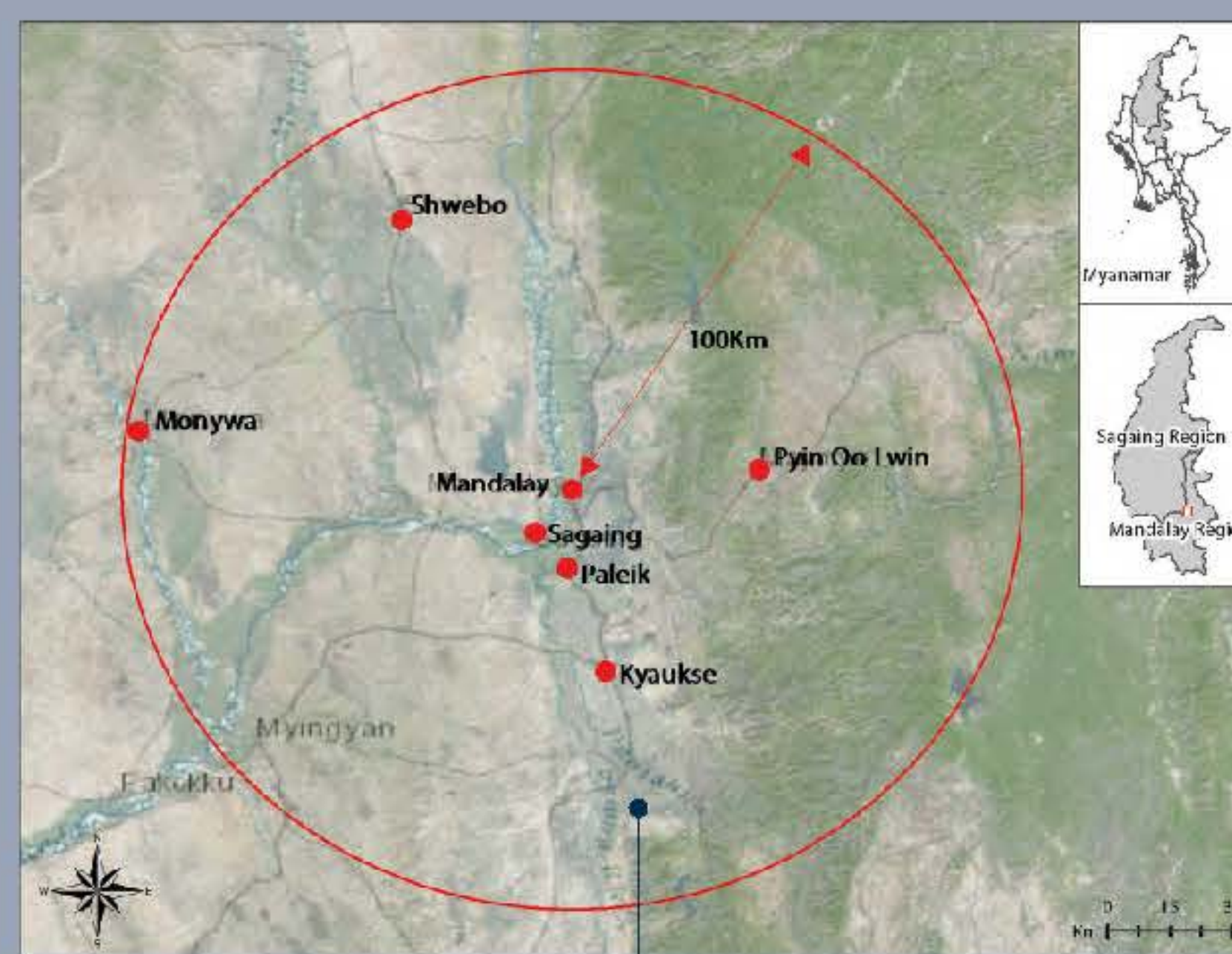
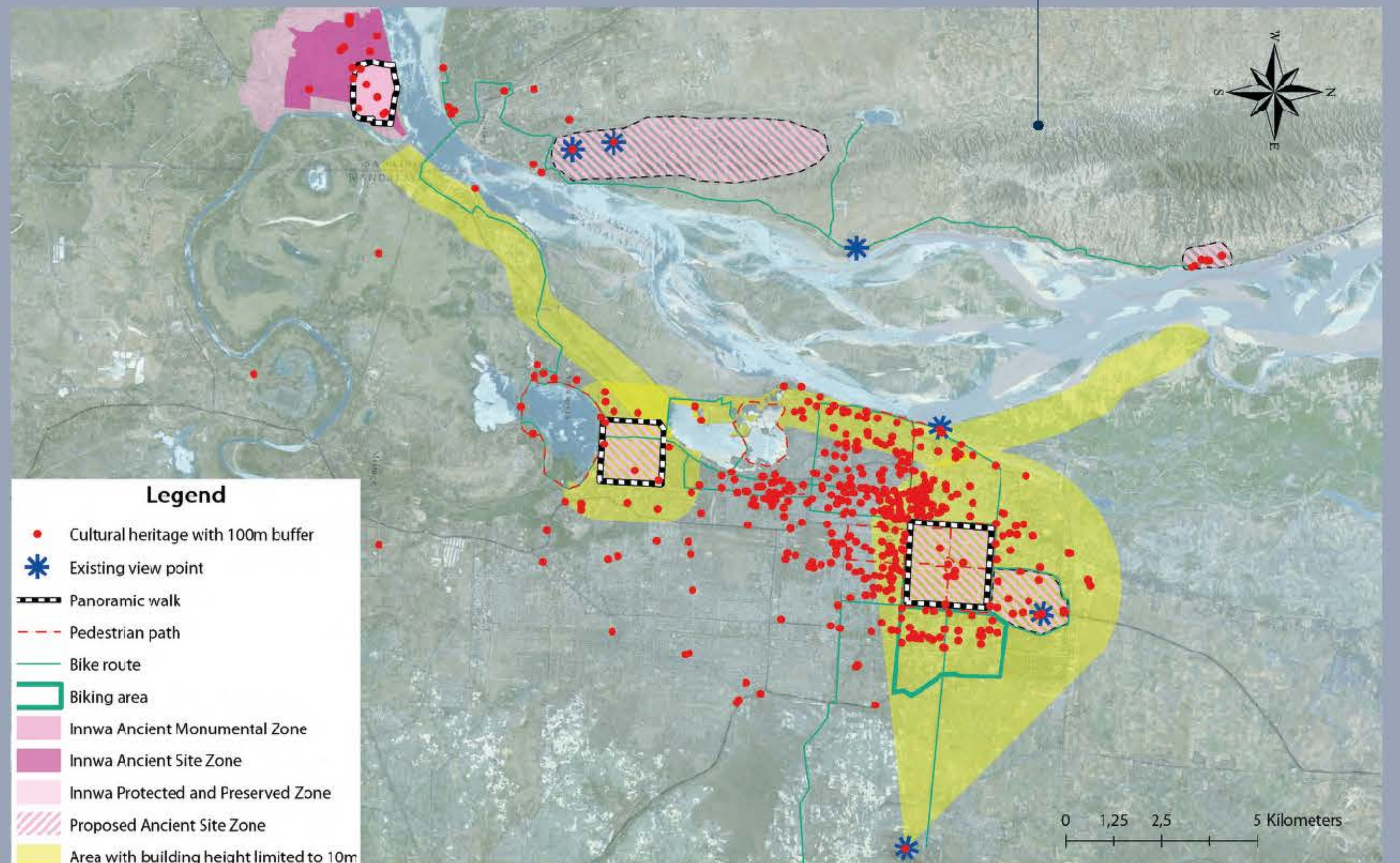
The Plan sets guidelines for future tourist development aimed at preventing mass tourism from destroying environmental resources and from levelling out local specificities.

The SDP aims at:

- Promoting the sustainability of the tourist sector
- Promoting the distribution of revenues for the local population
- Preventing the deterioration of cultural tangible and intangible heritage

### Strategies of the plan

- ➔ Identifying sensitive area
- ➔ Bringing accommodation facility into line with the evolution in the tourist demand
- ➔ Product development
- ➔ Conservation and valorization of the tangible cultural heritage
- ➔ Valorizing the intangible cultural heritage
- ➔ Increasing the benefits of tourism for the local economy
- ➔ Improving the efficiency of networks and services
- ➔ Promoting an effective system of governance and management of sustainable tourism
- ➔ Promoting the ACUM area as a destination for sustainable tourism



Within a radius of 100 km around Mandalay, the region is rich of places of great interests in terms of culture and nature and could be promoted as an integrated hub for visiting the area of the Bamar culture

The development of pedestrian paths and cycling routes in the ACUM district will improve tourists' experience and the enjoyment of local attractions



The Royal Palace of Mandalay

The National Kandawgyi Garden in the colonial town of Pyin Oo Lwin



# PROJECT 5 Bamiyan Strategic Masterplan

Located 2,520 meters above sea level on the route of the ancient silk road, the city of Bamiyan plays a highly symbolic role in the whole history and culture of Central Asia. The 55 and 38-meter-high Buddha statues carved into the cliff above the city represented the apotheosis of Gandharan and Buddhist art in Central and South Asia. Long after the decline of Buddhism, the statues became an iconic and integral part of a wider cultural landscape of the Bamiyan Valley.

After the Taliban destroyed the statues in 2001, Bamiyan was nominated in the UNESCO World Heritage List.

Today Bamiyan, with about 50,000 inhabitants, is one of the fastest growing cities in Afghanistan.

The Strategic Masterplan LaGeS is preparing in cooperation with MUDH aims at managing the demographic and urban growth towards a sustainable development

## PROJECT DURATION

two years (2017-2019)

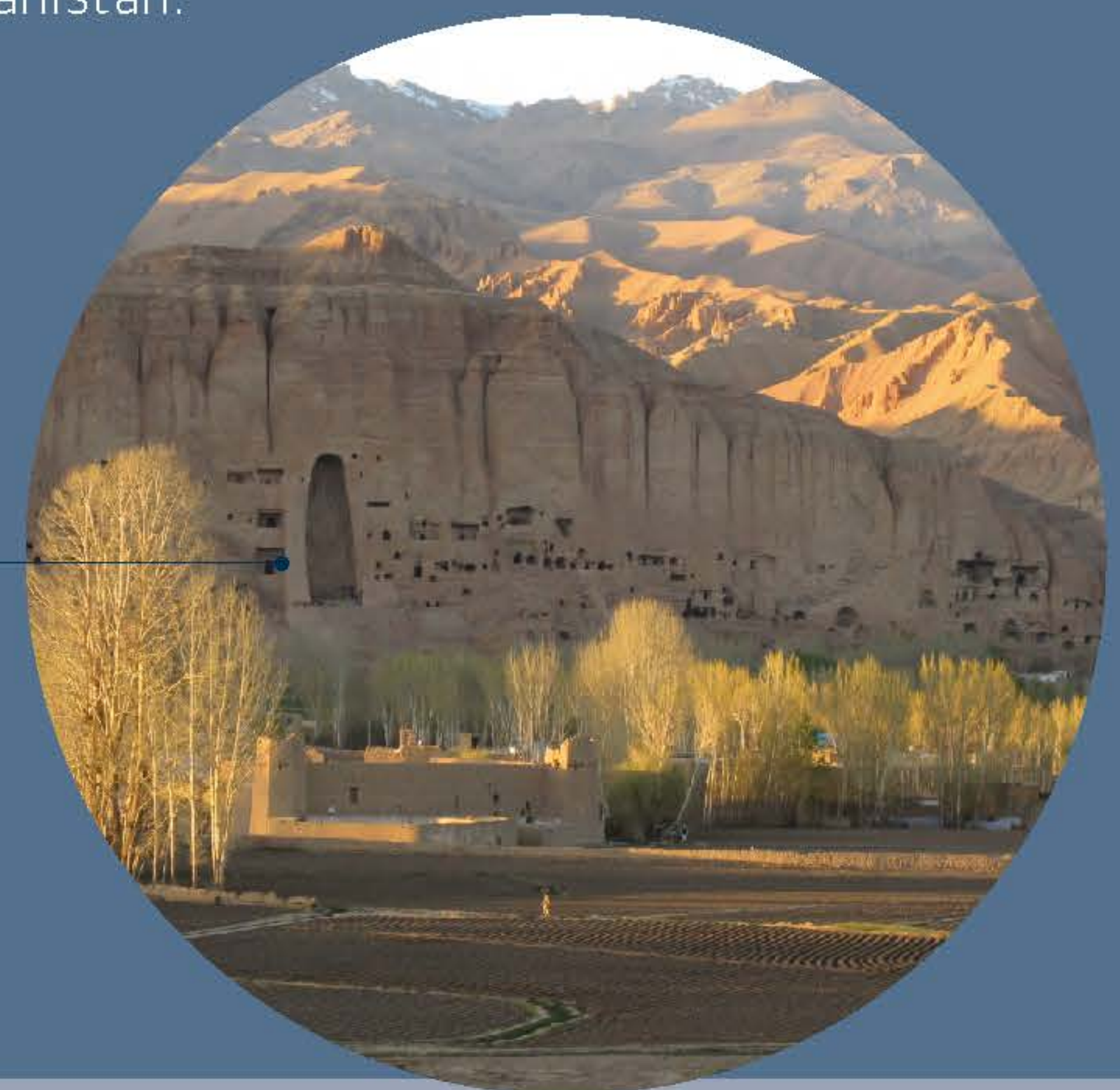
## PARTNERS

### MUDH

Ministry of Urban  
Development and Housing,  
Bamiyan Municipality,  
Bamiyan Governorate,  
Bamiyan University

## FUNDER

Agenzia Italiana per la  
Cooperazione allo Sviluppo  
(AICS)



View of the cliff with the  
Buddha niches

## Analysis

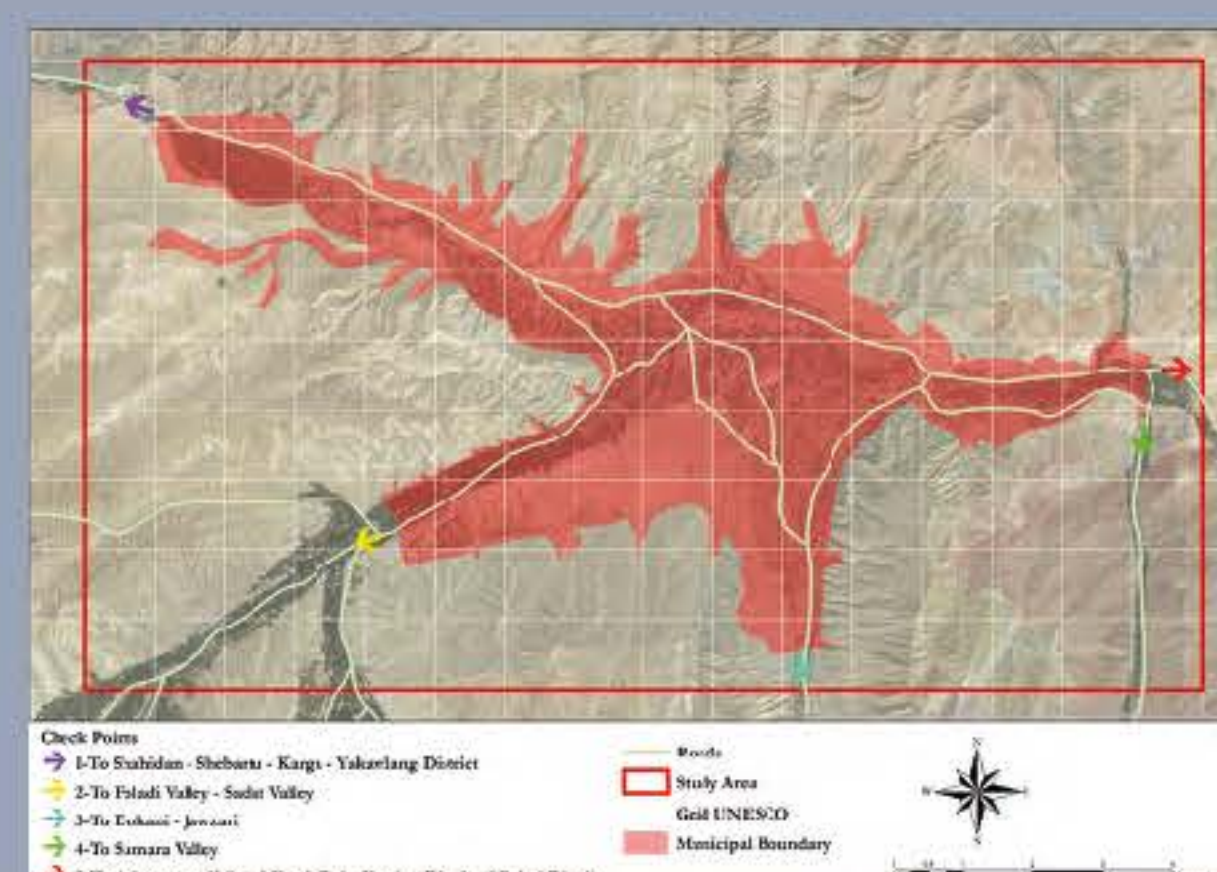
To prepare the Strategic Masterplan of Bamiyan, an articulated set of surveys and researches have been undertaken, such as vectorialization and interpretation of satellite photo (updated May 2017), household survey on socio-economic and housing condition, survey on urban utilities and facilities, analysis of tangible and intangible cultural heritage, analysis of agricultural estates and of rural landscape. All researches are on-going.



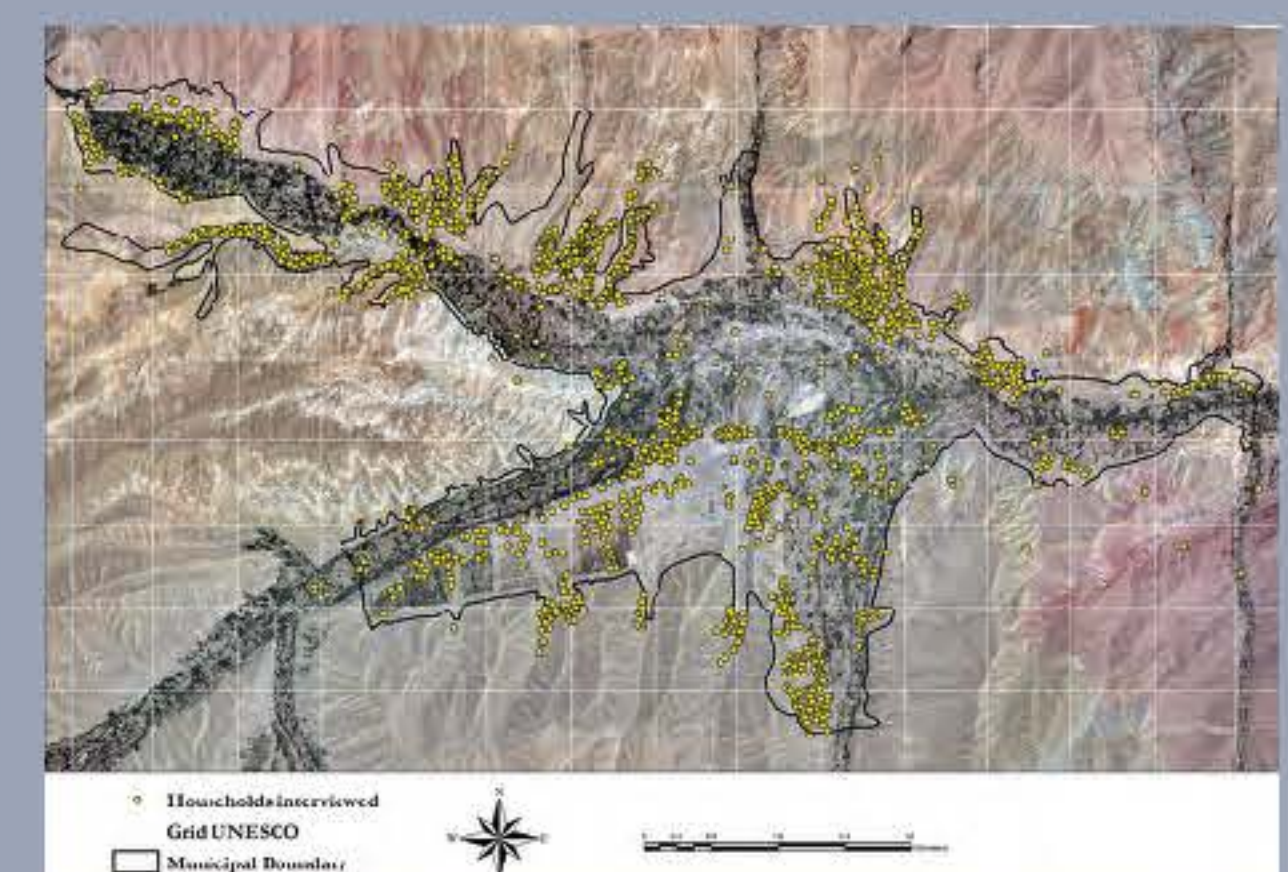
Vectorialization and interpretation of  
satellite photo (updated May 2017)



Map of agricultural estates in the UNESCO  
buffer zone around the cliff and Buddha niches



Survey of regional traffic flows



Household survey: 2,000 Households have  
been interviewed (12,500 individuals)

## Plan

On the basis of the above described analytical research, at the recent UNESCO meeting in Tokyo (26/09 - 03/10 2017) the Strategic Masterplan being developed by Florence University has been formally recognized as the tool in charge to manage the sustainable development of the Bamiyan Valley.



Qualitative  
analysis of  
Bamiyan Living  
Culture