



Centre
for Integrated
Urban Development
(CIUD)

.....fostering liveable cities

Organizational Strategy

2023-2028



Centre for Integrated Urban Development (CIUD)

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SCAN ME

MESSAGE FROM THE CHAIRMAN:

Over the last few decades, Nepal's socio-political change has transformed the country from an agriculturally-dependent rural nation to one with increasing urban areas. It is also supported by the proclamation of Nepal's new constitution at a vital juncture in the aftermath of the devastating earthquake in 2015, which is set to move towards a federal system of administration with three levels of government, namely federal, provincial, and local. Out of 753 Local Authorities, 293 are urban municipalities consisting of 6 metropolitans and 11 sub-metropolitan cities, and this will continue to grow in the coming days; however, our concerns are the issues of simply declaring municipalities without significant address in maintaining urban facilities, local capacity enhancements, and their economic actions, which is the most important.

According to the most recent census in 2021, urban clusters account for 66.17 percent of the population, while rural clusters account for 33.83%. Nepal aspires to depart from Least Developed Country (LDC) classification by 2026 and become a Middle Income Country by 2030. The basic and essential characteristics of living and population growth in urban clusters necessitate additional economic assistance, management techniques, and the development of sustainable production patterns.

After two (2) decades of extensive efforts in urban planning, public open space management, urban water sanitation and hygiene (WASH) including rainwater harvesting (RWH), groundwater recharge (GWR), and solid waste management (SWM), the [Centre for Integrated Urban Development \(CIUD\)](#) has developed this organizational strategy document (2023-2028), a five-year plan to address the current inherent urban issues to foster livable cities in Nepal. In accordance with the country's National Urban Development Strategy, CIUD has concentrated its operations on two major dimensions: (1) Good Governance and (2) Sustainable Program Interventions. It has increased its capacity (knowledge, expertise, and learning) through inclusive participatory processes and includes a diverse spectrum of national and international development partners in the activity.

CIUD has a culture of undertaking stakeholder mapping, visibility, and quality control while executing activities on the ground to maximize local engagement. Following that is Research and Development (R&D), which has its own working agenda and is carried out in partnership with various universities and research institutes. Gender equality and social inclusion (GESI) shall be included into all organizational operations. It also concentrated on organizational structure, including its organogram, financial strategy, including resource mapping and mobilization.

We anticipate that CIUD, with our executive board and devoted staff team, will put this strategic document into action and work to fulfill its set of aims, purpose, and vision, resulting in building even more livable cities in Nepal. And we believe in our partners and hope that they will assist us in achieving our goal.



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Er. Padma Sunder Joshi
Chairman



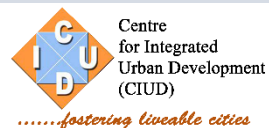
BACKGROUND:

The world is being reshaped by two megatrends: rapid urbanization and technological growth. In contrast to about 30% in 1950, more than half of the world's population now resides in cities. By 2050, two-thirds of the world's population is anticipated to live in cities. Due to the concentration of the majority of the world's economic, social, and cultural activities in urban regions, these forecasts have important consequences for sustainability.

Nepal, as one of the fastest-urbanizing countries in South Asia, has slowed economic growth in the last decade due to political instability, weak private sector development, and a transformation towards a remittance-dependent society. This exacerbated lack of basic amenities, including as housing, water, and sanitation facilities, as well as unfair land ownership and inadequate land management, has posed further barriers to the nation's shared prosperity and progress. Following the adoption of a federal constitution and the establishment of motion devolution to local governments in 2015, the call for transformative commitments of the new urban agenda with and increased urban centers (293 urban municipalities including 6 metropolises, 11 sub-metropolises) out of 753 local authorities and their elected executive bodies. This put strain on natural and cultural resources and assets, thus they maintained WASH, SWM, waste water/fecal sludge management, and integrated urban open space management on their development agendas.

The country will be promoted from least developed country (LDC) to developing country (DC), however it has yet to reach the standards for Gross National Income (GNI) and Economic and Environmental Vulnerability Index (EVI). As a result, in order to address the GNP shortfalls, the country must focus on developing adequate skilled human resources, establishing medium and small micro-enterprises (MSME) utilize resources available in the country, and creating a conducive environment for managing sustainable urban challenges and strengthening low carbon resilient connectivity. This is critical for increasing spatial inclusion and supporting a profitable urban economy that gives opportunity to create safe, green, healthy, and resilient spaces for all people. As an active member of the global SDG initiative, GON has planned to collaborate with development partners, civil society organizations, and local, national, and international non-governmental organizations that have potential resource collaborations and similar objectives that align with the nation's development goals.

CIUD's activities have been focused on supporting the concerned authority's targets on urbanization, climate change issues, environment and sanitation, shelter, heritage conservation and land issues by targeting stakeholders, policymakers, civil societies, and empowering urban poor for a better urban future in the country.



CENTRE FOR INTEGRATED URBAN DEVELOPMENT (CIUD), is a Non-Government Organization (NGO) dedicated to people- centered urban development, where it utilizes the synergy of competent pool of human resources (HR) comprising urban planners, social scientists, engineers Information Technology (IT), governance experts and community workers. It gives primary focus to urban poor, and strives for community-based sustainable solutions to foster livable cities.

CIUD, has therefore been brought into existence in the year 2002 AD to set the stage for an organization capable in mobilizing resources, conducting study and research on various urban issues and aspects. It has been working vigorously for sustainable urban solutions to support and complement government's effort as well as its own initiative to tackle urban challenges. To accomplish the aims set, CIUD has been working in proximity with the local authorities by complementing each other and working as partner organizations where necessary and at the heart of its policy through community participation.

VISION:

We envisage CIUD as a champion of sustainable urban development, a center of excellence in cultivating livable communities that are genuine, prosperous, secure, and just.

MISSION:

CIUD's aim is to help Nepal become culturally vibrant, economically productive, proactively engaged, socially just, and ecologically sustainable urban centers.

GOALS:

Promote people-centered urban development by leveraging the pool of human resources that includes urban planners and social scientists, engineers and community workers, IT and governance experts, and so on, with a primary focus on the urban poor, and strive for community-based sustainable solutions to foster livable cities.



OBJECTIVES:

As a non-profit organization, CIUD will undertake research and implement multilateral and integrated urban development initiatives. The projects are managed in accordance with the norms, regulations, and guidelines of the Government of Nepal, and in collaboration with the appropriate authorities. The following activities will be carried out to achieve this key goal.

1. Establish an Urban Resource Centre for aiding in urban development.
2. Support research, study, and assessment efforts relating to urban growth and its sustainable solutions.
3. Conduct actions that promote public engagement, private-public sector collaboration, democracy, and good governance in support of disadvantaged communities, women, children, and indigenous groups.
4. Support for urban employment, informal sector, housing management, effective land management, and cultural and historical conservation efforts.
5. Conduct educational, public health, disaster risk management, and emergency response operations.
6. Collaborate and establish partnerships with local authorities, community groups, social organizations, and national and international institutions for integrated urban development.
7. Begin actions to preserve traditional and indigenous knowledge and skills, develop human resources, conduct training and seminars, and disseminate information.
8. Exchange ideas, experiences, and knowledge with like-minded groups, and build partnerships and collaboration.

CIUD'S APPROACH:

Guided by people-centered policy, CIUD takes a community-based approach and strives for collaboration with various stakeholders, including local and federal governments. Recognizing the complexity of urban areas, a multidisciplinary approach will be used to identify sustainable solutions. It strategizes in lobbying for higher-level policy reforms and capacity building at the local level through anchored advocacy in support of the forgotten majority urban population. In addition, CIUD adapts following key approaches

1. Capacity building
2. Technology Transfer
3. Policy Advocacy
4. Partnership and collaboration
5. People-centered development

THE FIVE-YEAR STRATEGIC PLAN (PROGRAMMATIC) 2024-2028

CIUD has pioneered in community-based planning and designing projects where the local communities and local actors are the circum-centers of the projects through their direct active participation for their ownerships and for the sustainability.

PRIORITIZED AREAS OF INTERVENTION:

1. Urban management
2. Sustainable WASH
3. Mapping
4. Disaster Risk Reduction/ Management
5. Solid Waste Management
6. Social Resiliency
7. Research and Development

URBAN MANAGEMENT:

Poor air and water quality, limited water supply, waste disposal issues, and excessive energy usage are compounded by rising population density and urban environment demands. CIUD considered its work in fundamental strong city planning to encompass architectural structural features, Pedestrianization/vehicle free zones, promotion of green and blue zones, heritage conservation, public open space management (adhering to light, gender, and kids,) and pleasant safe housing.



Nepal's urban areas also suffer from a lack of cooperation between different levels of administration, notably between the federal and local governments. This has resulted in a lack of integrated urban planning, poor infrastructure, and a lack of suitable housing and transit. CIUD will endeavor to empower the community by awakening them to the possibility of long-term public-private partnerships in building a favorable climate for public open space management and city Solid Waste Management (SWM). Encourage rainwater harvesting(RWH), ground water recharge (GWR) and waste water treatment, especially fecal sludge (FSTP), to alleviate ground water depletion caused by the city's population's exponential pace of extractions. The following are the major adoption initiatives that are carefully conducted with equal community participation:

1. Lobby the government and the community to preserve public open spaces and encourage Pedestrianization.
2. Collaborate with the local government and development partners on public space planning, design, and physical infrastructure, including the creation of master plans.
3. Advocacy as a strategy - community orientation on the use/need for open space and green space management
4. Prepare municipal inventory of public open space, conserving heritage, stone spouts/ponds, wetlands and so on.
5. Organizing community capacity-building programs on many elements of public open spaces, such as open/green space management, rainwater harvesting and recharging, gardening and floriculture
6. Use participative community-based public space management technologies such as Minecraft to build public open spaces.

SUSTAINABLE WASH:

CIUD continues to serve individuals and communities in various metropolitan centers around the nation, with a focus on providing safe water and sanitation services, which is also a significant indication of human development and a basic right of the Nepalese people. Nepal has set a target of ensuring sustainable water and sanitation management by 2030 aligned with SDG 6, which means that 99 percent of households will have access to basic water supplies, 95 percent will have access to piped water supplies and improved sanitation, all communities will be open defecation free (ODF), and all urban households will be connected to a sewerage system. Various techniques and methodologies have been implemented for successful planning and implementation of WASH programs, such as School WASH, Human Right Based Approach, preparation of WASH and sanitation strategy at the municipal level, ODF campaign, and complete sanitation program. CIUD will intervene in the following (but not limited to) actions on Sustainable WASH.

1. Work with the federal, provincial, and municipal governments to ensure long-term WASH delivery.

2. Adopt a human-rights-based strategy, including the right to water and sanitation;
3. Promote comprehensive sanitation through public toilet promotion, urban solid waste management, and urban environment development;
4. Encourage the use of waste water treatment technologies such as sewer and non-sewer fecal sludge management, as well as Decentralized Waste water treatment systems (DEWATS) as part of Community Led Urban Environmental Sanitation (CLUES).
5. WASH in Schools with securely managed water, promotion of gender friendly school latrines, introduce innovative strategy in Behavior Change Communication (BCC) on Disaster risk reduction and management (DRR/M).



CIUD will concentrate its efforts on developing a sustainable WASH Plan, establishing strong community-based water supply systems (Assets Management Plan, WSP, WESI Plan), urban sanitation (sewer/non-sewer) and grey water management (e.g. Madhyapur Thimi- WWMP), hygiene improvement activities, water quality improvement, rainwater harvesting (sky hydrant), groundwater recharge, and other initiatives.

MAPPING:

Urban mapping is necessary for producing a visual representation of a city or town by highlighting major landmarks, highways, and buildings. This aids in the development, collection, and evaluation of spatial data and information in urban areas. As cities grow, so do traditional and new settlements; CIUD has the expertise to work on authenticating the names of streets, squares, bahi, falcha, and so on through participatory consultations, evidence review, and extensive dialogue with respective stakeholders and communities.

The newest wave of digitalization in the urban environment requires cities to have suitable information systems (Metric Systems) and routing for the inhibited service providers and consumers, which can be readily tracked through the applications and ease in the everyday life of the people living in the city.

With its technological competence inside the organization, CIUD will support local authorities in developing Geographic information systems (GIS), Remote sensing data, and integrating in demand Field surveys. 3D modeling and visualization, as well as data connected to Social Media Analysis, are used across the developmental spectrum to increase people's engagement.



DISASTER RISK REDUCTION/ MANAGEMENT:

CIUD will act in accordance with the four goals established by the Sendai Framework for Disaster Risk Reduction (SFDRR), which



underpins the National Policy on DRRM 2018 and the Disaster Risk Reduction National Strategic Action Plan (2018-2030). It collaborates with various governmental entities to increase safer practices in communities, such as preparedness (MCR programs), bio-engineering in roadways, and rescue and response actions during catastrophes. CIUD has a staff trained for post-relief and recovery efforts and will continue to serve individuals in affected regions.

CIUD intends to do research on urban disaster management. It uses its larger relationships with working communities and local governments in the emergency management phases of prevention, mitigation, preparation, response, and recovery.

SOLID WASTE MANAGEMENT:

With unavoidable growing levels of urbanization and population expansion, Nepal's urban areas face substantial challenges in effective waste management and magnified rates of waste generation. This causes a variety of pollutants (air, water, and soil) and is harmful to the ecosystem as well as the health of all lifeforms present. CIUD has experts with long-term management establishing efficient SWM in urban canter takes its



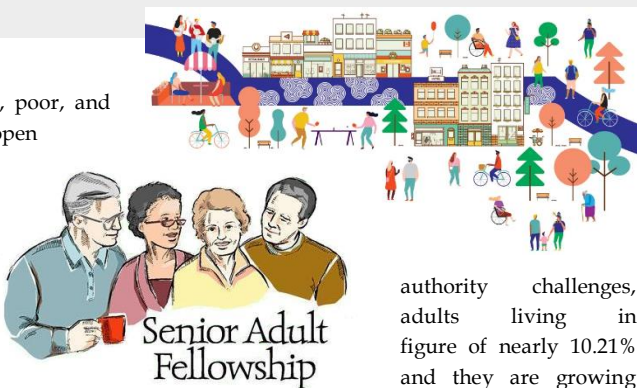
technical and managerial knowledge to improve the existing inefficient systems and practices adopting circular economy value chain, eliminating waste generation through the retention of the value of materials throughout their specific life cycles and post-utilization of recognized valuable discharged material.

This contributes to the capacity-building of local governments, commercial sectors, and community stakeholders. CIUD will aid in bringing about sustainable Integrated Solid Waste Management, which will include increased recycling, upcycling, and down cycling of rejected products in order to minimize trash transported to landfills.

According to a recent research, the informal sectors serve 15% of Nepal's households, and their contribution to recycling is significant in Nepal's metropolitan areas. CIUD also has extensive experience working with Informal Waste Workers (IWWs) and has established exemplary actions such as providing social protection schemes, including them in the establishment of the country's only saving and cooperative, SASAJA, integrating them into the organization, health care access, education, and establishing a culture of working in groups for the economic upliftment and transformation of lifestyle in Kathmandu Valley. It will focus on plastic recycling, particularly multi-layered plastics, composites, and other challenging waste recycling, to fill gaps in city's solid waste management.

SOCIAL RESILIENCY

Rapid and unregulated sprawl, irregular, poor, and inaccessible housing construction, loss of open space, and decreasing livability have all resulted from unplanned urban expansion. These difficulties also include social isolation, social mobility, feminization of aging, reliance, and among others, primarily for elderly metropolitan areas. The country has a population (CBS 2021) elderly adults,



authority challenges, adults living in figure of nearly 10.21% and they are growing

dependent on their family, largely shifted for better chances, and problems of isolation have begun even among metropolitan inhabitants.

As a result, CIUD has been working on this issue in order to offer access on their human business, engaging people and accessing their experience, which is being transformed to the younger generation.

It has consistently advocated for equal rights for individuals of various religions, castes, creeds, and families to respect their identities and be free of prejudice. CIUD is attempting to give suitable care services for retired/golden agers by creating platforms for their humanity, knowledge, and also providing counseling, documentation, and aid services as needed to bring happiness and joy into their lives.

RESEARCH AND DEVELOPMENT

CIUD believes in ongoing research and development to bring fundamental competencies in science, social science, and education to address the urban development agenda. Impact assessment and recommendations; urban data governance; waste plastics, recycling, upcycling, and recovery; use of frontier technology for urban management; such as water table monitoring; air quality monitoring (in coordination with relevant stakeholders such as CEN, ICIMOD, DHM, DoEnv, NBSM); urban social issues, carbon footprint, and many more.

While doing so, CIUD seeks to collaborate with educational institutions, INGOs, and governmental organizations to maintain regular follow-up on issues and get involved in delivering the best solutions on the ground, as well as to seek public engagement with deeper awareness.



Gender Equality and Social Inclusion

CIUD will carry out each project activity in compliance with Gender Equality and Social Inclusion (GESI) principles. In summary, CIUD's GESI approaches include 33% participation of women from marginalized groups (Indigenous group, Dalit, Poor women, women with disabilities) in each activity (all training participants must identify as female); creating a GESI-friendly environment during training and workshops; and including vulnerable groups in all project activities.

Aligning to key UN sustainable Development Goals

CIUD, like many other organizations, aims for a better world by aligning its action activities with the United Nations Sustainable Development Goals (SDGs) and aiding the country in attaining its targets by 2030. As a nonprofit organization with changemaking aspirations at its core, CIUD should operate as a social development enthusiast, building self-sufficient ways to produce viable social businesses in the community to provide revenue outside of traditional donations. This will allow us to fulfill the SDGs more effectively while remaining financially sustainable in good and bad times.



EXECUTIVE BOARD



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Chairman



Prof. Dr. Sangeeta Singh
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Er. Jyoti Bhushan Pradhan
Secretary



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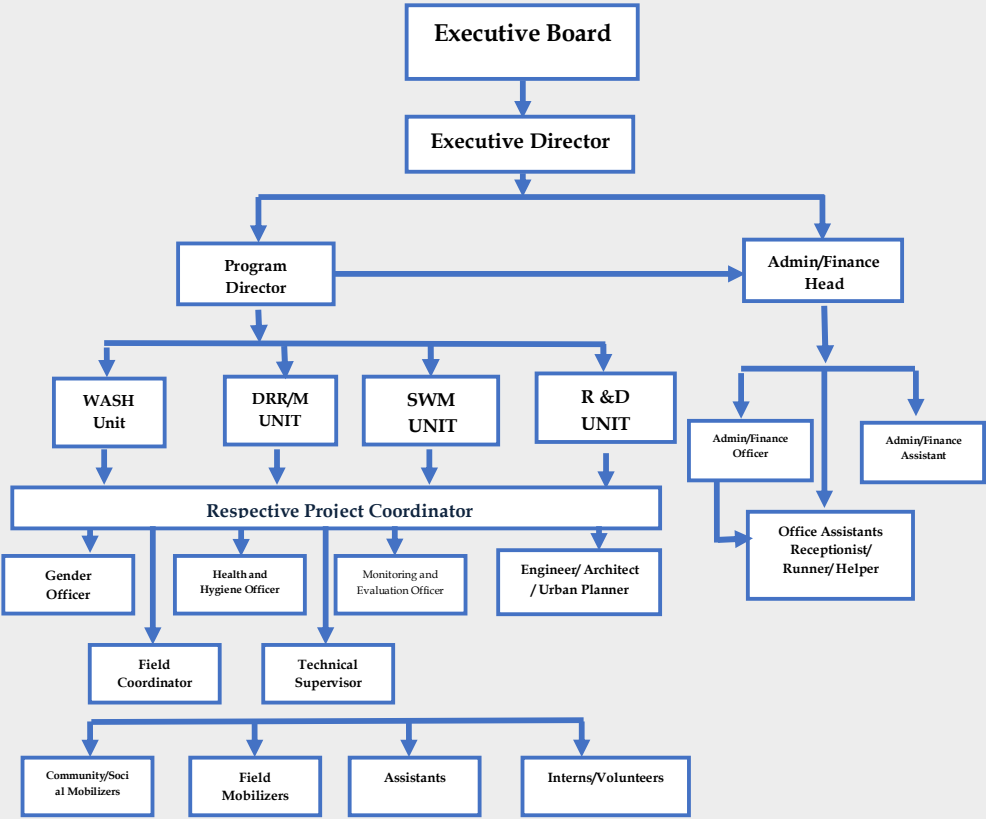


Mr. Pushkar Lal Shrestha
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ORGANOGRAM:



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