

EFFICIENT URBAN GOVERNANCE IN MANAGING AND ENHANCING COMPETITIVENESS OF KUALA LUMPUR CITY-REGION

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ABSTRACT: This paper discusses on the preliminary study on the concept of efficient urban governance in marginalization, globalization, and regional and local responses towards enhancing competitiveness of the city economy. How well do urban governance responsible to efficiency and effectiveness of local authorities in city-region? What kind of urban governance is required to enhance competitiveness and earning opportunities within city-region? The main challenge of enhancing city competitiveness in city-region is efficient urban governance. The world today needs a new, comprehensive and holistic model of urban governance that involves all sectors (government, business and the civil society) as equal partners in development. Urban governance which integrates all sectors including public, private and other social organisations in participatory decision making. Efficient urban governance is characterized by sustainability, subsidiarity, equity, efficiency, transparency and accountability, civic engagement and citizenship and security. In line with this, the importance efficient urban governance would make Malaysia more competitive and attractive to investors and facilitate the achievement of the nation's development goals. Therefore Kuala Lumpur City-Region will manage and govern efficiently.

KEYWORDS : Economic planning, sustainable, efficiency, urban governance and city competitiveness

1 INTRODUCTION

Urbanisation issues being emphasized by the government, among others, are urban poverty, the rising crime rate, solid waste disposal, housing for the poor, environmental protection, pollution, property market etc. These issues need to be tackled holistically to ensure the role of urban centre as the engine of economic growth will be continuously maintained and enhanced. Towns need to be governed efficiently to promote a sustainable and conducive environment as a place of work and living. At the same time, the uniqueness of town should also be preserved to maintain its image and distinct identity. City-region is a catalyst and contributor towards the national economic growth, a centre for innovation and entrepreneurship and a source for high social services. Efficient urban governance will help to generate a competitive national development. Therefore, development potentials that exist in city-region should be continuously adopted and supported as a place for investment and providing services of a high level. Table 1 shows the different forms of integration in the global economy and the impact to urban development.

With the rapid pace of urbanisation by 2020, urban governance is faced with various complex challenges ahead. These challenges require that the respective parties be more focused in undertaking each and every responsibility in urban development. However, the involvement of multiple agencies and departments in urban management had made it difficult to coordinate many actions and in turn affects the effectiveness of those actions. Good urban administration and management also need to take into consideration the capability of each local authority as each differs in terms of manpower, skills and financial capacity-region to provide good service. Table 2 shows the four perspectives in the globalization and world city literature.

Table 1: Different forms of integration in the global economy

	THE SOURCES OF COMPETITIVENESS	ECONOMIC GROWTH AND RESTRUCTURING	CHANGES IN EMPLOYMENT, LABOUR MARKET AND SOCIO-SPATIAL COHESION
<i>Integration with command functions</i>			
Global Cities	The intersection of different types of global networks Global command functions (Sassen, 1991) Centers of capital accumulation Concentration of specialised producer services	Increase in high value-added services; banking and finance, legal and accountancy services, consultancy, telecommunication, R&D and higher education (Friedmann, 1986)	Migrants from all over the world Increasing heterogeneity Polarisation between different social groups Segregation based on race and ethnicity
<i>Territories integrating with knowledge and innovation capacity</i>			
Learning regions	Medium of interaction for knowledge creation Learning infrastructure (Florida, 1995) Institutions and networks and facilitate the circulation of ideas and creative knowledge (Asheim, 1996)	Specialisation in new fields and competitive activities Increasing relations between business and universities	Increasing job opportunities for high skilled labour, but few opportunities for traditional skills
Informational cities	Acting as a source of information and dissemination of information to the whole world by global networks (Castells, 1989)	Increasing importance of storage and dissemination of information Building new external networks	Increasing employment in information processing
<i>Integrating with production capacities</i>			
Traditional industrial districts	Flexible production organisation, local production networking, collaborative relations (Brusco, 1982; Beccatini, 1990) Social networks and social capital (Piore and Sabel, 1984; Capecchi, 1989) Quick response to changing demand conditions (Staber, 1997; Cooke, 1996)	Increasing specialisation and clustering Innovativeness based on both tacit and codified knowledge (Brusco, 1986; Garofoli, 1991; Beccatini, 1991)	Incorporating labour in specialised production Increasing the welfare of the society Sustained social ties Employment for all
<i>Integration with technological capabilities</i>			
High-technology industrial districts	Infrastructure that facilitates innovation	Development of innovation-oriented business	Jobs for very high-skilled manpower, but not for skilled and semi-skilled
Technopolis, technoparks	Proximity to R&D centres (Saxenian, 1992) Clusters of high-technology firms Networks of knowledge dissemination and creation (Saxenian, 1991; Oakey, 1985) Availability of human capital	Following successful firms Labour market recruitment and knowledge carriers (Keeble, 2000)	Technological corridors Technoparks, science parks, etc developed with the help of the public sector
<i>Integration with both traditional and new functions</i>			
Challenging cities	Dualistic economic structure and labour market	Increase in new (high-tech) manufacturing activities and producer services	New employment opportunities in different fields

Source: Eraydin, 2007

Table 2 : Four perspectives in the globalization and world city literature

		Consequence in Global-Local Relation	
		Global Convergence	Local Diversity
Cause of globalisation : Economic structure or political agency	Market Economy	I World City System Perspective : “Space of Flow” TNC's supported by technologies and global financial markets, undermine state sovereignty and the global division of labor reduces cities into mere nodes of economic system. <ul style="list-style-type: none"> • Friedmann (1986) : World cities as hierarchical economic nodes. • Sassen (1991) : Global financial markets and advanced service economy concentrate in global cities • Castells (1996) : Cities are converging and place turns to space of flow 	II Local-Global Interaction Perspective : “Place Matters” Working towards uniformity globalisation is a powerful macro economic force. But local peculiarities mediate the globalisation force in local place making. Place still matters. <ul style="list-style-type: none"> • Abu-Lughod (1999) : Place and history continue to exert influences. • Smith (2001) globalisation takes socially constructed, place-specific shapes at locales • Knox (1997) : Globalisation is global-local negotiation
		III State Glocalization Perspective : “Scale Decides” Globalisation is produced by neoliberal ideology, under which central governments fix supra and sub-national spaces for competition among cities and post-fordism economic order <ul style="list-style-type: none"> • Brenner (1999) : States regulate for reterritorialization of socio economic and political institutional space • Swyngedouw (1997) : Socio economic scale is redefined through political process for “constructive destruction”. 	IV New Localism Perspective : “ Think Locally and Act Globally” Cities are not simply subject to globalisation. As a political, economic and socio sociocultural institution, cities actively participate in and make globalisation. <ul style="list-style-type: none"> • Clarke & Gaile (1998): As the producer of human resources and economic values, cities can strategically and politically respond to globalisation • Beauregard (1995) : Cities are the actors of globalisation and capable of creating local consequences.
	Political Agency		

2 GOVERNANCE

When we talk about globalization and the future of governments, it is a fallacy to even suggest that globalization only affects the future of governments. It affects every aspect of what makes a modern and progressive society. It can no longer be one or the other: it has to be one where there is consensus in roles and responsibilities of all those who make a society, a civilisation, a nation. The word governance has been bandied about, making it synonymous to transparency and accountability. Governance, we know is as old as human civilization. It is the process of decision-making and the process by which decisions are implemented (or not implemented as the case may be). For modernity to prevail in any society, its governance structure must be touched and owned by all those who claim a stake in the future of that society. It has to be a collective sum of how individuals and institutions, public and private, expect their common affairs to be administered and delivered. As governance is the process of decision-making and the process by which decisions are implemented, there are several actors to this part, formal and informal all of whom play a key role in the value chain of a delivery system. The players would or could be but not limited to the public sector, private sector businesses, civil society, the media and Joe public. Government is only one of the players in a governance based society. Pierson (2004) claimed that state today is subjected to the process of continued change in terms of its activities and functions, as well as faced with the possibility of being substituted by other powers. All over the world cities are searching for appropriate ways of governance in the context of far-reaching political, economic, social and institutional transformations affecting all levels of scale. However, a few scholars bring a various definition of governance and table 3 shows a summary of definition of governance.

Table 3 : A Summary of Definition of Governance

SCHOLARS		DEFINITION OF GOVERNANCE
1.	Kooiman, 1993	As a new system—changing to a relationship with mutual interchange from one where, Before there was only a unilateral relationship between government and civil society. The new system is Characterized as having dynamism, complexity, and diversity.
2.	Campbell, 1995	The patterns of civic life derived from the interaction of structure and the process of politic
3.	Rhodes, 1996	As a self-organizing network connecting the relevant public and private actors
4.	Jessop, 1997	As a system with mutual interchange, with participants negotiating and coming to a consensus through cooperation
5.	Pierre, 1998	As a form of institutionalization of coordinating mechanisms between state and civil society, with the nature of state intervention in civil society being to promote its objectives. - As characterised by the informal activities increasingly becoming more important for actors and the exchange between governmental and nongovernmental actors, public and non-public institutions in the setting up, negotiation and implementation of public policy
6.	Painter, 2000	- The role of network involving both state and non-state sectors
7.	Andersen, 2001	Government must not only listen to the people, but also involve them actively in all stages of the policy process. The philosophy is that, by providing such competence, the residents are supposed to be capable of managing their own lives and undertake the necessary actions for improvement
8.	UN-Habitat, 2001	The sum of the ways through which individuals and institutions (public and private) plan and manage their common affairs. It is equally important to strengthen the linkages between local governments and the civil society so as to bring in transparency and accountability in public service. And it becomes imperative to put in place institutional structures and mechanisms that provide all urban citizens, especially the poor, vulnerable and marginalised, a voice in the development decision-making processes.
9.	Garcia, 2006	A negotiation mechanism for formulating and implementing policy that actively seeks the involvement of stakeholders and civil society organizations besides governmental bodies and experts.
10.	Bevir, 2007	Describe the change in the nature and role of the state following the public-sector reforms that led to a shift from a hierarchic bureaucracy towards a greater use of markets, quasi-markets and networks especially in the delivery of public services.

3 URBAN GOVERNANCE

Urban governance is the integration of effort between the community, private sector and urban-region authorities where the urban authorities perform the coordinating role and determine the quality of the microeconomic environment and location that is favourable attract investors and people. In most cases, the private sector provides the much needed financial assistance and business expertise to operate independently or in association with the public sector. The community provides the individuals who are employees, consumers or are beneficiaries of the governance process. Urban-region governance as a networked system rather than one that works on the concept of government. Table 4 shows a summary of definition and application of urban governance.

Table 4 : A summary of definition and application of urban governance

NO	SCHOLAR	DEFINITION OF URBAN GOVERNANCE	APPLICATION
6.	Stoker, 1998	As an outcome that is visible to a citizen is a key feature that allows empirical tests of the urban as a place or as a sustained achievement of performances. A form of co-governing generated for a specific place such as a urban-region.	In fact, the contemporary urban environment with its multitudinous urban issues is too complex and diverse to be addressed by municipal government independently. The common view now is that it is time to solve urban issues by building up an urban governance structure with stakeholders having interdependence and participation.
8.	UNESCO,1999	As the processes that steer and take into account the various links between stakeholders, local authorities and citizens.	It involves bottom-up and top-down strategies to favor active participation of communities concerned, negotiation among actors, transparent decision-making mechanisms, and innovation in strategies of urban management policies.
9.	The International Bank of Reconstruction and Development, 2001	Exercise of power to manage a urban's economic and social development. Developing policies and approaches to meet community needs with the involvement of the community in the process	Involving the community in identifying their wants and needs - this implies that the urban government will uphold democratic processes and be accountable to the people of the urban
10.	Andersen and Van Kempen, 2001	As a political response to broader developments in society, such as globalization, internationalization, and privatization.	A centralized and department based government is no longer seen to be able to resolve the problems that have arisen with these developments.
11.	Hamilton et al., 2004;	As the cooperation between policymakers and other stakeholders	A more integrative approach, one that goes beyond the boundaries of the different departments (inter-departmental cooperation), should replace this political system
12.	Dekker & Van Kempen, 2004a	As relies on self-organizing networks and bottom-up approaches, and considers the citizen as actors, participating to make important decisions for the administration and process of urban policy	The type of participation in urban governance is substantial and positive rather than formal and negative. The relationship among participants works in a horizontal structure of partnerships and networks with those in authority and having accountability.
13.	OECD, 2006	As the roles and responsibilities of different levels of government operating in metropolitan regions, intergovernmental co-ordination and new relationship with the private sector and civil society.	There is a strong interest in developing an adequate formula that will respond to metropolitan challenges now visible everywhere.
14.	Bingham,2006	As ways to engage citizens in urban policy decisions. These processes let people demonstrate that they have the potential to engage in dialogue and reach consensus on what is the best for their community.	The integration of reasoned discussions by the citizens and other residents into the decision-making of public representatives, especially when these approaches are embedded in the workings of local government over time.

4 EFFICIENT URBAN GOVERNANCE

The relationship among participants works in a horizontal structure of partnerships and networks with those in authority and having accountability. Consequently, urban governance is carried out in pursuit of collective actions through mobilizing cooperation, consensus, partnership, networks, interaction, social capital, empowerment, and accountability in the urban policy making process. Communities and Local Government

Department of United Kingdom defined efficiency in urban governance is about raising productivity and enhancing value for money. Efficiency gains are achieved by one or more of the following:

- i. Reducing inputs (money, people, assets etc) for the same outputs;
- ii. Reducing prices (procurement, labour costs etc) for the same outputs;
- iii. Getting greater outputs or improved quality (extra service, productivity etc) for the same inputs; or
- iv. Getting proportionally more outputs or improved quality in return for an increase in resource.

The aim of the efficiency in urban governance is to ensure that the resources available to local government are used in the optimum way to deliver better public services according to local priorities. An efficient urban governance system should be established to administer urban growth and development at various levels particularly at the local authority level. This will ensure that the value of assets, economy, social and the environment will be maintained and value-added towards attaining sustainable city-regions in Malaysia. The local authority, as the main agency responsible for urban management, needs to update the administration and management system to optimize its financial revenue including new sources, upgrade its capacity-region to enable towns to become more competitive and viable, strengthen human resources by employing skilled and experienced staff as well as expand the use of technology.

With rapid urbanisation, local authorities should emphasize the use of innovative approach and technology to reduce cost and increase efficiency in all aspects of urban planning, development and management. In addition, these efforts will contribute to the management of a more viable environment. The management and administration system practised should be founded on an ethical work culture, be transparent and efficient to ensure a more effective delivery system. In this light, there is a need to review and strengthen the respective system and work procedure, implementation approach, standards and guidelines to achieve the highest standard of services. Table 5 show the globalization and urban governance in world city.

5 THE VITAL ROLE OF LOCAL GOVERNMENT FOR EFFICIENCY IN URBAN GOVERNANCE

Communities and Local Government Department of United Kingdom has stated that local authorities are crucial to the challenge of creating sustainable communities - places where people want to live and work. They deliver the day-to-day services upon which people depend and which improve people's quality of life. Self-evidently, where more resources can be made available to support these activities, there will be significant benefits for everyone. It is important to recognise that efficiency is not the same as economy. The challenge of the efficiency agenda requires a very different response compared to a simplistic cuts agenda. Instead of cuts in services and budgets, the response to the efficiency agenda includes innovation in service delivery, investment in technology, rationalisation of back office functions, and organisational development.

There are examples of good efficient practice in local authorities, where councils have adopted these kinds of approach to getting more from their resources. Our aim as central government is to facilitate the spread of good practice and to support the adoption of innovative solutions. We do not want to impose 'one-size-fits-all' policies on councils, but help to make available the information that authorities need to select the right answer for them from a range of options. Like other parts of the public sector, local government has been transforming its services both to better meet the needs of local residents and businesses and also to deliver more efficiency gains. Exploiting the opportunities offered by new technologies is one way councils have been improving the delivery of many services whether at the customer interface or in the back office. Smarter procurement practices and initiatives such as setting up services shared between authorities are also delivering improvements in future local government. Such cooperation will provide opportunity for the local community to monitor and give feedback on the programmes implemented in their respective area.

Table 5 : Globalization and urban governance in world city

	Cause of Governance Forms		Consequence in Governance Forms	
	Globalisation	Political Factors	Towards Decentralisation	Towards Centralisation
LONDON	<ul style="list-style-type: none"> As the competition against other European major cities intensified, the private and public sectors have cooperated to boost the position of London (Newman and Thornley, 1997) Global economic imperative motivated the state Greater London Authority (GLA) (MacLeod and Goodwin, 1999) 	<ul style="list-style-type: none"> Devolution for enhanced democracy was Labour's campaign platform during the 1997 general election (Pimlot and Rao, 2002) It is speculated that the central government left a need to limit the authority of the GLA and its mayor to maintain political influence over London (Pimlot and Rao, 2002; Travers 2002) 	<ul style="list-style-type: none"> The Labour Party established GLA and an elected mayor position in 2000 (Pimlot and Rao, 2002) GLA resembles an upper tier government with four key functions: transport, economic development, police and strategic planning (Stanford, 2002) Position of elected mayor resulting in emergence of an independent metropolitan city which has resisted central administration (Pimlot and Rao, 2002) 	<ul style="list-style-type: none"> The Thatcher conservative administration abolished the Greater London Council in 1986 (Pimlot and Rao, 2002) There re practically four different kinds of government exist in London : central government departments, government-appointed boards, the GLA, and the boroughs. This undermines GLA's authority (Travers, 2002) The new mayor does not have the executive power to implement policies for which he is accountable (Stanfor, 2002)
PARIS	<ul style="list-style-type: none"> Competition with other EC cities and neoliberalism are combined to induce decentralization in Paris (DiGaetano and Strom, 2003) 	<ul style="list-style-type: none"> Statist culture modifies neoliberalism from developing into full-fledged autonomous corporatist governance (DiGaetano and Strom, 2003) Urban policies are a vital part of national politics supported by laws, budget and overlapping networks of power (Savitch and Kantor 2002) As the center of French culture and society as well as economy, the state guides Paris to maintain its social and cultural ideals before economic prosperity (White, 1998) 	<ul style="list-style-type: none"> In 1975, a statute at the national government was passed to grant Paris to have its own mayor to encourage development through market forces (Savitch, 1988) 	<ul style="list-style-type: none"> In addition to direct policy interventions by the National government, a state agency; DATAR and the regional authority; Ile-de-France, also coordinate and implement development policies over Paris (Savitch and Kantor, 2002) Strong public sector dominates public-private partnership (DiGaetano and Strom, 2003) Although the system of dual public office holding has been curtailed since 1985, local leaders still use this system for political influence on the resources of national and regional governments (Savitch and Kantor, 2002)
NEW YORK	<ul style="list-style-type: none"> As the center of the world finance, New York's prominence increased as globalization progressed while the city is increasingly susceptible to global economy (Abu-Lughod, 1999) 	<ul style="list-style-type: none"> Although corporatism leadership is evident, implemented by bureaucrats, politicians and business leaders, there is a strong pluralistic counter forces from various local interest groups (Savitch, 1988) The city is traditionally committed to social services while New York State mandates the city for a high rate of self financing (O'Cleireacain, 1997) 	<ul style="list-style-type: none"> As federal sponsored financial aids decline, the city's fiscal independence increased (O'Cleireacain, 1997) Regional governance has proven to be very difficult due to contentious relationship between New York and surrounding cities in the adjacent states (Berg and Kantor, 1996) 	<ul style="list-style-type: none"> With the micro-management by the state for expenditures, New York suffers from the lack of autonomous policy making capability (Abu-Lughod, 1999)

Sources: Tsukamoto and Vogel, K Ronald, 2004

6 CHALLENGES OF KUALA LUMPUR CITY-REGION COMPETITIVENESS IN THE GLOBAL ECONOMY

Kuala Lumpur City-Region has the opportunity of creating a regional education hub, global biotech industries, global information technology backup services, virtual university platforms as well as moving up the value chain of service and building our local businesses in all industries into MNCs. To do this, one would argue we need efficiency in urban governance that supports an economic system that promotes and facilitates the ability of business enterprises to compete effectively in the international markets and ensure the betterment of standard of living domestically. Through the 70s and 80s Malaysia experienced the New Economic Policy. This required us in the efficiency in urban governance to assume a “Developmentalist” role, so to speak, of national development and nation-building where we focused on enhancing and upgrading capacity and capabilities. We then took on the roles of Facilitators in the 1990s, for ten years, with the implementation of the National Development Policy. This called on the Government to facilitate national reforms for the advancement of a production-based economy.

In 2001, when the National Vision Policy was introduced, it mandated the Government to assume the combined role of Developmentalist as well as Facilitator in realising the Vision set in these commitments. Today the Government must assume the role of an innovator, incorporating the functions of a leader, a pacesetter, a moderniser, an effective communicator and a trendsetter. Evolution of Malaysia’s landscape to set the scene of how we have had to purposefully rise to the challenges and needs of the times locally and globally. What we need to ask ourselves is: as a Nation, have we moved forward, backwards, or remained stagnant through the evolution of the last 30 years? How do we measure our competitiveness and what and who defines the very measure of this competitiveness?

And more importantly, what are the components in a nation that makes for this competitiveness? National competitiveness has been defined by many as a globally pitched ranking and is often linked with efficiency in urban governance delivery. There must be an inclusive partnership between the private and public sectors as well as civil society as all our individual needs, demands and wants form the Nation’s fabric and collective need. Each of the cogs must move with the wheel to set it in the right motion forward. Competitiveness cannot emanate off a situation where only one of the constituents is called to be accountable and responsible for advancement and development. The general assumption that business is market-driven and therefore only the most efficient survive is not entirely true.

We may be the most efficient but if the elements in that market do not move in concert with our level of efficiency, we will not be as successful as we could be. Just as the efficiency in urban governance delivery system is often scrutinised, there is a need to review private sector service delivery systems and its integrity. Take for example financial institutions and the development of these institutions. Are these financial institutions supportive of businesses, especially small, medium and indigenous businesses? Or are they so risk averse such that they make it difficult for businesses to start and expand. This can result in the Government having to intervene where innovative solutions and creative business models would have proven more effective. The same is true with other service providers.

Can the private sector be as competitive and see profits grow without dependence on foreign labour? Can they expand without keeping pace with improvements in public sector and the increasingly discerning customers? Are our business models, public and private sector alike, innovative enough to spur wealth creation? Can the model that is said to no longer work for a public sector today continue to work for a private sector in the same genre? It is on the fundamental acknowledgement that no one party can be solely responsible for competitiveness of a Nation that our Prime Minister initiated the partnership between the public and private sectors on 7 February 2007. The special task force called **PEMUDAH (Special Taskforce to Facilitate Business)** was established, as you well know by now, to improve the ease of doing business in Malaysia. Suffice to say the Task Force has begun addressing various aspects of the public and private sectors which directly and indirectly affect the ease of doing business in Malaysia. A simple issue like traffic jams could affect our competitiveness as much as corruption and transparency.

7 CONCLUSION

The 9th Malaysia Plan period witnessed a renewed commitment by the government to promote good governance and will be continued with Government taking steps to enhance the integrity, transparency and accountability of the public and private sectors and further improve the level of good governance. These measures will help address corruption, reduce wastage and the cost of doing business as well as increase the efficiency of public service delivery and corporate sector. These gains from efficient urban governance will make Kuala Lumpur City-Region is more competitive and attractive to investors and facilitate the achievement of the nation's development goals. The scope of efforts to enhance the public sector delivery system encompassed land administration, services of local authorities, investment facilitation, quality management, performance measurement, consolidated licenses and permits, improvements in counter services, management of public complaints, reduction of bureaucratic red tape and ICT development.

The commitment to enhance the efficiency and effectiveness of the public service delivery system will continue in order to reduce the cost of doing business, encourage private investment and positively influence investor perceptions about Kuala Lumpur City-Region as a preferred destination for trade and investment. Many challenges faces the Kuala Lumpur City-Region in this new millennium, it is importance of efficiency in urban governance is eminent in administration of developing city. Governance has given greater attention not only in public administration but also in the operations of private businesses. The task to turn Kuala Lumpur City-Region has successfully applied economic planning to guide the development of the country from an economy of agriculture and mining to a largely industrialised one. Now, with its sights set on attaining the economic level of a fully developed nation by 2020, the planning system must be made even more efficient and focused.

It must ensure that every investment made in the country, contribute towards creating the desirable objective of a strong, modern, internationally competitive, technologically advanced, post-industrial economy. Kuala Lumpur City-Region must also be fully aware of the enormous competition it faces in a region with rapidly expanding and modernising economies, all contending for the same pool of potential international investments. Efficiency of urban governance is also fundamental issue in development characterized by sustainability, subsidiarity, equity, transparency and accountability, civic engagement and citizenship, and security. As described above, city competitiveness is harnessed through 'city marketing and city management'. High technology and high skilled industries, together with finance, transportation, tourism, business, information and professional services shopping and other commercial activities, are the principal components of the nation's economy, which must be developed to a level well beyond where it is now. In this respect, Kuala Lumpur City-Region being the premier city must play the leading role.

To facilitate this proposal, the local authority should establish a unit responsible for coordinating and managing programmes to improve local community participation in urban planning and governance activities. An efficient urban governance consider economic and environmental aspect are in an integrated manner. It should supported by the community which believes that the importance of and is committed are changing the unsustainable behaviours. The efficient urban governance focus to achieve a better integration between transport and land use aspect in protecting the strategic transport corridors at the regional level while implementing local integration at the community level. It wants a government that facilitates for private sector to succeed. That is rightly demanded of us. By that same argument, the private sector must contribute to its expected role. Governments don't bring in businesses, private sectors do.

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