Making SCP Happen

Implementation Plan for SCP Programmes in Africa

Federal Ministry for the
Environment, Nature Conservation
and Nuclear Safety

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Executive Summary

This document is prepared on the basis of the experience and lessons learnt from the implementation of the project on "The Development and Implementation of National and/or City-wide 10-Year Framework of Programmes on Sustainable Consumption and Production in Africa". The project has been implemented by the United Nations Environment Programme (UNEP) in cooperation with the Marrakech Taskforce on Cooperation with Africa. The project is financed by German Federal Ministry of Environment (BMU) which has initiated and is chairing the Marrakech Task Force "Cooperation with Africa" together with African partners. One of the main activities of this project has been to assist two selected pilot countries (Tanzania and Mauritius) and two pilot cities (Cairo and Maputo) in the development and implementation of their national and local sustainable consumption and production (SCP) programmes. The experiences gathered in the pilot countries and cities will later on be replicated in other regions. Burkina Faso, Ghana, Uganda and Zambia have already been selected for the second round of the project. In addition, UNEP will give technical back-up to Ivory Coast and Kenya so that they can also develop SCP programmes within their other funded projects.

The UNEP/Wuppertal Institute Collaborating Centre on Sustainable Consumption and Production (CSCP) was contracted by the Marrakech Taskforce on Cooperation with Africa to provide technical support on transforming the national and city-wide programmes into implementable programmes and projects. This document has been prepared to serve as a supporting tool for countries to move from development to implementation of SCP programmes.

Unsustainable consumption and production patterns are the root cause of climate change and other ecological challenges and changing these patterns is a key response to achieving sustainable development. SCP programmes bring individual projects and initiatives together into integrated activities to promote sustainable consumption and production patterns. Implementation of sustainable consumption and production programmes in practice is a far more challenging task than that of the planning process. The aim of this implementation plan is to provide support for the full implementation of the SCP programmes of the project pilot countries to ensure that implementation will be carried out within a robust, relevant and reliable process. This document introduces the SCP programmes of the pilot countries and cities and presents a generic framework for the procedure that can be followed in their implementation. It also provides more detailed implementation plans where the generic framework has been adapted to fit the pilot countries' and cities' SCP programmes.

The pilot countries (Mauritius, Tanzania) and cities (Cairo and Maputo) are the most important target group for this document. The institutions responsible for developing the SCP programme have defined SCP priorities, which differ between each pilot city or country due to the differences in their geography, natural resource reserves, population density, urban development, state and type of industrialisation and related environmental challenges. In the following table the priorities of the pilot SCP programmes are summarized:

Country/City	PRIORITIES	EXAMPLES OF PROJECT AREAS
Mauritius	**Resource Use Efficiency**	Energy: Initiation of an auditing system and energy efficient public procurement Water: Initiation of regulations, rain water harvesting systems Sustainable Buildings and Construction: Initiation of guidelines and a rating system, amendment of building regulations
	Integrated Solid Waste management and Recycling	Promotion of supermarket waste recycling, diversion of organic wastes from the hotel sector, elaboration of integrated waste management action plans in all local authorities.
	Sustainable Public Service Practices	Implementation of a sustainable public procurement framework, water savings, sustainable paper use, environmental reporting.
	Increase Market Supply and Demand for Sustainable Products	Development of a National Eco-labelling Framework, Financial incentives, Capacity Building for industry in Life Cycle Management and Corporate Sustainability Reporting.
	Education and Communication for Sustainable Lifestyles	Promotion of National awareness campaign, locally adapted educational materials targeting SMEs and awards programmes.
Tanzania	**Energy efficiency**	Demand-side Management on Energy Use
	Water and Sanitation	Demand-side Management on Water Use and Water Harvesting
	Habitat and urban sustainable development	Integrated Solid Waste Management in Urban Areas , Sustainable Building and Construction , Cleaner City-Vehicular Emissions
	Industrial development	Sustainable Manufacturing, Sustainable Tourism and Agriculture
Cairo	**Solid Waste**	Increasing the efficiency of collection and transportation services in selected schools and districts, Rehabilitation of dump sites, Establishment of transfer stations, Capacity building programmes
	Industry	Control of industrial pollution through the promotion of cleaner production technologies, Hazardous Industrial Waste Management
	Urban Development	Awareness raising programmes for implementing existing anti-slums policies, Integrated solid waste management for Hospitals
	Transport	Recycled tires to be used in rail construction in Mahkama Sq., Increasing energy efficiency of public transit system
Maputo	**Water and Sanitation**	Water and sanitation pricing rationalization, Management of small water supply systems by local communities.
	Energy efficiency and sustainable energy	Demand-side management programmes that promote efficient energy utilization, Promotion of the availability and increased utilization of natural gas in the industry, in public transport and in households.
	Urban Development and Infrastructure	Integrated Solid Waste Management programme based on the 3 R's principles and promoting waste-to-resource conversion, Upgrading slums by creating basic sanitation infrastructures (drainage system, water system and access roads), Car emission regulation.
	Development of Resource-Based Industries	Sustainable tourism, Strengthening the environmental sustainability element of the industrial development policy, Compliance assistance programme with a focus on improving efficiency of SMIs, Cleaner production and corporate social responsibility principles for multinational companies, Labeling of industrial products.

In order to facilitate the implementation of the pilot SCP programmes, a framework that can be followed in their implementation has been developed. The major actions included in the framework are communication, institutionalisation and governance, resource mobilisation, operationalisation and monitoring and evaluation. In addition, adjusting and sustaining the programme and revising implementation institutions are on-going tasks that cover all the phases. The following framework (figure 1) outlines these implementation phases and their potential interdependencies.

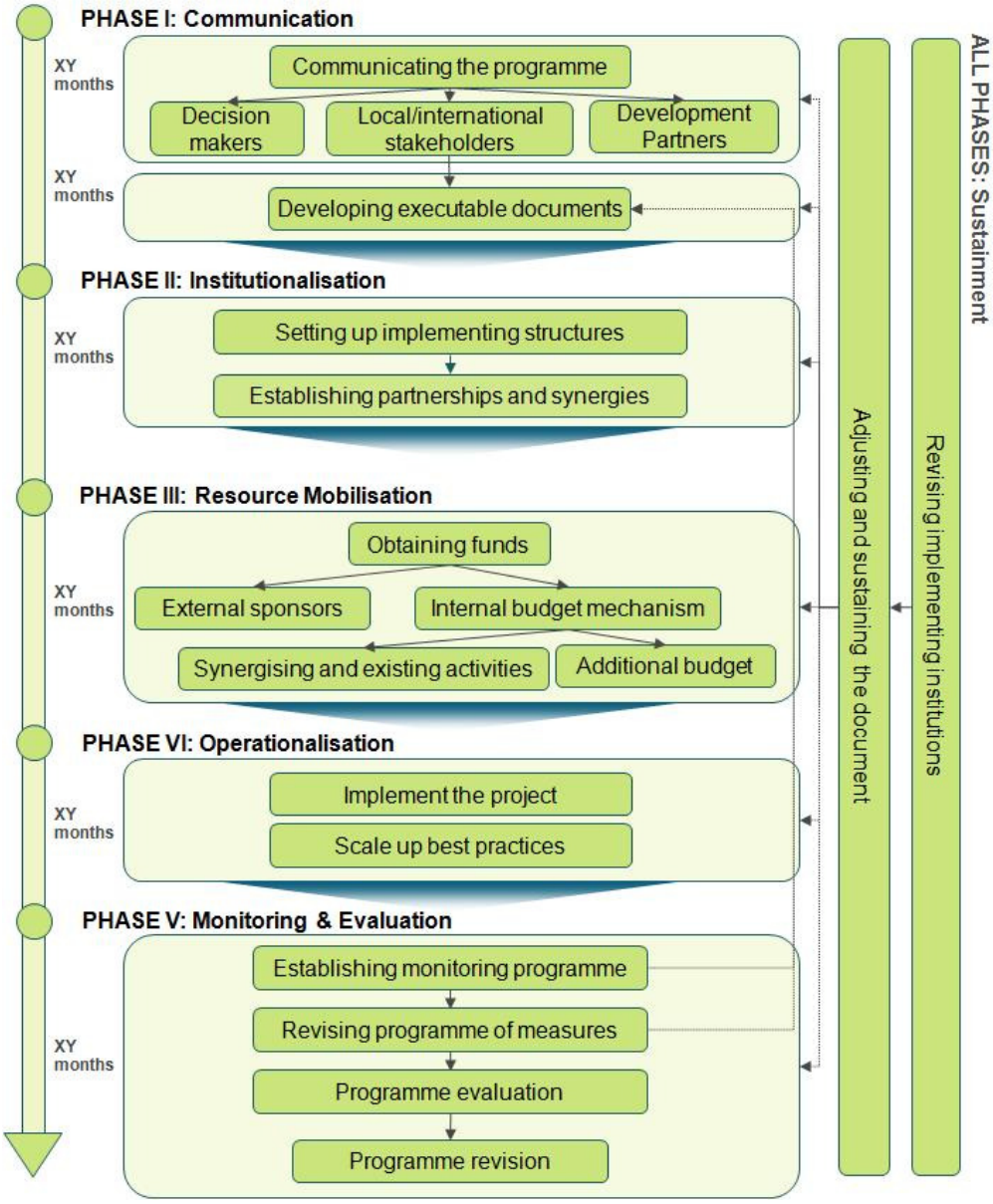

Figure 1. Implementation framework

- In the communication phase, the content of the SCP programme is disseminated to different stakeholders to obtain their support for implementation. The main target groups in this phase are public authorities, local and international stakeholders (which include citizens, civil society organisations and the business community) and development partners. The purpose of communication is to provide information, build programme credibility and ensure stakeholder commitment to the implementation process. Effective communication should always be two-way – including also receiving information from stakeholders – and it requires the use of a wide array of different communication mechanisms such as seminars, workshops, leaflets, brochures, TV, radio, web pages and databases. Smart use of pubic media is a way of reaching a large proportion of the wider public. Wide media attention increases the political importance of the programme.
- The development of executable documents means translating the priorities identified in the SCP programme into project documents that set out the concrete tasks, targets, progress indicators, project schedule, budget and project task allocation. Before this can be done the projects to be implemented must be selected in light of likely resource limitations that may prevent implementation of all projects identified in the SCP programme. The potential implementation agencies should be engaged in the development of executable documents to ensure projects are designed within their capacities and major missions as well as to engender a feeling of ownership towards the projects.
- The institutional structure of the SCP programme implementation is defined in the institutionalisation and governance phase. First, a coordination body should be established with responsibility for the overall coordination of the implementation process. Thereafter, the implementation agencies responsible for delivering concrete actions should be defined. When the implementation institutions have been established it is important to define how they will interact with each other since unclear governance arrangements pose a major risk to the success of the implementation process. It is also important to strengthen the institutionalisation of the SCP programme by means of 1) assuring that the SCP programme has high level political support, 2) strengthening SCP capacities and knowledge within the implementation agencies through training, guidance and research and 3) applying SCP policy instruments directly.
- The institutionalisation and governance phase also includes the establishment of partnerships with actors outside of public administration bodies. Partnerships are particularly important because sustainable consumption and production is a cross-cutting issue and cannot therefore simply be delegated to public authorities alone. The participation of different stakeholder groups (e.g. representatives of civil society organisations and the business sector) can help to ensure a broad commitment to the success of the programme.
- Resource mobilisation is needed to ensure funding for project implementation. Funding can be obtained either through internal budged mechanisms – specifically by identifying

available funds from within state budgets – or by making application for funding from grant-making bodies and foundations, development agencies and other external sources. One way to facilitate resource mobilisation is by mainstreaming SCP initiatives within national development plans and priorities which can include building linkages between SCP programmes and processes aimed at achieving the Millennium Development Goals. The projects that are going to be implemented may require adaptation to conform to donor preferences. This doesn't mean however that the overall aims should be changed but the priorities important to the specific donor should be emphasized in the application.

- Project operationalisation, achieved by the implementation agencies in cooperation with the identified partners is the core of the SCP programme implementation. Many of the phases of the implementation process – such as communication, establishing partnerships and synergies, monitoring and revising programme of measures – can also be identified within the operationalisation phase. Good practices should be identified during project implementation and be scaled up and out. Scaling out refers to replication of good practices identified in other projects within the same country or in other countries implementing similar SCP programmes. Scaling up refers to applying good practices to strengthen and enhance the same project.
- The monitoring and evaluation phase includes the following activities: establishing a monitoring programme, revising the programme of measures, programme evaluation and programme revision. Monitoring that targets are being met is an ongoing task during project implementation. Revising the programme of measures means revising the project activities if it becomes apparent that the project is not going to achieve its targets. Evaluation is done after the SCP projects have been concluded. This means undertaking an assessment of whether the overall goals of the SCP programme have been achieved. Based on the results of the monitoring and evaluation phase the SCP programme should be revised.
- Adjusting and sustaining the programme and revising implementation institutions is an on-going tasks that covers all the phases. Implementation institutions may need to be revised if it seems that their assigned tasks are better suited to another agency. The executable documents should be adjusted if the project team has not been successful in securing the necessary funding.

Inside each of the implementation phases, different mechanisms should be applied for effective implementation. In figure 2 a summary of the mechanisms that could facilitate the implementation of an SCP programme are presented. These mechanisms include dialogues and communication, stakeholder cooperation, effective institutional structures, progress measurement, policy instruments, capacity development and programme based budgeting.

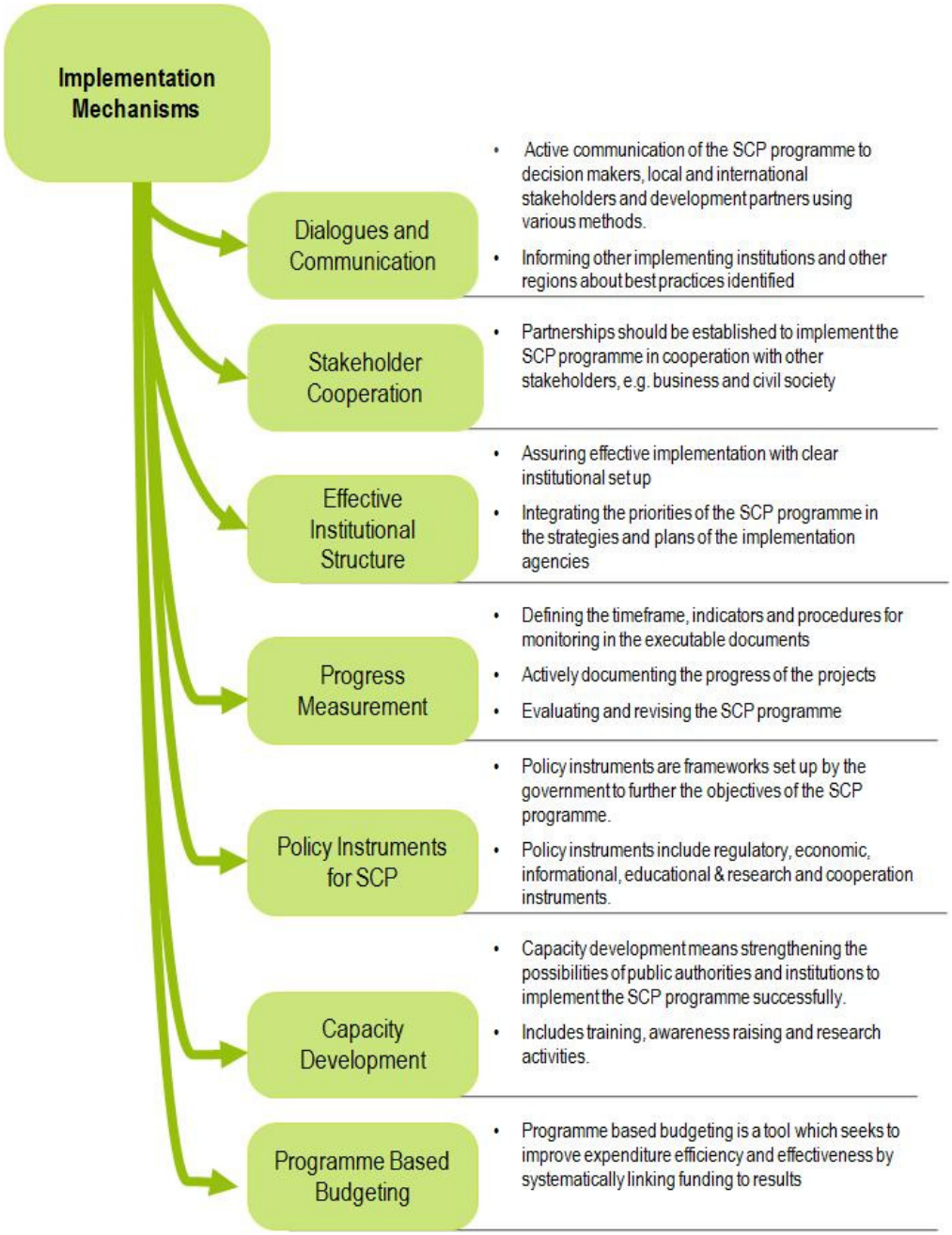

Figure 2. Implementation Mechanisms

The generic implementation guidelines presented in this document have to be adapted separately to the local realities in each country or city where they are applied. Experts from the countries themselves will hold the best judgement on this issue. Nonetheless as a part of the support provided to the pilot countries the CSCP has started the task of adapting these guidelines for each of the two target pilot countries and cities.

The pilot SCP programmes include a large variety of different projects. As a consequence a very important task in implementation is to prioritise these projects and develop them into executable implementation documents with clear objectives, schedules and activities. Despite the wide variety of identified priorities and projects, there are similarities between the priorities of the two city and country programmes. Furthermore, the corresponding geographical scopes make the implementation processes of city- and country wide programmes similar. Hence, the cooperation between the two cities and the two countries is one recommended priority.

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1 Introduction and Overview

Sustainable consumption and production (SCP) is an environmental sustainability approach that is used to analyse the relationship between the way we inhabit the planet earth and aspects of environmental degradation – such as climate change, biodiversity loss and natural resource depletion. Unsustainable consumption and production patterns are the root cause of these environmental problems and therefore changing these patterns is a key response to achieving sustainable development.

Since the 2002 UN World Summit on Sustainable Development (WSSD) in Johannesburg SCP has become a central theme in the international environmental policy agenda. Different regions and countries have now begun to formulate and implement their own SCP programmes that bring individual SCP policies together into a single integrated framework. Implementation of SCP programmes in practice is a far more challenging task than that of the planning process. The aim of this implementation plan is to support the implementation of SCP programmes so that they will be carried out within robust and reliable processes.

This document is prepared on the basis of the experience and lessons learnt from the implementation of the project on "The Development and Implementation of National and/or City-wide 10-Year Framework of Programmes on Sustainable Consumption and Production in Africa". This project has been implemented by the United Nations Environment Programme (UNEP) in cooperation with the Marrakech Taskforce on Cooperation with Africa. The project is financed by German Federal Ministry of Environment (BMU) which has initiated and is chairing the Marrakech Task Force "Cooperation with Africa" together with African partners. One of the main activities of this project has been to assist two selected pilot countries (Tanzania and Mauritius) and two pilot cities (Cairo and Maputo) in the development and implementation of their national and local sustainable consumption and production (SCP) programmes. The experiences gathered in the pilot countries and cities will later on be replicated in other regions. Burkina Faso, Ghana, Uganda and Zambia have already been selected for the second round of the project. In addition, UNEP will give technical back-up to Ivory Coast and Kenya so that they can also develop SCP programmes within their other funded projects.

The UNEP/Wuppertal Institute Collaborating Centre on Sustainable Consumption and Production (CSCP) was contracted by the Marrakech Taskforce on Cooperation with Africa to provide technical support on transforming the national and city-wide programmes into implementable programmes and projects. This document has been prepared to serve as a supporting tool for countries to move from development to implementation of SCP programmes.

The following sections of this introductory chapter introduce the project behind this document, the Marrakech process, the Marrakech Task Force on Cooperation with Africa, the concept of sustainable consumption and production and an overview of the structure of this implementation plan document.

1.1 Introducing the project and the Marrakech process

The 2002 World Summit on Sustainable Development (WSSD) called for the development of a 10-Year Framework of Programmes (10YFP) to accelerate the shift towards sustainable consumption and production (SCP) and to promote social and economic development within the carrying capacity of the ecosystem. This led to the launching of a global process on the development of the 10 Year Framework of Programmes, which has come to be known as the Marrakech Process. The United Nations Environment Programme (UNEP) and the UN Department of Economic and Social Affairs (UNDESA) are the leading agencies for this global process with active participation of many national governments, development agencies and other stakeholders. One of the activities within the Marrakech process is to build regional and national SCP programmes – that set the framework and targets for SCP – and implementation mechanisms in order to turn these programmes into projects on the ground. So far over 30 countries worldwide have developed or are in the process of developing their national SCP programmes[1].

As a part of the Marrakech process, Africa has elaborated a regional 10-Year Framework of Programmes which was approved by the African Ministerial Conference on Environment (AMCEN) through its Dakar Declaration in March 2005. The activities under the African 10-YFP have been supported primarily by the German Ministry of Environment (BMU) through the Marrakech Taskforce on Cooperation with Africa being led by Germany.

Over the last two years, UNEP, in partnership with the Marrakech Taskforce on Cooperation with Africa, has been supporting the further development and implementation of the African 10-Year Framework Programme in the region. This support has been given in the form of a project called “The Development/Implementation of a National and/or City-wide 10-Year Framework Programmes on Sustainable Consumption and Production in Africa”. One of the main project activities has been to assist the selected pilot countries and cities to develop and implement national and local SCP programmes. The aim is for experiences gathered in these pilot countries and cities to be replicated in other regions.

In the first round the countries of Mauritius and Tanzania were provided support to develop their national SCP action plans and the cities of Cairo (Egypt) and Maputo (Mozambique) were provided support to develop their local SCP action plans. Based on these action plans, the pilot cities and countries have developed – with the support of the project team – well defined SCP programmes and implementation projects. The pilot countries and cities have already completed the development of their SCP programme documents, which have been endorsed by their respective national institutions. As a follow-up to this programme development, UNEP has been providing support and facilitation for the implementation of the priorities identified in the programme documents. This includes support provided by CSCP on transforming the priority activities identified into project documents for implementation. This

[1] UNEP’s clearinghouse for national SCP programmes: http://www.unep.fr/scp/nap/clearinghouse/

document forms one part of this support by mapping out the basic framework that can be followed by the pilot countries and cities when implementing their SCP programmes.

1.2 Marrakech Task Force on 'Cooperation with Africa'

The Marrakech Task Force on Cooperation with Africa was formed as a follow-up to the programme development activities and in response to the call made by AMCEN's (African Ministerial Conference on Environment) Dakar Declaration. It was established by the German Federal Ministry for the Environment, Nature Conservation and Nuclear Safety (BMU).

The scope of the Cooperation with Africa Task Force is to support the African regional process on SCP:

1. To share experiences between cooperation partners and African countries as well as among African countries,
2. To encourage and support African countries in developing national or regional action plans on SCP,
3. To develop strategic partnerships for the implementation of concrete regional measures.

Through its identified activities, the Task Force works closely with the African 10-YFP on SCP.

Outputs of the Task Force in its key follow-up areas include the following:

1. A report on Best Practice in African Countries has been prepared. It contains information on selected practices in different parts of the regions and was disseminated to countries for possible replication of those practices.
2. A report on opportunities and challenges of promoting SCP through leapfrogging in Africa has been compiled. The report covers the potential role of leapfrogging in promoting SCP in Africa; existing cases of leapfrogging in Africa and other relevant economies as well as the most promising sectors for leapfrogging; and the key enabling conditions for leapfrogging to SCP in African countries.
3. African eco-labelling scheme that promotes better market access for African products in regional and global markets is being implemented. The eco-labelling scheme promotes appropriate environmental and health related standards within the design and production of African products.
4. A book on Sustainable Building and Construction in Africa is being produced and will be published very soon. It clarifies the concept of Sustainable Buildings and Construction (SBC) in Africa. It is based on primarily African research and building projects implemented in different parts of the region.

5. Two countries (Tanzania and Mauritius) and two cities (Cairo and Maputo) have already completed the development of their SCP programme documents, which have been endorsed by their respective national institutions. They are at the stage of implementing their programmes and this document has been written to support the implementation process.
6. This Implementation Plan document that facilitates the full implementation of SCP programmes in Africa.

1.3 What is Sustainable Consumption and Production?

Sustainable consumption and production (SCP) is a concept that can be used to analyse the relationship between the way we inhabit the planet earth and aspects of environmental degradation – such as climate change, biodiversity loss and natural resource depletion. In the SCP field, the root causes of environmental degradation are viewed through the lens of the ways that we produce and consume products and services. Instead of focusing on individual environmental problems, SCP takes a holistic view on the big picture of our lifestyles, structure of economies and methods of production. SCP integrates separate environmental problems in to the overall framework of consumption and production patterns and identifies solutions to achieve changes to these patterns to decrease our environmental impacts. Furthermore, SCP is a life-cycle approach because it considers environmental impacts that arise at all stages of the lifecycle of products or services. SCP is also a concept with far reaching ambitions since in some respects it can be seen as aiming to change underlying economic structures and how we carry out our daily lives, including the ways we live, eat, travel and spend our leisure time.

> SCP is about "*the use of goods and services that respond to basic needs and bring a better quality of life, while minimising the use of natural resources, toxic materials and the emission of waste and pollutants over the life cycle, so as not to jeopardise the needs of future generations*" (Oslo Symposium 1994)

SCP is also closely linked to development issues and meeting basic needs in a sustainable manner is a core objective within the concept. The challenge inherent within the SCP concept is to reconcile the currently unsustainable levels of consumption and production given global carrying capacity while at the same time improving unacceptably poor standards of living among a large proportion of the global population. Consequently, change in consumption and production patterns is needed in order to create an ecological and economic 'space' for the poor to meet their basic needs. The African 10-YFP has emphasised the importance of linking SCP with the challenges of meeting basic needs and the provision of sustainable livelihoods which are high priority needs for the Africa region. SCP can contribute to poverty alleviation 1) by creating new sustainable markets and jobs, 2) by making more efficient and less

polluting use of resources, thereby expanding the resource base to meet human needs, as well as 3) by reducing the degradation of the environment or other resources critical to poor communities. SCP is also important for combating climate change, whose impacts are affecting the livelihoods of people in developing countries even more severely than in industrial countries. SCP can also enhance the health and living conditions of the poor by reducing solid waste, water pollution and air pollution.

1.4 The Implementation Plan Overview

This implementation plan maps out a basic framework that can be followed when implementing SCP programmes. It serves as a generic work plan that helps to make the implementation process more focused and structured. It should be emphasized, however, that this implementation plan does not eliminate the need for detailed and specific work planning in each country based on the framework laid out in this document. It is not possible to formulate a one-size-fits-all solution, especially since SCP remains a fairly new policy field. The suggestions made in this document should thus be modified to fit the unique conditions of the different countries.

Although this implementation plan is intended to serve as a document to be used by the cooperation with Africa Marrakech Task Force, CSCP and UNEP to structure and formulate the provision of assistance to the specified countries/cities, it can also serve as a basic guideline for similar future projects. The structure of the implementation plan is as follows:

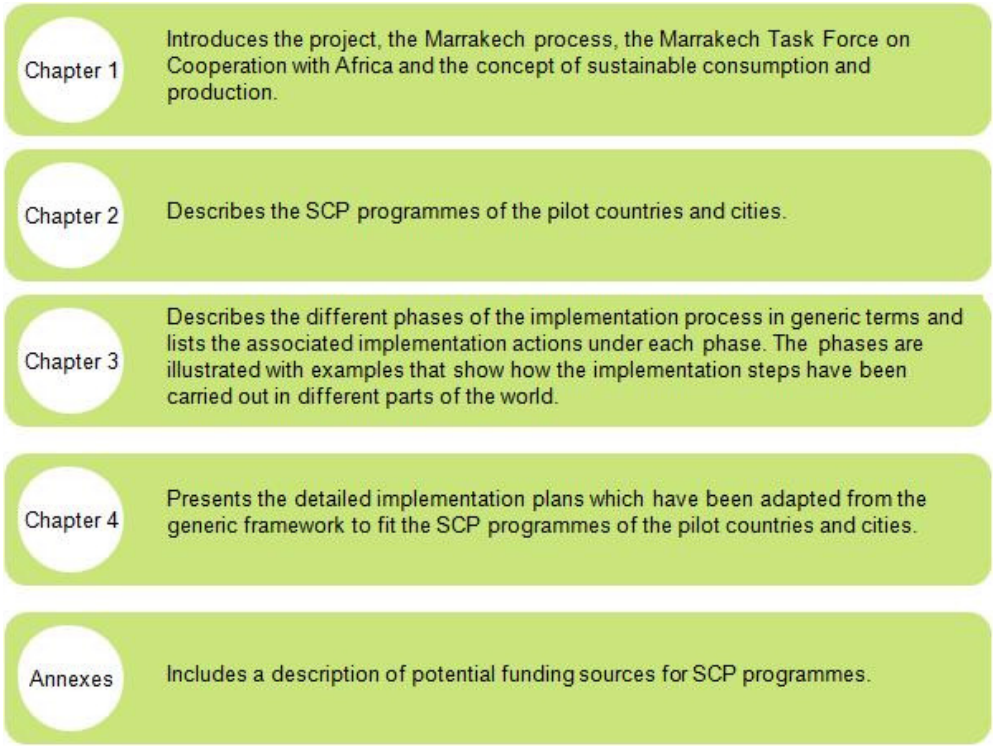


Figure 3. Structure of the implementation plan document

Figure 4 presents the phases and interdependencies within the implementation process. These implementation phases include communication, institutionalisation, resource mobilisation, operationalisation as well as monitoring and evaluation. In addition, adjusting and sustaining the programme as well as revising implementation institutions are on-going tasks that occur across all the phases. It shouldn't be assumed, however, that the phases must be strictly followed in the same order at all times. In practice, a different order can be better suited to some situations and some phases can be combined with other phases where practical.

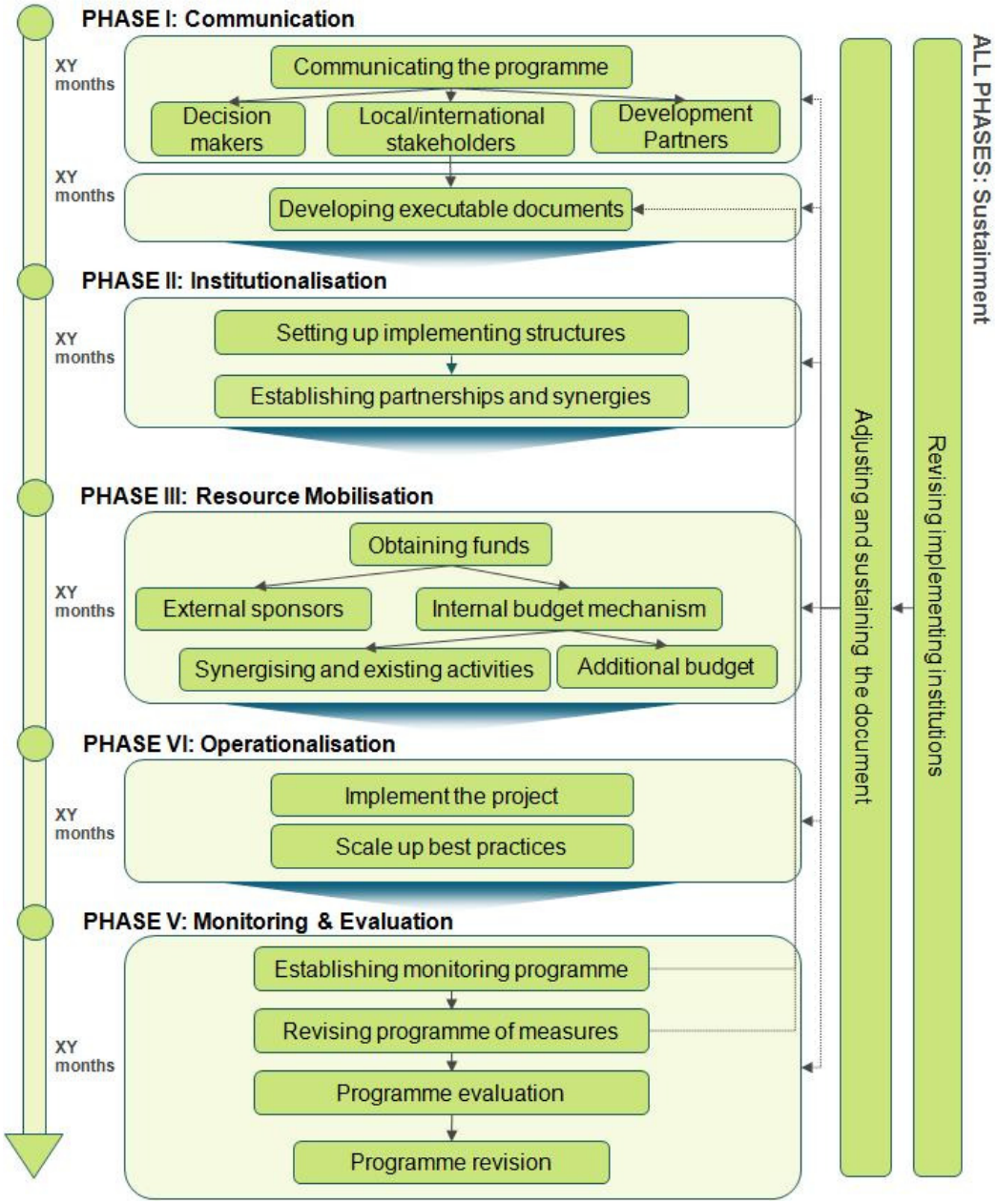


Figure 4. Implementation framework

2 Description of the Pilot Countries' and Cities' SCP Programmes

Although the implementation plan is applicable in other regions, the pilot countries (Mauritius, Tanzania) and cities (Cairo and Maputo) are the most important target group for this document. This section describes the four pilot SCP programmes. In chapter five, a specific implementation plan is presented where the generic implementation framework is adapted to the specific needs of these four pilot SCP programmes.

Mauritius, Tanzania, Cairo and Maputo have developed their SCP programmes according to their local needs and realities. The respective institutions responsible for developing the SCP programme have defined SCP priorities, which differ between each pilot city or country due to the differences in their geography, natural resource reserves, population density, urban development, state and type of industrialisation and related environmental challenges. The following section provides a short description of each of the programmes.

2.1 Mauritius' National Programme on Sustainable Consumption and Production (2008-2013)

2.1.1 SCP for "Maurice Ile Durable"

As a small island developing state, Mauritius is characterized by inherent natural vulnerability including a small land area, limited natural resources and environmental sensitiveness. Water management, waste management, energy efficiency and sustainable land use are some of its key environmental challenges. The Mauritian government has expressed its political commitment to sustainability and thus securing present and future livelihoods through its *Maurice Ile Durable* (Mauritius Sustainable Island) -vision.

Mauritius' National Programme on Sustainable Consumption and Production approved by the Government in August 2008 is an important vehicle to achieve the objectives of the Maurice Ile Durable -vision. The SCP Programme was developed by the Ministry of Environment (MoE) and National Development Unit (NDU) through a systematic stakeholder's consultation process comprising of representatives from different ministries, the business sector, civil society, media and academia. The implementation of SCP projects will be carried out by fourteen implementation agencies and coordinated by MoE and NDU.

One important principle that the working groups adopted was to "make SCP visible at an early stage" by developing 44 concrete pilot projects for implementation. The SCP priorities identified in the programme include efficient resource use with focus on energy, water and sustainable buildings, integrated solid waste management and recycling, sustainable public

service practices, increased market supply and demand stimulation for sustainable products, and education and communication for sustainable lifestyles.

The priorities and project areas of the SCP programme are summarised in the following table.

PRIORITIES	PROJECT AREAS
Resource Use Efficiency	Energy: Initiation of an auditing system and energy efficient public procurement Water: Initiation of codes and regulations, audits, rain water harvesting systems Sustainable Buildings and Construction: Initiation of guidelines and a rating system, amendment of building regulations, financial incentives.
Integrated Solid Waste management and Recycling	Promotion of supermarket waste recycling (focus on cardboards and plastics.), diversion of organic wastes from the hotel sector, backyard composting, elaboration of integrated waste management action plans in all local authorities.
Sustainable Public Service Practices	Implementation of a sustainable public procurement framework, water savings, sustainable paper use, computer refurbishment and reuse, environmental reporting.
Increase Market Supply and Demand for Sustainable Products	Development of a National Eco-labelling Framework, Financial incentives, Capacity Building for industry in Life Cycle Management and Corporate Sustainability Reporting.
Education and Communication for Sustainable Lifestyles	Promotion of National awareness campaign, training, locally adapted educational materials targeting SMEs and awards programs.

2.1.2 Current Status of the Programme

- Active communication has been carried out and SCP issues have been widely covered in media.
- Implementation process has been started with 10 high priority projects, which include projects on sustainable government procurement, development of rainwater harvesting systems and developing minimum energy performance standards for key household appliances among others.

2.1.3 Lesson Learned

- Getting high level political commitment to the SCP Programme allows a good start of the implementation.
- SCP has gained interest within *Maurice Ile Durable* core philosophy

- Media is interested in SCP and it is possible to achieve wide media coverage on SCP issues.
- A multi-stakeholder approach is a prerequisite for the successful development, implementation and monitoring of the SCP programme.

2.1.4 Urgent and long term needs

- Resource mobilisation (small developing state with limited resources)
- Technical assistance (latest technology and knowhow)
- Human resources (experts for project development and effective implementation)

2.2 Tanzania's 10-Year National Programme on Sustainable Consumption and Production

2.2.1 Building SCP on MKUKUTA

The majority of the population of Tanzania depends on the environment for its livelihood, with use of natural resources accounting for 66% of gross domestic product. Consequently, environmental sustainability has been identified as a key priority for the country in The National Strategy for Growth and Reduction of Poverty or MKUKUTA as it is known in its Swahili acronym.

Building on the MKUKUTA, Tanzania has developed a Sustainable Consumption and Production programme that is vital for facilitating the activities towards sustainable development in Tanzania. The SCP programme will strengthen and give a logical framework to Tanzania's ongoing SCP activities. The process of developing and implementing the SCP programme has been facilitated by the Cleaner Production Centre of Tanzania (CPCT) with the active participation of different stakeholders (civil society actors, business sector, government representatives) and technical assistance from UNEP-DTIE. A national multi-stakeholder steering committee chaired by the Vice President's office and alternative chaired by the Ministry of Trade & Marketing has been set up to lead the process.

Pilot activities in the field of SCP were selected based on the relevance to national needs, potential to provide synergy to existing initiatives (such as MKUKUTA) and to the overall priorities of the Africa 10 YFP. Further points considered were the potential to deliver results quickly, existence of capacity to implement within existing infrastructure and being part of the global process supported by donor communities. The priorities listed in the Programme include energy efficiency, water management, habitat and sustainable urban development, industrial development, and the cross-cutting are of education for SCP.

The priorities and project areas of the SCP programme are summarised in the following table.

PRIORITIES	PROJECT AREAS
Energy efficiency	Demand-side Management on Energy Use
Water and Sanitation	Demand-side Management on Water Use and Water Harvesting
Habitat and urban sustainable development	Integrated Solid Waste Management in Urban Areas , Sustainable Building and Construction , Cleaner City-Vehicular Emissions
Industrial development	Sustainable Manufacturing, Sustainable Tourism and Sustainable Agriculture
Cross-cutting area	Education for Sustainable Consumption and Production

2.2.2 Current Status of the SCP programme

- The SCP programme development has been completed.
- The programme is being communicated both internally and externally. A national parliamentary seminar was conducted.
- Project implementation has been started within the cross-cutting priority area in the form of education and awareness raising in schools. SCP clubs have been established and 41 schools have joined the programme so far.
- The Cabinet has been briefed about the key issues of the SCP Programme.

2.2.3 Lesson Learned

- Arranging a parliamentary seminar and briefing the Cabinet were good vehicles to get political commitment.
- Projects that have the potential to produce quick results, for which financial resources can be secured easily and that can effectively demonstrate the benefits of SCP are a good starting point.

- Considering the existing institutional structures and processes for effective implementation is advisable.
- To ensure the success of the programme it is crucial to communicate to stakeholders and involve them in the implementation process.

2.2.4 Urgent and long term needs

- Resources from internal and external sources need to be mobilised.
- Technical assistance for effective project implementation is required.
- Partnerships with external stakeholders need to be established.

2.3 Cairo City-wide Programme on Sustainable Consumption and Production

2.3.1 SCP for Cairo's Urban Development

The Egyptian capital, the city of Cairo, encompassing a metropolitan area with more than 17 million residents, has been selected as an example of an African megacity to apply and promote SCP. It is seriously threatened by rapid increases in air, water and soil pollution. Some activities towards sustainable transport in order to mitigate air pollution have already been undertaken in the framework of the National Air Quality Strategy. These activities include the introduction of electric bus technology in Cairo city. The SCP programme of Cairo is a crucial policy tool for strengthening and expanding the ongoing activities and achieving the objectives of the National Air Quality Strategy.

A multi-stakeholder team including the Egyptian Environmental Affairs Agency, Cairo Governorate and the Egyptian National Cleaner Production Centre has developed Cairo's SCP programme. The primary aim of Cairo SCP programme is to provide incentives for the introduction of sustainable consumption and production patterns at the city level. The multi-stakeholder team adopted a systematic approach beginning with the identification of the main national sustainable development policies and strategies. Based on the assessment, the priorities of the SCP programme were harmonised with existing policies, such as the National Environmental Action Plan (2002-2017) to avoid isolation of the SCP programme. Furthermore, four thematic areas of first concern were selected and conceptualized through twenty high priority projects. The main thematic areas are solid waste management, sustainable industrial development, urban development and transportation and transport air emissions

The priorities and project areas of the SCP programme are summarised in the following table.

PRIORITIES	PROJECT AREAS
Solid Waste	Increasing the efficiency of collection and transportation services in selected schools and districts, Introduce some new initiatives for source reduction and segregation, Rehabilitation of dump sites, Establishment of transfer stations, Capacity building programs, Awareness raising programs.
Industry	Control of industrial pollution through the promotion of cleaner production technologies, Hazardous Industrial Waste Management in Manshiet El-sad area
Urban Development	Awareness raising programs for implementing existing anti-slums policies/mechanisms, Introduction of energy efficiency lamps, Integrated solid waste management for Hospitals
Transport	Recycle tires to be used in rail construction in Mahkama Sq., Increasing energy efficiency of public transit system, Developing behavioral change pilot programs on transportation.

2.3.2 Current Status

- The process of selecting the projects to be implemented first has been initiated
- The programme has been communicated to local decision makers, development partners and local and international stakeholders.

2.3.3 Lesson Learned

- Cooperative planning among different concerned stakeholders was a very important tool to bring business and policy actors together and thus broaden project implementation options.
- Strong public-private partnerships are a good tool for achieving more impact.
- Demonstrating the economic and environmental benefits of SCP is the best way to convince the local population about the usefulness of the SCP programme.
- Focusing on small-scale projects enables easy replication for successful implementation

2.3.4 Urgent and long term needs

- Financial support for government incentive schemes
- Technology transfer for projects aiming at industry energy efficiency
- Cooperation with research centres to tackle technological challenges and to convey insights on how to achieve sustainable lifestyles
- Financial and technical support for starting the Ecological Footprint Initiative and broadening the use of Life Cycle Analysis (LCA) and Life Cycle Costing (LCC)

2.4 Maputo and Matola's (Mozambique) City-wide Programme on Sustainable Consumption and Production

2.4.1 Working towards SCP through an Integrated Approach in Maputo and Matola

Mozambique National Action Plan for Absolute Poverty Reduction (PARPA II) adopted in 2006 aims at reducing poverty by promoting sustainable and comprehensive economic growth. The main environmental challenges in Mozambique's capital, Maputo and its satellite city Matola, lay in water management systems and the provision of alternatives to the use of firewood and charcoal, which are the principal energy sources of the country. The SCP programme of Maputo and Matola was developed in the context of PARPA II. The SCP programme also supports the four national sectoral policies on Water, Industrial development of SMEs, Energy and Urban Development.

The SCP programme was developed with the cooperation of Mozambique National Cleaner Production Centre (MNCPC) and a multi-stakeholder national steering committee. The participants of the committee included Ministry for Environment Coordination, National Environment Fund, Environment Business Forum, National Cleaner Production Centre, National Energy Fund, Maputo and Matola Municipal Councils, Ministries of Industry and Trade, Public Work and Housing, Transport and Communications.

Twenty pilot activities were selected under four SCP priorities: water and sanitation, energy efficiency and sustainable energy, urban development and infrastructure, and development of resource based industries. The priorities and project areas of the SCP programme are summarised in the following table.

PRIORITIES	PROJECT AREAS
Water and Sanitation	Water and sanitation pricing rationalization, Cleaner production methods (especiallly water use rationalization) in industries, Management of small water supply systems by local (women) communities.
Energy efficiency and sustainable energy	Demand-side management programmes that promote efficient energy utilization and conservation, Promotion of the availability and increased utilization of natural gas in the industry, in public transport and in households.
Urban Development and Infrastructure	Integrated Solid Waste Management programme based on the 3 R's principles and promoting waste-to-resource conversion, Upgrading slums by creating basic sanitation infrastructures (drainage system, water system and access roads), Car emission regulation.
Development of Resource-Based Industries	Sustainable tourism, Strengthening the environmental sustainability element of the industrial development policy, Compliance assistance programme with a particular focus on improving efficiency of SMIs, Cleaner production and corporate social responsibility principles for multinational companies, Labeling of industrial products.

2.4.2 Current Status

- Active communication has been carried out by conducting sectoral seminars targeted to National Council for Sustainable Development (CONDES), Maputo and Matola City councils, media, schools and academic world.
- Sustainable tourism was identified as a high priority and capacity building program has already been held for tourism operators and national consultants.
- Action plans have been developed for selected tour operators.

2.4.3 Lesson Learned

- High-level political endorsement of the SCP Programme has been achieved by active distribution and communication of the SCP programme.
- Linking the SCP programme with existing policies has increased SCP project implementation possibilities.
- Adopting a multi-stakeholder approach during the programme development has enabled the development of a comprehensive overview of SCP needs in the cities. By bringing different interests together, the important crosscutting nature of SCP was taken into account.
- Cooperation with the private sector – such as the capacity development programmes for tourism operators – revealed how businesses can largely contribute to SCP.

2.4.4 Urgent and long term needs

- Creating economic incentives to get the private sector involved in the SCP programme
- Decentralising SCP activities by creating strong partnerships with local and international organisations
- Financial support for launching further priority projects on waste management and composting, sustainable tourism, education and awareness creation on SCP, demand-side management on water supply, promotion of increased availability and utilization of natural gas in the industrial sector and public transport and promoting the construction of sustainable buildings.
- Technology transfer schemes and experience-sharing platform to speed up project implementation

3 SCP Programme Implementation Phases

3.1 PHASE I: COMMUNICATION

Synopsis: Communicating the content of the SCP programme to decision makers, development partners and local and international stakeholders – namely the business sector and civil society actors – and citizens in general is a first step and a critical success factor for the implementation process. Communication is especially important in the case of SCP since the concept is fairly new and not always well understood. The purpose of communication is to provide information, build programme credibility and political importance and ensure stakeholder commitment to the SCP programme implementation. Communication through a wide range of media is essential for raising public awareness and mobilising necessary resources, as well as for contributing to equality of opportunity by making sure everyone possesses the same knowledge. Communication also demonstrates that SCP is a mutual priority in a country and it is taken seriously. Both external and internal communication will be important for the programme to be successful. Internal communication refers to the communication between implementation agencies and the coordination body. External communication refers to communication to stakeholders outside the core project group or groups.

Implementation actions:

- As a first step in the communication phase, a communication strategy should be developed. The purpose of the strategy is to define the objectives of the communication process, identify relevant target groups and determine optimal communication mechanisms for each target group. Writing the communications strategy is a task that is best carried out by a group formed by the potential implementation agencies. The support of a communications expert could also be enlisted. More detailed information on how to write the communication strategy can be found at the end of this chapter.
- As a part of internal communication process it is often beneficial to arrange a seminar and/or workshops for decision makers at an early stage of the implementation process. The objective of the seminar is to familiarize decision makers with the programme and discuss any questions they might have. The programme document itself should be available for all employees involved in the implementation process.
- Leaflets and brochures that summarize the content of the SCP programme could also be published.
- Local mainstream media reporters should be contacted actively as they are powerful in many countries. National and international media should also be used as a chan-

nel. TV and radio are important channels as well. Wide media attention increases the political importance of the programme.

- Information on the progress of the SCP programme should be made available online. This information could be published on internet web pages operated by the implementation agencies or a coordination body. A database with information on current SCP activities and best practices could also be constructed.
- Publishing monitoring and evaluation reports (see sections 3.6.2 and 3.6.3) is also a form of communication.
- A discussion platform could be established for the pilot countries/cities to share information and experiences. Representatives from the pilot countries/cities could also take part in site visits and tours. This way the best practices from each country could be disseminated to other countries.

Basic principles of good communication

1. All communication must be two-way communication, which includes both listening and responding. For this reason information campaigns are not enough. More interactive methods such as workshops are needed.
2. Communication should be an ongoing activity within the entire implementation process.
3. Effective communication requires planning and preparation.
4. Open communication promotes trust and enhances transparency.
5. Effective internal communication contributes to good working relationships between implementing agencies and the coordination body by creating a greater understanding of the skills and areas of interests among partner organisations.
6. Use of appropriate language & media are critical to reach the relevant target groups.

Considerations When Preparing a Communication Strategy

- Elements of the SCP programme that need to be made known
- Objectives of communication
- Stakeholders that could be interested in this knowledge
- Needs of partners and the elements of the SCP programme they find of most interest
- Required input from each target group
- Communication mechanisms that should be used for the various target groups. Mechanisms and tools that have been used before may still be useful however new mechanisms may be worth exploring.
- Timeframes
- Financial and human resources available for communication efforts

Communication Matrix

A communications matrix, as illustrated below, can help identify to whom you are communicating, the reasons for your communication and the appropriate media to be used. It will also help to identify potential gaps. The following matrix illustrates a quick way to build a sound and effective communication strategy and contains the basic elements intended to inspire the elaboration of a more detailed matrix adapted to the local context.

	Target groups			
	Decision makers	**Local/International Stakeholders**		**Development partners**
	Public authorities	Business actors	Citizens, civil society organisations (CSOs)	Intergovernmental organisations, development agencies
Communication goal	• To make public authorities aware of and familiar with the programme. • To get public authorities to commit to the programme and accept SCP as a major priority in the development programme of the country/city.	• To show companies that the SCP programme is a business opportunity • To inform the companies about the changes to be expected in SCP policy so that they can adapt to the new operational environment with more ambitious environmental goals • To encourage business actors to actively create new solutions for sustainable consumption and production. • To find potential partners for cooperation.	• To get CSOs to support the SCP programme and actively campaign for SCP. • To assure citizens' interest and active participation in the process through CSOs • To find potential cooperation partners	• To inform that SCP is one of the development goals in the region. Pave the way for future funding. • To learn from other countries experiences to assist the implementation process
Communication mechanism	• Conferences, Seminars, Workshops • Reports, Briefings, Technical Reports • Website of the state, and ministries: highlights and newsletters • Discussion networks and experience sharing among the project countries/ cities	• Conferences, seminars, workshops • Reports, briefing, technical reports • Website of the state, and ministries: highlights and newsletters • Local, national and international specialised newspapers and magazines • Marketing/advertising • Demonstration projects and databases on ongoing activities and best practice • Information centres	• Local, national and international TV, radio, newspapers and magazines • General information material on SCP, brochures, leaflets, books and publications • Events, exhibitions, animations, site visits, conferences, open-door events • Marketing/advertising • Website of the state, ministries and CSOs: highlights and newsletters • Information centres	• Conferences, seminars, workshops • Reports, briefings, technical reports • Marketing/advertising, • Website of the state and ministries: highlights and newsletters
Responsible institution				

CASE STUDY 1: Communicating the Action plan for Sustainable Public Procurement (SPP) in Finland

A wide array of different communication methods is important for ensuring the effective implementation of government action plans. In Finland this principle has been followed when developing and implementing an action plan for sustainable public procurement.

The action plan was prepared by a working group with wide range of members from different stakeholder groups. In addition to public authorities, businesses, expert organizations and civil society organisations were represented. These stakeholder groups represented also the main target groups for communication. A wide participation of stakeholders in developing the plan ensured that the awareness of the strategy was disseminated throughout the relevant stakeholder groups at an early stage. Wide participation also ensured that the stakeholder groups could contribute their knowledge and expertise to the process of formulating the action plan.

Reporters in national level media were contacted and press releases were distributed when major milestones were been achieved. This resulted in wide media coverage. In spring 2009 the Finnish Government made a decision in principle on sustainable public procurement. The Government set targets and expectations for those responsible for public procurement, particularly in the areas of energy, construction and housing, transport, food services, energy-using equipment and services. At the time this decision was made, the Ministry of Environment published a leaflet regarding SPP summarizing the main targets and focus areas in a simple format. Since the working group was established information about the action plan was made available on Ministry of the Environment internet web pages.

Aside from newspaper articles, leaflets and internet web pages, more interactive methods such as seminars and workshops were applied. These methods are important to reach employees within public administration who will eventually bear responsibility for implementing the action plan in practice. A seminar for procurement staff and related experts was held to provide information and facilitate discussion about the action plan. Furthermore, the working group arranged a workshop where experts outside the working group from different ministries, CSOs and companies were invited. The workshop was one way of ensuring that the working group had all the relevant information at its disposal during formulation of the action plan.

Guidance and tools to support sustainable procurement have been disseminated through a database and SPP communication network. The database gathered relevant information and guidelines to help with SPP procedures. The SPP network brings together municipalities that are interested in furthering SPP and offers a platform for sharing experiences. Although the database and network were in place prior to the formulation of the SPP action plan they also served as effective tools to disseminate information about the new action plan.

Sources: Ministry of the Environment. Julkiset hankinnat (Public Procurement). URL: http://www.ymparisto.fi/default.asp?contentid=313699&lan=fi&clan=fi (in Finnish)

Ministry of the Environment. Programme to Promote Sustainable Consumption and Produc-tion. URL: http://www.ymparisto.fi/default.asp?node=6051&lan=en (in English)

Ministry of the Environment (2009). Sustainable Public Procurement – Public Sector Be-comes a Pioneer in Sustainable Procurement. Brochure by the Finnish Ministry of Environ-ment 2009.

3.2 DEVELOPING EXECUTABLE DOCUMENTS

Synopsis: The projects identified in SCP programmes are not usually sufficiently elaborated upon to begin the implementation process straight away based on the programme document alone. Therefore, the priorities listed in the SCP programme have to be first turned into executable documents. An executable document can be understood to be an implementation plan in micro scale. It defines specific project tasks, deliverables, execution timelines and the required human, financial and other resources. Country/city teams are expected to take the lead in the preparation of executable documents and CSCP can provide any necessary technical assistance.

There is a clear linkage between this phase and the monitoring and evaluation phases. In the monitoring phase an assessment is performed to determine whether the project has been carried out according to the executable document and if it has achieved its defined targets. In the evaluation phase the results of progress monitoring for all of the SCP projects are compiled to produce an evaluation of the overall SCP programme.

Implementation actions:

- In the SCP programmes of the pilot countries/cities a large number of projects and measures are listed. Therefore, as a first step in developing executable documents the government body with responsibility for developing the SCP programme should prioritize projects identified in the programme. This is a necessary step since it is unlikely to secure the necessary resources to execute all identified SCP projects in a country/city.
- It is important to correctly assess the resources required for implementation and to select the number of projects for implementation accordingly. It is better to start with fewer focussed projects with a high probability of success rather than taking on an overly ambitious plan that fails to extend beyond the planning phase at the implementation agencies. Prioritisation and sound implementation builds the credibility of the programme and demonstrates to key stakeholders that the programme is being delivered as planned.
- The potential implementation agencies should be involved in the process of developing the executable documents. This will ensure that projects are designed within the

capacities of the implementation agencies. Involving potential implementation agencies will also engender a sense of ownership towards the projects.

- Specific targets for the projects and monitoring indicators must be defined in the executable document in addition to a preliminary monitoring schedule to ensure that each individual project remains on track according to the identified goals.2
- Strengths and weaknesses of the project and the opportunities and possible threats for its success should be analysed when developing executable documents.
- When developing executable documents the necessary funding for project implementation should also be mapped out. Available domestic resources should be identified in order to define the amount and necessity of external funding required. If external funding is required the executable document can form a basis for funding applications to be developed later on in the implementation process.
- Stated priorities of potential donors should be reviewed and taken into consideration when developing executable documents. CSCP has experience in this area and can assist the countries or cities identify the most suitable donors for each project.

Executable documents should:

Be concise and written with clear and understandable language.

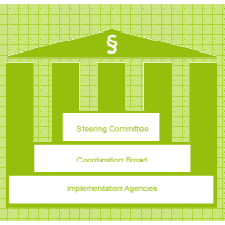
Have clear objectives that can be monitored.

Have realistic timeframes

Include a clear description of the project activities and task allocation.

Include a description of the potential funding sources.

[2] More information on SCP indicators can be found in UNEP (2008). SCP Indicators for Developing Countries – A Guidance Framework. UNEP 2008, and in UNEP (2008). Planning for Change – Guidelines for National Programmes on Sustainable Consumption and Production. UNEP 2008.



3.3 PHASE II: INSTITUTIONALISATION & GOVERNANCE

The objective of the institutionalisation and governance phase is to precisely define who will bear responsibility for implementing the SCP programme in practice. Sub-phases within this phase include setting-up implementation structures and establishing partnerships. These implementation sub-phases are necessary to define the government unit responsible for co-ordinating the implementation, and to define the agencies with responsibility for carrying out the projects in practice and finding external non-government project partners. [3]

3.3.1 Setting up Implementation Structures

Synopsis: Functionality of the institutional structure is an important success factor for the implementation process. The necessary implementation institutions have already been identified in the SCP programme. However, to complete the implementation process in practice adjustments may be required. The need for revision of institutional structures can arise because the project details have been specified in the executable document, and the project might not anymore fit under the mission of the originally identified implementation agency. After the first step of identifying implementation institutions – implying either their revision or creation – it is crucial to define how each of them will interact with each other, as governance arrangements that are unclear pose a major risk to the success of the implementation process.

Institutions are not stand-alone entities. They interact with, affect and are affected by other organisations, agencies and institutions at the global to local levels. The consequences and management of this interplay for effective and coherent governance for a national SCP programme is a major issue that must be taken into consideration when implementing the SCP programmes.

[3] In some cases, the SCP programme can be a part of other government strategies such as a National Environment Action Plan, National Sustainable Development Strategy or Poverty Reduction Strategy. In those cases the implementation structures will already be in place.

Implementation actions

- For effective programme implementation there should be an organisation or a unit inside an organization with a mandate to coordinate all activities. Implementation agencies should therefore agree on the establishment of a coordinating organization. The coordination body is responsible for the overall coordination, evaluation and revision of the programme. Even though the overall coordination responsibility lies with the coordination body, it is advisable to have formalised cooperation between ministries in consideration of the cross-sectoral nature of SCP.
- The actual implementation agencies responsible for actions on the ground should be identified. The implementation agencies should be selected based on their core mission and commitment to carrying out the projects. For example, the ministry in charge of energy affairs could be responsible for implementing energy efficiency related SCP projects. Usually the implementation agencies are government bodies but in some cases a project can be outsourced to or implemented in cooperation with an organisation external to the public administration, such as a civil society organisation or an expert organisation/think-tank. The implementation agencies report their progress toward implementing the SCP programme to the coordination body.
- The relationships between the implementation agencies, the coordination body and the project partners should be clearly defined. The procedures and timeframes for reporting progress between the parties should also be defined.
- SCP projects should be integrated into annual plans and strategies of the respective implementation agencies. Otherwise it could be difficult to secure the necessary political, time and resource commitments to successfully implement the SCP programme.
- Strengthening the capacity and skills of the institutions working in the field of SCP is crucial. SCP is a new field for policy-making. Training and support are therefore needed to ensure the needed knowledge and skills are available where needed. It is advisable to arrange training for civil servants and decision makers on how SCP should be understood and policy and other measures that can be employed. Research activities are also important for strengthening capacities by expanding the knowledge base on SCP.
- After the coordination body and implementation institutions have been defined they should use every opportunity to advance sustainable consumption and production within their national and local political processes. When new government agencies are being established it might present an opportunity to launch new SCP related workgroups. If environment related policies are being revised SCP issues could be advanced at the same time.
- It is important to ensure that the SCP programme enjoys the support of higher political bodies. Making SCP a common priority for the country as a whole will guarantee

the best possible outcomes. Without sufficient political support it can be difficult for the implementation agencies to obtain support from other agencies and stakeholders.

To overcome institutional problems and achieve SCP programme objectives, policy instruments are the important tools. These tools are discussed in the following section.

Institutional Policy Instruments for the Implementation of the SCP Programme

Policy instruments are tools that governments can apply to change operations or behaviours of different actors. Figure 5 presents a selection of SCP instruments that can support integration of SCP issues into national/local policies and eventually achieving SCP targets.

There are many different ways to categorize policy instruments. In this document we use the following categorization: Economic instruments, regulatory instruments, educational & research instruments, information instruments, and cooperation & voluntary agreement instruments. Regulatory instruments are traditional policy levers where the state uses its power to compel consumers, firms or other actors behave in a desired way. Compliance is ensured by some kind of deterrent or punishment (monetary fines, seizure of property or imprisonment). Regulatory instruments are based on laws and decrees.

The main motivator in economic instruments is money. When regulatory instruments compel people to act in a certain way, economic instruments rely on providing financial incentives to make the desired choices more appealing through influencing prices. Economic instruments include tools such as taxes, charges, fees and subsidies. Emission trading and sustainable public procurement programs are also economic instruments because they influence the function of the market.

Education and research instruments include support for research and development (R&D) as well as education and training. These are “softer” instruments relative to regulatory and economic instruments based on the development of new knowledge and training and education. Information instruments – which include tools such as eco-labelling schemes and consumer information campaigns – also use information as a means to change behaviour. Cooperation instruments and voluntary agreements include for example voluntary initiatives that aim to encourage single firms, groups of companies or industrial sectors to improve their resource efficiency and environmental performance beyond what is required by existing environmental legislation and regulations.

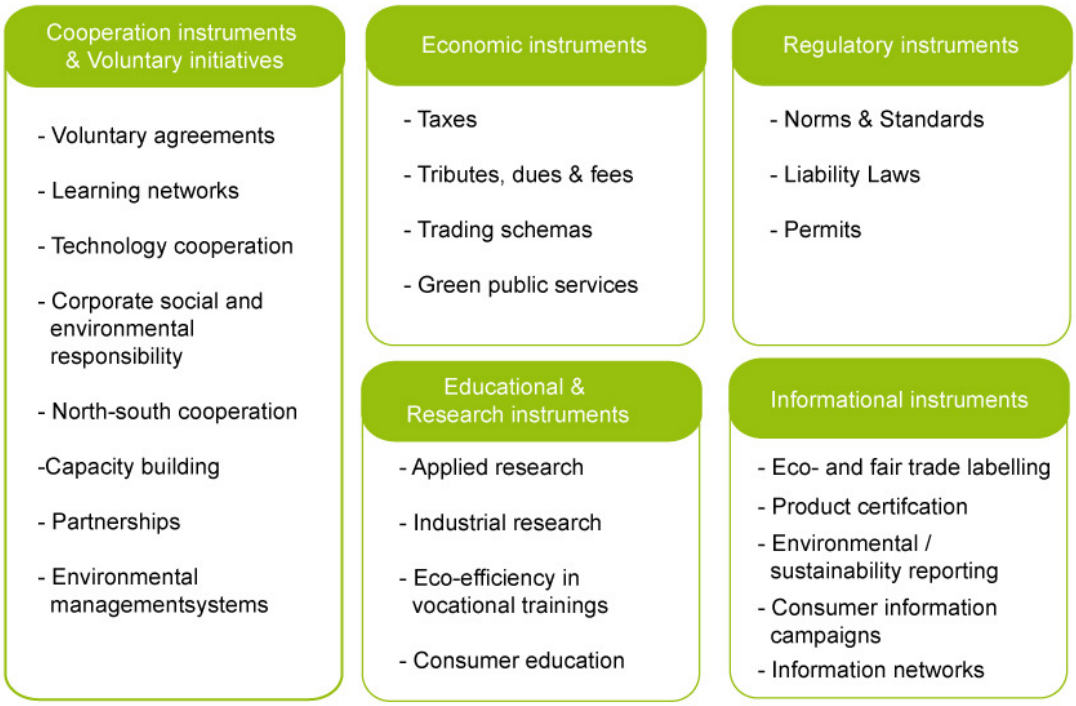


Figure 5. Selected SCP Instruments.

As illustrated in figure 6 policy instruments can be characterised according to the point of leverage and the degree of freedom. Point of leverage refers to whether the instrument enables the policy maker to provide concrete rewards or penalties for SCP actions or does it support voluntary action among stakeholders. Degree of freedom illustrates to what extent the target group of the instrument can choose if they change their behaviour or not. Norms and standards don't leave any choice (unless one is ready to suffer imprisonment or pay a financial penalty), whereas in the case of information campaigns the choice is left solely to the individual.

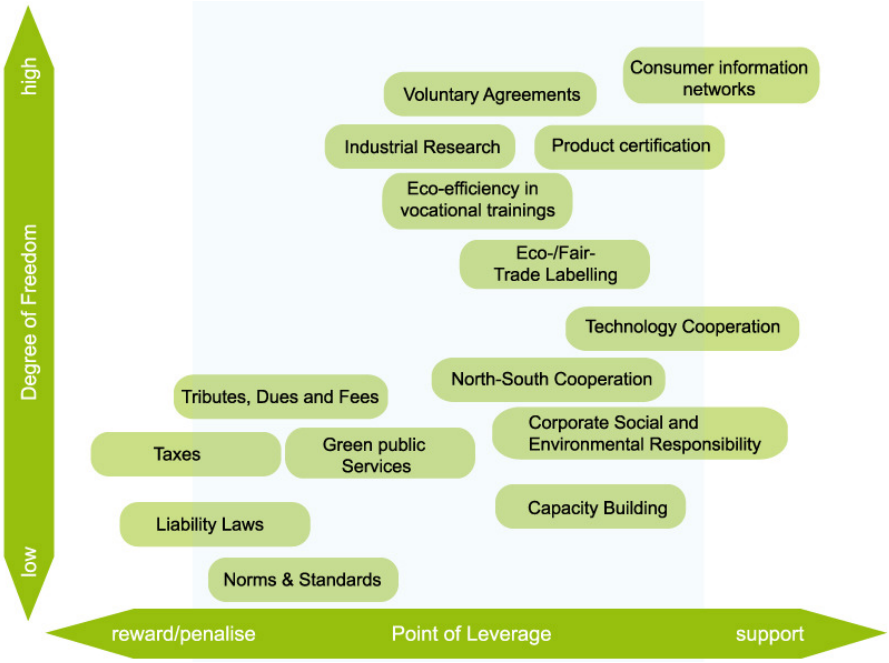


Figure 6. Characterisation of selected instruments.

Furthermore, policy instruments can be assessed according to their effectiveness. Effectiveness refers to how well the instrument achieves its goal. An example could be the degree to which CO_2 taxes result in reductions in CO_2 emissions. Regulatory and economic instruments can be more easily attributed to specific results than instruments based on information, such as information campaigns and eco-benchmarking. However, a strategic application of a mix of policy instruments is in many cases substantially more effective than any single instrument alone.[4] Thus, softer instruments such as eco-labels can also be an essential part of an effective policy mix, even though individual effectiveness of these soft instruments alone might be limited.

When planning and designing a policy intervention, the selection of the right measures is crucial. The optimal choice of policy instruments will depend heavily on local and national conditions and problems shouldn't be approached with "one-size-fits-all" solutions. Each country should select the most appropriate instruments that fit to their local reality.[5] CSCP will request that the pilot countries and cities identify the most appropriate instruments in their context and a list of these measures will be used to prepare implementation plans that fit the specific conditions of the pilot countries and cities.

[4] Tukker Arnold; Diaz-Lopez, Fernando; van de Lindt, Martin; Mont, Oksana; Lorek, Sylvia; Spangenberg, Joachim; Giljum, Stefan; Bruckner, Martin; Oman, Ines, 2008. Sustainable consumption policies effectiveness evaluation. URL http://www.score-network.org/score/score_module/index.php?doc_id=35271

[5] More information about SCP policy instruments can be found in the booklet "Policy Instruments for Resource Efficiency" by GTZ, CSCP and the Wuppertal Institute. Pdf available in http://www.scp-centre.org/fileadmin/content/files/project/PolicyInstruments/GTZ-CSCP-PolicyInstrumentsResourceEfficiency.pdf

CASE STUDY 2: The Institutional Set-up of the German Sustainable Development Strategy

Creating a coordination body and adapting institutional structures to fit the objectives of the SCP programme are of vital importance to integrate SCP measures into national policy objectives and to generate synergies between different government activities. The German government has adapted its institutional structure to the National Sustainable Development Strategy (SDS) called "Perspectives for Germany" (Perspektiven für Deutschland) by applying horizontal coordination mechanisms. Horizontal coordination mechanisms refer to intersectoral collaboration between different government ministries and administrative bodies for the delivery of SD policies at the national level.

The German SDS was adopted in 2002 by the German Government after an intensive public consultation with stakeholders, including the federal countries (Regions/the "Länder") and local level. In 2000, the State Secretaries' Committee on Sustainable Development was set up as a high-ranking coordinating body for sustainability. The committee decides about the strategy and its further development (even though its decisions are subject to later formal approval by the Cabinet) and coordinates the implementation of the strategy. The committee, also called as the "Green Cabinet" consists of state secretaries (representatives of the minister, who are top level civil servants) from all ministries. It is chaired by the Head of the Federal Chancellery which serves as the main leader in the national SD process. In other words, the responsibility for coordinating the implementation of the SDS lies not with one ministry but the Chancellery itself is in charge for the process. Furthermore, the Chancellery has not only a coordination role, but is also provides important inputs and guidance to the relevant ministries. A permanent inter-ministerial working group for SD prepares the meetings of the Committee.

A major reform in order to integrate the implementation of the strategy in daily policy was the introduction of sustainability as criteria for the impact assessment for new laws or regulations. In May 2009 sustainability was included permanently in the standing orders of the federal government ("Geschäftsordnung der Bundesministerien"). A guideline published by the Department for internal Affairs in June 2009 advises to use the indicators and management rules of the SDS in this context.

The formation of a coordination body which is lead by the Chancellery itself is considered as a key success factor for implementing SD in Germany, as it prevents classical conflicts between ministries. It shows the high political importance, which the subject has for the federal government and is based on the fact, that sustainability is a cross-cutting subject.

Sources:

The Federal Government of Germany (2002). Perspectives for Germany – Our Strategy for Sustainable Development.

The Federal Government of Germany (2008). Progress Report 2008 on the National Strategy for Sustainable Development for a Sustainable Germany. July 2008.

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3.3.2 Establishing Partnerships and Synergies

Synopsis: Sustainable consumption and production is a cross-cutting issue and cannot therefore simply be delegated to public authorities. Ideally, some partnerships will already be established during the formulation of an SCP programme. However, to make the implementation process more inclusive partnerships with stakeholders outside of government should be established with the aim of collaboration during the implementation of SCP projects. The participation of different stakeholder groups (e.g. representatives of civil society organisations and businesses) ensures their broad commitment to the programme. None of these stakeholders can change unsustainable patterns alone, but they must work together in a 'triangle of change'. Such kinds of partnerships are relatively simple to initiate but are challenging to maintain, regardless of the goodwill of the participants. When seeking potential partners it is beneficial to look for existing synergies and build projects upon these linkages.

Implementation actions:

- Defining the need for a partnership: The objective of establishing partnerships is to achieve more than individual implementation agencies can achieve on their own. In other words, the whole of the partnership should add more than the sum of its individual parts. However, the partnership should not be the end goal in itself but a means to an end. The need should therefore be assessed prior to taking steps to establish any partnership.
- A second step for building partnerships is the establishment of partnership protocols. These partnership protocols should include formal contracts between public authorities and other stakeholders (e.g. civil society and business representatives) for implementing SCP projects. The projects are mainly based on the priorities listed in the SCP programme, but the interests and competencies of the partners should also be taken into account. This means taking advantage of the existing synergies between the priorities of the SCP programme and the priorities of the potential partners
- Partners should be involved in project preparation from the beginning to ensure they have true ownership of the projects. Establishing partnerships is not about merely consulting the partners but implementing the projects together.
- Stakeholders possess different kinds of knowledge and taking advantage of this knowledge is highly advisable, as it can enhance the understanding of all parties involved.
- Transparency should be ensured during project implementation and a climate of trust and open communication should be created.

There are four essential steps to making sure you get your partnership off to a successful start:

- Defining the need for a partner-ship
- Establishing partnership protocols
- Involving the partners from the beginning of the project preparation
- Maintaining the partnership and ensuring transparency and open communication.

CASE STUDY 3: Establishing a Partnership for Advancing Environmental Education in India

Actors outside public administration can be a valuable asset for the implementation of sustainable consumption and production programmes. The Centre for Environment Education (CEE) has been an active contributor to the implementation of priorities set by public authorities to advance environmental education in India. The need for addressing environmental issues in education has been reflected in various education policy documents developed in India. For example, The New Education Policy, 1986, addressed the significance of environmental orientation to education at all levels. More recently, the National Curriculum for School Education, 2000, also recognizes the importance of environmental education.

In 2005, CEE started working with State Departments of Education (SDEs) across India in the framework of a project called "Strengthening Environmental Education in School System". The Ministry of Environment and Forests (MoEF) was the implementing agency of the project, while CEE acted the consultant for the implementation. The major objectives of the project were to strengthen environmental education in the school system through strengthening infusion of the concept in textbooks, creating a separate space and time for environment at the middle school level, teacher training and use of non-formal methods with the involvement of NGOs. Furthermore, CEE developed web enabled environment education database as a resource base. The project was implemented in all 28 States of the country through CEE's regional, state and project offices.

There has been a productive synergy between the activities and interests of CEE and the environmental education priorities of the Indian government. Because of the expertise CEE held prior to their formal collaboration with government, the partnership presented an opportunity for a mutually beneficial relationship. All together, the public administration body, the external partner and the overall objective of advancing environmental education has benefited from the partnership.

Sources:

Ministry of Environment & Forests, Indian Government (2002). Towards Sustainability - Learning from the Past, Innovating for the Future - Stories from India.

The Web page of Centre for Environment Education: http://www.ceeindia.org/cee/project_pages/streess.html

3.4 PHASE III: RESOURCE MOBILISATION

Synopsis: Obtaining funding for SCP projects is an unavoidable prerequisite for implementation. It is one of the challenges faced in the implementation process while quite often the projects identified in the SCP programme are not linked to existing funding resources. In many cases funding is acquired from external sources such as grant making foundations and development organisations. However, the possibility of obtaining funding from internal budget sources should not be ruled out. The coordination body and implementation agencies can check out these country-specific possibilities once the implementation agencies have been identified.

Effective tips to mobilise financial resources

1. Improve your information base on funding needs, gaps and priorities
2. Mobilise domestic financial resources for implementation of the action plan by identifying synergies with existing government activities
3. Mobilise international private and public financial sources
4. Mainstream SCP within national development plans and priorities including formalising the linkage between SCP programmes and Millennium Development Goals
5. Enhance revenue generation measures, in particular benefit-sharing arrangements and other thematic funding measures

Implementation actions for securing external funds:

- When developing a fundraising strategy it may be useful to assess which funding sources are most likely to sustain the programme in the long term. A fundraising strategy is particularly important in the case of projects that are supposed to be carried out over a long periods of time.
- A good starting point is to familiarise the project team with the different possibilities for funding such as funding from grant making foundations and development agencies. Annex 1 includes a list of potential donor agencies for the pilot countries in Africa. This can serve as a starting point when looking for funding.

- In a previous implementation phase, the priority projects were selected and executable documents were prepared. After becoming familiar with the potential funding sources, the most relevant potential donors should be selected.
- Developing a diversified portfolio containing numerous funding sources will increase the diversity and number of donors which can assist with generating on-going, reliable funding as well as increase the total funding amount the project might receive. It can also enable greater project flexibility to cope with unexpected events or a reduction in funding from other sources.
- Before beginning the process of drafting funding applications it is advisable to contact potential donors to confirm whether the project in question is eligible for funding.
- The budget cycle of potential donors should be confirmed to identify any relevant application deadlines or whether applications are accepted year round.
- Finally, the funding application should be written based on any templates the donor may require. Applying for external funding is very labour intensive so it is important to allocate sufficient time to this task.

Some Suggestions for Writing the Funding Application

- The executable documents may require adaptation to conform to donor preferences. This doesn't mean that the overall aims should be changed but the priorities important to the specific donor should be emphasized in the application.
- The application should convince the donor that the project in question is important, well-planned and realistic.
- The application should be concise and contain all the necessary information but exclude unnecessary information.
- The application should have clear description of how the progress of the project will be monitored.
- The need for the project and the benefits that will be realised through its implementation should be clearly and convincingly stated.

Notes: In the resource mobilisation phase, CSCP can provide technical assistance. CSCP has mapped out potential donors that could provide financial support to SCP programmes in the pilot countries/cities (see Annex 1). The focus of this mapping exercise is not to identify ways and means of securing new financial resources but rather to compile a list of potential donors for the consideration by the country/city teams. The list of potential donors includes the Global Environment Facility, EU funding programmes such as the Asia Pro-Eco and

Switch Asia as well as private financial sources. CSCP has also prepared a brief description of the characteristics of potential donors', their interests in SCP issues and funding application methods (see Annex 1). CSCP is prepared to assist the countries/cities in composing their funding proposals.

CASE STUDY 4: Mobilising Resources through "Maurice Ile Durable" - Fund

Many pilot projects aimed at demonstrating the benefits of SCP are donor funded. The challenge is to institute appropriate financing mechanisms that ensure the sustainability and replicability of projects. "Maurice Ile Durable" (MID) or "Mauritius-Sustainable Island" was first announced by the Prime Minister of the Republic of Mauritius as a long term vision aimed at promoting sustainable development. The main thrust of the project is to make Mauritius less dependent on fossil fuel, with a target of 65% autonomy by the year 2028 through increased utilization of renewable energy and a more efficient use of energy in general.

The Minister of Finance in his 2008-2009 budget speech created a special fund (the "Maurice Ile Durable" Fund) of 1.3 billion Mauritian Rupees (Rs, 1 USD = Rs 31) to support renewable energy, energy efficiency and waste recycling. The Fund mobilizes resources from taxes, government subsidies, development partners, carbon credits and the private sector. For example, a tax of 15 Mauritian cents is charged per litre on all petroleum products and an excise duty of Rs 1.00 is charged per PET bottle and aluminium cans to create the Fund. The Fund is administered and managed by a committee. Projects currently being financed are:

- Solar Water Heater Project: A grant of Rs 10,000 (approx USD 300) is being provided for the purchase of solar water heaters by domestic users together with a soft loan of Rs 15,000 (approx USD 500) provided by the Development Bank of Mauritius.
- Compact Fluorescent Lamps: By 05 February 2009, 500,000 lamps had been sold to customers at a subsidized rate of Rs 40 for three lamps.
- Street lighting: The MID Fund is financing the replacement of 15,468 street lighting in rural and urban roads at the cost of Rs 15 million.
- Lighting in Schools/ hospitals and public buildings: The MID is financing a project to replace all conventional lightings in public buildings, schools hospitals by economic compact fluorescent lighting systems in order to ensure energy savings and efficiency.
- Solar Water Heating in hospitals: The MID Fund is financing the installation of solar water heaters in public hospitals.

- Replacement of traffic lights: The MID Fund is financing the replacement of inefficient traffic lights by LED signal lights at the cost of Rs 17 million.

The Maurice Ile Durable Fund is a good example on how resource mobilisation for SCP projects can be supported by the government. In addition to ensuring sustainable funding for SCP projects the fund demonstrates government commitment to SCP.

Source: Personal communication form Professor Toolseeram Ramjeawon, University of Mauritius.

CASE STUDY 5: Developing a Sustainable Fundraising Strategy for the Eastern Arc Mountains and Coastal Forests Hotspot of Tanzania and Kenya.

Elaborating a fundraising strategy is important to securing funding for long-term SCP programmes. A fundraising strategy is used to assess which funding sources are most likely to sustain the programme over the long term and to build a diversified portfolio to assure program flexibility and independence. A sustainable funding strategy was drafted to secure reliable long-term support for projects connected to conservation, community development and applied research to promote biological diversity, ecological functions and the sustainable use of the natural resources in the Eastern Arc Mountains and ecological hotspot in the Coastal Forests of Tanzania and Kenya.

The conservation of the hotspot is supported by the Critical Ecosystem Partnership Fund (CEPF). A coordination unit (CU) was established in 2003 that brought together all organisations involved in managing and protecting the hotspot. One of the tasks carried out by the CU was to produce an ecosystem profile that assessed the current hotspot status and identified priority action areas in addition to identifying five strategic pillars, one of which was sustainable fundraising. The abundance of sustainable funding options and the challenge of determining how they should be best harnessed led the CU to establish a consulting team to draft a Sustainable Funding Strategy, which undertook a review of all possible funding opportunities.

The consulting team first determined a funding goal based on an estimate of existing funding dedicated to the management of the hotspot priority areas and comparing that amount to what would be considered sufficient to achieve effective management. Filling the gap that existed between the two figures was considered the minimum funding target.

Having estimated the necessary resources for effective conservation of the hotspot the consulting team conducted a sector assessment to identify potential funding opportunities. Current and future funds from traditional conservation funding sources, including government

(national, regional and local) and bi- and multilateral donors and Civil Society Organisations (CSOs) were considered first. Traditional sources of support representing some 50% of the target funding level were complemented by a more diversified portfolio of funding sources. Through this process potential new funding opportunities were analysed with respect to their linkage to conservation, economic development and poverty alleviation projects.

Funding opportunities were categorized from slight, moderate to strong according to a qualitative assessment based desktop research, two field visits to Kenya and Tanzania and one to Cambridge, UK. Stakeholder consultations with over 60 individuals from Government, bi- and multi-lateral lending institutions, civil society and academia were also undertaken to gather information on the potential funding organisations. Priority actions for each funding opportunity were identified as the proposal development and submission process, the initiation of discussions with relevant decision makers and the development of promotional material to convince particular donors to invest in the hotspot.

The next 12-18 months, the strongest potential funding opportunities were approached to provide long term funding for the hotspot conservation project. A short-term funding strategy was adopted for this task which was drafted by a resource mobilisation unit (RMU). The short-term strategy focussed on the immediate conservation opportunities that offered the strongest potential to lay a foundation for longer-term replication and expansion to other areas of the hotspot. The RMU also supported the creation of a centralized database of potential conservation funding sources for the hotspot. This database enabled the identification of funding opportunities for the hotspot and sped the proposal development process.

Early engagement of high level government representatives and donor institutions has been identified as a key element of the Sustainable Fundraising strategy. Decision makers need to be engaged in the earliest stages of development, using where applicable strong economic arguments backed by hard data to “make the case” for sustainable funding sources for conservation.

Finally, the strategy established the importance of mechanisms to monitor evolving funding opportunities and that changes are made where appropriate to ensure the maximum level of financial resources for the hotspot. The strategy document should be considered as a first step in a long-term process of engaging key stakeholders to develop long term funding sources with improvements and refinements made as new opportunities emerge.

Source: Love, Greg & Morrison, Karl (2007). Sustainable Funding Strategy for the Eastern Arc Mountains And Coastal Forests Of Tanzania And Kenya. Critical Ecosystem Partnership Fund, 2007.

3.5 PHASE IV: OPERATIONALISATION

Synopsis: Project operationalisation as undertaken by the implementation agencies in cooptionalisation refers to the process of transforming the executable documents into actual projects. Many of the phases of the implementation process, such as communication, establishing partnerships and synergies, monitoring and revising programme of measures – can also be identified inside the operationalisation phase. One important task during operationalisation is to identify good practices. For example co-operation with a certain civil society organisation might prove to be particularly fruitful or some communication mechanism or institutional structure especially effective. These good practices could then be scaled up and out. Scaling out refers to replication of good practices identified in other projects within the same country or in other countries implementing similar SCP programmes. Scaling up refers to applying good practices to strengthen and enhance the same project.

Operationalisation is a term used in science to refer to the process of turning abstract concepts into observable quantities. In the context of SCP programmes, operationalisation refers to the process of transforming the executable documents into actual projects. This phase is the core of the implementation process. The operationalisation phase should be carried out according to the plans laid out in the executable documents, with necessary adjustments made along the way.

Implementation actions:

- The process of operationalisation should be carried out according to the schedules and task allocation described in the executable document (or the funding application if the executable document was revised for funding purposes). The executable document should be consulted frequently to ensure that the project delivers according to its commitments.
- Monitoring should be a routine activity during operationalisation. Monitoring means gathering information on relevant aspects of the project and confirming that the project is progressing as planned. The process of monitoring is described in more detail in section 3.61.
- The project status should be communicated to the coordination body, the donor (if external funding was acquired) and to the general public. Communication with general public can be accomplished through internet web pages published by the imple-

mentation agencies and/or through media coverage (see section 3.1 on communication).

- Contact with project partners should be constant to ensure that all partners share a common understanding of the task allocation and other elements of the project.
- The operationalisation procedures defined in the executable document, such as task allocation, should be adjusted if there is information to suggest that the project is unlikely to achieve its targets.
- Documentation is an important support function for project operationalisation. The executable document is the first form of project documentation. Progress reports should be produced while the project is being operationalised. Progress reports should include information on what was done, by whom, in what schedule and what was achieved. Any adjustments made concerning the executable document should also be clearly documented. Existing documentation is essential for latter phases of the implementation process, specifically the monitoring phase (section 3.6.1), revising the programme of measures (section 3.6.2), evaluation (3.6.3), revision (3.6.4) and for sustaining and adjusting the programme (section 3.7).
- Good practices should be identified during project implementation. The progress reports produced can be helpful to this end. Identified good practices can be scaled up and out.
- One important prerequisite for scaling out is communication and dialogue between countries. Implementation agencies should be active in communicating the progress of their projects to enable other agencies to learn from their experience.
- One option for disseminating information on good practices is to compile a database that is available on the implementation agencies and/or the coordination body internet web pages. Compiling good practices in a database is also a form of documenting project information.

CASE STUDY 6: Operationalisation of the 'Dialogues towards Sustainable Water Management in the Pangani Basin' Project

The operationalisation phase represents the core of the programme implementation because it consists of putting the projects identified in the SCP programme and defined in the executable documents into practice. Operationalisation covers nearly all the phases of the implementation plan, including communication, establishing implementation structures, establishing partnerships, resource mobilisation and monitoring, revision and evaluation. In the "Dialogues towards Sustainable Water Management in the Pangani Basin, Tanzania" project a similar process was adopted. The project was part of the Water and Nature Initiative (WANI) "Collective Action on the Allocation and Management of Water Resources" – a series of 28 projects that together seek to demonstrate how to mainstream the ecosystem approach in river basins.

There have been many water conflicts at several sites in Pangani Basin previously. Therefore, the objectives of the project were to 1) contribute, by facilitating a process of negotiations, to the resolution of water conflicts in Pangani Basin and 2) learn from, document and share these experiences so that they help resolve similar natural resource conflicts in other regions. The project activities included conducting situation analysis, conducting dialogue meetings in the region, preparing guidelines and improving irrigation infrastructures.

Active communication was maintained during the project. The project was initiated as a result of a stakeholder workshop, where number of institutions presented their experiences and interests in the Pangani River Basin. Later on in the project, another workshop with expert participants convened to discuss the findings of a situation analysis study conducted in the beginning of the project. In addition, during the whole operationalisation process, consultations were held in the target communities to ensure their ownership of the process. Furthermore, articles on water management issues were published in local newspapers.

With respect to resource mobilisation, after the stakeholder workshop held before the project, PAMOJA Trust (a local NGO) and Pangani Basin Water Office (PBWO) submitted a concept note to the World Conservation Union (IUCN) WANI initiative and discussions about collaboration ensued. The partners together then developed the final proposal, which was finalized through further discussion with PBWO & PAMOJA.

The project was implemented through a partnership between the PBWO, PAMOJA, and the IUCN Eastern Africa Regional Programme (IUCN-EARP). The relationships between project partners were formalised through agreements. PAMOJA was the implementing agency and primarily responsible for the technical and managerial delivery of project outputs. PBWO, as the institutional body charged with the responsibility of river basin management (which includes the issuing of water rights and pollution monitoring and control) PBWO was instrumental in providing technical advice on and enhancing awareness and understanding of the regulations governing the use of water resources. IUCN-EARP had the overall responsibility

for ensuring that the activities were conducted in responsible and transparent manner as well as providing technical support.

One of the most important features of the operationalisation phase is the process of monitoring and evaluating results to enable the project team to confirm that the project is proceeding according to the objectives. In this project, project documents and a progress report were produced during operationalisation and an internal evaluation was conducted towards the end of the project. When the evaluation was conducted, the project was not fully concluded, and therefore the evaluation report also included recommendations on the finalisation of the project. As an internal review with an emphasis on learning, the review process was structured to be participatory, consultative and facilitate discussion and dialogue. For example, focus group interviews were conducted with representatives of the different resource user groups, to get information for the evaluation process.

The approaches utilized by the project contributed immensely to the continuation of the benefits realized in the long term. The establishment of partnerships with local government and community based organizations in the pilot sites ensured that all parties resolved to contribute their own resources, thereby reducing the dependency on external funding. PAMOJA's mandate and past experiences ensured that they were extremely well placed to fulfil their role as a mediator and facilitator, and therefore provide a neutral platform for dialogue. Furthermore the participatory approach adopted, encouraged and enabled ownership and therefore responsibility for the interventions by the beneficiaries themselves.

Sources:
Pabari, Mine (2004). Internal Review - "Dialogues Towards Sustainable Water Management in the Pangani Basin, Tanzania". IUCN Eastern Africa Regional Office (IUCN-EARO) 2004.

Case Study 7: Sharing lessons learned between projects within a region – The Southeast Asia Local Solid Waste Improvement Project (SEALSWIP)

Exchanging experiences and sharing lessons learned between organisations leading similar SCP activities is valuable to facilitate successful implementation of SCP projects. It is even more relevant when the implementation agencies work with the issue for the first time to take advantage of lessons learned elsewhere. The Southeast Asia Local Solid Waste Improvement Project (SEALSWIP) substantially benefited from adopting such an information sharing strategy. The project was funded by the Canadian International Development Agency and was managed by the International Centre for Sustainable Cities (ICSC). It involved six cities in South East Asia – namely Hat Yai and Udon Thani in Thailand; Rantepao and Makale in Indonesia; and Iloilo and Bacolod in the Philippines – each of which committed to improve sustainability of municipal solid waste management.

Project objectives were first identified by reviewing monitoring reports for solid waste management projects to learn from experiences of others. The Island-province of Phuket in Thailand, which had implemented a sustainable solid waste management program in the early 1990's was taken as a model for the SEALSWIP cities.

During the implementation of the projects the six cities had to cope with a variety of different issues, governance issues in particular. Each identified solution was then widely disseminated among the SEALSWIP cities and beyond to other cities. Lessons learned during the project were documented in videos, publications and in traditional and internet media. These actions facilitated broad communication between the SEALSWIP municipalities. Access to the internet web site was also provided to other stakeholders. In addition, a workshop was organized to enable representatives from each project to share experiences and identify synergies.

Sharing experience and lessons learned between the six participating cities contributed to the success of the project. Two of the cities won national awards and the project itself was recognized as a UN Habitat Best Practice project as well as by the Stockholm Awards, led by the Stockholm Partnerships for Sustainable Cities.

Sources:

SEALSWIP website http://icsc.ca/content/history/sealswip/index.html

Sustainable cities website http://sustainablecities.net/projects-overview/projects-past/south-east-asia-local-solid-waste-improvement-project

UN-Habitat, Best Practices, Database in improving the living environment http://www.bestpractices.org/bpbriefs/city2city.html

3.6 PHASE V: MONITORING AND EVALUATION

The monitoring and evaluation phase consists of sub-phases on establishing a monitoring programme, revising the programme of measures, programme evaluation and programme revision. Monitoring and evaluation of the national SCP programme enhances accountability of the implementation agencies and other involved parties in addition to demonstrating the success or failure of the programme and reasons for the outcome. Based on the evaluation and monitoring results the SCP programme can be revised to achieve better results in future.

During monitoring and evaluation the success of implementation of the individual projects inside the SCP program should be monitored separately from the overall success in terms of the final impacts of the program. It is entirely possible that the implementation of an individual project itself went according to plan but the overall outcome didn't meet the SCP programme expectations. This distinction represents the difference between monitoring and evaluation. Monitoring focuses on the success of the individual projects to meet their targets while evaluation concentrates on qualitative assessment of the overall SCP programme.

3.6.1 Establishing a Monitoring Programme

Synopsis: Monitoring is an indispensable element of any project: Without monitoring it is impossible to know if the project is doing what is was supposed to do. Monitoring is also important from the point of view of motivation – it provides a sense of achievement. It is an ongoing activity of observing how well targets are being met during the implementation of individual SCP projects. Whether the project is executed according to schedule and milestones defined in the executable document are being met should also be monitored. The monitoring programme – the indicators and timeframes for monitoring – should be described in the executable document. In addition to monitoring the individual projects through indicators a set of indicators can be formulated to monitor the overall progress toward SCP. This is a common practice in the case of many sustainable development strategies. Monitoring the progress of the SCP programme is normally in the first instance the responsibility of the implementation agencies.

Reasons why monitoring is needed:

- Without monitoring it is impossible to know if targets have been achieved
- To enhance motivation by giving a sense of achievement
- To enhance accountability of the parties involved
- To ensure projects are implemented in a systematic and concise manner

Implementation actions:

- Indicators for monitoring project progress should be defined in the executable document. The indicators should be relevant for the question asked, easily interpretable, reliable and data should be available without unreasonable cost.6
- During project implementation it should be documented if the project is carried out on schedule and any reasons for possible delays and other problems should be recorded.
- The implementation agencies should compile relevant data on the indicators defined during the development of the executable documents and assess progress against those indicators. Ideally the required data would already exist in sources such as national statistics offices.
- Monitoring results should be published in the form of a monitoring report. The monitoring report presents an opportunity for communication with the outside world, which can help raise awareness of the project. Monitoring reports should be distributed to the public and media.
- In addition to the separate monitoring reports, the implementation agencies should report progress in SCP projects in their normal departmental reporting processes.
- It is advisable for the coordination body to compile a concise summary based on the monitoring reports prepared by the implementation agencies.
- Monitoring procedures should be systematic and clearly defined and the implementation agencies should be provided support and guidance on undertaking the monitoring process.

[6] More information on SCP indicators can be found in UNEP (2008). SCP Indicators for Developing Countries – A Guidance Framework. UNEP 2008.

CASE STUDY 8: Monitoring Climate Change Policies in China

One of the prerequisites for efficient and good quality monitoring is a series of systematic monitoring procedures. China has applied such measurement, reporting and verification procedures when monitoring its rich set of policies to cut the growth in energy use and reducing dependency on fossil fuels. The national climate change goals for China are outlined both in China's Five-Year Plan framework (a series of comprehensive national planning documents that guide economic and social development) and in its specific climate change policy – the National Climate Change Program released in 2007. Both the national program itself and the various sector-specific programs have metrics associated with them, as well as reporting and verification procedures. Monitoring progress towards the target of reducing national energy intensity (energy consumption per unit of GDP) by 20 percent from 2005 levels by 2010 is taken here as an example.

Progress towards the target is measured through an energy accounting system, which is intended to collect energy data from specific sectors as needed to calculate the energy intensity of GDP as accurately as possible. National Bureau of Statistics (NBS) collects the data and the State Council to the National Development and Reform Commission (NDRC) leads a verification and inspection process. The NDRC has allocated energy conservation targets to every province, autonomous region and municipality. The regional governments have further allocated targets to cities, counties and key energy-intensive enterprises.

The provincial government submits a self-assessment report to the State Council and the NDRC by the end of March, based on data from the energy accounting system. The NDRC and other related departments then verify and assess the implementation of energy conservation in the local government. In addition, a government-approved assessment team conducts an on-site assessment and spot checks more than 10 percent of key enterprises annually. Based on an onsite assessment and spot checks, the NDRC drafts an examination report and submits it to the State Council by the end of May each year. The State Council examines and approves the examination report and returns it to the NDRC. Finally, the NDRC reports the energy savings to the general public. In 2008 the achieved energy intensity reduction was reported to be 10 % from 2005 levels.

Source:

Source: Teng, Fei; Wang, Yu; Gu, Alun; Xu, Ruina; McMahon, Hilary; Seligsohn, Deborah (2009). Mitigation Actions in China: Measurement, Reporting and Verification. World Resources Institute Working Paper June 2009.

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3.6.2 Revising the Programme of Measures

Synopsis: Revising the programme of measures is needed if it becomes apparent that defined targets are unlikely to be achieved based on the ongoing project monitoring. Revisions can be made at any time during the implementation process. Revising the programme of measures is not about revising the SCP programme as a whole, but revising the activities and indicators of the individual projects inside the SCP programme. This phase could also be characterised as an interim revision as opposed to the final revision at the wrap up of the programme (see section 3.6.4).

Revising the programme of measures refers to making adjustments in project implementation in order to ensure targets will be met. Revising the programme of measures can be described as analogical to riding a bike; you should watch where you are going and adjust your progress in order to keep on track.

Implementation actions:

- When revising the programme of measures, monitoring and progress reports prepared by the implementation agency should be consulted.
- Project activities might need to be revised in order to achieve the targets of the project.
- The indicators selected for monitoring project progress may need to be revised if the data turns out to be difficult to obtain or if the indicator isn't measuring the right thing.
- The procedures for cooperating with project partners should be revised if there is confusion about elements of the project such as schedules or task allocation. The task allocation should be revised if it seems that some task might fit better with another partner.
- The implementation agency should communicate the status of the project to the public more frequently than planned if it turns out that there is a high interest on the project and/or if the project becomes in any way controversial.

CASE STUDY 9: Revising the Implementing Structures of a Project following Mid-Term Evaluation

Project implementation procedures should be revised if it is determined that the project is failing to be implemented according to plan. The Japan International Cooperation Agency (JICA) has adopted a systematic approach to revising the programme of measures within their projects. Monitoring is carried out during the projects and recommendations for strengthening the project are provided based on the monitoring results. Recommendations are utilized as concrete measures where projects fail to progress as planned due to problems in the project implementation/operation system. The need for revision might arise within many different aspects of a project. In the case of a JICA project entitled 'Promotion of Sustainable Marine Fisheries Resource Utilization' carried out in Trinidad and Tobago adjustments were identified as necessary to the means of coordination and cooperation between the project partners.

The project was implemented between 2001 and 2006 to provide technical cooperation to implement extension and training activities for the sustainable use of fishery resources. The project worked with three implementation agencies in the JICA partner country, specifically the fishery bureau of Trinidad, the fishery bureau of Tobago, and the Caribbean Fisheries Training and Development Institute. The project covered many fields of technical cooperation including fishing equipment development, marine food processing, marine resources management, and fishery promotion.

As coordination among the different technical fields was not actively promoted at the outset of the project, insufficient mutual coordination became obvious at the mid point in the project. Consequently, based on the monitoring results it was recommended that the coordination among the different technical fields should be enhanced. Based on the recommendation for better coordination, resources were directed toward inter-division and inter-organization coordination. For example, when fixed fishing nets suited to the local conditions were developed, the division of fishing equipment development implemented experimental operations to technically improve the function of nets, while another division conducted fixed fishing net promotion activities to fisherman groups.

To clarify roles and facilitate cooperation agency responsibilities were clearly defined and the importance and role of effective inter-division coordination became clear, an outcome that supported the overall project goals of supporting the sustainable use of marine resources.

Source: Japan International Cooperation Agency (2007). Annual Evaluation Report 2006. JICA 2007.

3.6.3 Programme Evaluation

Synopsis: Evaluation is necessary to assess whether the overall goals of the SCP programme have been achieved. The starting point for the evaluation phase is the ongoing monitoring undertaken during the programme implementation. Although there will be some overlap between these two monitoring activities the evaluation process is intended to be a qualitative assessment undertaken at the end of the implementation that examines whether high level objectives were achieved. Periodic independent programme evaluation by, for instance an evaluation committee, is important to ensure transparency. Coordination body is a suitable organisation to appoint evaluation committees. Programme evaluation can take many different forms such as external or internal evaluation, peer review and budget review.[7]

Monitoring and evaluation are both needed in order to assess the success of individual projects as well as the overall SCP programme. The purpose of evaluation is to ensure programme expectations are met and avoid situations where "the operation went well but the patient died".

Implementation actions:

- As a first step in evaluation the coordination body should appoint an evaluation committee. The committee should assess, based on monitoring reports and other documents produced during the implementation process, whether the SCP programme targets have been met.
- It is advisable to conduct a survey of the programme implementation agencies. The survey could be undertaken by the evaluation committee and survey questions should address the progress of the implementation agencies toward completing their tasks, possible challenges and barriers as well as their future plans. The survey is important not only for gathering information but also for involving the implementation agencies in the evaluation process. In addition to surveys, more in-depth staff interviews could be carried out among the implementation agencies.
- Perceptions of other stakeholders should also be documented during the evaluation phase. Web-based consultation, discussion workshops, and telephone/face to face interviews are useful methods to obtain the opinions of stakeholder groups such as civil society organisations, business representatives and academia.
- All aspects of the SCP programme and its implementation should be assessed during the evaluation phase, and this includes assessing of the quality of monitoring procedures during implementation.

[7] More information about the different types of evaluation can be found in UNEP (2008). Planning for Change – Guidelines for National Programmes on Sustainable Consumption and Production. UNEP 2008.

- The evaluation committee should produce an evaluation report that expresses an opinion on whether the programme has achieved its overall objectives and if not, how the effectiveness of implementation could be improved. The evaluation report can be used – in the same way as the monitoring report – as an opportunity to communicate with the outside world as a means of raising awareness. Making the evaluation report available the public and media will be critical in this regard.

CASE STUDY 10: Evaluating UNDP Performance in Uganda

Evaluation is an integral part of implementing SCP programmes. The same holds true for other programmes such as the programmes carried out by development organisations. The United Nations Development Agency (UNDP) puts considerable focus on evaluating the results of their efforts in developing countries. Here, the evaluation conducted in Uganda – with a timeframe covering country programmes from 2001 to 2009 – is taken as an example. The evaluation looked at the range of support provided by UNDP to Uganda in the areas of poverty reduction, sustainable environment, democratic governance, and crisis prevention and recovery in a post- conflict and human development context.

The Uganda evaluation entailed a comprehensive review of the UNDP programme portfolio (2001–2005 and 2006–2009) including an evaluation of UNDP contribution in terms of key interventions; progress in achieving outcomes for the ongoing country programme; factors influencing results; achievements, progress and UNDP contribution in key thematic areas and cross-cutting areas; and key challenges and strategies for future interventions. The evaluation was led by the Evaluation Office of UNDP and was carried out by a committee of independent consultants between February and June 2009. The four-member evaluation committee comprised an international consultant, two national consultants and an Evaluation Office task manager. The evaluation process started with committee meetings were an evaluation plan was developed. Evaluation questions were defined through stakeholder consultations carried out during the evaluation's preliminary phase. After that the committee familiarized itself with the existing documentation, programme documents, project documents, previous evaluation reports and country papers.

Stakeholder consultations were also carried out during the evaluation. Semi-structured interviews were used for collecting primary data from individual respondents. Interviews addressed programme perception, policy issues and development agencies' response. In addition to UNDP management and local programme staff, over 150 individuals participated in interviews during the course of the evaluation. Stakeholders consulted included UNDP programme beneficiaries, donors and implementing partners, such as UN-system bodies and other development agencies; senior officials and staff of central government institutions, technical staff of key ministries, district political leaders, and chief accounting officers and staff at the local government level; and representatives of the private sector and national and international civil society organisations.

The evaluation carried out by UNPD is a good example of a transparent and participatory process as it took measures to encompass all development stakeholders in Uganda. In the evaluation report, also the limitations faced in the evaluation process were described. Evaluation findings, conclusions and recommendations were presented at a stakeholder workshop held in Kampala. The workshop provided an opportunity to discuss the findings and conclusions with a wide range of development stakeholders and to further sharpen the recommendations. The final evaluation report was published in September 2009.

Source: UNDP (2009). Assessment of Development Results. Evaluation of UNDP Contribution in Uganda. UNDP 2009.

3.6.4 Programme Revision

Synopsis: Since we live in a dynamic world and new information on environmental issues is acquired all the time, an SCP programme should be sufficiently flexible to accommodate new scientific or environmental developments. In addition, implementation should be seen as a learning process where new experiences are gathered all the time. Therefore, as a final phase in the implementation process the SCP programme should be revised based on all available knowledge and information. During the monitoring and evaluation phase the relevance and performance of the overall programme is holistically assessed. The time-frame suggested here is to revise programmes five years following implementation.

The revision of an SCP programme should take in consideration all the knowledge and experience gathered during the implementation process as well as the formal monitoring and evaluation results. When the programme is being revised, it should build on previous programmes to form a kind of sequence. This sequence of SCP programmes marks a process of how the understanding of SCP is developed within a country.

Implementation actions:

- As a first step, the coordination body should decide who will undertake the revision work. The possibilities are to either establish a new committee, to use the same committee that drafted the programme at the outset or to engage the evaluation committee for this task as well. The use of a broad-based multi-stakeholder committee will enable the project to incorporate different views and current knowledge respecting the implementation of SCP programmes in a given country.
- The revision committee should familiarise itself with the monitoring and evaluation reports produced during the programme implementation phase.
- Once the committee is familiar with these documents it should invite scientific experts and other stakeholders to share with the committee the most current knowledge respecting SCP, relevant domestic and international policy developments and other relevant information.
- The revision committee should take into consideration any consultations of citizen and business groups that were undertaken during the evaluation phase.

- Based on the previous steps, a revised SCP programme can then be drafted and proposed for adoption.

Issues to be considered during the programme revision phase:

1. If some of the targets were not been met, what are the reasons for this failure?
2. Should new measures be taken to reach the missed targets?
3. What are the next steps? Should more ambitious targets be adopted in some areas?
4. Are there new priority areas that should be included in the programme?
5. What were the barriers identified in the evaluation survey? How could these barriers be overcome in the revised programme?

CASE STUDY 11: Revision as an Integral Part of the Sustainable Development Strategy in Iceland

It is advisable to define the timeframe for revising the SCP programme when the programme document is drafted at the outset. When Iceland adopted its National Sustainable Development Strategy (NSDS), which laid out plans for the period 2002 – 2020, the need for constant revision was clearly articulated and called for a process that would be "under constant development".

When the planning document, entitled "Welfare for the Future", was approved by government in 2002 it was decided that as a general rule the document should be reviewed and revised at four year intervals. It was also decided that the revision of NSDS would be the main theme in every second meeting of the Icelandic National Environmental Assembly. The Environmental Assembly meetings are held at the request of the Minister for Environment every second year and draw the participation of people from all sectors of society.

The revision of the strategy document was completed by a committee chaired by the Minister of Environment together with committee members drawn from nine other government ministries. While completing the revision the committee consulted experts from government ministries and other agencies. The proposal for the first update of the NSDS was presented at the 4th National Environmental Assembly in 2005. After the National Environmental Assembly meeting, civil society organisations, state agencies, and private individuals were provided an opportunity to submit proposals and comments on the draft. Representatives from the Association of Local Authorities in Iceland were also consulted. Based on the discussions at the Assembly and the comments and proposals that were submitted the draft was reviewed by the advisory committee on sustainable development and sent to the Government for consideration and later formal adoption.

The overall structure and objectives of the original strategy remained largely the same, but new projects and implementation processes were identified in the updated document. The update also identified relevant developments in sectoral plans and policies, international agreements and sustainability indicators that were considered during the revision process. When the new implementation measures were drafted the relevant monitoring indicator sets were also updated.

Sources:

The Ministry for the Environment in Iceland (2002). Welfare for the Future – Iceland's National Strategy for Sustainable Development 2002-2020. The Ministry for the Environment 2002.

The Ministry for the Environment in Iceland (2005). Welfare for the Future – Framework for Sustainable Development in Icelandic Society, Priorities 2006-2009. Ministry for the Environment 2005.

The Ministry for the Environment in Iceland (2006). Welfare for the Future – Iceland's National Strategy for Sustainable Development 2002-2020, Statistical Indicators 2006. Ministry for the Environment 2006.

3.7 SUSTAINMENT: ADJUSTING AND SUSTAINING THE PROGRAMME

Synopsis: Adjusting and sustaining an SCP programme will help ensure that the programme will achieve its goals. It is a continuous task that covers all implementation phases. Adjusting and sustaining an SCP programme can be understood as an ongoing process of monitoring and revision of the implementation.

Adjusting and sustaining the SCP programme is necessary to ensure the programme achieves its long-term goals. Revising and adjusting an SCP programme should not be seen as an indication that something has gone wrong. On the contrary, adjustments are a sign of a reflective and living process where new things are continuously learned.

Implementation actions:

- At the outset of the implementation process a fixed time frame should be established to revise institutional arrangements. During the operationalisation phase the implementation agencies produce monitoring reports on the progress of the project. These monitoring reports should be submitted to the coordination body at regular intervals. The implementation agencies should also document any problems they have encountered during the programme operationalisation in addition to plans to implement the next phases of the project.
- Based on the monitoring reports it may be necessary to reassign or change implementation agencies assigned to certain tasks. For example, the monitoring reports may indicate that a certain tasks are better suited to other agencies.
- Regular dissemination of programme information is also a form of sustaining the programme because it builds credibility and demonstrates that targets are being met. Communication procedures may require revision during implementation. New relevant target groups or communication mechanisms might be identified.
- The coordination body should make ongoing efforts to secure additional funding and political support for the SCP programme. The executable documents should be revised if funding has not been secured and efforts to secure funding should be repeated.
- The coordination body should oversee that the implementation agencies' monitoring procedures will ensure that projects are carried out as planned and that the targets are being met.

4 Implementation Mechanisms

Suitable implementation mechanisms are necessary to effectively implement SCP programmes. Successful mechanisms are not confined to a certain implementation phase and can be applied throughout the overall implementation process. Although these mechanisms have been discussed in the previous chapter, figure 6 presents a summary of each. The mechanisms include dialogue and communication, stakeholder cooperation, effective institutional structure, progress measurement, the application of suitable policy instruments, capacity building and programme based budgeting.

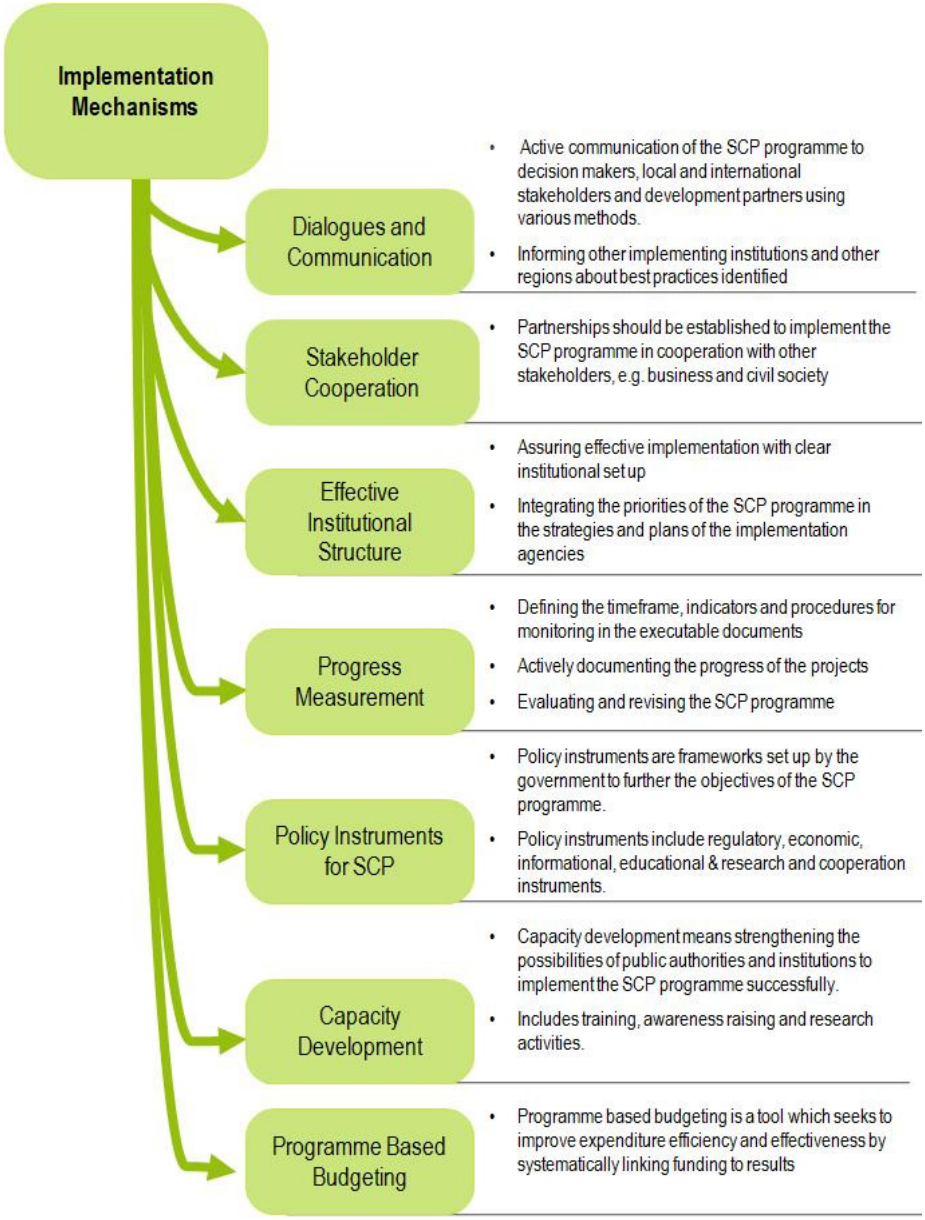

Figure 6. Implementation mechanisms.

There are two aspects to **dialogue and communication**. First is internal dialogue and experience sharing between actors involved in the SCP project. Second is external communication with the wider public. Dialogue and communication are important to make the SCP programmes as strong as possible and avoid tendencies toward old-fashioned command-and-control approaches. No single actor can hold all the necessary information for a successful SCP project and it is through dialogue and communication that the necessary input can be compiled. Practical forms of dialogue and communication include workshops, seminars, discussion forums, publications and newspaper articles. Dialogue and communication should be an integral part of all implementation phases.

Stakeholder cooperation is important to achieve changes in consumption and production patterns. Otherwise the SCP programme is likely to remain a top-down process, with no real commitment and contribution from stakeholders other than public authorities. Stakeholders should be actively involved in the operationalisation as well as the evaluation and revision of the SCP programme.

Effective institutional structure is one of the most important prerequisites for effective implementation. The actors involved in the SCP programme should have a clear idea of their responsibilities and accountabilities. Integrating SCP projects into annual plans and strategies of the implementation agencies is a vital mechanism to ensure allocation of the necessary resources and commitment. Effective institutional structure must also ensure a systematic and analytical approach to all of the phases of implementation to ensure that actions work strategically toward achieving the programme goals.

Mechanisms for **measuring progress** are crucial for assessing whether the SCP programme is achieving its intended goals. The forms of measuring progress include monitoring, evaluation and documentation. The monitoring mechanisms within projects should be defined at the stage where the executable documents are prepared, including the selection of appropriate indicators. Measuring progress requires that clear targets are defined for the broader SCP programme and the individual projects. Measuring progress has the additional important function of building programme credibility among key stakeholders.

Policy instruments can be applied to further the goals of the SCP programme. For example to facilitate a public procurement programme, government may wish to develop a relevant eco-labelling scheme or energy-efficiency standards. SCP policy instruments do not only relate to traditional regulatory or 'command and control' approaches but to a much wider array of tools including cooperation and education, economic and information instruments.[8]

Capacity development is needed to enhance the capacity for learning, development and governance of the SCP programme implementation. In the case of SCP, capacity development is especially important because SCP is a new field of policy making. The effective implementation of SCP programme involves the participation of different actors and as a result capacity development in this case goes beyond organizational development of a singly or-

[8] More information about SCP policy instruments can be found in the booklet "Policy Instruments for Resource Efficiency" by GTZ, CSCP and the Wuppertal Institute.

ganization. Emphasis should be put on the overall context within which implementation agencies operate and interact. Human capacities should be developed through training, information sharing and guidance. In addition, research activities should be applied, as they strengthen capacity by expanding the knowledge base on SCP. Furthermore, capacity development has to be a continuous process and cannot be taken care of with a one-time training. Capacity development is linked to effective institutional structure, while clear definition of responsibilities and accountabilities also contributes to better capacities to handle SCP activities.

Programme based budgeting (PBB) is a tool which seeks to improve expenditure efficiency and effectiveness by systematically linking funding to results. An SCP programme can also have its own budget designed according to the expected results. In the budget the objectives, outputs and expected results are described as well as the resources needed for their achievement, for example human resources, materials and equipment.

5 Specific Implementation Plan

5.1 Introduction

The above discussion on the implementation phases and related mechanisms provides a generic procedural framework to translate an SCP programme into action. However, it is necessary to adapt these guidelines to accommodate specific circumstances in different regions or countries where they may be applied. Local experts will possess the best information necessary to sharpen these generic procedures into specific local measures. However, the CSCP has begun the task of adapting the guidelines for the two pilot countries and the two cities as a component of the support provided to the pilot countries and cities. The work completed by the CSCP in this regard should be confirmed and sharpened by local experts.

The cross-cutting nature of SCP has led to the pilot countries and cities developing a wide array of priorities ranging from waste management and recycling to sustainable public services. This wide range of priorities has made implementation an ambitious task given the array of actions/policies that need to be enhanced, introduced or developed and the available resources. Consequently, successful programme implementation will require the prioritisation of actions and strong institutional mobilisation to reconcile programme goals and available financial and institutional resources.

It is unlikely that resources to support a large number of project proposals will become available in the short term. A core element of the CSCP approach to its support programme is therefore to develop an executable project document together with the country/city teams that focuses on select projects and on this basis approach potential donors.

There are a wide variety of identified priorities and projects. Nonetheless, the two country programmes and the two city programmes share many common aspects and the corresponding geographical scopes will likely make the implementation processes of city- and country wide programmes similar. Accordingly, the provision of detailed guidance will be grouped at the city and national levels.

5.2 National Level Programme: Detailed Work Plan for Mauritius and Tanzania

Tanzania and Mauritius are the countries selected for the national level SCP pilot implementation. Although these two countries have different political, social, economical and environmental circumstances the priorities identified by these countries share many common elements.

The priorities identified by Mauritius include:

- Efficiency of resource use
- Integrated solid waste management and recycling
- Sustainable public service practices
- Increasing market supply and demand for sustainable products
- Education and communication for sustainable lifestyles

The priorities identified by Tanzania are:

- Energy efficiency
- Water management
- Habitat and urban sustainable development
- Industrial development
- Cross-cutting area: education for SCP.

Both countries identified education for SCP as a priority. Furthermore, a closer examination will reveal similarities in the other priorities. For example, the resource efficiency priority area of Mauritius will include energy efficiency projects, a priority that was also identified by Tanzania. Furthermore, the pilot project described under habitat and urban sustainable development in Tanzania will share elements of projects on integrated solid waste management in Mauritius. Under the themes of industrial development and increasing market supply for sustainable products, both countries have identified projects on sustainable industrial production.

On the basis of similarities in the identified priorities there is a strong case for cooperation between the two pilot countries during the implementation phase. Implementing similar projects could enable mutually beneficial experience and resource sharing. This means that identified best practices could be communicated to the coordination body and implementation agencies of both countries which will likely enable critical tasks to be carried out with fewer resources than would be required if each country worked individually.

In the following table the activities identified in chapter 3 are presented in modified form to match the SCP programmes of Tanzania and Mauritius. The target schedule refers to the suggested time when the activities should be completed. The timeline refers to the specific schedule for each activity, and should be defined separately in each case. The target schedules and responsible agencies are presented as suggestions for consideration and should be modified freely.

Scope, activities and deliverables				Institutional structure	Schedule	
Phase	**Action**	**Activity**	**Deliverable**	**Responsible**	**Target**	**Timelines**
Communication	Communicating the programme	Develop and document a communication strategy.	Communication strategy	National Cleaner Production Centre (for Tanzania) / Ministry of Environment and National Development unit (for Mauritius)	**Communication should be undertaken throughout the entire process**	
		Arrange a seminar for public authorities	Seminar report			
		Contact reporters in local, national and international media.	Newspaper, magazine and journal articles. The SCP programme featured in TV and radio programmes.			
		Publish information on the advancement of the SCP programme on internet web pages of relevant ministries and implementation agencies	An internet website on the programme and a database of current activities			

Scope, activities and deliverables				Institutional structure	Schedule	
Phase	**Action**	**Activity**	**Deliverable**	**Responsible**	**Target**	**Timelines**
		Establish a discussion platform between the pilot countries and cities.	Meeting reports.	National Cleaner Production Centre (Tanzania) / MoE (Mauritius). Cooperation process between all countries.		
Developing executable documents	Develop executable documents	Check and revise priority projects identified in the programmes of Mauritius and Tanzania. Narrow the number of projects down if necessary.	A list of highest priority projects	National Cleaner Production Centre (Tanzania) / MoE (Mauritius).	**2 to 3 months**	
		Involve potential implementation institutions in the process.				
		Set or revise targets and select or revise monitoring indicators.	List of targets, indicators and associated data sources			
		Analysing the strengths and weaknesses of the project as well as opportunities and possible threats for its success.	SWOT analysis document			
		Identify existing resources.	Document identifying existing resources that could be engaged (funding, human resources)			

Scope, activities and deliverables				Institutional structure	Schedule	
Phase	**Action**	**Activity**	**Deliverable**	**Responsible**	**Target**	**Timelines**
		Check potential funding opportunities. The list prepared by CSCP (Annex 1) should serve as a starting point. Some potential funding sources are also mentioned in both of the country programmes.	List of potential donors and their requirements			
		Compose the executable documents with clear timeframes, objectives and task allocation. In the Tanzanian SCP programme some concept notes for pilot projects have already been prepared. These concept notes can serve as a starting point for the executable documents.	Executable document			
Institutionalisation & Governance	Establish implementation structures	Assign a coordination body (National Cleaner Production Centre for Tanzania and Ministry of Environment for Mauritius)	Coordination body in place	National Cleaner Production Centre (Tanzania) / MoE (Mauritius).	**4 to 6 months**	
		Confirm if revision of implementation agencies identified in the SCP programmes of Tanzania and Mauritius is required.	Implementation agencies in place.	National Cleaner Production Centre (Tanzania) / MoE (Mauritius).		

Scope, activities and deliverables				Institutional structure	Schedule	
Phase	**Action**	**Activity**	**Deliverable**	**Responsible**	**Target**	**Timelines**
		Define clearly the relationships and coordination between the implementation agencies, coordination body and other project partners.	List of tasks, responsibilities and reporting procedures.			
		Integrate SCP projects into the strategies of the implementation agencies.	Revised plans and strategies of the implementation agencies.	Implementation agencies		
		Capacity building for the institutions working in the field of SCP.	Reports on the training, guidance and research activities conducted.	National Cleaner Production Centre (Tanzania) / MoE (Mauritius).		
		Maximise opportunities to advance SCP.		Implementation agencies and National Cleaner Production Centre (Tanzania) / MoE (Mauritius).		
	Establish partnerships and synergies	Defining the need for partnership.	Partnership strategy paper	National Cleaner Production Centre (Tanzania) / MoE (Mauritius) and implementation agencies.		

Scope, activities and deliverables				Institutional structure	Schedule	
Phase	**Action**	**Activity**	**Deliverable**	**Responsible**	**Target**	**Timelines**
		Establish partnership protocols (e.g. locating CSOs with which to cooperate when implementing education and campaigning for SCP, which is identified as a priority in both target country SCP programmes).	Contracts between public authorities and stakeholders.	National Cleaner Production Centre (Tanzania) / MoE (Mauritius)and implementation agencies		
Resource mobilisation	Obtain funding	Confirm potential for funding opportunities from internal budgets		National Cleaner Production Centre (Tanzania) / MoE (Mauritius) and implementation agencies	**4 to 12 months**	
		Assess the need for a formal fundraising strategy	A fundraising strategy (if needed).			
		Familiarisation with opportunities for external funding. The list of potential donors prepared by CSCP (Annex 1) is a good starting point.	List of the most likely potential donors that identifies which of them have been contacted	Implementation agencies		
		Select the most relevant donors for the projects planned for implementation,				
		Contact potential donor and check the project eligibility.				
		Confirm budgeting cycles of potential donors.				

Scope, activities and deliverables				Institutional structure	Schedule	
Phase	**Action**	**Activity**	**Deliverable**	**Responsible**	**Target**	**Timelines**
		Compose the funding application according to donor templates.	Completed application.			
Operationalisation	Implement-ing the project	Maintain time-frames and task allocation from executable docu-ments to imple-ment the project.	Monitoring report and pro-gress reports	Implementa-tion agencies	**from 6 months up**	
		Monitor pro-gramme advance-ment				
		Document monitor-ing results.				
		Communicate project progress to the coordination body, the donor (if needed) and the wider public.	Reports distrib-uted to the coordination body and donor. Newspaper articles. Informa-tion about the advancement added on rele-vant web pages.			
		Revising the op-erationalisation mechanisms if it seems that targets of the project are not going to be met.	Document on the revision.			
		Identify best prac-tices.	A database identifying best practices.	National Cleaner Production Centre (Tan-zania) / MoE (Mauritius) and imple-mentation agencies		
		Gather best prac-tices into a web-based data base provided on the coordination unit internet webpage.				

Scope, activities and deliverables				Institutional structure	Schedule	
Phase	**Action**	**Activity**	**Deliverable**	**Responsible**	**Target**	**Timelines**
		Communicate best practices between the implementation agencies in Mauritius and Tanzania.		.		
Monitoring and evaluation	Establish a monitoring programme	Compile relevant data on the indicators to monitor progress.	Monitoring report.	Implementation agencies	**from 6 months up**	
		Writing the monitoring report				
		Make the monitoring report publicly available.				
		Report progress in departmental reporting processes.	Departmental reports with information on the SCP projects.			
		Compile a summary of the monitoring reports.	The summary	National Cleaner Production Centre (Tanzania) / MoE (Mauritius)		
	Revise programme of measures	Consult the progress and monitoring reports.	Revised executable documents.	Implementation agencies.	**From 6 months up**	
		Revise project activities.				
		Revised indicators.				
		Revise cooperation practices between project partners.				
		Revising communication practices.				

Scope, activities and deliverables				Institutional structure	Schedule	
Phase	**Action**	**Activity**	**Deliverable**	**Responsible**	**Target**	**Timelines**
	Programme evaluation	Assign an evaluation committee	Evaluation committee in place.	National Cleaner Production Centre (Tanzania) / MoE (Mauritius)	**From 12 months up**	
		Conduct surveys among implementation agencies	Survey report.	Evaluation committee		
		Consult stakeholders	Consultation reports			
		Compose evaluation report	Evaluation report.			
	Strategy revision	Assign a revision committee	Revision committee	National Cleaner Production Centre (Tanzania) / MoE (Mauritius).	**5 years after developing the SCP programme**	
		Familiarisation with progress -, monitoring - and evaluation reports		Revision committee		
		Invite scientific experts to give presentations	Presentations by scientific experts.			
		Revise SCP programme	Revised programme			

Scope, activities and deliverables				Institutional structure	Schedule	
Phase	**Action**	**Activity**	**Deliverable**	**Responsible**	**Target**	**Timelines**
Adjusting and sustaining the programme and revising implementation institutions	Adjusting and sustaining	Establish fixed timeframes for revising the executable documents and implementation agencies	Schedule document	National Cleaner Production Centre (Tanzania) / MoE (Mauritius)	**A continuous task**	
		Revise implementation intistutions	Revised institutions.			
		Revise communication strategy	Revised communication strategy.			
		Revise executable documents	Revised documents.	National Cleaner Production Centre (Tanzania) / MoE (Mauritius) and the implementation agencies		
		Regularly disseminate information on the programmes progress.	Newspaper articles, TV and radio programmes, information on web pages.			
		Revise monitoring procedures	Revised monitoring procedures.			

5.3 City-wide Programme: Detailed Work Plan for Cairo and Maputo

Maputo (in Mozambique) and Cairo (in Egypt) are the two SCP programme pilot cities. The identified priorities in their SCP programmes share many similarities. The identified priorities in Maputo are:

- Water and sanitation
- Energy efficiency and sustainable energy
- Urban development and infrastructure
- Development of resource based industries

Identified priorities in Cairo are:

- Solid waste management
- Industrial development
- Urban development
- Transportation and emissions

The programmes of both of cities include urban development as priorities. In addition to urban development, the Cairo programme identifies solid waste management, which is also mentioned in the Maputo programme under the urban development theme. This priority in Maputo also identifies regulation of automobile emissions as a priority and this may share similarities with the transportation and emissions priority identified in Cairo. In addition, the project areas identified under the theme of developing resource based industries and industrial development also share many similarities given that both themes address issues such as cleaner production in industry. Both programmes have also identified the cross-cutting education for SCP theme.

The nature of the stakeholders to be involved in the implementation process is similar for both countries, specifically, the municipality, and the relevant environmental and industry ministries will need to be engaged. The nature of the anticipated implementation agencies for both of the city programmes also share similarities with the National Cleaner Production Centre bearing responsibility for programme development in both instances.

Although the pilot cities have compiled pilot activities for priority implementation the necessary implementation mechanisms have not yet been clearly defined. In addition it may be necessary to focus the scope of the identified projects to ensure that the priorities can serve as a basis for composing the executable documents.

Activities identified in chapter 3 are modified and detailed below to match the Cairo and Maputo SCP programmes. The target timeframes, responsible agencies and timelines are presented as suggestions and should be freely modified as needed.

Scope, activities and deliverables				Institutional structure	Schedule	
Phases	**Action**	**Activity**	**Deliverable**	**Responsible**	**Target**	**Timelines**
Communication	Communicate the programme	Develop communication strategy.	Communication strategy	National Cleaner Production Centre	**Communication should be undertaken throughout the entire process**	
		Arrange a seminar for officials in local administration.	Seminar report			
		Contact reporters in local, national and international media. For the cities, the most important media to contact is the local media.	Newspaper, magazine and journal articles. SCP programme featured in TV and radio programmes.			
		Publish information on the SCP programme on the municipal internet web page.	Website on the programme and a database of current activities			
		Arrange an open discussion for citizens to provide information about the programme and to answer questions.	Report from the discussion.			
		Establish a discussion platform between the pilot countries and cities.	Report on meetings that were held.	National Cleaner Production Centre. A cooperation between the countries.		

Scope, activities and deliverables				Institutional structure	Schedule	
Phases	**Action**	**Activity**	**Deliverable**	**Responsible**	**Target**	**Timelines**
Developing executable documents	Develop executable documents	Confirm and revise priority projects identified in the programmes of Cairo and Maputo. Narrow the number of projects down if necessary. The topics of many of the projects should also be defined more concisely so that the projects become executable.	List of highest priority projects	National Cleaner Production Centre	**2 to 3 months**	
		Involve potential implementation institutions in the process.				
		Revise identified indicators in the SCP programmes of Cairo and Mauritius.	List of indicators and associated data sources			
		Analyse project strengths/weaknesses and opportunities/possible threats	SWOT analysis document			
		Identify existing resources.	Document identifying existing resources (funding, human resources)			

Scope, activities and deliverables				Institutional structure	Schedule	
Phases	**Action**	**Activity**	**Deliverable**	**Responsible**	**Target**	**Timelines**
		Confirm funding possibilities. The list prepared by CSCP (Annex 1) is a good starting point. Some funding possibilities are also identified in the city SCP programmes	List of potential donors and their requirements.			
		Compose executable documents with clear timeframes, objectives and task allocation.	Executable document			
Institutionalisation & Governance	Establish implementation structures	Assign a coordination body (the Cleaner Production Centre for both cities)	Coordination body in place	National Cleaner Production Centre	**4 to 6 month**	
		Confirm if revision is needed in the implementation agencies identified in the SCP programmes of Cairo and Maputo.	Implementation agencies in place			
		Define clearly the relationships and coordination between the implementation agencies, coordination body and other project partners.	List of tasks, responsibilities and reporting procedures.	National Cleaner Production Centre, Implementation agencies.		

Scope, activities and deliverables				Institutional structure	Schedule	
Phases	**Action**	**Activity**	**Deliverable**	**Responsible**	**Target**	**Timelines**
		Integrate SCP projects into implementation agency strategies.	Revised plans and strategies of the implementation agencies.	Implementation agencies		
		Arrange capacity building activities for the institutions working in the field of SCP.	Reports of the training, guidance and research activities conducted.	National Cleaner Production Centre		
		Maximise opportunities to advance SCP.		National Cleaner Production Centre and the implementation agencies		
	Establish partnerships and synergies	Define the need for partnership.	Partnership strategy paper	National Cleaner Production Centre and implementation agencies.		
		Establish partnership protocols (e.g. finding the partners to cooperate in solid waste management, which is listed as a priority in both of the cities' SCP programmes).	Contracts between public authorities and stakeholders.	National Cleaner Production Centre and implementation agencies		

Scope, activities and deliverables				Institutional structure	Schedule	
Phases	**Action**	**Activity**	**Deliverable**	**Responsible**	**Target**	**Timelines**
Resource mobilisation	Obtain funds	Assess whether a fundraising strategy is needed.	A fundraising strategy (if needed)	National Cleaner Production Centre and implementation agencies	**4 to 12 months**	
		Confirm potential for internal budget funding.				
		Familiarisation with opportunities for external funding. The list prepared by CSCP (Annex 1) is a good starting point. Some funding sources are also listed in the city SCP programmes.	List of the most likely potential donors that identified which have been contacted	Implementation agencies		
		Select the most relevant donors for the projects planned for implementation.				
		Contact potential donors and confirming project eligibility				
		Compose funding application according to the donors' templates.	Completed application.			
Operationalisation	Project implementation	Work according to timeframes and task allocation in executable documents.	Monitoring report and progress reports	Implementation agencies	**from 6 months up**	

Scope, activities and deliverables				Institutional structure	Schedule	
Phases	**Action**	**Activity**	**Deliverable**	**Responsible**	**Target**	**Timelines**
		Monitor project advancement.				
		Document monitoring results				
		Communicate project progress to the coordination body, the donor (if needed) and the wider public.	Completed reports sent to coordination body and donor. Newspaper articles. Information on project advancement on relevant internet web pages.			
		Revise operationalisation mechanisms if targets are not likely to be met.	Revised document.			
		Identify best practices.	Best practices database	National Cleaner Production Centre and implementation agencies		
		Gather best practices into a web-based data base and coordination unit to post online.				

Scope, activities and deliverables				Institutional structure	Schedule	
Phases	**Action**	**Activity**	**Deliverable**	**Responsible**	**Target**	**Timelines**
		Communicate best practices among implementation agencies in Cairo and Maputo. For example if the both cities implement projects on solid waste management, sharing experiences in this field is highly advisable.				
Monitoring and evaluation	Establish monitoring programme	Compile data based on indicators.	Monitoring report.	Implementation agencies	**from 6 months up**	
		Compose monitoring report.				
		Make the monitoring report publicly available.				
		Report progress in departmental reporting processes.	Information on SCP projects contained in departmental reports.			
		Compile a summary of the monitoring reports.	The summary	National Cleaner Production Centre		
	Revising programme of measures	Consult the monitoring report and progress reports.	Revised executable documents.	Implementation agencies.	**From 6 months onward**	
		Revise project activities if needed.				
		Revising the indicators selected.				

Scope, activities and deliverables				Institutional structure	Schedule	
Phases	**Action**	**Activity**	**Deliverable**	**Responsible**	**Target**	**Timelines**
		Revise cooperation practices between project partners.				
		Revise communication practices.				
	Programme evaluation	Appoint evaluation committee.	Evaluation committee in place.	National Cleaner Production Centre	From 12 months onward	
		Conduct survey among implementation agencies.	Survey report.	Evaluation committee		
		Consult stakeholders. Particularly for the c city level SCP programmes opinions of citizens should also be obtained.	Consultation reports			
		Compose evaluation report	Evaluation report.			
	Strategy revision	Assign revision committee	Revision committee in place.	National Cleaner Production Centre	5 years following developing the SCP programme	
		Familiarisation with progress report, monitoring and evaluation reports		Revision committee		
		Invite scientific experts to give presentations	Presentations by scientific experts.			

Scope, activities and deliverables				Institutional structure	Schedule	
Phases	**Action**	**Activity**	**Deliverable**	**Responsible**	**Target**	**Timelines**
		Revise SCP programme	Revised programme			
Adjusting and sustaining the programme	Adjusting and sustaining	Establish fixed timeframe for revising the executable documents and reviewing the implementation agencies.	Schedule document	National Cleaner Production Centre	**A continuous task**	
		Revise implementation institutions	Revised institutions			
		Revise communication strategy	Revised strategy.			
		Revise executable documents.	Revised executable documents.	National Cleaner Production Centre and implementation agencies		
		Regularly disseminate information on the programmes progress.	Newspaper articles, TV and radio programmes, information on web pages.			
		Revise monitoring procedures.	Revised monitoring procedures.			

List of Abbreviations

10 YFP	10-year Framework of Programmes
ACBF	African Capacity Building Foundation
ACP	African, Caribbean and Pacific Countries
AMCEN	African Ministerial Conference on Environment
BMU	German Federal Ministry for the Environment, Nature Conservation and Nuclear Safety (Bundesministerium für Umwelt, Naturschutz und Reaktorsicherheit)
CSCP	UNEP/Wuppertal Institute Collaborating Centre on Sustainable Consumption and Production
CSO	Civil Society Organisation
EDF	European Development Fund
ENPI	European Neighbourhood Partnership Instrument
FP7	7th Framework Programme for Research and Technological Development
GEF	Global Environment Facility
GTZ	German Development Agency (Gesellschaft für Technische Zusammenarbeit)
ISWM	Integrated Solid Waste Management
MoE	Ministry of Environment and National Development Unit (Mauritius)
NSDS	National Sustainable Development Strategy
PBB	Programme Based Budgeting
SD	Sustainable Development
SCP	Sustainable Consumption and Production
SIDA	Swedish International Development Agency
SPP	Sustainable Public Procurement
SWOT	Strengths, Weaknesses, Opportunities and Threats
UN	United Nations
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNEP-DTIE	United Nations Environment Programme – Division of Technology, Industry and Economics
WSSD	World Summit on Sustainable Development

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