



ALEX 2003

ENVIRONMENTALLY SUSTAINABLE URBANIZATION

Developing Environmental Planning and Management Capacities
for Poverty Reduction

Meeting Report

of

The 2003 Global Meeting of the
Sustainable Cities Programme (SCP)
and the Localizing Agenda 21 Programme (LA21)



**Hosted and Supported by
the Governorate of Alexandria**

in

Alexandria, Egypt, 29 September to 02 October 2003

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Nairobi, March 2004



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1. OVERVIEW OF THE MEETING

The 2003 Global Meeting of the Sustainable Cities Programme (SCP) and the Localizing Agenda 21 Programme (LA21) took place in Alexandria, Egypt, from 29 September-02 October 2003. Focused on "Environmentally Sustainable Urbanization", the Meeting had a special emphasis on developing environmental planning and management (EPM) capacities for poverty reduction, in order to contribute to implementation of the outcomes of the World Summit on Sustainable Development (Johannesburg, 2002), particularly the commitments of the "Coalition for Sustainable Urbanization": Under the auspices of the Alexandria Governorate, the meeting was organized by the United Nations Human Settlements Programme (UN-HABITAT) and the United Nations Environment Programme (UNEP), the two UN Agencies that house the SCP and LA 21 Programmes: Within this general framework, the Meeting had the following specific objectives:

- to identify local, national and regional capacity-building needs for better EPM implementation and thus help develop a strategy for anchoring EPM capacities in national and regional institutions for improving urban governance;
- to provide a platform for exchange of knowledge, expertise and experiences in EPM implementation, particularly in basic urban services (BUS) and sustainable urban mobility (SUM) initiatives; and
- to explore the linkages between poverty and the urban environment and to identify sustainable interventions (including public private partnerships).

"Alex 2003" provided a unique opportunity for addressing these key issues, by bringing together over 200 participants from a wide range of city practitioners, analysts, policy-makers and the donor community from all over the world¹. The meeting was graced by high level representation of the host Government - Egypt, through the presence of Ministers and high level officials from the State Ministries of Local Development, Housing and Utilities, as well as Environmental Affairs and several Governors of different governorates of Egypt, led by the Governor of Alexandria, Mr M. Abdel Salam Al Mahgoub. UN-HABITAT and UNEP as organizers, also had high level presence led by Dr. Anna Tibaijuka, the Executive Director of UN-HABITAT and Under-Secretary-General and Mr Per Bakken the Director of the UNEP Division of Technology Industry and Environment.

Through the collective knowledge and experience of the participants, it was possible to gain important insights and understandings, as well as raising awareness, widening perspectives, and fostering linkages for collaboration and mutual learning. To achieve this, the Meeting used a combination of full-group (plenary) and small-group (working group) sessions, within a carefully-structured format.² Plenary sessions were used for core presentations on the main topics, as well as for bringing together ideas and results from separate discussions. Working groups, on the other hand, were used to facilitate detailed discussion and to draw out 'real-world' local experiences, thus giving all participants the opportunity to contribute.



The Governor of Alexandria, Mr M. Abdel Salam Al Mahgoub opens the Global meeting

The Meeting consisted of fifteen quarter-day sessions, spread over four days, ten in plenary and five in working groups. Day One began with the official opening and continued through the morning with presentations on the Egyptian experience in sustainable urbanization. The afternoon comprised a series of presentations, from all regions of the world, in which ten cities reported on the progress in their various initiatives. Day Two was devoted to the identification of capacity-building needs (in the morning) and to the development of capacity-building support responses (in the afternoon), with a combination of plenary and working group sessions. Day Three was focused on the topics of basic urban services (BUS) and sustainable urban mobility (SUM), each explored through a mixture of plenary and working group sessions. Day Four was largely given over to the third main topic, poverty and environment, with both plenary and working group sessions in the morning and a summing-up session in the afternoon; general Meeting summaries and the formal closing occupied the remainder of Day Four.

The Global meeting 2003, in conformity with tradition, also had an exhibition component. The exhibition open to related programmes and partners run through out the conference duration. Leading the exhibitors were the SCP and LA 21 Programmes and Cities. Other exhibitors were the international support organizations such us the International Labour Organisation (ILO) Asist, InWent Capacity Building International, Rupprecht Consult, and the International Water and Sanitation Centre - IRC.



Bibliotheca Alexandrina, the meeting venue



Alexandria City

2. AGENDA BY SESSION

Session 1-1: Grand Opening of the Meeting:

Monday Morning – 29 September 2003

Plenary session

Master of Ceremony: Ms. Azza El Nashar, Commentator, Alexandria Television

- 10:00 - 10:10 Welcome Address by the Alexandria Governorate, Mr M. Abdel Salam Al Mahgoub, Governor of Alexandria
- 10:10 – 10:15 Address by the Deputy Resident Representative, UNDP, Egypt, Ms Sophie de Caen
- 10:15 - 10:25 Opening Address by UNEP, Mr. Per Bakken, Director, Division of Technology, Industry and Economics
- 10:25 - 10:35 Opening Address by UN-HABITAT, Mrs. A. Tibaijuka, Executive Director
- 10:35 - 10:45 Welcome Address by Mr. Ismail Serageldin, Director, Bibliotheca Alexandrina,
- 10:45 - 11:00 Opening Statements by the Government of Egypt:
 First Under-Secretary of the Ministry of Housing and Utilities, Engineer Essam Rashad
 Minister of State for Environmental Affairs, Dr. Mamdouh Riad
 Minister of Local Development, Dr Mostapha Abdel Qader
- 11:00 - 11:15 Coffee break

Session 1-2: Introduction to the Meeting:

Monday Morning – 29 September 2003

Plenary session

- Chairperson: Mr. Paul Taylor, Chief, Urban Development Branch, UN-HABITAT
- 11:15 - 11:30 Urban Environmental Strategies in the Context of Poverty-Reduction and the Millennium Development Goals (MDGs), Mr. Ole Lyse, Chief, Urban Environment Section, UN-HABITAT
- 11:30 - 11:40 Context, Objectives, Expected Outputs and Structure of the meeting, Mr. Douglas McCallum, Meeting Facilitator

Session 1-3: Environmental Planning and Management Experience in Egypt:

Monday Morning – 29 September 2003

Plenary session

- Chairperson: Ms. Ola El Hakeem, National Institute of Planning
- 11:40 - 11:50 The Sustainable Ismailia Governorate Programme. Ms Habiba Eid, SCP National Coordinator
- 11:50 - 12:00 Participatory Urban Planning Programme, Mr Ali Dessouki, Ministry of Planning , Egypt
- 12:00 - 12:10 Alexandria Solid Waste Management Mr. Ezzat Shaaban, Deputy Governor of Alexandria, Alexandria Governorate
- 12:10 - 12:20 Egypt National Programme , Dr Ola Hakim, National Institute of Planning

Session 1-4: Updates on Environmental Planning and Management (EPM) Projects at City and National Levels and how these relate to broader issues such as poverty reduction, governance and the MDGs:

Monday Afternoon – 29 September 2003

Plenary session

14:00 - 15:10: Chairperson: Hon. Arasage A.N.H. Fernando, Mayor of Negombo, Sri Lanka
15:30 - 16:00 Chairperson: Ms Mariam Yunusa, Senior Human Settlements Officer, Regional Office for Africa and Arab States, UN-HABITAT

Africa:

Kenya: Mr. Renson Mbwagwa, Director, Ministry of Physical Planning

Nigeria: Mr. Oladunjoye Oyewunmi, Assistant Director, Federal Ministry of Housing and Urban Development (not presented but distributed)

Senegal: Mr Alexis Campall, Technical Adviser, Ministry of Urban & Regional Planning

Tanzania: Mr. Richard Musingi, Director for Regional Coordination, Regional Admin and Local Government (PORALG)

Asia and Pacific Region:

Philippines: Mr. Julius Bona, Deputy Project Manager Local EPM Project, Cagayan de Oro

Sri Lanka: Mr. Fahmy Ishmael, National Technical Adviser, Sustainable Sri Lankan Cities Project

India: Mr Anand Doss, Project Manager, Sustainable Chennai Project

15:10 - 15:30 Coffee break

Arab States:

Morocco: Mr Mohamed Ameer, General Secretary of Regional Planning, Ministry of Regional Planning, Water and Environment

Latin America and the Caribbean:

Cuba: Mr Hector Cuervo Masone, President, Institute of Physical Planning

Europe:

Russia: Mr Vladimir Schitinsky, Coordinator, Sustainable Cities Federal Programme

Session 2-1: Towards a Capacity Building Agenda for Improved EPM Implementation:

Tuesday Morning 30 September 2003

Plenary session

Chairperson: Mr. Lars Reutersward, Director, Global Division, UN-HABITAT

09:00 - 09:05 Introduction to Capacity-building for EPM Implementation in the context of Improved Urban Governance and Poverty-reduction; Mr Raf Tuts, Human Settlements Officer, UN-HABITAT

09:05 - 09:15 Example of a National Capacity Building Agenda – Mrs N.I Azoor, Project Training Coordinator, Sri Lanka

09:15 - 09:35 Proposition Paper on Capacity-building for EPM Implementation in the Context of Improved Urban Governance and Poverty Reduction- Mr Paul Schuttenbelt, Institute for Housing Studies (IHS)

09:35 - 09:50 Questions and clarifications

09:50 - 10:00 Introduction to the working group session, Mr. Doug McCallum, Meeting Facilitator

10:00 - 10:30 Coffee/Tea break

Session 2-2: Local, National and Regional Capacity Building Agenda: City Needs Assessment
Tuesday Morning - 30 September 2003
Working Group sessions

10:30 - 2:00 working groups in parallel

Working Group 1: Asia and Countries in Transition -

Lead Discussants:

- Mrs N. I. Azoor, Training Coordinator, Sri Lanka
- Prof. ATM Nurul Amin, Asian Institute of Technology(AIT), Thailand
- Mr.Rey Singh, Chief of Staff, Asia Institute of Management (AIM), Philippines
- Dr Modesto Babaylan, Executive Director, Safer River, Life Saver Inc, Liceo de Cagayan University, Philippines

Working Group 2: Anglophone Africa and Arab States -

Lead Discussants:

- Mr Raphael Nduguru, Dar es Salaam City Council, Tanzania
- Mr Aliyu Tukur Rogo, Project Manager, Sustainable Kano Programme, Nigeria

Working Group 3: French and Spanish speaking countries -

Lead Discussants:

- Mr. El Housseynou Ly, Programme Officer, African Institute of Urban Management, Senegal
- Mr Lekbir Ouahjou, Coordinator, Agadir Local Agenda 21 Project, Morocco

Session 2-3: Local, National and Regional Capacity Building Agenda: Institutional Responses
Tuesday Afternoon - 30 September 2003
Working Group sessions

14:00 - 16:00 working groups in parallel

Working Group 1: Asia and Countries in Transition -

Lead Discussants:

- Prof. Nurul Amin, Urban Environmental Management, School of Environment, Resources and Development, AIT, Bangkok, Thailand
- Mr Austere Panadero, Under Secretary, Department of Interior and Local Government, Philippines.

Working Group 2: Anglophone Countries Africa and Arab States -

Lead Discussants:

- Mr. Tumsifu Nnkya, Director, Institute of Housing Studies and Building Research, University College of Building, Lands and Architectural Studies, Dar es Salaam, Tanzania
- Mr Daniel Phiri, Lecturer, School of Built Environment, Copperbelt University, Zambia

Working Group 3: French and Spanish speaking countries -

Lead Discussants:

- Ms Concepcion Alvarez, National Coordinator, Cuba National Local agenda 21 Programme, La Habana, Cuba
- Mr Monceyf Fadili, National Coordinator, Morocco National Local Agenda 21 Programme, Rabat, Morocco

16:00 - 16:30 Coffee/Tea break

Session 2-3: Towards a Capacity Building Agenda for Improved EPM implementation (Conclusions):
Tuesday Afternoon - 30 September 2003
Plenary Session

16:30 - 17:30 Chairperson: Mr. ATM Nurul Amin, Asia Institute of Technology

Report of Working Group 1: Asia and Countries in Transition -
Rapporteur - Dr. Fahmy Ismail, National Coordinator, Sustainable Sri Lankan Cities Programme

Report of Working Group 2: Anglophone Countries Africa and Arab States -
Rapporteur - Mr. Daniel Phiri, Lecturer, CopperBelt University, Zambia

Report of Working Group 3: French and Spanish speaking countries -
Rapporteur - Mr Monceyf Fadili, National Coordinator, Agendas 21 Lacaux, Morocco

Session 3-1: Improving EPM implementation through Sustainable Urban Mobility and Basic Urban Services in the context of Governance & Poverty Reduction
Wednesday Morning - 1 October 2003
Plenary Session

09:00 - 09:05 Introduction to the session, Ms Cecilia Kinuthia-Njenga, Human Settlements Officer, UN-HABITAT

09:05 - 10:00 Sustainable Urban Mobility (SUM)

Chairperson: Mr. Glynn. C. Khonje, Director, Min. of Local Government & Housing, Zambia

09:05 - 09:10 WSSD Partnership for Clean Fuels and Vehicles, Ms Bridget Oballa, Consultant, Sustainable Cities Programme, UN-HABITAT

09:10 - 09:30 Proposition Paper on SUM in the context of Governance & Poverty Reduction, Mr. Jan Koster, International Institute for Infrastructure Hydraulic and Environmental Engineering (IHE)

09:30 - 09:40 Dar es Salaam City case example, Mr. Theophil Rwebangira, Professor, Civil Engineering Department, University of Dar es Salaam

09:40 - 10:55 Questions and clarifications

09:55 - 10:15 Coffee/Tea break

10:15 - 11:00 Basic Urban Services (BUS)

Chairperson: Mr. Hector Cuervo Masone, President, Institute of Physical Planning, Cuba

10:15 - 10:40 Proposition Paper - Mr. Bob Blankwaardt, The International Water and Sanitation Centre (IRC)

10:40 - 10:50 Questions and clarifications

10:50 - 11:00 Better Services - More Jobs: Mr. Tomas Stenstrom, International Labour Organisation (ILO) ASSIST

Introduction to the Working Group Session, Mr. Douglas McCallum, Meeting Facilitator

Session 3-2: Implementing Sustainable Urban Mobility:

Wednesday Morning- 1 October 2003
Working Group Sessions

11:00 - 12:00 working groups in parallel

Working Group 1: Asia and Countries in Transition –

Lead Discussant: Mr H. M. U Chularatne, Executive Director, Sevanatha/Centre for Urban and Regional Planning, Sri Lanka

Working Group 2: Anglophone Countries Africa and Arab States -

Lead Discussant: Mr Tom Opiyo, Consultant, Non Motorised Transport Systems, Intermediate Technology Development Group, Kenya

Working Group 3: French and Spanish speaking countries -

Lead Discussant: Ms Blanca Lemes Paneque, Project Team Member, Bayamo Local agenda 21 Project, Cuba

Session 3-3: Implementing Basic Urban Services:

Wednesday Afternoon- 1 October 2003
Working Group Session

14:00 -15:00 working groups in parallel

Working Group 1: Asia and Countries in Transition -

Lead Discussant: Dr Fahmy Ismail, National Technical Adviser, Sustainable Sri Lanka Cities Programme, Sri Lanka

Working Group 2: Anglophone Countries Africa and Arab States -

Lead Discussant: Mr Francis Muwowo, Town Clerk Lusaka City Council, Zambia

Working Group 3: French and Spanish speaking countries -

Lead Discussant: Mr Osman Niang, Technical Adviser, Municipality of Louga, Senegal

15:00 - 15:30 Coffee/Tea break

Session 3-4: Improving EPM implementation through Sustainable Urban Mobility and Basic Urban Services (Conclusions):

Wednesday Afternoon - 1 October 2003

Plenary Session

15:30 - 6:30 Chairperson: Mr. Mohamed Ameer, General Secretary, Ministry of Regional Planning, Water and Environment, Morocco

Report of Working Group 1: Asia and Countries in Transition

Rapporteur: Mr Rey Singh, Chief of Staff, Asia Institute of Management (AIM), Philippines

Report of Working Group 2: Anglophone Countries Africa and Arab States -

Rapporteurs: Mr Mustapha Zubairu, Coordinator, Centre for Human Settlements and Urban Development, Mina Technical University, Nigeria and

Ms Yondela Silimela, Chief Director, Urban Renewal Programme, Departments of Provincial and Local Government, South Africa

Report of Working Group 3: French and Spanish speaking countries

Rapporteur: Mr Fredric Sailez, Junior Professional Officer UN-HABITAT, Agenda 21 Local de Bayamo, Cuba

Session 3-5: Public Private Partnerships for the Urban Environment:

Wednesday Afternoon - 1 October 2003

Plenary Session

Chairperson: Ms Sofie Kalimba, Chief Executive, Blantyre City Assembly, Malawi

- 16.30 - 16.35 Introductory Comments, Mr Ole Lyse, Chief, Urban Environment Section, UN-Habitat
16.35 - 16.45 Public Private Partnership Mr. Maleye Diop, Programme Manager, UNDP PPPUE
16.45 - 16.55 InWent and Partnerships, Mr Michael Funcke-Bartz, Senior Project Manager
16.55 - 17.15 PPP in waste management, Ms Justyne Anschutz, Adviser on Urban Environment and Development, WASTE

Session 4-1: Poverty - Environment Nexus:

Thursday Morning - 2 October 2003

Plenary Session

Chairperson: Mr. Tim Kasten, Chief, Policy Analysis, Development and Partnerships Branch, Division of Policy Development and Law (DPDL), UNEP

- 09:00 - 09:30 Ms. Chizuru Aoki, Water Officer, UNEP International Environmental Technology Centre (IETC), Japan: work of the UNEP Division of Technology, Industry and Economics (DTIE) in relation to poverty and environment
09:30 - 10:20 Mr. Thierry de Oliveira, Programme Officer, Division of Policy Development and Law (DPDL), UNEP: the work of DPDL on poverty and environment
10:20 - 10:30 Introduction to the working group sessions, Mr. Douglas McCallum, Meeting Facilitator
10:30 - 11:00 Coffee/Tea break

Session 4-2: Poverty - Environment Nexus:

Thursday Morning - 2 October 2003

Working Group Sessions

11:00 - 12:00 working groups in parallel

Working Group 1: Asia and Countries in Transition -

Lead Discussants:

- Ms Chizuru Aoki, Water Officer, UNEP IETC
- Ms Cecilia Kinuthia-Njenga, Human Settlements Officer, UN-HABITAT

Working Group 2: Anglophone Countries Africa and Arab States -

Lead Discussants:

- Mr Thierry de Oliveira, Programme Officer, DPDL, UNEP
- Mr Kibe Muigai, Human Settlements Officer, UN-HABITAT

Working Group 3: French and Spanish speaking countries -

Lead Discussants:

- Mr Raf Tuts, Human Settlements Officer, UN-HABITAT
- Mr Jean-Christophe Adrian, SCP Adviser and Manager LA21 Programme, UN-HABITAT

Session 4-3: Poverty - Environment Nexus (Conclusions):

Thursday Afternoon - 2 October 2003

Plenary Session

14:00 - 14:30 Chairperson: Mr. Paul Taylor, Chief, Urban Development Branch, UN-HABITAT

Report of Working Group 1: Asia and Countries in Transition -

Rapporteur: Ms Chizuru Aoki, Water Officer, UNEP IETC

Report of Working Group 2: Anglophone Countries Africa and Arab States

Rapporteur: Mr Mustapha Zubairu, Centre for Urban Development Studies, Technical University of Mina, Nigeria

Report of Working Group 3: French and Spanish speaking countries

Rapporteur: Mr Raf Tuts, Human Settlements Officer, UN-HABITAT

Session 4-4: Reflection on meeting outcome and future activities:

Thursday Afternoon- 2 October 2003

Plenary Session

14:30 - 14:45 Statement from UNEP: Mr. Tim Kasten, Chief, Policy Analysis, Development and Partnerships Branch, Division of Policy Development and Law (DPDL)

14:45 - 1500 Statement from UN-HABITAT: Mr. Lars Reutersward, Director, Global Division

15:00 - 15:30 Coffee/Tea break

Session 4-5: Closing Session

Thursday Afternoon - 2 October 2003

Plenary Session

Chairperson: Mr Ole Lyse, Chief, Urban Environment Section, UN HABITAT

15:30 - 15:45 Regional statements

Africa and Arab States: Hon. Mizengo K. Pinda, Deputy Minister, Presidents Office - Regional Administration & Local Government, Tanzania

Asia and Eastern Europe: Dr Fahmy Ismail, National Technical Adviser, Sustainable Sri Lanka Cities Programme, Sri Lanka

Latin America and Francophone Africa: Mr Hector Cuervo Masone, President, Institute of Physical Planning, Cuba

Local Authorities: Hon. Clerkson Otieno Karan, Mayor of Kisumu, Kenya

Donors and International Support Programmes: Dr Joep Bijlmer, Senior policy Adviser, Urban Environment, The Hague, Netherlands

15:45 - 16:00 Vote of thanks: Ms Cecilia Kinuthia-Njenga, Human Settlements Officer, UN-HABITAT

16:00 - 16:15 Closing statement: General Ezzat Shaaban, Secretary General, Governorate of Alexandria

16:15 End of the meeting

3. OPENING SESSION

The SCP/LA21 Global Meeting 2003 was formally opened by His Excellency General Abdel Salam Almahgoub, Governor of the Alexandria Governorate, who also gave the Welcome Address. In welcoming the meeting participants, Gov. Al Mahgoub drew attention to the work done toward making Alexandria a sustainable city, in particular the refurbishment of the historic zones and seafront (for which the city received a Mediterranean award in 2003); He also noted the great improvements made in solid waste management through a shift to a decentralized and participatory system. The benefits of these and other recent works are visible for all to see and have made a significant difference to the quality of life and morale of the citizens.

There were then three opening presentations on behalf of the United Nations. The Deputy Resident Representative of the United Nations Development Programme (UNDP) in Egypt, Ms. Sophie de Caen, emphasised the role of Ismailia as a "model" SCP city and the example it has given to other cities in the country. She also emphasized the Millennium Development Goals (MDGs) and the linkage to issues of governance as key themes for UNDP activities in Egypt, for example, decentralization, partnerships, women's participation in decision-making, social awareness and civil communication, and capacity-building for local authorities. Speaking on behalf of the United Nations Environment Programme (UNEP),



Mr Per Bakken, Director of UNEP - DTIE, gives an opening statement

Mr. Per Bakken (Director of the Division of Technology, Industry and Economics) pointed out the close relationships of social and environmental problems of urbanization, with the urban poor bearing the greatest burdens of environmental degradation. He confirmed the commitment of UNEP and UN-HABITAT to the global Sustainable Cities Programme (SCP) as the "flagship" cooperation activity of the two organizations and stressed the important lessons that have been learned from the experiences of the programme over the past decade. In addition, he welcomed the special topic of the meeting - environment and poverty reduction - and linked it to the World Summit on Sustainable Development (WSSD) Plan of Implementation.

Executive Director Mrs Anna K. Tibaijuka in her opening address on behalf of the United Nations Human Settlements Programme (UN-HABITAT) also emphasized the link to the WSSD, specifically to the "Coalition for Sustainable Urbanization", as well as noting the importance of the Environmental Planning and Management (EPM) approach pioneered by the SCP and LA21 programmes and the linkage of those initiatives to the Urban Governance Campaign and the Campaign for Secure Tenure. Emphasizing the overriding importance for the United Nations of the Millennium Development Goals (MDGs), she pointed out that the overall theme of this Global Meeting responds directly to the need for improving implementation of priority local environmental planning and management strategies and also directly



Dr Anna Tibaijuka, Executive Director, UN-HABITAT gives the opening address

supports one of the key implementation outcomes of the WSSD, building on more effective EPM in support of poverty reduction and sustainable urbanisation. In closing she mentioned that UN-HABITAT was in the final stages of agreeing with the Government of Egypt on a new national initiative for Capacity Building for Sustainable Local Development.

Speaking for the host institution, Dr Ismail Serageldin (Director of the Bibliotheca Alexandrina) illustrated, with a few statistics, the great difficulty of attaining the ambitious Millennium Development Goals. The way to succeed, he urged, is to focus on empowering people to deal with their own problems - and to leave behind the old idea of Government being responsible for doing everything. He emphasized as well that cities are the centres of social and economic life - cities are where human capital resides and where innovation arises; thus cities should be the focal point for efforts to change the world. In this context he reminded the audience of the glorious intellectual heritage of Alexandria's Classic Age and its role in scientific and humanistic advancement, challenging the participants of the meeting to follow in this path and work to "invent the future".

Finally, speakers from three Ministries gave opening addresses in which each extended a warm welcome to the participants on behalf of the Government of Egypt. The First Under-Secretary of the Ministry of Housing and Utilities, Engineer Essam Rashad, emphasized the long history of support to housing provided by the Egyptian Government and reviewed some of the more recent initiatives, especially those in which housing is being placed in the wider context of sustainable urban development. His Excellency Dr. Mamdouh Riad, Minister of State for Environmental Affairs, emphasized that while cities are indeed the engines of economic growth they are also the primary sources of pollution and hence the need for sustainable urbanization is paramount. He cited Alexandria as a good example of new approaches to environmental management, especially solid waste, and he noted as well the related work undertaken in Egypt on air pollution, water and marine environment, and related topics under the national Environmental Action Plan. The experience of Ismailia in creating the conditions for sustainable development was also highlighted, as was the need for cross-sectoral cooperation among environmental and other organizations. His Excellency Dr Mostapha Abdel Qader, Minister of Local Development, began by emphasizing that sustainable urbanization can only be achieved through the participation of citizens, an approach which is being implemented in his Ministry's programmes. As an example of new initiatives, he pointed out that Governorate-level Human Development Reports have been produced for seven Governorates (including Alexandria), to bring together the data and information needed for managing sustainable development. He noted, as well, the importance of cooperation across Ministries and sectors and expressed high hopes for the national capacity-building programme that they hoped to agree soon with UN-HABITAT.

4. INTRODUCTION OF THE MEETING

The introductory session briefed the participants on the background, structure, activities, work order, and expected outputs of the meeting. The session was chaired by Mr, Paul Taylor, Chief, Urban Development Branch UN-HABITAT, who shared with participants UN-HABITAT's role in the implementation of the Millennium Development Goals (MDGs), particularly contributing to the target of improving the lives of 100 million slum dwellers by 2020 under goal 7 on Environmental Sustainability. He also shed light on the UN-HABITAT led global campaign on urban governance which embraces the same principals as the EPM, with its emphasis on inclusiveness, civic engagement and participation, among other norms.

To bring participants to an equal level of understanding, a background presentation was made by Mr Ole Lyse, Chief of the Urban Environment Unit, UN-HABITAT, who explained the urban environment strategy of the Sustainable Cities Programme and the Local Agenda 21 programme - and the contribution of this strategy to poverty reduction and the Millennium Development Goals.

The fundamental objective of the **Sustainable Cities Programme** is to promote environmentally sustainable local development to realize more fully the vital contributions that urban areas make to overall social and economic development, by:

- enhancing efficiency in the use of local environmental resources, reducing environmental risks and strengthening application of environmental conventions and agreements with growing regard to the Climate Change Protocol;
- reducing poverty by promoting more equitable access to resources and environmental services;
- mobilizing and strengthening local capacities to plan, coordinate, and manage sustainable local development in partnership, and
- combining the complementary strengths of UN-HABITAT, UNEP, and other partners in support of Agenda 21, and the Habitat Agenda sustainable development commitments including improved local environmental governance.

Urban management and Governance: There is increasing need to find better ways of balancing the requirements and pressures of urban growth and change with the opportunities and constraints of the local environmental resource base. At the same time, as the poor and marginalized groups (especially women and children) are disproportionately affected by environmental degradation, greater efforts are necessary to promote more equitable access to urban and environmental services, along with more engagement and inclusiveness in urban governance, as well as enhanced employment opportunities. In many countries infrastructure provision has undergone sector reforms leading to public-private partnerships, which has attracted urgently required capital and management for improvements and expansions. The challenge for municipal authorities, in this case, is to put in place effective regulatory mechanisms and measures to oversee the efficient and equitable provision of increasingly privatised services, especially in circumstances where full cost-recovery is only possible through subsidy in order not to further marginalize already disadvantaged major groups.

The new Phase Two of the SCP is to be implemented from January 2003 to end-2007. It is a long term initiative aiming at strengthening the institutional capacity of city and local authorities and their partners in urban environmental planning and management (EPM). It builds on achievements of phase one as the EPM approaches are increasingly being institutionalised with correspondingly more need for capacity development. Many countries wish to replicate and scale-up community and local experiences city-wide and nationally. To respond to this demand, the main thrust of the new SCP Phase Two is on capacity development for national replications, including establishing EPM-anchoring institutions both nationally and in sub-regional resource networks. At the same time the SCP will continue to enhance capacities for

local demonstration activities (particularly on basic urban services and sustainable urban mobility), networking, research and further tool development. Overall, it will also support a consolidation and institutionalization strategy to ensure sustained EPM support at the local level for wider impact.

The three immediate objectives and main activity areas of SCP Phase-2 include the following.

(a) Improve EPM-SCP/LA21 Application and Policy Implementation Processes by strengthening the ability of local governments and their partners to improve priority urban environmental services, thereby helping to reduce poverty, targeting especially marginalized groups.

This is to be achieved through:

- An agreed capacity-building agenda to strengthen EPM application; documentation on local response to the SCP/LA21 process; support strategies; tools (applications and new developments); ToT; anchoring and curriculum development strategies;
- Local demonstrations of environmental infrastructure improvements through EPM applications: technical assistance to build local and national capacity to implement, up scale and replicate local demos on Sustainable Urban Mobility (SUM) and on Basic Urban Services (BUS);
- Investment packages to up-scale and replicate demo-projects: demo-project fund (local cost shared) to catalyse the introduction of innovative approaches to improve on local SUM and BUS conditions;
- National replication and integration of lessons of experience into policy and legal frameworks: national replication grants to potential initiatives to accelerate and start-up committed partners on national SCP consultations and programmes - document local experiences, synthesize national strategies, policy changes and new legislation, and local adaptation of global tools.



Mr Ole Lyse Presents the SCP/LA 21 Urban Environment Strategy

(b) Develop Capacity, Institutional Framework and Networks for Sustained EPM Support in order to strengthen the connection between local and global SCP activities, by developing a network of regional anchoring and national capacity-building institutions and partners to provide a cascade of mutually-reinforcing support. This is to be achieved through:

- Networks of regional and national support institutions and partners: ToT and capacity-strengthening grants (together with partner's own commitment) for anchoring EPM approaches with institutions.
- Direct local technical support through anchoring institutions: increasingly undertake training/capacity development and provide urban environment expertise to city authorities, nationally and in the sub-region.
- National adaptations of SCP and EPM tools: assist in local adaptation of the process and abridged tool-versions including translation; and to develop new tools.
- regional and national EPM support functions and curricula: documentation of practices and integrating EPM in national planning curricula.

(c) Institutionalize SCP's Normative and Knowledge Management Functions in order to address gaps in the EPM capacity-building infrastructure through improved networking and routine communication and dissemination processes, and to mainstream the EPM functions in UN-HABITAT's Global Urban Governance Campaign. This is to be achieved through:

- EPM tools and analysis of lessons learned: documentation and analytical framework, incl. an LA21 “lessons learnt” publication.
- Global web-site and on-line EPM database.
- Exchange meetings among SCP/LA21 partners - thematic-regional, all partners-global.
- Routine documentation: support of capturing EPM lessons learned and good practices as routine functions at city/country levels.
- Mainstreaming of SCP processes, especially within UN-HABITAT’s Global Urban Development Branch and Campaign launches; integration of EPM approaches and SCP experiences into UNEP’s urban environmental policy; annual consultations on UN-HABITAT/UNEP collaboration; “Cities Alliance” support; other areas of joint interest and efforts such as regional events on specific themes; and other agency collaboration, especially with ILO and UNDP-PPPUE.

Following this presentation, the Meeting Facilitator, Mr Douglas McCallum, explained the purposes, objectives and structure of the Meeting.

The over-all theme of the Meeting - “Environmentally Sustainable Urbanization” - reflects the topic of last year’s World Urban Forum (Nairobi) and World Summit on Sustainable Development (WSSD - Johannesburg). The specific focus of the Meeting - “Developing Environmental Planning and Management Capacities for Poverty Reduction” - is concerned with key Millennium Development Goals. Thus, “Alex 2003” is clearly and closely linked to the leading topics on the international agenda.

Within this context, the Meeting has the following objectives:

1. To identify local, national and regional capacity building needs for better EPM implementation and thus to help develop a strategy for anchoring EPM capacities in national and regional institutions for improving urban governance,
leading to specific recommendations for national and regional capacity building for improved EPM implementation.
2. To provide a platform for exchange of knowledge, expertise and experiences in EPM implementation, particularly in basic urban services (BUS) and sustainable urban mobility (SUM) initiatives,
leading to better understanding of SUM and BUS activities and of their role in implementing the EPM process.
3. To explore the linkages between poverty and the urban environment and to identify sustainable interventions (including the role of public private partnerships for the urban environment),
leading to better understanding of the poverty-environment nexus and how it inter-relates to EPM implementation.

The working sessions have been structured to achieve these objectives, with all or most of a day being devoted to each of the three main topics. On all days except the first, there is a balanced mixture of plenary and working-group sessions:

- plenary sessions will have presentations, focused on the session topic, to provide information, pose questions, and stimulate thinking - as well as to report back from the discussion sessions;
- working group sessions will provide the opportunity for open discussion, in smaller groups, to explore ideas, exchange experiences, debate opinions, and evolve consensus on key conclusions.

- Day 1: general introductions, presentations on EPM related activities in Egypt, and up-dates on EPM projects at city and national levels from around the world;
- Day 2: presentations and discussions of city capacity-building needs and institutional responses;
- Day 3: presentations and discussions of improving EPM implementation through Sustainable Urban Mobility (SUM) and Basic Urban Services (BUS) initiatives, including a short session on Public-Private Partnerships ;

Day 4: presentations and discussions on the inter-relationships of poverty and environment, and also a brief closing session at which over-all outcomes of the meeting will be considered.

In this way, through these outputs and through the work of the participants over four days, the Meeting over-all will contribute to the achievement of the MDGs particularly Goal 7 on environmental sustainability, contribute to implementation of the WSSD commitments on the "Coalition for Sustainable Urbanization", and enhance the application of EPM tools and methods for poverty reduction and improved urban governance.

5. ENVIRONMENTAL PLANNING AND MANAGEMENT EXPERIENCE AND ACTIVITIES IN EGYPT

Ms. Ola El Hakeem (Institute for National Planning) moderated the session. In her opening remarks she presented a brief introduction to issues of environmental planning and management in Egypt. The presentation covered the problems peculiar to the case of Egypt such as overcrowding in the Nile Valley and congested informal settlements among others. This was followed by a summary of the policy responses by the various ministries concerned: Ministry of Housing, Utilities and Urban Communities's policy on creating new settlements in desert areas to alleviate congestion in the Nile valley, Ministry of Planning's upgrading policy, Ministry of Local Development's policy on local community development, and the State Ministry of Environmental Affairs development of the National Environmental Action Plan.

Mr. Habiba Eid, National Programme Manager of the Sustainable Ismailia Governorate, presented the experience of Ismailia as an SCP case study. She summarized the two phases of the project with a focus on the achievements including several projects that were funded to the order of US\$30 Million to address urban environmental problems. The presentation then concentrated on the training and capacity building needs that were addressed through the establishment of a capacity building centre, the activities of which included the undertaking of several training modules. Training was aimed at building the capacity of local leaders, NGOs and CBOs in basic skills and the important roles they play in local governance. Training also supported women's and youth's groups in income generating activities and enabling women to participate in the democratic process by issuing identification cards that would enable them to participate in local elections. The training centre also reached beyond the Ismailia local level by training members of parliament from Ismailia as well as running a regional workshop for participants from 8 countries from the Arab States Region focusing on local development and the EPM approach as well as the capacity building elements of local leadership skills, governance, gender mainstreaming and NGO/CBO training.

Mr. Ali Dessouki, advisor to the Participatory Urban Management programme supporting the Policy Advisory Unit of the Ministry of Planning (supported by GTZ), presented the programme's activities. These included policy papers on land management, public and private finance, information management, local organization as well as the tools to be used in urban upgrading and by local authorities including participatory planning, and GIS supported decision-making processes. The presentation also focused on the Local Initiatives project as well as upgrading initiatives in two of the largest informal areas in Cairo and Giza spearheaded by the MOP.

Mr. Ezzat Shaaban, Deputy Governor of Alexandria, presented the successful case study of the Solid Waste Management project that has been completely privatized with the help of a French company. He further explained the mechanism of privatization and its institutional and legislative aspects as well as the economic aspects: cost recovery and how the fees have been levied through increments on the electricity bills thus cross-subsidizing the costs between the well-to-do who naturally have higher electricity bills resulting in a cleaner city for all. This has also enhanced citizenship among the residents of Alexandria city and is now serving as a model to be implemented at the national level to improve solid waste management in other governorates.

Ms. Ola El Hakeem, Institute of National Planning, in her concluding remarks summarized lessons learnt from all the case studies presented and drew conclusions that while these case studies are successful, they remain limited in location and time and that there is always a threat that these results would cease if the activities are not institutionalized. She concluded that there is a need for a national programme to ensure

that these successes are adopted nationally, are backed by political and legislative will and supported by a capacity-building programme, to benefit all the cities of Egypt. It was clear from the opening statements of the Ministers that there is political support for the establishment of a national capacity building programme with support from UN-HABITAT.

Mr. Mohamed El-Sioufi, UN-HABITAT, was then invited to advise on previous experiences in developing national programmes in other countries. The presentation focused on: (1) the training tools developed by UN- HABITAT, including the training manuals, resource books and handbooks developed by the SCP, LA-21, the Governance Campaign, Gender Unit, Training and Capacity Building Branch and others; and (2) previous experiences in developing national programmes in the Philippines and Tanzania, this included the institutional set-up, modalities and various actors and partners needed to ensure such a programme to achieve its goals and objectives.

6. UPDATES ON ENVIRONMENTAL PLANNING AND MANAGEMENT (EPM) PROJECTS AT CITY AND NATIONAL LEVELS

This session was an opportunity for participants to catch-up with EPM implementation activities in selected SCP and LA21 cities and national programmes. It was moderated by Hon. Arasage A.N.H. Fernando, Mayor of Negombo, Sri Lanka and Ms Mariam Yunusa, Senior Human Settlements Officer, Regional Office for Africa and Arab States, UN-HABITAT. The presentations were made systematically according to regions, as follows:

- Africa and Arab states, represented by National programmes in Nigeria, Kenya, Tanzania, Senegal and Morocco
- Asia and Pacific, represented by national programmes in Sri-Lanka and Philippines, as well as India's Chennai City
- Europe and Latin America ; represented by National programmes in Russian and Cuba

AFRICA AND ARAB STATES

NIGERIA: THE SUSTAINABLE CITIES PROGRAMME IN NIGERIA - IMPLEMENTATION UPDATE, 2003

Urban Environmental Issues addressed

SCP Nigeria commenced in Ibadan in 1994 and later expanded to cities of Enugu and Kano. Based on the Ibadan Declaration in 1995, significant achievements have been made in the areas of solid waste management, sanitation, health, and water supply as well as capacity building. The Sustainable Ibadan Project (SIP) is currently seeking support to supplement local resources for the implementation of new demonstration projects and the scaling up of existing ones in the areas of waste recycling, development of small water schemes, development of natural springs, neighbourhood upgrading, and poverty alleviation. A major achievement is securing bilateral support for the development of natural spring water sources, as well as for efficient waste management system through the establishment of a community based waste separation and recycling centre.

In Kano, considerable achievement has been made in rehabilitation of drainage to control flood and erosion in the city. Also, through the principles of participatory planning and partnership various projects are being implemented to deal with sewerage and industrial effluent in and around the main river in the city. And in Enugu, attention is on solid waste management, particularly in the markets.

Institutional Capacity Building

Through a series of sensitization meetings and the establishment of Working Groups, considerable institutional capacity has been built among the Local Government Councils in Ibadan, Kano and Enugu. The Ibadan Trust Fund was set up through the initiative of the Sustainable Ibadan Project to assist in the mobilization of funds for community development projects in the city. In Kano and Enugu, the setting up of GIS equipment has greatly improved the capacity of the Technical Support Units to prepare necessary base maps for specific urban environmental issues.

Preparation of the Karu City Development Strategy provided great opportunity for broad-based

participation in the decision-making process on matters considered to be of priority in improving the living condition of the residents. A major lesson shared in the process is that both the community and local government must continue to engage one another in dialogue on both economic and social development issues.

National Replication

The ultimate goal is to gradually transfer and adapt the experiences of the Sustainable Ibadan Project (SICP) in the three projects to other cities and urban Local Governments in the country, with a view to improving the capacity of managers and operators. The replication process started in 1997 with the cities of Kano and Enugu. The new Federal Ministry of Housing and Urban Development being the focal point for habitat matters has overall responsibility for coordinating the implementation of the SCP in Nigeria, in collaboration with other national and international partners.

Contribution to National Urban Development

The review of the National Urban Development Policy drew substantially from the experiences of the SCP and the various strategies put together for the policy are in line with the EPM process. The new policy direction places emphasis on building partnerships between communities and their local governments in project development and implementation and this is to be achieved through the establishment of consultative assemblies in all towns and cities in Nigeria.

In the area of academic training curricula, the Polytechnic, Ibadan and the University of Technology, Minna are supporting the SIP and SKP respectively and provide academic programmes that will enhance manpower development and capacity building in the EPM process.

The way forward

There are a number of new urban development initiatives currently being put together to assist the States and Local Governments in Nigeria to promote healthy and sustainable urban development. The plan is to incorporate the EPM process in the implementation of these projects, with a view to propagating the concept and establishing partnerships between communities and their Local Governments. Towards this end, the new Ministry will continue to rely on the technical expertise and support of UN-HABITAT and further engage development partners in mobilizing the resources needed to assist the cities in environmental planning and management.

The Nigeria report was prepared by Mr Oladunjoye , Assistant Director , Federal Ministry of Housing and Urban Development.

TANZANIA: ENVIRONMENTAL PLANNING AND MANAGEMENT (EPM) IN TANZANIA

Issues Addressed and Achievements

Sustainable Cities Programme was launched in Tanzania under the auspices of Sustainable Dar es Salaam Project (SDP) in the Dar es Salaam City Council, after the City in 1992, to involve all stakeholders in managing the growth and development of the city through the EPM process.

Prioritized issues to be tackled under the SDP were Solid waste, Upgrading of Unserviced areas and Servicing City Expansion, Open spaces, Recreational areas, Green Belts and Urban Agriculture and City Economy and Integration of Petty Trading. Others were Air Quality and Urban Transportation, Surfacing Waters and Liquid waste, Coastal Resources and Coordinating City Center renewal. Through the EPM process, SDP became the best project among the Phase I worldwide demonstration cities and was nominated the best UNDP Project in Tanzania in 1994.

Some of the successfully implemented action plans developed around the above issues include Privatization of solid waste management, parking facilities and pit emptying services. Others were the Establishment of the central up-country bus terminal at Ubungo, Initiation of a pilot Non Motorized Transport (NMT) project, Improvement of some open spaces, recreational areas and city horticultural gardens, Privatization of public toilets, Changing some of the streets into one-way street system, Contracting of cleansing of city roads/streets, Construction of small scale traders markets, Provision of infrastructure and services in Hanna Nassif, Kijitonyama and Tabata through community participation, re-organization of petty trading activities along the streets and the use of agreed "structures" for displaying/storing various goods/items for sale to effect space sharing.

The successful implementation of these projects attracted interest from other stakeholders such as UNDP, UN-HABITAT, ILO, DANIDA, IGP etc. in leveraging resources to support the management, capacity building and the implementation of action plans, including capital investment projects.

Institutional capacity building

Institutional issues addressed included technical staffing, financial aspects, location of SDP within the city organization and maintenance of "institutional" memory of the Project.

Staffing: Through the EPM process, considerable capacity was built in the city council staff and other participating stakeholders. Capacity building was built through participation in the working groups, implementation of demonstration projects, briefing meetings and discussions, seminars and workshops which facilitated interaction across the council departments and participating institutions. Key Council members of staff were appointed as deputy environmental issue coordinators so as to further build their capacity.

Financial Aspects: Budgetary allocations from relevant departments were committed to support the implementation of action plans and demonstration projects emanating from environmental issues working groups. It was also agreed that a certain percentage of the revenues accrued from income generating projects developed by the working groups should be ploughed back to the maintenance of the process and ensure its sustainability.

Institutional Aspects: The day to day activities pertaining to the EPM process were designated under the Deputy City Director for ease of coordination across all the city council departments because it was not easy to co-ordinate them under one Head of Department i.e. the City Planner. Initially, SDP was considered as an external UNDP/UN-HABITAT project, hence lacked ownership and commitment from the city council, and adversely affected its start up progress.

National Replication Activities

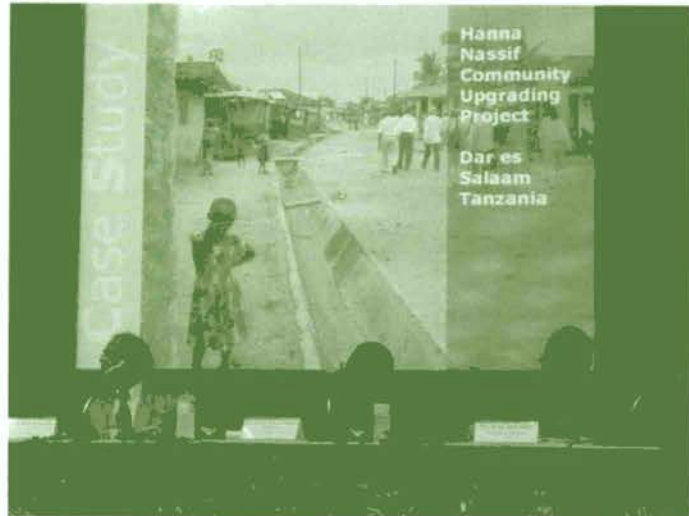
Success stories with regard to implementation of EPM in Dar es Salaam attracted other local authorities (municipalities) to request for the replication of the EPM process, which was launched in 1997 starting with 9 municipalities (See Map). The process is spearheaded and technically supported by the Central Coordinating Unit - the Urban Authorities Support Unit (UASU) - under the President's Office, Regional Administration and Local Government, which received financial support from UNDP until 2001, and continues to get technical support from UN-HABITAT. Municipal Programme Coordinators and members of staff, including councillors and resource persons, have and are being trained on the EPM process through formal and on the job training by UASU. To-date the Municipal Sustainable Programmes are financially supported by the Government and DANIDA which is currently supporting the municipalities of Arusha, Moshi, Tanga, Morogoro and Iringa.

In order to strengthen the implementation of the EPM process, the Government, through the Ministry of Lands and Human Settlement Development, is utilizing the capacity of the staff previously working with SDP and others who have been trained by UASU to replicate the approach in medium and small towns in Tanzania. Currently 11 such urban centres have been involved. The Ministry has also prepared and issued guidelines pertaining to the preparation of Strategic Urban Development Plans through the EPM process. Strategic urban development plans have been completed for Dar es Salaam, Shinyanga, Songea and Makambako urban centres.

Contribution to national urban development

The application of the EPM process in Tanzania has had considerable contribution to urban development. It has improved urban governance through its participatory planning approach where citizens now participate in urban management.

Apart from the guidelines for SUDP, EPM process has also influenced changes in certain policies in Tanzania like the National Human Settlements Development Policy which categorically states that all urban development plans in the country should now be prepared through the EPM approach not the former master planning approach.



The Tanzania Update goes-on

The EPM process has also taken roots in the institutions of higher learning. It has influenced the change in the academic training curriculum of the University College of Lands and Architectural Studies (UCLAS) in the Department of Regional and Urban Planning where the curriculum now places emphasis on the participatory EPM approach rather than the conventional master planning approach.

Up scaling of the process has initiated the launching of Safer Cities Programme to address urban violence and delinquency through crime prevention initiatives. Apart from community policing and law enforcement the programme address the underlying problems of insecurity such as unemployment, poverty reduction, governance and general inclusion of marginalized groups (women and youths), and the poor in city development.

The Tanzania report was presented by Mr Richard Musingi, Director for Regional Coordination, Regional Administration and Local Government.

KENYA: UPDATE ON ENVIRONMENTAL PLANNING AND MANAGEMENT (EPM) PROJECTS AT CITY AND NATIONAL LEVELS IN KENYA



Stakeholders of the Nakuru LA 21 programme during a consultation

Kenya is situated in East Africa. It covers an area of 581,751 sq. km; 97.8 per cent land area, 2.2 per cent water surfaces. The population of Kenya is 29 million, with an overall growth rate of approximately 2 per cent per annum. The urban population constitutes 22 per cent of the total population with an urban population growth rate of 6% p.a. 20% of the land is medium to high potential, hosting 80 per cent of the population. 20 per cent is arid and semi arid land.

Urban Environmental issues of Concern

Kenya is faced by a myriad of urban environmental problems, including environmental degradation, rapid urbanization, urban sprawl, lack of basic services, pollution, diseases, poverty, congestion, urban agriculture and weak municipal institutions. Environmental degradation in urban areas seems to be more rampant in low income areas. This problem is exacerbated by high rates of pollution, diseases and poverty.

EPM Demonstration Projects and Achievements

In Kenya, the Government, local authorities and various NGO's are involved in various local environmental initiatives aimed at building the capacity of local authorities in urban environmental management. For example, the Green Towns project has supported over thirty small and medium sized towns to develop local environmental plans in a participatory manner. Some of the towns are already implementing these plans. The Local Agenda 21 (LA21) initiative in Nakuru is another example of urban environmental planning and management in Kenya. The LA21 Nakuru initiative receives technical support from UN-HABITAT through its Localizing Agenda 21 Programme and has prepared a strategic structure plan and identified priority zones for intervention. At the national level, the enactment of the Environmental Management Coordination Act (1999) has led to the establishment of the National Environment Management Agency.

Initiative	Achievements
Green Town Project	Participatory Environmental plans for over 30 medium and small towns e.g. Malindi and Nairobi.
LA21 - Nakuru	Development of Strategic Structure Plan (20 years) Implementation by stakeholders and cooperative partners
Enactment of Environmental Management and Coordination Act 1999 (EMCA)	Establishment of the National Environment Management Agency (NEMA) Development of Environmental Action Plans Establishment of provincial and district level environmental committees.

Institutional Capacity Building at Local Level

The LA21 Nakuru initiative provides some good experiences in institutional capacity building at the local level. As part of the initiative, the Nakuru Municipal Council has facilitated the setting up of interlinked communities at city wide, zonal and neighbourhood levels. In addition, the Council has encouraged and maintained a cordial working relationship with CBOs, NGOs and international development organizations. In an effort to enhance community participation and become more accountable, the Council has set up four multi-stakeholder Zonal Development Committees (ZDC). The Council has also established some teams and committees to deal with pressing issues facing the municipality, namely, Housing Management Team, Water Co-Team, Solid Waste Advisory Board and Awareness Building Zonal Committee.

The Green Towns Project on the other hand has contributed to the strengthening of the local authorities through the establishment of environmental awareness local action groups.

National Replication Activities

In order to facilitate the replication of the Green Towns initiative, an environmental management unit has been established at the Ministry of Local Government. The LA21 initiative has been replicated in Nanyuki and plans are underway to develop a national replication framework, jointly with the Department of Physical Planning, the Ministry of Local Government and NEMA.

A multi-faceted City-to-City Cooperation between Nakuru and Leuven (Belgium), has been established within the framework of the LA 21 Programme. This cooperation goes beyond the conventional twinning relationships. Key activities in the cooperation, over the past five years, included technical inputs of Leuven leading to the development of the Strategic Structure Plan of Nakuru in seminars on development cooperation in Leuven. Nakuru has also forged partnerships with Kampala, Jinja and Atlanta. Nakuru is the focal point for the LA21 process in Kenya.

Contribution to National Urban Development, Urban Governance, Environmental and Poverty Reduction Policies

Major developments are taking place in urban management and development in Kenya. In the area of water management, water boards have been established in some local authorities. Commercial Water Agencies have also been established in some Local Authorities. The main objective of commercialization of water is to improve service delivery. In the shelter sector, slum-upgrading schemes through low cost housing technologies and urban renewal projects in public housing have been developed. Micro financing

schemes have been established and benefited local communities and promoted the informal sector, for example, through the establishment of cooperatives. An example is the Kenya Women Finance Trust.

Local government reforms have been carried out in Kenya. The establishment of the Local Authority Transfer Fund (LATF) has contributed to the strengthening of the capacity of local authorities in participatory planning, through the preparation of local authority service delivery action plans (LASDAP). To support the development infrastructure in the country a fuel levy grant has been established. Access roads are being improved under the Kenya Urban Transport and Infrastructure Programme. The government is also encouraging the use of non-motorized transport.

The Kenya report was presented by Mr Renson Mbwagwa, Director, Ministry of Physical Planning

SENEGAL: ENVIRONMENTAL PLANNING AND MANAGEMENT ACTIVITIES IN SENEGAL

Contribution to National Urban Development Policy Improved Urban Governance Environmental and Poverty Reduction Policies and Implementation of the Millenium Developments

- Dans le contexte de la décentralisation et la gouvernance locale ; les projets EPM ont contribué à l'échelle des sites
 - À améliorer de manière significative les modes opératoires d'interaction entre les différents acteurs du développement local;
 - À promouvoir la concertation et la coordination intersectorielle des activités;
 - Appuyer les collectivités locales dans le processus de mobilisation des acteurs et intervenants.
- Dans le contexte du suivi des objectifs de développement du Millénaire au Sénégal les projets EPM participent:
 - À la réduction de moitié en 2015 de la proportion des personnes vivant au dessous du seuil de pauvreté;
 - À renverser la tendance du Vih-Sida en 2015;
 - À nouer des coalitions et partenariats pour lutter contre la pauvreté;
 - À renverser la tendance de la dégradation de l'environnement et la perte de ressources naturelles en 2015.

In Senegal, UN-HABITAT in cooperation with Institut Africain de Gestion Urbaine (IAGU), and the Urban Management Programme (UMP), with the support of the French Ministry of Foreign Affairs, initiated a programme of support to local Agendas 21 in various municipalities including: Dakar, Rufisque and Louga. The EPM process was developed around two directions:

- a) urban governance including poverty reduction and,
- b) environmental planning and management in relation with key social development sectors.

Activities were aimed at strengthening local development mechanisms based on community participation.. This would facilitate consensus building and agreement on shared action plan involving the mobilization of local capacity especially those of local authorities and their key partners.

Key issues addressed:

For Dakar

- Integrated management of industrial areas in the context of promoting human settlements
- Rehabilitation of the Hann Bay, badly degraded by industrial and domestic effluents.

For Rufisque

- Pollution linked with solid and liquid wastes
- Land management in relation to the use of space
- Sea erosion pushing housing inland

For Louga

- Urban mobility linked with city extension and access to basic social services
- Solid waste management suffering from weak community involvement and inadequate institutional set-up
- The issue of HIV-AIDS in the context of social mobility

In each city

- A city profile was established allowing to have an overview of the local situation
- City consultations have been organized to validate the profiles and agreed on the establishment of working groups
- Action plans were proposed out of which projects were formulated
- Financial partners were involved at all stages of the process

During these last years the approach has been strengthened especially through the Louga experiences, with:

- (a) training and capacity building for the intersectorial working groups,
- (b) the organization of community mini-consultations to test the acceptability of strategies and action plans,
- (c) the organization of round table meetings for financial partners.

The EPM process also led to the following institutional improvement:

- (a) a fruitful dialog between local authorities and non-conventional actors such as civil society, NGOs, CBOs;
- (b) stronger political support from local authority and decentralization of services,
- (c) institutional location of project structure through municipal by-laws;
- (d) the integration of action plans and projects within municipal investment plans;
- (e) coalition of actors around common issues with diverging interests.

Within the decentralization context and through the will of the Senegalese government to improve local governance, the EPM projects contributed to:

- (a) significant improvement of the networking among local actors around the issues of local development;
- (b) promoting concentration and coordination of intersectorial activities;
- (c) supporting local authorities to mobilize actors and the partners.

Within the context of achieving the Millennium Development Goals in Senegal, EPM processes contributed to:

- (a) reducing, by half, the number of people living below poverty level before 2015;
- (b) reversing the tendency of the spreading of HIV-AIDS;
- (c) reversing the tendencies in terms of environmental degradation and depletion of natural resources before 2015.

The Senegal update was presented by Mr Alexis Campall, Technical Adviser, Ministry of Urban and Regional Planning

MOROCCO: LOCAL AGENDAS 21 IN MOROCCO - AN EXPERIENCE OF INTEGRATED LOCAL DEVELOPMENT

LA 21 Cities in Morocco

Essaouira Local Agenda 21

The experience of Local Agendas 21 was initiated in 1996 in Essaouira (82000 Inhabitants), a sea city on the Atlantic Ocean. The axis of interventions included, notably: The management of the built heritage through restoration initiatives in the older part of the city; The de-densification and rehabilitation of housing in the Mellah (old Jewish quarter) through re-housing operations; and the creation of an urban parkland and a green belt in the outskirts of the city. These actions were backed up by the Center of Urban Development and Environment Protection or Center Agenda 21. The Centre Agenda 21 is a structure for promotion, sensitization and mobilization of partners in favour of the implementation of local actions at the city level .

A number of associations benefited from a training component that complimented the activities of the project, with a view to restructuring and enhancing contribution to the development of the city. Elected officials also benefited from training in local development and city management. Local dialogue and consultation effort was achieved through working groups that intervened in issues identified by local stakeholders. The inclusion of the Medina of Essaouira in 2002 on UNESCO's list of the World Heritage confirms the active role played by local Agenda 21.

The Pilot Programme for Poverty Reduction in Urban and Semi-urban areas

The programme, a joint initiative of the Ministry of Employment and UNDP was implemented from 1998 through 2001 in three pilot cities - Casablanca-Ben M'sick, Marrakech et Tanger - with the technical support of UN-HABITAT. It tested new social development tools based on (i) the elaboration of coherent and coordinated poverty reduction programmes ; (ii) the enhancement of the capacities and competence of local development actors ; and (iii) the development of partnerships between these same actors for the implementation of operational projects targeting the poor strata of the population.

This approach, meant to capitalize on good practices and extend them to other cities, has since been adopted by the Social Development Agency, a newly-established institution mandated to serve as a funding mechanism for projects targeting disadvantaged groups and local development actors. This institution has also been instrumental in facilitating the implementation of local agenda 21, particularly in Marrakech.

The successful experience of the pilot programme for poverty reduction in urban and semi-urban areas was selected as a good practice and presented as such at the Special Session of the UN General Assembly on Istanbul +5.

Three Local Agenda 21 for three regional capitals.

These above two pilot experiences were extended in 2002 to three other cities of Agadir (750 000 inhabitants); ii) Marrakech (860 000 inhabitants); and iii) Meknès (550 000 inhabitants). Financed by the Ministry of Regional Planning, Water and Environment, UNDP and UN-HABITAT, this project falls within the framework of the duplication process of the lessons acquired from Essaouira's experience, in more complex urban contexts, which shed light on elements of contrast, translating obstacles and multi-functions that affect sustainable development and management of the cities.

Main Topics Tackled

The issues tackled in the 3 sites result from the analysis of the environmental profiles for these cities developed as part of initial project activities. They represent the strong trends brought out by local actors, debated in the city consultations workshops and validated by the Urban Pacts - a moral commitment of the stakeholders to work collectively to develop priority intervention axes at the level of their city.

Main themes retained include: Management and sustainability of water resources; Safeguard of the heritage as a historical and cultural asset of the city; Promotion of tourism as one of the development and socio-cultural exchange tools; Access to urban services and improvement of living conditions; and, Social integration, based on proximity and accompaniment work, involving underprivileged populations.

Programme Scopes of Intervention

1. Development of decision making tools for local communes in integrated planning. These tools have to be domiciled in the medium term, in the National Institute of Planning and Urbanism (INAU) and in the universities of the three sites, with a view to integrating them in university syllabuses.
2. Provision of technical support to local communes for the development of integrated development action plans, including the extension of local Agenda 21 to regional urban centers. The extension of Marrakech local Agenda 21 to the region of Marrakech-Tensift Al Haouz, which includes 15 urban centers, constitutes the first phase of the replication of local Agenda 21 to small centers, and its integration in the Regional Plan of Territorial Development.
3. Implementation of sensitization, information and training actions for the building of local actors' capacities. These actions involve mainly training sessions for associations, elected officials and municipality technicians. The training aspect is to be maintained within INAU as an institution in order to create a sustainable tool to back-up persons involved in local management and development.
4. Provision of financial support for the implementation of prioritized replicable projects. A financial counter, allocated by the programme, is put at the disposal of local actors, within the framework of partnerships development, in favor of pilot projects, validated by local actors.

Elements of Project Synergy

The development of three local Agendas 21, based on rationales and specifications unique to every city has the advantage of being able to test, validate and experiment an innovative process of local development, in a concerted way with the stakeholders of local Agenda 21. These include in particular: (i) local authorities; (ii) the State external services; (iii) the elected officials and municipal technicians; (iv) local populations, notably of the underprivileged neighborhoods; (v) universities; (vi) private sector; and (vii) local media.

At the institutional level, the project has the chance to be hosted at the Directorate of Regional Planning and Regional inspections. The Directorate has structures entrusted with the task of capitalizing and appropriating the methodological and operational tools of local Agenda 21, with a view to managing and catalyzing transfer of these methods and tools in the short term to municipalities, the best spaces for local Agenda 21 implementation and sustainability.

The results of Agenda 21 experiences will serve as a basis to the launching of the national campaign on urban governance that will be managed through an interdepartmental national steering committee.

Lessons Acquired: Some lessons of this innovative approach of integrated local development are highlighted as below:

- The full integration of local Agenda 21 in planning and integrated development policies, as advocated by the Government through the Charter of regional development and its corollary, the National Plan for Regional Planning, thus putting an end to the regional compartmentalized approaches
- The search of a synergy between all the actors of local development and their organization around a new vision of local development and concerted management
- The reinforcement of capacities by training and backup, in particular for key actors, such as elected officials and civil society
- The notion of commitment and involvement of the stakeholders in the process of local development, through their intervention in local priority and agreed upon issues
- The will to create a sustainable methodological and operational framework
- The inclusion of a local development approach in time, with a view to enlarging the scope of intervention to closer urban areas, or even to other regions.

The Morocco report was presented by Mr Mohamed Ameur, General Secretary of Regional Planning, Ministry of Planning, Water and Environment.

ASIA AND PACIFIC

INDIA: ENVIRONMENTAL PLANNING AND MANAGEMENT IMPLEMENTATION UPDATE UNDER THE SUSTAINABLE CHENNAI PROJECT, INDIA,



UN-Habitat Representative during a Support Mission Inspect SCP Project sites in Chennai

Chennai Metropolitan Development Authority (CMDA) Jurisdiction

Chennai Metropolitan Development Authority (CMDA) has jurisdiction over the Chennai Metropolitan Area (CMA). The extent of CMA is 1,177 km². The local bodies covered under the CMA are i) Chennai City (172 Sq. km.); ii) 8 Municipalities iii) 28 Town Panchayats, iv)10 Panchayat Unions and v)2 Cantonments.

The EPM Process and the Sustainable Chennai Project

The Sustainable Chennai Project (SChP) was formulated to provide Chennai with an improved and strengthened environmental planning and management capacity which will be self sustainable once the project's support by UN-HABITAT and UNDP ends. Environmental issues of the city were identified and prioritized, and incorporated into action plans, to guide the region toward sustainable economic and physical development through the project's collaborative procedures, supported by the project's technical expertise. To make this process effective, the project also evolved a set of bankable investment project proposals attracting additional funds to help improve the environmental sustainability of growth and development.

Key Environmental Issues

The key environmental challenges and issues experienced in the CMA were identified as follows:-

- Traffic Network - Congestion on roads
- Inadequate water supply
- Poor sanitation particularly in the city poor class and peri-urban areas

- Pollution of waterways
- Air and noise pollution
- Pollution by chemical and leather industries
- Unaffordable and inadequate housing for the low income families
- Coastal erosion and intrusion of sea water
- Poor road conditions and infrastructure
- Squatter settlements and public health

The Urban Environmental Management Strategy under SChP 1995
The following strategies were adopted in the SChP:-

Strategy (i) - Better liquid waste management and improvement of waterways

- Improving sewerage network
- Restoring the waterways and
- Improvement of Storm Water Drainage System

Strategy (ii) - Reduction of traffic congestion and improving air quality

- Improving existing infrastructure investment
- Improving the initial share of transit system
- Improvement of air and noise quality

Strategy (iii) - Improving solid waste management in the city poor and peri-urban areas

- Improving solid waste management in city areas
- Improving solid waste management in peri-urban areas and

Recycling solid waste and the management of hazardous waste in Chennai Metro Area

City Consultation 1997 and Chennai Declaration

Following an extensive consultation process, a City Consultation was held in September 1997 and a broad consensus was reached on strategies of intervention for each of the three key environmental management issues which were agreed as priorities:

- Improving sanitation in the city poor and peri-urban areas
- Better liquid waste management and improvement of water ways
- Reduction of traffic congestion and improving air quality

An action committee was established for each priority environmental issue, comprising representatives of those key public sector decision makers.

The stakeholders committed themselves, through the Chennai Declaration, to the following:

- Work through a broad based process involving active participation of all stake holders of Chennai through cross sectoral and inter institutional participation
- Develop demo projects as a model for replication in State and Nation
- Work in association with the Action Committees/Working Groups

Community Based Demonstration Projects

Several Community based demonstration projects were initiated under the SChP. Out of 17 community based demonstration projects, 3 were traffic projects and 14 were on solid waste management. 10 projects were implemented by NGOs, 3 Projects by CBOs and 2 projects were each implemented by a Local body and Government Agencies. The total contribution of the SChP was Rs.7.5 million, while the community contributed Rs.3.2 million.

Achievements

Following the implementation of the community based development projects, the SChP recorded some achievements:

- Emission centres were set up (90 in private, 3 by TNPCB)
- EUC certificate were made mandatory for all vehicles since February 1996
- EUC certificate mandatory for MTC buses since August 1999
- Unleaded petrol available since February 2000
- Sulphur content in diesel reduced from 0.5 per cent to 0.25 per cent
- Pollution levels at selected road intersections reported weekly in the dailies

Achievements under implementation of the strategy on reduction of traffic congestion and improving air quality, include:

- Schemes implemented under TAPp
- Nine (9) fly-overs
- One bridge widened
- One road on road/rail level crossing
- Six (6) roads improved
- Regulation of heavy vehicle along four roads
- Four road intersections signalized and three intersections improved
- scheme implements under SChP demo project
- Eight signals on Periyar Evr Salai synchronized
- Erection of a traffic signal at Eillivakkam
- Erection of pelican signals at seven locations
- Air quality management tools of UN-HABITAT used

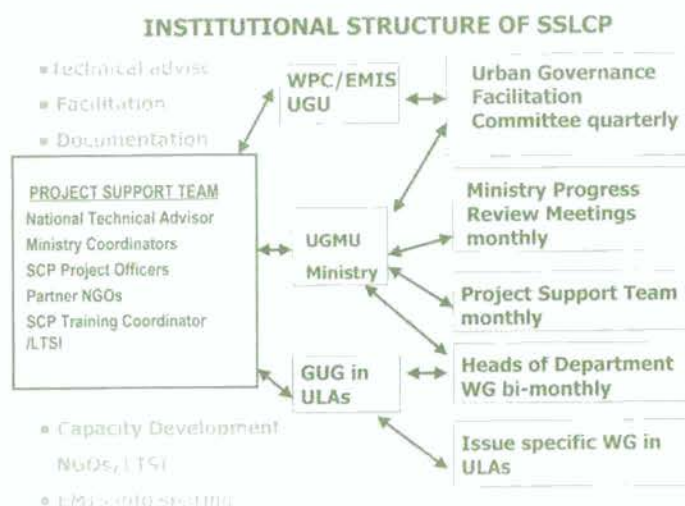
Up-Scaling of SCP and the Road Ahead

In order to up-scale and replicate the SChP the following have been proposed:-

- Setting up of environment division in Chennai
- Reorientation of Local Action Plans to reflect environmental concerns
- Enlarging the scope for Community Based Environmental Development Projects
- Use of GIS for Environmental Management Programs
- Collaboration with various Universities such as York, Canada and Madras Universities for Environmental Health Projects
- Integrating EPM in college/school curriculum
- Formulation and Coordination of Flood Alleviation Projects
- Preparation of Environmental Management Plan for CMA
- Review of Master Plan for CMA to focus on Environmental Issues
- Environmental Awareness Campaign
- Initiating Public-Private-Partnership for urban environmental improvement
- City-to-City exchange with cities of Maharashtra State, with UN-HABITAT's support and collaboration with AILGS under consideration.

The India report was presented by Mr Anand R. Doss, Project Manager, Sustainable Chennai Project (SChP).

SRI LANKA: ENVIRONMENTAL PLANNING AND MANAGEMENT PROJECTS IN CITIES IN SRI LANKA



Environment and Planning Management activities have been initially introduced, through the Sustainable Sri Lankan Cities Programme (SSLCP), to three cities and thereafter replicated to an additional five cities in 2000 and a further 5 in 2002.

The initial activities were based on SCP-EPM process which includes the identification of stakeholders, identifying and prioritizing the issues, forming working Groups etc. But at the same time, the programme has introduced new steps and tools, for example undertaking needs assessment in the local authorities (LAs) through SWOT analysis. Major issues have been identified through city consultations followed by the development of strategies and action plans through the working group mechanism, and subsequently, demonstration projects have been implemented. With time, the SSLCP has seen a shift, expanding from environmental issues to strengthening and laying emphasis on GOVERNANCE as the word has become more “accepted”

City Profiles, with emphasis on environmental and poverty issues, have been produced for all the cities as an integral part of the SSLCP, and these are being continuously strengthened to have a stronger focus on municipal finance and expanded to include a separate section on poverty, to better target our information base and strategic thinking to address the living conditions of the poor, as required by Sri Lanka’s Millennium Development Goals.

Urban Environmental Issues

The major environmental issues identified included, Solid waste management, poor water supply, inadequate Sewerage network, Improper function of City drainage systems, Flooding due to unauthorized structures on wetlands, Unauthorized constructions, promoting a ‘clean and green city’, minimizing the use of polythene, and promoting neighbourhood groups etc.

As the issue of solid waste management was a priority and many donor assisted programmes were working on it in the Negombo Municipal area, SSLCP supported a workshop to prepare a common strategy for solid waste. All options promoted by each partner were considered and a common strategy was agreed upon. The options in this strategy are field tested through neighbourhood based demonstration projects.

Demonstration Projects

The SSLCP has developed a number of demonstration projects particularly in Solid Waste management, as it was a key issue in all cities, to show ways and means of reducing, recycling and reusing the waste. Each project mobilized resources, contributed to the physical improvement of the environment, encouraged political support and commitment through the savings to various resource bases.

Some techniques used in the demo projects included Reduction of Household Waste through the introduction of Home Compost Bins; Recycling of Waste at Community managed Recycling Centre; Production of Biogas from Market Waste; Controlling the spread of Dengue Hemorrhagic Fever (DHF) through community mobilization and participatory effort and by launching the first ever mosquito breeding site elimination project to counter attack the fast spreading and deadly DHF epidemic by the Colombo Municipal Council. Additionally, a project on Reduction of Non-Revenue water consumption directed at low income housing units to obtain direct connection for water supply has been undertaken in which common (public) stand-posts of water supply, which causes wastage and is unaccountable, are removed. All Demonstration Projects have been Upscaled within the Cities.

Institutional Mechanisms and Capacity Building

All SCP LAs have established Good Governance Units in the city halls with necessary staff and office equipment. This has improved the interdepartmental coordination and facilitated the working group process of bringing the stakeholders together.

The Ministry of Housing and Plantation Infrastructure (MHPI the implementing Ministry) has established and strengthened the Urban Governance Management Unit by the assignment of counterpart staff at the highest decision making level and facilitating the delivery programme outputs through better monitoring and supervising mechanisms.

Similarly, the Ministry of Home Affairs, Provincial Councils and Local Government (MHAPC&LG under whose purview are the Provincial Councils and LAs) took similar initiatives to regularly monitor progress and offer support.

The institutional structure of the SSLCP supports its partners through regular progress review meetings, clearing bottlenecks, providing technical support and capacity development etc.

National Replication

Following a national replication workshop there was a demand for the project to be implemented in more LAs. As a result the Ministry of Housing and Plantation Infrastructure (MHPI) recommended five more cities making a total of thirteen (13) cities under this programme.

The Sri Lankan Institute of Local Governance (SLILG) and The Centre for Urban and Regional Planning (CURP) continued to conduct training programmes in the national replication cities as well.

Contribution to National Urban Development Policy: Through Improved urban governance, environmental and poverty reduction policies and implementation of the Millennium Development Goals.

The MHPI used lessons learned from SSLCP (and other urban governance based support projects and programmes) to develop its Urban Sector Policy Framework, and recently recommended that the SSLCP come under the purview of the Task Force to help implement the Urban Sector Policy Framework. In this way the process would be gradually institutionalized at both national as well as local levels.

The Ministry of Home Affairs Provincial Councils and Local Government (MAPC&LG) has sought the approval of the Cabinet of Ministers to mainstream participatory decision making in local governance in Sri Lanka and to mandate the Ministry with the responsibility for promoting good governance in local government.

The management change to the participatory approach placed an unprecedented responsibility on the local administrators to ensure that their employees are adequately trained for this management change. For this purpose two National Training Support Institutions the Sri Lanka Institute of Local Governance (SLILG) and the Centre for Urban Regional Planning (CURP) have been strengthened to ensure the introduction and implementation of these need based training programmes. The European Union is also supporting the management and sharing information through its MILES project whereby the EMIS unit established at the SLILG will be strengthened through EU funds, and thereby mainstreaming the SCP customized toolkit developed by SSLCP.

The SSLCP was instrumental in promoting the MHPI and the MHAPC&LG to organize a national workshop which adopted the formulation of the Strategy for Local Government Capacity Building. The final version is now being circulated.

The Sri-Lanka report was presented by Dr Fahmy Ismail, The National Technical adviser of the Sustainable Sri-Lankan Cities Programme (SSLCP).

PHILIPPINES: THE PHILIPPINE LOCAL ENVIRONMENTAL PLANNING AND MANAGEMENT (LEPM) DEMO CITIES PROJECT (1999-2003)

"Improving the capabilities of LGUs for urban environmental planning and management towards sustainable and equitable development"

Three demonstration cities 1998:

- Lipa, Batangas (Luzon)
- Tagbilaran, Bohol (Visayas)
- Cagayan de Oro, Misamis Oriental

Major sponsors:

- UNHABITAT/UNDP
- Philippine Department of Environment and Natural Resources (DENR)
- League of Cities of the Philippines (LCP) and
- The three demo cities of the Philippines.



Location of LEPM cities in the Philippines.

The Philippine Local Environmental Planning and Management (LEPM) Demo Cities Project was started in 1999 and was to run until 2003. The main goal of the Philippine LEPM Demo Cities Project, is improving the capabilities of the Local Government Units (LGUs) for urban environmental planning and management towards sustainable and equitable development. Its objectives include strengthening the LGUs and enhancing their capacities for participatory environmental planning and management at the local level, particularly in secondary cities; and enhancing the capability of the national institutions to support LGUs in Environmental Planning and Management (EPM).

The major partners in the Philippines LEPM are UN-HABITAT, UNDP, Philippine Department of Environment and Natural Resources (DENR), and League of Cities of the Philippines (LCP). The three Philippine LEPM Demo Cities are Lipa, Batangas (Luzon), Tagbilaran, Bohol (Visayas), and Cagayan de Oro, Misamis Oriental.

The SCP Process in the demo cities was implemented following three phases. Under Phase 1 - Setting up - the issues to be addressed were clarified through rapid assessment of the local ENR situation. Project participants and partners were identified, taken through orientation to understand the process and mobilized for support. A series of mini-consultations were held, the community environmental profile prepared and GIS/EMIS established, following which a City consultation was held and issue-specific workgroups formed. Phase 2 - Strategy and Action Planning and Consolidation - was characterized by intensive analysis, discussions, and negotiation within the issue specific working groups. There was also networking between the various working groups. It led to the L-EPM project development and implementation. Phase 3 involved follow-up and consolidation.

Environmental Management and Planning Issues and Areas of Concerns under the L-EPM process are summarized as follows:

- A. Urban Settlement Management: Green space development and Urban Greening
- B. Integrated Solid Waste Management
- C. Air Pollution Control Management: Vehicle Emission Test, Smoke belching Test and Nuisance Monitoring

- D. Forest Resources Management: Support Project on Livelihood alternatives in conservation, the Cagayan de Oro River Watershed
- E. Fresh Water management : Riverbank Rehabilitation/Tree Planting
- F. Environmental Natural Resources (ENR) Management and Planning Framework : City Environmental Plan for the City Land Use Plan and Establishment of CLENRO (City Local Environment and Natural Resources Office)
- G. Land Use : Community Based Forest Management and Survey, Agro-Forest Development Project
- H. Urban Agriculture and Food Security: Community gardening/allotment gardening
- I. Coastal marine resources: CDO Artificial Reef Project, Coastal Comprehensive Study, Mangrove Plantation Rehabilitation/Development, Fish Sanctuary Project
- J. Mines and Mineral Resource Management: Sand and Gravel monitoring and control

Capacity building at local level

The L-EPM process has contributed to building institutional capacity in the following areas:

- Collaborative and participatory development of demo and catalytic environmental projects
- Accumulation of various skills and analytical tools (technical writing, statistical projections, mapping, facilitation, participatory profiling, software development, EMIS, etc.), and
- Learning from various activities, methods and tools in strategy formulation and action planning

Institutional Capacity Building: The following capacities have been achieved:

- The local government code mandating the devolution of ENR functions and providing police powers to LGUs
- The establishment of the City Local Environment and Natural Resources Office (CLENRO)
- The conduct of the SCP process of city consultation, strategic and action planning to identify priority environmental issues and concerns
- The creation and the accessibility to the of City Environmental Profile
- The environmental demo projects, networking and linkages of the CLENRO, and joint partnerships with POs and NGOs
- Standard Procedures for the Establishment of ISWM
- Extension of Technical Advisory services to the Barangay Units
- Formulation of administrative, legal, and policy support instruments such as city ordinances, MOAs, resolutions, project design, propositions, and concept papers
- Involvement in community affairs, giving out plaques of appreciation and recognition, and creating criteria for LGU-wide contest
- Local and national replication (GO-FAR Project) of L-EPM projects experiences to all city Barangays, and to LGUs all over the country and to 'professionalize' the L-EPM skills and functions through academic programs
- Establishment of EMIS which will provide information resource assistance or sharing of information to all persons or organizations interested in environmental matters

Impacts to governance

The L-EPM process has influences the thinking and collaboration among key government and private organizations and particularly the city officials in public planning. It has opened vigorous channels of policy dialogue and interaction between popular and city government sectors - a particularly example is the Cagayan de Oro fisherfolk federation. With support from National Government policies L-EPM process has influenced the Environmental Compliance Certificate requirement of new business projects. It has enhanced policy and environmentally relevant implementation of the Local Government Code and the devolution of selected functions of the Department and Natural Resources to the LGUs.

Innovations, identification, and development of indigenous LEPM tools

The L-EPM process in the three cities led to the development of some innovative and indigenous tools to augment the existing SCP tools. These include Community Mapping (CM) that utilizes graphical or visual medium such as technical or quick maps, and individual drawing skills to identify or determine certain social, environmental or political sentiments of an individual; Role-Resource Mapping tool that facilitates matching of required services in a community or organization (role), with a particular activity or service sector; Object-Oriented Issue Analysis that traces the causes and effects in a particular network of issues and concerns and identifies them as cause/effect and objects. In addition, experiences in three L-EPM demo projects in the Barangays of Bugo, Gusa, and Lapasan, were refined and consolidated into a basic set of standard procedures for establishing the ISWM (integrated Solid Waste Management) project activities.

Required new directions in development research

The LEPM process has identified some areas requiring new directions in development research. These include specific aspects in the areas of integrated solid waste management, water conservation, forest conservation, urban agriculture, public-private partnerships and organizing people's organizations.

The Philippines report was presented by Mr Julius Bona, Deputy Project manager of the Local EPM (L-EPM) Project.

EUROPE AND LATIN AMERICA

RUSSIA: RUSSIA ON THE WAY TO SUSTAINABLE CITY DEVELOPMENT

Mr. Vladimir Schitinsky presents the Russia Update

From the late 1990s, Russia has been involved in the project: "Sustainable Development of the Russian Cities" carried out with the support of UN-HABITAT and implemented by the Russian Research and Design Institute - RosNIPI of Urbanistics (St. Petersburg). This project is based on the principles of the Habitat Agenda and "Declaration on Cities and Other Human Settlements in the New Millennium" adopted by the 25th Special Session of the UN General Assembly.

Urban ecological problems

Vyborg and Kirishi cities in the Leningrad Region were selected as the demonstration cities to study environmental problems and issues related to planning and management that enhance city development. This implied that Russia, through this project, would adopt other methods of urban management that include decentralization and inter-departmental planning.

For this purpose, a number of activities were carried out in these cities including training workshops, city consultations, working groups, work with the mass media, etc. First, the present ecological situation and sustainable development challenges in the cities were mapped out. As a result, ecological risks were evaluated, environmental measures were proposed and plans of actions were prepared aimed at the improvement of the ecological situation in the region, all with a wide public participation

The project outcomes resulted in a manual to formulate regional sustainable development programmes that is to be applicable to other cities of Russia. Experience gained in the demonstration cities were harnessed and applied in other cities. Collaboration with the city authorities and the public made it possible to outline a number of urgent programmes and to formulate concrete proposals for the follow-up of the project.

Strengthening of development potential at the local level

The focus of the project activities was on the improvement of the institutional base to promote sustainable development of the demonstration cities and dissemination of the lessons of experience among other cities of the Russian Federation. Institutional mechanisms were proposed aiming at strengthening the

local capacity for managing sustainable development. Thus, in the city of Vyborg the strategic planning mechanisms were consolidated within the framework of the "Strategic Sustainable Development Plan".

An example of the priority projects is the "People's Tourist Path" which was undertaken in Vyborg and did not demand special financial expenditure. In its implementation, signs were put-up in city roads and streets to indicate routes for tourists coming into the city, particularly those arriving through the railway station from the neighbouring Finland, to encourage sightseeing. Architects were involved in the preparation of a renewal programme for the historic city centre and helped to identify the order and priority for restoring and reconstructing key buildings that increase the potential for attracting tourists.

To implement the pilot projects and priority programmes a special Agency for Territorial Development was established. The Agency was founded by the City Administration and commercial structures.

In order to achieve the objectives of the "Sustainable Development of the Russian Cities" project the following tasks were implemented:

- Legal, normative and methodological framework of the project was identified
- A sustainable city development strategy was formulated for Vyborg including priority investment programmes. Methodological and practical assistance was given to the city administration in setting up Working Groups to deal with the priority sustainable development problems
- Information maps to support priority programmes for the city of Kirishi were prepared
- Personnel training was provided for the elected officials and city technicians in the demonstration cities of Vyborg and Kirishi
- Materials were prepared enabling the transfer of the relevant experience of the demonstration cities among other cities. Plans for future actions were prepared
- Personnel training in the municipal units and organizational and educational processes were based on the materials provided by the UN-HABITAT Secretariat

National plans

To support the idea of sustainable city development at the national level, the All-Russia Conference on "Provision of Sustainable City Development in Russia" was organized in the Kremlin on June 5, 2002. Among the Conference participants were the Secretary-General of the United Nations Mr. Kofi Annan and the under Secretary-General and Executive Director of UN-HABITAT Mrs. A.K. Tibaijuka.

The resolution adopted by the Conference noted the importance of the work carried out in Russia towards the provision of sustainable development of cities and other human settlements. It recommended the use of "positive international experience in rational governance for sustainable development of cities and other settlements in compliance with the Global UN-HABITAT Programme on city governance and to involve, in this work, financial and expert potential of the UN system and interested donor-countries". The Conference adopted a Declaration in support of the Habitat Agenda and the World Summit on Sustainable Development, item 8 which reads: "In collaboration with the UN Human Settlements Programme and interested donor-countries to carry out a comprehensive programme for sustainable city development in the Russian Federation taking into account the relevant work experience in the Northwest Region of Russia including Leningrad Region and the cities of Pskov and Tobolsk where the UN-HABITAT project on rational city governance was initiated".

Consequently, a decision was made at the highest national level to enable the transfer of the experience accumulated in the course of the present project performance to a nation-wide scale. It is proposed to disseminate the methodological and training materials prepared as a result of the practical activities carried out in the demonstration cities of Vyborg and Kirishi among other cities such as Pskov, Tobolsk, Tyumen, and a number of settlements in Pskov Region, etc. with the aim to improve the institutional base for sustainable city development.

Input In The Improvement Of Urban Policy

Immediate work to transfer experience will be carried out by the Northwest Advisory and Methodological Office which has been set up at the RosNIPI of Urbanistics Institute and is also the UN-HABITAT project office in Russia. The other project offices at St. Petersburg and Pskov will compliment the work of this office.

The UN-HABITAT project office in Russia focuses its activity on the following basic tasks: study of the latest world achievements in management for sustainable city development and their adaptation to the conditions of Russia; advocating sustainable development ideas; monitoring of city sustainability on the basis of a system of sustainable development indicators proposed by the UN-HABITAT; creation of data bases and dissemination of management experience in sustainable city development including the use of the Internet; formulation of methodological recommendations; training of municipal staff in the advanced management technologies for sustainable city development, etc.

In the 21st century, environmental quality management and sustainable urban development will remain the priority issues at the international, national and local levels. Recognizing this, a new stage of the project proposed for implementation in 2004-2005 will concentrate on the formulation of principles to support strategic planning and management for sustainable development of the historic cities of Pskov and Tobolsk, including, presumably, wider dissemination of the accumulated experience among similar smaller and medium-size Russian cities through the establishment of city-to-city cooperation.

The Russia update was presented by Mr. Vladimir Schitinsky , Coordinator, Sustainable Cities Federal Programme.

CUBA: THE LOCALISING AGENDA 21 PROGRAMME IN CUBA



The Localizing Agenda 21 Programme started its support in Cuba in 2002 with a demonstration project in the city of Bayamo. Bayamo is the capital of the Gramma province with 140,000 inhabitants. It is situated in the oriental part of the island.

Issues addressed by the project

Four priority issues were identified:

- The Bayamo River degradation characterized by deforestation of its banks and the contamination of its water by industrial and domestic waste water
- Solid waste management which was experiencing inadequate collection, transport and recycling. Nowadays waste is being collected through alternative means such as horse cart and it is deposited in suitable locations
- Inefficient urban transport
- Deficit of public space and urban centres in the most populated area of the city where the most vulnerable population lives

Institutional Mechanisms

During the city consultation the main obstacles for urban environmental issues that were identified are:

- a) the sectoralization of the information;
- b) the strong centralization of the administration; and
- c) the weak coordination between sectors as well as between levels of governments.

In Bayamo for each of the issues that were prioritized, a working group of at least 10 persons was created. These working groups bring together representatives from the communities, experts and local authorities. The inter-sectorial working group meets on a weekly basis to clarify the issues, propose strategies, based on which they ensure the implementation of concrete projects and put in place mechanisms for monitoring the implementation of such projects.

Replication of the project

On the basis of the good results obtained in the demonstration project, since mid 2003, a replication project is being prepared. For this project, all provincial capitals, i.e. 11 cities, have been approached to replicate this project. A selection process has been set in place that will qualify 3 (three) of the cities for

replication activities. These cities will receive support in the preparation of their local Agenda 21 projects to commence at the beginning of 2004.

In September 2003 an EPM capacity building center was inaugurated in the city of Santa Clara - which conducted a course in urban development planning and management. The training is based on the adaptation of the SCP manuals and lessons of experience from the Bayamo demonstration project. All (the 11) provincial capitals are benefiting from the training course which will facilitate the replication of the project.

In order to support and monitor the replication of the project, a national support team will be created within the directorate of urban planning of the national institute of physical planning. Through this process the project will be progressively the responsibility of Cuban authorities and will ensure its full institutionalization and the integration of lessons of experience within national policies on physical and urban planning.

From the onset, the project is supporting the publication of the physical Planning Institute magazine. 2500 copies of this magazine are published and distributed to all the physical planning offices, all local authorities and all relevant universities as well as interested institutions. Each issue has an article on the Localizing Agenda 21 Programme and the experience of Bayamo under this programme. This allows for and supports the debate on urban planning and management while on the other hand assisting in preparing the ground for the replication of the project.

Contribution to national policies

The inclusion of Cuba in the Mutual Economic Support Agreement, in the early seventies, led to the adoption of a planning model closely linked to central economic planning. With political changes in eastern Europe, Cuba suddenly lost its economic relations with countries from the eastern block that accounted for 80 per cent of its commerce. At the same time the USA embargo was tightened which resulted in making it more difficult to develop economic relations with countries from the rest of the world. Internal changes which resulted from this new situation, together with problems linked with traditional central planning, led to rethinking of the planning approach.

After a deep assessment, it was agreed that only decentralization of planning could lead to the preparation of more realistic plans with the active development of those which were supposed to contribute to its implementation and monitoring. This new approach was also meant to strengthen decision-making at the local level and improvement of the efficiency of all administration entities. To implement this new approach, a guideline for the preparation of physical and urban plans was elaborated in the nineties. Local planning teams were constituted in each municipality which mobilized local authorities to participate in the preparation, implementation and monitoring of the physical and urban plans.

Until 2002, more than 100 local plans were prepared with various degrees of detail and quality. Three quarter of all municipalities in Cuba have, by now, a plan approved by local authorities. However it is important to recognize that not in all cases have the desired changes taken place.

Actual weaknesses are as follows:

- Weak capacities of municipalities to play the role of local development agents and to articulate its priority objectives
- Weak capacities to generate, mobilize, coordinate and direct necessary resources
- Weakness of technical teams
- Insufficient institutional and citizen participation
- Lack of culture on urban planning

As it is known, a Local Agenda 21 project is meant to strengthen the capacity to plan and manage sustainable local urban development. This objective coincides perfectly with the goal of the Institute of Physical Planning to localize the planning exercise at the municipal level.

The support for local governments to utilize sustainable urban development strategies and stimulate intersectoral synergy, ensures that plans become a policy instrument for local authorities and are hence institutionalized.

The strengthening of capacity and the role of local actors contribute to the objective of making the planning exercise more participatory - like those above there are a number of similarities between the EPM approach and the objective of the planning reforms on Cuba.

As indicated above, urban planning and management in Cuba could still be improved and refined. One of the expected inputs of the Localizing Agenda 21 Programme is the facilitation of transfer of technologies and the promotion of approaches that allow for improvement in the quality of the planning work.

Given the opportunity Cuba expresses its readiness to share its modest experience under the LA 21 programme with other cities.

The Cuba update was presented by Mr Hecta Cuervo Masone, Presidente, Institute of Physical Planning.

7. TOWARDS A CAPACITY BUILDING AGENDA FOR IMPROVED EPM IMPLEMENTATION

Capacity building is more than training

- workshops,
- on the job learning,
- briefings,
- seminars,
- site visits,
- work exchanges,
- public information & education,
- international meetings/study tours,
- technical assistance by experts

INTRODUCTION TO THE CAPACITY BUILDING AGENDA

The Introductory session on the Capacity building Agenda for improved EPM implementation within the context of improved urban governance and poverty reduction was chaired by the Director of UN-HABITAT's Global Division, Prof. Lars Reutersward. Mr Raf Tuts of UN-HABITAT's Urban Governance Section introduced the session on capacity building agenda, emphasizing the importance of strengthening capacities in order to improve the implementation of the EPM process at the city, national and regional levels. In this context, it is necessary to undertake a needs assessment at the city level and come up with multiple solutions for responding to such needs, particularly through national and regional anchoring institutions. From its principles of equity, transparency, citizenship etc., good urban governance impacts directly on the effectiveness of the EPM; the relationship between local government, civil society and private sector can promote or hinder the EPM processes.

A wide range of tools, many developed by UN-HABITAT, are available to apply principles of urban governance and to foster more productive relationships between key governance actors. Actions to facilitate a needs assessment for capacity-building include: developing an Urban Governance Profile to map roles, responsibilities, tensions and alliances; SWOT Analysis; distinguishing between aspects that can be addressed by capacity - building (knowledge, skills, attitudes, organizational development), and those requiring structural change (legislation, resource allocation); matching demand with supply; and establishing a modular capacity building package. A number of tools which can be used to achieve these actions were identified.

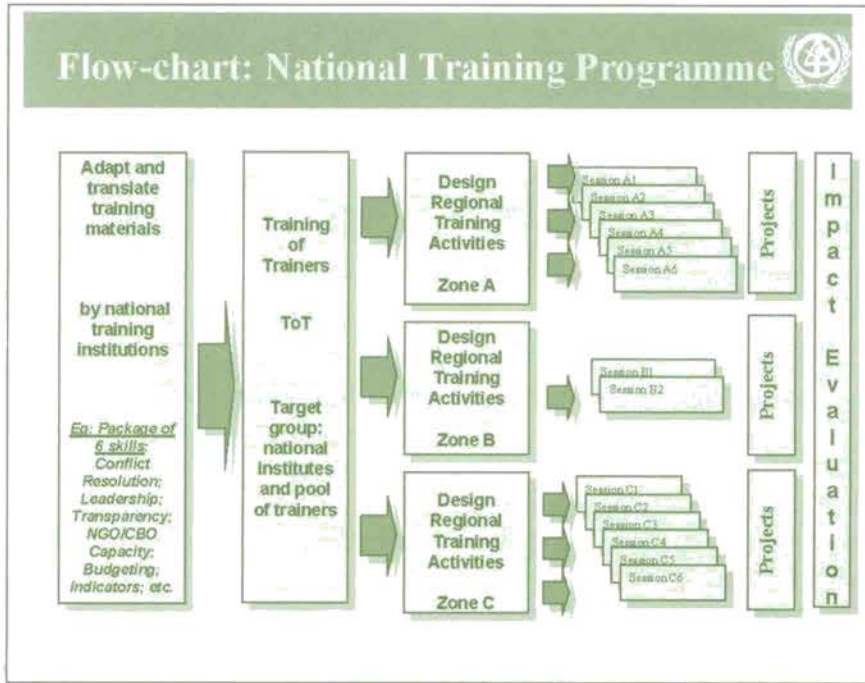
Some of the common mistakes made in past capacity-building efforts include:

- Ad hoc direct training delivery to ultimate target group
- Training disconnected from curricula of established training institutes
- Capacity-building disconnected from institutional and legislative reality
- Lack of planned follow-up to training applications
- Dependence on external funding
- Evaluation limited to training events only

To achieve more effective training and capacity-building, it is important to emphasize the following approaches and aspects:

- Going to scale through Training of Trainers
- Commitment of well established international, national and local training institutes
- Linking to ongoing regulatory and legislative reforms
- Action planning integrated into training design
- Use of existing local/national mechanisms to fund training
- Training Impact Evaluation to assess performance change and outcomes.

The introduction closed with a generalized flow chart (below) representing a National Training Programme.



The key “Proposition Paper” on **Capacity-Building for EPM Implementation** was presented by Mr Paul Schuttenbelt of the Institute for Housing and Urban Development Studies (IHS). The presentation focused on the capacity-building activities to be undertaken through Phase Two of the global SCP. The main points of the presentation can be summarized as follows:

Capacity building is more than training

- Capacity-building includes components such as workshops, on the job learning, briefings, seminars, site visits, work exchanges, public information and education, international meetings, study tours, and technical assistance by experts
- Capacity and awareness should be developed at all levels - technicians, professionals, administrators, politicians
- Creating a critical mass of officers, politicians and managers is important, so regular repetition of capacity-building programmes is necessary
- C-B should have three entry points - the EMP process, general management skills, and technical aspects
- Combine classroom and on the job training (which should be practical, well structured, and relevant to day working conditions)

- C-B should be made attractive to the participants by being work related and supporting of careers (building up their CV as well as gaining recognition)

Characteristics of Capacity building within SCP cities

- Weak involvement of national anchoring institutions
- Weak coordination
- Lack of support from national policies
- No structured capacity-building approach
- Not always linked with the EPM process
- Need for capacity-building action plans

Sourcebooks (from UN-HABITAT)

- For many people the Sourcebooks are the first entry point for SCP/EPM
- There is need for shorter and more customized tool books
- It appears that tool books are often "dumped" on government officials who are not directly involved in operational activities and who do not share the information
- Introduction of tool books should be carefully done - and supported
- Regular follow up should be provided

Implementation Instruments

- Implementation instruments are hardly used, and impact seems to be limited
- There are instruments which can be vehicles to implementation
- Issues of implementation should therefore get much more attention during capacity building

Points of attention for training modules

- Is there enough interaction between participants and resource people?
- Did you include exercises and case studies?
- Resource people, whether inside the training institutions or hired as guest lectures, are often new to the approach - have they been sufficiently briefed?
- The target group for each course should be clearly defined and participants should be selected accordingly

National Anchoring Institutions

- Overall coordination should be with Anchoring institution(s)
- They should be selected on their natural mandate and eagerness
- They should also have a role in ensuring quality control in capacity-building
- Decentralization is important - training coordinators should be appointed at local level.

Capacity Building Agenda

- International Training of Trainers can be done by sub regional anchoring institutions, focused on refreshing their knowledge, learning from other experience, and updating and/or introducing participatory training techniques
- Organize a national ToT programme, followed by a ToT+ for municipal coordinators along with a training plan for the different municipalities
- EPM introduction of training sessions for councillors, decision makers, politicians, parliamentarians and local officers
- Each local authority will develop a tailor-made EPM programme including technical training

Other Recommendations

- Develop a pool of EPM trainers
- Prepare capacity building action plans at city level
- Link training courses to the EPM process (brief resource people)
- Include case studies and operational assignments
- Make training more participatory and practical
- The EPM process modules should be locally adapted, tailor-made
- Courses should be accredited to ensure quality
- Improve coordination with other programmes
- Include implementation instruments
- Adjust tool books for local needs
- Further strengthening of the anchoring institutes is necessary

Immediate action

- Design ToT for resource people
- Prepare a national SCP curriculum workshop
- Develop clear Terms of Reference and Trainers Manual for resource persons
- Appoint Training Coordinators at municipal level
- Develop a Newsletter
- Careful selection of target group
- Develop courses on implementation instruments

The role of UN-HABITAT

- International Networking
- UN-HABITAT should be more involved in the Capacity Building Agenda.
- Coordination among international agencies
- Recognition of the courses/accreditation
- Institutional Strengthening

Following the Proposition Paper by a case study on the National Capacity Building Agenda in Sri Lanka was presented by Mrs N.I Azoor (Project Training Coordinator, Sustainable Sri Lanka Cities Project). The case study was based on the experiences and lessons learned in Sri Lanka through the implementation, since 1997, of the national SCP programme.

The Need for a Capacity Building Agenda

- The primary goal of capacity-building within the SSLCP is to strengthen the ability of municipal councils and their local partners to more effectively, integrate environmental management
- The project's main focus is on changing the way people think and act in relation to urban development, environment and sustainability and getting them involved in decision making
- It is also concerned with converting these changed ideas into practices by changing the ways in which people act and interact, not only as individuals but also in their institutional and social settings
- To introduce and nature acceptance of the bottom-up participatory approach of the SCP in development planning

SSLCP addresses the following key areas:

- Strengthening the capacity of local authorities
- Introduce Environmental Planning and Management (EPM) to address environmental degradation and institutionalizing urban management systems

- reduction of urban poverty and institutionalizing pro-poor urban governance
- Institutionalizing good urban governance

National Anchoring Institutes/Capacity Building Partners

- Sri Lanka Institute of Local Governance (SLILG)
- Centre for Urban and Regional Planning (CURP)
- Sevanatha (NGO)
- Management Resources for Good Governance (MaRGG)
- Universities and other training institutes

The approach for Capacity Building:

- a Training Coordinator is appointed
- the training coordinator organizes training in relevant technical topics and community strengthening
- SWOT Analysis is conducted in local authorities to identify capacity building needs and deficiencies and develop a Capacity Building Agenda in the local authorities
- needs were strengthened through the use of EPM tools and other relevant tools
- skills were strengthened through technical support from the Programme Core Team (PCT) and the National Support Institutions

Capacity Building Agenda

- a National Policy on Capacity Building for Local Authorities and a National Coordinating Committee for Capacity Building are proposed and are being considered by the Cabinet
- a team of EPM/SCP Trainers is proposed to be established
- A team of officials from national, regional, provincial and city level to be trained as Trainers of Trainers) for the SCP/EPM Process. (The first batch of trainers should have good experience in actual implementation of the SCP process, so that they can get the maximum out of the programme)
- The Management Training Development Unit (MDTU) operating under the Provincial Council is to be strengthened and trained as trainers for the EPM/SCP Process
- SLILG as the apex body for coordination of local authority capacity building can run ToT for the city level as well as for resource persons
- One anchoring institution can be in charge of organizing ToT for national, provincial and regional levels - and need not be a government organization
- Private Sector and NGO organizations can be utilized; such as Institute of Chartered Accountants, Institute of Town Planners, Sri Lanka Foundation Institute, SLIDA
- These trainers can organize programmes for ministers, mayors, councillors, decision-makers and local authority commissioners etc.
- Colombo Municipal Council can organize ToT for Medical Officers, Engineers, Public Health Inspectors at city level, and in turn these trainers can train officials, community leaders, women leaders and youth leaders on some of the basic participatory training techniques, leadership and communication skills, etc.
- A full time National Training Coordinator to be appointed for the national SCP Project
- Each local authority (LA) to have their own Training Section with a full time training coordinator
- Recognizing that each LA is of a different standard of performance and cultures the city level and provincial level trainers can conduct SWOT analysis and training needs analysis to find the gaps, which need to be addressed
- It is essential that the national anchoring institution develop clear Terms of Reference and Trainers Manuals for resource persons

- Selection of the target group: experience shows that LAs have a severe shortage of staff; attempts are being made to conduct the process training at the city level to overcome this situation and it works well
- To introduce e-learning to share experience and updates with the Sri Lankan cities as well as international cities and also Newsletters - in all 3 languages - for city wide distribution; participants should be encouraged and given incentives to document their experiences of the demo projects
- Recognition of the trainers, trainees, and institutions (UN-HABITAT accreditation)
- SLILG and CURP both need more institutional strengthening
- The partnership with the universities, research institutes and other institutions should be strengthened by maintaining strong collaboration between these bodies and the project

7.2 REPORTS OF THE WORKING GROUPS ON CAPACITY BUILDING AGENDA

WORKING GROUP 1: ASIA AND COUNTRIES IN TRANSITION ON CAPACITY BUILDING AGENDA

i) City Needs Assessment

The working group included some 30 participants from China, India, Indonesia, Iran, Mongolia, Nepal, Philippines, Poland, Sri Lanka, Thailand, Vietnam and Russia. Case examples were presented from Sri Lanka and the Philippines: Mrs. N.I Azoor of Sri-Lanka elaborated on her plenary presentation, while Dr. Modesto C. Babaylan elaborated on the Cagayan De Oro city experience.

Capacities that need to be strengthened

In discussing the capacities that need to be strengthened, the working group members decided to follow the Environment Planning and Management (EPM) process stages.

a) In establishing an information base for EPM, the group identified various areas in which cities require capacity building including: skills to prepare urban environment profiles, stakeholder mobilization and identification, communication skills, management information systems and/or environment management information systems, group dynamics, conducting city consultations, and documentation and project proposal writing.

Capacities lacking at the community level include: leadership skills, participatory planning, environmental awareness and impacts, building partnerships with other stakeholders, hygiene and health, capacity to identify social and economic development opportunities, including women's empowerment and lack of access to micro savings and credit systems.

b) On strategy and decision-making the participants identified the following capacity building needs: establishing and managing working groups, working group operations, effective meetings, project identification and project management, action planning, community action planning, participatory budgeting and environment management information system.

c) On implementing environmental strategies capacity-building support is needed for: project management, productivity improvement, conflict management, and financial management including participatory budgeting.

d) On institutionalizing the EMP Process, capacity-building is required in the areas of partnership building, leadership skills, organizational development, monitoring and evaluation, and performance management.

Relevance and adequacy of EPM tools

The example from Sri Lanka highlighted some problems encountered in using the EPM tools, which most participants agreed with. Different councils comprehend the tool kits at different levels, and so it was recommended that toolkits be tailor-made to differing levels of comprehension. It was also noted that partner training organizations had difficulties in using the tools, as they are "learning the process by doing". Most councils do not have a specific department or individual to work with and understand the tools and transform them to action. In Sri Lanka, for example, only Colombo Municipal Council has a training department which is responsible for this. Most participants agreed that the language barrier resulted in limited usage of tools. Maharashtra State (India) indicated that they will be translating the sourcebooks to a local language for wider usage. It was further recommended that toolkits should be simple to follow and interesting.

Obstacles in implementing EPM

The most critical obstacle encountered in implementing the Local Environmental Planning and Management (L-EPM) in Cagayan de Oro (Philippines) is attributed to the long process required for stakeholders, especially local officials, to comprehend and understand the project's goals, methods and dynamics. Local officials were sometimes apprehensive about the project, particularly in the process of integrating the project into the social mainstream of the locality, possibly because of fear that the dynamics of change brought along by the project would bring about broader changes in the whole system.

L-EPM experiences showed that despite some success in implementing interventions, there remained risks to the integration of the SCP/L-EPM process for local governance because:

- a. Additional technical skills are needed to understand and strengthen the EPM Process;
- b. SCP Sourcebooks and Guidelines were inadequately available and/or difficult to use;
- c. Organizational strengthening is needed for institutionalizing the EPM process in the local system; and
- d. Additional capability building is required for all stakeholders.

ii) Institutional Responses

The second working group session looked at institutional responses and had three case examples of support institutions: Asian Institute of Technology (AIT), Asian Institute of Management (AIM), and the Philippines Local Governance and Capacity Development (LOGIC) initiative.

Institutional Responses

Prof. Nurul Amin presented the case of the **Asian Institute of Technology (AIT)**. AIT is an autonomous, international postgraduate institution located in Thailand but educating and training people from more than thirty countries in the region and beyond. AIT's mission is to take a leadership role in the promotion of technological change and its management for sustainable development in the Asia and Pacific region, through high-level education, research and outreach activities, which integrate technology, planning and management. Since its inception in 1959, AIT has offered instruction and conducted research in engineering, science, planning and management, and closely-related fields to foster advanced technological learning to meet the need for key positions in private and public sectors throughout the region. It has presently over 200 international faculty and over 300 international research staff members working in 14 academic programs grouped into four schools. AIT has produced about 11,500 graduates from 66 countries.

AIT and UN-HABITAT have been working in partnership since January 1998 to coordinate and carry out the activities of the Urban Management Programme (UMP) in the Asia and Pacific Region. AIT delegated design and implementation responsibilities to the UMP-AIT Partnership, consisting of the Urban Environmental Management (UEM) and Gender and Development Studies (GenDev) fields of study. UEM provides graduate instruction in urban environmental management, while delivering leading-edge research and outreach. UEM's focus is on developing Asia-specific management oriented solutions;

processes, technologies and analytical methods for addressing the significant principles of environmental management. GenDev emphasizes the need to create gender experts in the region, as well as to reduce the gender gap in science and technological education. It also highlights the absence of a gender-aware view of urban development and gives an understanding of women's economic and social roles in urban society, their exclusion from economic opportunities and decision-making

Mr. Rey Singh presented a profile of the **Asian Institute of Management (AIM)**. AIM is an authority on Asian business systems with a global perspective and promotes this strategic positioning not only through its courses but also its centres of excellence, namely, the AIM Policy Center, the public policy think-tank of the Institute; the Governor Jose B. Fernandez, Jr. Center for Banking and Finance; and the Ramon V. del Rosario, Sr. Centre for Corporate Responsibility.

For 35 years, AIM has lived up to its mission of sustaining the growth of Asian societies by developing professional, socially responsible leaders and managers and has produced approximately 30,000 graduates from more than 60 countries. Countless alumni have become CEOs and leaders of international companies, as well as heads of strategic public sector organizations. This commitment received further international recognition in March 2003 with the awarding of the European Quality Label to AIM, the first in ASEAN to receive this accreditation and thus become a member of the European Foundation for Management Development.

Mr. Austere Panadero of the Department of the Interior and Local Government described the Philippines' institutional responses and strategies in addressing the capacity needs of cities. The Department undertakes capacity-building through the Local Governance Institutional Capacity Building (LOGIC) Facility, which is directed towards enhancing the capacity development environment and in promoting continuous learning and good practices in local governance, including environmental governance. Specifically, it aims to rationalize and direct capacity building efforts in improving local governance, including environmental governance and creating mechanisms to foster a learning environment at the local level, for example, by establishing a network of Local Resource Institutions (LRIs). It also aims to track the performance and improvement in local capacities through Local Governance Performance Measures (LGPMS), deliver responsive capacity building interventions through the network of LRIs in different localities, and document, disseminate and further promote good local governance practices.

What Works Well?

In the Philippines, capacity development strategies and mechanisms are carried out in three major tracks or approaches: (a) learning through training and technical assistance, (b) learning by adapting and replicating good practices to be undertaken through good local governance practices, and (c) continuous learning by up-scaling learning gained and knowledge management. In Sri Lanka and Chennai (India), the EPM sourcebooks have been translated into several local languages. Colombo Metropolitan Council (Sri Lanka) has organized national workshops to share experiences of implementing EPM with other cities. Demo projects illustrate how EPM process can be applied.

Capacity Building Challenges

The complexity of urban environmental management processes poses a challenge: to create a mechanism and a capacity-development environment that will enable cities to continually upgrade their skills and capabilities. While there have already been efforts, there needs to be a more purposive, integrated and sustained way of building such capacities. This may be achieved by strategies focussed on partnerships, convergence of efforts, active participation, involvement and investment among the key stakeholders including the target beneficiaries. While these may take longer to put in place and may require more resources, this approach will be more sustainable, foster continuous learning, and encourage and facilitate the transformation of "learning" to specific actions.

WORKING GROUP 2: ANGLOPHONE COUNTRIES AFRICA AND ARAB STATES ON CAPACITY BUILDING AGENDA



Mr. Mustapha Zubairu presents the working group report

i) City Needs Assessment

The working group had about seventy participants from Anglophone Africa and Arab States; two case studies on city capacity-building needs were presented, from Dar es Salaam, Tanzania, and Kano, Nigeria. The Lead Discussants were Mr Raphael Nduguru, Dar es Salaam city council, and Mr Aliyu Tukur Rogo, Project Manager, Sustainable Kano Programme.

In Dar es Salaam, capacities had been strengthened through short courses, workshops, seminars, meetings, technical backstopping, study tours, and on the job training. Funding had been multilateral with agencies such as the Government, UNDP, UN-HABITAT, World Bank, ILO, GTZ, and NIGP playing a major role. The tools used included guidelines developed by UN-HABITAT on EPM, EMIS, and project preparation manuals. A tool that is yet to be developed is one on preparation of SUDP.

In Kano constraining factors have included lack of technical and financial capacity to implement EPM and poverty reduction strategies as well as to manage infrastructure facilities and services. An equally significant constraint is poor coordination among the three tiers of government (federal, state and local). Capacity-building needs are mainly in these areas.

In the discussion following the lead discussants' highlights, capacity-building needs were classified along the following categories and elements:

- Information Base: Mapping; Data Collection and Analysis; Sensitization and Awareness; EMIS; Situation Analysis; Leadership Training; ICT - Information Communicating Technology
- Strategy And Decision-Making: Prioritization Mechanics; Local Democracy and Governance; Conflict Resolution; and Swot Analysis
- Implementation: Environmental Impact Assessment; Demonstration Projects
- Institutionalisation: Policy - Mainstreaming The EPM Process; Data Management Office; coordination; Guidelines for SUDP
- Current SCP Tools: Source Books; Measuring Progress; EMIS; Gender Mainstreaming; and Air Quality

Adequacy of the SCP Tools:

- Tools alone are not enough, people need to be trained in them
- Adapting and customizing the tools is a challenge because many people are not familiar with some of the tools, and some of the tools need to be shortened and simplified
- Many tools are not widely applied because they are too complicated requiring a high level of professional literacy
- Tools are only relevant when applied to real-life and priority issues
- Capacity support and training should also target policy makers (politicians)
- Training should be focused and issue-specific

Capacity For Global Support:

- Local institutions should customize materials to ensure use
- Provide knowledge where and when it is needed
- Support creation of local core teams to ensure continuous involvement of UN-HABITAT during consolidation, up-scaling and replication
- Regional and national TOT on understanding and application of the tools should be strengthened
- Local actors including councillors should be familiarised with the tools
- Continue assistance to ensure appropriate application
- Summarize/prepare popular version of tools
- The apparent competition on tools among other programmes and partners should be addressed
- The confusion on whether EPM is a tool or an approach or concept should be addressed

ii) Institutional Responses

In this working group session, again with seventy-plus participants from Anglophone Africa and Arab States, the institutional responses to capacity-building needs in Tanzania was highlighted by the lead discussant. Based on these highlights, the participants organized their discussion along the following aspects:

EPM Approach is:

- inclusive as opposed to the prescriptive tech-bureaucratic planning and management
- premised on the understanding that no one alone is in-charge of the world around us, hence the need to seek stakeholders' commitment, resources, mandate, power and authority

Areas for Capacity building for all stakeholder groups

- EPM process approach
- communication and facilitation skills
- problem analysis and prioritization
- strategic development planning
- project formulation, implementation and monitoring
- cleaner production technology
- leadership skills

Responses to Capacity Building Needs

- participation in the EPM process: city environmental profiling, consultation, support to Working Groups, implementation of demonstration projects, etc.
- collaboration with UN-HABITAT
- technical backstopping
- short courses on EPM, GIS and data base management and on leadership skills

- working with municipalities in the preparation of Municipal/Ward level Environmental Profiles
- working with municipalities and other stakeholders to prepare demonstration projects
- working with municipalities and other stakeholders to implement demonstration projects
- participation in Project Document formulation
- participation in appraisal/evaluation of programmes
- review of under graduate planning education curriculum commensurate with the EPM approach
- establishment of postgraduate programmes in Urban Planning and Management
- documentation and dissemination of EPM lessons of experience
- research on the EPM approach

Arrangements for Responding to Capacity Needs

- consultancy agreements
- collaboration relevant institutions in the local areas where EPM is being implemented

Awareness Raising

- retraining or reorientation of practising planners and urban managers
- organization of short courses, workshops and seminars for various stakeholders
- participation in practitioners workshops and conferences where papers on the EPM approach, applications and experiences are presented
- outreach services to municipalities
- translation of EPM source books into local languages

Influence on Policy and Legislation Review Initiatives

- participation in the preparation of national human settlements development policies
- participation in the preparation of Guidelines for application of EPM process
- participation in the review of relevant acts and by-laws

Lessons

- change of attitude is the most important and difficult aspect to address
- there is need for a formalized arrangement for capacity building to municipalities
- municipalities have no EPM training programmes that can respond in a systematic manner
- "learning by doing and seeing" seems to be the most effective approach to capacity building
- relevant academic institutions need to be taken on board from the word go, if the necessary capacity for EPM is to be put in place

WORKING GROUP 3: FRENCH AND SPANISH SPEAKING COUNTRIES ON CAPACITY BUILDING AGENDA

i) City Needs Assessment

The working group brought together about 30 participants from Brazil, Burkina Faso, Colombia, Cuba, Morocco, Peru, and Senegal. The session started with presentations from Morocco and Senegal.

Based on the experience acquired in Morocco in Marrakech, Meknes and Agadir, Mr. Ouhajou, Coordinator of the Agadir Local Agenda 21 Project, discussed the capacities that were to be strengthened in the Local Agendas 21 projects in Morocco. Two groups of actors have been specifically targeted to respond to the Moroccan context.

NGOs and CBOs (called "Associations") are very often young organizations - they were created with the recent political opening, which allowed the structuring of civil society and communities. These organizations represent an opportunity for change and an avenue to involve communities in the decision making process and by doing so addressing the most pressing issues associated with poverty reduction. However, they are still weak in terms of management, participatory approaches, communication, project formulation and partnership. In order to allow them to meaningfully participate in process activities and fully contribute to prioritizing issues, negotiating strategies and preparing and implementing priority actions, and capacity building activities have been organized to address these weaknesses.

The elected officials and municipal technicians who are supposed to play a central role in local development and urban governance lack capacities beyond technical municipal management - for instance, in terms of citizen participation, partnership, dialogue, and leadership. New municipal teams have just been elected. A capacity building programme will address municipal authority weaknesses which are recognised in Morocco as an urgent concern in the context of decentralization and the national political will to promote integrated local development.

Concerning other capacity building needs the following aspects were underlined:

- Establishing information-sharing mechanisms through tools and activities such as city profiles, city consultations and inter-sectoral working groups
- Establishing mechanisms allowing dialogue and vision building through learning how to work together with other actors despite a tradition of sectoral approaches
- Strengthening each other's technical capacities through participation in the working groups allowing understanding of each other's logic, mandate, role and know how.

Based on the experience acquired in Senegal, in the cities of Dakar, Rufisque and Louga, Mr. Oussenyou Ly, Programme Officer, African Institute of Urban Management (IAGU) described the capacities that were to be strengthened while preparing Local Agenda 21 in Senegal. Within municipal authorities, having very limited technical and financial capacities and civil society being relatively well organized but very often not properly linked to local development processes, the following capacities were identified as requiring to be strengthened:

- Access to information for all the participating actors through tools such as (a) city profiles with a particular effort to translate these documents into local languages accessible to community leaders, (b) community forums to validate information, (c) reconciliation between local know-how and scientific expertise
- Structuring the decision-making process through the introduction of strategic planning tools permitting a step-by-step approach from identification of problems up to formulation of priority projects
- Mobilization of resources, starting from local resources through shared priorities among local actors and jointly prepared action plans, as well as national and international resources through early identification and involvement of potential financial support institutions, especially those focusing on poverty-reduction activities

In Senegal a particular effort was made to strengthen local governance capacities through systematic translation into municipal by-laws of participatory mechanisms and strategic planning structures. Strengthening the leadership role of the Mayor and his team in resource mobilization was a key element in ensuring successful implementation. This was facilitated by strong political interest and support from elected officials for the Local Agenda 21 approach.

The discussion

The group discussed 40 ideas which were recorded on cards and organized according to the four elements of the Environmental Planning and Management process (EPM). The group concentrated on identifying

the capacities that had to be strengthened in order to conduct the EPM process in the various cities that participated in the discussion.

Establishing an information base

Participants recognized that the traditional local governance environment is usually very sectoral and that information is scattered and not easy to access. Recognising also that the city profile needed to be something else than just one more 'study', a number of capacities needed to be developed.

- The capacity to make an understandable synthesis of the complexity of the urban context and issues is probably not addressed adequately; however, the profile outline proposed in SCP tools helps to structure the information
- The capacity to reconcile local and community know-how with scientific expertise is a real challenge, aiming to provide a common information base to all actors that is of quality as well as locally and socially accurate
- The capacity to analyse the issues in a way which responds to each actor's concerns is critical so that each actor can feel that the process is responsive to his/her priorities.

Providing basic understanding of the EPM process to the widest possible range of actors requires capacities in terms of inter-cultural and inter-sectoral communication. All actors have to be strengthened through access to information on the environmental situation, urban management and the priority issues addressed. Capacities for sensitizing citizens on the Local Agenda 21 approach are a key element to ensure broad-based involvement and support. The experience of open public meetings proved to be useful but requires organization skills. It was recognized that EPM activities should also address capacity needs of basic education institutions to be capable of informing and sensitizing children. It is also important to understand the roles of the various actors, and tools such as the stakeholders' analysis as very useful.

Strategy and decision-making

Capacity to establish a hierarchy among priorities is also essential, and tools such as the problem tree proved to facilitate this exercise. The capacity mainly required for strategy and decision-making is the capacity to facilitate the process for reaching consensus and developing common visions. Municipal involvement and political support are indispensable to obtain solid strategies. Together with the adherence of all actors to decision-making, they require the capacity to reconcile diverging interests through conflict resolution expertise. It also requires institutional and social negotiation skills. Senegal successfully uses various tools to strengthen local capacities in this field.

The capacity of some actors to participate (especially those which are traditionally excluded) has to be taken into consideration in order to ensure inclusiveness and should include aspects such as timing of the activities and the financial capacity to spend time to participate in the process.

Working groups are efficient tools to create innovative common projects among all actors. They are even more attractive when they offer a well structure process towards decision-making and a modern and efficient environment in terms of equipment, methodology and meeting management. Thanks to such conditions, in Morocco in each city developing a Local agenda 21, at least 150 actors participate regularly in working group meetings.

Implementing environmental strategies

Participants recognized that the implementation of concrete actions is largely dependent on a number of capacities including the following:

- The capacity to formulate bankable projects with accurate and realistic budgets is very often lacking; the capacity to evaluate feasibility of project needs systematically to be strengthened and learning through the joint preparation of demonstration projects is a very efficient on the job training in this respect.

Capacity to identify, mobilize and coordinate inputs and contributions from a wide range of actors is also extremely important; resource mobilization skills are a common limiting factor, and the experience of Senegal with early involvement of potential financial partners, proved to be efficient.

Often, the traditional logic of addressing urgent issues on an ad hoc manner needs to be reconciled with actions that contribute to long term visions or are developed in a perspective of being up-scaled or replicated. Again sensitization skills are of high importance as well as negotiation skills which are indispensable for influencing sectoral action plans including municipal budgeting exercise.

For proper involvement and contribution of the beneficiaries to implementation of concrete actions, the capacity to organize community forum helps guarantee social validation of action plans (Senegal uses these tools successfully).

Institutionalizing the EPM process

Success of Local Agendas 21 depends entirely on institutional capacity development. To ensure full integration of the approach within city management structures, institutional capacities have to be strengthened through formal political decisions from municipal authorities. Participation through the working group mechanisms has to be formalized even if the mechanism is temporary, and strategic planning mechanisms have to be included within city planning and management structure. Financial capacity to bear the cost of monitoring and evaluation is very often under-estimated and requires early thought to avoid the collapse of the exercise when project support stops.

Maintaining long lasting partnership with financial institutions can be addressed through the establishment of donors' panels. From various experiences it was recognized that the process is really institutionalised when its results serve as a basis to establish the municipal agenda, translated into the municipal budget. Particular political and advocacy capacities towards elected official are required to guaranty these achievements.

In all cases the importance of strengthening technical capacities, through access to modern technology (computer, telephone, email, and IT in general), was recognized as crucial for allowing the process to be conducted successfully.

Crosscutting issues

Various additional crosscutting issues were also identified:

- Capacity building need assessments should cover the needs of the full range of actors
- It is important to systematically sensitize and train all the actors on participatory approaches and tools
- A particular effort should be made to strengthen the capacity of the media sector to allow them to play a larger role in information dissemination
- Time management capacity is too often under-estimated
- Existing tools (especially SCP tools) need to be made responsive to different contexts in order to be easily accessible and used to support the process.

ii) Institutional Responses

The working group's second session brought together about 30 participants from Brazil, Burkina Faso, Colombia, Cuba, Morocco, Peru, and Senegal; the session started with presentations from Cuba and Morocco.

Based on experience in **Cuba**, Ms. Concepción Alvarez Gancedo, National Coordinator, Local Agendas 21 National Programme, presented the institutional responses that have been put in place or are being

planned, to respond to cities' capacity building needs. In Cuba the National Programme of Local Agendas 21 supports government efforts to decentralize planning to the municipal level. The Bayamo Local Agenda 21 Project as a demonstration project serves as a source of experiences to develop a number of activities at national level and to adapt global tools to the national context.

The programme is coordinated by a National Coordinator, and a National Programme Team is being created in the Directorate of Urban Planning of the Institute of Physical Planning (a national institution in charge of regional and urban planning). This team will provide backstopping and technical support to Local Agenda 21 initiatives in Cuba. It will identify and involve national institutions that can support cities and will coordinate national capacity building activities. It will document and disseminate LA21 experiences nationally and internationally. Already, the Bayamo LA21 experience is disseminated through articles in the national magazine "Physical Planning" which is distributed throughout Cuba. From 2004 the LA21 Bayamo project will be replicated in 3 cities. To be selected for replication, Cuban cities have to present a request evidencing interest and support from local authorities.

An EPM training course has already started. It is structured in 10 weeks over a period of 15 months and is sanctioned with a diploma on urban environment planning and management. The course mixes theoretical training based on the EPM tools and practical experiences learned from the Bayamo experience. Cuban universities are providing expertise and pedagogical inputs to the course. All provinces capitals are participating in the course. This course is given in an EPM National Capacity Building Centre that has been rehabilitated especially for this purpose which also hosts the National EPM Library with reference material and documents.

Financial support to Local Agendas 21 activities is provided by Belgium through UN-HABITAT (mainly equipment) and the Cuban government (personnel and logistics). A budget is available to fund concrete demonstration activities in LA21 initiatives.

National consultations are planned to address issues that will be identified at local level and that will require national attention. The National Team will be in charge of incorporating, within Cuban planning tools, experiences which prove to strengthen planning and management activities.

Based on the experience developed in **Morocco**, Mr. Moceyf Fadili, National Coordinator, Local Agendas 21 National Programme, presented the institutional responses that have been put in place or are being planned, to respond to cities' capacity building needs. In Morocco national coordination is placed within the Ministry of Regional Planning, Water and Environment, which coordinates between the Ministry, UNDP, UN-HABITAT and local projects. Local Agenda 21 Projects are hosted within the Regional Inspections of the Ministry, which has a mandate to support municipalities in terms of urban planning and management.

Capacity building will be provided by the National Institute of Urban Planning (INAU) which is the capacity building arm of the Ministry. So far involvement of universities in technical support to local projects has been used as capacity building mechanisms. Universities together with INAU will design training courses targeting: (a) local elected officials (based on UN-HABITAT training manuals), and (b) urban practitioners (based on EPM tools). Capacity building is already being provided to local NGOs and CBOs.

Financial support is provided by the Moroccan Government, UNDP and UN-HABITAT; UN-HABITAT also provides technical support. The programme supports 3 cities Marrakech, Meknes and Agadir and will be expanded to all urban centres of the Marrakech Region. Essaouira which has been supported by UN-HABITAT (with Belgium funding) since 1995 plays a role of LA 21 resource city.

Based on successes obtained to date - especially in terms of creating local platforms of dialogue, negotiation and coordination among local actors - the Moroccan government is planning to strengthen and formalize mechanisms for coordination at national level through the creation of a National Committee 21 to promote local democracy and integrated participatory development projects. Through the launching of the Global UN-HABITAT Urban Governance Campaign in Morocco and the establishment of an inter-ministerial steering committee, dialogue between local and national levels will be strengthened and lessons of local experiences will serve as a basis to improve national policies.

The discussion

The group discussed about 90 ideas which were recorded on cards and organized according to the different support mechanisms. The group concentrated on identifying the mechanisms that have been put in place or are planned to be implemented in the various countries that participated in the discussion.

Providing coordination and technical support at national level

In addition to what was presented by the lead discussants, a variety of institutional arrangements for ensuring coordination and technical support at national level were noted: In Brazil national coordination will be jointly provided by the Ministry of Environment and the Ministry of Cities, and in Senegal a unit of policy planning and evaluation will be created within the Ministry of Urban Planning and Housing together with a national steering committee, including various ministries and the Association of Senegalese Mayors.

Burkina Faso, based on its experience with the mechanisms put in place for the Urban Governance Campaign, underlined the importance of considering arrangements that give legitimacy for institutional anchoring and ensure that technical support will be sustained over time.

Morocco explained that local anchoring of LA21 initiatives had to be strengthened and that ownership should, progressively, be transferred from Regional Inspectorates to newly elected municipal teams. However Regional Inspectorates will retain experiences, tools and technical know-how that will allow them to support interested urban centres with integrated participatory local development projects.

In Morocco decentralized cooperation is used as a support mechanism and it was suggested that coordination arrangements be put in place between decentralized cooperation and Local Agendas 21 initiatives. Cuba shared its experience explaining that decentralized cooperation is also widely used as a support mechanism. These activities are taking place within a framework jointly established by the Cuban Government (MINVEC - Ministry in charge of international cooperation) and UNDP through the PDHL programme (Programme of Local Human Development). Coordination is insured by a National Coordination Committee, which also facilitates identification of needs and applying support to priority issues and territories. LA21 initiatives have been developed within the framework of PDHL guarantying tight coordination with national policy promoting decentralized cooperation. In Cuba, national support aims at strengthening the leadership role of local authorities especially in facilitating development projects in relation to the territory they administer. The partnership and involvement of provincial governments is considered as a key element of success in the Cuban context.

Raising awareness, informing and involving cities

In Morocco visits between LA21 cities are organized involving a wide range of actors. National workshops have also been organized to sensitize the LA21 approach. National press campaigns are organised around the key LA21 activities (for examples around city consultations 40 articles were published in the national press over a period of 2 months). LA21 local coordinators and some of their key partners meet regularly to exchange experiences and to be introduced to EPM activities as the processes are developing.

Senegal intends to extensively use the Association of Senegalese Mayors as a mechanism to raise awareness, inform and involve cities. Workshops have already taken place with the association and are planned for the future. Burkina Faso suggested that annual meetings of mayors are a good opportunity to perform these activities as well as Municipalities Day. It suggested also that Municipal Information Bulletins could be better use to inform local level.

Cuba explained that participation in national events organized in relation to LA21 initiatives was an excellent opportunity to acquire new experiences, to expend partnership for technical support, and also to promote the LA21 approach. Efforts have also been developed to inform and involve the National Assembly about LA21 initiatives.

Both Morocco and Burkina Faso proposed the idea of organizing national competitions and identification of best practices to raise interest on the LA21 approach. Senegal promotes the approach through presenting LA21 experience and approaches in specialized publications and bulletins, as described earlier by Cuba with publication of articles in the "Physical Planning" magazine.

Morocco underlined the importance of organizing a reference centre at the national level that is able to provide documentation and disseminate information (INAU will play this role). Cuba recalled the documentation centre that has been created within the national capacity building centre with a library which includes UN-HABITAT publications (including many in Spanish from UMP-LAC), national publications, documents that are collected while participating in national and international events, and documents that are acquired from specialized support institutions.

Many participants recognized the potential role that could be played by Internet web-pages while accepting that this tool has been overlooked so far in participating LA21 initiatives. Burkina Faso recalled that the issue of local language and working language was to be taken into consideration while developing information and awareness-raising activities.

Building capacities in cities

Senegal and Morocco shared their experiences in terms of building capacities of local NGOs and CBOs. In Morocco the following capacities were strengthened through training courses: (a) internal management, (b) project preparation, and (c) participatory strategic planning. Burkina Faso and Brazil explained the importance of the role of civil society and local NGOs and CBOs.

Morocco presented plans for capacity building activities for local elected officials. Senegal explained its experience in organizing and sensitizing seminars for municipal professionals. Cuba recalled its 10 week EPM training course based on EPM tools aiming at strengthening the capacities of local urban practitioners. Morocco suggested that specialized courses could be organized for professionals in relation with specific issues addressed by LA21 projects such as for cultural heritage management. Brazil underlined the importance of supporting basic education institutions to help them build capacities from the earliest age. Morocco explained its experience in supporting this aspect through the creation of environmental clubs in schools. Brazil explained that distance learning mechanisms could help building capacities especially in national contexts where distances are large or travel is difficult. Burkina Faso suggested that support services to local management could be used as a vehicle to build local capacities.

Morocco, Cuba and Senegal underlined the importance of partnership with universities for all activities linked with training and capacity building. Ultimate integration of lessons of experience and tools within the university curricula is a key element of institutionalization of the EPM approach. Morocco recommended that networking, partnership and coordination be organized among Agendas 21 programmes

and other programmes that are based on similar approaches. This could avoid overlapping and could enhance synergy to strengthen existing and planned capacity building activities.

Supporting cities/countries financially

Cuba underlined the importance of informing and involving potential partners from an early stage and among them partners from decentralized cooperation. Senegal recalled its successful experience in addressing resource mobilization as an important element from the beginning of the process and recommended to be particularly sensitive to the conditions which are set for accessing funding and the necessity of keeping potential funding sources continuously informed about project developments. Building capacities of the working group in terms of project formulation was also as a key element in resource mobilization.

Morocco recalled the mechanism which has been recently established to finance development activities that are targeting the poor (the Social Development Agency - ADS). This type of national mechanism permits a sustained financial support to local development initiatives. Cuba recalled the importance of national contributions to support LA21 initiatives, as is also the case in Morocco. Burkina Faso proposed also the creation of a local development fund and the organization of a panel of donors interested to support the approach as is used in Senegal. Morocco explained that to ensure sustainability it was important to rely, primarily, on existing national funding mechanisms and that information on how to mobilize these sources of funding will be made available through a study of existing funding mechanisms in Morocco.

Peru recalled the importance of resource mobilization from the private sector which often acts outside public policies and shared visions. Brazil underlined the importance of counting primarily on local resources to finance local initiatives and that municipalities can enhanced their financial capacities through enforced legislation and licensing. Cuba recognized the importance of directing part of the budget to implementing concrete demonstration activities as is also the case in Morocco which is, as well, mobilizing resources from the private sector and international sources to implement concrete projects.

Contributing to improving national policies

The group ran out of time to address this issue adequately, however the following ideas were discussed:

- Morocco explained that a National Committee 21 could be a good mechanism to sensitize, inform and involve national authorities about the LA21 approach and could influence national policies;
- Morocco is putting a lot of emphasis on the launching of the Urban Governance Campaign to promote experiences acquired through Local agendas 21 initiatives
- Cuba presented the idea of organizing national workshops to address common local issues that require to be addressed at national level
- Also underlined was the importance of incorporation of LA21 tools and approach within the legal framework
- Senegal also insisted on the necessity to translate the LA21 approach and anchor it within national policies.

7.3 CONCLUSIONS OF THE SESSION ON CAPACITY BUILDING AGENDA FOR IMPROVED EPM IMPLEMENTATION

The Meeting Facilitator, Mr Douglas McCallum, synthesized and summarized the reports of the three working groups. Capacity-building for improved EPM implementation was discussed in two separate Working Group sessions: in session 2-2 the three Working Groups explored city capacity building needs and then in session 2-3 their focus was on institutional responses to those needs. In session 2-4 the three

Working Groups reported back to the plenary, with each giving a summary of the main points which had arisen from their respective discussions during the two sessions. Of course, different experiences were reported from the different groups, but there was nonetheless a wide range of agreement on some of the main general points.

It was widely agreed, for example, that training should be continuous - applied repeatedly, not just at the beginning of the intervention but throughout, as a dynamic support to the EPM initiative. Similarly, it was emphasized that capacity-building needs to be applied at all levels, not just for the core professionals who implement the SCP/LA21 but also the top political decision-makers, the top cadre of professional officers, lower technical levels, etc. This has important implications for the ways in which capacity-building support is designed, organized and delivered.

The SCP Tools have been widely used and are seen as very valuable, but experience in the cities suggested a number of ways in which changes are needed. For instance, the tools need to be adapted to local circumstances - customized with local examples and, especially, translated into local languages. Tools need to be produced in a variety of forms to fit different target groups: for instance, highly simplified versions for community use and for politicians, short versions for lower technical personnel, full version for key project staff, etc. And the Tools need to be much more widely available - multiple copies, readily available, widely distributed and disseminated (e.g. well beyond the project team).

There were mixed experiences with capacity-building supplied by local or national training institutions. In the right circumstances these can be quite useful, but it is important to ensure Quality Control and to monitor the actual performance of their training tasks; some cities reported that much of the training provided is of poor quality and low relevance, using inappropriate "off the shelf" materials. It was also emphasized that substantial time and effort are required to build capacity in local training institutions - and so donors and projects must have a long time-scale and be prepared for a sustained effort.

It was also a widely-held view that training systems are mostly "Supply-Led" rather than "Demand-Driven", such that the cities simply have to take whatever training and capacity-building is offered to them. Partly this is because few cities have any experience in actively seeking out and demanding training - and partly because few are either able or willing to spend money on training. It was felt therefore that users of training should somehow be given a greater sense of "ownership" and hence willingness to use (and pay for) and apply the training - and that providers of training need to be made more sensitive to the real needs of their clients.

It was pointed out that the range of Capacity-Building activities needs to encompass more than just the EPM process and directly related tasks (although these are crucially important); capacity-building is also needed for a wide range of general management skills (e.g. leadership, conflict resolution, resource mobilization, project management, etc.). Capacity-building is needed as well for a variety of technical issues related to urban governance, sustainable environment, and poverty-reduction.

It was strongly urged that full-time Training Officers are vital for success and should be assigned in each city project; it is unrealistic to suggest that the project manager will have enough time to handle the training in addition to other tasks. It was also noted that although the bulk of the discussion focused on training, capacity-building is more than training!

The need to change attitudes had been raised earlier in the day but the Working Groups seemed not to deal directly with the question. Nonetheless, change of attitude should be an important goal of Capacity-Building and effort should be put into figuring out how this can be done: how can we change the way people think about things (such as participation, devolution of power, sharing of information, cross-

department cooperation, building public trust, etc.)?)

Finally, it was pointed out that although Good Practices are often referred to, we should look at failure as well as successes - we can learn as much, or more, from "Bad Practices". Documentation therefore needs to be honest, objective, and cover difficulties and problems as well as successes.

8. IMPROVING EPM IMPLEMENTATION THROUGH SUSTAINABLE URBAN MOBILITY (SUM) AND BASIC URBAN SERVICES (BUS) IN THE CONTEXT OF GOVERNANCE AND POVERTY-REDUCTION

SUSTAINABLE URBAN MOBILITY

A well-functioning city is not possible without adequate mobility and accessibility, i.e. transport

Urban transport is a dangerous friend
It can become a threat to sustainable development, costing too much money, causing too high environmental losses

How to keep transport under control, i.e. sustainable?
What is sustainable depends on the resources of a city:
how much money is available,
how vulnerable is its environment?

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- How to keep transport under control, i.e. sustainable?
What is sustainable depends on the resources of a city:
how much money is available,
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INTRODUCTION TO THE SESSION

Ms Cecilia Njenga-Kinuthia of UN-HABITAT introduced the session, emphasizing the role of UN-HABITAT in realizing the MDGs particularly goal 7 on environmental sustainability and target 11 on improving the lives of slum dwellers, and emphasized as well SUM and BUS as tools for achieving this goal. A key strategy for achieving the objectives of SCP is to strengthen North-South technical collaboration by bringing to the local partners the well-proven urban development expertise and experience of leading international institutions in the fields of capacity-building, basic urban service delivery, and sustainable urban mobility, to supplement and leverage the support available from the SCP core team. A major area of activity will be in identifying and supporting demonstration projects, in basic urban services and in sustainable urban mobility, in collaboration with local, national and sub-regional institutions. Three specialized international institutions have been identified as having the necessary capabilities, experience and track-record in training, capacity-building and project implementation:

- Institute for Housing & Urban Development Studies (IHS)
- International Institute for Infrastructural, Hydraulic & Environmental Engineering (IHE)
- International Water & Sanitation Centre (IRC)

Each has been chosen because of its particular expertise and because of the "value added" which, individually and collectively, they will bring to the strengthening of the SCP process.

The International Institute for Infrastructural, Hydraulic & Environmental Engineering (IHE) will focus its activities on sustainable urban mobility (SUM), which is concerned particularly with urban transport that is both sustainable and effectively useable for the poor.

IRC brings to this task its particular expertise in facilitation of processes of public participation related to water supply and environmental health. It has extensive experience in building the capacity of resource centres to enter into such processes and also in applied research and case study development.

Complimentary to the global partners, SCP will create a cascade of capacity-building infrastructure that will both respond more effectively and be more sensitive to local demands, providing the foundations for long-term sustained EPM support regionally and nationally.

Ms Oballa Bridget of UN-HABITAT/UNEP's Sustainable Cities Programme gave a presentation linking Sustainable Urban Mobility and Air Quality, emphasizing the UNEP commitment to cleaner fuels and vehicles following the WSSD. The impacts of urban air pollution were highlighted with a few statistics showing that:

- it is estimated that the costs of environmental damage caused by air pollution in developing country cities can be as high as 5-10 per cent of urban income of these cities
- only 15 per cent of the largest cities in developing countries have acceptable air quality
- poor air quality is related to over one million deaths each year; contributes to the plight of millions more around the world who suffer from asthma, chronic obstructive pulmonary disease, cardiovascular disease, and lung cancer; and often includes lead emissions which are extremely harmful to children under age six, interfering with the developing brain and other organs and systems.

Approaches to improving air quality include:

- reducing pollution through vehicles and fuels technologies such as improved vehicle inspection and maintenance, improving fuel quality, reducing lead in petrol, reducing sulfur in diesel, promoting alternative fuels (LNG), the use of catalytic converters, fuel cells etc.
- managing transport demand; and
- improving transportation supply including through non-motorized transport

Participants were reminded of the importance and benefits for cities and countries in undertaking sustainable mobility programs: i) **Local Benefits:** improved/better air quality, improved health, reduced economic impact, enhanced local economic development through investment in transport infrastructure, technology transfer or adaptation; ii) **Regional Benefits:** contributing to curbing trans-boundary air pollution, reducing regional problems like the 'Asia Brown Cloud'; iii) **Global benefits:** efforts to mitigate and adapt to climate change impacts, reducing ozone depletion; iv) Attracting **International Support** for Cities to address urban air quality and related issues: from international support agencies and facilities (such as the Global Environment Facility - GEF, Montreal Multilateral fund, United Nations Framework Convention on Climate Change – UNFCCC, Clean Developments Mechanism - CDM, etc.

UNEP and UN-HABITAT urban AQM and SUM initiatives include the SCP Urban Air Quality Management project which has resulted in a Handbook and Toolkit based on city experiences, the SCP - Phase II Sustainable Urban Mobility initiative, the UN-HABITAT-GEF-SUSTRAN initiative, and the WSSD Partnership for Clean Fuels and Vehicles.

Further emphasis was laid on the **WSSD Partnership for Clean Fuels and Vehicles**, a UNEP-led initiative which has partners from governments, international organizations, industry, and NGOs and is intended to reduce vehicular air pollution in developing countries through the promotion of clean fuels and vehicles. It focuses on two priority areas: the elimination of lead in gasoline and the phase down of sulphur in diesel and gasoline fuels, as well as the adoption of cleaner vehicle technologies. The rationale for this Partnership is to support developing countries in their efforts to improve fuel and vehicle technologies that reduce air pollution, building on current trends and efforts. The Partnership has three Objectives:

- to support the development and adoption of cleaner fuel standards and cleaner vehicle requirements
- to develop public outreach materials, educational programmes, and awareness campaigns
- to foster key partnerships between government, industry, NGOs, and other interested parties within a country and between countries

The mechanism for implementing the Partnership is through a clearing-house at UNEP headquarters in Nairobi that coordinates all activities of the partnerships and has its website at www.unep.org/PCFV.

Mr Jan Koster and his colleague Mr Marius de Langen, both from IHE presented the proposition paper on implementing the SUM component under the SCP Phase II. It stated that a well-functioning city is not possible without adequate mobility and accessibility, i.e. transport, whose sustainability depends on the resources of a city: how much money is available, how vulnerable is its environment? Drawing from cases in Dar es Salaam and Amsterdam, it was argued that cities require low-cost mobility and accessibility for economic and social well-being as well as for a healthy growth of the city. Some policy options include best possible use of low-cost and environmentally friendly modes of travel, control of the growth of trip distances, and reduction of the negative impact per vehicle-km (accidents, pollution, noise).

The directions for the SCP Sustainable Urban Mobility Initiative are:

- professionalization
- dissemination
- demonstration
- integration with actions on good governance, safety, health, slum upgrading, job creation, trees
- limitation to clear straight forward menus (Will, Determination, Staying Power)
- inclusion in mainstream urban policies
- do things, practically, in the streets that everyone sees and experiences.

The SCP SUM initiative will have a demo-component in order to enrich the well-established EPM process with doing things 'on the ground' in a very visible problem area, and to maximize the opportunities for dissemination, capacity building, lesson learning, replication and up-scaling.

Aims of SUM demo-component

- low-cost mobility demonstration projects in SCP cities
- dissemination of knowledge and experiences within SCP
- create SCP-SUM expert network
- initiate replications and policy debates
- build capacity in demo-cities and anchor institutions (national, regional)

Demo-project formula

- establish commitment (political, material)
- identify demo-interventions ('try-outs') from two established menu's through EPM
- implement demo-interventions
- formulate, plan and design large-scale intervention packages

General criteria for demo-cities

- political interest in/commitment to sustainable urban development
- significant investment in infrastructure that allows integration with SUM interventions
- willingness to come to such integration

Dissemination/networking

- internet-based: www.scp-mobility.org
- operational mid-October
- knowledge base
- dissemination demo-city experiences
- platform for exchange, discussions amongst expert network members
- collaborative workspace for network members

Activities 2003/2004

- establish www.scp-mobility.org
- fast-track demo-project (Kenya)
- dissemination lessons and experiences
- training for policy-makers and engineers
- initiate selection subsequent demo cities
- SUM capacity building of East Africa anchor institution(s)

Following the SUM proposition paper, a case study from Dar es Salaam on Sustainable Urban Mobility through non-motorized transport (NMT) project was presented by Dr Theophil Rwebangira of Dar es Salaam University. The objectives of the project were to prepare urban mobility plans, improve NMT infrastructure, and link the project with existing programmes. The activities under the project therefore consisted of;

1. Mobility plans for pedestrians, bicycles and other NMT

- Determination of user needs
- Analysis of existing infrastructure and system
- Choice of mobility policies
- Choice of design standard

2. Provision of NMT Infrastructure

- Infrastructure for pedestrians and cyclists
- Traffic calming measures: raised zebra crossing, asphalt concrete hump, busbays, carriageway-shoulder separation (Bollards), carriageway-shoulder separation (Open drain), conversion of Y to T junction, roundabout, narrowing of carriageway
- Modification of motorized transport (MT) infrastructure

3. Modification of MT infrastructure to suit NMT: Special NMT infrastructure

- dedicated walkway along MT roads
- walk on route
- walkway pavement options (complicated murrum, cement stabilized soil, concrete slabs, asphalt concrete

Modification of MT infrastructure

- cycling in mixed Traffic
- dedicated bicycle track along MT road
- pedestrian/bicycle bridges on NMT route

After a short break there was a presentation from Mr Bob Blankwaardt of the IRC, giving the **proposition paper on Basic Urban Services (BUS)**. He started by describing BUS in a nutshell as outlined in the table below.

BUS in a nutshell

'Traditional' services are difficult:	So find alternative solutions:	Supported by:	Expected results:
in densely populated areas	control and management at lowest feasible level	legal and regulatory changes	improved urban BUS strategies and approaches
in poorly accessible areas	service level demand-responsive service level tuned to income yet to fit in broader service plans	authorities: from provider to facilitator capacity building and anchoring	contributing to:
in ever wider urban circles		versioned information and documentation	better access to basic services for urban poor
with ever scarcer resources (water, financial, human)	involvement of informal private sector	demonstrations and up-scaling	reduction of W&S related health problems
	innovative PPPs	participatory monitoring and evaluation	improved economic productivity and livelihood

The presentation highlighted IRC's 35 years of resource centre experience with its main functions of knowledge and information management, strengthening Resource Centres in the South, knowledge development and advocacy. The IRC has focussed on water supply, sanitation, hygiene promotion in under-served population in developing countries and has supported innovative sector approaches

The SCP BUS objectives includes;

- strengthening abilities of LAs and partners
- developing effective PPPs
- improveing provision of BUS to the poor in about 6 demonstration projects, then
- replication and up-scaling through anchoring institutions, and
- dissemination of information and documents

The advocated approaches for BUS implementation

- gender mainstreaming
- income generation from service (by-) products
- participatory planning and implementation
- management for sustainable systems
- cost recovery
- appropriate technology
- monitoring-for-effectiveness

The Strategy for Implementing the SCP initiative on BUS

The SCP/ IRC Strategy for BUS



Regional Anchoring Strategy

1. Purpose and implementation of anchoring:

- link global support and local action levels
- key to sustainability and continuity
- select and appoint six anchor institutions
- selection on basis of agreed criteria
- facilitation by IRC

2. Some selection criteria:

- mandate and development plan consistent with BUS principles
- capacities for information/knowledge management
- capacities for training and facilitation
- institutional flexibility and openness
- expertise and recognition in water and sanitation (W&S) sector

3. Facilitation of anchoring institutions by IRC on:

- information management and brokerage
- project management and methodologies
- contents of related approaches
- advocacy

Information and Documentation Strategy

1. Purpose of strategy is to generate:

- financial support by other programmes for replication and up-scaling
- interest and support from local partners to advocate policy and legal changes

2. Requirements: the information/documentation strategy should:

- capture experiences of BUS initiative
- signal factors of success and failure
- promote strategic use of information
- promote versioning of knowledge

3. Components of the strategy

- production of capacity building tools
- documentation of lessons learned
- regular exchange of ideas
- promotion of alternative information channels

Main products of BUS Initiative :

- Handbook on BUS which synthesizes approaches and methodologies for municipalities with demo projects
- BUS Sourcebook titled "Partnerships for provision and management of BUS"
 - for sharing experiences from demo's
 - for awareness raising, policy change
- Website, e-bulletin, e-conferencing, catalogues etc

Demonstration Projects

Two fast-track demo-projects will be initially undertaken - one in Africa, one in Asia - in cities with expressed interest starting this year (2003) following the EPM approach, with 4 (four) more demonstrations in years to come.

The ILO, through its representative Mr. Tomas Stenstrom, shared with participants its programme **Better Services - More Jobs**. On urban poverty and exclusion, the ILO through research and technical cooperation confirmed, among other things, that unemployment leads to perpetuating poverty and that exclusion deepens the social divides and hence cities without jobs. The ILO programme Decent Jobs and Better Services for the Urban Poor has a proposal for a capacity building programme for employment creation and improved service delivery in the urban setting. This proposal has been jointly formulated with UN-HABITAT and builds on and complements regular work done in urban development. The proposed training programme under this proposal is based on sound technical cooperation worldwide and is structured around a series of seminars and training workshops. It looks at urban employment issues in a systematic way and has a focus on tools and good practices.

8.2 REPORTS OF THE WORKING GROUPS ON SUM AND BUS

WORKING GROUP 1: ASIA AND COUNTRIES IN TRANSITION

i) Sustainable Urban Mobility

The working group brought together about 30 participants from China, India, Indonesia, Iran, Mongolia, Nepal, Philippines, Poland, Sri Lanka, Thailand, Vietnam and Russia. The first session started with a presentation from Sri Lanka on Sustainable Urban Mobility.

Mr. H.M.U. Chularathna, of SEVANATHA, Sri Lanka, presented the experience of carrying out a city consultation on Sustainable Urban Mobility.

- Step 1 Review of literature on passenger transport service in Sri Lanka (policies, laws, institutions, key programmes and identification of key issues)
- Step 2 Identification of the key stakeholders (primarily related to policy makers, regulators, operators and the users of passenger transport)
- Step 3 Identification of key issues through literature review and interviews of resource persons
- Step 4 Identification of urban poor communities, office workers and ordinary passenger groups for obtaining their perceptions on the current passenger transport services
- Step 5 Conducting mini-consultations with the identified groups
- Step 6 Documentation of the consultation process and issues
- Step 7 Conducting a main city consultation involving the key stakeholders
- Step 8 Agree on major key issues to be addressed
- Step 9 Agree on an action plan
- Step 10 Implementation and follow-up

SEVANATHA and Intermediate Technology Development Group (ITDG) with the Municipalities of Colombo (CMC) and Dehiwala-Mt.Lavinia (DMMC) have conducted a mini-consultation to promote cycling in Colombo and DMMC. The outcomes of the consultation carried out in August 2003 include:

- Designing bicycle routes in Colombo involving the key stakeholders
- Promoting the use of bicycles among school children
- Colombo and DMMC Municipalities to provide cycle loans

SEVANATHA and ITDG have already formed a working group involving the relevant stakeholders to initiate city level projects based on the priority issues listed above.

The challenges for continuing the project activities (Sustainable Urban Mobility) include:

- Low level of political support due to complexity of the urban transport issue
- Poor awareness by the passengers of their rights and possible ways of influencing for improving the urban transport services.
- Difficulties in involving the civil society organizations in sustainable urban mobility issues
- Initiating demonstration projects

The **opportunities** for using EPM Process in SUM include:

- Documentation of issue-specific information on passenger transport involving the stakeholders
- Conducting neighbourhood level and city wide consultations on SUM
- Developing a database on key issues such as accidents, travel time losses, travel costs of the urban poor, perception of specific target groups such as school children

- Starting demonstration projects involving the civil society organization and municipalities to promote non-motorized transport modes.

The **discussion** The group discussed some of the key issues emerging from the plenary discussion and from the lead discussant, concentrating on identifying opportunities, challenges, and responses while addressing sustainable urban mobility issues in the framework of the EPM process.

It was noted that communities everywhere are willing to participate in consultations and implementation of matters that affect them in their day-to-day lives. It was also noted that addressing SUM ensures inclusivity in city planning. India raised concern of corruption in the mobility sector as a key challenge affecting the development of sustainable transport in cities. It cited the example of corrupt city/national officials, particularly in matters related to land management.

Land acquisition for purposes of low-cost transport was also cited as a key urban mobility challenge. It was noted that most local authorities lack the legal and policy framework for acquiring land for this purpose. Urban planning regulations were also cited as not taking cognisance of sustainable non-motorized modes, such as bicycles and pedestrians. An example of Chennai (India) was noted, where some motor companies are offering 0 per cent interest rates on loans for cars; this sort of incentive was viewed as detrimental to promoting the non-motorized modes of transport. Peoples' attitudes must be changed, in order to appreciate non-motorized modes of transport, and thus the challenge of raising awareness. The group however raised concerns about the economics of promoting non-motorized modes of transport in fast-growing economies, where efficiency is a key ingredient of economic growth.

Ways of overcoming these challenges

Awareness raising in order to change poor attitudes to non-motorized modes of transport was seen as a key strategy to overcome the challenges in promoting sustainable urban mobility. Regional networks such as SUSTRAN were identified as important influences on transport policy and attitudes in the region.

The physical planning discipline needs to be sensitized to understand SUM and incorporate non-motorized transport in land policies and other national policies. In fact, disincentives should be given to motorized transport users, in order to encourage SUM. The private sector was identified as a key player in the promotion of SUM.

ii) Basic Urban Services

The working group brought together about 30 participants from China, India, Indonesia, Iran, Mongolia, Nepal, Philippines, Poland, Sri Lanka, Thailand, Vietnam and Russia. The session started with a presentation from Sri Lanka on Basic Urban Services.

Dr. Fahmy Ismail, of National Technical Adviser, Sustainable Sri-Lankan Cities presented the experience of Solid Waste Management in Sri-Lanka. It was noted that Solid Waste was generated from residential, commercial and institutional sources and that the absence of a proper management system has caused immense environmental problems. The key environment impacts have been ground and surface water pollution, soil and air pollution, health hazards, aesthetic and social impacts. Following the EPM process, SCP interventions have included creation of a path from awareness to action. This includes establishing an information base to create awareness and interest, and strategy formulation in order to gain more knowledge and a desire to do something, implementing strategy by carrying out demonstration projects and institutionalizing the EPM process to ensure sustainability and a vision for basic urban services.

A second case example was presented by Julius N. Bona on the Cagayan de Oro City Integrated Solid waste Management Project (1999-2003). The objectives of L-EPM Project were described as a) to strengthen the LGUs particularly in secondary cities and enhance their capacities for participatory environmental planning and management; and b) Enhance the capability of the national institutions to support LGUs in Environmental Planning and Management (EPM). The factors that have contributed to successful solid waste disposal include, changing culture of disposal, more and more people are disposing their garbage through the City Public Services, change in lifestyle that has become more apparent in the past years, and improvement in solid-waste collection services in general. The project components that have been strengthened include:

- Barangay Solidwaste Segregation and Collection:
- Community Organizing and Mobilization
- Information, Education, and Communication
- Enterprise Development of Garbage Pickers/Barangay Health Brigade
- Composting Solidwaste into Organic Fertilizer
- Urban Agriculture (Community Gardening)
- Community mapping
- Policy support formulation (city ordinances, Barangay resolutions, and MOAs), and
- Home Economics.

The discussion

The group discussed some of the key issues emerging from the plenary discussion and from the lead discussant. The group concentrated on identifying opportunities, challenges and responses to opportunities and challenges while addressing basic urban services issues in the framework of the EPM process.

On identifying opportunities that favour application of EPM elements in BUS, the group noted that data to validate and inform BUS initiatives is readily available at the local and national level. The EPM process was noted as a good mechanism for bringing diverse groups of stakeholders together to address BUS. In the Philippines, for example, the EPM has been applied for consensus building and conflict resolution on strategies for solid waste management. The EPM process has also been used to update and review strategies after given periods of time. The group also noted that advantage can be taken of any existing policy instruments to advance the course of BUS and SUM, and the EPM process can be used to influence or change public attitudes on BUS.

Factors that may hinder the application of EPM elements in BUS were identified by the group. People's poor attitudes to participatory processes was identified as a key challenge in the delivery of BUS. Existing planning processes at the city level are not participatory. Thus, introducing EPM in the delivery of BUS can be very challenging. Low level of political support and corruption may also hinder the application of EPM. National policies and statutes affecting the cities may not allow the EPM process to be carried out. Participants raised the question of whether the EPM process can be abridged. Cost of holding city consultations was also identified as a challenge.

Ways of overcoming these challenges

The group felt that documentation and dissemination of experiences of other cities would ensure national and regional replication of BUS activities. City to city networking was viewed as a good mechanism for exchanging experiences. In addition, support of the national government to provide the necessary policy framework and environment for the application of EPM is required.

WORKING GROUP 2: ANGLOPHONE COUNTRIES AFRICA AND ARAB STATES**i) Sustainable Urban Mobility**

In this working group session, with seventy-plus participants from Anglophone Africa and Arab States, the lead-discussant presented insights from the World Bank/ITDG SSAT Project on NMT in Kenya and Tanzania. The Lead Discussant was Mr. Tom Opiyo, Consultant, Non Motorized Transport Systems, Intermediate Technology Development Group, Kenya. The highlights were as follows:

Approach

- Participatory approach was used in implementation
- Capacity was built in municipal authorities
- Several physical (technical) interventions were implemented and evaluated
- The results were widely disseminated

Key Lessons

- The process is quite important, just as much as the end product is a vital visible product for the poor and politicians alike
- Political commitment is necessary for continuity
- Local finance (resources) must be mobilized for SUM to succeed
- Hard choices can not be avoided
- Opportunities are prerequisites to build capacity
- Need for champions to carry forward SUM projects

Way Forward

The SUM component of SCP/LA21 should focus on achieving tangible results on the ground so that EPM and SUM concepts are embedded in local and national policies.

The discussion following the lead discussant's highlights was organized along the following aspects:

Opportunities

- Cities' infrastructure has not been designed for NMT
- There is evident willingness, by stakeholders, to change if involved in the choices of mode of transport
- People want to be involved through dialogue - as in the EPM approach
- There is need to address the mobility of the poor who are most affected, and usually not considered in planning
- There is need for provision of conventional mobility modes
- SUM should provide new revenue sources

Challenges To Implement Sum

- Resources and technology are inadequate
- The attitude towards NMTs is often negative
- Priorities are not informed by the needs of the majority who are poor
- Topography, in some regions, is not conducive to NMT
- The already-existing infrastructure is not NMT-compatible
- Public transport users are often not adequately educated for their roles and responsibilities
- Institutional framework, municipal by-laws and professional practice are not responsive to NMT
- Security and safety of women users is not guaranteed

ii) Basic Urban Services

In this working group session, again with seventy-plus participants from Anglophone Africa and Arab States, the Lead Discussant, Kabir Yari, gave insights into the key aspects of Basic Urban Services in emerging satellite settlements in Nigeria. The key observations were summarized as follows:

- 60 per cent of cities participating in SCP identified BUS as a priority issue
- Over a billion people in developing countries lack BUS
- Most countries are experiencing rapid urban growth rates - 40 per cent annual growth in Karu–Abuja, Nigeria
- The main challenge is less of technology and more of how to mobilize and organize resources including human resources so as to build institutions that could sustainably manage service delivery
- The capacity of local authorities to provide BUS especially to the poor is inadequate

The group discussion, following the lead discussant's highlights, were organized along the aspects of opportunities (factors that favour application of EPM in BUS), challenges (factors that hinder application of EPM in BUS) and responses (innovations in seizing opportunities and overcoming challenges).

Opportunities (factors that favour application of EPM in BUS)

- A City Consultation opens opportunities to engage the private sector in service delivery
- EPM provides space to explore and articulate pro-poor strategies
- EPM emphasizes community management, thus enhancing an opportunity to reach the poor
- EPM emphasizes the establishment of partnerships, thus enabling collaboration with other development agents at city and country levels
- EPM facilitates employment creation for the poor in the provision of BUS

Challenges (factors that hinder application of EPM in BUS)

- Rapid urban growth
- Informal settlements without BUS
- Proliferation of middlemen in land transactions increasing inaccessibility to land by the poor
- Policy conflicts - pro-poor/basic right (water) versus the cost of provision of BUS
- Trade-offs between standards and affordability
- Decentralizing responsibilities without matching resources
- Inequality in allocation of resources and capacities in BUS
- Variation of tariffs between provinces, cities and towns
- Willingness to pay tax versus capacity to subsidize
- Lack of coordination and regulatory/institutional framework; institutional arrangements not promoting BUS for the poor
- Policy conflicts and erroneous policies that deny local authorities the opportunity to develop BUS
- Absence of institutional operation and maintenance culture of BUS

Responses (innovations in seizing opportunities and overcoming challenges)

- Need for coordination and institutional arrangement to support the private sector
- Plan and design with the poor - economic empowerment
- Comprehensive approach in the provision of BUS - including addressing land tenure issues
- Establish methods of subsidizing provision of BUS to the poor, i.e. enabling facilities
- Subsidization of water for the poor
- Mass investment to support access to BUS (water supply)
- Establish partnerships with the private sector and organizations that contribute to the provision of BUS
- Relate BUS to broader policy framework

WORKING GROUP 3: FRENCH AND SPANISH SPEAKING COUNTRIES

The working group in session

i) Sustainable Urban Mobility

The working group session on SUM brought together about 30 participants from Brazil, Burkina Faso, Colombia, Cuba, Morocco, Peru, and Senegal, and started with a presentation from Cuba.

Based on the experience of **Bayamo, Cuba**, Ms. Blanca Lames Paneque, Member of the Bayamo Local Agenda 21 Project Team, described the activities developed by the project to address sustainable urban mobility issues. Cuba after the disintegration of the Eastern bloc faced a very severe energy crisis, which forced people to use non-motorized means of transport. Today in Bayamo 85 per cent of movements are non-motorized, people go by foot, by bicycles and by horse-carts. However, a majority of the Bayamo population has no access to public transport or conditions are not favourable for the use of non-motorized transports (absence of sidewalk, deteriorated state of streets etc.) The most vulnerable portion of the population has the most limited access to urban mobility.

The LA21 project is addressing this issue through an inter-sectoral working group which is supporting local authorities and its partners to improve urban mobility. Ideas such as: (a) extending the routes of horse-carts services to un/under-served neighbourhoods, (b) better organized access to the limited public transport, (c) identifying low-cost technology for sidewalks, etc. are being developed and will be translated into demonstration projects.

Opportunities that arose while addressing these issues included:

- Limited access to fuel forcing the development of non-motorised transport
- Tradition of using-horse-carts in the city
- The impact on the population motivating it to participate in the search and implementation of the solutions
- Actors easily identifiable and organized (existing association of horse-carts drivers).

Challenges that were to be addressed included:

- The identification of non-motorized transports with under-development making it difficult to develop a joint vision on promoting non-motorized transport
- Lack of political interest and support in addressing the issue

- Sectoral tradition in transport and mobility related activities
- Lack of sensitivity on the real users' problems.

To make use of these opportunities and address the challenges, the LA21 project tries to involve all concerned actors in an inter-sectoral working group with special concern to ensure proper representation of the affected population. The project is trying to provide the best possible environment within the working group to facilitate dialogue, cooperation and negotiation among the concerned actors. Particular effort is made to inform and try to involve political leaders into the discussions and orientations agreed among the working group. Information on global tendencies regarding urban transport is provided to the working group, feeding ideas on consequences of various options applied throughout the world. Even if a common vision on non-motorized transport has not yet been developed, everybody recognized the importance of having created the working group.

The discussion

The group discussed about 70 ideas which were recorded on cards and organized according to the three aspects being discussed. The group concentrated on identifying opportunities, challenges and responses to opportunities and challenges while addressing sustainable urban mobility issues in the framework of the EPM process.

An element favourable to the exchange between the participants was the fact that almost all cities represented were relying, at various degrees, on horse-traction as a means of non-motorized transport contributing to sustainable urban mobility.

Identifying opportunities

Morocco explained that the topography of a city like Marrakech was very favourable for non-motorized transports. While recognizing that non-motorized transports offered very economical and non-polluting means of transport, Morocco questioned the efficiency of these modes of transportation in the case of very large cities. Colombia, presented the experience of Bogota (6.5 million inhabitants) where the use of bicycles tripled during recent years through appropriate measures. Morocco sees the promotion of horse-traction as a way to contribute to the preservation of historical heritage. Fortunately, interest of the tourists for using traditional means of transport as well as their growing interest to move around by bicycle contributes to the promotion and change of image of non-motorized transports.

Cuba recalled its presentation and underlined the following points based on the Bayamo experience: (a) mobility is clearly recognized as a priority issue, (b) information is easy to access and of quality, (c) already structured and organized actors help creating a working group, (d) the existence of national policies favouring the use of bicycles is a facilitating factor. Peru presented the experience of Cusco where municipal laws have been enforced favouring environmental solutions and that was due to strong political support from local authorities.

Brazil presented its experiences beyond non-motorized transports in promoting sustainable urban mobility, among others: (a) the use of gas (LNG) for taxis (reducing air pollution) or (b) promoting, improving and facilitating access to public transports (with 80 per cent satisfaction among users). It was emphasized that many of these initiatives were promoted through participation in the ICLEI network of cities working on climate change issues. Brazil is also promoting non-motorized transport through, for example, the creation of cyclist paths.

Identifying the challenges

Cuba underlined the impact of the negative image of non-motorized transport among the public and politicians, modernity being very much associated ultimately with a car or at least the use of motorized

public transport. This often translates into insufficient allocation of resources to address the problem. It is aggravated by resistance to structural and organizational changes in this sector. Strongly diverging interests among the actors make consensus-building a difficult exercise. This aspect was also underlined by Morocco and Senegal. Senegal added that some of the actors of this sector were not organized (especially in the informal sector) and that was an additional obstacle. Morocco explained that it was experiencing the same problem with horse-cart drivers.

Senegal insisted that while addressing this problem it was very important to be sensitive to the "penibility" that different actors were facing in being mobile in the city (gender sensitivity is, in this respect, very important). It also explained that it was difficult to be able to develop equitable policies and solutions in relation with this problem. Morocco stated that sustainable urban mobility in general and non-motorised transports in particular are fundamentally urban governance issues. Morocco regretted that in Moroccan cities cycle paths, which were previously present, have disappeared.

Senegal explained that rapid extension of city boundaries aggravates the urban mobility issue. Morocco added that dispersed urban context and topographic conditions create negative conditions. In addition, most of Moroccan historical urban centres have an urban design that does not facilitate the use of horse-carts or bicycles (or any other modes of transportation except walking). Morocco evoked problems linked with the creation of walking streets in commercial districts and, together with Cuba, recognized that lack of organization in the horse-tracked public transport was especially due to lack of organized stations.

Responses to opportunities and challenges

Senegal and Cuba explained that prioritizing basic infrastructure to facilitate urban mobility in un/underserved neighbourhoods, was important in addressing poverty problems as these issues relate directly to productivity, cost of access to basic commodities, access to work opportunities and social services. Senegal recommended the integration of actors from the informal sector within mobility policies.

Senegal explained that it was crucial to clarify the role of each actor and especially to preserve the role of the public sector in setting policies. Colombia explained that political support to sustainable urban mobility is a prerequisite and that clear anti-car policies are feasible and successful as long as alternative options offered through public transport are of high quality, rapid, reliable, on time, and accessible. Brazil explained that, in order to achieve sustainable urban mobility, these issues had to be taken into consideration within the overall context of urban planning. Peru supported this idea.

Several participants recognized that an important factor was to achieve attitude changes and that these changes are particularly important among motorists as well as all those who have to conform with traffic rules.

ii) Basic Urban Services

The working group's second session brought together about 30 participants from Brazil, Burkina Faso, Cuba, Morocco, Peru, and Senegal, and began with a presentation from Senegal.

Based on the experience of Louga, Senegal, Mr. Ousmane Niang, LA21 Technical Adviser to the Louga Municipality, described how the Louga Local Agenda 21 Project addressed the issue of basic urban services. Louga is facing difficulties in providing access to basic urban services due to the rapid extension of the city. The issue of solid waste management is recognized as severe, resulting in uncollected waste in the streets, proliferation of insects and rodents, and associated public health issues. The Louga LA21 Project selected solid waste management as a priority to be addressed.

Establishing an information base

Information activities including the preparation of the city environmental profile provided a common understanding among concerned actors and helped identify those actors that should be involved. Women's groups showed particular interest in participating in the process because of the direct impact of the problem they have to bear. Certain difficulties were to be faced, among them lack of reliable data, capacity weaknesses of some actors, and the necessity to make information available in local languages.

Strategy and decision-making

A well-structured process was conducted through an inter-sectoral working group supported by the LA21 steering committee. EPM tools were used to move, step by step, from problem analysis to the preparation of a strategy and its translation into an action plan. Difficulties arose due to diverging interests among the actors which required the strengthening of negotiation and conflict resolution skills.

Implementing environmental strategies

A large range of actors was mobilized to implement demonstration projects. These projects focused on sensitization and social communication. All neighbourhoods benefited from community workshops. These activities highlighted the need to strengthen partnership approaches, as diverging interests were, again, an obstacle to be tackled.

Institutionalizing the EPM process

Right from the beginning the newly elected municipal team strongly supported the project. The working group mechanism and mandate was formalized through the decision of the council. The technical assistant posted for the duration of the project was ultimately recruited by the municipality to be in charge of partnership and special projects within the municipal technical services directorate. A council member was appointed by the Mayor as Deputy Mayor, in charge of the Local Agenda 21.

Political appropriation of the LA21 approach by the council is a particularly remarkable aspect of the Louga LA21 Project. The municipal team rapidly based its municipal development strategy on the outcome of the EPM process. The project contributed to the establishment of new social and institutional dynamics allowing (a) local development to be more sensitive to priority needs, (b) local authorities to be more capable of mobilizing local actors and resources, and (c) the improvement of local urban governance through participation and partnership.

The discussion

The group discussed 60 ideas which were recorded on cards and organized according to the three aspects being discussed. The group concentrated on identifying opportunities, challenges and responses to opportunities and challenges while addressing basic urban services issues in the framework of the EPM process.

Identifying opportunities

Senegal identified the strong interest expressed by community groups as a favourable factor to addressing the problem of basic urban services. When coupled with political support from local authorities a lot can be achieved. This is particularly true when municipal support is translated into financial support from the municipal budget. The importance of political support was also underlined by Burkina Faso and Peru, with the example of Cusco which resulted in increased recycling and the implementation of a waste treatment plant.

Brazil and Peru emphasized the opportunities offered by recycling activities as a way of improving solid waste management, environmental conditions, and creating income generation and employment opportunities. Waste is often an untapped treasure.

Burkina Faso recognized the importance of being able to identify, clearly, priority needs of the population in terms of access to basic urban services. Cuba underlined that the presence of actors in charge of solid waste, who have a clear mandate on the issue, was a facilitating factor to address the problem.

Identifying the challenges

Morocco shared its experience on the privatization of solid waste management with the associated problem of social cost especially for the poor. In Morocco local NGOs and CBOs are not yet properly involved in this issue making it difficult to mobilize the communities.

Senegal underlined the difficulties associated with the multiplicity of actors and their diverging interests (scavengers vs waste collection enterprises, prioritization of interventions, location of dumpsites, etc.) Morocco also shared similar experience especially in Agadir. Burkina Faso also agreed that the diversity of actors at the community level required special approach to address the problem adequately.

Lack of reliable information was also underlined by several participants (Cuba, Burkina Faso and Senegal). Cuba added that information weaknesses resulted in an inadequate perception of the solid waste problem especially on its impact on public health and that particular efforts were to be made to sensitize communities on the potentiality of recycling.

The weakness of resources for solid waste management was expressed by Peru, Burkina Faso and Cuba. Senegal added that the weakness of technical capacities and the poor knowledge of low-cost solutions were limiting factors. Other limiting factors identified by Senegal were the difficulty of building partnerships and a common vision on solid waste management.

Cuba shared the experience of Bayamo where rapid turnover of managers in the municipal waste management department had been a strong obstacle coupled with resistance to structural and organizational changes. Brazil explained that the biggest challenge of accessing basic urban services was being able to reduce the cost of services while at the same time increasing benefits for the population and, in the long run, reducing the production of solid waste by changing consumption patterns.

Responses to opportunities and challenges

Senegal noted the efficiency of mediation strategies for reconciling diverging interests starting from providing access to the information for all actors. In this regard communication and documentation in local languages is indispensable. Senegal also emphasized the importance of a properly structured process and that adequately adapted and applied EPM tools facilitate the definition of a common vision and the preparation of action plans with commitment from the actors.

Cuba, Brazil and Peru insisted on the importance of information campaigns and public education. Access to low-cost and appropriate technologies was also mentioned as a way to address the challenges. Brazil and Cuba insisted on the search for solutions which create incomes and employment. Senegal stated that public/private (including communities) partnership was a promising response to the challenges and that "contracting arrangements" were gaining importance in this regard, but that the overall political interest and support were keys to success.

8.3. CONCLUSIONS OF THE SESSION ON IMPROVING EPM IMPLEMENTATION THROUGH SUSTAINABLE URBAN MOBILITY (SUM) AND BASIC URBAN SERVICES (BUS)

The Meeting Facilitator, Mr Douglas McCallum, synthesized and summarized the reports of the three working groups. Improving EPM implementation through application of Sustainable Urban Mobility (SUM) and Basic Urban Services (BUS) concepts and practices were the topics for the Working Group discussions on Day Three. In session 3-2 the three Working Groups explored the ideas and potential applicability of SUM, and in session 3-3 they did the same with respect to BUS. In session 3-4 the three Working Groups reported back to the plenary with each giving a summary of the main points which had arisen during the two discussion sessions. Although different experiences and viewpoints were reported from three groups, there was still considerable agreement on some of the main points.

It was widely agreed that the EPM Process is essential for the success of SUM or BUS initiatives. In particular, the participatory process and mobilization of stakeholders provided through the EPM process can provide the necessary basis for dealing with SUM and BUS projects, encouraging linkages among stakeholders, and establishing the framework for effectively implementing such projects among the poor.

The issue of Change of Attitude - raised in the previous day's Working Group report-back session - is seen as important for SUM and BUS, for instance attitudes toward using private cars, or attitudes towards paying for services. But there is little understanding of how best to go about changing these attitudes.

National legislative and regulatory frameworks are seen in many cases as significant barriers to local action of SUM and BUS. For example, legal constraints on community involvement in BUS, restrictions on local government initiatives in SUM or BUS, barriers to community or local government holding and using assets, centralization of controls over service standards and prices, etc. Support is therefore needed to identify needed changes in national legislation and regulation.

There was a feeling that SUM initiatives, sometimes, seem to proceed in isolation from other activities and it was considered important that SUM initiatives are placed firmly within the context of the overall EPM process and are integrated into the broader EPM process and context. In addition, as an example of the importance of differing local conditions, it was pointed out that animal Powered transport is important in some cities, particularly for the poor, and should be included in SUM where appropriate.

It was suggested that the key issues are not about technology - but about the capacities of cities to provide services to the poor; it was felt important to move the debate (on BUS and SUM) out of the technological and more into the political and managerial realm. Also, the income and employment aspects of SUM and BUS are seen as quite important and it was felt these should be given greater prominence. Indeed, the positive impact of such initiatives on poverty reduction should be more clearly articulated.

In BUS there is a critical trade-off between affordability and standards. In projects for the poor, technical standards may have to be modified so that solutions appropriate to their circumstances (social, financial, physical) can be developed. But this may require changes in bye-laws or regulations. Over-all, the Key approaches for BUS are seen as community management, local participation, and partnerships.

Gender was not mentioned much in the discussions, except in reference to safety issues for women in terms of footpaths and NMT utilisation; it is likely, however, that a variety of gender-related issues and questions will arise in BUS and SUM activities and people were urged to be more aware of these.

Goods Transport was not mentioned, at all, in the discussions, as SUM seems to focus exclusively on human transport. But the ability to move physical goods into and out of poor communities can be vital for local economic activities, and this should surely be looked into.

Economics seems, in general, a relatively weak area in SUM and BUS discussions; there seems inadequate understanding of key concepts such as subsidy, cross-subsidy, costs of operation, cost-recovery, etc. Greater inputs on proper economic knowledge would strengthen the thinking about BUS and SUM.

9. PUBLIC PRIVATE PARTNERSHIPS FOR THE URBAN ENVIRONMENT

The short session on Public-Private Partnerships was chaired by the Chief Executive of Blantyre City Assembly, Ms Sophie Kalimba. The session's introduction came from Mr Ole Lyse, Chief of the Urban Environment Section, UN-HABITAT. On a brief note he reiterated that partnerships in urban environment were of utmost importance in order for cities to be able to best address the very many pressing environmental issues they were faced with. He added that the SCP and LA21 programmes promoted partnerships as much as possible, particularly by working with related programme partners in the implementing of their activities. Mr. Lyse encouraged all participating cities to seek support from such partners and initiatives which include, among others, the UNDP-PPPUE, InWent, WASTE and the ILO-ASIST.

Mr Maleye Diop, of the Programme Management Unit of UNDP's Public Private Partnership for the Urban Environment, gave a brief presentation on his unit's work. The PPP-UE utilizes Innovative Partnership Grants to support initiatives coming from local public-private partnerships dealing with urban environmental issues. The PPPUE focuses on small and medium-sized cities of populations between 20,000 and 500,000 inhabitants; on poverty reduction impacts, for example, through service extension to poor neighbourhoods and job creation for the disadvantaged communities; and, on basic urban services, for example, in Water Supply and Sanitation, Solid Waste Management, Local Energy Services, Central Municipal Services. Mr. Diop emphasized that PPP-UE needs to incorporate participatory methods such as those incorporated in the SCP/EPM process.

Mr Michael Funcke-Bartz, Senior Project Manager, briefly introduced the work of InWent (a German-based NGO - InWent GmbH Capacity Building International). They have been involved in a variety of partnership activities, particularly in:

- management of infrastructure enterprises
- sustainable public transport
- democratic participation of civil society
- internships and exchange
- expertise on effective interventions on thematic issues
- privatization of services
- city-to-city cooperation

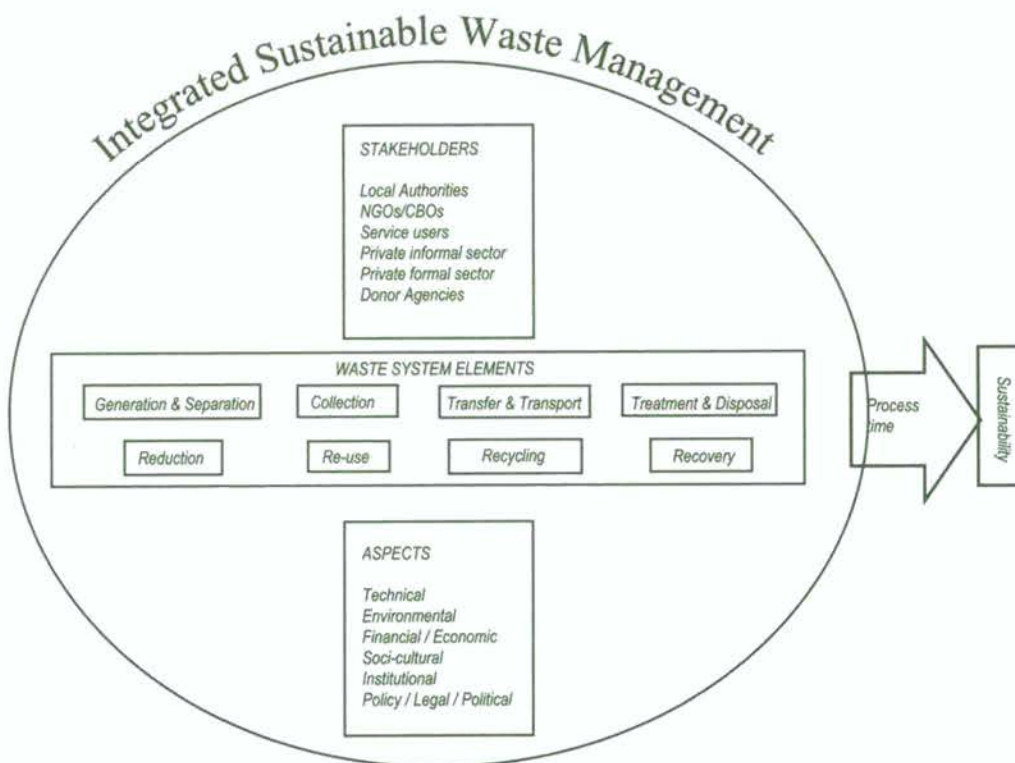
Participants were made aware that InWent had already developed a framework proposal for closer cooperation between SCP and itself. This proposal recognized that the SCP network of cities has developed strategies that contribute to sustainable development which would enrich InWent's network on international training and dialogues on better services through more effective interventions. For more information on its various projects, and particularly those in Colombo, Mr Funcke-Bartz drew attention to the InWent exhibition taking place at the exhibition hall.

Ms Justyne Anschutz of WASTE (advisors on Urban Environment & Development, Gouda, Netherlands) presented the Public-Private Partnership for Integrated Sustainable Waste Management (ISWM) in the South. This is an initiative of the Ministry of Foreign Affairs, Division for International Cooperation, of the Netherlands which has contracted WASTE to explore the feasibility of engaging the Dutch private sector as a development partner in urban waste management, and solid waste and sanitation in particular, in the South and in countries in transition.

Following the WSSD, the Netherlands government committed itself to the ISWM with the aim of improving

living conditions, the urban environment, and livelihoods in poor communities through Public Public-Private Partnerships. The ISWM initiative is in its inception phase and initial consultations are currently underway, through a series of meetings with Dutch waste management businesses, branch organizations, civil society actors, and municipal waste management departments, to assess their general interest in working on ISWM in developing countries, and to get their input into a plan of action for DGIS. WASTE and its key partners (including UN-HABITAT/UNEP's Sustainable Cities Programme and certain Dutch embassies) are nominating candidate cities to participate. These two processes will yield a framework for action that will match private sector interests in the Netherlands and Europe with needs of cities in Africa, Central and South America, and Asia.

The output of the preliminary assessment is to determine whether it is feasible and practicable to develop, based on specific needs of Southern cities, a partnership with private sector involvement, based on the ISWM-concept, that has been tested over time is shown in the figure below.

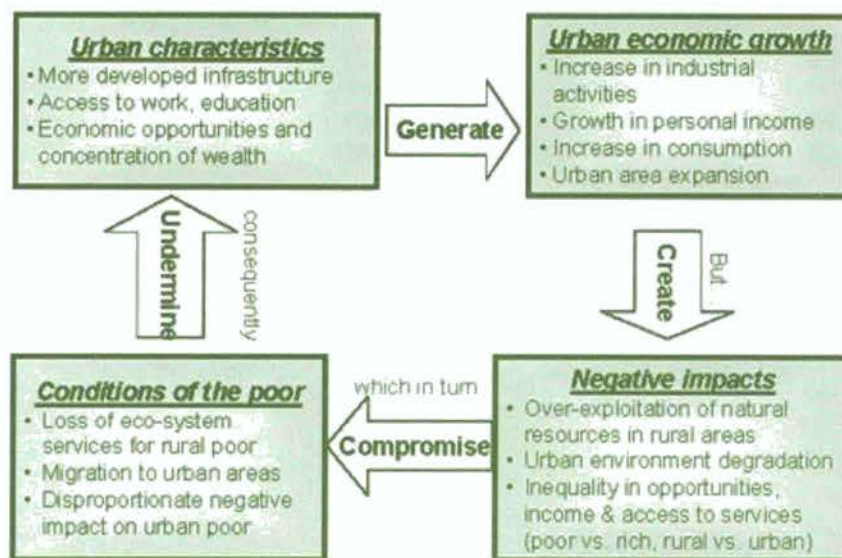


Those participants interested in further discussions about the ISWM - and especially any cities potentially interested in joining - were invited to attend a separate meeting which was held immediately after the close of the plenary session.

10. POVERTY - ENVIRONMENT NEXUS

10.1 INTRODUCTION TO THE SESSION

Vicious Cycle: Urbanization, Poverty, & Environment



The Introductory session on Poverty Environment - Nexus was chaired by Mr. Tim Kasten, Chief, Policy Analysis, Development and Partnerships Branch, UNEP. He gave a brief introduction to the session, mentioning UNEP's work in this field that also seeks to link global conventions and agreements to national programmes such as National Environmental Action Plans (NEAPs) and PRSPs for the overall positive impact on environment and reduced levels of poverty.

On behalf of UNEP's Division of Technology, Industry and Economics (DTIE), Ms. Chizuru Aoki (of UNEP's International Environmental Technology Centre, Japan) gave the opening presentation.

Urban environment degradation was said to be due to more people, more production and consumption, limited control, standards, enforcement, geographic and topographic conditions. International calls to address poverty and support sustainable development were reviewed, starting with the 1987 Brundtland Commission, going on to the 1992 Rio Summit which made explicit the link between poverty and environment and called for better integration of poverty into conventions and agreements such as desertification, climate change, and finally to the 2000 UN Millennium Declaration which articulated economic goals for poverty reduction and environmental goals in its listing of the Millennium Development Goals (MDG).

UNEP's role is in developing and promoting understanding of poverty-environment linkages. The role of UNEP in addressing the Poverty-Environment and urban issues is realized through shared responsibilities among the various UNEP divisions and through external partnerships with other UN agencies and governments (national and local) to develop actions for sustainable development.

The mission for the UNEP's Division of Technology, Industry and Environment (DTIE) is to encourage decision-makers in government, local authorities, and industry to develop and adopt policies, strategies and practices that:

- are cleaner and safer
- make efficient use of natural resources
- ensure environmentally sound management of chemicals
- reduce pollution and risks for humans and the environment
- enable implementation of conventions and international agreements
- incorporate environmental costs.

The DTIE has a ten year framework of programmes on sustainable production and consumption (P&C) based on the recommendations of the WSSD. This framework will promote a function based approach, which assesses options based on how they provide functional needs, as well as their impacts from production, product, and consumption (example: clothing, shelter, food). The DTIE has also adopted a new mechanism - Internet-based delivery - for wider, deeper, cheaper delivery of learning packages, knowledge management on environmentally sound technologies (ESTIS) that can be tailored for specific needs and localities. This is free of charge, compatible with any language. An example of such technologies is the rainwater harvesting in Asia.

Recognizing that poverty alleviation requires wealth generation and redistribution (through technological change in industry), the presentation closed by suggesting the following for further integration into the poverty-environment nexus:

- Promotion of initiatives that get value from sustainable use of ecosystems (tourism, renewable energy development)
- Minimizing impacts of production and consumption activities (cleaner production, sustainable buildings)
- Expanding access to water through technology and management (reuse, rainwater harvesting, integrated management)
- Participation in refining new concepts and mechanisms that value participation and local knowledge

Mr. Thierry De Oliveira of UNEP's Division of Policy Development and Law highlighted their initiative on Urban Ecosystems and Poverty Reduction. He started with an elaboration of the relationships between urban population and ecosystems within and adjoining the urban areas. An example of such a function is the New York Watershed which was experiencing deteriorating water quality caused by loss of the watershed that was providing natural filtration facilities. New York City and its authorities chose to protect the water shed rather than build an artificial water filtration plant, as the natural regulating service of the ecosystem (filtration of water) was found to be more economically efficient than a modern technological substitute.

Urban ecosystems are also linked to human health, security, adequate nourishment and income generation - factors pertinent to poverty reduction:

Health: Respiratory diseases related to bad air, water borne diseases caused by contaminated water, bad health caused by mal-nourishment and lack of shelter, as well as a low physiological condition caused by deteriorating surrounding ecosystems;

Adequate Nourishment: Urban and peri-urban agriculture;

Security: Habitats near polluted sites, garbage disposals, contaminated rivers and/or ecologically hazardous sites;

Income Generation: Urban and peri-urban agriculture.

On people and ecosystem services, it was said that constituents and determinants of well-being and ecosystem services vary across:

- Income groups - the "non poor" can find substitutes for many of the services while the poor depend on ecosystems directly
- Culture - the enriching attributes of ecosystems are valued more highly by some cultures than others.
- Geographical locations - an urban settlement in a dry land ecosystem will have very different demands on ecosystem services than an urban area in a tropical ecosystem.

The access to and use of Ecosystem services will depend upon

- formulation of rules or institutions regulating the ownership and use of urban and adjoining ecosystems in an open and participatory manner
- enforcement of rules by authorities in a fair and equitable manner
- creation of informal institutions and governing bodies, among the urban poor, to ensure fair representation in urban policy decision making process
- support by the local municipality, town, and/or city in urban community initiatives to improve local ecosystems
- ensuring policy coherence across administrative scales.

Some of the Urban Ecosystems and Poverty Reduction Challenges Include:

- A move away from the "one size fits all" approach toward a more complex and adaptive ecosystem management strategy that embraces, understands and respects the heterogeneity of urban and adjoining ecosystems as well as interaction with the variety of human beings that live in these ecosystems
- Management strategies that are designed to respect the different degrees, and types of use, of ecosystem services to ensure that no stakeholder groups are marginalized in the process
- Recognizing that different stakeholders use ecosystem services in different ways and have different degrees of dependency on these services is critical
- Building trust between poor communities and urban authorities in order to resolve ecosystem related issues in a fair and equitable manner
- Ensuring policy coherence among the various administrative units responsible for urban management as well as ecosystem management. For example, this may require municipalities working together with the forest department in order to ensure watersheds are protected.
- Facilitating financial support when needed.

Integrating urban poverty in poverty reduction strategies: Despite the overwhelming evidence that urban processes generate the greatest threats to environmental sustainability and by derivation increased poverty, the EPM approach has not explicitly captured the poverty dimension. Similarly, development and poverty-reduction frameworks have not expressly addressed the linkages between poverty and ecosystems (cities have always been dependent on essential supplies of water, firewood, timber and food). The lack of integration and pro-poor urban policies needs to be addressed both at the municipal and national levels.

Proposed methodologies for integration and decision -making and planning

- Strategic planning at the municipal and community levels should, throughout the different stages of planning (identification of the problem, formulation of objectives, development of strategies and definition of the action plan), take into account poverty and pro-poor policies considerations.
- To achieve the above, certain preconditions/enabling conditions will be needed (definition of shared goals through participatory process of all stakeholders, temporality and trade-offs issues will have to be taken into account, including short versus medium-term plans, and finally resource mobilisation)
- Incorporation of poverty issues and identification of priorities can be done through, among other things, an urban poverty matrix
- The next step will be to run urban audit method (as used in projects such as Senegal and Burkina Faso) as diagnostic tool for municipalities/neighbourhoods

- Capital expenditures through financial audit will help decide the level of commitment needed, the sources of revenues, and the priority investment program
- Once the above has been established, the last step will be budgetary reconciliation with existing development and environmental plans' expenditure frameworks, including poverty reduction strategies at the national level
- The working groups will be requested to undertake a mock exercise of integration of EPM in poverty reduction as described above.

10.2 REPORTS OF THE WORKING GROUPS ON POVERTY - ENVIRONMENT NEXUS

WORKING GROUP I: ASIA AND COUNTRIES IN TRANSITION

The working group brought together about 30 participants from China, India, Indonesia, Iran, Mongolia, Nepal, Philippines, Poland, Sri Lanka, Thailand, Vietnam and Russia. The group decided to focus on a central question - how can different dimensions of poverty (income, health, security, nourishment) be incorporated to improve EPM activities?

The Discussion

The group acknowledged that EPM process has not adequately addressed or incorporated poverty-environment links and articulated the need to promote activities that generate opportunities for the poor and alleviate environmental impacts which exacerbate poverty. Thus, the EPM process must incorporate poverty indicators in the environmental profiling.

The group shared examples of income generating activities that have direct environmental benefits. These include activities such as water vending, toilets, composting, and biogas. Discussing an example from Sri Lanka, it was noted that the financial impacts of projects are not always easily demonstrated, but residential and small scale benefits can be experienced almost immediately, although innovative mechanisms to generate demand and help with market access are needed. Participants also discussed some challenges of the poverty-environment link - conflict or trade-offs, for example, the discouragement of compost by subsidized fertilizer, or small-scale employment versus government enterprise, were discussed. The need for compatibility with national policy, and thorough analysis to consider other facets of urban poverty dimensions, were also highlighted.

How to incorporate poverty dimensions into the EPM process

First, one could consider a set of indicators. For example, in the case of water and sanitation in Sri Lanka, they have used health and productivity indicators to convince authorities to provide water. Data on the prevalence of water-borne diseases can be used to show reduced productivity and/or loss of time. Evaluation to address environmental impacts, for instance, must take into consideration the entire treatment process, including impacts on ground and surface water. The SCP-EPM process is useful in detailing the environmental profile of a city. But starting this process with local authorities is usually difficult, because it requires a change in the way they conduct business. A more participatory process that involves the local authorities in the identification of indicators is recommended. Environmental profiling should be able to incorporate the four indicators of urban poverty dimensions, namely, income, health, security and nourishment.

How do cities look at the poor versus environment?

Participants raised the question - what do we do with the perception of the poor being "part of the problem" in cities - rather than part of the solution? This is a problem for most city planners, but things are changing. For example, in garbage collection, pickers are willing to do the segregation, but local

authorities should make provision for protective measures to ensure their safety by providing gloves and other tools.

In order to incorporate the poverty-environment link effectively, in the EPM process, the four dimensions of poverty can be used as sub-themes in the city consultation. But, local authorities, for instance in Indonesia, seem to emphasize economic sustainability and are thus looking for new revenue sources. Dealing with poverty and environment is seen as an expensive process and not as a way to generate income, and as long as it is seen as an additional cost to local authorities' already stretched budgets, it will be difficult to mainstream it in EPM. Local authorities look at service delivery and cost recovery, and so if the provision of a poverty-focused service does not guarantee cost-recovery, local authorities hesitate to implement it. Furthermore, the EPM process should be linked to advocacy for security of tenure of land, which is a basic issue for the poor.

Urban Agriculture

Participants shared some examples of Urban agriculture and forestry projects that address poverty issues of increased incomes, better health, improved security, and nourishment. Environmentally, urban agriculture and forestry contribute to carbon dioxide reduction and improved aesthetics as well as more immediate access to food and other agricultural and livestock produce. (For more information on the benefits of urban agriculture, participants were informed about the Resource Centre for Agriculture and Forestry based in Ottawa.)

Sharing examples from the Philippines, it was noted that agriculture, urbanization and sustainable development are linked. However, in order to incorporate urban agriculture as a key activity in cities land use planning needs to be more flexible. Cities need to work locally with mayors, and go through SWOT analysis in order to incorporate urban agriculture in EPM. This must also be done at the national level to make policies more responsive to urban agriculture. In Bangkok, there is an increasing need for economic and financial analysis of any investment and so planners must convince the authorities of benefits and positive externalities of any intervention. Because of the high price of urban land, convincing local authorities that urban agriculture is a viable intervention may be difficult. Such a challenge can only be overcome through active support and lobbying.

The situation in Russia is not very different. The challenge of ecological sustainability and economic paradox remains. New politicians use ecological slogans to get elected, but enterprises (industry and agriculture) have continued to perform poorly and poverty and unemployment have increased. Local authorities have been weakened by lack of proper legislation. The main challenges for Russia include the need to: improve legislation for environmental protection, strengthen local authorities, increase capacity to adopt technological and management measures, and public discussions that can help develop the country and improve the economy.

Summary

Learning from lessons shared by participants from various countries, participants concluded that there is need to promote activities that (a) generate income for the poor, and (b) alleviate the environmental conditions stemming from poverty. The SCP/EPM should incorporate an evaluation scheme that addresses the poverty dimension.

WORKING GROUP 2: ANGLOPHONE COUNTRIES AFRICA AND ARAB STATES

In this working group with seventy-plus participants from Anglophone Africa and Arab States, the Lead Discussant, Mr Thierry De Oliveira (UNEP division of policy development and Law), gave insights into

the key aspects of the poverty-environment nexus and the tools being developed to better explain this nexus. The key observations made during discussions in the working group were summarized as follows:

Concerning Water supply and Sanitation, some key dimensions of poverty include

- Income
- Access
- Health
- Security
- Distribution
- Quality and quantity
- Gender mainstreaming
- Education
- Legislation, and
- Cost.

Objectives, Response, Opportunities and Constraints include the following:

- Financial resources
- Differentiated service level
- Coverage level - distributive factor - affordability,
- Time frame
- Water source
- Local realities
- Ecosystems consideration
- Service level of provision
- Government priorities vis a vis the needs
- Technology,
- Level at which decisions are taken
- Awareness of participation
- Cost recovery and up scaling
- Donor approaches.

Considerations when formulating policies and responses:

- Donor approach influences strategy
- Tap CSO and NGO knowledge
- Linking environment with poverty issues - PRSP
- Prioritising
- Cost effectiveness
- Identifying partners
- Developing a matrix to map out linkages and priorities
- Determining investment envelope
- Considering alternatives - options
- Ecosystems reflected in Action Planning
- Focusing on the people and environment
- Understanding of the cycle of resources exploitation and survival
- Financial audit and up scaling
- Building projects on environmental impacts assessments
- Considering the users and environmental issues

- Considering the users and environmental issues
- Examining urban as a whole and look at both the poor and the rich - focus on the issue
- Through the environmental profile capture the poverty dimension especially the non-monetary poverty and at the beginning of the EPM process

WORKING GROUP 3: FRENCH AND SPANISH SPEAKING COUNTRIES

The working group brought together about 30 participants from Brazil, Burkina Faso, Cuba, Morocco and Senegal. The group discussed about 60 ideas which were recorded on cards and organized according to categories and concepts. The group questioned the purpose of the discussion and at several occasions participants pointed out that by the nature of the initiatives they were involved in, they were continuously addressing the poverty-environment nexus. Morocco for example, explained that their LA21 initiatives view environmental issues as entry points for addressing urban poverty reduction issues. Senegal also expressed its concern on dedicating a discussion session to this topic as the poverty-environment nexus was implicitly addressed from the beginning in their LA21 projects. The discussion attempted to highlight some explicit points that are of key importance to ensure that through addressing environmental issues, the poor could primarily benefit from improved living conditions.

The discussion

Design parameters that address both poverty-reduction and environmental protection at local level

Participation of all the actors was clearly identified by participants as an essential element to ensure that the issue of equity is properly addressed. A particular effort has to be made to ensure proper representation of the poor at all stages of the process from issue prioritization up to implementation of priority projects. This is the only way to guaranty that (a) interests and concerns of the poor are taken into consideration, (b) local know-how is fully utilized, and (c) beneficiaries participate in the elaboration and implementation of actions and by doing so, the sense of ownership vis-à-vis these actions is strengthened among the poor. However, Senegal underlined that, in order to achieve the participation of the poor, it is necessary to strengthen the capacity of the vulnerable groups to participate in the process.

Cuba recommended that poverty has been mapped to identify clearly those vulnerable communities that have to be targeted, for example for priority demonstration projects. Cuba also recommended that priority projects should have a very explicit focus in poverty reduction with clear indicators to allow quantifying improvements of the living conditions of target populations. While targeting the most vulnerable groups for development projects, Burkina Faso insisted that environmental audits should be systematically conducted to avoid negative impacts on the environment often resulting in costly mistakes affecting the poor themselves. However, Burkina Faso underlined dilemmas such as economic development (with employment creation) versus environmental protection (negative impact on the environment). These issues require establishing efficient negotiation and conflict resolution mechanisms.

Morocco and Cuba emphasized that an important aspect of poverty reduction is access to basic urban services such as water and sanitation. Addressing these issues allowed as well improving environmental management. Burkina Faso explained that these services should be mainly funded from local resources so that sustainability could be ensured. Brazil and Cuba explained their experiences in promoting urban agriculture as a means of providing employment opportunities and access to food by vulnerable groups and beyond them to the rest of the urban population. Many participants underlined housing conditions as an essential issue related to poverty reduction. Cuba and Brazil explained their efforts to progressively improve the conditions in unplanned settlements especially those that are located on hazard prone areas or have a severe impact on the environment especially in relation with the protection of natural resources.

Burkina Faso recalled that women are particularly suffering from environmental degradation and that often the poorest segment of the population count a large majority of women; however, it is difficult to support the most vulnerable women groups in improving their living conditions. Cuba presented the experience of targeting women for the creation of tree and fruit nurseries.

Morocco recommended that environmental dimension be more systematically taken into consideration in municipal policies through integrated and participatory development approaches. Senegal proposed that local authorities develop explicit pro-poor municipal policies (local PRSP) and that LA21 action plans be articulated with these poverty reduction programmes. Morocco proposed that public-private partnership culture be strengthened especially between the public sector and civil society. The experience of developing joint activities between local NGOs/CBOs and municipal teams showed encouraging results. Senegal mentioned similar successful experiences.

Brazil presented successful experience in promoting and supporting the creation of cooperatives based on solidarity principles and activities that are managed by the beneficiaries themselves. This experience proved to be particularly relevant for special groups such as women and the youth. Senegal proposes to target the unemployed in offering work opportunities in environmental municipal services. Cuba explained that communities should be encouraged and supported to take charge of improving and maintaining environmental services such as public spaces especially green areas and be more systematically involved in activities with positive impact on the environment such as recycling. Brazil shared its experience which showed that recycling while contributing to environmental improvement was also an interesting source of income generation. Morocco presented the experience of improving production processes of cottage industry (the cases of Marrakech and Meknes with pottery production adopting gas oven technology) while at the same time reducing environmental impact.

Improving EPM contribution to national policies on poverty-reduction and environmental protection

Time ran short and limited for exchange of experiences on this topic. However the participants identified the following key points.

Morocco strongly recommended that coordination mechanisms be established at national level among government organizations but also among UN and external support agencies. Too often initiatives are not properly coordinated losing opportunities for synergy, exchange of experiences, cross fertilization and better use of scarce resources. This is the spirit in which Morocco intends to: (a) create a National Committee 21, and (b) use the launching of the Urban governance campaign to provide coherence in the multiplicity of initiatives addressing poverty-reduction, environment protection, and improvement of local governance. Morocco also intends to strengthen information functions around these issues through tools such as bulletins and national workshops. Already Morocco made a particular effort to link previous experience in urban poverty reduction projects with current LA21 initiatives. Brazil shared its experience of partnership between concern ministries and between Ministry of Environment and local authorities.

Cuba explained that identification of fragile ecosystem helps to better focus priorities and that if better taken into consideration it can lead to successful projects addressing, as well, poverty reduction. Cuba presented experiences on the creation of forestry farms in conjunction with the reforestation of river basins and fragile mountain ecosystems.

Brazil and Burkina Faso recalled the importance of national legal frameworks and national mechanisms for poverty reduction and environment protection. Burkina Faso proposed the creation of a fund to reduce industrial environmental impact together with the promotion of cleaner production technologies. Particular efforts have to be developed, to more systematically focus national legislation, to provide a facilitating

environment for poverty reduction and environment protection initiatives. Many participants proposed that international agreements and conventions on environmental protection and poverty reduction ratified by national governments should be more explicitly translated into national policies.

Cuba recalled that pro-poor social policies are indispensable and that basic needs should be guaranteed such as access to health and education as a prerequisite to poverty-reduction initiatives. Morocco underlined the importance of developing a clear monitoring and evaluation criteria and indicators to be able to accurately assess the impact of poverty-reduction and environment protection programmes.

10.3 CONCLUSIONS OF THE SESSION ON POVERTY ENVIRONMENT NEXUS

The concluding session on the Poverty - Environment Nexus was chaired by Mr. Paul Taylor, Chief, Urban Development Branch UN-HABITAT. He reiterated the role of UN-HABITAT in the realization of the MDG targets and in the campaign for good urban governance adding that both efforts contribute to the global agenda to reduce poverty.

Mr Douglas McCallum, Meeting Facilitator, synthesized the reports from the Working Groups and summarized the main outcomes. On the Fourth Day of the meeting there was a single Working Group discussion period (session 4-2), which was focused on examining and understanding the poverty-environment nexus and its implications for the EPM process. In session 4-3 each of the three Working Groups reported back to the plenary with a summary of the main points which came out of their respective discussions. Despite the relative newness of the topic, there were a variety of interesting points raised. Indeed, it was clear that the goal of the session - increasing awareness of poverty-environment inter-relationships in the EPM context - had been met.

Perhaps most important, the reports acknowledged that the EPM process - as developed in our SCP/LA21 cities - has not yet adequately incorporated poverty concerns and dimensions. Equally important, however, was the general view that the EPM process can (potentially) provide an excellent basis for effective action to reduce poverty within a sustainable development context.

Examples were given of national programmes or policies which directly conflicted with local income-generating activities (e.g. subsidized fertiliser versus local composting). This reinforced the point (also made in yesterday's Working Groups) about the need to work on national legislative and regulatory reform, to create a national (and local) framework which is more conducive to innovative initiatives for sustainable environment and poverty-reduction.

In a related point, it was observed that there is little linkage between national-level programmes (such as PRSP) and operational activities at local level; in general, these national, macro policies have little impact on local initiatives and hence much more effort should go into "localizing" PRSP and similar programmes.

The need for better information about poverty was high-lighted, and it was also emphasized that the Environmental Profile and participatory information-gathering of the EPM process could readily be adapted and expanded to include relevant "poverty-mapping" - and in a way which links it also to environmental conditions and factors.

Several local examples were given of income-generating activities for environmental improvement, suggesting that in the right circumstances it is possible to have initiatives which serve both environmental and poverty-reduction objectives.

Several mentions were made of the need for cost-effectiveness in these initiatives, and also the need for cost-benefit analysis to help understand better the relative costs and benefits of poverty-reduction actions - especially the distribution of those costs and benefits and their relative impacts on the poor.

There were very few mentions on Governance, although participatory urban governance (as practiced in the EPM process) is potentially of great importance for enabling an effectively pro-poor and environmentally sustainable approach to be developed and implemented. It will be important, it was suggested, to ensure that the linkage between governance and empowerment be made more explicit and active.

11. REFLECTIONS ON THE MEETING OUTCOME AND FUTURE ACTIVITIES



Mr. Lars Reutersward gives the UN-HABITAT closing presentation

This session provided time to reflect on the outcome of the SCP LA 21 global meeting 2003 and to assess the future direction of these two programmes. As such, UNEP and UN-HABITAT as the implementing agencies of these programmes shared their thoughts with participants as presented below.

Mr Tim Kasten (Chief, Policy Analysis, Development and Partnerships Branch, Division of Policy Development and Law) gave a closing presentation of behalf on UNEP.

“The joint UN-HABITAT/UNEP Sustainable Cities Programme has been operating as a joint programme for almost ten years. In these years many local initiatives have been supported world-wide. Over this same period, the global community has become increasingly aware that the support of programmes such as the SCP is crucial for local governments in their efforts to contribute to sustainable development. On the other hand, we, UNEP, and our partners, have also learned that we need to involve and work with cities if we want to successfully address larger environmental issues - not only local issues, but national, regional and global issues. For example, as the majority of CO² emissions are now coming from cities, cities play a crucial role in reducing greenhouse gas emissions that in turn result in the change of the global climate. Environmentally sustainable urban development is therefore crucial, not only for the residents in the world’s cities, but also for the regional and global environment in general.

The approach of the SCP, as discussed in detail during this meeting, is still as valid as it was ten years ago. The Programme has proven that its key components for success are local stakeholder involvement, close cooperation with all partners in the cities, and an issue-specific, bottom-up, approach. I think that two key additional issues have come out of this meeting. First, the need to link the urban activities to the national and global activities in new ways - for example, the link between urban development and poverty reduction strategies. Secondly, there is a need to integrate the SCP and its EPM process in other programmes and organizations, related to urban development and environment issues, for example, with regard to urban mobility.

Over the past years we have seen several important developments such as the outcomes of the World Summit on Sustainable Development, the Millennium Development Goals, and the emerging Partnerships between international organizations, governments in developed and developing countries, the private sector, and civil society. SCP is such a partnership and we believe it is important to further develop and strengthen the SCP to be a leading global partnership to promote and support urban environment issues.

The reason that I could only join you today, is that I came from Washington DC, where we discussed UNEP's involvement in some other key partnerships, such as the Cities Alliance, which UNEP has now joined, partnerships with Civil Society to increase involvement in UNEP's work (and this regard also local governments), and the Clean Fuels and Vehicles Partnership for improved urban air quality. These other partnerships, but perhaps most specifically the Cities Alliance, will not only strengthen our relationship with UN-HABITAT and others present here, but we believe we can also create greater synergies between the CA and SCP.

Capacity building, as it was found on Tuesday, is more than just training. A better word is enabling: creating the right circumstances that can result in the implementation of capacities. For example, the Handbooks and Toolkits that are prepared by the SCP can be enhanced for use by the different target groups, technical/project staff and decision makers. As such, we need a stronger focus on the implementation component of the EPM process. This includes looking at funding possibilities of the strategies and plans when they are being developed. Again this calls for cooperation with other sectors and the higher levels in our urban environment work.

Today we discussed the important issue of poverty and environment and its impact in the cities. With increasing urbanization, cities play an equally increasing role in the social and economic development of many countries - for example, in the implementation of national poverty reduction strategies and national sustainable development strategies. It is important to integrate poverty considerations into the EPM, and the other way round - in other words, -to use an ecosystem approach to reduce poverty. So in analyzing the available urban environmental resources we must see how they can contribute to poverty reduction.

Yesterday evening we had the first Steering Group meeting of the SCP, looking at strategic issues and the way forward. We agreed to develop a general steering group that will assist the SCP in providing direction and guidance. UNEP welcomes this development and will be actively participating in, and listening to, this Steering Group. UNEP will continue to be a key supporter of the SCP, and we are planning to increase our cooperation in the SCP, as requested by the Governing Councils of UNEP and UN-HABITAT. I am happy to inform you that, in November, a Staff Member will join UNEP, jointly paid for by The Netherlands Government, UN-HABITAT and UNEP, that will further strengthen UNEP's involvement in the SCP. We want to thank The Netherlands Government for providing support for this, as well as for their renewed support to UN-HABITAT and UNEP for the SCP in the new Phase II SCP support.

Ladies and gentlemen, finally, I take this opportunity to thank you all on behalf of UNEP for your participation in this meeting. Your participation and reflections are of course critical to the continuing development and evolution of the SCP. I hope as well that it has met your expectations and provided you with additional tools to accomplish your work. Thank you and good afternoon".

Mr Lars Reutersward (Director, Global Division) gave a closing presentation on behalf of UN-HABITAT.

The current global urbanization is estimated at an equivalence of building a city with a population of five hundred thousand every day, a semblance of Malmoe, a medium-size city in Sweden. But Malmoe in

Sweden is a city that has evolved over many years often guided by deliberate town planning for infrastructure development. On the contrary, urbanization in the developing countries is faster and lacking in planning and required basic services, often causing and being a result of environmental degradation in the surrounding ecosystems. In many parts of the world where urbanization is taking place at this unprecedented speed, the structures of governance and service management are not only exclusive but also exploitative. Whether this form of urbanization is sustainable or not is not a matter of conjuncture: left unattended, this can only contribute to factors of chaos, anarchy and conflicts that in many situations lead to civil strife and war-like situations.

Historically and in many civilizations, many cities have grown beyond their origins as a market, a place where goods/commodities and services are exchanged using different currencies. Some cities originated at the crossroads representing movement of people, goods and capital. In Alexandria, the city originated and has grown as a port. With the emergence of information technology as a major force of social transformation, cities are growing differently at least in the economically developed countries. The emerging challenges are in the realm of social equity and actualization, inclusiveness and sustenance of ecological footprints. Once again, whether this is sustainable or not is not a matter of conjuncture.

But we also know the city as culture, a way of life, a place/forum where expression of liveliness takes a distinct form. Presently, this culture is having a not insignificant built component, and thus most city cultures present themselves through their built form. Celebrating our building culture? Unimaginable high scale and speed together with provisionality of building technologies and materials are other factors characterizing today's city. Consequently, segregation of functions and communities is becoming a city cultural artefact as new shopping districts emerge with car-scapes as design and functional features. In less developed countries, transportation and basic services not only inadequate but also equally unsustainable.

Environmental Planning and Management (EPM) offers a bundle of approaches which seek to address the challenges above by viewing a global city and urbanization from the perspectives of ecological footprints, thus requiring reuse of resources to avoid degradation. This applies, more so, to water and energy as well as nutrition. For the implementation of these approaches, EPM supports broad-based city governance structures that enable inclusiveness in decision making. The Executive Director of UN-HABITAT has called upon partners for better implementation of EPM allowing gender mainstreaming and integration. The agency thus is seeking to contribute towards sustainable urbanization.

12. CLOSING THE MEETING



Representatives of the SCP/LA21 partners during the closing session

REGIONAL STATEMENTS

The closing session of Sustainable Cities Programme/Localizing Agenda 21 Global Meeting 2003, in Alexandria took place on 2nd October 2003 at a plenary. It was presided over by the host city, represented by General Ezzat Shaaban, Secretary General, Alexandria Governorate, Egypt as guest of honour and facilitated by Mr. Ole Lyse, SCP Coordinator and Chief of the Urban Environment Unit, UN-HABITAT.

The closing featured five speakers representing Asia, Africa/Arab States, Latin America/Europe, cities and national governments, and international support agencies/programmes.

Mr. Ismail Fahmy, Colombo, Sri Lanka, Hon. Mizengo K. P. Pinda, Deputy Minister, Tanzania, and Mr. Hector Cuervo, Instituto de Planificacion Fisica, Cuba gave brief statements summarizing meeting outcomes from their regional perspectives. They all found that the time spent being together for the four days was very valuable, particularly in exchanging experiences and urban development challenges with colleagues from all regions of the world. Having such peer opportunities was important for learning lessons, exposure, confidence building and networking. They generally concluded that capacity building was a continuous development process that must include all levels of governance and stakeholders and, as well, include documentation of good practices and policies and tool adaptation and local translation.

Tanzania and Cuba representatives specifically emphasized that it was necessary to continue these types of global meetings on the urban environment, given their important contribution to the local and national projects. They both offered to help hosting the next meeting in 2005. Cuba gave a brief video-presentation of facilities they could offer to that effect. The Mayor of Kisumu City Council, Kenya, H. W. Mr. Clarkson Otieno-Karan then, conveyed a note of thanks from representatives of cities and governments. He thanked UN-HABITAT for facilitating the conglomeration of the many diverse partners, and also thanked the Governorate of Alexandria for their great hospitality, while noting the greatness of the historic city Alexandria and its visible achievements in urban development.

Mr. Joep Bijlmer of the Netherlands Ministry of Foreign Affairs emphasized the importance of using local level momentum to catalyse national level EPM initiatives for wider impact. Such Impact includes better response to Millennium Development Goals and also contribution to the implementation of, for example, national poverty reduction strategy papers (PRSPs). He took note that many cities reported on good grassroots-lead environmental improvement demo-activities. He therefore encouraged cities to generate up-scaled projects and investment proposals saying that this was equally important. He reminded participating cities to pay attention to impacts on ecosystems, when formulating environmental strategies and action plans.

The Alexandria Governor's representative, General Ezzat Shaaban, then officially closed the meeting. The Governorate of Alexandria had been delighted to co-host the global meeting, it had been a good exposure to Egyptian participants, and inspiration for formulating the proposed new capacity development programme on environmental management for urban areas in Egypt.

Mr. Lyse ended by thanking particularly the Alexandria Governorate, and the Egyptian Government for their great support and hospitality. He further thanked the friendly and helpful "Bibliotheca" staff, who were presented with small tokens in appreciation. He paid tribute to all participants for the interesting and productive days. He said the SCP and LA21 programmes had gained new momentum, and together with the international resource institutions and support agencies, the two programmes are ready and continue to work and cooperate with all partners.

ANNEXES

A.1 KEY PRESENTATIONS

1. OPENING ADDRESS BY UN-HABITAT

By Dr. Anna K. Tibaijuka; Executive Director, UN-HABITAT

Your Excellency, Dr. Osman Mohamed Osman, Minister of Planning,
Your Excellency Mohamed Abdel Salam Al Mahgoub, Governor of Alexandria, Excellencies Governors,
Honorable Mayors, Distinguished Invitees and Participants, Ladies and Gentlemen,

On behalf of the United Nations Environment Programme (UNEP) and UN-HABITAT, and on my own behalf, it is a great pleasure for me to welcome you all to the SCP/LA21 Global Meeting 2003, which is devoted to the theme "Environmentally Sustainable Urbanization: Developing Environmental Planning and Management Capacities for Poverty Reduction".

Permit me, at the outset to express our deep appreciation to the Government of Egypt and particularly your excellency, Mohamed Abdel Salam Al Mahgoub, Governor of Alexandria, for agreeing to host this very important meeting.

In addition, I would like to express our gratitude to all our Honourable Ministers, Mayors and Governors who have graciously accepted our invitation to participate in this meeting and to contribute their experiences. I wish also to express special thanks to all participants for kindly accepting our invitation. We do indeed appreciate your being here with us today to share your thoughts and perspectives on the important topic before us. We look forward to the discussions and deliberations of such a distinguished group of policy makers, city managers, academicians, and representatives of civil society organizations and the private sector.

This year's SCP/LA21 Global Meeting contributes towards implementation of the recommendations of World Summit on Sustainable Development (WSSD) 2002, specifically the 'partnership implementation commitments' of the "Coalition for Sustainable Urbanization". It also marks the beginning of the second phase of the UN-HABITAT/UNEP Sustainable Cities Programme/LA 21.

Kindly allow me to recognize and to thank our development partners - the Netherlands Government, the Belgian Government and the Government of Japan - who have continued to provide financial support to these programmes.

Excellencies, Ladies and Gentlemen,

Cities worldwide are faced with the challenge of achieving sustainable development in the overall context of poverty reduction and urban governance. The Environmental Planning and Management (EPM) approach developed jointly by the United Nations Environment Programme and UN-HABITAT provides a well-proven model process to help cities respond to this challenge. The EPM is meant to assist cities in achieving more environmentally sustainable urbanization. EPM activities support local authorities in capacity development through a consultative and consensus building process, leading to implementation of well-balanced environmental planning and management strategies. Implementation is founded on broad-based and meaningful public participation in development planning and urban decision-making contributing to UN-HABITAT's Global Urban Governance Campaign and Campaign for Secure Tenure. I am pleased to note that nearly all of the 40+ cities that have benefited from our support are represented here today.

By strengthening programme support at the sub-regional and national levels, the SCP and LA21 partners will play an increasingly important role in achieving the Millennium Development Goals (MDG) for poverty reduction, particularly contributing to the goal of improving the lives of 100 million slum dwellers by 2020.

Excellencies, ladies and gentlemen,

"Sustainable Urbanization" is an urgent call to recognize the opportunities and the challenges of what will inevitably become a predominantly urbanized world. Our common quest, be it for global peace and social justice, biodiversity or climate protection, democracy or good governance, will depend, to a large and increasing extent, on our ability to manage the urbanization process.

The theme of this meeting contributes towards achieving the Millennium Development Goals. We are now half way through the 25-year period, from 1990 to 2015, in which we aim to eradicate absolute poverty and hunger, reduce, by half, the number of people living on less than one dollar per day, and achieve a number of other key objectives of social and economic progress for the world's poor.

At the United Nations Millennium Summit, there was a powerful consensus on the need to reduce poverty and improve social conditions in the world's poorest regions. All the member states of the world have agreed to this. The MDGs are common commitments, whose achievements demand a true and more effective partnership between rich and poor nations.

The United Nations and its agencies are framing their activities around the MDGs. They provide a target to aim at and a set of indicators whereby progress can be measured. They represent consensus and coherence. The goals themselves - reducing poverty, ensuring environmental sustainability, combating HIV/AIDS, malaria and other diseases, enhancing gender equality, reducing child mortality, and reducing the burden of disease - are closely interlinked. They demand a holistic approach by all partners in development. This meeting focuses upon the key question, what progress are we making on the ground towards meeting these goals, particularly the goal of ensuring environmental sustainability?

As the UN-Agency responsible for cities and other human settlements, the UN-focal point for Local Authorities, and the agency responsible for the Habitat Agenda and the urban dimension of Agenda 21, the UN system assigned UN-HABITAT the responsibility to assist member states monitor and gradually attain the "Cities without Slums", **Goal 7 Target 11 of the Millennium Development Goals**. One of the three targets of goal 7: "Ensure Environmentally Sustainability", which is a key focus of this meeting is: to have achieved a significant improvement in the lives of 100 million slum dwellers by the year 2020.

Goal 7 target 11 comes in response to one of the most pressing challenges of the Millennium. By dealing with the people living in the most depressed physical, social and economic conditions in the world's cities.

Your Excellencies, Ladies and Gentlemen,

The overall theme of this Global Meeting responds to the need for improving implementation of priority local environmental planning and management strategies. This agrees with and supports one of the key outcomes of the WSSD-2002, Johannesburg implementation commitment.

The specific focus - "Developing Environmental Planning and Management Capacities for Poverty Reduction" - responds to the steadily growing need to build an institutional framework, at all levels, for sustained Environmental Planning and Management support. It propagates the development and

strengthening of a mutually-reinforcing capacity-building infrastructure from the global level to the local action level - that will bring the benefits for better environmental planning and management - real and visible improvements in living conditions - to urban populations all over the world, especially the urban poor and marginalized groups.

Excellencies, ladies and gentlemen,

I am also pleased to note that UN-HABITAT has had a long standing cooperation, in this context, with our host country in particular with the Ismailia Governorate and Luxor and that we are currently negotiating with the Government of Egypt a national Capacity Building for Sustainable Local Development initiative, building on and learning from these successful experiences which we will hear more about in a session later this morning.

Excellencies, Ladies and Gentlemen,

In conclusion, let me extend my congratulations to all those who have worked so hard to put together a programme that is so focused and relevant to our global urban environmental challenges. I also want to thank the many eminent personalities who have graciously agreed to participate in the meeting.

Excellencies,

Your presence here today is a clear sign of the total dedication of our most senior political leaders to show us the way, both intellectually and spiritually, in the struggle against poverty globally.

Colleagues and Friends,

Thank you all for being here. I look forward to what I am sure will be four days of fruitful discussion.

I thank you for your kind attention.

2. OPENING ADDRESS BY UNEP

By Mr. Per Bakken, Deputy Director of the Division of Technology, Industry and Economics of the United Nations Environment Programme (UNEP)

Dear Excellencies, Ministers, Your Excellency, General Mohamed Abdel Salam AlMahgoub, Governor of Alexandria, Dr. Anna Tibaijuka, Executive Director of the United Nations Human Settlements Programme - UN-HABITAT, Honourable Governors, Honourable Mayors, Distinguished Invitees, Ladies and Gentlemen,

Firstly, please allow me to convey to you the greetings of Dr. Klaus Töpfer, the Executive Director of the United Nations Environment Programme. He believes that this meeting is of great importance, both to the work of UNEP itself and to the co-operation between UNEP and UN-HABITAT.

Secondly, I would like to thank our hosts, the Government of Egypt, and in particular, the Governor of Alexandria, present with us here today, in this wonderful city of Alexandria, and in this magnificent Library that holds so much of the prestigious history of this city and Egypt.

Ladies and Gentlemen,

The first urban centres were established in ancient Mesopotamia, ancient China, and in ancient Egypt. The cities along the Nile are among the first urban centres that have the features of what are now our modern cities. One of these cities is Alexandria, founded by Alexander the Great twenty-three hundred years ago.

Today, more than half of the world's population is living in cities. By 2025, this will be two-thirds. Urbanization rates are particularly high in developing countries. However, especially in the least developed countries, this urban growth is not accompanied by the economic growth that characterized the urbanization in the developed countries over the last century. Cities are becoming bigger, more polluted and poorer. This is what we are here to discuss in Alexandria.

Ladies and Gentlemen:

Today, 750 million people in developing countries lack access to basic services, such as water supply and sanitation facilities. It is estimated that 2.4 million children die each year due to water related diseases. Reports from the World Health Organisation show that more than 1.5 billion people world-wide are exposed to high levels of air pollution, and one million deaths per year are attributed to air pollution.

If we look at the whole picture however, we cannot overlook the fact that, side by side, with an increasing poverty emergency, cities are also a place of massive consumption. They are, and have always been, places where supply and demand come together, and where wealth and development are created. But the conditions of those who are out of this equation, those who live in places where economic opportunities are not so freely available, have never been so dramatic.

If we look at any city centre in the world - increasingly showing the same brands on billboards and in shop windows - we see examples of consumption, side by side with increasing poverty: a characteristic particularly present in developing countries, where the contrasts and the poverty emergency are extreme.

These contrasts are also associated with the fact that, increasingly, in modern cities, most environmental

and social damaging impacts of urban living are not directly visible. Aside from air pollution, waste and noise, the damage happens far away from the view of most urban consumers. Raw material extraction, food production and food processing, transport and all other phases of the supply chain of products and services, are mostly located in the countryside, and far out of view of the wealthy city consumer. The impact of cities is felt on the national, regional and global levels, and it is with satisfaction that we acknowledge how cities have gained increasing profile in the international and national debates, as full title actors in the resolution of global problems.

Separating the act of consumption from its impacts is indeed a characteristic of modern cities. But the localized problems of waste, air and water quality exist, and fall on the urban poor. Slums, waste landfills, lack of infrastructures, poor water distribution and sanitation, are all environmental problems in cities that affect the poor. Especially in developing countries, those who cannot run away from the consequences of human activities on the environment, have to live in inhumane conditions. We cannot, therefore, look at urban poverty without linking it with the lifestyles of better off people. We cannot look at consumption and production related to cities, without linking it to poverty.

And indeed, the interlinkages of urban environmental and social problems are increasingly recognized: waste issues, consumption and production, poverty, infrastructures, environmental problems, and social and cultural issues, are facets of a same problem: a lack of adequate sustainable management, and planning of growing urban centres.

Ladies and Gentlemen,

UNEP and UN-HABITAT are working jointly to support cities and their partners to address these issues. The joint UN-HABITAT and UNEP Sustainable Cities Programme is the flagship cooperation activity of our two organisations in this area. It has provided many cities, world-wide, with the support and tools they need to address urgent urban environment issues.

You will hear about Sustainable Cities Programme during the following days. But I would like to stress that we have learned a lot from it, and wish to express my appreciation to the Sustainable Cities Programme and the Local Agenda 21 programme on the progress they have made, and the support they have been able to provide over the past years.

UNEP has also worked to facilitate this multi-stakeholders approach, by developing a kit on urban Environmental Management Systems, targeted towards local authorities. Environmental Management Systems, applied to local authorities, provide a systematic approach to develop policies, practices and procedures that are able to respond to the social, economic, and environmental challenges ahead.

UNEP is very pleased with the special topic of this meeting: environment and poverty reduction. Our poverty-environment efforts in cities must be linked with other topics high on local agendas, such as local governance and public participation. But also to a sustainable economic development, which is a right for all.

I am thinking particularly of the work UNEP is carrying out in the design and implementation of the World Summit on Sustainable Development (WSSD)'s Plan of Implementation for a 10-year framework of programmes on sustainable consumption and production. The text of the WSSD Plan of Implementation explicitly requests this work to be carried out in close co-operation with local partners. This is precisely what UNEP is doing, with a series of regional consultations for the drafting of a locally focussed approach to sustainable consumption and production. And, I am very pleased to say, with an increased cooperation with UN-HABITAT.

Your Excellencies, ladies and gentlemen:

The time has come to develop a new mindset. We have to recognize that sustainable production, economic development and sustainable consumption, are not luxury goods. They are a right for all, especially the poor: clean water consumption, waste reduction, working in safe and clean production facilities, is a right for all citizens, both in wealthy and less well off societies.

The approach of UNEP is to focus on human activities as they relate to the urban environment. We advocate a function-based approach as a strategy for sustainable development, one that aims at stimulating economic development, by sustainable use of local resources, and by minimizing the material and energy throughput. It can be applied from local to national level, and it is designed to offer effective alternatives for poverty alleviation at the local level.

Ladies and Gentlemen,

UNEP and UN-HABITAT will continue to support cities, in developing countries, in their efforts to provide decent living and working conditions, to all their citizens. The present key partners in UNEP's urban activities are the governments of The Netherlands, Norway, Japan and the United States, and I wish to thank them for their support. Having said that, I also wish to extend my thanks to the governments, local authorities, and civil society, for their continued commitment and input in the implementation of projects. UNEP and UN-HABITAT are looking into ways to increase their cooperation in the Sustainable Cities Programme, and in the implementation of the WSSD's 10-year framework of programmes. I am sure that, in the near future, we will see a further strengthening of urban environment activities of our two organizations.

I thank you for your attention and wish you a good and productive meeting.


3. THE URBAN ENVIRONMENT STRATEGY OF UN-HABITAT/UNEP IN THE CONTEXT OF POVERTY REDUCTION AND MILLENNIUM DEVELOPMENT GOALS.

By Mr Ole Lyse, Chief Urban Environment Section, UN-HABITAT and Coordinator, Sustainable Cities Programme - UN-HABITAT/UNEP

The SCP/LA21 Purpose...

- Sharing government-development information and expertise
- Understanding and accepting environment-development interaction
- Building environmental planning and management capacities
- Promoting system-wide decision-making
- Stakeholder based development prioritisation, strategy and action planning
- Managing environmental resources and risks for achieving sustainable development

Sustainable Cities Programme (SCP)



Localising Agenda 21 Programme

- Leveraging resources for lasting change
- Building inter-agency partnerships, facilitating global exchange of experiences and know-how



City-Level typical interest/concern

- issue-specific crisis/ **public health concern**;
- infrastructural improvements/**services delivery**;
- area/ or topic specific environmental concern/**disaster prevention**;
- uncontrolled growth /**un-serviced settlements**;
- city-wide planning concern;
- development coordination/**better management**;
- participatory/**community involvement/engagement**;
- rebuild government/ civil society cooperation and trust/**political will and transparency**;
- promote growth/investments/ **city development vision**

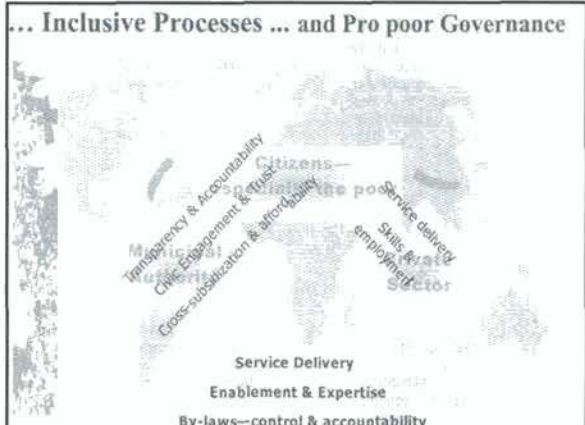
Key EPM Principles

- cross-sectoral/institutional and systemwide coordination
- broad-based public/private/popular participation
- priority problem-solving implementation focus
- build city capacities and partnerships
- use demonstration projects and upscale
- attitudinal changes through joint actions - interventions,
- rely on bottom-up/demand led actions
- feed back for national-level policy changes
- central focus on development/environment interactions
- mainstream environmental issues in urban planning

... Inclusive Processes ... and Pro poor Governance

<p>Needs and Concerns:</p> <ul style="list-style-type: none"> • basic services & shelter • income generation • safety 	<p>Contributions:</p> <ul style="list-style-type: none"> • information • prioritization • community-based organizations • skills
<p>Citizens— especially the poor</p>	
<p>Municipal Authority</p> <p>Concerns:</p> <ul style="list-style-type: none"> • service delivery • expertise • control & accountability 	<p>Private Sector</p> <p>Concerns:</p> <ul style="list-style-type: none"> • cost effectiveness • cost recovery & profitability • promotion of local business

... Inclusive Processes ... and Pro poor Governance



Citizens— especially the poor

Municipal Authority

Private Sector

Service Delivery

Enablement & Expertise

By-laws—control & accountability

Other elements: Transparency & Accountability, Citizens— especially the poor, Service delivery, Skills & Expertise, Cross-subsidization & affordability, Municipal Authority, Cross-subsidization & affordability.

Urban Governance Campaign

- Cities are facing increasing poverty and limited local government capacities
- New approach to "good governance": Local authorities as enablers & emphasis on partnership for service delivery
- Campaign goal: improved quality of life, especially for the poor and marginalised, through good urban governance
- Campaign theme: the INCLUSIVE CITY
- Strategies: Normative Debate, Advocacy, Capacity Building, Knowledge Management
- Participatory Urban Decision Making Toolkit one example of the tools to help local authorities towards good governance

Bottom-up SCP operations

Global core support

- compile lessons of experience and develop re-usable tools

Regional networking and sustained support

- share information and lessons learned
- anchor EPM with institutions
- pool expertise and other technical resources

National follow-up and replications

- respond nationally to issues identified locally
- national local authority cap dev and support
- replicate operational lessons in other urban centres

City level city demonstrations

- help municipalities and their partners identify priority issues
- involve stakeholders, agree on strategies and action plans
- implement priority projects and institutionalize the process

Replication and up-scaling

Identifying and designing demonstration projects

- feasible
- limited finance and technical inputs
- defined (small) area
- priority issue with wider significance
- no need for complex and lengthy study
- able to secure stakeholders support
- has potential for testing replicable approaches

Implementation of demonstration projects

- Financial
- Organisational
- Institutional
- Economic
- Technology

Capturing and sharing experiences

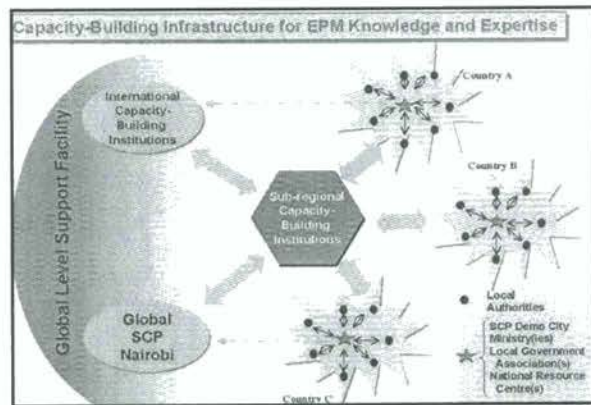
- Evaluating and synthesising lessons of experience

Strategies for replication and up-scaling

- Prioritisation
- Resources
- Implementation capacity for coordination, monitoring, further learning and building

Structural elements of rules and principles learned from demonstration and up-scaled progress

Replication: Project → Projects
Up-scaling: Project → Programme



EPM CAPACITY DEVELOPMENT COMPONENT - RELATIONSHIPS AND INTERACTIONS

Focus	Global Knowledge Management	Global Reg ToT, Anchoring & Networking for Cap Dev	EPM Cap-Build and Up-scaling Locally	EPM Knowl Mgmt, ToT and Replics Nationally
Objectives & Outputs, Activities	<ul style="list-style-type: none"> • Knowledge mgmt • Generic Tools • Capacity Dev • Institutions • Documentation • Case studies • Synthesized Good Practices • Global sharing 	<ul style="list-style-type: none"> • Synthesizing EPM lessons and exper. • ToT w/ Reg leaders • Curricula devmt • Dissemination (Web) • Monitoring 	<ul style="list-style-type: none"> • Pre-Testing • Prioritizing Strategy appt • W/ ToT • Action Plans • Implementation • Lessons learnt • Replicate/Scale up 	<ul style="list-style-type: none"> • Strengthen EPM support to LAs • Strengthening Insights • Tools adaptation • Nat. ToT mechanisms and institutions • Involving ALAs in replication/mgmt
Actors & Partners	<ul style="list-style-type: none"> • Researching institutions • Int'l Orgs • Professionals • Int'l Firms • Academia • ENAR/ESF 	<ul style="list-style-type: none"> • City Leaders • Research/training institutions • Thematic Expertise • Topical Research • Int'l Private Sector • ENAR 	<ul style="list-style-type: none"> • Local stakeholders • Municipalities • Sector Experts • Support Instit. • Private Sector • CBOs/NGOs • P/ESAs 	<ul style="list-style-type: none"> • NPAC • Municipalities • ALAs • Logistics • Min/Local Govt • Other Dept • Cap Dev Instit • Thematic Experts • Funding Agencies

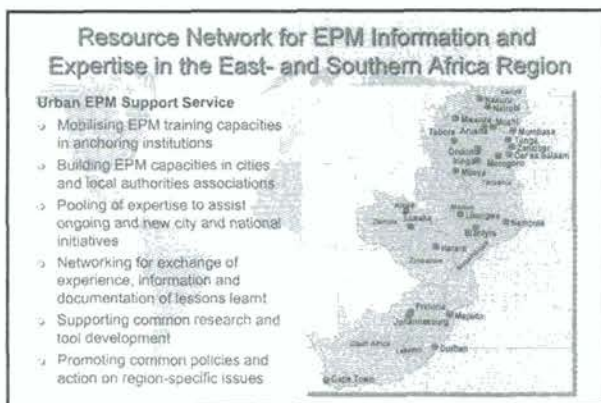
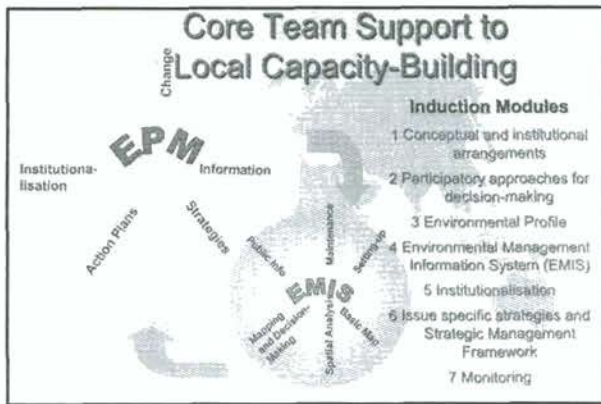
SCP Cap. Dev. & management tools - making use of City experiences

Source- and Handbooks

- SCP/EPM Process - EP, CC, Working Groups, strategy/action planning, institutionalisation
- EPM Sourcebook
- digital mapping and GIS
- air quality/transport management
- gender sourcebook
- local EPM indicators (tool)
- SCP Training materials
- Programme Publications

Anchoring Cap. Dev. and Services

- ToT and EPM anchoring with national and sub-regional institutions
- sharing workshops (thematic/sub-regional)
- global meetings of SCP cities
- WWW-site and "E-forum"
- video documentaries
- "Sustainable City News"
- World Urban Forum



4. PROPOSITION PAPER ON CAPACITY BUILDING

An Executive Summary of the Capacity Building Strategy for Sustainable Cities Programme By: Paul Schuttenbelt, Institute of Housing Studies (IHS)

Capacity building is taken to mean efforts to strengthen and improve the abilities of staff and organizations, to be able to perform in a more effective and sustainable manner. The scope of this capacity building strategy is restricted SCP related activities only. However, it is strongly advised to take into account the existing strategy and modules that are always available in every country. Aspects of policy, legislation and financial management (the so-called implementation instruments) should be covered as well. This should, however, be done under a national capacity building policy for Local Authorities, which means that coordination among the different training or capacity building providers is a necessity.

Capacity Building for SCP activities should first and foremost be practical. The impact of classroom training, as a stand-alone exercise, does not seem to be very useful. Therefore, training sessions, workshops, seminars and study tours should be linked with practical (follow-up) assignments at the workplace and should be related to the overall EPM process in the respective countries. The training sessions, as such, should be participatory, stimulating interaction between the participants and if possible provide case studies.

The strategy's target group is all municipal or local government officials, councillors and decision-makers, but also, members of the provincial and national government. If possible, even members of parliament. The second level target group will be members of the private sector and community groups (especially in case of technical training such as, for example, waste management or composting). It is important to realize what target group is participating in a certain course in order to avoid knowledge gaps between the participants. Due to the fact that people often change jobs quickly it is important to repeat the different courses regularly.

The Sustainable Cities Programme, as such, is already a Capacity Building Program and the program should, therefore, not be separated from the training activities. Capacity Building should be well structured and relate to the various stages in the process.

The emphasis of training and capacity-building efforts is mainly at the local level. Most countries have identified (or are in the process of doing so) national institutes that they prefer to work with. National anchoring institutes are often important partners in capacity building. These partners have been assisting the local authorities and CBO's to implement the EMP agenda at local level or in more traditional classroom training, workshops and seminars.

The problem seems to be that there is no structured approach for capacity building from the start of the SCP programme, which is strange for a merely capacity building programme. Capacity building should be immediately interlinked with the different EPM phases. People should be trained at the start, a capacity building plan should be drafted and a Training Needs Assessment (TNA) should be developed (may already be part of the profile). Too often cities develop training packages while implementing the EPM process, sometimes even as an afterthought.

It is, therefore, suggested to start with an International (Regional) Training of Trainers for the more experienced local SCP staff. This is meant to refresh their knowledge, learn from other experience and update/introduce new participatory training techniques. The resource people trained in this International ToT will be organizing a National ToT for Resource People followed by a ToT+ for Municipal Coordinators. This should result in a big pool of knowledgeable EPM/SCP people who can be used for follow training at local level.

These resource people will start with several EPM introduction training sessions for Councillors, Decision Makers, Politicians, Parliamentarians and Local officers meant to make people aware of the EPM process.

Then each Municipal or Urban Council will develop a tailor made EPM capacity building programme that will enable them to implement the SCP process in their council. Depending on the stage the council is in, they will undergo training in the preparation of the city profile, city consultation, working groups and action (+strategy) planning. The programme can last varying from 1 to 3 years and be a combination of classroom training, "real live assignments" and on the job follow-up training and advice.

After this introduction training and while the EPM training is underway people who are involved in the SCP cities will undergo the more technical training that will improve the persons skills in day to day working activities (issues like communication, IT, project management, motivation, waste management etc. Identification of weaknesses at municipal level could be done through a municipal TNA or SWOT analysis.

General recommendations to improve Capacity building are listed in bullets in paragraph 4.1. These serve as an entry point for further discussion.

UN-HABITAT's role in the SCP process is considered to be very important especially in Networking, accreditation and institutional strengthening. UN-HABITAT should be the coordinating organization in urban development among international agencies, and networking for sharing lessons learnt with other SCP countries, organizing study tours, forums/international workshop for the purpose of networking between training institutes, as well as strengthening political support.

Courses will become more attractive if the UN-HABITAT label is attached to it. National Anchoring institutes need support in hard and software and serious efforts should be undertaken in this regard. Initiatives like the Capacity Building for Decentralization in Ghana Project, the THRUD Project in Egypt or the PEGUP project in Peru, where long-term support to local training institutes took place could be very useful.

5. PROPOSITION PAPER ON SUSTAINABLE URBAN MOBILITY (SUM)

Selected Slides from the presentation by Mr Jan Koster and Mr. Marius de Langen, International Institute for Infrastructure Hydraulic and Environmental Engineering (IHE).

SUSTAINABLE URBAN MOBILITY

- A well-functioning city is not possible without adequate mobility and accessibility, i.e. transport
- Urban transport is a dangerous friend
It can become a threat to sustainable development, costing too much money, causing too high environmental losses
- How to keep transport under control, i.e. sustainable?
What is sustainable depends on the resources of a city:
how much money is available,
how vulnerable is its environment?

COST OF URBAN TRAVEL

COST CATEGORIES	PRICED	NON-PRICED
DIRECT	e.g. bus fare vehicle operating cost road construction	e.g. travel time accident cost air pollution noise
INDIRECT	e.g. increased land value	e.g. congestion

DEVELOPING CITIES REQUIRE LOW-COST MOBILITY

- Mobility and accessibility are required for economic and social well-being, for a healthy growth of the city
- City income is low,
Household income of inhabitants is low
- Low-cost mobility is needed:
low direct-, indirect-, priced- and non-priced costs
sustainability requires low total costs

TOP-4 INTERVENTIONS

- Bus bays, combined with raised zebra crossings along all bus routes (2-3 per km)
- Construction of missing NMT network links
- Construction of paved and drained NMT (pedestrian and bicycle) access tracks/roads in unplanned areas
- Shoulder / carriageway separation. Intersection corners first, dangerous road sections next

**SUSTAINABLE URBAN MOBILITY ?
Direction to take:**

- PROFESSIONALISATION
- DISSEMINATION
- DEMONSTRATION
- INTEGRATION with actions on good governance, safety, health, slum upgrading, job creation, trees
- LIMITATION to clear straight forward menu's (will, determination, staying power)
- INCLUSION in mainstream urban policies
- And before all: DO THINGS IN PRACTICE in the streets, that everyone sees and experiences

Why SUM demo-component in SCP?

- Enrich well-established EPM with doing things 'on the ground' in a very visible problem area
- SCP network offers ideal platform for dissemination, capacity building, replication

Aims of SUM demo-component

- Low-cost mobility demonstration projects in SCP cities
- Dissemination of knowledge and experiences within SCP
- Create SCP-SUM expert network
- Initiate replications and policy debates
- Build capacity in demo-cities and anchor institutions (national, regional)

Demo-project formula

- Establish commitment (political, material)
- Identify demo-interventions ('try-outs') from two established menu's through EPM
- Implement demo-interventions
- Formulate, plan and design large-scale intervention packages

General criteria for demo-cities

- Political interest in/commitment to sustainable urban development
- Significant investment in infrastructure that allows integration with SUM interventions
- Willingness to come to such integration

SUM capacity building

- Formal and hands-on training
- SUM capacity building in national and regional anchor institutions

Dissemination/networking

- Internet-based: www.scp-mobility.org
- Operational mid-October
- Knowledge base
- Dissemination demo-city experiences
- Platform for exchange, discussions amongs expert network members
- Collaborative workspace for network members

Activities 2003/2004

- Establishment www.scp-mobility.org
- Fast-track demo-project (Kenya)
- Dissemination lessons and experiences
- Training for policy-makers and engineers
- Initiate selection subsequent demo cities
- SUM capacity building Eastern Africa anchor institution(s)

6. PROPOSITION PAPER ON BASIC URBAN SERVICES (BUS)

By Mr. Bob Blankwaardt, the International Water and Sanitation Centre (IRC)

The Basic Urban Services (BUS) initiative: Main objectives, activities and basic approaches

The Sustainable Cities Programme (SCP) and the Local Agenda 21 Programme (LA21) intend to improve specific assistance on water and sanitation to its municipal partners through the decentralization of efforts at regional and national levels. Over a period of five years, IRC will lead the Basic Urban Services (BUS) initiative to strengthen the abilities of local governments and their partners. Through BUS, these partners should be enabled to develop effective public/private partnerships to improve the provision of basic urban services to the poor. With a focus on poverty reduction, IRC will provide technical advice for the implementation of demonstration projects in six SCP partner cities. The demonstration projects will be followed by a scaling-up process with capacity building, advocacy, improved leveraging of resources and gender responsiveness as main elements of action.

Through alternative approaches such as the Household Centred Environmental Sanitation, BUS will promote integrated processes that enhance ownership, control and management of facilities by the served population. The efforts will also concentrate on supporting income-generating activities in the sector complemented with the identification and lobbying for necessary local or national policy changes.

A combination of training tools and capacity building activities will be shared with the participating municipalities to enhance their capabilities to build partnerships for improved urban services delivery. Similarly, the active networking expected between the national anchoring organizations will support the dissemination of local experiences at regional level. In order to ensure the sustainability of the experience at the local level, the strategies described below will be followed.

Regional Anchoring Strategy

Regional anchoring strategies will ensure the connection between the local and global levels of SCP activities. Representative regional and national capacity building organizations will receive support to strengthen their role as information clearing houses, to develop BUS-focused training activities and programmes, and to facilitate advocacy efforts. An anchoring organization may play a leading role on some aspects of the planning and management of BUS. However, other local organizations may also have complementary capacities and expertise that should be incorporated, at some stage, in the initiative. For SCP and LA21 partner cities that have identified basic services as key priorities, anchoring is promoted as a strategy to ensure sustainability and continuity.

The implementation of the BUS initiative could help enhance the anchoring organization's own capacities and strengthen its institutional development at various levels. The outcomes of the demonstration projects and replication initiatives could enhance changes in local or national legislative frameworks and call for increased support from other major programmes and initiatives. In the long-term, this could result in increased benefits for the most vulnerable target population. A stronger recognition of the work and influence of the anchoring organization, in the water and sanitation sectors, may also be a resulting effect.

An anchoring organization could secure BUS specific activities and methodologies developed through the initiative. For that purpose, the anchoring organization should be capable of providing the necessary institutional commitment and administrative assistance. The selection and appointment of at least six regional or national anchoring organizations will consider the following:

- Institutional flexibility and openness to work with other local organizations that have complementary capacities to the anchoring organization.
- Capacities for financial leveraging and resource identification to ensure financial sustainability.
- Proven expertise and recognition of its work in the water and sanitation sector at least at national level.
- Institutional mandate and sustainable development plan consistent with BUS proposed principles.

Additionally, regarding the specific capacities and expertise of the organization, criteria covering the anchoring organization's capacity building approaches, its information exchange, knowledge management, networking and partnership building will be used. Equally relevant, the methodologies used for participatory planning and implementation, its advocacy and policy-making interventions and its organizational structure will be considered for the selection.

On the other hand, the anchoring organizations may need to develop or strengthen certain understanding and skills to fulfil their tasks as planned in the BUS initiative. For that reason, and if necessary, IRC is prepared to facilitate certain capacity building and institutional strengthening support in the following areas:

- Information management and brokerage including improved information collection, documentation, case studies development and BUS applied research.
- Project management and methodologies including action plans development, BUS up-scaling proposals development, process monitoring, participatory consultations and capacity building for BUS and gender responsiveness in BUS.
- Contents of water and environmental sanitation approaches including application of participatory methodologies, appropriate technology options, monitoring approaches and building up of public private partnerships in the sector.
- Advocacy including improved contacts with global partners and dissemination of IRC advocacy experiences at national and international levels.

Information and documentation strategy

From the beginning of the BUS initiative, a comprehensive documentation and information sharing strategy will accompany the process. This will ensure the production of appropriate capacity building tools, the adequate documentation of the lessons learned, a regular exchange of ideas and the promotion of alternative channels of information exchange.

Through the implementation of the demonstration projects, BUS expects to generate increased support by other major national and international programmes to complement the initial local mobilization of resources. Likewise, this process may generate enough interest and support from local partners to get organized and advocate for the improvement of existing policies and legal frameworks. In the medium term, it is foreseen that these advocacy efforts could be translated into specific strategies and plans.

To fulfil these ambitious goals BUS requires a solid information sharing and documentation strategy.

This strategy should be able to capture all the lessons and experiences learned during the BUS initiative. It should also signal potential factors of success and failure, identified from previous experiences, and to promote the strategic use and versioning of this knowledge by key partners according to their specific contexts and needs.

Local partners are of special interest to the BUS initiative. The initiative recognizes that each partner has specific information needs and demands that suit its implementing capacities better. For that reason, one of BUS initial priority activities will be to survey the information needs and capacities¹ of the stakeholders involved in the demonstration projects. Consequently, the way information generated by BUS will be repackaged and further distributed will depend on the level of accessibility and management of different communication media that each stakeholder has. To get relevant information across to this variety of actors, BUS emphasizes the consideration of accessibility, readability, content and most adequate format.

The development of strategic partnerships at local level will enhance the use of specific capacities and access to information by the different partners involved. For instance, local officials, managers, researchers and academicians will have information needs that may be answered by the anchoring organization appropriately. However, when trying to reach the CBOs that represent the ultimate beneficiaries of the actions, perhaps a suitable intermediary partner must be used. Proposing, assessing and finding creative solutions to the diverse information needs and demands generated will be a challenge, regularly, faced by the initiative.

Electronic means such as a webpage, CD-rom, e-conferences, e-learning, community telecentres as well as hard copy documents, presentations, seminars and other traditional means of information sharing will be combined and used according to the capacities, needs and demands of the stakeholders.

The Sourcebook

One of the main products of the documentation strategy is the Sourcebook on "Partnerships for the provision and management of basic urban services". The sourcebook will be produced using the documented information generated from the demonstration projects and additional information from other SCP and LA21 partners active with BUS related activities. The sourcebook is designed as a tool to share the experience beyond the boundaries of the demonstration projects. It is expected to raise awareness and discussion on new strategies to solve BUS related concerns of towns and cities with emphasis on partnerships, income generation and public private involvement. The sourcebook could document among others key elements, methodologies, tools, approaches and areas of advocacy for improved BUS provision, BUS related PPPs and poverty reduction. As important, gender mainstreaming in BUS planning and implementation, anchoring as a strategy for BUS sustainability and replication as a strategy to promote policy change will be considered.

The handbook

The second main product of this strategy is the handbook. The handbook is a technical tool which synthesizes the approaches and methodologies proposed by IRC for the demonstration projects. This document will provide the municipality officials in charge of implementing the demonstration projects, with an interesting range of key concepts, basic approaches and examples that could improve their interventions on BUS qualitatively. The document will cover among others: mobilization of political support, stakeholder participation, issues prioritization, consensus building, development of action plan, technological options, gender mainstreaming, support for implementation and monitoring. The handbook will be distributed to selected SCP partner cities to share the knowledge, check its suitability and determine further changes and improvements. In the long-term, it is expected that the handbook could be versioned by the anchoring organizations to suit best the local context and most felt needs.

The demonstration projects

Cities implementing demonstration projects would have to fulfil certain criteria to ensure the minimum set of conditions required for the execution of the experience. Municipalities as a key stakeholder in the BUS initiative must fulfil very specific criteria determined at political, institutional and operational levels. The criteria proposed ranges from political will and commitment to the process to existing modalities of cooperation with other partners, availability of socio-economic information and information sharing capacities among others. The context outside the municipality is also important and some key criteria regarding other stakeholders must be fulfilled before the demonstration projects can start.

During the first year of implementation, two fast track projects will start. Four other demonstration projects will follow during the remaining duration of the initiative. The geographical coverage of the demonstration projects prioritises Africa, Asia and Latin America.

The actual execution of the demonstration projects could cover initiatives related to water supply, storm water drainage, wastewater collection and treatment, human excreta disposal and solid waste management. The initiative can provide technical advice, facilitate capacity building and learning processes on a limited scale. Direct support for actual implementation is very restricted. For this reason, BUS will pay special attention to engage already existing grassroots initiatives and to build cooperation agreements with active national or international programmes on any of these areas.

The up-scaling process

The idea behind the demonstration projects is that they will generate enough interest and support in the approaches proposed as to enable the start of an up-scaling process. The up-scaling process will consider innovative partnerships development and should be integrated within existing poverty alleviation or social development programmes. The anchoring organizations will play a key role developing the capacities of professional teams that could lead the up-scaling process in other cities of the country. It is expected that through the capacity building activities of the anchoring organizations, the knowledge generated by the experience can be institutionalized in regular training courses and capacity building activities.

The financial support from national and international programmes is fundamental for the success of the replication process. The coordinated work that can be achieved in the replication process could also help avoid the duplication of efforts at the local level. In the long-term, this level of coordination and cooperation is expected to translate in successful policy and regulations changes that would make sustainable access to basic services, by the poor, a reality.


Main risks and assumptions

BUS is an ambitious initiative that promotes the active participation and building of partnerships of a diverse group of stakeholders that do not necessarily work together or coordinate actions on a regular basis. Besides, the approaches and methodologies proposed require longer implementation periods than traditional solutions and a different set of abilities that are not acquired in a couple of training sessions. Another important assumption refers to the stability of the political environment in the demonstration cities that will allow a continuous political support and regular leadership from the municipality during the implementation of the demonstration projects and afterwards during the up-scaling process.

The main risk faced is that the necessary financial support to go ahead with the up-scaling process does not materialize with the consequent loss of drive generated during the first months of the initiative and the logical unfulfilled expectations that this initiative could generate at grassroots level.

7. UNEP POVERTY ENVIRONMENT CONCEPT

Selected Slides from the presentation By Mr Thierry de Oliveira, Programme Officer, UNEP

<h3>Urban Populations & Links With Ecosystems</h3> <p>Three forms of relationships between urban populations and ecosystems:</p> <ul style="list-style-type: none"> ➤ Within urban areas ➤ Adjoining ecosystems ➤ Distant ecosystems <p>Focus in this presentation is on the first two links as these have a direct impact on localized poverty and ecosystems.</p>	<h3>Ecosystem Services Within Urban Areas and in Adjoining Ecosystems</h3> <ul style="list-style-type: none"> Quality of air: cleansing and filtration of air – A Regulating function Quality and availability of water: catchments and filtration of water – A Regulating function Waste processing and recycling systems – A Regulating function Food – A Provisioning function Aesthetic values – An Enriching function 
<h3>Urban Ecosystems & Ecosystem Services- An Example</h3> <p>New York and its watershed experiment: The problem: Deteriorating water quality caused by loss of the watershed that was providing natural filtration facilities</p> <p>The solution: Two options</p> <ul style="list-style-type: none"> • To build a artificial water filtration plant for as much as \$6-\$8 billion plus yearly maintenance expenses of \$300-\$500 million • Protect the Catskill/Delaware watershed for about \$1.5 billion <p>New York chose the second option and it entailed:</p> <ul style="list-style-type: none"> • Legislature to help protect the forests and land • Work with the residents to create an environment of mutual benefit. Not exclusion but inclusion. 80% of the forests were owned by private residents. <p>Point: A regulating service of the ecosystem (filtration of water) was found to be more economically efficient than a modern technological Substitute.</p>	<h3>Urban Ecosystems, Human Wellbeing and Poverty</h3> <ul style="list-style-type: none"> ➤ Health <ul style="list-style-type: none"> ➢ Respiratory diseases related to bad air ➢ Water borne diseases caused by contaminated water ➢ Bad health caused by malnourishment and lack of shelter ➢ Low physiological condition caused by deteriorating surrounding ecosystems ➤ Adequate Nourishment <ul style="list-style-type: none"> ➢ Urban and peri-urban agriculture ➤ Security <ul style="list-style-type: none"> ➢ Habitats near polluted sites, garbage disposals, contaminated rivers and/or ecologically hazardous sites ➢ Healthy body and mind ➤ Income Generation <ul style="list-style-type: none"> ➢ Urban and peri-urban agriculture
<h3>People and Ecosystem Services</h3> <p>The degree of dependency between people and the four constituents and determinants of wellbeing and ecosystem services varies across:</p> <ul style="list-style-type: none"> ✓ Income groups – the "non poor" can find substitutes for many of the services while the poor will need to depend on ecosystems directly ✓ Culture – the enriching attributes of ecosystems are valued more highly by some cultures <i>vis-à-vis others</i> ✓ Geographical locations – a urban settlement in a dryland ecosystem will have very different demands on ecosystem services than a urban area in a tropical ecosystem 	<h3>Integrating Urban poverty in Poverty Reduction Strategies: Proposed Methodologies for integration and decision-making and Planning.</h3> <ul style="list-style-type: none"> ✓ Strategic planning at the municipal, and community level processes, should, throughout the different stages of planning (i.e; Identification of the problem, formulation of the objectives, development of strategies and definition of the action plan) take into account poverty and pro-poor policies considerations. ✓ To achieve the above, certain necessary preconditions/enabling conditions will be needed (definition of shared goals through participatory process of all stakeholders, temporality and trade-offs issues will have to be taken into account, including short vs medium-term plan, and finally resource mobilisation). ✓ Incorporation of poverty issues and identification of priorities will be done through among other things urban poverty matrix.

Urban Ecosystems and Poverty Reduction

Challenges

- ✓ Move away from a "one size fits all" strategy or approach toward a more complex and adaptive ecosystem management strategy that embraces, understands and respects the heterogeneity of urban and adjoining ecosystem as well as its interaction with the variety of human beings that live in these ecosystems.
- ✓ Management strategies must be designed that respect the different degrees, and types of use, of ecosystem services to ensure that no stakeholder groups are marginalized in the process. Recognizing that different stakeholders use ecosystem services in different ways and have different degrees of dependency on these services is critical. Some may have clear substitutes while others have more limited options.

Urban Ecosystems and Poverty Reduction Continued

Challenges Continued

- ✓ Build trust between poor communities and urban authorities in order to resolve ecosystem related issues in a fair and equitable manner.
- ✓ To ensure policy coherence among the various administrative units responsible for urban management as well as ecosystem management. For example, this may require town municipalities working together with the forest department in order to ensure watersheds are protected.
- ✓ To accommodate and facilitate financial support when needed.

Urban Poverty: Some Basic Facts

✓ *Environmental problems are a significant cause of poverty, and affect for the most part the poor.*

✓ *Cities do contribute the most to global environmental degradation.*

✓ *Environmental conditions and access to ecosystems services are critical for the ability of poor people to sustain their lives, increase their wellbeing, and provide income-generating activities.*

Integrating Urban poverty in Poverty Reduction Strategies

✓ Despite the overwhelming evidence that urban processes generate the greatest threats to environmental sustainability and by derivation increase poverty, Environmental Planning & Management approach (EPM) has not explicitly captured the poverty dimension.

✓ Similarly, development and poverty frameworks have not expressly address the linkages between poverty and ecosystems (cities have always been dependent on essential supplies of water, firewood, timber and food.)

✓ The lack of integration and pro-poor urban policies needs to be addressed both at the municipal and at the national level.

Integrating Urban poverty in Poverty Reduction Strategies: Proposed Methodologies for integration and decision-making and Planning.

✓ Strategic planning at the municipal, and community level processes, should, throughout the different stages of planning (I.e; Identification of the problem, formulation of the objectives, development of strategies and definition of the action plan) take into account poverty and pro-poor policies considerations.

✓ To achieve the above, certain necessary preconditions/enabling conditions will be needed (definition of shared goals through participatory process of all stakeholders, temporality and trade-offs issues will have to be taken into account, including short vs medium-term plan, and finally resource mobilisation).

✓ Incorporation of poverty issues and identification of priorities will be done through among other things urban poverty matrix.

Integrating Urban poverty in Poverty Reduction Strategies: Proposed Methodologies for integration and decision-making and Planning. (cont'd)

✓ The next step will be to possibly run urban audit method (as used in projects such as Senegal and Burkina Faso) as diagnosis tool for the municipalities/neighborhoods their needs.

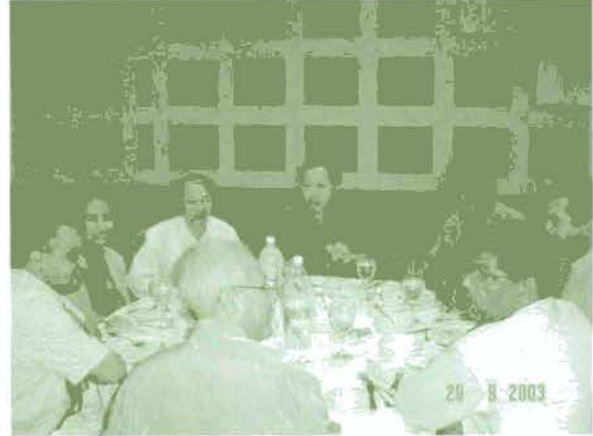
✓ Capital expenditures through financial audit will help decide on the level of commitment needed, the sources of revenues, and the priority investment program.

✓ Once the above has been established, the last step will be budgetary reconciliation with existing development and environmental plans' expenditure frameworks, including poverty reduction strategies at the national level.

✓ The working groups will be requested to undertake a mock exercise of integration of EPM in poverty reduction as described above.

A.2 PHOTO GALLERY









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