

# **Sustainable Cities Programme Induction Workshop for Anchoring Capacity Building Institutes in Asia**



**26-28 October 2004, Buffalo Village,  
Suphanburi, Thailand**



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## **1. BACKGROUND**

To develop and formalize an institutional framework for sustained EPM support UN Habitat is seeking partnership with capacity-building/training institutions at the regional level. Terms of Reference were prepared in which an Expression of Interest and Proposal for Institutional Partnership with UN-Habitat “Sustainable Cities Programme” (SCP) was requested

Prospective institutions were expected to address the core objectives of SCP, namely:

- Strengthen national and sub-regional connections so that better documented lessons of experience are more systematically disseminated to promote national replication and influence environmental and poverty reduction policy dialogues and legislative reforms, including the adaptation of relevant international environmental conventions and agreements;
- Strengthen national and sub-regional training institutions so they provide more systematic capacity-building support to partners to implement the EPM process, through the application of EPM sourcebooks and training materials, the lessons of which are integrated into their curricular;
- Consolidate, sustain and substitute direct SCP/EPM support so the partners more efficiently respond to new city requests region-wide.

Based on that the following four selected institutes have prepared the Expression of Interest (EOI):

- The Asian Institute of Technology (AIT) in Bangkok, Thailand
- The Asian Institute of Management (AIM) in Manila, Philippines
- The Thailand Environment Institute (TEI) in Bangkok Thailand
- University of the Philippines – School of Urban and Regional Planning (UP-SURP)

Since these institutes all have a different level of understanding of the EPM/SCP process, it became necessary to get everybody on one line and brief them on the SCP methodology. In addition the workshop intended to get an overview of UN-Habitat’s on-going and pipeline activities in the region and based on the those above prepare an action plan for follow-up.

In addition to the four institutes above three more institutes participated; The All India Institute for Local Self Governance, The Caya de Oro University of the Philipines and the ACCA-21 Institute of China. The seven institutes complemented with project experts from Sri Lanka, Un Habitat and IHS Staff brought the total number of participants to 27 (see Annex 1).

**Rational and Objectives:**

This Regional Induction Workshop is meant to design an action plan for Capacity Building. It is held at the start of the proposed Anchoring Strategy of SCP Phase II and brings together Capacity Building Institutes in the Asian region, launches the anchoring strategy, generates enthusiasm, broadens understanding and awareness on EPM builds a firm foundation and streamlines the remaining work of SCP.

The Workshop ensured that all partners have a similar information base on the EPM process in General and the SCP programme in particular, and provided an overview of the actions proposed in the draft anchoring strategy for capacity building. It also prepared an action plan for follow-up.

During the workshop the steps and basic principles of the EPM/SCP approach were used as well as the lessons learned from Sri Lanka and the Philippines as a case to explain the EPM principles. It also brought together the different institutes in the region and provided opportunities to get to know each other.

The workshop was divided into 6 modules and are summarized as follows:

<i>Module 1</i>  Opening, Overview and introduction	<i>Module 3</i>  Lessons learned from India, Sri Lanka and Philippines	<i>Module 5</i>  Anchoring Capacity Building in Asia	
<i>Module 2</i>  Reviewing The EPM process	<i>Module 4</i>  National Replication and Capacity Building	<i>Module 6</i>  Action planning for further capacity Building	Summary and Closing

A more detailed overview can be found in Annex 2.

## 2. THE WORKSHOP

### Day 1

Purpose of the first day was to introduce the participants, SCP staff, resource people and the programme to each other. In addition it was meant to see what the proposed



Anchoring Institutes (AI's) know about the different stages of the EPM process. Instead of presenting this (by a SCP person), it was considered to be better to get the view of the AI's and see where there are still gaps and/or misunderstandings. Four institutes presented during this day and after each session, UN-Habitat's training advisor, Mr. Gulelat Gebede put the presentation in the perspective of SCP and highlighted gaps, key issues and potential

problems.

### **Presentation by the Asian Institute of Management (AIM)<sup>1</sup>**

Experience of the AIM in working with working groups is mainly on an ad hoc basis, where working groups are mainly formed to work on an (temporary) issue to solve problems and mobilise resources. Working groups can act as advisers or consultant to top management and are often composed of representatives from civil society i.e academe, NGOs, donor agencies. The Working group can mobilize and provide resources (technical, intellectual, financial) and legitimacy.

As a matter of principle working groups are embedded in a participatory and demand driven approach or strategy although AIM has experience with working groups as inter-department or agency working groups: (formed to work on issues or problems whose solutions require the expertise or resources of different departments or agencies "cross-cutting concerns" ) or as community based working groups composed of grassroots stakeholders (working on their identified issues or concerns; organised to empower people to participate), structure mostly follows strategy. Working groups are mechanisms that aid in the transformation of a bureaucracy from a service delivery and top down organization to a participatory one

Ingredients for a successful partnership approach through working groups are:

- Appreciation and identification of community needs
- Adequate organizational strategy
- Adequate capacity of all partners
- Sufficient inputs
- Sense of ownership

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<sup>1</sup> The next presentations of the different Institutes are a summary of the presentation held during the workshop. The full Power Point presentations can be found in Annex 2

The presence of these variables in a project neither guarantees nor determines project success. Success ensues from the way these variables interact to create an equilibrium, a *DYNAMIC FIT*.

Working groups can only exist under a capable project management team which can facilitate the feedback and feed forward processes to enable top management in the corridors of power to be linked continuously to the people on the ground.

### **Presentation by the Asian Institute of Technology (AIT).**

AIT supports Sustainable cities in general through

- Academic fields of Study
- Urban Environmental Management
- Training programmes/Short courses/Professional support
- Curricula development on Environmental Planning and Management
- Project implementation
  - AIT-Urban Management Programme
  - CIDA-AIT partnership agreement for SEA-UEMA Project (2003-2008)

During the UMP programme the following steps in action planning were identified.

1. Considering alternative courses of action
2. Determining the tasks and the respective actors involved
3. Determining the required resources
4. Negotiating the time frame
5. Identifying gaps and weak linkages
6. Reconfirming commitments
7. Agree on coordination mechanisms
8. Agreeing on indicators and monitoring mechanisms

During the UMP process it became clear that building the capacity of stakeholders, working groups and decision makers is a necessary component, particularly in terms of including disadvantaged and marginalized groups in the action planning process. AIT also learned that the project was donor driven (top down in major issue selection, but planning process with community participation) but helped a lot to build the capacity of a local women association in the implementation of the ADB-funded project.

The SEA-UEMA Project (CIDA : CAN \$ 9.5 million) is more based on a Two-prong funding approach:

1. Scholarships for UEM Graduate Education
2. Funding for UEM applications and networks

**The Goal of this project is :** To improve urban environmental conditions in SEA region and to attain improved implementation and sharing of sound UEM policies and good practices in three key urban environmental sub-sectors (*water and sanitation, solid waste management, and air pollution*).

**This will be done through the following components:**

- Alumni Demonstration Projects (ADP)
- Joint Action Research (JAR)
- Sub-sector Networks and Professional Supports Programmes (SNP)
- Application of Research Results & Lessons Learned (ARL)
- CIDA-AIT SEA-UEMA Project:

**Mode of implementation (1)**

The Project implements its activities with the involvement of its partners in the region. The local partners are selected based on their ability and willingness to implement projects that have impact on their cities or communities.

These partners are the ones who directly consult with the concerned entities and stakeholders in the communities, as indicated in the criteria for the selection of projects to be implemented.

**Presentation by the School of Urban and Regional Planning of the Philippines**

The School of Urban and Regional Planning (SURP) has a mandate to “strengthen and assist LGAs and private sectors in the study and solution of their development problems; Facilitate the realization of development proposals at all levels; Improve human settlements and their environments to produce coordinated and comprehensive development plans; and make available a pool of capable professional urban and regional planners”.

The EPM process at SURP is offered as a major academic subjects through various planning subjects (see PPP in Annex 3). Also through research, training and extension services and custom made training programmes SURP has internalised the EPM process.



Also through the Public Private Partnerships for the PPPUE– Collaborative Learning Course, SURP is integrating Environmental Considerations into Planning and Management.

**Presentation by the Thailand Environment Institute (TEI)**

The THAILAND ENVIRONMENT INSTITUTE (TEI) is a Non-government institute specializing in research, and capacity building for environmental and natural resource management. TEI is the leading institution in Thailand and now working in the sub-region for:

- Participatory environmental management at the grassroots

- Development of environmental management models & curricula for local authorities
- Capacity building activities at all levels
- Working with the private sector in actively participating in environmental management;

TEI works with several local, national, regional, and international organizations and agencies providing social services and co-operating on research and capacity building. Although they have an Urbanization and Environment Programme (UEP), the Grassroots Action Programme is the key entry point for EPM activities.

The emerging challenges in the sub region are:

- How to introduce a process for meaningful and realistic change at the local level?
- Approaches needed to address the wider issues of ‘governance’ that integrate all aspects of development
- How to build regional and sub-regional networks based on philosophy of “*Galanayamitr*” (Benevolent Friendship)

TEI is therefore working with 26 local governments (provincial, municipal and sub-district) and testing and adapting a strategy management model as part of a decentralization project with support from the Ministry of Natural Resources and Environment. This approach is establishing a Cross-sector Working Team, Formulation of a ‘Strategy Map (SM)’ and developing a ‘Balanced Scorecard’.

Common key principles between EPM and SM are:

- Balance of process and product oriented
- Commitment to process by key decision-makers
- Participatory
- Action oriented
- Integration with other levels of plans
- Establishing benchmarks
- Reality based

Common techniques are:

- Emphasis on workshop approach
- Data collection for benchmarking
- Learning by doing approach
- Priority setting

Perceived limitations in EPM (if applied in Thailand) would be

- Emphasis only on environment – does not integrate wider governance issues
- Emphasis on core papers and background/ working materials – lack of visualization
- Action planning oriented – not strategic
- Prepares separate declaration and not integrated into existing development planning approaches

Challenges to SCP and the partner institutions would be:



- What can SCP contribute to the partnership and the partner's ongoing work that supports regional objectives?
- Can the different 'products' be merged to gain synergy that reflect regional needs for better governance and overall sustainable development?
- What is the flexibility in the SCP products to be adapted to the specific context and innovations that are being made by different institutions?
- Can this partnership support the 'organic' network concept?

## Day 2

During day 2, Sri Lanka, India and Cagayan de Oro, were singled out as case examples and presented their the lessons learned. What went wrong and how can that be strengthened through capacity building. In the afternoon this was followed by a briefing of the UN-Habitat Fukuoka Office and selected country representatives in the region to brief participants of the present status of the different SCP programmes and see what role the AI's can play in this.

The day was finally closed by two presentations of the SCP core team to elaborate the anchoring strategy as proposed by SCP and to explain the resources available. At the end of the day each institute was given their assignment for day 3.

## Presentation by Sri Lanka

The Sustainable Sri Lanka Cities Programme has gone through 4 phases of EPM between 1999 and 2004 in which initially 3 municipalities in and around Colombo were selected and where the programme gradually expanded in to 13 municipalities mainly focusing on governance and poverty reduction.

The overall impact through SCP in Sri Lanka is mainly through:

- Improved information
- Build the capacities of Municipal Councils & strengthen urban management at the city level
- Strategy development ( Solid Waste Management Strategy)
- Improved stakeholder participation from the public and private sector
- Improved living environment
- Improved Interdepartmental coordination
- Integration of new strategies in city development plan and budget



- Attitudinal change towards participatory planning and the EPM process

### Lessons learned:

Awareness, information exchange and ownership (and therefore commitment) have proved to be very important issues that were not always effectively addressed. Initial briefing meetings and city-to-city exchanges have proved to be extremely important in understanding the EPM process

Working groups and demonstration projects have been very effective and have improved coordination among stakeholders although NGO participation and donor coordination has been limited. Action planning and the development of Demo projects have been effective to implement strategies on a small scale. City level action plans and strategies have been included in National Strategy SWM.

Capacity building should focus more on the attitudinal change of political leadership and should include institutional arrangements. Capacity building should be continuous, on the ground and practical.

Coordination within the municipality and city networking has improved through SCP. Training in proposal writing should be included to mobilize external resources.

Through the center for urban and regional planning, SCP advocated the inclusion of participatory urban governance and poverty reduction concepts and methodologies into the curricula for training professional urban planners.

To institutionalise the SCP/EPM process in the CURP, UN – Habitat must enter into a real partnership with CURP.

### Lessons learned Capacity Building

- Work shops of one or half a day are too short
- Training institutes are not very strong on practical training
- Coordination between the different training programmes is weak
- Follow up training on the ground is weak

### **Presentation by Cagayan d'Oro**

The Liceo de Cagayan University of Cagayan de Oro City, Philippines presented their experience with the EPM process in Cagayan d'Oro. Their major concern was what happens after SCP city project has come to an end? How do we ensure the gains achieved through the project - the new capacities in environmental planning and management which have been built - up are sustained and further strengthened after the end of the project?. In terms of capacity building the following issues were addressed:

- A) The technical skills that were strengthened are in the areas of:
- Environmental information and awareness
  - Environmental strategies and decision – making
  - Effective implementation of environmental Strategies

- Institutionalizing EPM
- B) The SCP Sourcebook series are adequate for operationalizing sustainable urban development and this contributed to the implementation of the globally agreed Agenda 21 and Habitat Agenda.
- C) The organizational issues that had to be strengthened for conducting and institutionalizing the EPM Process are:
- Institutional consultation/training of stakeholders and the recognition of their varying interest.
  - Public – private collaboration through the EPM process by sharing of information, experiences, capabilities and perhaps resources towards a common purpose for urban environmental planning and management.
  - An institution/organizational mechanism had been put in place with the active participation of the academy, that of Liceo de Cagayan University.

In conclusion the experience of Cagayan de Oro proved that institutionalization of the EPM process is possible if it is an integrated part of the programme right from the start and if Local Government Units are given considerable length of time for its integration. This should all be incorporated in a carefully worked out strategy and programme for institutionalization of the EPM.

#### **Presentation by All India Institute of Local Self Governance**

The All India Institute of Local Self-Government, Mumbai (India) presented the overall objectives of SCP in India and explained the start of SCP in two cities in India (Virar and Panvel). In phase II it is envisaged that the programme will be replicated in 8 more cities covering all the regions. The focus is on sustainable Solid Waste Management.

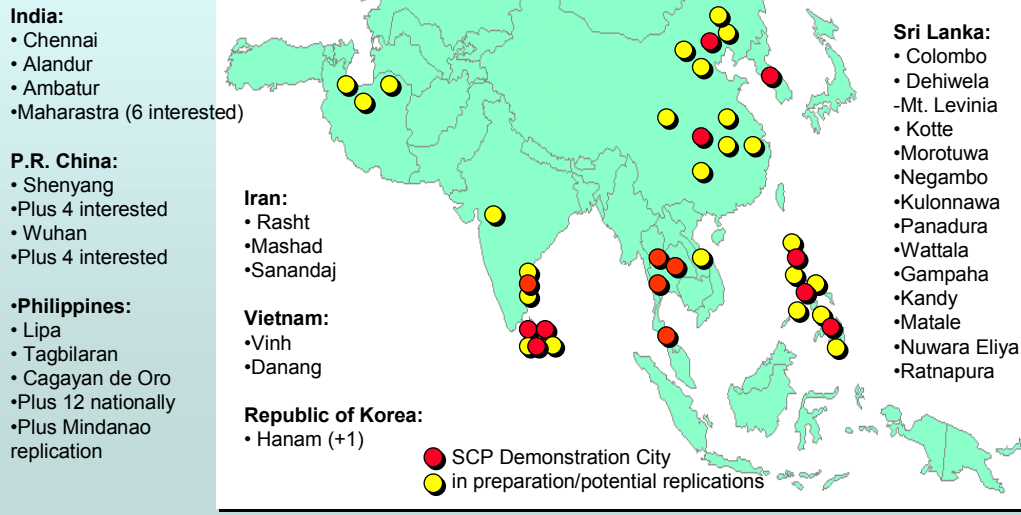
Through the EPM, city management in both cities were able to involve all major stakeholder and identify key or priority issues. The capacity of the local leaders was enhanced and some demo project implemented in the field of waste and waste water implemented through effective involvement of Government agencies.

Based on the good practices in phase I, the process is now being institutionalized and the SCP Toolkit is adapted to the local circumstances. It is expected that this would result in the initiation of Phase II of the SCP in India.

#### **Presentation by UN Habitat Fukuoka Office**

The UN Habitat Fukuoka Office presented the present status of SCP in Asia and explained that they are presently supporting 40 cities in Asia. The level of activities differs in each country and from City to city. A more detailed overview can be found their PPP in Annex 3 and table 2.

## SCP Supports 40+ cities in Asia



The main challenges that the regional offices are facing are their limit capacity to support a huge region. Therefore they are forced to think strategically and ensure they have the right fit, with the right tools at the right place. Of course also financial resources are important and very much determine the level of support UN Habitat can provide.

### Presentation by SCP Core Team

The purpose of Presentation of the SCP core team was to:

- Introduce the SCP Anchoring Concept
- Identify and Clarify the roles of AI's
- Identify possible areas of action
- Agree on a way forward

To develop and formalize an institutional framework for sustained EPM support UN Habitat is seeking partnership with capacity-building/training institutions at the regional level. The institutes could become partners to provide assistance to the SCP cities in the region. Table 3 provides an overview of how the regional anchoring institutes would fit in the overall SCP capacity building strategy.

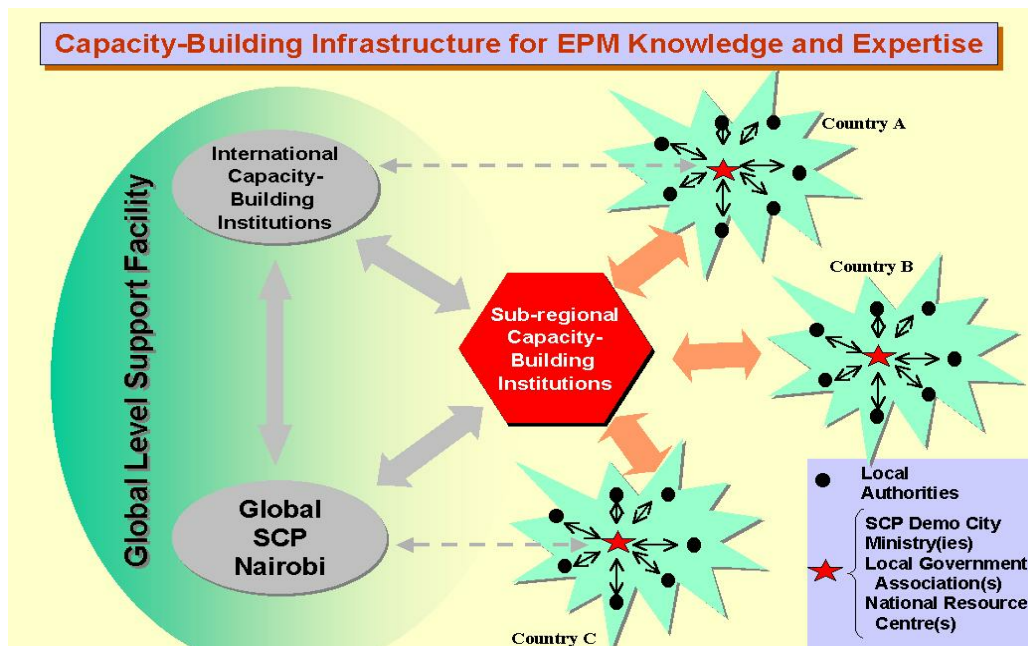


Table 3. Capacity Building Infrastructure for EPM knowledge

The SCP core team can support the AI's through the provision of tool books and Technical assistance to the various phases of the EPM process. The AI's are expected to address key objectives of SCP, strengthen national and sub-regional connections, strengthen national and sub-regional training institutions and consolidate, sustain and substitute direct SCP/EPM support so the partners more efficiently respond to new city requests region-wide.

The AI's should be flexible and open to work with other local organizations that have complementary capacities to the anchoring organization. They should also have the capacity for financial leveraging and resource identification to ensure financial sustainability. Have proven expertise and recognition of its work in environment sector at least at national level and have the Institutional mandate and sustainable development plan consistent with EPM proposed principles. Clearly SCP is looking for Partners NOT Consultants.



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The next steps expected are :

- Agree on proposed fields of cooperation
- Develop modest year 1 activity briefs
- Engage and Start work!

**Day 3**

The last module was a working module in which the different institutes supported by the resource people worked out and presented their role in the strategy. At the end of the day, the institutes presented their proposed inputs in the partnership. Below is an overview of the presentations made:

### **Possible fields of Cooperation, Asian Institute of Technology and SCP**

<b>Activity</b>	<b>Resources</b>		
	<b>AIT</b>	<b>SCP</b>	<b>Others</b>
<b><u>Dissemination of information</u></b>			
SCP and AIT will create mutual links to their websites	-	-	
publication of good practices (SWM, W&S, AP)	x	x	
Mutual sharing/publication of research results/lessons learned /tools	x	x	
SCP will provide toolbooks and AIT will distribute such to or use as:	-	x	
-AIT library			
- reference materials for teaching/training			
- partners / network members			
<b><u>Networking</u></b>			
inform each others network members about AIT-SCP cooperation and programmes	-	-	
exchange network mailing lists	-	-	
Organize policy forums in the 3 UEM sub-sectors	x	x	
<b><u>Tools, courses, research and knowledge management</u></b>			
SCP ToT course on EPM for AIT experts	-	x	
SCP support to incorporate EPM in AIT	time	x	
SCP sponsored PhD students at UEM/SERD in AIT	time	x	
AIT to encourage action research in SCP demo cities, provided that they are SEA-UEMA focus cities	x	x	x
AIT support to implement ToT for SCP demo cities in conjunction with SEA-UEMA training workshops	time	x	
<b><u>Expertise and capacity building support</u></b>			
SCP sponsors resource persons to SEA-UEMA training workshops		x	
AIT sponsors resource persons to SCP workshops in SEA	x		
SCP sponsors participants from SEA and SA to attend SEA-UEMA training workshops	x	x	
SCP sponsors/facilitates study visit outside SEA		x	
AIT sponsors/facilitates study visits in SEA	x		
SCP and AIT sponsor/facilitate internship of AIT students and fellows at SCP demo cities in SEA	x	x	
<b><u>Demonstration projects</u></b>			
Collaborative demo project proposals from SCP		x	x
SCP assistance for demo project documentation			x

**NOTE: Activities will be undertaken based on mutual interest, available resources, and mutual target area.**

## Possible fields of Cooperation between SURP and SCP

ACTIVITY	UN Habitat	SURP
<b>1. Dissemination of Information</b>		
a. Adaptation of SCP tools for dissemination	1. Provide tool books on regular basis	1. Share publications
b. Sharing of the results and information of SURPs research and programmes, as well as, publications including case studies and local development plans	2. Share experiences, good practices and lessons	2. Involve faculty and training staff
	3. Provide funds to adapt tools	3. Provide logistics
<b>2. Networking</b>		
a. Establishment and/or strengthening of SCP/EPM networks in the Phil. and sub-region	1. Provide list of partner institutions	1. Provide list of partner institutions locally and internationally
b. Facilitation of study/educational tours to demo projects and cities	2. Make available tool books to partners	2. Facilitate study tours to project/demo sites
c. Attend conferences/meetings on SCP/EPM in the global, regional, local levels	3. Facilitate/sponsor study visits to project/demo sites	
<b>3. Tools, Courses, research and Knowledge Management</b>		
a. IEC development	1. Share courses/training programmes on EPM	1. Provide overview of environmental related topics that could be used by SCP
a. Integration of EPM principles and processes in SURP's curricula	2. Provide experts/resource persons to SURP	2. Provide logistics and facilities
b. Development of materials, brochures and conduct of ToT for SCP demo countries, and cities/municipalities on demand	3. Share outline for documenting demo projects	
c. Conduct SCP/PPPUE/SURP joint short training course on improving the delivery of urban environmental services thru pro-poor PPPs to cities/municipalities	4. Provide technical assistance to document demo projects	
d. Conduct city conferences, seminars, workshops and/or meetings	5. Make available funds	
e. Conduct research and policy papers on SCP/EPM in the Phil. And sub-region		
f. Collaborate with Liceo de Cagayan de Oro on the documentation of demo project (i.e., Cagayan de Oro City)		
<b>4. Expertise and Capacity Building Support</b>		
a. Technical assistance to LGUs in the Phil and Asian region on SCP/EPM	1. Provide technical Assistance	
b. Facilitation in the replication of SCP experiences and good practices	2. Publish best practise	
<b>5. Demonstration Project</b>		
a. Promotion of non-motorized transport	1. Provide resource persons for demo projects	1. Make available experts for demo projects
b. Traffic management	2. Provide funds	
c. Integrated Solid Waste Management		

## Possible fields of Cooperation, Asian Institute of Management and SCP

AIM is aiming to develop a proposal on “Strategic Urban Development Management Programme” and enter into a Memo of Agreement with SCP- UN-Habitat.  
Dissemination of Information

## **Possible field of Cooperation between TEI and SCP**

### **DISSEMINATION OF INFORMATION.**

Establishment of the Sustainable Cities Resource Centre

- **Targets**

- Local governments
- Organizations assisting local governments

- **Methods**

- Direct Learning
- Distance Learning
- Support (infield and remote)

- **Methods Components**

- Conceptual framework/ Principles related to sustainable development
- Processes/ Systems/ Modalities/ Structures
- Good Practices (National/ International/)
- Networking (Formal and Organic)

### **NETWORKING**

#### **Who**

- Network of Capacity Building Institutions (NCBI)
- For providing support services to Local Urban Governments

#### **Where?**

- Nationally: Regional Chapters of the National Municipal League of Thailand
- Regionally: Greater Mekong Region (GMR) – Myanmar, S. China, Lao PDR, Thailand, Vietnam (selection of cities along the Mekong)

#### **How?**

- Directly Related Institutions
- Affiliated Institutions

#### **Priorities?**

- Local/ national network
- Regional Institutions to be strengthened for networking
- Need to be more strategic in approach
- Must include higher levels of gov't to support spreading & replication
- Wider collection of practices from many successful sources



- Adapt EPM & other tools for region
- SCP to gather other international examples of “real” successful innovations

### **EXPERTISE & CAPACITY BUILDING SUPPORT**

- Build cadre of trained resource personnel (e.g.: retired mayors and city clerks)
- Capture and ‘exploit’ own talents, knowledge and resources, bring in local level experience and local ‘realities’

### **INPUTS FROM TEI**

- Physical space,
- Highly qualified personnel
- Existing networks,
- Existing capacity building materials,
- Computer/ website and other equipment,
- Local resource mobilization

### **INPUTS FROM SCP**

- International experiences/ practices
- International human resources
- Financial resources,
- Large information base/ knowledge management systems
- Support information exchange/ exposure

### **START-UP ACTIVITIES**

- Synthesis workshop
- Establish SCRC
- Build database (and translation) of existing practices & materials
- Formulation of training curricula for national trainers
- Training of cadre of resource persons
- Support to spreading events by cadre nationally & sub-region

### **Possible field of Cooperation between AILSG and SCP**

#### **1. DISSEMINATION OF INFORMATION**

- Sub-regional workshop on sustainable waste management- focusing on; Participatory planning and management; Technologies including low cost; Waste recycling; Environment-poverty intersection.
  - Participants- 100 (from ULBs) : Duration 4 days
  - Partners- SCP-SL, NGOs, CBOs, NEERI, BARC

- Country coverage- Sri Lanka, Nepal, Bangladesh, Pakistan, India, China, Bhutan
- National workshop on Good Practices in sustainable environment and management. (Participants 100 ; Duration 3 days)
- National produce- Bi annual News bulletin on good practices- 2 issues
- SCP adapted booklets



## 2. NETWORKING

- Networking with All India Council of Mayors (AICM) and with Maharashtra Association of Mayors and Presidents.
- Association of Women in Local Government.
- City Managers, Government Functionaries.
- Other training institutions.

### Objective

- City to city cooperation for sustainable environment management.
- Capacity building in EPM process.
- Interactive meetings, site visits to good practices to see process in cities.
- Cost US\$ 20,000

## 3. TOOLS, COURSES, RESEARCH & KNOWLEDGE MANAGEMENT

- Adapting SCP tools kit for ULBs ( including a workshop).
- Developing curricula using EPM tool kit.
- Introducing tool kit in institute's regular and specialised courses.
- Policy Research- Integrated water and waste management.
- Selective workshops with stakeholders on SCP process.
- Training programmes, News letters, Occasional papers.
- Case studies on good practices. Study visits.
- Resource material for elected representatives.
- Cost US\$ 50,000

## 4. EXPERTISE AND CAPACITY BUILDING SUPPORT

- Developing In-House Expertise through collaborative in-puts from regional experts

- TOT-National
- Capacity building workshops for ULBs
- Cost estimates- US-\$ 20000

### **Demo Projects'**

- BIO GAS
- Low Cost Waste Water Treatment
- Rainwater Harvesting
- Community based composting Projects
- Waste Recycling through urban poor
- Cost Estimate – US \$ 50,000

### **3. CONCLUSIONS.**

The Induction workshop provided an excellent opportunity for all partners to get more in-depth knowledge about SCP in general, the principles of the Capacity Building anchoring strategy and start developing some initial ideas about possible cooperation.

It would now be useful to further workout the action plans and formalize further cooperation<sup>2</sup>. Especially in Thailand and the Philippines there is enough scope for cooperation in the on-going SCP initiatives that are being developed at the moment.



In addition to the five institutes above who prepared a first action plan, the **Liceo De Cagayan University** and the **The Administrative Center for China's Agenda 21 (ACCA21)** also expressed a willingness to cooperate with SCP. To start with this cooperation will for now focus on the particular programmes developed in their cities and countries.

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<sup>2</sup> A first proposal for future cooperation has been prepared by SURP already. This proposal is mainly focussing on cooperation within the