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Sustainable Cities Programme (SCP)

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The SCP Process Activities: A Snapshot of what they are and how they are implemented

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The SCP Process Activities: A Snapshot of what they are and how they are implemented

1. What is the SCP Process?

The Sustainable Cities Programme (SCP) promotes a city management methodology (process) which shifts fundamentally from the traditional technology driven and resource focused development models, and builds on the following basic premises:

- Sustainable cities are fundamental to social and economic development, they are engines of growth;
- Environmental degradation adversely affects economic efficiency and social equity, and hence obstructs the development contribution of cities;
- Environmental degradation is not inevitable; what is required is a proactive management approach built on an understanding of the complex interactions between development and the environment.

*The SCP process
promotes a new city
management
methodology (process)*

The SCP framework represents one such approach which allows priority environmental issues in a city to be effectively addressed. It is a process oriented framework, which permits the different stakeholders to negotiate strategies and seek solutions collectively to priority issues of common concern. The process consists of a logically sequenced interactive set of activities whose systematic implementation and infusion into existing institutions will lead to profound changes in the ways development issues are perceived and addressed.

In a typical SCP city, the process starts with the preparation of an “Environmental Profile” and the identification of priority issues. Key stakeholders from the different sectors - private, public and community - are involved through a consultative process in the preparation of the profile and in identifying the priority issues facing the city. In some cities this is initially spearheaded by steering committees and small consultative groups, which include key stakeholders. The Environmental Profile has two purposes:

Environmental Profile

- it provides base line data and information on activity sectors, the environment setting and management arrangements
- it highlights the interactions between development and the environment and between the different activity sectors - interactions which are triggered through the competing uses of natural resources or which manifest themselves via

the primary and secondary effects of environmental hazards resulting from sectoral activities.

Volume I of the SCP Source Book series describes the outline, preparation and content of a typical city Environmental Profile.

City Consultation

The preparation of the profile is followed by a City Consultation where stakeholders from all levels of government and relevant sectors come together to deliberate and agree on the priority environmental issues confronting their city. A City Consultation in the SCP context has the following objectives:

- to identify, review and expand upon environmental issues of priority concern which affect the sustainable growth and development of the city in question;
- to bring together key actors from the public, private and popular sectors in order that they may commit themselves to agree on the need for and jointly develop an improved city management process;
- to demonstrate through priority urban environmental issues a process of defining concerns at different levels and key actors, and a methodology to establish a cross-sectoral working approach;
- to agree an appropriate institutional structure for the execution of the project that is integrated with and linked to existing structures and in so doing to demonstrate what and how the necessary resources can be brought together to address the issues;

In many cities, the City Consultation has been acknowledged as a unique event which for the first time brings together a large and diverse group of people, provides broader exposure and awareness and inspires a new sharing of responsibilities and pulling together of resources to resolve issues of common concern. The SCP City Consultation is conducted through well structured meeting modules, which combine plenary and group discussions.

- After the opening session of the Consultation, discussants representing a range of stakeholders - ministries, city authorities, parastatals, the private sector, informal sector operators, CBOs and NGOs - highlight issues of concern from their own perspectives, on the basis of which participants discuss and agree on priority issues.
- In the following sessions, participants concentrate their discussions on selected priority issues, the purpose being to *demonstrate* a participatory working group approach to addressing specific issues. Splitting into thematically organised smaller groups, stakeholders further analyse the issues from different perspectives, the results of which are reported back to the plenary.

- Thereafter, participants examine institutional aspects and the roles of the different stakeholders in addressing the demonstration priority issues.
- In the closing session, the consultation issues a declaration through which participants commit themselves to continue working on the issues through a cross-sectoral participatory process, and initially using the city SCP project as a framework and vehicle.

The details on how to organise and conduct a SCP City Consultation are documented in Volume II of the SCP Source Book series.

After the City Consultation, negotiations on issue-specific strategies resume through Working Groups, which are constituted from the stakeholders in the respective issues to develop action-plans. Acting as cross-sectoral platforms for negotiation, Working Groups bring on board the relevant stakeholders who are affected by the issue (negatively or positively), and who possess the required authority, expertise and information and therefore have the competence and capacity to contribute to addressing the issues. Hence the Working Groups are the primary vehicle of the process, and make cross-sectoral participatory planning and decision-making possible. The procedures involved in establishing and operationalising Working Groups, and in negotiating strategies and action-plans, are described in the SCP Source Book series, Volumes III and IV respectively.

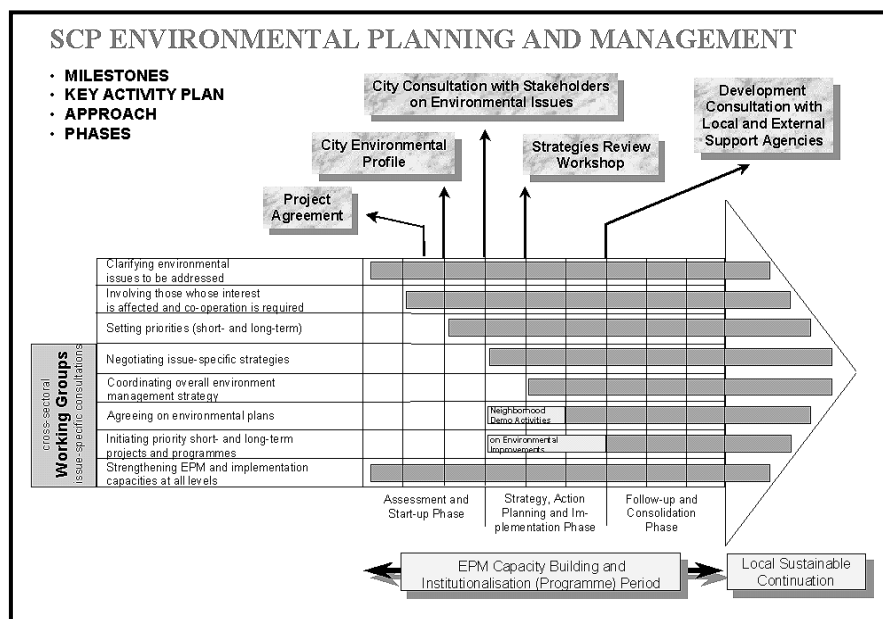
*Negotiating strategies
through Working Groups*

In all activities and phases, institutionalising the process remains the overarching objective which will continue to engage cities long after the SCP demonstration projects have been completed. Although the SCP activities (preparing the Environmental Profile, conducting the City Consultation, establishing Working Groups, formulating strategies and institutionalising the process) are logically portrayed in a sequence of phases and stages, as if one feeds into the other, in reality they rather represent a complex, multi-track process.

2. What SCP city demonstration activities mark the key stages of the process?

- Preparing the Environmental Profile;
- Conducting the City Consultation;
- Establishing and Operationalising Working Groups;
- Negotiating (Formulating) Strategies and Action-Plans;
- Institutionalising the EPM Process (this cuts across and is initiated in parallel with the four activities above).

*The SCP process
activities*



3. The steps: What do you need to prepare the Environmental Profile?

Familiarisation and starting-up

1. Assign local/national consultant to assist local experts and stakeholders in preparing the City Environmental Profile and familiarise her/him with the SCP process and tools;

2. Establish a local 'consultative group' consisting of relevant stakeholders and experts who prepare the profile together with the consultant;

3. Contact the information sourcing institutions and sensitise them with the view to fully involving them in the preparation of the profile; it is crucial that the profile is perceived as a joint product of the stakeholders;

4. Survey the existing stock of relevant information and documents available for the exercise; often the problem is not lack of information, but rather its fragmentation and inaccessibility or its limited sectoral use. The preparation of the profile provides an opportunity to identify sources of information, to determine prevailing information gaps and to make better use of information;

Preparation

5. Prepare the Table of Contents of the profile and discuss it with the stakeholders. This discussion serves two purposes: one, it familiarises the stakeholders with the generic structure of the profile and the principles this structure has been founded on, and allows them to customise the structure according to their local circumstances (the generic Environmental Profile table of contents which appears in Volume I of the SCP Source Book is reproduced below); and two, it encourages stakeholders to start thinking in terms of 'cross cutting priority issues';

6. Prepare an annotated outline. This is an expanded version of the Table of Contents which breaks the structure into sections,

headings and sub-headings and flags key issues or items which will be covered in the profile;

7. Discuss the annotated outline with the project team, the consultative group and key stakeholders and actively solicit their comments; a good annotated outline presages a good profile;

8. Draft the profile and circulate it among the same group of people who have discussed the annotated outline for their review and comments;

9. Produce the profile in three versions: one, a comprehensive working document in unbound format (in a spring file) which includes detailed information on each section of the environmental profile together with relevant appendices and with a complete list of source materials; two, a summary report (not more than 25 pages) which follows the same outline as in the comprehensive profile, but in summary form; and three, an executive summary (not more than two pages) which highlights the major findings and lists possible priority issues as reflected in the profile. Each of the versions will have a specific use and audience: (a) the comprehensive profile remains as a working document which will be used and constantly updated by the relevant working groups; (b) the summary profile is for wider circulation and day-to-day use by decision makers and practitioners; (c) the executive summary is for presentation and discussion at the city consultation;

10. Finalise the profile and launch it at a workshop or seminar where its content can be highlighted, and its future use and updating discussed.

EXAMPLE: Table of Contents

TABLE OF CONTENTS

Chapter 1. City Introduction

- 1.1 Physical Characteristics**
- 1.2 Historical Development**
- 1.3 Social Structure**
- 1.3 Population Characteristics**
- 1.4 Employment**
- 1.5 Economic Structure and Activities**

Chapter 2. The Development Setting

- 2.1 Agriculture**
- 2.2 Water Supply**
- 2.3 Sanitation**
- 2.4 Fisheries**
- 2.5 Industry**
- 2.6 Tourism and Recreation**
- 2.7 Wastewater Management**
- 2.8 Solid Waste Management**
- 2.9 Transportation and Telecommunication**
- 2.10 Housing**
- 2.11 Health Care**
- 2.12 Energy**
- 2.13 Informal Sector**

Chapter 3. The Environment Setting

Urban Environmental Resources

- 3.1 Land**
 - *build up*
 - *urban agriculture*
 - *forestry*
 - *recreational natural areas*
 - *mining*
- 3.2 Water**
 - *surface water*
 - *ground water and aquifers*
- 3.3 Air**

Urban Environmental Hazards

- 3.4 Flooding**
- 3.5 Landslides**
- 3.6 Earthquakes**

Chapter 4. The Governance and Management Setting

- 4.1 Governance**
- 4.2 Key Stakeholders**
 - *Public Sector*
 - *Popular Sector*
 - *Private Sector*
- 4.3 Management Setting**
 - *Information and Expertise*
 - *Policy Formulation*
 - *Policy Implementation*
- 4.4 Strengthening Management Arrangements**

ABBREVIATIONS

BIBLIOGRAPHY

Annex A:....

Annex B:....

4. The steps: What do you need to do to organise and conduct a City Consultation?

1. Commit stakeholders in the public, private and popular sectors: political leaders, officials at the helm of the key sectors, community and private sector representatives, leaders of women's and youth groups and academic institutions are potential stakeholders and partners whose support for the promotion and eventual institutionalisation of the process is required;

Establishing COT & committing participants

2. Establish a Consultation Organising Team (COT) and thoroughly brief and task the members: the team should, among others, include the city SCP project team, resource persons, consultants, personnel whose support and skills are required for organising the necessary logistics and media or press person;

Preparing the City Consultation

3. Prepare the consultation workplan: the consultation is a high profile city-wide public meeting which requires a detailed check list of preparation; nothing is too small and trivial to be overlooked;

4. Identify participants and commit them to participating in the consultation: this involves fixing tentative consultation dates, advance announcement of consultation date and early contact and dissemination of general background information;

5. Focus the consultation on priority issues in general and demonstration issues in particular. Demonstration issues are issues which are suitable for demonstrating a cross-sectoral working group approach to addressing environmental issues;

6. Prepare core papers, proposition papers and discussion group worksheets¹: this involves preparing TORs, assigning resource persons, agreeing on annotated outlines and worksheet designs, following-up, finalisation and production.

7. Select, assign and guide discussants; discussants are stakeholders who highlight issues of concern from their perspectives and who in response to propositions reflect what key aspects and elements of issues they think should be considered and how they should be addressed;

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https://www.yunbaogao.cn/report/index/report?reportId=5_19407

