

Government of Thailand

National Municipal League of Thailand
Thailand Environment Institute

United Nations Development Programme
UN-HABITAT

**Supporting Decentralisation through Promotion of Good Urban and
Environmental Governance**

Programme Period: December 2004 -
December 2006
Programme Component:
2. Fostering democratic governance
Project ID: Supporting Decentralisation through
Promotion of Good Urban and
Environmental Governance
Project Duration: 2 years
Management Arrangement: Agency Execution
(UN-HABITAT)

Budget:
UNDP TRAC US\$ 140,000
Total budget: US\$270,000
Allocated resources:

- Government: in-kind
- Third-party cost sharing
UNHABITAT: US\$ 130,000

Agreed by: Thailand International Development Cooperation Agency (TICA)
Ministry of Foreign Affairs:

Mr. Piamsak Milintachinda
Director-General

Date

Agreed by: UN-HABITAT:

Mr. Madhab Mathema
Acting Director

Date

Agreed by: United Nations Development Programme:

Mrs. Joana Merlin-Scholtes
Resident Representative

Date

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**Supporting Decentralisation through Promotion of Good Urban and
Environmental Governance**

This is a joint UNDP-UN-HABITAT (Sustainable Cities Programme and the Urban Management Programme) programme with the goal of supporting and securing the development of sustainable cities throughout Thailand through pro-poor urban and environmental governance. The programme will seek to make a significant contribution to the Millennium Development Goal of ensuring environmental sustainability through sustained improvements in the quality of life and livelihoods of the urban poor, by promoting participatory urban management and action plans. Through three interrelated objectives, it will consolidate and harmonise Thai toolkits in urban and environmental governance on the basis of documented Thai good practice, establish a knowledge management node for the dissemination of good practice and capacity-development materials, and develop regional networks for the delivery of local level capacity building. To ensure multi-level commitment and optimal effectiveness of the programme, the objectives will be delivered through three separate partner agencies, with co-operation through an Executive Group and recommendations passed to the Sustainable Cities Sub-committee that will consider and seek to secure appropriate policy and legislative development in support of the programme goal. The programme will prepare the groundwork and provide a mechanism to secure substantial additional second phase funding and local action plan implementation funds from key national and international agencies with stated objectives in urban and environmental governance. This first phase will last twenty-four months.

December 2004

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- UNDAF Outcomes:
1. Promote people's participation in the development process and decision-making at the local level.
 2. Support and promote decentralization and strengthen local governance.

- UNDAF Indicators:
- Goal 1: Promote people's participation in the development process and decision-making at local level.
1. Participatory approach process created among community people.
 2. Number of meetings and seminars and workshops organized during the implementation period.
 3. Output from the discussion forums mainstreamed in the major tasks of Ministries concerned.
 4. Local development plan initiated through cooperation among all partners at the local level.
- Goal 3: Support and promote decentralisation and strengthen local governance
1. New training curriculum designed and developed for inclusion in the training/seminar for all levels of local government agencies.
 2. Manual published for widely distribution in local areas.

- Expected Outcomes/Indicators:
1. Capacity at local levels for participatory planning and effective implementation of poverty reduction programmes.
 2. Increased Partnerships between local authorities, NGOs, community-based organizations.
 3. Increased accountability, transparency, access to information, and empowerment of people in local and national governance.
 4. Increased policy dialogue and public debate on the achievement of the Millennium Development Goals (MDG+); Increased use by decision-maker of MDG+ framework in policy formulation and participation

- Expected Outputs/Indicators:
1. Thai customized Toolkit to "Support Participatory Urban Decision Making"
 2. Sustainable Urban Management Website

3. Strengthened Role of National Municipality League of Thailand in Promoting Good Urban (and Environmental) Governance
4. Documentation of Urban Environmental Governance Good Practices
5. Establishment of Regional Learning Networks
6. Fifteen Percent and 850 Staff of Municipalities Engaged in Municipality Training

Implementing partner: UNHABITAT

Other partners:
UNDP/UNHABITAT/Department of Local Administration, Ministry of Interior
UNDP/UNHABITAT/Department of Environmental Quality Promotion, Ministry of National Resources and Environment
UNDP/UNHABITAT/National Municipality League of Thailand
UNDP/UNHABITAT/Thailand Environment Institute

Section I

Elaboration of the Narrative

Part I Situation Analysis

1. Recent estimates¹ suggest that Thailand will become predominantly urban by 2008. Managing this transition to ensure the country benefits from the positive contributions that cities can make whilst minimising potentially adverse impacts (such as growing urban poverty) is a major challenge. Within the context of rapid urbanisation Thailand faces a number of urban challenges: rapid decentralisation and the increasing responsibility placed on urban municipalities, environmental deterioration and enduring levels of urban poverty, and an inadequate knowledge management and capacity-development infrastructure in support of local government.

2. The 1997 Constitution and the subsequent seven-fold increase in urban municipalities in 1999 provide a unique opportunity in institutionalising urban governance and management in Thailand and one that is emphasised in the Ninth National Economic and Social Development Plan 2002-2006. Managing this decentralisation process and urban transition is the responsibility of the Ministry of Interior (Mol) through the Department of Local Administration (DLA), in partnership with the Municipal (and Provincial) authorities. However, most Municipalities lack sufficient capacity in human resources, both in absolute numbers as well as in skills, competencies, experience and exposure to modern urban management processes and practices that are needed to coordinate such rapid urbanization. Worse, these shortfalls are further compounded by a greatly increased demand for DLA support following the up-grading of 981 Tambons (Sanitary Districts) to Municipal status in 1999, now totalling 1,129 Tesabans.

3. Thai urban areas are experiencing increased environmental stress characterised by rising levels of air and water pollution, waste, energy inefficiency and inadequate green spaces, problems that have a disproportionate affect on the urban poor. Despite the reduction in national poverty statistics over the last decade, urban poverty remains high both regionally (especially in the North East of Thailand) and geographically within cities (especially in peri-urban slums). The deterioration of urban environments places the heaviest burden on the poor, necessitating focused pro-poor policies and actions capable of supporting the livelihoods of the urban poor to really eliminate poverty. Managing these environmental issues has traditionally been the responsibility of the Ministry of Natural Resources and Environment. Under the new Constitution however, this responsibility increasingly rests with the Municipal (and Provincial) authorities which are unfortunately the least equipped to build awareness of the negative environmental impacts and long term costs of development decisions, improve cross-sectoral coordination, and manage the multi-partner decision making processes required for more sustainable urban development. By directly supporting capacity development and policy reform and development, the programme is designed to tackle the current barriers to good urban environmental governance.

¹ World Bank Assessment Mission Report: "Urban Development under the 8th and 9th Development Plans", prepared for the National Economic and Social Development Board, March 1997.

4. There have been many national and internationally supported efforts to adapt innovative approaches from Regional experiences to the Thai situation to strengthen local governance practices². However, few have learnt from each other, nor have their experiences been documented and stored in a readily accessible place, nor have the lessons been disseminated or replicated nationally, nor integrated with ongoing policy and legislative reforms. In combination this represents significant wasted resources and opportunities.

5. In addition, local government capacity-development courses and opportunities remain very centralized, through the main national and Government institutions. As a result Municipalities are reluctant to release staff for continuous professional development as their staff are forced to be away for long periods of time, requiring (usually unavailable) replacement personnel. The growing recognition attributed to the quality of courses and training opportunities provided by Thailand's network of Regional Universities and other city-based capacity-development institutions provides an opportunity to de-centralise capacity-development delivery systems. Not only could more "in-service" training be provided through such a network, but the courses provided would themselves benefit from a system of "action learning" through interaction with the Municipalities involved, leading to courses of "excellence with relevance" which could in turn provide inputs to national training programmes and professional curricular.

6. The 1997 Constitution represents a landmark in the history of Thailand, specifically designed to move the principles of governance towards a more open and democratic society, facilitated through a decentralised governmental structure based upon participation of and accountability to the people. Towards that end, the Cabinet approved in October 2000 a 10 year Decentralisation Plan to increasingly transfer administrative, legal and financial responsibilities and authority to local governments by 2010, including more opportunity for local people to participate in monitoring local administration and service delivery. Successful implementation of that Plan requires however, a significant increase in number of capable Municipal staff to efficiently and effectively manage those responsibilities and functions, as well as new institutional arrangements to support local participation. In short, existing and additional human resources need to be introduced to and trained in modern urban development and management processes and practices, through the recently established DLA Training Institute. By seeking to support the strategic planning process, this programme seeks to directly support DLA's introduction of 'strategic plans' and 'three-year rolling operational plans' required by all municipalities and the decentralised responsibilities on environmental data collection and management.

7. The "urbanization challenge" is well recognized in the Ninth National Economic and Social Development Plan, with its emphasis on developing "Liveable and Sustainable Cities". Introducing, adapting and institutionalising modern environmental planning and management systems capable of tackling environmental degradation and enhancing the liveability of urban environments is,

² The most recent being NESDB's Sustainable Cities Initiative, JICA's current support to DLA, UNDP's support for local government's, as well as GTZ's "Urban Environmental Management Project", DANCED's TRUEPM and SIDA's support to DEQP in Local Agenda 21.

therefore, a recognized priority. Moreover, with the increased emphasis on decentralization and public participation, it is clear that poor people must be able to participate in identifying their needs and priorities if sustained poverty reduction is to be achieved.

8. In support of Central Government decentralisation activity, over recent years the National Municipal League of Thailand (NMLT) has developed into a significant entity in supporting the process of decentralisation, and is currently developing an increasing level of independence. As the introduction of new principles and practices to better manage the urbanization process requires first and foremost political will and support to the change process, the emergence of the NMLT as a national-level partner and representative of Mayors presents a important opportunity – subject to wider political and financial support.

9. This programme responds directly the UNDP Country Partnership for Thailand (2004-2006) four thematic areas of: International Partnership Programme (SAS 1.1.4); Responsive Governance (SAS 1.3.1, 1.3.2, 1.3.3); Environmentally Sustainable Development (SAS 3.1.2, 3.2.1); and, Policy Advocacy for MDGs and the UN Global Development Agenda (SAS 1.1.2) and relevant identified outcomes.

Part II. Strategy

10. This programme is designed as a direct response to the most pressing needs of Thai cities and the need to urgently improve the quality of life and livelihood opportunities of the urban poor. By focusing on good urban governance and management, it recognises that poor policies often lie at the heart of the inability to improve the quality of city life and address people's needs, and that it is only by promoting participatory methods of urban management that put the poor's needs at the centre of policy and action, that these obstacles can be overcome. The programme will therefore, seek to make a significant contribution to ensuring urban environmental sustainability in Thailand and the realisation of Millennium Development Goal (MDG) 7 target 11 aimed at ensuring improvements in the lives of those living in slums.

11. The national policy and strategy framework for this programme is established in the Royal Thai Government's 'People's Constitution' (1997), the Decentralisation Act (1999) and subsequent Decentralisation Master Plan (2000) and Action Plan (2002), and the Ninth National Economic and Social Development Plan 2002-2006.

12. The 'People's Constitution' (1997) and decentralisation processes emphasise the national policy commitment to participatory and democratic governance and sustainable development. The Ninth National Economic and Social Development Plan 2002-2006 embodies this national commitment and sets out a strategy for the attainment of liveable cities, including targets on alleviating urban poverty, instituting public participation in urban environmental management and abating urban pollution.

13. This programme is specifically designed to support the RTG in achieving its policies and strategies and as such is grounded in the challenges and opportunities facing municipalities. By adopting a dual strategy that focuses on the needs at the

municipality level and supporting the development of local government capacity, whilst simultaneously establishing mechanisms for national policy development and replication, the programme will:

- (i) Support and add value to the process of development plan and rolling strategy making required of municipalities through the development of a consolidated toolkit in 'Participatory Urban Decision Making'. Utilising the production of toolkits and methods already employed in Thailand through a process of review, consolidation and enhancement, these will provide supplementary methods and materials to DLA and MONRE that are designed to add value to the on-going processes of decentralisation and municipal capacity-development.
- (ii) Use the learning and advocacy platform (the existing Sustainable Cities Sub-Committee (SCSC)) to consider outputs and recommendations during the programme duration for policy development and legislative reform as appropriate. This mechanism will seek to further strengthen the national partnership approach to urban governance and ensure that policy dialogue mechanisms are put in place as catalysts to policy and legislative reform.
- (iii) Through an 'Executive Group', supported by a 'Resource Group' (facilitated by TEI), encourage that the lessons learned during the programme duration are shared, distilled and translated into policy development in preparation for submission to the SCSC. This will seek to enhance inter-agency co-operation and co-ordination at both the policy and implementation level.
- (iv) Through the processes in objectives 1 (implemented by MOI/DLA with technical support from MONRE/DEQP as appropriate), and the Executive Group, respond to the Ninth National Plan's good governance strategy that seeks to upgrade the efficiency and effectiveness of the public sector, by improving the coordination among central government agencies. A holistic and multi-sectoral approach to Thai urban areas will be necessary in addressing the problems identified (1a).
- (v) Support the NMLT through institutional strengthening and seek to realise its role as a key component and knowledge management node in the capacity development infrastructure of Thailand. This will assist in the strengthening on national capacities and partnerships to effectively respond to the challenge of decentralisation. NMLT will provide the role of a 'knowledge resource centre'

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Implementation will be through three related work objectives:

- (i) **Implementing the City Consultation process**, a broad and flexible participatory urban decision-making process involving, and replicating the experience:
 - Identifying and mobilising stakeholders and undertaking a City Profile
 - Elaborating key issues and agreeing on priorities through broad-based consultation

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- Agreeing action plans and designing and implementing demonstration projects
 - Implementing action plans and learning from the process
- (ii) **Enhancing the capacity of NMLT to share good practice** through enhanced systems of 'knowledge management'
- (iii) **Building Regional Learning Networks** to support the delivery of decentralised capacity-development programmes to municipalities

14. This programme is anchored under MDG 7, target 11 (improving the living conditions of slum dwellers). It also seeks to contribute to MDG 1 target 1 (halve, between 1990 and 2015, the proportion of people whose income is less than one dollar a day), and MDG 7 target 10 (safe water supply and sanitation). The main intended beneficiaries are Thai municipalities, taken to include the function of local government itself, key urban stakeholders and local urban communities. There will be a special emphasis on increasing the participation of the urban poor and reducing urban poverty. As a core potential element in the capacity development infrastructure of Thailand, NMLT will also be significantly strengthened, and its enablement role enhanced.

Part III. Management Arrangements

III.1 Partners to be involved:

The key institutional and legal framework for addressing the urbanisation challenges outlined (Part I and Part II) logically defines the following leading partners:

- Centrally: the principal ministries (and departments/agencies) involved in urban governance and environmental management to include The Sustainable Cities Sub-committee, NESDB (as secretariat to the Sustainable Cities Sub-committee), MOI (DLA and DPO), MONRE (DEQP, PCB, OPP, OEPP) and the National Committee on Decentralisation to Local Government Organizations.
- Locally: as the targeted beneficiaries are the Thai municipalities and their local communities, especially the urban poor, the demonstration Municipal governments must be directly involved in project implementation, as must the NMLT as their representative organisation.

III.2 Management Overview:

- (i) In keeping with UN National Project Execution principles, each component (Objective) has been designed in cooperation with, and to be implemented by, a lead Thai agency: DLA (MOI) technically supported by DEQP (as appropriate), NMLT and TEI. As the targeted beneficiaries are the Thai municipalities and their local communities, especially the urban poor, the demonstration Municipal governments must be directly involved in project implementation.
- (ii) Each partner agency will be responsible for the appointment of a project director, project manager and multi-disciplinary project team, who

collectively will be responsible for the successful delivery of the objective activities and outputs.

- (iii) The programme has been designed as a coherent and interrelated set of activities, and as such each partner agency will have a shared understanding and respect for a 'common timeline'.
- (iv) An **Executive Group** will be established to ensure optimal sharing and coordination of policy recommendation to the Sustainable Cities Subcommittee. The Executive Group will be supported by a **Resource Group** (comprising working level representatives from the partner agencies and with secretariat support and facilitation by TEI).
- (v) To ensure a close linkage between the policy and implementation level, the **Resource Group** will be comprised of the key working level of the partner agencies as well as representatives of the to be establish RLN institutions. Secretariat support and facilitation will b provided by TEI.
- (vi) Implementation of capacity-development activities will closely involve five **Regional Learning Networks (RLNs)** to be developed under objective 3.

Diagrammatic representation of the management and institutional arrangements is shown in Annex 1.

Objective 1:

Objective 1 involves the implementation of a four stage 'city consultation' and toolkit testing and adaptation process. Programme implementation will be the responsibility of MOI/DLA supported technically (environmental planning and management) as appropriate and in accordance with available resources by MONRE/DEQP. It is anticipated that 'demonstration cities' will be selected in Songkhla, Sakon Nakorn and Chiang Rai, with the lesson learned shared to help ensure the maximum exposure from the city consultation process nationally. Participating cities will identify and appoint a city co-ordinator (responsible for the day-to-day management of the process) as well as a cross-sectoral "city" team to ensure ready access to information as well as maximising the learning experience. The Coordinator and "city team" will engage with local NGOs and stakeholders throughout application of the city consultation and action plan development process. Participatory documentation and evaluation of the city consultation process will be to ensure that the experiences captured and lessons learned are integrated into the broader curriculum development of the DLA and RLN members.

Objective 2:

Programme implementation will be the responsibility of the NMLT, through their Environment Committee, to capitalise on this Committee's mandate to promote urban sustainability and good urban governance and the profile achieved over recent years by advocating sustainable urban development in Thailand. As a central aim of this project is to further strengthen the NMLT capacities in this regard, regular management support will be provided by the TEI, working closely with the NMLT programme manager as a deliberate capacity-development approach. The case studies and good practices documented under Objective 3, along with lessons learned will be stored in and disseminated from an e-based 'Sustainable Urban Management Centre', supported by the appointment of a part-time webmaster. Necessary computer hardware and software will be supplied through programme support, so the NMLT Secretariat, working closely with TEI and

LA21TF will develop, implement and maintain this cost-effective Centre in the form of a 'knowledge bank', making the documented good practices, translated handbooks from international programmes and training materials in the Thai language available on-line to all municipalities. It is also anticipated that NMLT will be the focal agency for Asia Regional networking and city2city exchanges.

Objective 3:

Programme implementation will be the responsibility of TEI through its appointment of a programme manager, although success of this component will depend on the engagement and operation of five Regional Learning Networks as the principal mechanism for implementing the replication strategy and facilitating the delivery of capacity-development services to the demonstration municipalities. Wherever feasible, existing networks will be used as the foundations for the RLNs, and each RLN will pursue the same overall programme objective and have common core network members: resource cities (those cities most advanced in the implementation of sustainable urban management); NMLT leader members; and regional universities and training institutes. Recognising that some cities, institutions and regions have progressed further however, it is anticipated that each RLN will also develop its own approach reflecting regional and local priorities, needs and capacities, complemented by an e-based national information platform anchored in the NMLT which will be responsible for instituting knowledge management nationally.

The focus of capacity development activities and means of delivery will be determined and developed on the basis of regional network meetings but there will be an emphasis on the experimentation of differing methods of capacity delivery in each of the regions. These methods will have already been highlighted in the national replication strategy for consideration by the regional networks. An agreed participatory monitoring and evaluation procedure will be established and agreed amongst the RLNs and used for verifying, evaluating and documenting the capacity building methods employed and their effectiveness in improved urban management and governance.

Executive Group

Whilst the implementation of the Objectives (1-3) will be devolved to the partner agencies as an integral strategy for their capacity-development, each will be responsible for participating directly in the Executive Group, and with support from the UNDP/UN-HABITAT joint Secretariat and Resource Group, will work to achieve the following:

- Sharing of information on the results of the 3 objectives
- Co-ordinate programme implementation and collaboration
- Gaining and synthesizing the lessons learnt from Programme implementation activities;
- Advocating individually and collectively, through the Sustainable Cities Subcommittee for policy and legislative reform based on proven practices and principles of improved urban (and environmental) governance).

An indicative Executive Group Terms of Reference is attached as Annex 3. The final and agreed Terms of Reference will be the subject of discussion amongst Executive Group members.

Programme Management:

A **Resource Group** will be established to coordinate at the working level, the various inputs of each objective into the briefing papers and presentations for presentation to the Executive Group, as well as the SCSC (as appropriate). It is anticipated that this group will consist of the key implementing staff of each of the objectives, complemented by representatives from the RLN institutions and pilot cities (as appropriate). The Group will be chaired by the Director of the Bureau of Local Administrative Development. The Bureau and the Thailand Environment Institute (TEI), in its role as the assigned National Partner Institute (NPI) for UN-HABITAT's Sustainable Cities (SCP) and Urban Management Programme (UMP), will serve as joint secretariat to the Resource Group. The Group will mutually agree on standard reporting and updating systems capable of delivering effective coordination and subsequent information to the Executive Group and Sustainable City Sub-Committee. An indicative Resource Group Terms of Reference is attached as Annex 3. The final and agreed Terms of Reference (concluding the frequency of meetings) will be the subject of discussion amongst Resource Group members.

TEI will be the implementing agency for Component 3, will provide direct support to NMLT in implementing Objective 2, but will play more of a capacity-development, advisory and coordinating role in support of MOI (DLA) and MONRE in their implementation of Objectives 1 and 2.

Part IV. Monitoring and Evaluation:

The following monitoring process will be adopted:

- The Executive Group and Resource Group will provide complementary monitoring roles. The Executive Group will operate at the strategic level and be updated on the progress, outputs and results of the programme, and offer strategic advice in optimising the programme's impact and correcting delivery problems. This committee will be convened by the UNDP. The Resource Group will operate at the working level and will provide a mutually supportive monitoring process. Notes of all meetings will be forwarded to the UN-HABITAT Regional Office for Asia and the Pacific (ROAP) within two weeks of the meeting.
- Each of the three implementing agencies will be requested to provide a detailed Inception Report (including a Project Work Plan that will be reviewed and updated at six-monthly intervals). Quarterly progress reports and a mid-term Project Report will be submitted to UN-HABITAT ROAP.
- UN-HABITAT ROAP Human Settlements Officers will undertake up to six field visits during the duration of the programme to coincide with Executive Group meetings and key events in the programme (such as stakeholder workshops

identified in Annex 2), and to optimise the opportunity for broader programme partners to express their views on project delivery and/or their needs.

- The Programme will be executed by UNHABITAT. From the UNDP side, day-to-day management, coordination and support to the Programme will be carried out by Responsive Governance Manager/Policy Advisor, under direct supervision of the Deputy Resident Representative, with overall guidance from the Resident Representative.

Part V. Legal Context

This project document shall be the instrument that refers to the Agreement of the United Nations Special Fund and the Government of Thailand concerning assistance from the Special Fund, signed by the parties on 4 June 1960.

The following types of revision may be made to this project document with the signature of the UNDP Resident Representative only, provided she or he is assured that the other signatories of the project document have no objections to proposed changes:

- Revision in, or addition of, any of the annexes of the project document and the agreement, which is a precondition for UNDP assistance;
- Revision, which do not involve significant changes in the immediate objectives, outputs and activities of the project, but are caused by the rearrangement of inputs already agreed to or by cost increases due to inflation;
- Mandatory revisions, which re-phase the delivery of agreed project inputs or increased expense of other costs of which take into account agency expenditure flexibility.

Section II

RESULTS AND RESOURCES FRAMEWORK

Preamble

The programme, 'Supporting Decentralisation through the Promotion of Good Urban and Environmental Governance', comprises three interrelated project objectives each with a separate partner agency. The four project objectives are presented separately below.

Objective 1 Implementing the City Consultation Process

To develop local government and partner capacities (human resources and institutional arrangements) in participatory urban decision-making processes by sharing, testing, customising and adopting proven good urban governance approaches and methodologies (tools) from the Asia Region.

Indicative budget: \$76,000 (inclusive of DEQP inputs as appropriate at \$12,000)

Intended Outcome as stated in the Country Results Framework: • Capacity at local levels for participatory planning and effective implementation of poverty reduction programmes. • Partnerships between local authorities, NGOs and CBOs. • Increased accountability, transparency, access to information, and empowerment of people in local and national governance. • Increased policy dialogue and public debate on the achievement of the Millennium Development Goals (MDG+); Increased use by decision-makers of MDG+ framework in policy formulation and implementation.			
Outcome indicator as stated in the Country Programme Results and Resources Framework, including baseline and target:			
Applicable Strategic Area of Support (from SRF) and TTF Service Line (if applicable): SAS 1.3.1; SAS 1.3.2; SAS 1.3.3; SAS 1.1.2			
Partnership Strategy: Establish an "Urban Governance" Project Team (UG-PT) within DLA comprising DLA and DLA Training Institute staff responsible for both in-service and outreach capacity-building support to Municipalities, which will take responsibility to implement this objective. The UG-PT will select demonstration municipalities, and subsequently support municipalities in the application of the toolkit, and with the Regional Learning Network in the replication and dissemination of the revised toolkit. In order to strengthen national partnerships and ensure a consistency of approach in overall programme implementation amongst partners, full participation in programme coordination and in the Executive Group is expected. Additionally, policy recommendations resulting from the demonstration activities will be co-ordinated with other partners through the Resource Group prior to submission to the SCSC (of which DLA is a member).			
Project title and number: Supporting Decentralisation through the Promotion of Good Urban and Environmental Governance			
Intended Outputs	Output Targets for (years)	Indicative Activities	Inputs
1.1 Customised (draft) Toolkit to "Support Participatory Urban Decision Making" in Thai.	Months 02 to 05	1.1.1 Through the hiring a technical translator and working with a toolkit review committee adapt and customise the UN-HABITAT 'Tools to Support Participatory Urban Decision Making' into Thai with past good practice examples from Thai municipalities (to be documented by TEI under Objective 3) and supplement with a review of Thai and international urban management	Costs of: DLA Project Personnel Technical translator

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		tools currently under development (including UNDP, KPI and UN-HABITAT materials).	
1.2 Past “Environmental Planning and Management Guidebooks” converged into an environmental planning and management component to the the Thai customized Toolkit on “Participatory Urban Decision Making”	Months 02-05	1.2.1 Through hiring consultant(s) consolidate past urban sustainable development toolkits and methods (to include ‘Environmental Planning and Management Guidebooks’ by GTZ, DANCED, SIDA and others) to provide an environmental planning and management component in the Thai customized Toolkit on “Participatory Urban Decision Making”.	Costs of: DLA Project Personnel Consultant
1.3 (i) Proceedings from Training Workshops conducted with Municipalities, with overhead sheets, distributed training materials, participant evaluations and summaries of lessons learned. 1.3 (ii) Adapted Toolkit to “Support Participatory Urban Decision Making” based on training materials used in the Municipal Training Workshops.	Months 05-06	1.3.1 Use a demand driven process to select 5 “demonstration” Municipalities interested in and committed ³ to applying the “Toolkit” through the “City Consultation” process in a participatory manner. Through either in-house training staff or the hiring of a trainer-of-trainers conduct preparatory ‘training for trainers’ and city- based training workshops and adapt the toolkit. ^{4, 5}	Costs of: DLA Project Personnel Consultant (Trainer-of-Trainers) Training workshop
With the support of DLA (and DEQP as requested) Municipalities will produce: 1.4 (i) Five City Profiles and proceedings from their City Consultations. 1.4 (ii) Five Urban Pacts with committed partners	Months 07-21	1.4.1 DLA will support Municipal application of the Toolkit through all four stages of the cycle with capacity development support from the UG-PT (DLA and DLA Training Institute). DEQP will provide technical expertise on specific issues as requested by participating	Costs of: DLA Project Personnel Travel/expenses to participating cities

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³ Those Municipalities where the Mayor provides clear political commitment through the allocation of office space, sharing of information, staff and recurrent budget for stakeholder meetings, workshops, operational budget for the local UG-PT etc.

⁴ The City Consultation method, initiated following the Habitat II Conference (1996) will be the organising process and framework for this programme. It is primarily intended to improve city policies, management and administration on poverty, environment and governance, and has been developed, tested and refined as a core method in participatory decision-making in UN-HABITAT’s Sustainable Cities and Urban Management Programmes. The City Consultation involves a broad and flexible four stage process: (i) identifying and mobilising stakeholders (including municipal government, CBOs, NGOs, private sector, (utility) service providers, educational and health sectors etc) and identifying the key issues; (ii) elaborating key issues, building consensus and formulating strategies; (iii) agreeing action plans and designing and implementing demonstration projects, and; (iv) implementing action plans and learning from this process with a view to scaling-up and institutionalising the process. This programme will have technical support for City Consultations from UN-HABITAT Regional Office for Asia & the Pacific (ROAP).

⁵ The preparatory Training-for-trainers workshop will be a jointly convened event preparing the selected municipalities and key DLA and DEQP staff for the participatory city consultation and action plan development process. It is anticipated that the planning for the workshop will take place in the Resource Group and that two local consultants will be engaged to facilitate the workshop.

<p>to support implementation of Urban Management Strategies and Action Plans.</p> <p>1.4 (iii) Issue-specific urban management strategies and pro-poor gender sensitive action plans under implementation for each city.</p> <p>1.4 (iv) Project proposals for additional funding under consideration.</p> <p>1.4 (v) Documentation on lesson learning and good practice.</p>		<p>municipalities.</p> <p>DLA will ensure:</p> <ul style="list-style-type: none"> • municipalities prepare their City Profiles and implement their City Consultations with full stakeholder engagement, including participatory working groups, workshops and other community-level participatory methods and processes. • municipalities draft, disseminate and agree detailed pro-poor and gender sensitive Urban Management Strategies and Action Plans on the basis of such consultations; • municipalities hold an Investment Workshop bringing together key donors and seeking commitment to the resourcing of the action plan implementation; • commence action plan implementation and mobilise additional resources for plan implementation, • develop project proposals for additional funding, and; • Document the lessons learned. 	<p>DEQP (as appropriate and according to available resources) costs of travel, expenses and honorarium US\$ 12,000</p>
<p>1.5 Adapted Toolkit to “Support Participatory Urban Decision Making” based on City Consultations and DLA Training Institute urban decision making curriculum and supporting training materials.</p>	<p>Months 18-22</p>	<p>1.5.1 On the basis of lessons learned from implementation, revise the Toolkit for wider application and disseminate to the Regional Learning Network (Objective 3).</p> <p>1.5.2 Customise existing DLA Training Institute “modules” to address key issues prioritised at Municipal Consultations (strengthening municipal finance, other priority training needs to address key skill and competency gaps)</p> <p>1.5.3 Integrate the lessons learned into an urban decision making curriculum for the DLA Training Institute.</p> <p>1.5.4 Mainstream urban decision-making curriculum in DLA Training Institute activities.</p>	<p>Costs of: DLA Project Personnel</p>

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<p>1.6 Development of urban policy and legislative reform agenda.</p>	<p>Months 4-24</p>	<p>1.6.1 Effect changes in MOI urban development policy and legislative reform agenda based on good practices and lessons learned, and regularly share experiences and request specialised support from other partners through the Executive Group and the Resource Group, (especially MONRE when environmental concerns are prioritised at the city consultations) and advocate for policy and legislative reform through the SCSC.</p>	<p>Costs of: DLA Project Personnel</p>
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Objective 2 Enhancing the Capacity of NMLT to Share Good Practice

To build the capacity of national association(s) to advocate policy and legislative reforms based upon well-documented good practice experiences, and accelerate implementation of such reforms through improved dissemination mechanisms.

Indicative Budget: \$45,000

Intended Outcome as stated in the Country Results Framework: • Partnerships between local authorities, NGOs, CBOs. • Improved capacity of national and local authorities, NGOs, community-based groups, and private sector in environmental management and sustainable energy development that respond to the needs of major stakeholders, the poor and the disadvantaged. • Capacity at local levels for participatory planning and effective implementation of poverty reduction programmes. • Increased accountability, transparency, access to information, and empowerment of people in local and national governance. • Thai development knowledge and experience disseminated to other countries. • Increased policy dialogue and public debate on the achievement of the Millennium Development Goals (MDG+); Increased use by decision-makers of MDG+ framework in policy formulation and implementation.			
Outcome indicator as stated in the Country Programme Results and Resources Framework, including baseline and target:			
Applicable Strategic Area of Support (from SRF) and TTF Service Line (if applicable): SAS 1.3.2; SAS 3.1.2; SAS 1.3.1; SAS 1.3.3; SAS 1.1.2			
Partnership Strategy: Supported by the Thailand Environment Institute, the strategy is to strengthen the NMLT advocacy and support role by hiring a programme manager and other part-time staff as necessary as Secretariat staff to better monitor and document application of innovative urban governance practices by its member Municipalities, synthesise the lessons learned and share these with members, promote application of good practices nationally by its members, and through these activities strengthen NMLT's role in national policy and legislative reform dialogues with programme partners, based on those lessons and good practices. In order to strengthen national partnerships and ensure a consistency of approach in overall programme implementation amongst partners, full participation in programme coordination and in the Executive Group is expected. Additionally, policy recommendations resulting from the demonstration activities will be co-ordinated with other partners through the Resource Group prior to submission to the SCSC (of which NMLT is a member through its Environmental Committee)			
Project title and number: Supporting Decentralisation through the Promotion of Good Urban and Environmental Governance			
Intended Outputs	Output Targets for (years)	Indicative Activities	Inputs
2.1 Programme Manager recruited	Months 01-02	2.1.1 In close collaboration with TEI recruit a programme manager, and assign office space. The programme manager will be responsible for the implementation of this objective (with continued urban environment expert support from TEI).	Costs of: Recruitment NMLT Project Manager
2.2 A Sustainable Urban Management Website (SUMW) established and functioning as knowledge management centre in the NMLT.	Months 5-24	2.2.1 Establish and maintain an Sustainable Urban Management Website (SUMW) to store and disseminate the documented good practices and develop a knowledge management system.	Costs of: NMLT Project Manager Webmaster/consultant

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<p>2.3 (i) Enhanced knowledge management systems and SUMW support through incorporation of international experience.</p> <p>2.3 (ii) Good practices being disseminated through City2City 'exchanges' and promoted by member Mayors.</p>	<p>Months 09-16</p>	<p>2.3.1 Disseminate and support wide application of good urban (and environmental) governance practices and principles through developing and implementing city exchange opportunities (such as regional workshops, city-2-city exchange visits).</p>	<p>Costs of: NMLT Project Manager City-2-city exchange fund</p>
<p>2.4 Strengthened NMLT promoting good urban (and environmental) governance.</p>	<p>Months 05-19</p>	<p>Through contracting an Institutional Development Specialist and Facilitator (to assist focus group discussions):</p> <p>2.4.1 Draft, circulate and discuss option papers for MLT institutional strengthening with members, key stakeholders and potential donors.</p> <p>2.4.2 Consolidate comments into a draft Institutional Strengthening Strategy.</p> <p>2.4.3 NMLT focus working group to discuss and adopt an Institutional Strengthening Strategy and supporting Action Plan.</p>	<p>Costs of: NMLT Project Manager Consultant (Institutional Expert) Consultant (Facilitator)</p>

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- Deleted:** Output 3.3 \$2478 UNDP / 10020 UN-HABITAT-SCP
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- Deleted:** (Objective 4)
- Deleted:** the "Regional Learning Networks" (established under Objective 4),
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- Deleted:** 2.3.2 Support implementation of that strategy to further replicate good practices and gradually institutionalise "good" urban governance principles and practices.¶
- ¶ **2.3.3** Share the good practices through a series of targeted Regional Exchange Workshops.¶
- ¶ **2.3.4** Promote the introduction of good practices through city2city exchanges and internships.¶
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Objective 3 Building Regional Learning Networks
To build 'Regional Learning Networks' of national and regional universities and training support institutions so they may deliver decentralised capacity-development programmes in urban (and environmental) governance to municipalities and their partners.

Indicative Budget: \$99,000

Intended Outcome as stated in the Country Results Framework: • Capacity at local levels for participatory planning and effective implementation of poverty reduction programmes. • Increased accountability, transparency, access to information, and empowerment of people in local and national governance. • Improved capacity of national and local authorities, NGOs, community-based groups, and private sector in environmental management and sustainable energy development that respond to the needs of major stakeholders, the poor and the disadvantaged. • Increased policy dialogue and public debate on the achievement of the Millennium Development Goals (MDG+); Increased use by decision-makers of MDG+ framework in policy formulation and implementation.			
Outcome indicator as stated in the Country Programme Results and Resources Framework, including baseline and target:			
Applicable Strategic Area of Support (from SRF) and TTF Service Line (if applicable): SAS 1.3.1; SAS 1.3.3; SAS 3.1.2; SAS 1.1.2			
Partnership Strategy: Engage the Thailand Environment Institute (TEI) as an internationally recognised national research and capacity building institution, and an important component in the capacity development infrastructure of Thailand, to develop and strengthen a partner network of Regional Training and support Institutions, linking to (and capacitating) the demonstration Municipalities selected for Objectives 1. TEI will also support NMLT in the implementation of objective 2 and the partners' 'Resource Group' for informing the Executive Group and supporting the partners' submission to the Sustainable Cities Sub-Committee. TEI's lead in the Resource Group is designed to strengthen national partnerships and ensure a consistency of documentation and approach in overall programme implementation amongst partners. Policy recommendations resulting from the demonstration activities will be co-ordinated with other partners through the Resource Group prior to submission to the SCSC (of which TEI is a representative). TEI's full participation in programme coordination and in the Executive Group is expected.			
Project title and number: Supporting Decentralisation through the Promotion of Good Urban and Environmental Governance			
Intended Outputs	Output Targets for (years)	Indicative Activities	Inputs
<p>3.1 (i) An agreed good practice documentation framework.</p> <p>3.1 (ii) Urban environmental governance "Good Practices" documented from 10-20 Municipalities.</p>	Months 01 to 02	3.1.1 Prepare and circulate a 'documentation framework' to review the use of "good" urban environmental governance implementation instruments in Thai urban municipalities, select the Municipal documentation partners and support the Municipalities to document their good practices.	<p>Costs of:</p> <p>Project Personnel Honorariums (Municipal documenters) Travel</p>
3.2 Report providing an overview of capacity building and tool development to date in Thailand, and qualitative in-depth assessment of implemented capacity-building methods in selected municipalities.	Months 01 to 02	3.2.1 Develop a comprehensive overview of the existence, use and customisation of capacity building processes and toolkits in environmental planning and management, good governance and poverty reduction.	<p>Costs of:</p> <p>Project Personnel</p>

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<p>3.3 (i) Leading National and Regional Universities and Training Support Institutions profiled.</p> <p>3.3 (ii) Learning Networks established in five regions.</p> <p>3.3 (iii) Agreed a 'National Capacity Building Agenda' and 'Replication Strategy' based upon the documented good practices and capacity building processes/toolkits.</p>	<p>Months 01 to 08</p>	<p>3.3.1 Profile the leading national and Regional Universities, DLA and DEQP training institutes and other potential Training Support Institutions with regard to their urban (and environmental) governance training and capacity-development programmes and outreach support capabilities.</p> <p>3.3.2 Propose Regional Learning Networks to the Executive Group and agree Memorandum of Understanding/Terms of Reference amongst core partners⁶.</p> <p>3.3.3 Develop and agree a 'National Capacity Building Agenda' and 'Replication Strategy' based upon the documented good practices and capacity building processes/toolkits, and identify the need for and scope for Training of Trainers, management tools and curricula to be developed in partners institutions.</p>	<p>Costs of: Project Personnel</p>	<p>Deleted: Output 4.4: \$7307 UN-HABITAT-SCP</p> <p>Deleted: (Objective 3)</p>
<p>3.4 (i) Fifteen percent of Thai municipalities contacted, selected and engaged in capacity building activity.</p> <p>3.4 (ii) 850 municipal staff and officials engaged in capacity building training.</p> <p>3.4 (iii) Proceedings from Training Workshops conducted in Municipalities, with overhead and work sheets, distributed training materials, participant evaluations and summaries of lessons learned.</p> <p>3.4 (iv) Inputs into a revised "Environmental Planning and Management" component of the Thai customised toolkit on "Participatory</p>	<p>Months 05-21</p>	<p>3.4.1 Support the Regional Learning Networks in drawing up capacity building materials, based upon the documentation and distillation of good practice and national replication strategy through regional network and national network meetings.</p> <p>3.4.2 Support the Regional Learning Networks to provide capacity-development inputs to the five pilot "demonstration" cities.</p> <p>3.4.3 Support the Regional Learning Networks to refine the Toolkit and support a target of fifteen percent of all regional</p>	<p>Costs of: Project Personnel, Honorarium (RLN members) Workshop (RLN) Travel (to RLN workshops)</p>	<p>Deleted: Output 4.5: \$53432 UN-HABITAT-SCP / \$20000 UN-HABITAT-UMP¶</p> <p>Deleted: ¶</p> <p>Deleted: seven</p>

⁶ Regional learning networks will seek to build upon existing decentralised capacity-development structures.

Urban Decision Making” including Training Workshop materials and lessons learned.		<p>municipalities in capacity building activities.</p> <p>3.4.4 Support the RLNs deliver capacity building training to a target of 850 participants (officials and staff) in identified priority areas and evaluate this process through participatory methods and national network meeting.</p>	
<p>3.5 Coordination and synthesis of partner outputs through facilitating the Resource Group meetings. Maintaining Resource Group notes.</p>	Months 01-24	<p>3.5.1 Provision of programme support function for all programme partners through facilitating the Resource Group and cooperation between partners to coordinate and synthesize the working level inputs to the SCSC in terms of reports and recommendations (including co-ordination of all briefing papers and presentations).</p>	<p>Costs of: Project Personnel Travel (local)</p>

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BUDGET

Project ID	Donor	Budget Description		Total Budget	2004	2005	2006
	UNDP	72100	International Consultant	14,260	1,782	7,130	5,348
			<i>Sub Total</i>	<i>14,260</i>	<i>1,782</i>	<i>7,130</i>	<i>5,348</i>
	UN HABITAT	71600	Travel	10,020	1,670	5,010	3,340
			<i>Sub Total</i>	<i>10,020</i>	<i>1,670</i>	<i>5,010</i>	<i>3,340</i>
	UNDP	72100	Contractual Service (DLA)	76,390	9,300	47,306	19,784
	UNDP/UNHABITAT	72100	Contractual Service (NMLT)	44,957	1,264	35,160	8,533
	UN HABITAT	72100	Contractual Service (TEI)	99,141	16,696	50,841	31,604
			<i>Sub Total</i>	<i>220,488</i>	<i>27,260</i>	<i>133,307</i>	<i>59,921</i>
	UN HABITAT	72100	Workshops	3,000	-	3,000	-
			<i>Sub Total</i>	<i>3,000</i>	<i>-</i>	<i>3,000</i>	<i>-</i>
	UNDP	74500	Miscellaneous Expenses	1,000	125	500	375
			<i>Sub Total</i>	<i>1,000</i>	<i>125</i>	<i>500</i>	<i>375</i>
	UNHABITAT	75100	Facilities and Administration (GMS)	8,505	1,054	5,092	2,359
	UNDP	74100	UNHABITAT Execution Fee	12,727	1,579	7,619	3,529
			<i>Subtotal</i>	<i>21,232</i>	<i>2,633</i>	<i>12,711</i>	<i>5,888</i>
			Grand Total	270,000	33,470	161,658	74,872

Annex 1 Intended Outcomes and Indicators

OBJECTIVES	INTENDED OUTCOME/IMPACT	INDICATOR/BENCHMARKS
<p>OBJECTIVE 1 Implementing the City Consultation Process</p> <p>To develop local government and partner capacities (human resources and institutional arrangements) in participatory urban decision-making processes by sharing, testing, customising and adopting proven good urban governance approaches and methodologies (tools) from the Asia Region.</p>	<p>1.1 Increased accountability, transparency and access to information and empowerment of local people in urban governance</p> <p>1.2 Increased policy dialogue and reform on pro-poor urban governance</p> <p>1.3 Provision and improvement of basic services to slum dwellers through pro-poor Urban Management Plan and Action Plan implementation</p>	<p>1.1.1 Number and composition of people involved in the city consultation processes</p> <p>1.1.2 Level of effectiveness of local government system measured through appropriate methods, such as UNDP's 'report card' testing and social auditing (ie People's Audit Project)</p> <p>1.2.1 Number of reports drafted, circulated and agreed resulting in policy development and reform</p> <p>1.2.2 Executive attendance at Executive Group and Sustainable Cities Sub-Committee meetings</p> <p>1.2.3 Number of internal workshop discussions and issues papers on pro-poor urban governance policy development and reform</p> <p>1.3.1 Resource allocation and mobilisation for supporting the implementation of action plans</p> <p>1.3.2 Improvement of conditions and services in slum communities (to include water and sanitation and secure tenure)</p>
<p>OBJECTIVE 2 Enhancing the Capacity of NMLT to Share Good Practice</p> <p>To build the capacity of national association(s) to advocate policy and legislative reforms based upon well documented good practice experiences, and accelerate implementation of such reforms through improved dissemination mechanisms.</p>	<p>2.1 Improved capacity of municipalities in pro-poor urban and environmental governance and service delivery</p> <p>2.2 Improved capacity of NMLT to disseminate good practice and capacity-development materials on pro-poor urban and environmental governance</p>	<p>2.1.1 Capacity-development materials available on pro-poor urban and environmental governance</p> <p>2.1.2 Number of training courses and consultative workshops on urban and environmental governance</p> <p>2.1.3 Number of municipal staff and officials trained</p> <p>2.2.1 Sustainable e-based resource centre accessed by 20% of municipalities</p>
<p>OBJECTIVE 3 Building Regional Learning Networks</p>	<p>3.1 Improved capacity of municipalities in pro-poor urban and environmental governance and service delivery</p>	<p>3.1.1 Capacity-development materials available on pro-poor urban and environmental governance</p>

<p>To build a 'Regional Learning Network' of National and Regional Universities and Training Support Institutions so they may deliver decentralised capacity-development programmes in urban (and environmental) governance to municipalities and their partners.</p>	<p>3.2 Sustainable regional capacity-development infrastructure capable of sustained development of municipal capacity in pro-poor urban and environmental governance</p>	<p>3.1.2 Number of training courses and consultative workshops on urban and environmental governance</p> <p>3.2.3 Number of municipal staff and officials trained</p> <p>3.2.1 Five regional learning networks established, developed and operational, and networked to minimum of 15% of regional municipalities</p>
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Annex 2 Indicative timelines

NOTES:

1. Inception Period

The inception period will involve the production of:

- detailed implementation inception reports by each of the implementing agencies, detailing activities and actions and establishing monitoring and evaluation procedures
- establishing and identifying project teams
- clarifying key internal working relationships (to include inter-departmental cooperation where appropriate)

2. Executive Group Meetings

Through the Executive Group and the Resource Group, the Sustainable Cities Sub-committee will be the focal point for the programme's learning and policy development and reform advocacy functions. Underlining the significance placed on this forum, the Executive Group will work according to the following tentative framework based on key outputs from the partners:

Meeting No.1	Inception Meeting
Meeting No.2	Regional Learning Networks and good practice synthesis and replication
Meeting No.3	National Capacity-Development Agenda and Replication Strategy
Meeting No.4	City Consultation: good practice synthesis and replication
Meeting No.5	Action Plan implementation (good practice synthesis and replication)
Meeting No.6	Sustainable Urban Development (Policy and Legal Reform), Declaration & Programme Evaluation

3. Resource Group Meetings (Objectives 1 to 3)

Resource Group meetings will occur typically at bi-monthly intervals and work intensively to prepare the briefing papers and presentations as required. The Resource Group will provide a secondary function of a mutually supportive monitoring mechanism.

4. Regional Learning Networks (Objective 3)

Regional Network Workshop No.1	Overview of capacity building processes and toolkits
National Regional Network Workshop No.1	National Replication Strategy and Capacity Development Agenda
Regional Network Workshop No.2	Developing Capacity-Development Materials and supporting City Consultations
National Regional Network Workshop No.2	Developing Capacity-Development Materials and supporting City Consultations
Regional Network Workshop No.3	Toolkit Revision, Curriculum and Training Material Development
National Regional Network Workshop No.3	Toolkit Revision, Curriculum and Training Material Development
National Regional Network Workshop No.4	Programme Evaluation

PROGRAMME OBJECTIVE AND KEY ACTIVITIES	Y 04	Year 2005												Year 2006											
	12	01	02	03	04	05	06	07	08	09	10	11	12	01	02	03	04	05	06	07	08	09	10	11	
OBJECTIVE 1 – IMPLEMENTING THE CITY CONSULTATION PROCESS																									
Inception Period																									
1.1.1 Adapt and customise UN-HABITAT PUDM toolkit																									
1.2.1 Consolidation of environmental toolkits																									
1.3.1 Select Demonstration municipalities / T-o-T workshop																									
1.4.1 Municipal application of Toolkit through CC process																									
• Prepare City Profiles and commence CC processes																									
• Draft and agree strategies and action plans																									
• Hold Investment Workshop													◆												
• Commence action plan implementation																									
• Develop project proposals for additional funding																									
• Document lessons learned and good practice																									
1.5.1 Revise Toolkit for wider RLN application (Ob.3)																									
1.5.2 Customise existing DOLA Institute modules																									
1.5.3 Integrate lessons learned into DLA Institute curriculum																									
1.5.4 Mainstream PUDM into DOLA Institute activities																									
1.6.1 Effect urban policy development and support SCSC																									
Executive Group Meetings																									
Meeting No.1 Inception Meeting	◆																								
Meeting No.2 RLN and Good Practice				◆																					
Meeting No.3 National CD Agenda and Replication Strategy									◆																
Meeting No.4 City Consultation (Good Practice)														◆											
Meeting No.5 Action Plan Implementation (Good Practice)																				◆					
Meeting No.6 Declaration & Programme Evaluation																									◆
Toolkit Versioning & Consolidation Meetings (optional)		◆	◆	◆	◆																				
Resource Group Meetings (bi-monthly)		◆		◆		◆		◆		◆		◆		◆		◆		◆		◆		◆		◆	

PROGRAMME OBJECTIVE AND KEY ACTIVITIES	Y	Year 2005												Year 2006											
	04	12	01	02	03	04	05	06	07	08	09	10	11	12	01	02	03	04	05	06	07	08	09	10	11
OBJECTIVE 2- ENHANCING THE CAPACITY OF NMLT TO SHARE GOOD PRACTICE																									
Inception Period																									
2.1.1 Recruit Prog. Manager & est. NMLT focus group			◆																						
2.2.1 Establish e-based SUMC and update regularly										◆															
2.3.1 Promote city2city exchanges and internships																									
2.4.1 Draft & discuss option papers for MLT strengthening																									
2.4.2 Consolidate comments into a draft strategy																									
2.4.3 NMLT focus group to adopt strategy and action plan																									
NMLT Project Team Meetings⁷																									
Inception Meeting		◆																							
Good Practice and National Replication Strategy Workshop						◆																			
Supporting Strategy Implementation Workshop										◆															
Regional Exchange Workshops														◆											
NMLT Focus Group (Institution Strengthening) W/shops																									
NMLT Focus Group (Strategy & Action Plan Formulation)						◆																			
NMLT Focus Group (Strategy & Action Plan Formulation)												◆													
Executive Group Meetings																									
Meeting No.1 Inception Meeting		◆																							
Meeting No.2 RLN and Good Practice				◆																					
Meeting No.3 National CD Agenda and Replication Strategy								◆																	
Meeting No.4 City Consultation (Good Practice)														◆											
Meeting No.5 Action Plan Implementation (Good Practice)																				◆					
Meeting No.6 Declaration & Programme Evaluation																									◆
Resource Group Meetings (bi-monthly)		◆		◆		◆		◆		◆		◆		◆		◆		◆		◆		◆		◆	

⁷ To be confirmed by NMLT subject to available resources and mode of operation.

PROGRAMME OBJECTIVE AND KEY ACTIVITIES	Y 04	Year 2005												Year 2006										
	12	01	02	03	04	05	06	07	08	09	10	11	12	01	02	03	04	05	06	07	08	09	10	11
OBJECTIVE 3 – BUILDING REGIONAL NETWORKS																								
Inception Period																								
3.1.1 Good practice documentation																								
3.2.1 Develop comprehensive overview of CB/ toolkits																								
3.3.1 Profile National & Regional Training Support Institutes																								
3.3.2 Propose RLNs to PAG and issue ToRs				◆																				
3.3.3 Develop and agree National Capacity Building Agenda								◆																
3.4.1 Support RLNs to develop CB materials																								
3.4.2 Support RLNs to provide CB inputs into demo cities																								
3.4.3 Support RLNs to target 15% of regional municipalities																								
3.4.4 Deliver CB training to a municipalities																								
3.5.1 Programme coordination support																								
Executive Group Meetings																								
Meeting No.1 Inception Meeting	◆																							
Meeting No.2 RLN and Good Practice				◆																				
Meeting No.3 National CD Agenda and Replication Strategy								◆																
Meeting No.4 City Consultation (Good Practice)														◆										
Meeting No.5 Action Plan Implementation (Good Practice)																			◆					
Meeting No.6 Declaration & Programme Evaluation																								◆
Regional Network Meetings																								
Regional Network Workshop No.1					◆																			
National Regional Network Workshop No.1					◆																			
Regional Network Workshop No.2									◆															
National Regional Network Workshop No.2									◆															
Regional Network Workshop No.3																			◆					
National Regional Network Workshop No.3																			◆					
National Regional Network Workshop No.4																					◆			
Resource Group Meetings (bi-monthly)		◆		◆		◆		◆		◆		◆		◆		◆		◆		◆		◆		◆

Annex 3 Indicative Terms of Reference (Executive Group and Resource Group)

‘Supporting Decentralisation through the Promotion of Good Urban and Environmental Governance’

EXECUTIVE GROUP Draft (Indicative) Terms of Reference

1. Preamble

The Executive Group is the principal focal point for the collective sharing experience, generating knowledge and providing the programme’s strategic direction. As such the Executive Group provides a mutually supporting programme guidance and implementation mechanism to all programme partners. The Executive Group is the key decision-making forum for the coordination of policy recommendations to the Sustainable Cities Sub-Committee. The success of the Executive Group will be determined by the active engagement of the implementing agencies and programme partners.

2. Goal

To promote policy dialogue and the sharing of experience and knowledge gained through the implementation of the programme, and to agree upon policy recommendations to the Sustainable Cities Sub-Committee that contribute to the shared vision of sustainable and liveable cities and their role in national development.

3. Objectives

- (i) To provide a platform for policy discussion on good urban and environmental governance, and the identification of appropriate policy and legal developments.
- (ii) To promote the exchange of ideas, experience, information and knowledge through programme implementation, with a view to recommendations on the broader replication of good practice and development of supportive national policy frameworks.
- (iii) To guide and optimise the impact of programme implementation by providing an executive overview in support of effective programme coordination, and seeking interagency collaboration in support of programme implementation at the municipal level.

4. Responsibilities

Programme partners will be responsible for:

- (i) Providing written and oral presentations and updates on programme implementation to Executive Group meetings.
- (ii) Submitting briefing and issue papers on relevant and appropriate thematic areas that inform programme learning, synthesis and identifying areas for change.
- (iii) Undertaking follow-up activities in the development of ideas and policy positions as appropriate and agreed.
- (iv) Identifying and agreeing recommendations for policy and legislative development based on proven practices and principles of improved urban and environmental governance, for presentation to the Sustainable Cities Sub-Committee.
- (v) Ensuring executive level representation at the Executive Group meetings (normally taken to mean the individual implementing agencies’ Project Directors and programme partners’ executive officers).

5. Organisation

The Executive Group will be supported by a joint UNDP/UN-HABITAT Secretariat and a Resource Group (chaired by the Director of the Bureau of Local Administrative Development and with a joint Secretariat of the Bureau and TEI, and comprising working level representatives from each programme partner), to ensure optimal sharing through the preparation and circulation of materials, and a close linkage between the programme's policy and implementation levels.

It is anticipated that the Executive Group will meet every six months (or as appropriate and mutually agreed) and would cover the following core items:

- (i) Inception Meeting: to discuss and build understanding of the programme objectives, expected outputs, activities, implementing agency roles, and overall "learning agenda".
- (ii) Regional Learning Networks and good practice synthesis and replication.
- (iii) National Capacity-Development Agenda and National Replication Strategy (discussion, finalisation and agreement).
- (iv) City Consultation: good practice synthesis and replication Share and discuss lessons learned through city consultations
- (v) Action Plan Implementation (good practice synthesis and replication): share and discuss the lessons learned through action plan implementation with a view to institutionalisation and up-scaling.
- (vi) Urban Policy and Legal Reform Declaration and Programme Evaluation: identification, discussion and agreement on recommendations for joint action for continuing reform, institutionalisation and replication.

6. Members

The Executive Group will be convened by UNDP and co-chaired by the UNDP Resident Representative and Director General the Thailand International Development Cooperation Agency. It shall include executive level representation of all programme implementing partners (MOI/DLA and MONRE/DEQP, NMLT, TEI) and UN-HABITAT. Members of the Executive Group shall sit ex-officio and comprise:

- Resident Representative, UNDP (Co-chair)
- Director General, Thailand International Development Cooperation Agency (Co-chair)
- Secretary General National Economic and Social Development Board
- Director General, Department of Local Administration, Ministry of Interior
- Director of Bureau of Local Administrative Development, DLA, Ministry of Interior
- Director-General, Department of Environmental Quality Promotion, Ministry of Natural Resources and Environment
- President of the National Municipal League of Thailand
- Director Grassroots Action Program, Thailand Environment Institute
- Senior Human Settlements Officer, UN-HABITAT Regional Office for Asia and the Pacific

Invitations to attend Executive Group Meetings will be extended to the Mayors of the pilot demonstration cities as appropriate (pilot cities will not however be members of the Executive Group). UNDP and UNHABITAT will act as joint secretariat for the Group.

'Supporting Decentralisation through the Promotion of Good Urban and Environmental Governance'

'RESOURCE GROUP' Draft (Indicative) Terms of Reference

1. Preamble

The programme ('Supporting Decentralisation through the Promotion of Good Urban and Environmental Governance') has been designed to ensure the devolution and responsibility for implementation to three separate implementing agencies. However, in order to support the smooth and timely preparation of key briefing papers and presentations of results through ensuring adequate communication between the implementing agencies for closer integration between the policy and working level, a Resource Group will be established.

2. Purpose

To ensure the efficient and effective implementation of the programme objectives by establishing a communication and working level co-ordination mechanism for the sharing of related information between the implementing agencies leading to consolidated and synthesized reports and other materials for the Executive Group and subsequent submission to the Sustainable Cities Sub-Committee

3. Participation

It is anticipated that the Resource Group will be comprised of the key implementing staff of each partner agency (MOI/MONRE, NMLT and TEI) as well as representatives of the trainers from the RLN to strengthen linkages for further replication and spreading and the pilot demonstration cities (as appropriate). DTEC will also participate in the Group. Other resource persons that will assist the programme implementation will be identified and invited as appropriate. Invitation to join the Resource Group can be on an ad hoc basis as issues arise. The Resource Group will be chaired by the Director of the Bureau of Local Administrative Development and support by a joint Secretariat of the Bureau and Thailand Environment Institute (TEI).

The mode of operation will be facilitatory and enabling. The Resource Group will seek to support partners overcome problems and ensure collective and individual respect for the programme's integrated timeline and activities. Implementing agencies will be expected to actively participate in, the Resource Group as part of their individual contractual agreements.

4. Roles and responsibilities

In the capacity of Resource Group Chair, the Director of the Bureau of Local Administrative Development with the joint secretariat support of the Bureau and TEI will:

- (i) Establish effective communication and co-ordination between the implementing agencies' project implementers.
- (ii) Coordinate, consolidate and synthesise the various briefing papers and other inputs for information to the Executive Group and subsequent submission, circulation and presentation at the Sustainable Cities Sub-committee.
- (iii) To arrange Resource Group meetings on a regular basis to ensure face-to-face interaction and information sharing.
- (iv) Issue meeting notes within one week of the date of the meeting.
- (v) Offer advice and support to project implementers as requested.

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THE 'LEARNING SECRETARIAT' (TEI)

Draft Terms of Reference

1. Preamble

The programme ('Supporting Decentralisation through the Promotion of Good Urban and Environmental Governance') has been designed to ensure the devolution and responsibility for implementation to four separate implementing agencies. To help support smooth implementation, maximise the communication and sharing between the implementing agencies and project partners and optimise the opportunity for learning, dissemination and replication, a 'Learning Secretariat' will be established. The Learning Secretariat has the expressed role of servicing, representing and facilitating the operation of the Policy Action Group (PAG). The Learning Secretariat is responsible to the members of the PAG, and for fulfilling the goal and objectives established for the PAG.

2. Purpose

To optimise the identification, sharing and dissemination of lessons learned through the implementation of the programme, and maximise the opportunity for advocating policy and legal reform and development supportive of good urban and environmental governance throughout Thailand.

3. Roles and responsibilities

The Learning Secretariat function will involve the following roles and responsibilities:

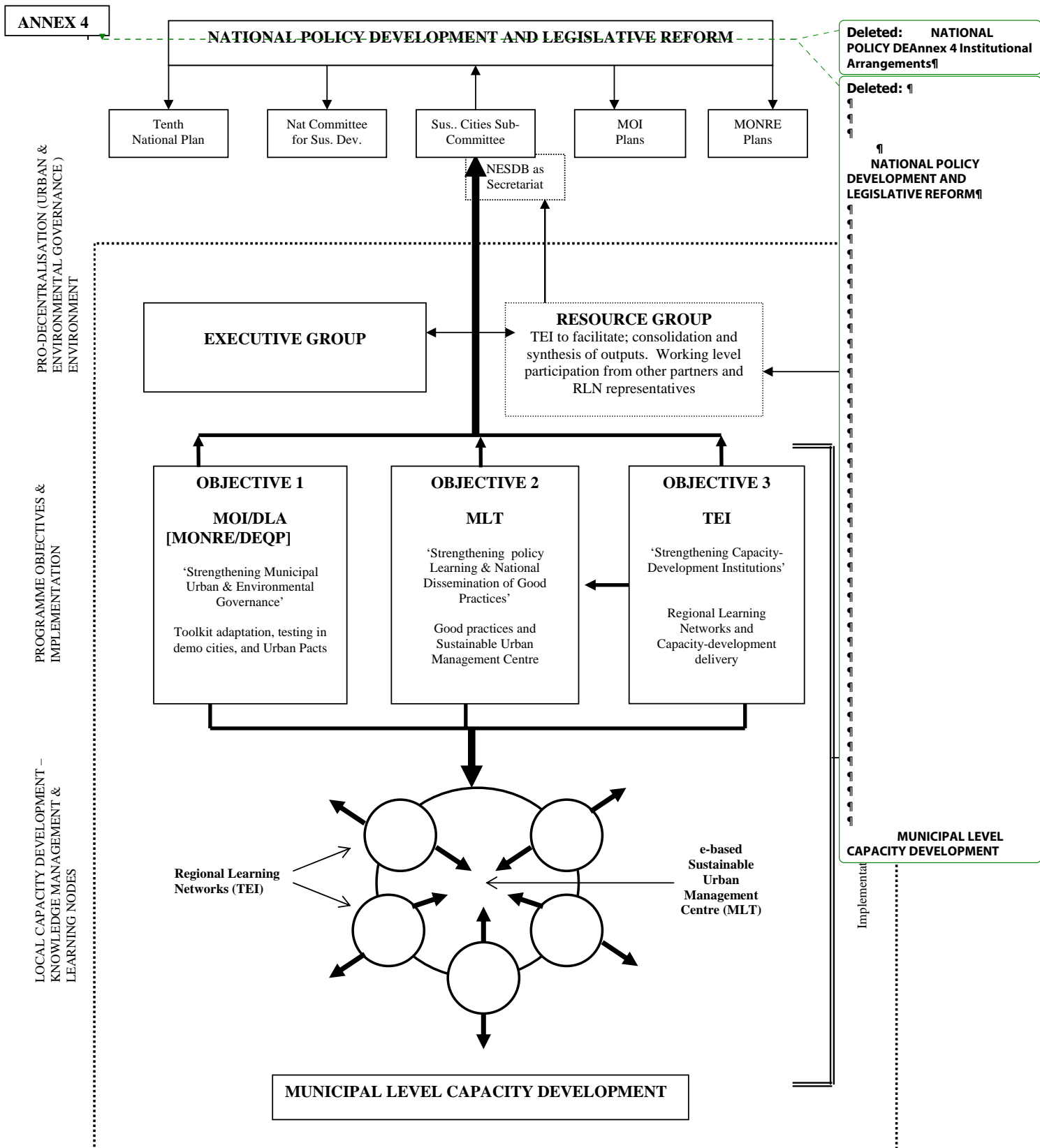
- (i) To design a reporting format that optimises the opportunity of shared learning, which is agreed upon by programme partners, and will be used for the recording, submission and circulation of implementation progress by the programme partners at PAG meetings.
- (ii) To draft and circulate a 'Knowledge Management and Communications Strategy' [1]

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5. Frequency of meetings

It is anticipated that meetings will be held bi-monthly or every quarter, and will vary according to need.



Note: The area within the dotted line represents the core programme elements.

'Supporting Decentralisation through the Promotion of Good Urban and Environmental Governance'

THE 'LEARNING SECRETARIAT' (TEI)

Draft Terms of Reference

1. Preamble

The programme ('Supporting Decentralisation through the Promotion of Good Urban and Environmental Governance') has been designed to ensure the devolution and responsibility for implementation to four separate implementing agencies. To help support smooth implementation, maximise the communication and sharing between the implementing agencies and project partners and optimise the opportunity for learning, dissemination and replication, a 'Learning Secretariat' will be established. The Learning Secretariat has the expressed role of servicing, representing and facilitating the operation of the Policy Action Group (PAG). The Learning Secretariat is responsible to the members of the PAG, and for fulfilling the goal and objectives established for the PAG.

2. Purpose

To optimise the identification, sharing and dissemination of lessons learned through the implementation of the programme, and maximise the opportunity for advocating policy and legal reform and development supportive of good urban and environmental governance throughout Thailand.

3. Roles and responsibilities

The Learning Secretariat function will involve the following roles and responsibilities:

- (i) To design a reporting format that optimises the opportunity of shared learning, which is agreed upon by programme partners, and will be used for the recording, submission and circulation of implementation progress by the programme partners at PAG meetings.
- (ii) To draft and circulate a 'Knowledge Management and Communications Strategy' to PAG members, designed to optimise the impact of knowledge dissemination and maximise the promotion of the programme in Thailand, regionally and internationally.
- (iii) To draft, circulate and agree with programme partners the method and criteria for the selection of demonstration municipalities.
- (iv) To make all necessary arrangements for the logistical organisation of PAG meetings (including venue, catering, technical requirements).
- (v) To issue notifications of PAG meeting to all programme partners and other agreed PAG members and invitees eight weeks prior to the meeting date.

- (vi) To prepare policy briefings and issue papers as agreed by PAG members for circulation and discussion at PAG meetings.
- (vii) To prepare, finalise and circulate (electronically) papers and a meeting agenda to all programme partners and other agreed PAG members and invitees four weeks prior to the meeting date.
- (viii) To make records of PAG meetings and circulate to programme partners and other agreed PAG members and invitees, within three weeks of the meeting date.
- (ix) To prepare policy briefings and issue papers on the basis of PAG meeting discussions and as agreed by PAG members.
- (x) To conduct follow-up meetings and discussions as appropriate in pursuance of the goal and objectives of the Policy Action Group, and to record and circulate these activities amongst PAG members.

To ensure the establishment and regular update of a PAG web-page on the Sustainable Urban Management Centre web-site, managed by the Municipal League of Thailand.

- (xii) To act as the principal dissemination point for information and knowledge generated by the programme.
- (xiii) To represent and promote the PAG to appropriate national and international partners.
- (ix) To draft an exit strategy identifying options for activities and actions after the programmes completion.
- (xv) To undertake other tasks, agreed by the PAG, and that are reasonable within then terms of the contract.

4. Operation

The operation of the Learning Secretariat and the roles and responsibilities identified (3) will be undertaken by the Thailand Environment Institute (TEI) in the capacity as 'programme management agent'.