

**PARTNERSHIP INITIATIVES INFORMATION SHEET**  
**As of 24 May 2002**

<p><b>Name of the Partnership/Initiative</b></p> <p>Local Integrated Resource Management for a better management of cities and towns</p> <p><b>Expected date of initiation:</b> 01.01.2003 <b>Expected date of completion:</b> 31.12.2010</p>
<p><b>Partners Involved (all partners to be confirmed):</b></p> <p>Governments: Canada (tbc), Sweden (tbc), New Zealand (invited), Hungary (tbc), European Commission DG Environment (tbc)</p> <p>Local Governments: International Council for Local Environmental Initiatives (ICLEI) Union of Baltic Cities (invited) Toronto, Canada (invited), Waitakere, New Zealand (invited), Växjö, Sweden, Johannesburg, South Africa (invited), 3Patak KHT, Hungary</p> <p>Intergovernmental organizations: UNEP-DTIE/IETC (tbc)</p> <p>Major groups: International City Managers Associations (ICMA) (invited) International Institute for Administrative Science (tbc) International Human Dimensions Programme on Global Environmental Change (tbc)</p> <p>Other: Potchefstroom Universiteit (South Africa) The Australian Centre for Regional and Local Government Studies (invited)</p> <p><i>Leading Partner:</i> International Council for Local Environmental Initiatives, European Secretariat</p> <p>Name of the contact person/focal point: Holger Robrecht, Acting Director Environmental Management Programme Eschholzstrasse 86, D-79115 Freiburg, Germany Phone: +49-761 / 36892-0 Fax: +49-761 / 36892-29 E-mail: environmental.management@iclei-europe.org</p>
<p><b>Main objectives of the Partnership/Initiative</b> <i>Please provide a brief description:</i></p> <p><b>Introduction</b></p>

Whenever a public authority undertakes operations, projects or service delivery it places demands on three types of resources; Financial resources (money), human resource (skills, expertise and time) and natural resources (air quality, water, land and soil, plants and animals). There are increasing expectations on local governments to deliver services at least impact with given resource, i.e. to manage resources in an effective, efficient and sustainable manner. However, local government lacks a management tool that brings together the planning and controlling of these resources in an integrated manner. Existing management tools for each resource types are scattered and in many cases have been developed and implemented in isolation of each other.

The development of management tools that integrate resource management is a crucial step in helping local government achieve sustainable public administration. The official Local Government Dialogue Paper for The World Summit on Sustainable Development *Accelerating Sustainable Development: "Local Action Moves the World"*, published by the UN Economic and Social Council, 14. December 2001, (E/CN.17/2002/PC.2/6/Add.5) identifies Integrated Resource Management as a key "strategy for the future" to strengthen local government by public mechanisms for local sustainable development. The Paper further comments that we must "...redesign the current diversity of planning and management instruments to create a consistent framework for integrated resource management that allows for investments and operations for local sustainable development with an efficient use of financial, human and natural resources."(the UN Economic and Social Council, 2001)

*Integrated Resource Management (IRM)*, will enable local government to:

- Apply long term goals and set priorities based on information about all resources
- Periodically plan, act, control, balance and report on the actual consumption of all resources.
- Create synergies and new efficiencies from all resources working together
- Integrate sustainability issues in all administration departments
- Support politicians in setting priorities and steering local sustainability, as well as gaining a comprehensive overview of available resources.

## **Objectives**

The partnership will support a global pilot program of Integrated Resource Management, starting from concept and program development through to pilot implementation in various municipalities throughout the world. The programme shall be driven by local government in partnership with supranational and intergovernmental organisations and support from national governments. The partnership will bring together skills, experience and capacity from the full spectrum of environmental management and from the other resource management fields, namely financial and human resource management. Being international in scope, the IRM concept will be implemented under different regional and national conditions. The main objectives of the Implementation Partnership "Piloting Integrated Resource Management" are to:

- demonstrate the applicability of IRM at the international level, as identified in the official UN Local Government Dialogue Paper.
- support the integration of resource management approaches which facilitate sustainable development
- demonstrate the value of IRM as an implementation tool to support "Local Action 21"
- develop a management tool which enables sustainability to drive priority setting
- establish capacity world wide in IRM by launching a network of regional hubs/centres of excellence
- exchange experiences in resource management approaches at an international level.

Significantly, IRM brings human, financial and natural resource management into a “triple budgeting” framework, which links up the management of financial, human and natural resources in a framework system for political steering. There are many promising roots in existing local government management systems from which integrated resource management can grow and develop. Some of these are summarised below.

1. **Finance Management** - Local governments all over the world apply *financial budgeting* procedures. Financial management methods and procedures are firmly established, quite advanced and widely accepted. However, traditional financial management has led to debt and ineffectiveness. In the past 15 years, approaches to New Public Management methods, based on decentralised allocation of budget responsibility and applying performance indicators, targets and controlling & reporting mechanisms, have been developed, tested and applied in various countries such as Netherlands, Germany, Australia, New Zealand (see for example cases of Christchurch, New Zealand; Tilburg, Netherlands).
2. **Human Resource Management** - Most public authorities are engaged in *human resource management* which aims at allocating existing staff to jobs so that most effective use can be made of abilities and skills. It often goes together with financial budgeting. Human resource development to build capacity and enhance qualification through training of the municipal councillors and officers becomes a standard policy in many authorities, too. Modern municipal human resource management extends to enhancing the qualification of citizens, in particular the local workforce, to meet the requirements of future labour markets. Going hand in hand with local economic development, sustainability oriented human resource management will support strategies against poverty.
3. **Management of Natural Resources & Environmental Quality**– In practice there is only limited experience with *comprehensive* natural resource management. The most prominent approach to the management of natural resources is Environmental Budgeting. The *ecoBUDGET* method was developed and tested by four German local authorities. The approach is currently being piloted by municipalities in Germany, Greece, Italy, Sweden and United Kingdom. *ecoBUDGET* will serve as the natural resource management pillar of Integrated Resource Management.

*Please also provide a brief description of the relationship of the Partnership/Initiative with the objectives of Agenda 21 as well as relevant goals and objectives of the United Nation Millennium Declaration:*

The Rio Declaration and Agenda 21 imply the need for integrated resource management for sustainability at the appropriate level of government:

Chapter 8 – “Integrating Environment And Development In Decision-making” includes in: section 8.1. (a) Integrating environment and development at the policy, planning and management levels; and in section 8.1 (d) Establishing systems for integrated environmental and economic accounting. To strengthen planning and management systems, chapter 10, “Integrated Approach To The Planning And Management Of Land Resources” states in section 10.7, “Governments at the appropriate level, with the support of regional and international organisations, should review and, if appropriate, revise planning and management systems to facilitate an integrated approach.” (Agenda 21, Rio, 1992)

The United Nations Millennium Declaration affirms the need for continued attention to be paid to the management of our natural resources. The Declaration identifies Respect for Nature, through

the prudent management of “living species and natural resources, in accordance with the precepts of sustainable development”, as a fundamental value for future international relations. Part IV of the Declaration, ‘Protecting our Common Environment’ reaffirms support for the principles of sustainable development and Agenda 21. The role of local government in implementing Agenda 21 and the principles of sustainable development is well understood.

The Local Government Dialogue Paper to the World Summit supports the implementation of these goals through the strategy of Integrated Resource Management. IRM will assist local government in fulfilling this role by providing a management tool to steer resource use (financial, human and natural) in a sustainable manner.

**Expected results:**

*(Please provide a brief description:)*

It is expected that during the lifetime of the partnership Integrated Resource Management will be implemented in 20–50 municipalities in different regions of the world. Complementary “budgets” (spending frameworks) for human resources, natural resources & environmental quality will be established, in addition to the known financial budgeting and accounting systems.

Expected results are:

- a widely applicable mechanism that orientates urban environmental management and investment towards resource-efficient outcomes that make the most economical use of human, natural and financial resources, reduce pollution, liquid, solid and thermal wastes, thereby decreasing supply risks and increasing the resilience of our urban systems.
- a proven tool for local sustainability management under different regional and national conditions.
- experiences and good practices for IRM, that successors can refer to and build upon.
- a launched global IRM network including regional hubs, centers of excellence, which support the dissemination of results, facilitate the experience exchange, acting as training institutes and care for further development at an international level.
- the demonstrated value of IRM as an implementation tool to support "Local Action 21", the new decade of local agenda 21 aimed at "Creating Sustainable Communities and Cities" while "Protecting Global Common Goods".
- the dissemination of the IRM concept and experiences and results of implemented IRM approaches.

Through this, the implementation partnership will contribute to a better management of municipalities and an improved local and global environmental quality.

**Specific targets of the Partnership/Initiative and timeframe for their achievement:**

Specific targets for the Implementation Partnership are to:

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- By the year 2005, regional partnerships and centers of excellence will be set up.
- By the year 2005, 20 municipalities in different countries and regions will have started the implementation of IRM.
- By the year 2007, 10 municipalities in different countries will have finalised a first cycle of IRM and have taken decision on the maintaining IRM.
- By the year 2010, 100 municipalities in different countries and regions will apply IRM.

## **Coordination and Implementation mechanism**

*Please provide a brief description of expected coordination/implementation mechanism of the Partnership/Initiative.*

The partnership represents a cross section of organisational experiences. Cooperation with further strategic partners, particularly from developing countries, will be sought in order to ease knowledge transfer and experience exchange. The focus of these cooperative arrangements will be to build up regional training capacity.

The IRM Implementation Partnership is meant to be a global action programme for local authorities. It will hardly be possible to “manage” all different activities in different regions of the world centrally. Saying that implies a multi-tiered partnership approach with specific roles & responsibilities at different levels.

Local Integrated Resource Management will be developed as joint activity by the partners involved, having each one a specific part to play.

First tier (global level) includes concept development, strategy, partnership coordination, networking, funding search, awareness raising, evaluation, quality control and dissemination. This tier will be with an International Steering Board for Integrated Resource Management, which will be established to coordinate, realize and enhance IRM development. The members will be comprised of representatives from partners of international organisations. The Steering Board will not be responsible for the coordination of each regional, national or local pilot project but for the general IRM development. The Steering Board will invite advisers from international organizations as well as local government associations to observe the development (External Evaluation). International seminars or conferences organised by the Steering Board will support the dissemination of IRM. The Steering Board will also set up and maintain an IRM-web-site. The Steering Board will assign an the function of an IRM office. - Regional and national partners in charge of pilots will be implementing IRM in cooperation with, and reporting back to, the Steering Board, acting as an evaluation mechanism.

Second tier: Regional bodies will be involved for awareness raising, regional adjustment of IRM, capacity building, funding, facilitation of experience exchange and (if applicable) regulation. Appropriate regional collaborating partners in all regions will be sought during the first year of the partnership, and feed-back to steering board.

Third tier will be national governments. This comprises awareness raising, national adjustment of IRM, capacity building, funding, facilitation of experience exchange and (if applicable) regulation, and feed-back to steering board.

Fourth tier than is with the municipalities, which includes the implementation, evaluation, feed-back to steering board, and experience exchange.

Funding for the IRM implementation partnership will have to be included for different activities at various levels and has to be arranged in line with progress of the partnership:

- International coordination, steering board activities and meetings
- Regional awareness raising, capacity building and experience exchange activities
- National awareness raising, capacity building, and experience exchange programmes
- Local pilot implementation projects.

The Implementation Partners will commit themselves to search for funding to finance these different activities and – if applicable – support the partnership activities with funding.

**Arrangements for funding**

*Please describe available and/or expected sources of funding for the implementation of the Partnership/Initiative (e.g. donor government(s); international organization(s)/financial institution(s); foundation(s); private sector; other major groups, etc.)*

An international donor will be sought for funding of the international programme coordination, controlling, monitoring and reporting. This donor or governments involved will support the initiation of the IRM Steering Board launch and the initiation phase. National governments are expected to fund pilot projects in their countries. The local governments involved will partly support the IRM implementation through own contributions. Besides, funding will be sought through grants of foundations.

**Arrangements for capacity building and technology transfer**

*Please include information if the Partnership/Initiative provides for training, informational support, institutional strengthening and/or other capacity building measures:*

The partnership will launch an International IRM Network as a basis for communication and experience exchange. A Steering Board together with the IRM Network will build up capacity in regional IRM hubs, serving as regional information and training agencies. Seminars will be held to train personnel of prospected regional hubs. It is expected, that this function will be added to already existing regional training institutes. The regional hubs will be included in the Steering Board communication and invited to meetings. All the regional hubs will kept in close contact with the Steering Board. A feed back mechanism will be established in order to make sure, that regional training and implementation experiences will widely be shared. At the start of the partnership, a discussion will focus on quality standards for regional hubs. As a goal, the regional hubs will meet at least every second year to share international IRM experiences and discuss further development needs.

An official IRM web-site with special areas for “hub-communication” will serve as main information and dissemination tool.

*Please also provide here a brief description of expected arrangements for technology transfer (if applicable).*

Not applicable

**Links of Partnership/Initiative with on-going sustainable development activities at the international and/or regional level (if any)**

Please provide a brief description:

Integrated Resource Management is essential to the implementation of Local Agenda 21 (LA21), indicator initiatives and management innovations (to be elaborated).

- To date, many LA 21 processes have encountered problems with implementation into municipal activities due to the lack of a mechanism for transferring the LA 21 Action Plan it into day to day administration. The integration of sustainable development principles into all political and administrative decision making processes is not being solved. IRM serves to overcome this problem.

- Many initiatives have been set up to make use of indicators for monitoring and reporting progress in sustainable development and LA21. While progress in defining appropriate sustainability indicators has been made, an underlying steering system to apply indicators for steering local sustainable development at the political is only partially available (e.g. *ecoBUDGET* for environmental management). IRM will provide a comprehensive steering system for application of sustainability indicators related to financial, human resource and environmental management.
- In recent years, a variety of (environmental) management systems for local authorities have been developed, tested and proved applicable. However, sustainable development demands an integrated management of all resources available to local governments (i.e. financial, personnel, nature). IRM will provide a framework for this integration. IRM will make value out of the ICLEIs internationally expanding *ecoBUDGET* programme, which will prepare municipalities to progress with IRM.

### **Monitoring Arrangements**

*Please describe expected arrangements for monitoring of progress in the implementation of Partnerships/Initiative after it will be launched at the WSSD:*

*(e.g. frequency/modalities of preparation of progress reports; electronic updates, news-letters, etc)*

The Steering Board with the support of advisers will evaluate the progress in the implementation of the partnership against the targets set. An annual report will be forwarded to CSD and made publicly available on the IRM web-site. The web-site will be up-dated as required. It is intended to circulate an e-news-letter to interested persons and organisations as well as strategic partners. Arrangements for the publication of print media will be made in line with pilot projects. However, the partners will care for ongoing publication in their respective circulars.

### **Other relevant information:**

Web-site (if available):

### ***Name and contact information of the person filling in this table:***

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