

**Clean Air Initiative for Asian Cities
(CAI-Asia) Center
Business Plan 2009 - 2010**



**Clean Air Initiative for Asian Cities (CAI-Asia) Center
October 2008 - DRAFT**

CONTENTS

LIST OF ABBREVIATIONS	3
1. INTRODUCTION.....	4
2. ORGANIZATIONAL DEVELOPMENT	6
2.1 CAI-Asia Center as a trusted authority and partner	6
2.2 Expand involvement of CAI-Asia Partnership members and other organizations	7
2.3 Strengthen and expand presence in Asian countries	8
2.4 Run operations efficiently and effectively.....	9
2.5 Attract, retain and develop Center staff	10
2.6 Ensure financial sustainability	11
3. SCOPE AND PRIORITIES FOR CAI-ASIA CENTER.....	13
3.1 Target Audience.....	13
3.2 Geographic Coverage	13
3.3 Thematic Coverage	13
3.4 Type of Activities	14
4. PROGRAMS AND SUPPORTING ACTIVITIES.....	16
4.1 Air Quality Management in Asia (AQMA) Program.....	16
4.2 Sustainable Urban Mobility in Asia (SUMA) Program	17
4.3 Supporting projects and activities	19
ANNEXES	21
ANNEX A - CAI-Asia Structure (as per 1 January 2009)	21
ANNEX B - Members and Functions of CAI-Asia (as per 1 January 2009).....	22

LIST OF ABBREVIATIONS

ACFA	Asia Clean Fuels Association
ADB	Asian Development Bank
AQM	Air quality management
AQMA	Air Quality Management in Asia
BAQ	Better Air Quality
BoT	Board of Trustees
CAI-Asia	Clean Air Initiative for Asian Cities
CAI-LAC	Clean Air Initiative Latin American Cities
CAI-SSA	Clean Air Initiative Sub-Saharan Africa
CDM	Clean Development Mechanism
CDIA	Cities Development Initiative for Asia
CitiesACT	Portal for Asian cities on Air quality, Climate change and energy, and Transport
CNR	Atmospheric Pollution of the Italian National Research Council
CNG	Compressed natural gas
CO	Carbon monoxide
CO ₂	Carbon dioxide
GHG	Greenhouse gas
ICCT	International Council on Clean Transportation
NGOs	Non-governmental organizations
PBE	Philippine Business for Environment
PCFV	Partnership for Clean Fuels and Vehicles
PSUTA	Partnership for Sustainable Urban Transport in Asia
Sida	Swedish International Development Cooperation Agency
SUMA	Sustainable Urban Mobility in Asia
SUT	Sustainable Urban Transport
UNEP	United Nations Environment Programme
US-EPA	United States Environmental Protection Authority
USAID	United States Agency for International Development
WB	World Bank
WBCSD	World Business Council for Sustainable Development
WRI	World Resources Institute

1. INTRODUCTION

The Clean Air Initiative for Asian Cities (CAI-Asia) was established in 2001 a joint initiative by the Asian Development Bank, World Bank, and the United States – Asia Environmental Partnership (USEAP) a project of USAID). It is part of a global Clean Air Initiative, which also includes a sister initiatives for Latin American Cities (CAI-LAC) and in Sub-Saharan Africa (CAI-SSA). CAI-Asia’s **mission** is to promote and demonstrate innovative ways to improve the air quality of Asian cities through partnerships and sharing experiences.

Since its establishment in 2001, CAI-Asia has grown to become the main regional initiative on urban air quality management (AQM). CAI-Asia has demonstrated its ability to collect and document knowledge, convene stakeholders and shape and influence standards and policies on urban AQM. CAI-Asia's work has contributed to the (a) adoption of stricter vehicle emissions and fuel quality standards in several Asian countries and cities, (b) establishment of processes policy dialogues for regional policy harmonization and acceleration of development of national policies on air quality management; (c) the integration of air quality and sustainable transport in the strategies, policies, loans, and projects of development agencies; (d) increased and accelerated uptake of new technologies and measures to reduce air pollution; (e) improved efficiency and coordination between organizations working on air quality and sustainable transport in Asia; and (f) the allocation of funds towards AQM and sustainable transport.

In June 2007, the CAI-Asia Center (“Center”), as part of a strategy to ensure the future sustainability of the organization, was incorporated as an independent non-governmental organization (NGO) with headquarters in Manila, Philippines. The CAI-Asia Center advocates policy development and implementation at the regional, national and local levels to improve air quality in Asian cities. Policies relate to air quality management, sustainable transport, climate change mitigation and energy management. The Center works together with and is the secretariat of

- The CAI-Asia Partnership (“Partnership”), a United Nations Type II partnership, with over 120 member organizations and supervised by a Partnership Council.¹
- CAI-Asia Country Networks (“Country Networks”) in China, Indonesia, Nepal, Pakistan, Philippines, Sri Lanka, and Viet Nam. A secretariat of the Country Network in India will formally start in 2009.

The Center It is governed by its Articles of Incorporation, By-laws and Operations Manual approved by its Board of Trustees (BoT).² The By-laws of the CAI-Asia Center call for the development of a two-year Business Plan. This document is the Business Plan of the CAI-Asia Center and covers the period January 2009 to December 2010. The Business Plan aims to contribute to the implementation of the CAI-Asia Strategy, which covers the period 2009-2012.³ Other member organizations of the Partnership will also undertake activities and provide funding to support the implementation of the CAI-Asia Strategy.⁴ The Business Plan also takes into account past activities and projects and future ones, which have been approved or are being proposed.

¹ See http://www.cleanairnet.org/caiasia/1412/articles-71193_guidelines.pdf for an overview of the current operating guidelines. See <http://www.cleanairnet.org/caiasia/1412/propertyvalue-13574.html> for a list of current members.

² See http://www.cleanairnet.org/caiasia/1412/articles-71258_incorp.pdf for the Articles of Incorporation and http://www.cleanairnet.org/caiasia/1412/articles-71258_bylaws.pdf for the By-laws of the CAI-Asia Center.

³ See <http://www.baq2008.org/preevent-cai> for the draft CAI-Asia Partnership Strategy 2009-2012.

⁴ <http://www.baq2008.org/preevent-cai>

The Business Plan presents:

- Organizational development goals for the Center and planned activities in support of these (chapter 2).
- Scope and priorities for the Center (chapter 3).
- Program goals and planned activities under the Center's two flagship programs on air quality and transport (chapter 4).

Annual budgets for 2009 and 2010 are prepared separately for approval by the Board of Trustees of the Center.

2. ORGANIZATIONAL DEVELOPMENT

Now that the CAI-Asia Center is a non-stock, non-profit organization, it is important to have organizational development goals and activities to achieve these.

As an organization, the CAI-Asia Center aims to:

1. Enhance CAI-Asia Center's recognition as a trusted authority on AQM in Asia by influential stakeholders in key positions in government, private sectors, and wider AQM community, and by the public
2. Expand the involvement of CAI-Asia Partnership members and other organizations in activities of the CAI-Asia Center and Country Networks.
3. Strengthen presence in countries with existing Country Networks and expand presence to at least 10 Asian countries to accelerate pro-active AQM in more Asian cities.
4. Run operations efficiently and effectively through continued improvement of organizational management, financial and administrative systems, and program/project management.
5. Enhance the ability to attract, develop and retain capable and confident staff.
6. Ensure medium-term financial sustainability by securing sufficient funds to cover core expenses and costs of expanding activities.

2.1 CAI-Asia Center as a trusted authority and partner

Goal: *Enhance CAI-Asia Center's recognition as a trusted AQM authority in Asia and partner by influential stakeholders in key positions in government, private sector, wider AQM community, and general public.*

In support of CAI-Asia's mission, very often the Center acts as a bridge between stakeholders to build knowledge and capacity, and develop policies and facilitate implementation of on-the-ground measures. To achieve this, the Center needs to have authoritative knowledge on AQM problems and solutions, and related areas. Moreover, it is imperative that organizations and individuals that the Center wants to work with trust us. More organizations and individuals will want to work with the CAI-Asia Partnership, Center and Country Networks, if the CAI-Asia Center is a recognized and trusted NGO by the public.

Activities for 2009-2010 include

- Continue with the collection of AQM related information at regional, national and city level through Center staff, country networks and cooperation with other knowledge providers.
- Develop a core message and strong storyline, for inclusion in brochures, presentations, annual report, website (CAI-Asia website and CitiesACT portal – see box below), meetings, and other communication channels. Messages, storylines and communication materials could be tailored towards target groups. For example, the core message to the public could be “air pollution is bad for your health,” while a core message to policy makers could be “integrating air quality and climate change policies and programs will save costs and increase impact.”
- Organize a two-year campaign to raise awareness of the wider public and mobilize action (see CAI-Asia Strategy).

- Publish at least ten articles in magazines, newsletters, and newspapers per year
- Issue press releases around major events and program milestones, and invite the press to key events.
- Continue with the two-monthly publication of “CAI-Asia News” as an electronic newsletter, with highlights of the Center’s activities.
- Regularly present at and attend conferences, workshops and other events, meet with organizations during missions.
- Maintain an active website, Listserv (e-group), and an online contact database for air quality, climate and energy, and transport in Asia (as part of the CitiesACT portal).
- Enhance professional image of the Center through the use of a standard style guide, standard templates for letters, presentations and report.
- Introduce “webinars” for future training events, including BAQ 2010 and 2012. A webinar is a seminar conducted entirely online, which are effective in sharing new knowledge to stakeholders based in different countries; webinars eliminate spending thousands of dollars on airline tickets and hotel accommodations for each participant.

Box 1: CitiesACT Portal

The CitiesACT portal aims to be the “first-point-of-entry” for data and information on Air quality, Climate change and energy, and Transport. Over time, the portal will include approximately 2,500 Asian cities with more than 100,000 people. As a portal, data and information can be tailored to different users, ranging from policy makers to the public. These users can access information by

- Cities or countries – initially covering Asian countries where CAI-Asia Country Networks exist and covering the largest cities, but gradually expanding to include more countries and cities.
- Topics within air quality, climate change and energy and transport, such as particulate matter, bus rapid transit systems, health impacts, or ports.
- Type of information – currently including key statistics/data, projects/programs, training courses, and organizations, and these will be expanded with policies, technologies and other categories.

The CitiesACT portal will co-exist with the CAI-Asia website. Data and information will increasingly be stored on the CitiesACT portal, while the CAI-Asia website will be tailored as a “corporate” website.

2.2 Expand involvement of CAI-Asia Partnership members and other organizations

Goal: *Expand the involvement of CAI-Asia Partnership members and other organizations in activities of the CAI-Asia Center and Country Networks.*

The CAI-Asia Partnership is a United Nations Type II partnership, with over 120 member organizations.⁵ In addition, several organizations are not member of the Partnership with whom the Center collaborates. Development agencies and the private sector are currently underrepresented, although the Center has

⁵ For a list of members see <http://www.cleanairnet.org/caiasia/1412/propertyvalue-13574.html>

strong working relationships with development agencies, donors and foundations overall. While there are many city members, they are less active than other groups.

Activities for 2009-2010 to expand the number of organizations that the Center is working with are

- Strengthen the profile of the Center as the Secretariat of the CAI-Asia Partnership. This includes seeking accreditation of the Center with UN as an NGO (representing the Partnership).
- Carry out activities under the Partnership banner to encourage member participation and their in-kind or financial contribution: CitiesAct portal, BAQ conference, campaigns, online community of professionals, and dialogues with different stakeholder groups. Ensure a better documentation of AQM efforts by members of Partnership.
- Use dialogues with stakeholder groups to identify joint activities with organizations.
- Position the BAQ conferences to attract new organizations, in particular development agencies and the private sector. BAQ will also be used to sign up new organizations as Partnership members, specifically targeting organizations at the CAI-Asia booth and the Partnership Meeting.
- Engage with known and new organizations (during international missions and conferences) to identify areas of common interest and possible areas for collaboration.

2.3 Strengthen and expand presence in Asian countries

Goal: *Strengthen presence in countries with existing Country Networks and expand presence to at least 10 Asian countries to accelerate pro-active AQM in more Asian cities.*

Country Networks share CAI-Asia's common vision of better air quality for Asia. They are part of the CAI-Asia Partnership and are organized as registered associations or non-stock, non-profit entities. Some are informal networks. Country Networks exist in China, Indonesia, Nepal, Pakistan, Philippines, Sri Lanka, and Viet Nam. The country network in India will formally start in 2009. Activities to strengthen these are grouped into three categories:⁶

- Enhance profile and impact – electronic newsletters; populating country and city sections in the CitiesACT portal; maintaining Country Network webpages on the CAI-Asia website; participation in local and national meetings; invite Coordinators to international training courses to improve their knowledge and skills; establishing linkages with national institutions that could provide technical support; organizing training courses and seminars on AQM and related topics; organizing dialogues with different stakeholder groups.
- Secure financial sustainability – organizing dialogues with development partners; developing proposals for new projects; identifying sources of financing with the country; leverage from BAQ conferences to identify new organizations to work with.
- Strengthen the collective branding of and increasing cooperation between Country Networks – consistency between Country Network webpages, brochures, BAQ booths, and other promotional materials; align or combine Country Roundtables at BAQ conferences by sub-region (South Asia, Southeast Asia, China); organize study tours and exchanges between countries (see box below); hold annual Country Network Summits to share experiences and future plans and identify areas for collaboration; develop project proposals that involve multiple countries.

⁶ Work Plans of Country Networks provide more details on activities in each country.

In addition, the CAI-Asia Center will be registered in China in support of establishing a formal China office, which will greatly enhance the Center's ability to do work in China and with Chinese organizations.

Box 2: Exchange Program - Clean Air and Blue Skies for Asia

Four young volunteers from Hong Kong (China), the Philippines, Sri Lanka and Vietnam will participate in the first phase of the "Clean Air and Blue Skies for Asia" exchange program organized by the CAI-Asia Center and CAI-Asia Country Networks with support from Fredskorpset, Norway. During their 10-month posting in another country in 2009, the volunteers will gain practical skills in AQM and SUT, which they can apply upon their return to their home countries. The exchange will also enable them to share their country's AQM and SUT experience to stakeholders in the host country. The exchange program is expected to continue for another 3-5 years, and additional countries and volunteers may be added in the coming years.

By 2012, two or more new Country Networks should be established, in addition to the India Country Network. Developing Asian countries within the geographical scope of CAI-Asia, where currently no Country Network exists are Bangladesh, Bhutan, Cambodia, Laos, Malaysia, Mongolia and Thailand (Myanmar and the Republic of North Korea will not be considered). Activities include

- Determine priority countries based on the AQM needs of countries and cities.
- Identify "champions", either organizations or individuals, who are willing to put effort into establishing a Country Network.
- Meet with key stakeholder groups to determine the level of support for a Country Network and key criteria (e.g. criteria for a Coordinator, financial support, and endorsement by key organizations).
- Identify a host organization for the Country Network, and together develop a work plan and budget for the first year of operation.

2.4 Run operations efficiently and effectively

Goal: *Run operations efficiently and effectively through continued improvement of organizational management, financial and administrative systems, and program/project management.*

The Center's management systems include:

- Organizational management - (a) articles, by-laws and operations manual (b) Business Plan; (c) annual and quarterly reports; and (d) annual audited financial reports.
- Financial and administrative system - (a) financial management; (b) contract management; (c) staff management; (d) time management; and (e) records management.
- Program/project management - (a) proposals; (b) contracts and project documents; (c) work plans; (d) progress and final reports; (e) financial reports.

During 2009-2010, these systems will be further developed and strengthened, and the most important activities include

- Hold Strategic Planning Meetings with all staff members and management in August or September each year. The outcomes of these meetings are used for developing new or updating existing Business Plans.

- Conduct at least one internal audit of management systems per year, pending availability of funding. Possible audit areas are (a) articles, by-laws and operations manual; (b) financial and contract management; and (c) reporting.
- Improve the link between financial systems and program and project management.
- Integrate or align management systems of the China Country Network with systems of the Center as part of the establishment of a China office.
- Combine activities as much as possible under the Center's two main programs to ensure synergy and avoid duplication.
- Form teams for different projects and activities where roles of staff members are based on skills and experience required, rather than on formal function titles.

2.5 Attract, retain and develop Center staff

Goal: *Enhance the ability to attract, develop and retain capable and confident staff.*

The Center as of 1 January 2009 employs nine full-time staff, one full-time outsourced accountant, and a coordinator and researchers for the China Country Network. Planned staff movements are

- Two managers within the Center will be given the function as Acting Deputy Executive Director (DED), following the appointment of the current DED as Executive Director by 1 January 2009. A dedicated DED will be considered if this position can be linked to the overall management of a large future grant. The Board of Trustees will review the situation in May 2009.
- New recruitments (on staff or consultants contracts) for early 2009 and pending approval of the budget by the Center's Board of Trustees are (a) India Country Network Coordinator; (b) Air Quality Specialist in China; (c) Assistant Country Network Coordinator (based in Manila); (d) Program Implementation Specialist (based in Manila).
- In addition, contractors or consultants may be hired for specific projects.

The following will be done to attract new and retain existing staff members:

- The remuneration and social benefits of staff members are competitive. Salary scales are reviewed for inflation adjustment and pay rises for outstanding performance are considered each year, and proposed adjustments are approved by the Remuneration Committee within the Board of Trustees.
- Staff members are actively involved in the strategic planning of the Center (informally and through annual Strategic Planning Meetings) and in program and project development, to maximize ownership and motivation.
- Staff development is improved through annual performance target setting and evaluation, which also considers medium-term career planning. Staff members attend at least one training course per year to develop their skills, and improve their technical skills and knowledge through training courses, attending conferences or seminars, and other missions.⁷ Skills courses proposed for 2009 are proposal writing, delivering presentations, and/or managing people. Consideration is given to

⁷ Training courses in 2008 included project management and fundraising.

include staff members in activities and projects that match their interests and allow them to further develop skills and knowledge.

- Other reasons cited by staff members and interviewees for working at the Center are the personal motivation to work for a good cause like air quality, the international exposure, ability to travel, the extensive networking abilities, a relatively young team, and a pleasant working environment.

2.6 Ensure financial sustainability

Goal: *Ensure medium-term financial sustainability by securing funding to cover core expenses and costs of expanding activities.*

As a young organization, the Center has so far primarily focused on securing its short-term sustainability, i.e. covering the next financial year. The aim for 2009-2010 is to secure medium-term financial sustainability, i.e. USD 0.5 – 1.5 million per year for the next 2-5 years. This will enable the Center to maintain a positive cash flow and allow activities to be driven by its mission rather than by funding sources. The financial security will be improved through (a) increasing membership fees; (b) increasing project income; and (c) specific fundraising plans.

Everyone at the Center and the Board of Trustees is responsible for raising funds. The Executive Director takes overall responsibility for securing funds through identifying opportunities for new members, projects and funding, while managers take the lead in developing proposals. The Board of Trustees provides entries to key persons of donor organizations, foundations and other organizations for new projects, and assists in recruiting new members. Aside from fundraising efforts, the Executive Director and the FAS Manager continuously seeks to identify opportunities for cost savings.

a) Membership fees

We aim to increase the number of Center members from the current four members (Shell, ACFA, Corning, and the Institute for Atmospheric Pollution of the Italian National Research Council (CNR)) to at least eight members, and increasing the total membership contribution from the current USD 100,000 to USD 200,000 per year. To accomplish this, a membership plan for 2009-2010 will be prepared by February 2009, which will include, but not be limited to, the following activities

- Invite past members to rejoin now that CAI-Asia is independent from ADB.
- Invite organizations that support BAQ to consider becoming a member of the Center.
- Follow up with private sector organizations met during conferences and other events to explore possibilities for working together on specific projects and activities or becoming a member of the Center.
- Develop an additional membership category of “supporter” with minimal benefits but also a lower membership fee of USD 5000.

b) Project income

Activities to increase project income are

- Approach foundations and donors in a more planned and prepared manner. Donors and foundations will be identified that best match the CAI-Asia mission and type of activities. Based on a more detailed analysis of potential donors and foundations, a tailored plan will be developed to reach each and explore areas of common interest and possible collaboration. Ideally, their contribution will be tied directly to one of the two flagship programs, the CitiesACT portal, BAQ conferences, or the China or India Country Networks or a cluster of other Country Networks (e.g. ASEAN).
- Provide potential donors with the opportunity to fund a project or activity within Center's two flagship programs, CitiesACT portal and BAQ conferences. This will increase efficiency and maximize leverage and outreach of funded activities and projects. The benefit for the CAI-Asia Center is that it will be able to bring activities that were previously funded by core funds alone under its funded programs.
- Reduce the number of projects and activities where partner organizations pay for expenses (travel, workshop, and publishing) but do not cover staff salaries. Should the Center be able to secure larger grants for its programs, then this increases the flexibility of the Center to engage in partnership projects with shared costs.
- Develop and secure projects for China and India specifically to cover future costs of staff and offices in both countries. National dialogues with the development community provide an important avenue to identify opportunities.

c) Other fundraising plans

Separate fundraising plans will be developed for BAQ conferences in 2010 and 2012 to maximize leverage from CAI-Asia's flagship event. Such plans may also be developed for other activities or projects, such as campaigns. In addition, short-term fundraising plans will be developed if there is a shortage of funding to cover core costs and activities of the Center within a six-month period.

3. SCOPE AND PRIORITIES FOR CAI-ASIA CENTER

The scope and priorities for the Center for 2009-2010 are derived from those of CAI-Asia (Partnership, Center and Country Networks combined) as described in the CAI-Asia Strategy 2009-2012. These include (a) target audience; (b) geographic coverage; (c) thematic coverage; and (d) type of activities.

3.1 Target Audience

Local, provincial and national government agencies make decisions for cities and are therefore the primary target audience of the Center. Non-governmental organizations (NGOs), private sector, academic and research institutions, and development agencies and foundations are the secondary target audience, as they exercise influence over the decisions of policy makers. The broader public and the media are a third target audience.

3.2 Geographic Coverage

CAI-Asia conducts activities in South Asia, Southeast Asia and East Asia. Priority countries are those with a CAI-Asia Country Network: China, India (2009), Indonesia, Nepal, Pakistan, Philippines, Sri Lanka, and Viet Nam. A second priority is other developing Asian countries within the geographical scope of CAI-Asia: Bangladesh, Bhutan, Cambodia, Laos, Malaysia, Mongolia and Thailand (Myanmar and the Republic of North Korea will not be considered). CAI-Asia works together with Japan, Korea and Singapore to assist developing Asian countries in learning from their experiences. CAI-Asia currently does not focus on Central Asia and the Middle East, but countries from this sub-region can be included in CAI-Asia activities on a case-by-case basis.

3.3 Thematic Coverage

The Center's thematic coverage for 2009-2012 is clustered into four thematic categories that can accommodate all major and emerging topics in air pollution, sustainable urban transport, clean energy, and climate change:

- Enabling frameworks for sound policy and program development. Such frameworks at the local and national levels consist of monitoring, institutional framework, knowledge and capacity of policy makers and stakeholders, policies, financing, and technologies. It covers AQM and related areas, all sources and sectors.
- Improved air quality monitoring, measurement and information. Up-to-date, reliable and easily accessible data and information provide the basis for building knowledge and capacity and developing sound policies.
- Strengthened and harmonized national and regional standards and policies. Asian cities and countries often respond to good examples in and peer pressure from neighboring countries and cities. Harmonized standards and policies allow comparison between countries and thus encourage lagging cities and countries to improve and collaborate with each other.
- Integration of co-benefits of air pollution and climate change into government policies and programs. This cross-cutting theme is important because air pollution and climate change have

similar causes, interacting impacts, and overlapping solutions. The co-benefits approach then reduces costs and emissions. It also allows optimizing use of international funding for climate change by linking this to air pollution reduction and other national and local development objectives.

The CAI-Asia Strategy describes in detail the priority areas within each category and the rationale for these. These thematic categories are also the basis for the Center’s two flagship programs: Air Quality Management in Asia (AQMA) program and Sustainable Urban Mobility in Asia (SUMA) program.

3.4 Type of Activities

The basis for the Center’s activities is the integrated AQM model described in detail in the CAI-Asia Strategy 2010-2012. This model is illustrated in Figure 1, and involves two approaches:

- “Scaling out” approach within cities focused (a) real improvements in air quality through on-the-ground actions; (b) integrating activities as part of wider urban planning; and (c) co-benefits of climate change and ultimately sustainable development.
- “Scaling up” approach is required to reach approximately 2,500 Asian cities with over 100,000 inhabitants. Many of these cities fall outside any international or national program to strengthen institutional capacity to improve AQM. As a consequence, they may adopt a business-as-usual approach, which is not sustainable. It is thus essential to replicate successful programs across Asian cities.

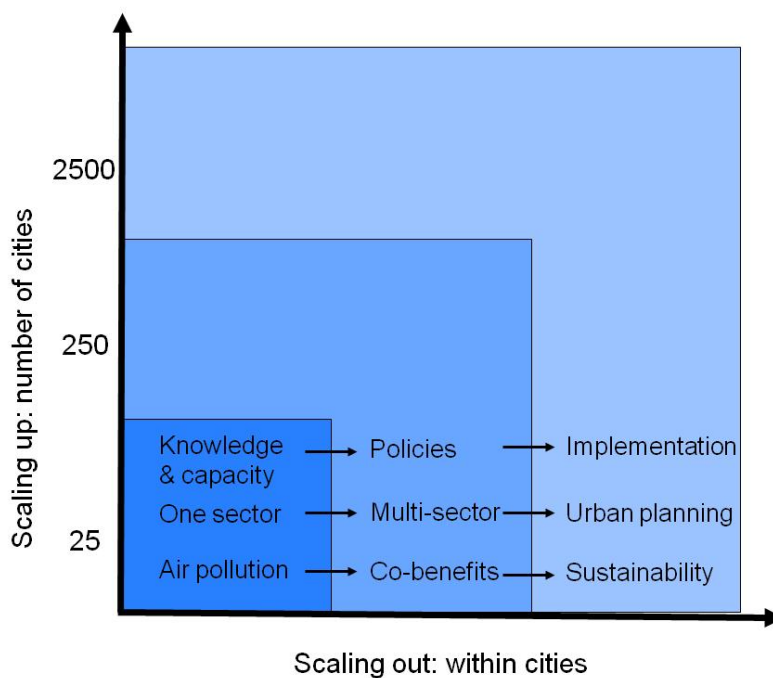


Figure 1: Integrating AQM in a Broader Context

The Center advocates policy development and implementation at the regional, national and local levels to improve air quality in Asian cities. Policies relate to air quality management, sustainable transport, climate change mitigation and energy management. To measure progress, the **target** for 2009-2010 is: at least ten cases of developing Asian countries or cities that have better integrated AQM and related areas (climate change, energy, SUT, health) in their strategies, policies, programs and/or projects.

This dictates the focus of the Center's activities in implementing the integrated AQM model:

- Build knowledge, capacity, and develop policies. Knowledge and capacity are essential elements in identifying and implementing concrete measures, such as the deployment of bus rapid transit or installation of an air quality monitoring system. The Center works closely with organizations responsible for these on-the-ground measures to gain access to and obtain support from key decision makers.
- Work with the transport, industry and other sectors to reduce air pollution. Even though the Center is not an urban planning institution, it works to persuade other organizations to integrate AQM, SUT and related development themes into urban planning activities.
- Focus on air pollution and its co-benefits on climate change mitigation. The Center is primarily involved in country and city activities that relate to AQM. However, the Center also plays an important role in creating linkages between organizations that work on different components of the sustainable cities agenda, which includes environment, social, and economic sustainability.
- Bring together city networks and other organizations that are needed to reach the 2,500 Asian cities. While the CAI-Asia Center and its Country Networks will be working directly with approximately 20-50 Asian cities, we want to start a chain reaction that will scale to hundreds of other cities in Asia.

4. PROGRAMS AND SUPPORTING ACTIVITIES

The CAI-Asia Center has two flagship programs: the Air Quality Management in Asia (AQMA) program (section 4.1), and the Sustainable Urban Mobility in Asia (SUMA) program (section 4.2). In addition, projects and activities are carried out that support both the AQMA and SUMA programs (section 4.3).

4.1 Air Quality Management in Asia (AQMA) Program

Goal: *Better integrated AQM in the strategies, policies, programs and projects in developing countries in Asia.*

The program consists of four components with specific outcomes:

1. Enabling frameworks for sound policy and program development. Outcome: policy makers are able to develop and implement policies and programs within an improved AQM framework.
2. Improved air quality monitoring, measurement and information. Outcome: policy makers have better access to up-to-date and reliable data and information on air quality and related areas on which to base their local and national policies.
3. Strengthened and harmonized national and regional standards and policies. Outcome: policy makers are able to strengthen their standards and policies relative to and together with other Asian cities and countries
4. Integration of co-benefits of air pollution and climate change. Outcome: policy makers understand the co-benefits of air pollution and climate change and integrate the co-benefits approach into government policies and programs.

Within the scope and priorities of the CAI-Asia Center, existing and proposed projects and activities under the AQMA program are listed in Table 1, which will be updated with each Quarterly Report. Activities are grouped by program component, while co-benefits is a cross-cutting issues across the other three components. Please note that activities carried out by other organizations through sub-grants from the CAI-Asia Center are not included.

Table 1: Projects and Activities for the AQMA Program in 2009-2010 [DRAFT]

PROJECTS AND ACTIVITIES	REMARKS
Enabling frameworks for sound policy and program development	
Country studies of institutional and policy frameworks for AQM and related areas	Confirmed for 3 ASEAN countries (Thailand, Indonesia, Philippines) – (together with GTZ)
Developing city action plans on AQM	This can be linked to institutional and policy framework studies
Analysis of status and challenges of managing air pollution from sources from stationary sources and ports	To supplement past analyses for transport sector
Training of non-governmental organizations (NGOs) on the co-benefits approach	Confirmed for China Potential replication in other Asian countries
Co-control of air pollution and greenhouse gas	Proposal for China

PROJECTS AND ACTIVITIES	REMARKS
emissions in China - Assessment of capabilities in cities in Western China - Training of senior officials of provinces and cities and of city professionals - Development of AQM Training System	
Development of training course on climate change mitigation and air quality management for local government officials	Proposal under development for India
AQM plans for cities hosting mega-events	Proposal for China
Improved air quality monitoring, measurement and information	
Strengthening AQM and related data and information in the CitiesACT portal	Integrated in all projects and activities CAI-Asia Partnership support required
Review of air quality monitoring status in Asian countries and cities	Building on CAI-Asia Center's past reviews
Communicating and disseminating information on air pollution and climate change links, especially on black carbon and ozone	Linkage with organizations collecting this information (ICCT, IGES, AIT, others)
Development and training on AQM measurement tools	Building on SIM-Air and other available tools
Integration / alignment of air pollutant emissions in national GHG inventories	Confirmed for national GHG inventory for energy sector in Philippines (together with Manila Observatory)
Integration / alignment of air pollutant emissions in corporate GHG accounting and reporting systems	Linkage with GHG Protocol of WBCSD/WRI Tested for San Miguel in Philippines in 2008 (together with Philippine Business for Environment)
Strengthening capacity to measure impacts of climate change and air pollution in Greater Mekong Subregion	Project together with Murdoch University through ADB
Strengthened and harmonized national and regional standards and policies	
Providing guidance to countries and cities on aligning ambient air quality standards with WHO guidelines and international standards to enhance health-based policies	Building on Long-Term Vision on Urban Air Quality in Asia (developed together with UNEP) Other partners sought

4.2 Sustainable Urban Mobility in Asia (SUMA) Program

Goal: *Better integrated SUT in the strategies, policies, programs and projects in developing countries in Asia.*

The Sustainable Urban Mobility in Asia (SUMA) program was initiated with funding from ADB and Sida (www.cleanairnet.org/suma). For 2009-2010, the SUMA program will be funded by a broader range of organizations. The program consists of four components with specific outcomes:

1. Enabling frameworks for sound policy and program development. Outcome: policy makers are able to develop and implement policies and programs within an improved SUT framework.
2. Improved air quality monitoring, measurement and information. Outcome: policy makers have better access to up-to-date and reliable data and information on sustainable transport, air quality and other related areas on which to base their local and national policies.
3. Strengthened and harmonized national and regional standards and policies. Outcome: policy makers are able to strengthen their standards and policies relative to and together with other Asian cities and countries
4. Integration of co-benefits of air pollution and climate change. Outcome: policy makers understand the implications of transport options for air pollution and climate change and are able to integrate the co-benefits approach into government transport policies in order to reduce air pollutant and greenhouse gas emissions and achieve other development benefits.

Within the scope and priorities of the CAI-Asia Center, existing and proposed projects and activities under the SUMA program are listed in Table 2, which will be updated with each Quarterly Report. Activities are grouped by program component, while co-benefits is a cross-cutting issues across the other three components. Please note that activities carried out by other organizations through sub-grants from the CAI-Asia Center are not included.

Table 2: Projects and Activities for the SUMA Program in 2009-2010 [DRAFT]

PROJECTS AND ACTIVITIES	REMARKS
Enabling frameworks for sound policy and program development	
Country studies of institutional and policy frameworks for AQM and related areas (including SUT)	Confirmed under AQMA program for 3 ASEAN countries (Thailand, Indonesia, Philippines) – together with GTZ
Developing city action plans on SUT	This can be linked to institutional and policy framework studies
Enabling cleaner technologies and financing for sustainable transport in cities	
National Environmental Sustainable Transport (EST) strategy in Indonesia	Proposed (together with UNCRD)
Think pieces on transport and climate change (measurement; co-benefits; financial mechanisms; policies; institutional framework)	Confirmed Funded by ADB
Integration of SUT training in government training systems	Proposed under ADB/Sida funding for India (together with GTZ and Indian Government) Possible proposal for China
Establishment of network of training institutions in Asia	Together with GTZ with ADB/Sida funding

PROJECTS AND ACTIVITIES	REMARKS
Improving fuel economy and reducing GHG and air pollutant emissions from diesel trucks	Proposal in development for China
Publication to promote cleaner and efficient 2-3 wheelers	Aligned with ITDP's 2-3 wheeler study on regulation and road design Aligned with ICCT tailpipe work
Improved air quality monitoring, measurement and information	
Strengthening SUT and related data and information in the CitiesACT portal	Integrated in all projects and activities CAI-Asia Partnership support required
Review of roadside air quality monitoring status in Asian countries and cities	Can be part of broader air quality monitoring status review under AQMA program
Measuring air pollutant and CO2 emissions from urban transport in Asia	Building on existing studies conducted for ADB
Developing an SUT assessment methodology for cities and conducting city assessments for 20-25 Asian cities	
Dissemination and piloting of TNT/UNEP "Fleet Management Toolkit"	Together with PCFV and US EPA Toolkit launched at BAQ 2008 Likely countries: Philippines, Sri Lanka, Nepal, Indonesia
Development and training on SUT assessment tools and indicators	Building on PSUTA (predecessor project of SUMA)
Strengthened and harmonized national and regional standards and policies	
Road show for cleaner fuels and vehicles	Making use of "Roadmap for Cleaner Fuels and Vehicles in Asia" and "Phasing down sulphur in fuels" publications (together with PCFV) Other partners sought

4.3 Supporting projects and activities

The Center carries out a number of activities, which support both the AQMA and SUMA programs. Ongoing core activities by the CAI-Asia Center, such as website maintenance, presentations at conferences, and the CAI-Asia Listserv are described in chapter 2. Activities carried out under the umbrella of the CAI-Asia Partnership are⁸:

- CitiesACT portal, which aims to be the "first-point-of-entry" for data and information on Air quality, Climate change and energy, and Transport (see box 1 on page 7).
- Better Air Quality (BAQ) Conference 2010.
- Campaign to strengthen polices parallel to raising awareness and mobilizing action of the public. The proposed topic of the 2009-2010 campaign is air quality, climate change and transport. The

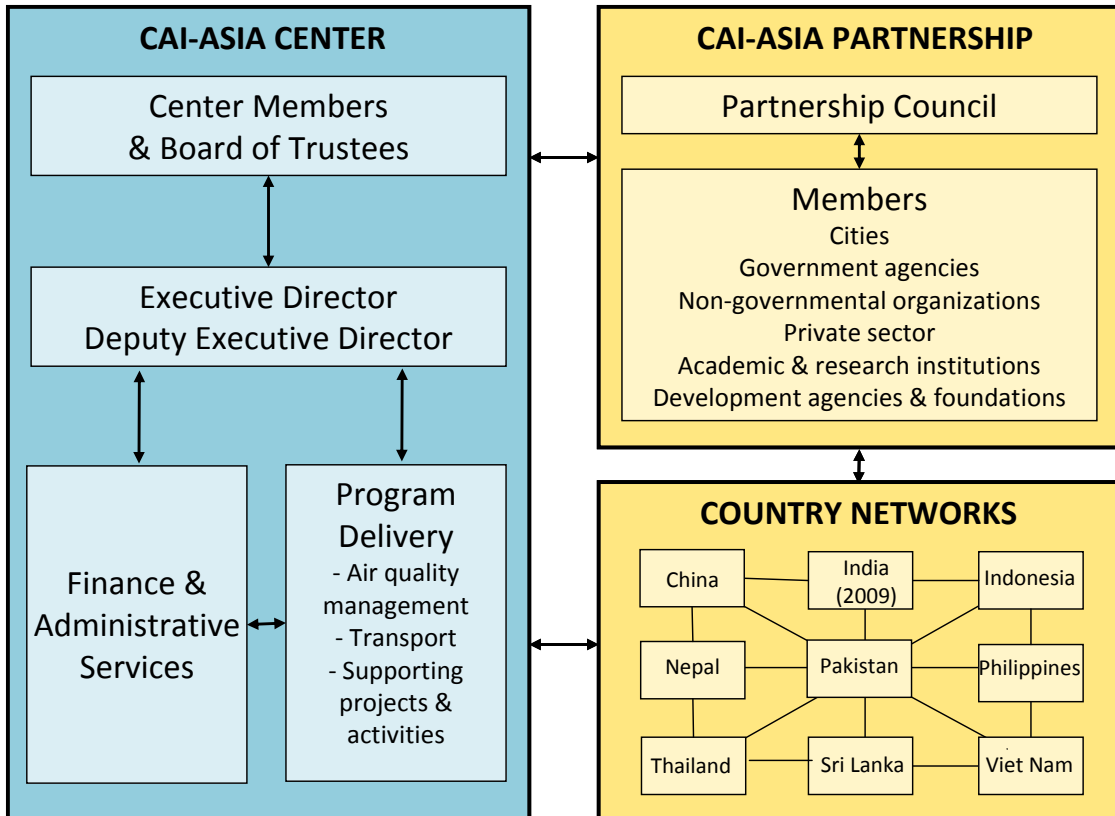
⁸ These are described in more detail in the CAI-Asia Strategy 2009-2012, <http://www.baq2008.org/preevent-cai>

campaign will consist of a national campaign in the Philippines in 2009 followed by a regional campaign in 2010.

- “Clean Air and Blue Skies for Asia exchange program” for young professionals, organized by the CAI-Asia Center and CAI-Asia Country Networks with support from Fredskorpset, Norway (see box 2 on page 9).
- On-line Community of Practitioners (CoP) for AQM and climate change, and SUT. CAI-Asia Partnership members and other organizations bring data, experiences and insights on air quality, climate change and energy, and transport to a wider audience.
- Establishing a “Network of City Networks”, in partnership with the Cities Development Initiative for Asia (CDIA) to enable existing organizations with city networks to jointly achieve something that they individually cannot: to scale up their efforts to 2,500 Asian cities across a broader range of sustainability issues. A mechanism for scaling up to hundreds of cities may be developed with these city networks
- City dialogues to consult with cities at the national level through local government associations, leagues of cities, or leagues of mayors, and at the regional level.
- Third Governmental Meeting on Urban Air Quality in Asia 2010, co-organized with UNEP, to track progress towards implementing the “Long Term Vision on Urban Air Quality” and to harmonize approaches between Asian countries in tackling urban air pollution and related areas.
- Private Sector Dialogues in selected countries with a CAI-Asia Country Network to provide, the private sector will have the opportunity to explain current and future efforts, discuss issues and concerns, and recommend priority areas for CAI-Asia
- Regional Dialogue of Development Agencies, together with UNEP, to promote coordination and cooperation among air quality programs and projects

ANNEXES

ANNEX A - CAI-Asia Structure (as per 1 January 2009)



ANNEX B - Members and Functions of CAI-Asia (as per 1 January 2009)

CAI-ASIA CENTER		
CENTER MEMBERS	POSITION	NAME
Sida	Environmental Adviser	Sara Stenhammar
Shell	Fuels Product Manager – East	Kersten Ross
Asian Clean Fuels Association (ACFA)	Executive Director	Clarence Woo
Corning	Director - Emerging Regulations and Technologies	Timothy Johnson
(CNR)		
GTZ	Senior Planning Officer / Chief Technical Advisor	Roland Haas
BOARD OF TRUSTEES	POSITION	NAME
	Chairman	Jiming Hao
	Vice Chair	Cornie Huizenga
	Treasurer / Remuneration Committee Member	Charles Melhuish
	Member / Remuneration Committee	Francis Estrada
	Member / Audit Committee	Elisea Gozun
	Member / Audit Committee	Daniel Greenbaum
	Member / Membership Committee	Shreekant Gupta
	Member	Cielito Habito
	Member / Membership Committee	David Guerrero
CENTER STAFF	POSITION	NAME
Management	Executive Director	Sophie Punte
Program Delivery	Policy and Partnerships Manager (Acting Deputy Director)	Glynda Bathan
	Knowledge and Communications Manager	Michael Co
	Air Quality Program Manager	May Ajero
	Air Quality Researcher	Alvin Mejia
	Transport Program Manager	Bert Fabian
	Transport Specialist	Sudhir Gota
Finance & Administrative Services (FAS)	FAS Manager (Acting Deputy Director)	Art Docena
	Administrative Officer	Gianina Panopio
	Accountant (outsourced)	Jerrey Estrada
CAI-ASIA PARTNERSHIP		
PARTNERSHIP COUNCIL	POSITION	NAME
Partnership for Clean Air	Chair	Elisea (Bebet) Gozun
GTZ	Vice Chair	Roland Haas
Other members to be confirmed		
MEMBERS		

Cities (27)		
Government Agencies (28)		
NGOs and Academe (59)		
Development Agencies (8)		
Private Sector (3)		
COUNTRY NETWORKS		
China	China Representative	Yan Peng
	Program Assistant	Shan Huang
India	Country Network Coordinator	To be determined
Indonesia	Country Network Coordinator	Fransiscus Soeseno
Nepal	Country Network Coordinator	Gopal Raj Joshi
Pakistan	Country Network Coordinator	Mohammad Aqib
Philippines	Country Network Coordinator	Gia Ibay
Sri Lanka	Country Network Coordinator	Sugath Yalegama
Vietnam	Country Network Coordinator	Nguyen Hoang Yen