

Strategic Planning Workshop on Localizing the 2030 Agenda through Sustainable Urban Resource Management

Defining the Priority Area of Intervention

Battambang Provincial Hall, Battambang, Cambodia
24-25 June 2019

Workshop Report



Background

ESCAP and UN-Habitat are jointly implementing the project “Localizing the 2030 Agenda through a Sustainable Urban Resource Management (SURM) approach” in five pilot cities in the Asia-Pacific region – Battambang in Cambodia, Nadee (Samut Sakhon) in Thailand, Naga City in the Philippines, Nasinu City in Fiji, and Ulaanbaatar in Mongolia.

In 2015, UN member States as part of the 2030 Agenda for Sustainable Development agreed on 17 Sustainable Development Goals (SDGs) to be achieved globally within 15 years. The objective of the project is to strengthen the capacities of local governments and other key urban stakeholders to implement the 2030 Agenda in the area of urban resource management by minimizing the negative and maximizing the positive environmental, social, and economic impacts of urban consumption and production systems.

In Battambang, the Multi-stakeholder Network, in collaboration with ESCAP, aims to approach the priority issues of solid waste management, livelihoods, and housing. From 2019-2021, stakeholders from different constituencies will work together to identify gaps, design, and implement innovative solutions that can leverage policy and institutional change for Sustainable Urban Resource Management (SURM). ESCAP will support the Network through capacity development activities across three streams: to undertake stakeholder engagement activities (Collaborate); to identify appropriate solutions in the priority area of intervention (Think in Systems); and to collect, analyze, and disseminate data and information (Strengthen Evidence).

The pilot activity should be a strategic project that enables an environment for sustainable urban resource management in Battambang over the medium- and long-term future. To these ends, it should have three dimensions:

1. **Capacity Development:** The pilot activity addresses an existing gap in local capacities
2. **Urban Policy and Planning:** The pilot activity establishes new or amends existing policies, plans, regulations, or standards that shape the management of resources in Battambang
3. **Awareness Raising and Advocacy:** The pilot activity should increase the awareness of key issues, possible solutions, and the global agendas (the 2030 Agenda and the New Urban Agenda).

Workshop Objectives

1. To strengthen existing and new partnerships across stakeholder groups to enable the implementation of the priority area of intervention, including the discussion and approval of the Terms of Reference (ToR) for the Multi-stakeholder Network;
2. To increase participants’ understanding of the local challenges and current policy and institutional landscape across Battambang’s SURM priorities (solid waste management, livelihoods, and housing) through the presentation of a rapid baseline assessment;
3. To identify key opportunities for stakeholder action through consensus on the priority area of intervention.

Opening Remarks

H.E. Bunrith Soeum, Deputy Governor, Battambang Provincial Administration

Though Battambang city is a beautiful city, the issue of litter is still a challenge due to limited public awareness. Public awareness raising activities on litter should be highlighted in this project. Another challenge is temporary structures on state land. On this I would like to thank Habitat for Humanity for assisting the provincial and municipal governments in undertaking a housing project on the Prek Prasat Garden to improve the lives of the poor in the city. Livelihoods are also a major challenge for Battambang City which has contributed to a large number of people migrating both locally and abroad.

These challenges have been addressed in several provinces through mechanisms, commissions, and working groups. The contribution of the private sector, civil society, and local people will make solutions more effective in the context of rapid urbanization.

The project is a way to strengthen the capacity of local governments and key urban stakeholders to implement the SDGs locally. What does this project mean for the Battambang people and the participants? This project is an experiment for the provincial and municipal administrations, CSOs and researchers to understand and expand their capabilities. In order to make better decisions in the project implementation, I would like to invite all stakeholders to participate in the project to the extent possible. Once the project is successful Battambang's reputation will increase internationally, which will boost tourism and local economic growth.

Session 1: Foundations for Effective Collaboration

In this session key principles on collaborative and adaptive governance were presented to serve as a guideline for an effective partnership between the stakeholders in Battambang:

1. Ensure diversity: Guarantee representativeness, welcome divergent perspectives, and value different kinds of knowledge;
2. Find alignment: Build consensus, seek for synergies, and integrate policies and plans;
3. Be transparent to build trust: communicate, document, monitor, and evaluate;
4. Mutual benefits and sustain the partnership: Share accountability and responsibility; and
5. Think outside the box and move beyond silos: think, act, and communicate in different ways and with different groups.

The participants then reviewed and discussed the draft terms of reference (ToR) for the Battambang Multi-stakeholder Network in breakout groups. The key comments on the draft ToR were:

- the quality of the translation into Khmer;
- local communities and Sangkat leaders should be given specific roles, such as raising awareness, sharing information with communities, and securing the involvement and cooperation of communities;
- the private sector should be given a specific role, including CINTRI and Leap Lim;
- the name of the group – i.e. whether it should be a Network or another term.

The ToR will be amended to include these inputs from the workshop, and the updated draft of the ToR will be shared with the participants for their further review.

Session 2: Rapid Baseline Assessment

The aim of this session was to present the initial findings of a rapid baseline assessment in order for participants to gain a further understanding of the policy and institutional context and current situation of solid waste management, livelihoods, and housing in Battambang.

Battambang City Profile

Battambang City has seen incredible growth over recent decades, with the built-up area in the city expanding from approximately 1,500 hectares in 1990 to over 4,500 hectares today.¹ As of 2015, the city's population was 155, 584, with 2,631 households in informal settlements (approximately 10, 600 residents), and Battambang City is anticipated to grow by almost 70,000 people by 2030 (roughly half of the currently population).² Though 98% of households have access to electricity and 81% to sanitation, less than 20% of households have access to solid waste collection.³

With technical assistance from GIZ, Battambang's Land Use Master Plan 2030 was among the first plans to be adopted by the National Committee for Land Management and Urban Planning (NCLMUP) in December 2015, though this was six years after being completed in 2009, and 12 years after the work was initiated as part of a broader land management initiative in 2003. Compared to other cities, Battambang has built significant local-level capacity in urban planning. However, Battambang faces challenges in implementing the Master Plan.

Battambang is also a member of the ASEAN Smart Cities Network, which is a collaborative platform where cities work together towards the common goal of smart and sustainable urban development. The vision of the Battambang Smart City Action Plan is to achieve a socially responsible, environmentally friendly and economically successful city whilst retaining Battambang's unique character, and the priority Smart City projects focus on (i) Urban Street and Public Space Management and (ii) Solid and Liquid Waste Management.

Solid Waste Management

SDG Target 11.6: By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management

SDG Target 12.5: By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse

CINTRI is responsible for the collection and transport of waster in eight of the ten Sangkats in Battambang, with Leap Lim collecting waste door-to-door in the other two. CINTRI is also responsible for managing Battambang's landfill. Organic waste accounts for 71% of Battambang city's waste, with 10% plastic, and paper, glass, textiles and metals each accounting for between 2-5%. 150 tonnes of waste is generated per day. Of this 120 tonnes is transported to the Battambang municipal landfill (an open dumpsite with no lining and open burning taking place); 10 tonnes is uncollected and disposal is uncontrolled (with waste leaking into waterways, buried in back yards or open burned); 10 tonnes is recyclable waste that is purchased by junk shops (there are 22 junk shops in Battambang, and the recyclable materials are then exported to Thailand or Viet Nam); and 5 tonnes is composted.

Battambang's solid waste management challenges include: a lack of awareness and willingness to cooperate and participate among local stakeholders including local residents; insufficient budget, experience, knowledge, and human resources of local authorities on solid waste management; the limited incentives to conduct waste recycling, including the high energy cost; the limited law enforcement to prevent illegal disposal and open burning; and the lack of promotion of waste separation at source.

¹ Ministry of Land Management, Urban Planning and Construction, District & Municipal Land Use Master Plan and Land Use Plan Handbook, 2016. https://www.researchgate.net/publication/304894481_District_Municipal_Land_Use_Master_Plan_and_Land_Use_Plan_Handbook

² World Bank, Cambodia: Achieving the Potential of Urbanization, 2018.

³ World Bank, Cambodia: Achieving the Potential of Urbanization, 2018.

Housing

SDG Target 11.1: By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums

1.1 million houses needed in Cambodia by 2030 to meet demand⁴ and Battambang is urbanizing at 2.28% per year.⁵ Rapid migration and urbanization has caused 66 informal settlements to form in Battambang city.⁶ In 2013, only 29% of Battambang's structures had a permanent roof, walls, and floors at the same time.⁷ Relevant housing policies and regulations include:

- Land Law (2001): Determines rights of ownership for immovable properties in Cambodia.
- Sub-decree on Social Land Concession (2003): Defines the criteria, procedures, and mechanisms for the granting of social land concessions for residential use and/or family farming.
- Circular No. 3 on Solutions to temporary settlements (2010): Provides resolution for only temporary settlements on state land which has been illegally occupied.
- Sub-decree #42 on Urbanization of the Capital Cities, Towns, and Urban Areas (2015): Aims to define the urbanization of capitals, cities, and provincial towns.
- Sub-decree on State Land Management (2005): Determines the principles, procedures, mechanisms and institutional arrangements for state land management on identification and mapping, registration, maintenance, allocation, etc. of state land.
- Battambang Master Plan (2016): Defines the spatial plans needed to guide a sustainable territorial development.
- National Policy on Housing (2014): Every citizen has the right to proper housing, which is an element of the right to adequate living conditions, ensuring the privacy of the family and housing security; and the vision of the National Policy on Housing is to enable the citizens nationwide, especially those low and middle income households and the vulnerable groups, to have access to proper housing, living with welfare, safety, and dignity.
- Policy on Incentive Scheme and Establishment of National Program for Development of Affordable Housing (2017): Creating possibility to have to access to affordable housing for low and middle income families; Enhancing housing security; Strengthening housing quality; Increased access to clean water, electricity, and other social services; and Contributing to resolving city management and urbanization.

The organizations actively working on housing issues in the Battambang area are:

- CDF, which has worked with almost 40 communities to obtain savings loans;
- CVS, which worked with community youth for savings and clean ups; and
- HfHC, which provides access to land and housing through construction, advocacy etc.

Looking forward, based on Cambodia's national housing need, it is estimated that Battambang may need approximately 100,000 homes by 2030. The expansion of commercial activity in Battambang is driving the local residential market, and there are borey developments in Battambang City currently under construction, though they are in the \$35,000- \$60,000 price range.

Livelihoods

SDG Target 8.3: Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services

⁴ Cambodia National Policy on Housing, 2014.

⁵ Growing Pains: Urbanization and Informal Settlements in Cambodia's Secondary Cities, 2012.

⁶ GIZ informal settlement survey, 2009.

⁷ Cambodia's inter-censal population survey, 2013.

SDG Target 8.5: By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value

While approximately 74% of the Battambang City area is agricultural land, the sector constitutes only approximately 7.3% of employment, with 70.7% in services and 1.9% in manufacturing.⁸ However, the classification of the Department of Planning in Cambodia is different from the international practice using primary, secondary and tertiary groups.⁹ By this classification, processing of agricultural products is an activity in the service sector, which also includes activities such as retail businesses, hotels, and even construction.¹⁰ Most establishments¹¹ are home businesses (52%), in traditional markets (29%), or street businesses (11%), engaging a single person (46%) or 2-4 people (43%).

In 2018 the World Bank assessed the economic potential of every district in Cambodia. Battambang was found to have ‘very high’ potential, mainly due to its strong transport connectivity, economic density, urbanization rate, and human capital.¹² The Royal Government of Cambodia has also set Battambang province to be the core economic zone in the northwest of Cambodia by setting up the strategic plan and vision for developing the province to achieve the goal by 2030.¹³

There is potential to develop the local economy in trade, commerce, services and education.¹⁴ Cassava accounts for the largest share of total crop production in Battambang Province, and there are good prospects for cassava if there is improved market connections and processing industries. The favourable conditions in Battambang for attracting investments include its geographic location and connection with Thailand, its well-developed transportation networks by roads, railways and river boats linked to Thailand, Phnom Penh and other provincial cities, the fertile soil suitable for producing agricultural products and a well-developed irrigation system including three major dams, and an abundant and growing labour force. These advantages, if properly planned and developed, can provide a conducive environment for attracting investment in agriculture and animal raising (cattle, fish and crocodiles), industry (rice milling and food processing), and tourism (with the number of tourists visiting Battambang increasing).

Relevant policies and regulations include:

- Industrial Development Policy 2015-2025: promotes Foreign Direct Investment (FDI), focusing on improving the investment climate, the development of Special Economic Zones (SEZs), and preparation of industrial zones; strengthens and modernizes small- and medium-enterprises (SMEs); improves the regulatory environment focusing on trade facilitation measures, export promotion, and strengthening industrial standards; and coordinates supporting policies focusing on skills and human resource development.
- Tourism Development Policy 2012-2020: the protection of cultural heritage sites and promoting eco-tourism; human resource development and expansion of tourism facilities; and addressing economic linkages and food safety issues to improve tourism services.

Session 3: Visioning

In this session participants shared their visions in breakout groups of the kinds of change or impacts they would like to see through this project, sharing goals for 2030 (the longer-term future) and 2021 (steps that Battambang could take by the end of the project to put the city on the path to achieve the longer-

⁸ World Bank, Cambodia: Achieving the Potential of Urbanization, 2018.

⁹ Han and Lim, Battambang City, Cambodia: From a small colonial settlement to an emerging regional centre, 2018.

¹⁰ Han and Lim, Battambang City, Cambodia: From a small colonial settlement to an emerging regional centre, 2018.

¹¹ An Establishment is defined as an economic unit that engages, under a single ownership or control in one, or predominantly one, kind of economic activity at a single physical location – for example, a mine, factory or workshop.

¹² World Bank, Cambodia: Achieving the Potential of Urbanization, 2018.

¹³ <https://www.construction-property.com/read-news-1853/>

¹⁴ World Bank, Cambodia: Achieving the Potential of Urbanization, 2018.

term vision). Participants then voted using stickers on their inputs from the breakout groups, and the most voted for visions were then synthesized into a single draft vision statement.

Session 4: Building Consensus on the Vision for the Multi-Stakeholder Network

In this session the draft vision statement was presented and participants discussed changes to the vision in breakout groups. Each group nominated a speaker to reflect their discussion in plenary, and the nominated speakers then discussed their proposed changes and reached consensus. The final vision statement that was determined through this process is below.

The Vision of the Multi-stakeholder Network

By 2030, Battambang communities in a Smart City have security and well-being through active participation and cooperation between the public sector, private sector, NGOs, and other relevant stakeholders to manage urban resources sustainably for all.

Session 5: SWOT Analysis

In this session participants built a shared understanding of the strengths, weaknesses, opportunities, and threats for actions to achieve the vision of the Multi-Stakeholder Network. In breakout groups participants conducted SWOT analyses, before voting for their priority opportunities through a 'gallery walk' of all the SWOT analyses from the different groups.

The SWOT analyses are shown below, and the most prioritized opportunities for the Battambang Multi-Stakeholder Network were:

<u>Strengths</u>	<u>Weaknesses</u>
<ul style="list-style-type: none"> • Have sufficient resources to manage waste • Community awareness on waste management • Sufficient structure and committee at Municipality level • Local authorities are concerned about garbage issues and dump site • Master plan and land use planning • Geography and culture • Good collaboration between NGOs and government • Waste recycling facility • Clean water station • Rules and regulations governing waste management 	<ul style="list-style-type: none"> • Lack of awareness training to communities • Lack of participation from communities and citizens in waste management and garbage separation • Law enforcement is limited • People lack knowledge on waste management • Some people do not respect land laws • Food insecurity • Data base and mapping not specialized • Poor hospitalities • Human resources do not respond to practical needs • There are no street vendors • Promoting tourism potential • Limited land use implementation • Increasing number of informal settlements • Lack of good quality infrastructure

	<ul style="list-style-type: none"> No definitive mechanism for temporary construction
<p><u>Opportunities (number of votes received)¹⁵</u></p> <ol style="list-style-type: none"> Turn organic waste into compost (18) Create rubbish bank with community (11) Attract local and foreign investment and tourists (10) Create community groups to recycle rubbish to improve livelihoods (10) Get new experiences from exposure trips to share information with other cities in Cambodia and outside the country (9) Increase employment and skills training (7) Increase the number of tourists (6) Build a rental shop within an informal settlement to improve their livelihoods (5) Conservation of old buildings for better environment and green city (5) Improve numerous resorts and temples for tourists (4) Increase livelihoods (3) Recycle plastic on campus (3) Decrease migration (3) Make it a better place for tourism (2) Promote gender equality and social prosperity (2) Participation from communities (1) Make Battambang city a smart city (1) 	<p><u>Threats</u></p> <ul style="list-style-type: none"> Limited services for tourism Public services are not well organized and lacks citizen participation Lack of participation to prepare public services with local authorities Lack of participation Lack of resources and skills Same businesses Migration Urbanization Increasing waste generation Imported goods are not safe Drug use Alcohol use and banner promotion Illegal gambling Natural disasters and climate change Investors consider their own interests rather than the common good

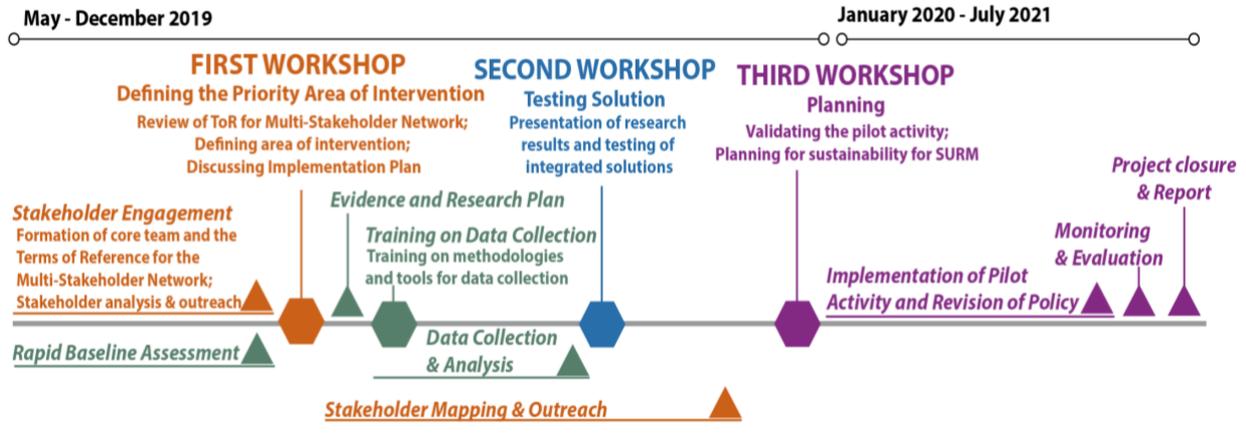
As a result of these inputs from the participants during the workshop, the proposed opportunities for areas of intervention in Battambang for the project are:

- Capacity development: organic waste segregation and management;
- Policy and planning: alignment to the Battambang Land Use Master Plan and ASEAN Smart Cities Network project on solid waste management;
- Awareness raising: with households on waste segregation and hygiene.

Session 6: Next Steps

The project's activities and milestones were presented as below. The Second Battambang Workshop to test the solutions is expected to be held during 25-26 November 2019.

¹⁵ Please note: other opportunities were also shared but were combined to avoid duplication.



Project Activities and Milestones

Having identified the priority areas of intervention through this workshop, the project will develop the evidence base and identify potential integrated solutions, and the second workshop in Battambang will be held to test these solutions. The third workshop will then validate the selected solution and plan the implementation of the activity. Further stakeholder engagement will continue throughout this process to ensure all relevant stakeholders can contribute and participate at the next workshops.

Closing Remarks

Mr. Ou Dary, Director of Provincial Department for Land Management, Urban Planning and Construction

On behalf of the Governor of Battambang, he thanked UN ESCAP, UN-Habitat, and Habitat for Humanity for their fruitful workshop. This is valuable time spent cooperating for the development of Battambang within the ASEAN Smart City Network. He encouraged the participants to remain actively involved in the future.

Annexes

Participant Evaluation Form Summary and Analysis

An evaluation form was distributed to the participants at the end of the workshop to assess its effectiveness and impact, to collect inputs for the next steps, and to provide qualitative feedback for consideration by the organizers. The following provides a summary and analysis of the 36 evaluation forms received.

Key messages and recommendations:

- Stakeholder engagement/community outreach must be improved through preparatory meetings for workshops, regular meetings to build communication across the stakeholders and jointly facilitate project implementation, and by strengthening the links with the municipal and provincial government.
- Translation/interpretation should be strengthened.
- For the next steps, participants are most interested in engaging on data collection and analysis and are interested in attending the subsequent meetings and workshops.
- Participants are not satisfied with the ToR for the Network. They requested to collaboratively review the ToR and to strengthen the alignment with the existing structures, regulations, and governmental committees.
- In terms of impacts and outcomes, the workshop was highly successful. Except for the ToR for the Network, on average 85% of the participants agreed or strongly agreed with the success indicators. People left satisfied with the decisions made during the workshop and increased their knowledge about possible problems and solutions in Battambang.
- In terms of workshop effectiveness, on average 76% of the participants ranked the sessions good or excellent, indicating some room for improvement on the sessions' design, preparation, and delivery.

Participants' profile:

- 61% of the participants were men, 31% women, and 8% did not answer. To increase gender equality ESCAP and the core team should encourage an increase of woman representatives, especially from the government, to attend future meetings.
- In terms of stakeholder groups, the workshop had 49% of the representatives from the government, 18% from civil society, 13% from the private sector, and 20% did not answer. Recommendations include to increase the participation of the private sector and civil society while strengthening the communication with the municipal and provincial governments – before and after the workshops – to ensure the presence of all relevant departments.

Programme

Day 1: Monday 24 June	
08:00	Opening Remarks from Battambang Provincial Administration and Habitat for Humanity Cambodia
08:30	Presentation of the project (ESCAP)
09:00	Session 1: Foundations for Effective Collaboration
11:00	Session 2: Rapid Baseline Assessment
12:00	Lunch
14:00	Session 2: Rapid Baseline Assessment (continued)
15:00	Session 3: Visioning
17:00	End of Day 1

Day 2: Tuesday 25 June	
08:00	Session 4: Building Consensus on the Vision for the Multi-stakeholder Network
09:30	Session 5: SWOT Analysis
11:30	Session 6: Next Steps and Closing Remarks
12:00	End of Day 2

List of Participants

No.	Name	Gender	Position	Institution
1.	Kao Hay	M	Deputy Chief of Commune	Toul Ta Ek
2.	Tout Voearn	M	Commune Chief	Sla Ket
3.	Hor Khoeurn	M	Commune Chief	O Char
4.	Sim Channy	M	Commune Council	Chamkar Som Rong
5.	Nou Samvireak	M	Official staff	Department of Labor
6.	Pich Chandara	M	Community Leader	Sre 1000 community
7.	Sam Al Socheat	M	NGO's staff	HANDA org
8.	Ma Sophay	M	Commune Council	Wat Kor Commune
9.	Sre Roerub	M	Commune Chief	O Mal Commune
10.	Soeurn Bunrith	M	Deputy Provincial Governor	Battambang Province
11.	Chhean KimChhoun	M	Commune Council	Ratanak Commune
12.	Mihee Joo	F	KMCO	UNOPS
13.	Bun Chenda	F	PM	Bontey Srey org
14.	Sous Vannoeun	M	Area Manager	HFHC
15.	Sok Phanna	M	ALPS	HFHC
16.	Marc Anthony Branch	M	Intern	HFHC
17.	Em Siyoeurn	M	Deputy Chief of Commune	Kdol Doun Teav
18.	Song Soeung	M	Chief of Transportation Officer	Battambang Municipality
19.	Sen Kosal	M	Official staff	Battambang Provincial
20.	Kong Leng	M	Deputy of Commune Chief	Svay Por Commune
21.	Em Samart	M	Community Leader	O Char Community
22.	Phat Sokleang	F	Chief of Khor Ko Sor Ko	Battambang Municipality
23.	Sorm Samnang	F	Assistant	Leap Lim private company
24.	Long Sokhan	F	Community Leader	Sok San Choeurng community
25.	Bernadette Bolo Duthy	F	National Director	HFHC
26.	Sroeung Sophea	F	Committee	CDF
27.	Bi Saveth	M	Staff	First Finance
28.	SomSak Phonpheakdey	M		CDF
29.	Nhorn Sokhara	M	Chief of Development Management and Construction	Battambang Provincial Hall
30.	Choeurn Malay	M	Staff	UBB University
31.	Sean Bophaphal	F	Staff	COMPET
32.	Kheng Manolin	F	Staff	First Finance
33.	Yous Yoearn	M	Commune Chief	Ratanak Commune
34.	Leang Veasna	M	Deputy of Governor	Battambang Municipality

35.	Sok Kinna	F	Chief of Cadastral Office	Battambang Municipality
36.	Hout Sochet	M	Chief of Housing Department	Ministry PLUAC Battambang Province
37.	Sam Long	M	Commune Leader	Sanlepheab Community
38.	Sok Vanna	M	Director	UN-Habitat
39.	Horm Sina	F	Chief of Department	Battambang Social Affair
40.	Oep Oann	M	Project Manager	HFHC
41.	Lim Ymeng	M	Deputy of Department	Battambang Province
42.	Pin Sareth	M	Business Owner	Global Worthier
43.	Touch Monirath	M	Deputy Chief of Commune	Prek Preah Sdach Commune
44.	Sao Kumpheak	M	Intern	Bonteay Srey org
45.	Thoeun Thida	F	Student	UBB University
46.	Yim Chhailin	F	Student	UBB University
47.	Mom Lita	F	Staff	UBB University
48.	Omar Siddique	M	Economic Affairs Officer	UN ESCAP
49.	Aline Roldan	F	Consultant	UN ESCAP
50.	Alexander Vougioukas	M	Consultant	UN ESCAP
51.	Keo Reaseykanika	F	Project Officer	HFHC
52.	Phoeung Do	F	Assistant	HANDA org
53.	Touch Ratanak	M	Community Organizer	HFHC
54.	Thorng Ratheany	F	CO	UYFC
<p>Total: 54 people (36 men, 18 women)</p> <ul style="list-style-type: none"> - Local authorities: 23 people (20 men, 3 women) - NGOs: 21 people (12 men, 9 women) - MFI: 2 people (1 man, 1 woman) - Private sector: 2 people (1 man, 1 woman) - Community: 4 people (3 men, 1 woman) - Student: 2 people (2 women) 				