Research Organization:
Harmony Foundation of Canada

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P.R. China

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I. Synthesis: The Program for Leadership Training and Cooperation for Sustainable Community Development in China

China seeks to develop skilled leaders, trained practitioners and informed public participation to achieve development which is socially and environmentally sustainable. Leaders in China’s cities and towns seek training which prepares them to develop policies and programs and to employ services and technologies which help them meet economic goals while protecting cultural, social and environmental assets and human health.

With partners from Environmental Management College of China (EMCC) and National Training Center for Mayors of China (NCTMC), and Shining Stone Community Action (SSCA), Harmony Foundation of Canada (Harmony) is responding by creating and implementing The Program for Leadership Training and Cooperation for Sustainable Community Development in China.

Together we are 1) researching, developing and refining curriculum which transfers the knowledge and skills needed by Mayors, Vice-mayors and other local senior officials, Environmental Protection Bureau managers, and community groups and residents to work together to create healthier, more inclusive communities, 2) developing tools and testing training of trainers who can expand and continue this work, 3) building a network of Chinese and international leaders in sustainable community development, 4) creating opportunities for Canada-China collaboration on sustainable community development in local governance, clean technology and education, and 5) creating the foundation for an ongoing, Chinese led and managed center for leadership training and cooperation for sustainable community development in China.

A collaborative approach to research, development and implementation has been instrumental to our project’s success to date. Education materials have been developed, translated and adapted in collaboration with Harmony’s partners and outside experts in sustainable community development from government, business, education and civil society in China and Canada. A growing network of experts in China and Canada in sustainable community development is being consulted in the ongoing development of education materials and training. Feedback from principal partners, trainers and trainees, as well as from experts in sustainable community development from China and Canada, is integrated in the development, adaptation and refinement of training curriculum and methods. Harmony and principal collaborators are employing a results-based approach, monitoring progress toward the achievement of expected results while integrating lessons learned into management decisions.

Over 110 Mayors representing over 200 million residents have successfully participated in our training. Our training has introduced ways for Mayors to develop cooperative civic planning and decision-making and the benefits of more inclusive communities where people from “all walks” of life work together to achieve development which is socially and environmentally sustainable. Mayors also have examined practical ways to coordinate and integrate social, economic and environmental policies and practices.

In a pilot training session, over 40 Environmental Protection Bureau (EPB) managers were trained to assist community residents as they get involved in local-decision-making and initiate sustainable community development projects.

More than 400 community members representing ten communities have completed community action workshops. As a result of new skills and ideas, residents are working to together on pilot sustainable community development projects including garbage clean up and prevention projects, a community cooperative security project, an oil disposal awareness project, and a community-wide environmental awareness project focusing on the impacts of dumping and littering on the environment.

In addition, innovative education materials have been developed and distributed nationally helping other groups and communities to plan and take positive action. Finally, our partners are building their capacity in important new areas, such as curriculum development, community training, training trainers, program development and fund-raising, valuable skills which will benefit them as they undertake other sustainable community development projects.

Harmony also has created a report about lessons learned and effective practices for cross-cultural collaboration. We hope that experiences gained from implementing a major project across cultures and distance will be highly beneficial to others who undertake similar endeavours. Our goal is to capture the similarities, as well as differences in the ways in which partners go about their work, organize and manage people and activities, solve
problems, and deal with opportunities and obstacles.

The program’s practical benefits will be immediate and long-lasting; inclusive communities where people from all “walks of life” cooperate to protect public health and the environment while providing social, economic and educational opportunity for rapidly growing urban populations. As a result of our training, more inclusive civic planning, decision-making and management will occur in Chinese communities, as well as more effective cooperation among urban local government officials, urban development practitioners, business and civil society leaders, and residents.

In the longer term, Harmony’s project also will result in the expanded use of materials, services and technologies which reduce greenhouse gas emissions improve air and water quality, energy efficiency and benefit human health and the environment, and cooperative local projects and education initiatives creating healthier, more prosperous communities. The result will be beneficial to Canada and Canadian businesses, communities and education institutions.

The challenges that remain are 1) gaining more evidence of the practical benefits of this approach to development, 2) testing methods and materials in larger, longer-term community based initiatives, and 3) creating an ongoing and expanding effort which raises the profile, stature and reach of sustainable community development.

Establishing a Chinese center for leadership training and cooperation for sustainable community development will create a “multiplier effect”, as more and more local government officials, Environmental Protection Bureau managers, urban development practitioners, civil society leaders and residents are trained.

II. Research Problem

With 20% of the world's population driving history's fastest growing economy, China's development decisions are greatly influencing economic stability, human and environmental health and global security around the world.

To achieve development which is socially and environmentally sustainable, China requires skilled leaders, trained practitioners and informed public participation.

There exists the need and opportunity for developing skilled leaders, informed public participation, and increased cooperation among business, government officials and local residents in order to achieve more inclusive, sustainable communities where members work together to protect public health and the environment.

Leaders in China’s cities and towns seek training which prepares them to develop policies and programs and to employ services and technologies which help them meet economic goals while protecting cultural, social and environmental assets and human health.

Local residents seek opportunities for more active participation in local decision-making about developments which impact their lives.

Harmony and its China partners are responding by developing and implementing The Program for Leadership Training and Cooperation for Sustainable Community Development in China.

Training mayors, vice-mayors and other local senior officials, Environmental Protection Bureau managers and community groups and residents about the benefits of public participation and cooperation to achieve development which is socially and environmentally sustainable, this project is breaking new ground in China.

Research is needed to determine the most effective ways to create the skilled leadership and informed public participation needed for China’s communities to achieve development which is socially and environmentally sustainable.
The problems is lack of adequate knowledge about: 1) which methods and approaches are most for fostering skilled leadership, informed public participation and increased cooperation to achieve more inclusive, sustainable communities in China, and 2) effective methods for training China’s Mayors, Vice-mayors and other local senior officials, Environmental Protection Bureau managers and community groups and residents to cooperate to achieve the benefits of sustainable community development, and 3) cases in which local communities in China have had success in achieving sustainable community development.

Further, this collaboration involves a Canadian and Chinese NGO, an environmental college, and a training center for mayors, vice-mayors and other local officials. For each of the partners, this collaboration presents the opportunity to learn valuable lessons and develop effective practices and to report on them so others may benefit from their experience.

III. Research Findings

A. We achieved success in determining effective methods and content for developing skilled leadership, informed public participation, and increased cooperation in order to achieve more inclusive, sustainable communities.

Working with NTCMC, we have successfully trained 110 Mayors, Vice-mayors and other local senior officials in two training sessions, and have obtained helpful feedback from our partners and training participants on ways to improve and refine curriculum and methods to create an even more effective training. Based upon feedback from training participants, our mayoral training is needed in China, and beneficial to communities there.

Working with partners at EMCC, Harmony’s training for Environmental Protection Bureau managers has been successful as well; Harmony and partners have trained 40 managers, and are working with provincial officials to pave the way for training more managers outside of the Qinhuangdao area. The feedback we have gained from these managers has been helpful in refining our training objectives, content and approach for this audience.

Training for community groups and residents also has been successful, with 400 community members representing ten communities completing our training. Community groups have initiated sustainable community development projects, and the feedback from EMCC trainers and community residents has been valuable, resulting in refinements in training curriculum and methods for a more effective and inspiring training.

While achieving this success, Harmony has gained a better understanding of the challenges of:
1. determining and developing the most effective content and methods for training Mayors, Environmental Protection Bureau managers, community groups and residents, and
2. using the materials and methods to most effectively build cooperation for more inclusive, sustainable communities where members work together to protect public health and the environment for China’s communities.

Our thinking has evolved. We now realize this is a much more complex problem that originally estimated. China’s traditions, history and political system provide greater challenges.

China’s teaching and learning styles are quite traditional. For many years a “leader-to-group” approach has been employed; this made it more difficult to transfer the skills and knowledge needed to prepare our trainers in group facilitation and our trainees for participatory learning. The employment of these new approaches is important to our training, as a “top-down” teaching approach neither fosters nor inspires independent action on the part of our trainees; quite the opposite, traditional methods create a dependency, where trainees are unprepared to act independently, and look to trainers for leadership and organization. Harmony continues to work closely with our partners, and is having good success, in transferring the knowledge and skills needed for these approaches to take root. Our partners recognize that
it is necessary for these approaches to be adopted, and are cooperating with Harmony to learn and incorporate a more participatory approach.

An additional challenge is presented by long term discouragement of public participation in civic planning, decision-making and management. For many years, it was foolhardy, even dangerous, to distinguish oneself as a “leader” for any purpose. China’s history is replete with stories of such individuals, who were often punished. While a new “openness”, particularly in the area of environment, public health and development creates new opportunities, this remains a challenge.

For example, leaders of community groups (called neighbourhood associations in China) are appointed by the party. While these leaders are quite eager to participate, they must balance their participation, and the participation of community residents, with the goals and objectives of the Party, which, gratefully, are not counter to those of the project. However, the continual presence of the Party, does affect the participation of some residents in that they are more cautious before speaking or acting; quite different from the enthusiastic participation we are accustomed to from a group of volunteers in the West. While the Party’s presence has not prevented progress, it has changed the way in which Harmony approaches its challenge in China. We continue to work closely with partners to ensure we are working within bounds of local regulations, requirements and practices while discovering new ways in which to inspire and create the expectation for community groups and residents to take positive action.

As a result of China’s traditions, history and political system, its leaders lack experience in building public participation and creating open, inclusive environments in which people from all walks of life can cooperate to build healthier, more prosperous communities. This provides additional challenges as Harmony works to determine the most effective content and methods for training these leaders, and that we follow the lead of our partners to ensure we stay within the boundaries of local regulations, requirements and practices.

B. In researching the most effective content and methods for training for community groups and residents, Harmony discovered considerable differences exist between our cultures, influencing greatly how we perceive key principles and concepts upon which the project is built, and on how we teach and learn.

1. Successfully preparing community groups and residents to take action requires teaching of the concepts of citizenship and volunteerism, which are unfamiliar in China.

While observing pilot workshops, Harmony discovered the importance of sharing these concepts directly with trainees. During one phase of the workshop, participants are asked to list all of the problems in their community, and often they were quick to point out which organization they believed should correct this problem - usually the company contracted to maintain the buildings in their neighbourhood, or a government agency was blamed. Through guided discussion, some residents realized some of the problems they had pointed out had existed for many years, and that these problems would likely never be solved by waiting for the maintenance company or the local government.

More importantly, some residents began to realize unless they themselves set out to solve them, they would likely go unsolved. For Harmony observers, it was evident that these trainees had come to an important realization: they realized their individual responsibility, and their opportunity, for taking positive action to solve these problems was more productive than complaining. It was these residents who were most inspired to initiate projects for their community.

It also was evident to Harmony observers that some trainees had not experienced such a realization, so Harmony continues to work with its colleagues at EMCC to ensure each trainee has the opportunity to explore their individual responsibility and opportunity as a citizen to volunteer for a good cause, and that each of them recognizes his or her potential to contribute the community.
2. Successfully developing trainers for facilitation of workshops for community groups and residents requires direct instruction on key activities. Activities such as *participatory learning*, *group facilitation*, and *open discussion*, and methods for employing them in training, are unfamiliar to our training colleagues in China.

Harmony began to understand that more direct instruction on these activities would be required as we worked closely with partners on translating and adapting project manuals. The need for this additional step in the process of training trainers became clearer as Harmony and partners began practice training sessions, where prospective trainers (trained Chinese educators) were required, but unable, to effectively conduct various participatory learning exercises selected from the training curriculum. Harmony continues to work to ensure trainers understand these concepts and are able to employ them as workshop facilitators, and is working with partners to refine the curriculum and methods to better enable trainers to obtain this knowledge and transfer it to trainees.

3. Harmony has learned that Chinese community groups and residents generally are inexperienced in independently organizing and implementing (sustainable) community development initiatives. These activities have been traditionally the responsibility of the Communist Party and government, so individual citizens have had little or no training or experience. As a result, we have continually simplified our approach to training these groups, and Harmony continues to work closely with principal partners to further refine our training curriculum and methods to be even more effective in this regard.

C. In determining the most effective content and methods for training Environmental Protection Bureau (EPB) managers, Harmony discovered there is little existing cooperation between EPB managers and mayors, nor is there existing experience for building cooperation between managers and community groups and residents.

1. EPB managers seek training to learn ways in which to build cooperation with Mayors, Vice-mayors and other local senior officials, community groups, and residents, but beyond occasional meetings with city leaders and “whistle blower” programs involving the public, the managers do not have the knowledge or skills to cooperate effectively.

2. EPB managers seek practical training which will help them build productive relationships with the public and cooperation with other local officials and residents for sustainable community development. Harmony worked with partners to build opportunities for local EPB managers to cooperate with Mayors, Vice-mayors and other local senior officials, community groups, and residents to achieve sustainable community development, as well as ways to help them achieve their own organizational goals for environmental protection and restoration.

3. EPB managers also realize they can be more effective in helping their communities achieve sustainable community development if they also cooperate with community and district managers, who provide an important link between policymakers and the public. Harmony will work with partners and EPB managers to explore the need and opportunity for providing training on ways EPB managers can build effective cooperation with these key members of the community.

D. In researching the most effective content and methods for training Mayors, Vice-mayors and other local senior officials, Harmony discovered some mayors prefer traditional training, and that most mayors prefer more instructive technical training and presentations by experts.

1. Many mayors prefer traditional training which features an expert lecturer and a minimum of interaction. More progressive mayors recognize and appreciate the opportunity which is presented when Harmony’s training encourages open exchanges of ideas and innovations through small group discussions and other participatory exercises. Based upon feedback obtained from trainees, the majority, about 75%, support this approach to training, including some traditionalists.
When Harmony initially began consulting with colleagues at NTCMC, our colleagues there communicated concern regarding what they characterized as the “Western style” of training, and stated that many, if not most, of the mayors, would refuse to participate. Based upon our observation of training conducted by NTCMC, the “expert to group” approach is employed most of the time.

In fact, the mayors have willingly participated in open discussions, group brainstorming sessions, and group visioning exercises; Harmony discovered that the key to gaining the mayors’ full participation is to fully explain the purposes and expected outcomes for these exercises. This success, combined with the positive feedback obtained from the mayors, has persuaded Harmony to continue to encourage and assist NTCMC to try new methods and approaches as they develop and deliver training for the mayors.

2. Harmony’s initial training included information and training on the vital role of Mayors, Vice-mayors and other local senior officials play in achieving success in sustainable community development. The initial training also included information regarding the principles and benefits of sustainable community development, integrating building and urban development, innovation for organizing, implementing and monitoring large scale sustainable community development projects, how city leaders benefit from public knowledge and experience, and regarding how city leaders, urban professionals and local residents can work together to achieve sustainable community development. The training concluded with a session on practical next steps Mayors, Vice-mayors and other local senior officials can take to adopt sustainable community development.

While Harmony’s initial training was well received and successful, feedback from partners, and from the mayors, indicated that a more rigorous and technical training was preferred.

Mayors, we discovered, are an educated and well trained group, and they seek training which provides practical solutions for the problems they face in their cities, and instruction on ways to implement these solutions, including increasing public involvement.

3. For the 2nd pilot training, Harmony worked with partners and experts in China, Canada and the United States to deliver a more focused training, providing instruction on practical ways to engage the public, build cooperation for sustainable community development and organize their city departments to form an integrated sustainable community development team.

This training was very well received by mayors overall. Based upon consultations with partners and other training experts in China, and feedback from trainers and mayor trainees from the second pilot, we will make further refinements to the training but this is the more effective approach. Harmony will continue to provide training for the mayors which provides instruction on ways in which they can use their leadership to encourage public participation and build cooperation for sustainable community development, and Harmony will do so using examination of case studies in which local leaders have successfully faced such critical challenges as climate change, energy, or urban transportation. Harmony is confident this approach will more effectively demonstrate to the Mayors, Vice-mayors and other local senior officials the benefits and importance of public participation and cooperation to achieve sustainable community development.

These adaptations, based upon our observations, consultation with experts in China and Canada, and feedback from partners, trainers and mayor trainees, will provide the level of rigor and technical instruction mayors seek and require in order to implement in their cities what they learn through our training while continuing to demonstrate the benefits and methods of participatory learning and consensual decision-making.

4. Harmony collected surveys from Mayors, Vice-mayors and other local senior officials, and learned that Harmony’s training is perceived by participants as highly valuable because it offers:

a. New perspectives and innovative ways to expand their own thinking about the role for public participation in their communities,

b. Innovative ways of organizing city departments for achieving sustainable community development,
c. Opportunities to learn from other local decision-makers about sustainable community development initiatives in their communities, and
d. Opportunities to collaborate with The Program for Leadership Training and Cooperation for Sustainable Community Development in China.

5. An overwhelming majority of Mayors, Vice-mayors and other local senior officials rank Harmony’s training as good to best as compared to other training programs they experienced at NTCMC:

a. 49% ranked Harmony’s training as BEST
b. 29% ranked the training as BETTER and
c. 14% ranked the training GOOD.

6. The participant survey invited comments from Mayors, Vice-mayors and other local senior officials. Here are their comments from the second pilot training:

a. The training format was refreshing. Interaction was intense. Expert presentation provided great insights.
b. Thorough presentation, interaction and discussion; we have gained new knowledge for understanding the importance of listening to the public in city planning, construction and management.
c. I have learned a lot at this training. I understand that public participation is a critical step in making plans and implementing them in a city. Public participation process can improve the plans and also reduce unnecessary misunderstanding and conflicts in the resident community.
d. Chinese city planning and construction should benefit from public participation concept in Western countries but also need to adapt to Chinese culture and our citizens’ capacity. We need to choose a path for public participation that is appropriate in China.
e. The training has stirred up my thoughts...we should not only have case studies from abroad but from China also.
f. The training can be improved in depth - minimize the basics.

E. In researching the most effective content and methods for encouraging local government, civil society, business and urban development professional to work together to achieve the benefits of sustainable community development, Harmony has discovered there is little existing cooperation between these groups.

1. Mayors, we have determined, are generally supportive of the idea of increasing cooperation for sustainable community development in their communities; we know EPB officials seek training which will help them build effective cooperation with mayors and community residents and residents, and community residents, we have found, generally desire such cooperation, but await a clear message from local leaders that they are invited to cooperate, and need clear instructions on how to do so.

In building the project, Harmony and partners have had opportunity to gain a unique perspective on the roles each of these audiences play in their communities, as well as a unique perspective on what each of them can do to build cooperation for sustainable community development.

Mayors, EPB managers, and community groups and residents recognize the importance of cooperation for sustainable community development, and seek training which will help them build it. Harmony is working with its partners to explore ways in which we can include in our training, for each of these audiences, specific information pertaining to the important roles each of these audiences can play in cooperating to achieve sustainable community development, as well as instruction on how they can effectively cooperate with one another. Further, we are exploring ways in which we can begin to create opportunities for cooperation, through, for example, local sustainable community development projects in which these audiences see themselves as stakeholders.

2. Harmony recognizes the importance of a “whole city” approach, and has identified district, sub-district and community managers as potentially important future training audiences. In China’s municipal
hierarchy, district managers are situated between mayors and community managers. Community managers are already critical to our project, as they organize training for community groups and residents, and take an important lead role in the planning and implementation of local sustainable community development projects. Both of these audiences provide a critical link between mayors and other policy makers, and community residents.

Harmony will work with partners and advisors to explore the opportunities for training district, sub-district and community managers, and to determine how training these audiences will be beneficial to our goal of achieving a “whole city” approach to sustainable community development.

F. In compiling and disseminating Chinese success stories to motivate and inform local initiatives, Harmony discovered difficulty in confirming stories

1. Chinese success stories in SCD are difficult to confirm. Often, the subject of the story cannot be located by researchers, as the subject may have been relocated, and information regarding his or her whereabouts is not available to our partners. Another challenge is confirming the stories with a second credible source for the same reasons.

2. Confirming these stories, then publishing them, has been difficult. Our partners at EMCC have indicated that some of the reasons are political. Typically, citizens in China do not welcome such attention, likely for reasons discussed in Section II. Research Problem.

G. From March 2008 until July 2009, Harmony chronicled valuable lessons learned and effective practices developed as this project was researched, developed and implemented across languages, cultures and distance.

For details, please see report: The Program for Leadership Training and Cooperation for Sustainable Community Development in China: Lessons Learned and Effective Practices Developed.

IV. Fulfillment of Objectives and Project Design and Implementation

A. Objective: Training community groups and residents, Environmental Protection Bureau officials

Training for community groups and residents enabled them to make positive contributions to civic planning and decision-making and initiate neighbourhood projects for sustainable community development. Training for Environmental Protection Bureau officials increased cooperation with community groups and residents implementing sustainable community development projects. Four-hundred community residents representing ten communities have been trained, and over 40 environmental protect bureau managers have participated in our training. Training for Environmental Protection Bureau officials is not part of the IDRC project, but included here to provide a full report on this project.

Design and Implementation: Harmony collaborated with educators at EMCC and other experts in sustainable community development in North America and Canada to translate and adapt Harmony’s training curriculum and methods for training community groups and residents. Further research and adaptation yielded training for Environmental Protection Bureau managers.

Pilot trainings were conducted and feedback was obtained from trainees and trainers from EMCC who conducted peer assessments to evaluate their own performances, as well as the overall effectiveness of the curriculum and participatory learning exercises contained within. This information was used by the partners to refine training curriculum and methods for training trainers and community groups, residents, and Environmental Protection Bureau managers.
EMCC is now working at the county and provincial level to gain approval and support for training at the local level in Hebei Province, and in the future Harmony will work with partners to expand the reach and impact of our project by gaining approval for training in other provinces as well.

Adapting training methods in China proved successful but challenging. The typical approach to teaching in China is “leader to group” lecture, with students/participants taking notes and only judiciously asking questions for clarification. Our training challenges both trainers and trainees. Our trainers must act as facilitators, instead of experts, and our students must engage in a process of participatory learning. These changes in roles for both teacher and students presented challenges, and we continue to collaborate with our colleagues at EMCC to increase their expertise in facilitation. As the trainers gain expertise, and develop critical skills, tools and techniques designed to help trainees participate with more ease, workshops have become even more successful.

B. Objective: Train Mayors, Vice-mayors and other local senior officials

Training for mayors enables them to understand the benefits of and methods of sustainable community development and the importance of public participation and to develop cooperative civic planning and decision-making, and in turn, encourages them to cooperate with others in local government, civil society, business and urban development professional to achieve the benefits of sustainable community development. Over 110 mayors have participated in two trainings to date.

Design and Implementation: To create the training program for Mayors, Vice-mayors and other local senior officials, Harmony gathered input from trainers at NTCMC and experts from China and North America with extensive experience in city management, urban development, public consultation, community planning, adult education and training development.

The training was designed to prepare local leaders to build public participation and multi-sector cooperation to achieve development which is socially and environmentally sustainable. Mayors participated in a variety of exercises, including small group discussions, group problem solving, and an exercise through which the mayors designed their ideal future city.

Partners designed the training to be highly practical, and presented case studies on how to build public participation and cooperation for sustainable community development. Activities included ways to organize an internal sustainable community development team, as well as ways to organize for building public participation in civic planning, decision-making and management.

Training facilitators conducted peer assessments to evaluate their own performances and the overall effectiveness of the curriculum and training methods employed, and feedback was obtained from expert observers, training participants, and collaborators at National Training Center for Mayors of China. This information was used by Harmony and partners to refine training curriculum and methods.

Training for local officials has been highly successful, and we are gaining support from these leaders for the project. At the same time, we now recognize that training for district and community managers, important links between policy makers and community residents, is important to achieve a comprehensive whole city approach.

The whole city initiative includes an initial “information session” with community leaders to introduce the project and develop further support and assistance, two Community Action Workshops for community groups and residents and the sustainable community development projects which result from them, the development and dissemination of a scientific Case Study examining the process and results of the workshop trainings, a follow up information session with local leaders, training of local trainers, and a community event to celebrate the success of the project. This initiative will provide a demonstration site for developing further support and assistance for the establishment of a Chinese led and managed ongoing program.
C. Objective: Translate, adapt and distribute *Green Cities: a Guide to Sustainable Community Development* and *Community Action Workshop Manual*

*Green Cities: a Guide to Sustainable Community Development* and *Community Action Workshop Manual* were translated, adapted and published, and national distribution was completed during the grant period. The manuals have been distributed to institutions of higher learning, libraries, sustainable community development organizations, and thought leaders throughout China. These materials promote sustainable community development and assist research and development of cooperative local projects. Nearly 4,000 manuals have been distributed, and reprinting may be necessary.

**Design and Implementation:** Translation and adaptation of the manuals was led by EMCC and Harmony in collaboration with outside experts in sustainable community development from government, business, education and civil society in China and North America. In translating the manuals, the first step was for experts in English and Mandarin to read the English version and translate only what was very clear to them. Where there were any questions or doubt on particular passages, Harmony and EMCC met to discuss these passages to ensure accuracy. Some passages in each manual confused the translators. The passages needing further research and review were collaboratively rewritten to achieve the highest level of clarity possible. Outside reviewers provided valuable input, most notably Professor Zhang Kunmin, noted author and expert on sustainable community development in China.

As a higher demand has developed for *Community Action Workshop Manual*, Harmony focused effort and resources on updating and refining its contents both for 1) the EMCC project team which continues to use it for community training and development, and on wider distribution to other groups who are conducting training and education on sustainable community development.

Harmony reallocated the $2,000 originally budgeted (from $2,000 to zero total) for Green Cities activity and increased the amount budgeted for updating, refining, and wider distribution of *Community Action Workshop Manual* to satisfy an increase in demand for this manual, and also reallocated these funds to support the development and dissemination of *The Power and Hope of Sustainable Community Development*, an electronic presentation described below in section 4.D., and the development of a governance framework.

Harmony is currently making *Community Action Workshop Manual* and *Green Cities: a Guide to Sustainable Community Development* accessible via a “reading room” on Harmony’s website in order to reach an even larger audience.

D. Objective: Create and disseminate *The Power and Hope of Sustainable Community Development*

The purpose of *The Power and Hope of Sustainable Community Development* is to motivate and inform audiences through powerful community success stories from around the world. These community success stories offer practical suggestions for a range of issues including reducing waste and green house gases, improving air quality, conserving water and energy, and adopting environmentally sound planning and purchasing with active public participation.

Harmony Foundation also created the accompanying *Presenter’s Guide* to assist local leaders who would like to organize and host gatherings to show the presentation and exchange ideas, identify community needs and opportunities, and plan local initiatives.

The presentation, available in English or Mandarin, is being distributed on CD in China and Canada, and can be downloaded free from Harmony’s website. **Design and Implementation:** Harmony led collaboration between project partners and experts from the British Columbia Institute of Technology - School of Construction and the Environment in creating and disseminating *The Power and Hope of Sustainable Community Development*. Harmony drafted the script, obtaining feedback from collaborators for each draft to refine the presentation. The presentation is available in English and Mandarin languages.
As the development of the project website and Chinese success stories (described below) have been problematic, and as *The Power and Hope of Sustainable Community Development* was highly successful and experienced a high demand, Harmony focused its efforts and resources on its wider distribution and promotion.

In response to the demand for *The Power and Hope of Sustainable Community Development*, Harmony increased the budget amount from 2,500 to 4,000 for promotion and further distribution of *The Power and Hope of Sustainable Community Development*. These funds were made available as a result of reallocations from the Success Stories, Website and Green Cities activities.

Harmony printed more CD’s of this presentation, and is promoting its distribution through Harmony’s website, partner websites, and community service websites in North America. China partners are distributing the presentation in China.

E. Objective: translate and disseminate ecotips (pocket guide to personal environmental action for home and community)

A Chinese version of ecotips was translated, adapted, designed and prepared for print. (See Ecotips attached.) The booklet provides practical information on important environmental issues and provides which can be used at home, work, school and in communities.

**Design and Implementation:** Harmony led collaboration with EMCC and SSCA to translate and adapt this publication. In translating the manuals, the first step was for experts in English and Mandarin to read the English version and translate only what was very clear to them. Where there were questions on particular passages, Harmony and EMCC discussed these passages to ensure accuracy. These passages were collaboratively rewritten to achieve the highest level of clarity possible.

Discussions continue with several companies who have shown interest in publishing and distributing the booklet to customers through their retail outlets.

The translation is a product of collaboration between Harmony, EMCC, and expert reviewers in China and North America.

Ecotips will be published in China, and IDRC will be recognized as a supporter. Finding a Chinese a partner for ecotips printing and distribution has been difficult, and Harmony and partners continue to seek a partner in China for larger scale production and distribution.

F. Objective: Compile and disseminate Chinese success stories

The stories will capture a range of successful initiatives, including tree planting in the desert in Chifeng, protecting camels and the environment in Yunnan Province, and a story about China/Japan cooperation in Dalian. When published, these success stories will inspire and inform other local leaders initiating their own sustainable community development projects.

**Design and Implementation:** The project team at EMCC conducted research and identified 15 Chinese success stories. After collecting the facts for each story, researchers began verification, re-checking facts with their original sources, and then contacting a second source. After verification, the stories will be finalized for publication. The team will cooperate to conduct final editing.

Progress was achieved toward the completion of a compilation of Chinese success stories. Research and writing continues as Harmony collaborates with the EMCC project team to draft this publication. The completion of this publication, however, has been delayed, as it is difficult to confirm stories and for political reasons we are proceeding carefully.
Harmony eliminated the $4,000 amount budgeted (to zero total) for compiling and disseminating Chinese success stories. The funds decreased for success stories were reallocated to the governance framework, Community Action Workshop Manual, and SCD electronic presentation activities.

Though partners at EMCC have submitted 12 success stories for translation and editing, these stories have been difficult to verify and that process continues.

When completed, Harmony will publish success stories on its website. Harmony will print this publication when a production partner is found in China, and IDRC will be recognized as a supporter.

Though Harmony re-allocated funds and the success stories project is not part of the IDRC project, Harmony continues to working with our partners on this project. We have developed a Success Story Case Study survey and are currently conducting enquiries.

Program partners NTCMC and SSCA are distributing the surveys; through their established channels, Harmony anticipates more credible, verifiable stories will be gained.

G. Objective: Develop a governance framework to establish an ongoing, Chinese led and managed program  (Copy of framework in zip folder: document #4)

Building on a foundation of success from this project, our long term goal is to establish a center for leadership training and cooperation for sustainable community development in China. In order to further discussions among the three principal organizations, a framework for the governance structure was developed which includes sections of the ongoing program, as well as sections which define the program mission, training audiences and program tracks, goals, donor recognitions, and funding strategy.

A copy of Leo Siu’s thesis entitled: Leadership Training Center for Sustainable Community Development in China: the Creation of a Partnership-Based Governance Framework has been submitted to IDRC.

Design and Implementation: Harmony led collaboration with partners and experts in sustainable community development in China to develop a governance framework upon which to create an operational plan to build the ongoing program.

Harmony consulted partners EMCC and NTCMC, who assisted in the development of ideas on such issues as dispute resolution, intellectual property, confidentiality and non-competition, legal status of program and partners, etc. Partner ideas and feedback were incorporated into a document drafted for further discussions which are now underway.

A framework for the governance structure was needed to provide a basis for understanding to support discussion and planning to establish the ongoing program. Harmony had a great opportunity to have a graduate student complete this report as for his Master’s thesis, and re-allocated $7,500 to support the development of the governance structure. Support for the governance framework came from funds reallocated from Success Stories, Website, and Green Cities: a Guide to Sustainable Community Development activities.

H. Objective: Research, develop and evaluate lessons learned/effective practices developed

Harmony chronicled the lessons learned as this project has been researched, developed and implemented across languages, cultures and distance. When disseminated, these lessons will be beneficial to others who undertake similar endeavours.

Design and Implementation: Harmony team members shared their observations and lessons learned in a web-based file referred to as the Lessons Learned Log. Furthermore, Harmony and partners consulted with experts in China and North America to research and create effective practices for developing and implementing this project across languages, cultures and distance.
These lessons learned were integrated into management decisions, and were invaluable to the success Harmony and project partners attained in developing and strengthening collaboration across languages, cultures and distance.

This aspect of the project became a higher priority; Harmony reallocated $6,000 from the Project Leader line item ($42,000 to $36,000) to support additional efforts to research, develop, monitor, evaluate and report best practices and lessons learned. Funds were required for support of researching, monitoring, development, evaluation and reporting of lessons learned and effective practices developed.

For details, please see report: *The Program for Leadership Training and Cooperation for Sustainable Community Development in China: Lessons Learned and Effective Practices Developed.*

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I. Objective: Developing a project website

Harmony Foundation developed a strong website presence for this project. The China section of the Harmony website, as well as project sections on the websites of EMCC, NTCMC, and SSCA will effectively disseminate information on the program and sustainable community development in North America and China.

**Design and Implementation:** Harmony consulted principal partners on a draft plan for website content and their feedback was incorporated.

Publishing a website in China and North America presented exceptional technical challenges and Harmony determined the work to be unreasonably expensive. As a solution, Harmony worked with principal partners to establish sections dedicated to the project as featured parts of their existing websites.

There are benefits in addition to cost-effectiveness. Development and updating of content can be more effectively managed by partner staff members, reducing significantly the ongoing cost of maintenance and hosting.

Additionally, Harmony’s website and those of our partner’s already attract visitors, and as a result more people will have the opportunity to learn about the project without spending resources on marketing and communication activities.

IDRC is identified as a supporter for the project website on the Harmony, EMCC, NTCMC, and SSCA sites.

As Harmony was able to establish a strong web presence in North America and China cost-effectively, the amount allocated to this activity was decreased by $4,000 ($5,000 to $1,000 total) and re-allocated to the governance framework, Community Action Workshop Manual, and SCD electronic presentation activities.

J. Objective: Develop key program strategies

As this project moves forward, Harmony Foundation continues to develop and implement key strategies for *The Program for Leadership Training and Cooperation for Sustainable Community Development in China* for gender equality, program sustainability, protecting the public health and environment, the inclusion of youth (young men and women), and a strategy for increasing the fund raising capacity of our partners.

Though this activity is not in original IDRC proposal, and does not have a corresponding output, it is included here to offer a complete report on this project.

Harmony Foundation recognizes the development and successful implementation of such strategies is in concert with Harmony’s values and this project’s goals and objectives, and valuable to the achievement of a sustainable program.

**Design and Implementation:** Partners conducted a preliminary gender analysis, and agreed to cooperatively pursue the implementation of a gender strategy that recognizes the importance of gender equality: one that strives to provide equal access to project resources and benefits and opportunities and is sensitive to the cultural traditions in China. Partners are currently implementing the gender strategy, and are engaging in
those practices which best achieve the gender equality results identified for this project and, where appropriate, applying those practices within their own institutions.

Harmony also drafted strategies for program sustainability, protecting the public health and environment, the inclusion of youth (young men and women), and a strategy to help our partners increase their fund raising capacity. Partners will complete reviews of each strategy, and partners are currently conducting a final round of reviews before agreement is reached. Implementation of these strategies will begin in September, 2009.

Harmony does expect challenges in implementing the strategies. For example, fund raising is a new activity to our partners; as we develop and implement a strategy to increase their capacity to raise funds for the project, we are discovering the necessity for the development of training for this purpose. Harmony continues to work with partners to develop the training needed for this purpose.

In developing and implementing a strategies for gender equality, program sustainability, protecting the public health and environment, the inclusion of youth (young men and women), and fund raising, it is Harmony’s goal to proceed with a high degree of sensitivity to, and respect for, Chinese cultural traditions and norms, and not to impose upon our partners these strategies or the practices which stem from them.

K. Objective: Increase organizational cooperation within China and between China and Canada

Organizational cooperation within China, and between China and Canada, has been successfully increased by this project, and as this project moves forward, the goal is to establish an ongoing center for leadership training and cooperation for sustainable community development in China will result in significant cooperation and support from Canadian and Chinese leaders and organizations from government, business, education, urban development, and civil society.

Design and Implementation: Harmony identified organizations which have demonstrated goals congruent with the project and its objectives. When an organization was identified, Harmony contacted the organizational leaders either by phone or letter, and where an opportunity existed, partnerships were strategically developed. (See The Program for Leadership Training and Cooperation for Sustainable Community Development in China: Lessons Learned and Effective Practices Developed for more details regarding Harmony partnership building.) This activity is not in the original IDRC proposal, and does not have a corresponding output; it is included here to offer complete report on this project.

Collaboration with organizations such as the Canada China Business Council (CCBC), Embassy of Canada - Beijing, the Office of British Columbia’s Trade Commissioner, and Union of British Columbia Municipalities have assisted Harmony and its partners toward its goal of expanding the reach and impact of the project and increasing organizational cooperation for sustainable community development within China and between China and Canada.

CCBC, the Embassy of Canada-Beijing, and the Office of the British Columbia Trade Commission have been helpful in increasing the interest of Canadian business in participating in this project and the establishment of an ongoing program. The participation of Canadian businesses creates opportunities to build valuable relationships with a unique and powerful network in a key market, and raise profile among Chinese leaders in business, government, education and civil society.

Harmony is also collaborating with Clean Tech Group, a Canadian enterprise specializing in the research, development and global commercialization of clean technologies. Clean Tech Group will assist Harmony in gaining further interest and support from leaders and organizations from government, education, and business for establishing a center for leadership training and cooperation for sustainable community development in China.

Opportunities exist for showcasing Canadian green expertise, products and technology, increasing twinning relationships between cities in Canada and China, increasing cooperation on removal of CO2 from the atmosphere and preparation for the impacts of climate change, further collaboration on research for development and other cooperative ventures which promote and support sustainable community
development in Canada and China. Harmony continues to discuss potential collaboration with Canada’s Department of Foreign Affairs and International Trade (DFAIT), and the BC Ministry of Science, Technology and Economic Development (STED). DFAIT and STED both have expressed interest in providing assistance and support to create a center for leadership training and cooperation for sustainable community development in China.


Harmony Foundation presented the project at the following conferences to promote cooperation for sustainable community development between China and Canada:

a. Gaining Ground Leadership Summit 2008
b. Union of BC Municipalities 2008
d. World Urban Forum 4-Nanjing China 2008
e. Canada-China Environmental Forum 2008
f. Canada-China Environmental Forum 2009

Harmony also distributed a call for expressions of interest for BC communities to showcase sustainable community success stories and develop linkages with mayors and communities from across China as part of the October 2009 training at NTCMC. Discussions continue with organizations from government, business and education in Canada regarding collaboration with counterparts in China.

Canadian organizations presented as part of Harmony’s training of Mayors, Vice-mayors and other local senior officials at NTCMC. The Canadian Housing and Mortgage Corporation (CHMC) presented a sustainable community development planning and tracking software tool as part of the October 2008 training for mayors; Mike Walsh of MetroQuest, Inc. presented a future visioning software tool designed to facilitate public participation in long-term community planning as part of the 2008 training, and the Comox Valley Regional District (CVRD) will present its sustainable community development success story to mayors in November 2009.

Harmony assisted EMCC in exploring potential collaboration with Canadian institutions of higher learning. For example, discussion is underway regarding potential collaboration between EMCC, British Columbia Institute of Technology - School of Construction and Harmony to build on already existing diplomas, degrees and programs and encourage innovative and flexible programs to benefit faculty and students through applied research projects and the exchange of expertise. Harmony’s Founder and Executive Director, Michael Bloomfield, was asked by EMCC leaders to officially represent EMCC to Canada.

L. Objective: Increase project staffing in Canada and China

We are pleased to report the full time addition of Lanlin BU. Ms. Bu is a Senior Urban Planner Nanjing, China. Her expertise in urban planning and city management, as well as her mastery of English and Mandarin, are highly valuable to the project.

Additional staff has been added in Canada - a junior associate was hired in June 2009, and planning is underway to add another associate before the end of August 2009.
Partner EMCC agreed to add funds for a Project Development Coordinator and interviews have been conducted and the hiring of a Project Coordinator at partner Shining Stone Community Action’s headquarters in Beijing by end of July 2009.

**M. Objective: Project Leadership and Coordination:**

Harmony successfully led and coordinated this project. Harmony reallocated $6,000 from this activity to support Harmony’s work on researching, developing, evaluating and reporting lessons learned and effective practices developed.

For more details regarding leadership and coordination, see section VII.: Project Management.

**V. Project Outputs and Dissemination**

**A. Information sharing and dissemination**

During the grant period, Harmony Foundation produced the following:

1. **Project Activity and Achievement Reports**

Harmony published reports on project activities and achievements which were distributed following successful China visits in spring 2007, fall 2007, spring 2008, fall 2008, spring 2009 and June 2009. Each of these reports were distributed via email to approximately 300 organizations and supporters and friends of the project, including IDRC, GE Foundation, Bank of Montreal, Royal Bank of Canada, Canada China Business Council, Canada China Environmental Forum, Office of the Premier BC, BC Ministries of Science, Technology and Economic Development, Advanced Education, Canada Department of Foreign Affairs and International Trade, Embassy of Canada Beijing, British Columbia Institute of Technology – School of Construction and the Environment, and many others.


Translation, adaptation and national distribution in China of Mandarin versions of our project manuals Green Cities and Community Action Workshop Manual in China to institutions of higher learning, libraries, government agencies, civil society organizations and experts in sustainable community development has been completed.

3. **Conferences/Global Events**

Harmony Foundation presented the project at the following conferences to promote cooperation for sustainable community development between China and Canada:

   a. Gaining Ground Leadership Summit 2008
   b. Union of BC Municipalities 2008
   d. World Urban Forum 4-Nanjing China 2008
   e. Canada-China Environmental Forum 2008
   f. Canada-China Environmental Forum 2009

4. **Website Publications**  (*Publications in bold face in this section contained in zip folder documents #1-12*)
a. Project on Harmony’s Website: www.harmonyfdn.ca/china
b. Power and Hope presentation: www.harmonyfdn.ca/powerandhope (Disc copy submitted to IDRC.)
c. Project editorial “Turning Gold into Green”: www.harmonyfdn.ca/reports/Turning_Gold.doc
d. Project Executive Summary: www.harmonyfdn.ca/downloads/chinaplansum0508.pdf
f. Project Flyer: www.harmonyfdn.ca/downloads/chinaprojflyer08.pdf
g. Project Blog: www.harmonyfdn.blogspot.com/
h. Reports:
   1) www.harmonyfdn.ca/reports/chinarep_eng_june09.pdf
   2) www.harmonyfdn.ca/reports/chinarep_eng_spring09.pdf
   3) www.harmonyfdn.ca/reports/chinarep_eng_fall08.pdf
   4) harmonyfdn.ca/reports/chinarep_eng_spring08.pdf
   5) www.harmonyfdn.ca/reports/chinarep_eng_spring08.pdf
   6) www.harmonyfdn.ca/reports/china_fall2007.pdf
i. Project PowerPoint presentation:
   http://www.harmonyfdn.ca/presentations/pps/HFinChina_013009.pps
j. Executive Brief

5. CD ROM: The Power and Hope of Sustainable Community Development (Disc copy submitted to IDRC)

Distribution of English and Mandarin versions of this CD continues in Canada and China. This well-received presentation can also be downloaded free from Harmony’s website: www.harmonyfdn.ca/powerandhope

6. New Methodologies for China

a. Participatory learning and group facilitation in China

Our workshop for community groups and residents introduces participatory learning and facilitation to our Chinese partners. Participatory learning requires participants to engage in activities with which they are likely unfamiliar, such as open discussions, brainstorming sessions, and group problem-solving exercises. For the facilitator, this style of teaching also requires a different set of skills and activities, such as directing a discussion without dominating it, moving a group toward a conclusion without influencing the outcome. To date, 400 community residents representing 9 communities have completed the training. Currently, five staff members at EMCC are prepared to conduct our workshop. Refinement of training methods and curriculum is ongoing.

7. Training (short-term training, internships or fellowships, training seminars and workshops, thesis supervision etc.).

a. Community Action Workshop Training for Community Groups and Residents

Our workshop prepares community groups and residents to participate in civic planning, decision-making and management and enables them to initiate sustainable community development projects to make their
communities healthier, more prosperous places in which to live and work. Over 400 residents have participated in trainings to date.

b. Mayors, Vice-mayors and Other Local Senior Officials

Our training enables mayors to develop opportunities for public participation in civic planning and decision-making and to assist local government, civil society, business and urban development professional to work together to achieve the benefits of sustainable community development. Over 110 mayors have participated in two trainings to date.

c. Environmental Protection Bureau Managers

Our training enables EPB managers to encourage and assist community residents as they initiate sustainable community development projects. Over 40 Environmental Protection Bureau (EPB) managers have been trained to date.

8. ecotips (Copy in folder #5)

Pocket guide to personal environmental action for home, school, workplace and community)

Ecotips will be published in China, and IDRC will be recognized as a supporter. Finding a Chinese a partner for ecotips printing and distribution has been difficult, and Harmony and partners continue to seek a partner in China for larger scale production and distribution.

9. Project website

Harmony worked with principal partners EMCC, NTCMC, and SSCA to establish sections dedicated to the project as featured parts of their existing websites.

Development and updating of content will be managed by partner staff members, reducing significantly the ongoing cost of maintenance and hosting.

Additionally, partner’s websites already attract visitors, and as a result more people will have opportunity to learn about the project without spending resources on marketing and communication activities.

a. Harmony Project Section Address: http://www.harmonyfnd.ca/china
b. EMCC Project Section Address: http://www.emcc.cn/old/zjpx/zhuye.htm
c. NTCMC Project Section Address: http://www.mayortraining.org/gjjl/show.asp?id=163
d. Shining Stone Project Section Address: http://www.communityaction.org.cn/e/HarmonyFoundation_Program_Executive.aspx

10. The Program for Leadership Training and Cooperation for Sustainable Community Development in China: Lessons Learned and Effective Practices Developed (Hard copy and copy in zip folder document #3)
Harmony chronicled lessons learned and best practices developed as this project was developed and implemented to create the report entitled: *The Program for Leadership Training and Cooperation for Sustainable Community Development in China: Lessons Learned and Effective Practices Developed.*

**B. Anticipated outputs:**

**1. Chinese Success Stories**

The stories will capture a range of successful initiatives, including tree planting in the desert in Chifeng, protecting camels and the environment in Yunnan Province, and a story about China/Japan cooperation in Dalian. When published, these success stories will inspire and inform other local leaders initiating their own sustainable community development projects.

**Design and Implementation:** The project team at EMCC conducted research and identified 15 Chinese success stories. After collecting the facts for each story, researchers began verification, re-checking facts with their original sources, then contacting a second source. After verification, the stories will be finalized for publication. The team will cooperate to conduct final editing.

Progress has been achieved toward the completion of a compilation of Chinese success stories. Research and writing continues as Harmony collaborates with the EMCC project team to draft this publication. The completion of this publication however has been delayed, as it is difficult to confirm stories for political reasons we are proceeding carefully.

Though partners at EMCC have submitted 12 success stories for translation and editing, these stories have been difficult to verify.

Harmony will publish success stories on its website, and on the project website. Harmony will print the supplement when a production partner is found in China, and IDRC will be recognized as a supporter in this publication.

Harmony decreased the amount budgeted for compiling and disseminating Chinese success stories to zero total. Though we re-allocated the $4,000 initially budgeted for this activity to other priorities, and the success stories project is not part of the IDRC project, Harmony continues to working with our partners on this project, and has developed a Success Story Case Study survey.

Program partners NTCMC and SSCA are distributing the surveys; through established relationships and the survey approach, we anticipate more credible, verifiable stories will be gained.

**VI. Capacity-building**

*Harmony Foundation increases capacity*

Harmony worked with its country partners EMCC and NTCMC to increase their capacity for building broad support and raising funds for a Chinese led and managed ongoing program, providing for Harmony the challenge and the opportunity for bolstering an already strong capacity for developing successful sustainable community development initiatives around the world.

Through this project Harmony strengthened its track record for increasing partners' capacities for building domestic and international cooperation for sustainable community development, and built support for an establishing a center for leadership training and cooperation for sustainable community development in China, adding to the successful experiences Harmony had in increasing the capacities of program partners in Brazil, the Middle East and Mexico.

This project also provided Harmony, through our work with NTCMC, the additional experience of creating opportunities for project supporters to explore potential for trade and business opportunities between Canadian and Chinese companies in clean technology, and sustainable products and services.
This project provided Harmony, through our work with EMCC, the additional experience of creating opportunities for collaboration with Canadian and colleges and universities on sustainable community development.

Harmony’s supporters, and the mayors and vice-mayors, are interested in exploring ways in which Canadian and Chinese clean technology and sustainable products and services can support the goal of achieving development which is socially and environmentally sustainable.

By creating opportunities for our project supporters to host presentations, displays, and meetings with the mayors and other Chinese leaders, and by establishing a Chinese-led center for leadership training and cooperation for sustainable community development, Harmony can introduce opportunities for Canadian-Chinese cooperation for green business and trade which will help communities achieve sustainable community development.

**Principal partners, Chinese residents try new methods**

Our workshop for community groups and residents introduced participatory learning and workshop facilitation to our Chinese partners.

The accepted and popular method for teaching in China is “leader-to-group” lecture. Participatory learning is a challenge for Chinese learners who are accustomed to taking notes and infrequently asking questions during a session. Participatory learning requires students to engage, for example, in open-ended discussion, brainstorming sessions, and group problem-solving. For the teacher, this style of learning requires a different set of skills, such as directing a discussion without leading it, and moving a group toward a conclusion without influencing the outcome.

Through pilot workshops, team debriefing sessions, and discussions and training, the project’s Chinese trainers are growing increasingly comfortable with these new methods. As a result, our trainers are becoming more adept at helping community groups and residents determine by themselves what project they would like to initiate, and self-organize to complete it.

**VII. Project management**

Harmony Foundation successfully led this project during the grant period. Harmony coordinated partners and all project activities in close cooperation with EMCC and NTCMC. This included work planning, consultation for pilot and trainer training, training partner organization staff, cooperative development of program strategies, local environmental projects, intra-China collaboration, China partner/Canadian collaboration, and cooperation between organizations in Canada and China. Harmony provided its intellectual property materials for publication at no charge for educational use by partners, provides curriculum development and training expertise, and conducts ongoing assessment of progress of project.

**Design and Implementation:** A collaborative approach to leading the research, development and implementation of this project was instrumental to our project’s success during the grant period. This approach enabled Harmony and our principal partners to develop good practices and achieve practical results while working across languages, cultures and distance to improve training, leadership and cooperation towards sustainable community development in China. For further details, please see report: *The Program for Leadership Training and Cooperation for Sustainable Community Development in China: Lessons Learned and Effective Practices Developed*.

A growing network of experts in sustainable community development from government, education, business, city building and management, and civil society from China and North America was consulted. Harmony and principal collaborators employed a results-based approach by monitoring progress toward the achievement of expected results and integrating lessons learned into management decisions.
Harmony and principal partners integrated valuable input from experts representing such prestigious Chinese organizations as Oriental Environmental Research Institute of China, Tsinghua University, Renmin University, Beijing University, Yanshan University, China Center for Sustainable Development, China Ministry of Housing and Urban-Rural Construction, China Ministry of Environmental Protection, China Academy of Social Sciences, China National Development and Reform Commission, Beijing Global Village and Shining Stone Community Action.

Input from Canadian experts was valuable, gathered from individuals representing reputable organizations such as the Office of the British Columbia Trade Commissioner, British Columbia Ministry of Community Services, British Columbia Ministry of Advanced Education, British Columbia Ministry of Technology, Trade & Economic Development, University of California- Berkeley, British Columbia Institute of Technology, Royal Roads University, Canadian International Development Agency, International Development Research Centre, Canada-China Business Council, CMHC-International, Recollective, Vancouver BC., Clean Tech Group, MetroQuest Inc., Canada Department of Foreign Affairs and International Trade, and BC Ministry of Science, Technology, and Economic Development.

Input was also integrated from American experts from Oregon Metro – Portland, Oregon, and Portland, Oregon Office of Sustainable Economic Development, and experts from University of California – Berkeley, College of Environmental Design were also consulted.

Harmony decreased the amount budgeted for this activity and reallocated funds to support work on researching, developing and evaluating best practices and lessons learned.

XIII. Impact

The project’s practical benefits are immediate and long-lasting; inclusive communities where people from all “walks of life” cooperate to protect public health and the environment while providing social, economic and educational opportunity for rapidly growing urban populations.

More specifically, the results are:

a. more inclusive civic planning, development and management,
b. more effective cooperation among urban local government officials, urban development practitioners, business and civil society leaders, and residents,
c. expanded use of materials, services and technologies which reduce greenhouse gas emissions, improve air and water quality, energy efficiency and benefit human health and the environment, and
d. cooperative local projects and education initiatives creating healthier, more prosperous communities

Another invaluable benefit of this project was training trainers and the development of curriculum for that purpose. In turn, these trainers will expand the capacity for local leadership training in China.

Building on the success from this project, the establishment of a Chinese led and managed center for leadership training and cooperation for sustainable community development will create a “multiplier effect” as more and more local government officials, Environmental Protection Bureau managers, urban development practitioners, civil society leaders and residents are trained.

Participating communities will benefit from open and inclusive planning and decision-making processes, which respect the importance and benefit of the participation of people from all walks of life, including women, children and marginalized groups.

Greater cooperation among business, local government officials, community groups and residents will result in sustainable communities, where people work together to integrate social, cultural, environmental and economic assets, and to transform harmful patterns of urban development into long-term prosperity.

IX. Overall assessment

This project has proven to be tremendously valuable and important as described by program participants.
With 20% of the world’s population driving history’s fastest growing economy, China’s development decisions are greatly influencing economic stability, human and environmental health and global security around the world.

China’s local leaders need the training this project offers to become better able to develop policies and programs and to employ services and technologies which help them meet economic goals while protecting cultural, social and environmental assets and human health.

This project has created practical immediate and long-lasting benefits, including inclusive communities where people from all “walks of life” cooperate to protect public health and the environment while providing social, economic and educational opportunity for rapidly growing urban populations, 2) more inclusive civic planning, decision-making and management in Chinese communities, and 3) more effective cooperation among urban local government officials, urban development practitioners, business and civil society leaders, and residents.

This project has created a tremendous opportunity to establish a center for leadership training and cooperation for sustainable community development in China, where Canadian and Chinese experts and leaders can convene for training, demonstrations, communication and cooperation. As experts and leaders participate in the center’s activities, cooperation will increase between Canada and China in business and trade, cultural and educational exchanges, community twinning initiatives, etc.

The research conducted through this project has offered invaluable lessons learned. As a result, effective practices have been developed which will be helpful to others who similarly endeavour.

Harmony has learned important lessons regarding training and learning in China, and these lessons have been invaluable to our success to date. It is clear, however, that further research is needed to determine the most effective approaches to training Mayors, Vice-mayors and other local officials, Environmental Protection Bureau managers, and community groups and residents.

More information is also needed regarding the training needs for these audiences. For example: What do mayors perceive as the most pressing problems in their communities? What training do they think would be most helpful in preparing them to meet these challenges? What are the mayor’s interests about procuring and implementing clean technologies and services in their communities? What training is needed to implement and maintain these technologies?

Important lessons and effective practices have been developed for developing a whole-community approach for sustainable community development in China, but further information regarding which governmental, educational, cultural, civil society and community organizations would be most effective as participating stakeholders is needed. For example: At which level in civil affairs should training be initially developed? District-manager level? Sub-district manager level? Community manager level? What do these managers believe are their most pressing community problems? What training do they believe would be most effective in preparing them to meet these challenges? What would be the most effective and efficient way of ensuring the participation of these managers in the project’s training?

Harmony has employed a results-based management approach to this project, with emphasis on gaining practical immediate and long-lasting benefits. While we have had tremendous success, there are many questions for which, given the opportunity, we would strive to find answers to improve our methods and approach to implementing The Program for Leadership Training and Cooperation for Sustainable Community Development in China.

X. Recommendations

This is a new field which will benefit from applied research providing 1) more evidence of the practical benefits of this approach to development, 2) further testing methods and materials in larger, longer-term community
based initiatives, and 3) an ongoing and expanding effort which raises the knowledge profile, stature and reach of sustainable community development.

XI. IDRC Final Technical Report: Financials

**Cash Receipts and Foreign Exchange (FR4)**

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<th>Currency in which the funds were received and held</th>
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Please ignore the following section: Cash Exchange Form.

**Cash Exchange Form**

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<td>Transaction 13:</td>
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</table>

Balances in accounts: 0.00 0.00

*Note: Bank charges must be treated as expenses under the Indirect Cost category.*

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