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FINAL REPORT

**Municipal Diagnostic for a Resource Cities Program
with Rayong, Thailand and Cebu, Philippines**

October 1999

Prepared for

**International City/County Management Association
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By

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Request for Services No. 83 – Clean Production in Asian Local Government Units

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**Municipal Diagnostic for a Resource Cities Program
with Rayong, Thailand**

1. Background

This municipal diagnostic is intended to serve as background information for a potential Resource City or related project to serve Rayong, Thailand. The field reconnaissance focussed on the city of Rayong (Muang Rayong) the main city within Rayong Province. However, some of the issues noted in this report are similar to those faced by the other smaller cities, or perhaps lend themselves to regional solutions. Accordingly, this report is intended as a background document for a collaborative program based in Rayong City but germane to environmental concerns of other urbanized areas of the Province.

The field work was carried out under the U.S. Asia Environmental Partnership Program of USAID. This work was coordinated with the Asia Development Bank Cleaner Production Program, which seeks to identify and support alternative approaches to environmental improvement by various stakeholders, including municipalities. As a result, in considering areas for collaboration special attention was paid to the role and responsibilities of the municipality in providing environmental services and otherwise addressing environmental issues.

2. Setting

Rayong is the largest city on the southeastern coast of Thailand. The City has a population of nearly 100,000. Rayong is strategically located within a fast-growing area of Thailand. There are substantial agro-industries oriented to both domestic and overseas markets. Nearby is the large Map Ta Phut Industrial Estate. This is the largest of the central government's industrial estates, and is geared to petrochemicals and related industries. With nearly 30 individual industrial plants, it is a major factor in the continuing in-migration to the area, as well as a boost to ancillary sectors of the economy, such as construction.

3. Administrative Overview

The municipality of Rayong is organized into eight departments: 1) City Clerk Office, 2) Technical and Planning, 3) Finance, 4) Public Works, 5) Public Health and Environment, 6) Education, 7) Public Welfare, and 8) Water Supply. Management level employees are actually employees of the central government and can be reassigned at central government discretion.

The revenue base of the cities is quite limited. The major source of revenue is the property tax, which is currently levied only on businesses.

3.1. Governmental Decentralization

A series of laws are to be passed by Parliament in late 1999. They include:

1. A "Law on Decentralization Planning and Process";

2. A law on personnel management at the local government level; and,
3. A law on the overall structure and relative powers of the various levels of government in Thailand.

The laws will establish a National Decentralization Committee to monitor and evaluate the decentralization process. It is planned that the Committee will have equal representation from the central government, local governments, and other parties (e.g. academics, NGOs).

One of the immediate effects of the legislation is that mayors will for the first time be directly elected by the population rather than elected by the councilors from among themselves. The Rayong elections are scheduled for December, 1999. Another aspect of the decentralization process is the elevation of sanitary districts to full-fledged municipalities, giving these smaller urban areas greater responsibilities and authorities. As a result, there are now over 15 full-fledged municipalities in the Rayong Province.

4. Environmental Services

4.1. Solid Waste

One of the key environmental service provided by the city of Rayong is solid waste collection and disposal. The City operates a regular collection system for residential areas, markets, and business areas, typically collecting on a daily basis. Twelve (12) dump trucks are in operation, with 46 staff dedicated to solid waste operations. With funding from the central government, the City's dump was upgraded two years ago into a partially lined and managed landfill. It takes in 85-90 tons per day. There is a modest level of informal sorting of waste at the site for a recycling market.

Other smaller municipalities are acutely aware of the inadequacies of their own solid waste operations. They are especially concerned about waste disposal. Most operate small open dumps which, with the growth in population and generation of waste per capita, are becoming more of a public health hazard. They are also concerned about the inefficiency and costs of current collection systems and some have started modest pilot efforts for resident sorting of waste. The municipalities recently elevated from sanitary district to municipality status are especially sensitive to the need to upgrade waste disposal and cleansing services in line with the increased citizen expectations associated with this change in status.

2. Wastewater Treatment

A primary treatment facility for a portion of the city of Rayong was recently built. It is going into operation at the end of the year. It will be run by the central government, which financed it, for the next two years. After this period it is envisioned that the City will take over management and must finance its recurrent costs. No decisions have yet been made on how

additional revenue will be generated to cover these expenses. This is the only wastewater treatment plant in the Rayong Province, apart from that at the Map Ta Phut Industrial Estates. The City has 16 staff involved in maintaining drainage and related facilities.

4.3. Other

The City government is intent on playing a more meaningful role on other environmental issues. This takes on various forms. For example, the City, through its role in primary education, works closely with private foundations to develop environmental education curricula. It has also gotten one of its schools certified as ISO 9000.

The cities in the Province are looking at recycling and possible joint landfill projects. They also are increasingly engaged with the Industrial Estates of Thailand concerning industrial environmental impacts, as well as environmental planning for housing development related to industrial employment growth. This coordination is primarily informal, but there clearly is an interest in better structuring dialogue among the municipalities, industry, and NGOs to stay abreast of environmental issues, and to develop collaboration approaches in some instances.

On a national level the cities of Thailand are becoming more involved in urban environmental issues. The mayor of Rayong city chairs the Environment Committee of the Municipal League of Thailand. One of its current initiatives is to establish a Local Agenda 21 Center for Sustainable Cities. It is intended that this Center have a dedicated staff and the capacity to develop and manage training and exchanges, produce publications, and develop curricula.

5. Suggested Program Focus

The visit to Rayong opened with a meeting chaired by the Mayor of the city of Rayong and attended by a number of mayors of other municipalities in the Province. This meeting provided an opportunity for the participants to learn about how a Resource Cities Program operates. The representatives at the meeting were asked about their preferences for the focus of a possible program. The primary interest was in environmental services and specifically in solid waste collection and disposal. Other areas of noted interest were:

- Protecting the coral reefs, especially near industrial developments
- Deforestation
- Fisheries development
- Public participation in environmental affairs
- Coastal management
- Urban planning
- Industrial water and air pollution
- Illegal squatting on state land
- Financing the operation of the new wastewater treatment plant for Rayong

The interests in solid waste management were especially strong from among the smaller municipalities. It is recommended that a Resource Cities Program have as its goal the improvement of environmental services throughout the province. The Program would work with the city of Rayong and the smaller municipalities in the Province in the following areas:

Education and collaboration among Rayong municipalities. Development of core training programs for mayors and other officials in environmental management, design of a system for on-going collaboration on Province-wide environmental issues.

Development of pilot efforts to improve waste collection. Design and implementation of pilot activities to demonstrate new approaches in sorting, recycling, and collection of solid waste, along with identification of new or expanded revenue sources.

Landfill Operations. Review of current landfill operations for the city of Rayong and outlying municipalities to identify cost-effective ways to upgrade operations.

Environmental Regulation. Review and assessment of current environmental regulations and alternative enforcement initiatives.

Wastewater treatment planning and finance. Third party assessment of recent wastewater treatment plant, focussing on issues of operation, finance, and identification of the next phase of system expansion.

6. Program Operation

Many of the officials in Rayong Province have had relatively little international exposure to urban environmental management issues. It is recommended that a Resource Cities Program be initiated with a visit to the selected U.S. city by various mayors and technical staff. During this visit, the Thai group would be able to see operations and more clearly determine how the U.S. city could best lend support in the identified Program areas. A representative of the Thai Environmental Institute should accompany the group. During the visit a comprehensive 1-2 year collaboration plan should be developed that specifies activities. The visit would also be an opportunity to set up electronic communications and to identify prior research or other activities to be undertaken prior to field visits.

7. Program indicators

Muang Rayong and other municipalities, in collaboration with the U.S. partner city, would develop program indicators for monitoring program performance and for evaluation. The following indicators would be considered:

1. Existence of an on-going process for Province-wide collaboration on urban environmental issues.

2. Efficiency indicators for collection of solid waste (e.g. waste collected per mile and per worker).
3. Volume of waste delivered to landfills and percentage of landfills under improved management.
4. Quantity of waste sorted/recycled.
5. Revenue generated for solid waste collection services.
6. Development of long-term plan for management of the wastewater treatment facility in the city of Rayong.

8. Program Partners

Thailand Environmental Institute (TEI). It is recommended that TEI be brought in as a program partner. TEI would assist in identifying activities, planning for visits and professional exchanges, arranging translation services where necessary, and assisting in dissemination of the results to other Thai cities. A representative of TEI would be expected to accompany all technical visits to Rayong.

Municipal League of Thailand. The League is taking an increased interest in environmental issues. It is recommended that the League play an active role in sponsoring workshops to share with other cities the experience from the Resource Cities Program. This might be done under the umbrella of a affiliation between ICMA and the League.

9. Selection Criteria for a U.S. City

In identifying candidate cities or counties for Rayong to consider for the Resource Cities Program, the following specific criteria should be considered:

1. The city or county government should directly carry out most aspects of solid waste management in the city.
2. The city or county should be considered a technical leader in the field of solid waste management, especially with regard to waste disposal.
3. For a city the population should be at least 50,000, and preferably closer to 100,000, so as to approximate the population of the city of Rayong. For a county the population should be closer to a quarter million, and the county should have substantial urban areas.
4. The city or county should be in a relatively warm climate for purposes of understanding composting and like issues of organic waste.

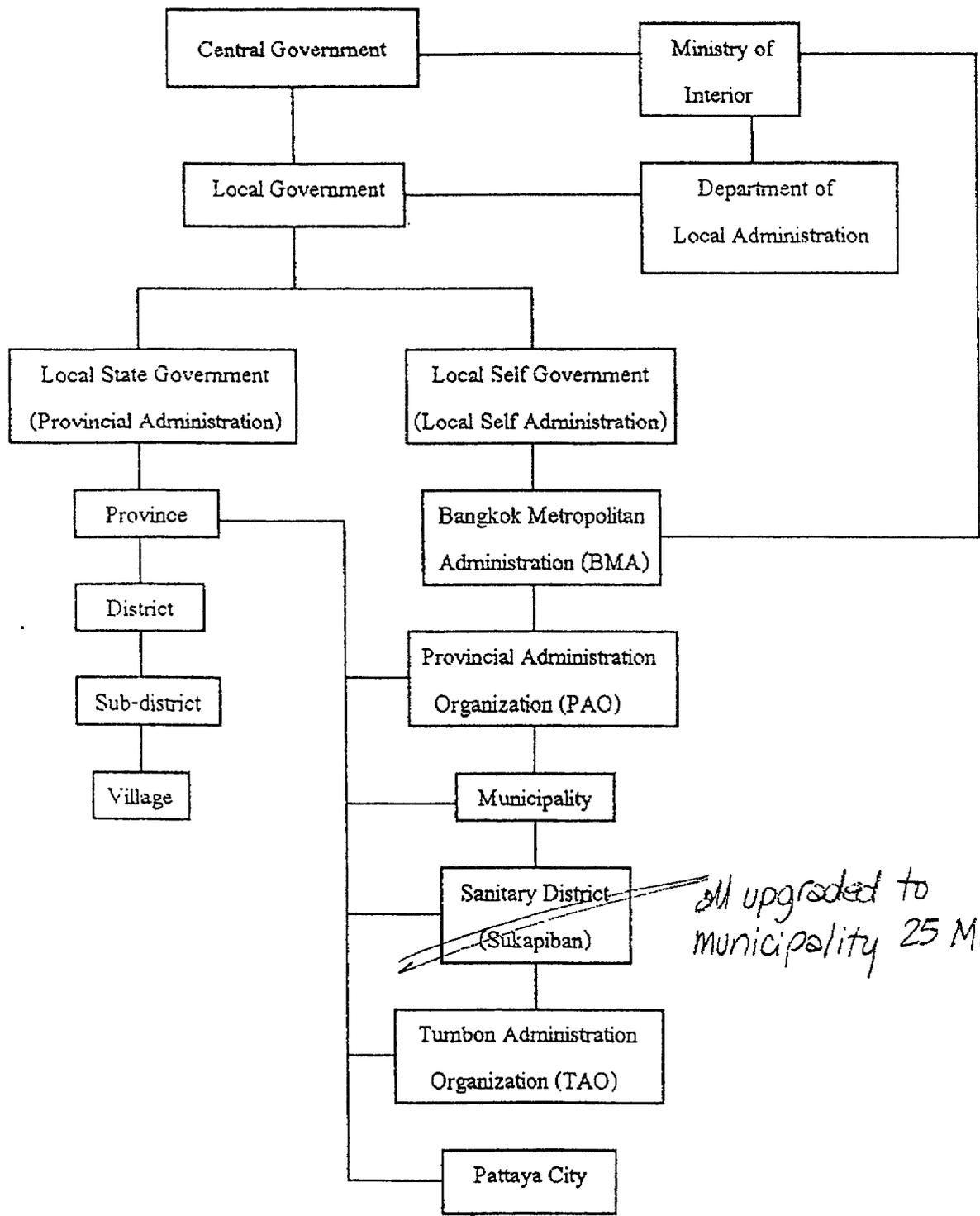
5. The city or county should, if possible, be on the West Coast to minimize travel.

Attachments

1. Structure of Central Government and Types of Local Government
2. Organization of Sanitary Division, Muang Rayong
3. Urban Environment Seminar, 5 October, 1999
4. Name List of Thailand LA 21 Task Force (Sub-Committee, Environment Development, the Municipal League of Thailand)
5. Key Contacts

CHART 2

Structure of Central Government and Types of Local Government



*all upgraded to
municipality 25 May '99*

- Notice :
1. The Central Government is composed of Ministries, Departments, Divisions and Sections respectively.
 2. The Local Government is divided into the Local State Government or the Provincial Administration and the Local Self Government or the Local Self Administration.

Organization Chart of Sanitary Division, Muang Rayong

**Director of Sanitary Works Division
Mr. Thawan Chatchawan**

**Subdivision of Environmental Management
In Reused Materials**

Subdivision of Water Quality Management

**Garbage and Wastes
Disposal Section**

**Maintenance &
Repair Section**

**Clerical Work
Section**

**Finance
Section**

**Waste Water Control
and Treatment Section**

**Mr. Jumpol Ruangchaisiripat
Community Public Health
Officer Grade 4**

**Mr. Manas Malarak
Automotive Mechanic**

**Mrs. Duang Pomsung
Clerical Officer**

**Mrs. Duangporn Pomsung
Fiscal Officer Grade 3**

**Mr. Pitoon Navamawat
Sanitary Work Engineer**

**Building Control
Section**

**Maintenance &
Repair Section**

**Water Quality
Analysis Section**

**In the transferring
Period
Civil Works
Technicians**

**Mr. Manas Malarak
Automotive
Mechanic**

**Ms. Patcha
Makmee
Sanitation
Researcher
Grade 3**

ATTACHMENT 2

**Urban Environment Seminar
5 October 1999
City Hall Conference Room, Rayong Province**

No	Name	Title	Signature	Note
1		Rayong Governor		
2		Rayong Deputy Governor		
3		Rayong Deputy Governor		

**Urban Environment Seminar
5 October 1999
City Hall Conference Room, Rayong Province**

No	Name	Title	Signature	Note
1	Mr. Suraphong Phutanapiboon	Rayong Mayor		
2	Mr. Worawit Suphachokchai	Deputy Mayor		
3	Mr. Sompotch Potchanakul	Deputy Mayor		
4	Mr. Manop Wajasit	Deputy Mayor		
5	Mr. Lek Intakaysorn	Municipal Clerk		
6	Mr. Sukit Arannat	Deputy Municipal Clerk		
7	Mr. Sayan Faosap	Deputy Municipal Clerk		
8	Mr. Somphong Mangkonsu	Chief of the Office of Municipal Clerk		
9	Mr. Pairat Adikarnkul	Chief of the Technical Services and Planning Division		
10	Miss Chansri Pakdiwong	Director of the Education Division		
11	Mrs. Salinee Wiriyarattanaporn	Director of the Division of Finance		
12	Mr. Thawan Chatchawan	Director of the Division of Public Works		
13		Director of the Sanitary Works Division		
14	Mrs. Wannaporn Chamchamrat	Director of the Public Health Division		
15	Mr. Peter Feiden	ICMA		
16	Sathit Sanongnun	US-AEP		
17		Chief of the Plan and Policy Analysis Section		
18	Ms. Patcha Makmee	Sanitation Officer		

**Urban Environment Seminar
6 October 1999
City Hall Conference Room, Rayong Province**

No	Name	Title	Signature	Note
1		Pae Mayor Pae Municipal Clerk		
2		Glaeng Mayor Glaeng Municipal Clerk		
3		Ban Chang Mayor Ban Chang Municipal Clerk		
4		Sam Nak Ton Mayor Sam Nak Ton Municipal Clerk		
5		Thung Kyai Ghin Mayor Thung Kyai Ghin Municipal Clerk		
6		Pak Nam Mayor Pak Nam Municipal Clerk		
7		Gong Din Mayor Gong Din Municipal Clerk		
8		Sunthorn Phu Mayor Sunthorn Phu Municipal Clerk		
9		Baan Khai Mayor Baan Khai Municipal Clerk		
10		Jom Pon Mayor Jom Pon Municipal Clerk		
11		Pluak Dang Mayor Pluak Dang Municipal Clerk		
12		Chumsang Mayor Chumsang Municipal Clerk		
13		Mab Kha Mayor Mab Kha Municipal Clerk		

**Urban Environment Seminar
5 October 1999
City Hall Conference Room, Rayong Province**

No	Name	Title	Signature	Note
1		Fishery Officer Grade 5		Office of Provincial Fishery
2		Industrial Officer		
3		____. Officer Grade 5		In the place of Glaeng Mayor

Name List of Thailand LA 21 Task Force

The Sub-Committee, Environment Development Department, the Municipal League of Thailand

No	Name List	Position/ Organization	Phone	Fax
1	Ms. Premruedee Champhunut	- President of the Municipal League of Thailand - Mayoy, Pitsanulok Municipality	(055) 219987	(055) 219987
2	Mr. Suraphong Phutanapiboon	Mayor, Rayong Municipality	(038) 611120	(038) 870091
3	Dr. Chamniem Vorratnchaiphon	Director of Grassroot Action Program, Thailand Environment Institution	331-0047 ext. 4155	332-4873 742-9697/8
4	Dr. Apichart Thongyu	Secretary, Sawasdee Foundation	732-0541/5	732-0516
5	Mr. Nattanont Taveesin	Deputy Bangkok City Clerk	222-0823	224-2968
6	Mr. Boonlue Petchpakdee	Lord Mayor, North Samrong Subdistrict Municipality	757-9313/5	384-5336
7	Ms. Pomsri Kictham	Director of Environment and Health Division, Nonthaburi Municipality	591-5180	591-5180
8	Ms. Wannaporn Chamchamrat	Director of Environment and Health Division, Rayong Municipality	(038) 612305	(038) 870091
9	Mr. Phumisak Hongyok	Mayor, Phuket Municipality	(076) 215570	(076) 213374
10	Ms. Maey-ing Amrangkul	City Clerk, Nakhon Ratchasima Municipality	(044) 245464	(044) 245511

Central Government

11	Ms. Orapin Wongchumpit	Director of International Environment, Office of Environmental Policy and Planning	271-4322	271-4322
12	Dr. Utit Khaothien	Asst. Secretary General, Office of the National Economic and Social Development Commission	280-4085 ext. 2303 282-0706 (Direct)	281-2803
13	Mr. Prachuab Incharoensak	Director of Local Government Development Affairs Division, Department of Local Administration	243-2226	243-1812

Education/ Academic Institutions

14	A. Panas Tasaneeyanont	Director of Environment Law Center of Thailand	279-9097 243-1812	279-9989
15	Asst.Prof. Dr. Opas Panya	Mahidol University	441-0211/6	

Private Business Sector

16	Mr. Thanet Payrera	Tilleke & Gibbins	254-2640	254-4300
17	Mr. Peerayut Wannapruet	Director, Maj. Gen. Chatchai Chunhawan Foundation	617-2000/4	617-2003
18	Mr. Somphong Patpui	Coordinator, LIFE/UDP project	671-9611	671-9610
19	Mr. Kitti Khampira	Environment Director, Kenan Institute, Asia	229-3131/2	229-3130

Press/ Media

20	Mr. Wasant Techawongtham	Deputy News Editor, Environment & Urban Affairs, Bangkok Post	279-2793	272-3060
21	Ms. Chutima Buranaratchada	Scoop News Editor, Daily News	561-1319 561-1456	561-1393
22	Mr. Sakda Noppakate	News Editor Director, Siamraj Newspaper	224-1952	224-1982

International Organizations

23	Dr. Martin Reinecker	Development Economist, Project Coordinator, Urban Environmental Management Project, DOLA/GTZ	622-1622	622-1623
24	Mr. Nathanael Von Einsedel	Regional Coordinator, Urban Management Project	524-6205	524-5778
25	Mr. Jan Iplan	Project Leader, BMA-DANCED Project	617-9610	224-2978

Attachment 5: Key Contacts

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Chaiyod Bunyagidj
Paul Chamian
Thailand Environmental Institute
Bangkok
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Suraphong Phutanapibnoon
Mayor of Rayong City
Tel. No. 038-611120
Fax No. 038-611714

Kasemsri Homchean
Manager
Map Ta Phut Industrial Estate Office
Tel. No. 038-683930/40
Fax No. 038-683128/9

Sanan Uthai-Piboon
Mayor
Mapka Municipality
Tel. No. 038-636511

Teeravit Thongnork
City Clerk
Tel. No. 038-695235
Fax No. 038-695255
Banchang Municipality

**Municipal Diagnostic for a Resource Cities Program
with Cebu, Philippines**

1. Background

This municipal diagnostic is intended to serve as background information for a potential Resource City, or related project, for Cebu City, Philippines, with funding from the U.S. Agency for International Development. Although not part of this study, it is recognized that a cooperative program of assistance may, in addition, address regional issues inasmuch as certain municipal services or effective management solutions may extend beyond city boundaries.

The field work was carried out under the U.S. Asia Environmental Partnership Program of USAID. This work was coordinated with the Asia Development Bank Cleaner Production Program, which seeks to identify and support alternative approaches to environmental improvement by various stakeholders, including municipalities. As a result, in considering areas for collaboration special attention was paid to the role and responsibilities of the municipality in providing environmental services and otherwise addressing environmental issues.

2. Setting

Cebu City is the second largest city in the Philippines. It is an important port city and has a diversified manufacturing base. It also is the regional center for a growing tourism industry. It has several highly regarded universities and serves as an important government administrative center.

The population of Cebu City is around 750,000. The population of the metropolitan area, including the smaller cities of Lapu Lapu and Mandau City, amounts to over two million. The City itself occupies a land area of over 200 square miles, including a substantial agricultural and forested area in the hills above the urbanized part of the area.

2.1 Administrative Overview

The Cebu City government carries out a variety of traditional municipal functions. These include, among others, environmental services (solid waste and streetcleaning), maintenance of roads, sidewalks and drainage, limited wastewater treatment, traffic management, and some health, social services, and education functions. The workforce is over 5,000.

The management structure of the Cebu City government is divided into 20 departments, listed below:

- Planning and Development
- Budget Office
- Office of the City Legal Advisor
- City Treasurer
- City Assessor
- Management Information and Computer Services
- Veterinary Medicine and Fisheries

City Accountant
 Manpower and Development
 Health Department
 Public Services
 Engineering and Public Works
 Social Welfare Services and Development
 Agriculture
 General Services
 Superintendent of Schools
 Fiscal Services
 Register of Deeds
 Civil Register

Several other functions are directly under the Office of the Mayor. Among these are a fairly sophisticated Geographic Information Office, developed with support from USAID. The City Administrator and Legal Counsel work at the pleasure of the Mayor, the former carrying out some overall oversight functions of the administrative structure.

Form of Government. The Mayor serves in an executive capacity as, essentially, the chief operating officer of the government. The City Council, which is elected every three years, consists of 16 councilors. The city is divided into two wards for electoral purposes with each sending a slate of eight councilors to serve on the Council. Only the mayor and the vice mayor are elected at large from the entire city populace.

Each councilor heads a committee. The committees, following the instruction of the mayor, generally include representatives of the private and NGO sectors. Some of these committees are quite active with weekly meetings. The councillor, who serves as committee chair, is considered to be acting on behalf of the mayor.

City Finances. The City's budget in 1998 was P3.69 billion. Less than half of this, P1.47 billion, consisted of actual revenue available to the City. The balance consisted of particular projects funded by the central government, donor agencies, or through bank credit. Of actual revenue (P1.47 billion), 29 percent was from the Internal Revenue Allotment from the central government. As a result the revenue raised by the City using its own discretion ("own-source revenue"), was barely over P1 billion. Of this locally-raised revenue, the largest sources were business and property taxes.

1991 Local Government Code. Under legislation enacted in 1991, city governments in the Philippines have broad authority to manage their own affairs. Of particular note, there are few limitations on the ability of cities to raise revenue for services, nor to access, if they are able, capital for longer term development projects. The oversight from the Department of the Interior has been limited. The effects of this delegation of authority have been gradual and of course are highly varied from one city to another.

Barangay Councils. The work of the Cebu City government is, for some services, supplemented by the Barangays, a system of 80 elected neighborhood councils. Some of these, particularly in outlying areas, have their own small staffs and some equipment, and undertake modest development programs on their own. They receive modest funding from the City government to enable them to carry out services to supplement or substitute for those carried out directly by the City government, as well as to undertake local development projects. A number of them carry out the solid waste collection and cleanliness campaigns in their neighborhoods.

Despite this movement toward decentralization, several inherent limitations are noted here as they are relevant to any expected outcomes of a Resource City Program:

Financial Resources. As noted above, the City continues to be highly dependent on other than own-source revenues to finance services. When transfers and external project financing are taken out of the equation, perhaps only 30 percent of city expenditures are funded through the discretionary raising of revenue from the citizenry.

Underinvestment in Infrastructure. As the City has grown in population, as well as in affluence, the poor condition of the infrastructure has become more glaring. For example, with the exception of a largely industrial area, there is no wastewater treatment plant for Cebu City. Without substantial investment in infrastructure the ability of the City to attract private capital may be compromised.

Sustainable Growth. Cebu City continues to grow at an accelerated rate due to natural increase and in-migration. The water supply (which is not managed by the City government directly) is facing a crisis due to salt water infiltration to the largely subsurface system and no clear schedule for developing other water sources. The only solid waste landfill is approaching capacity within the next 1 - 3 years.

3. Environmental Services

The key environmental services provided by the City government are in the areas of solid waste and maintenance of the storm and limited wastewater infrastructure. In addition, the City would have some authority over watershed protection inasmuch as settlement and uncontrolled use of the rivers for sanitation are within the purview of the planning and public health authorities of the City.

Air and water pollution standards for industry are enforced by the Philippines Department of Environment and Natural Resources. However, the City Mayor signs the yearly business licenses for all businesses within the City limits and has some authority to withhold such licenses for environmental impact reasons. The use of the licensing process to enforce at least some environmental standards is of course limited by the technical and oversight capacity of the City staff.

3.1 Cebu City Multi-Sectoral Environmental Protection Committee.

This Council committee, under the direction of Councilor Rosito, has over 25 members, including city government staff, central government staff, representatives of NGOs, academics, and concerned citizens. It has five subcommittees:

- Community Participation and Linkages
- Environmental Infrastructure and Technology Applications
- Environmental Policies and Laws
- Environmental Regulations and Enforcement
- Information, Communication, and Education

The Committee meets weekly to exchange information, plan various initiatives, and review progress of ongoing efforts. At the request of the chairman, a questionnaire was developed for his use in polling the Committee on their preferred areas for collaboration under a Resource City Program.

3.2. Cleanliness Action Team

This Council-sponsored committee has representation from public, private, and industry groups. It is primarily concerned with enforcement of City Ordinance 1361, which deals with littering and waste disposal. It is looking at new educational and public information approaches to raise compliance and overall consciousness about urban waste issues.

3.3. Cebu United for Sustainable Water

This is an umbrella NGO first organized around issues concerning the development of a more sustainable system for potable water in the face of deteriorating service, population growth, and threats to the major watersheds. From this base CUSW and its constituent organizations have become active in a range of environmental issues.

3.4. Characteristics of Solid Waste Management

The Department of Public Works has overall responsibility for solid waste collection, streetcleaning, and landfill management. The staff numbers about 200.

Collection System. Solid waste is collected by a fleet of about 25 operable trucks. Most are small compactor trucks. Some additional trucks are utilized by some of the individual Barangays in coordination with the Department. The standard approach in urbanized parts of the city is for a truck to make a pass down every street twice a day. The truck visits the landfill twice a day, once after making each round. Except for very small pilot efforts through schools or NGOs no recycling or sorting program has been put in place.

Disposal System. The City built its first engineered landfill two years ago with financing from the Japanese Government. It occupies a site of about 40 acres on the outskirts of the City and near the sea. The effective leachate/dumping area is 28 acres. The facility receives about 350 tons per day. A substantial number of "garbage pickers" work the site, primarily for plastic

and cardboard, which is then sold for recycling. (A conveyor belt system for hand-sorting garbage for recycling was never put into operation due to design flaws).

This facility was built at a cost of about \$5 million and was expected to have a life of 7 - 10 years. However, it is now reportedly only 1-2 years from capacity. City officials do not believe that the current site can be expanded and no longer term plan for disposal has been developed.

Revenue Base. A very modest waste disposal fee is added to the City's property taxes. This generates only P6-8 million per year, as compared to a 1999 budget for solid waste, excluding capital costs, of P40 million. These revenues are not segregated from other city revenues in, for example, an enterprise fund. Solid waste services are simply funded from the general fund accounts.

Education. There are a number of small initiatives at the community level to raise consciousness about waste generation and public cleanliness. There have also been some City-wide education campaigns run by the Mayor's office. Officials expressed a particular interest in learning about the efforts of other cities in this regard.

4. Suggested Program Focus

It is recommended that a Resource Cities Program focus first on solid waste issues. The following reasons are given:

1. The City has essentially full authority to plan and carry out solid waste collection and disposal and has taken some steps to improve service.
2. There is an established tradition of the City charging for the service (although charges lag behind actual costs).
3. Managers have the knowledge and skills to benefit from a relationship with a U.S. city.
4. There is some donor support for capital investment in the sector.

The City is further interested in assistance in watershed management and in developing an "eco-park" along one of the rivers. It is acknowledged that the hurdles to effective rehabilitation of a waterway within the City are immense and controversial given the extent of environmental deterioration and settlement along the waterways. However, as a secondary focus, a Resource Cities Program could, through education and planning support, assist the City with pilot efforts to test approaches to watershed rehabilitation.

5. Program Outline

The goal of a Resource City Program would be to improve environmental quality in Cebu. Its objective would be to improve performance in solid waste management. The Program could address at least six aspects deemed fundamental to a well-functioning solid waste system:

Collection systems. Method and efficiency of collections, procurement and maintenance of equipment.

Disposal. Efficiency analysis of current landfill operations. Identification and analysis of alternative approaches and technologies to increase capacity and/or modify waste stream.

Sorting/Recycling. Analysis of recycling/sorting options and design/implementation of pilot efforts.

Service financing. Cost analysis of solid waste services. Development of alternative financing scenarios.

Public information. Review of public information and educational initiatives, development of methods to determine impact, implementation of further pilot or city-wide efforts.

Ordinances and enforcement. Analysis of current enforcement regime. Development of alternative methods for enforcement, including community-based approaches.

6. Program indicators

Cebu City, In collaboration with the U.S. partner city, would develop program indicators for monitoring program performance and for evaluation. The following indicators would be considered:

1. Efficiency indicators for collections, including waste collected per mile and per worker.
2. Volume of waste delivered to landfill.
3. Quantity of waste sorted/recycled.
4. Revenue generated for solid waste collection services.
5. Quantity and dispersion of public information.
6. Enforcement indicators. (these could dovetail with the current participation of Cebu City in a regional ADB benchmarking program, for which the City is now developing quantitative indicators for enforcement).

7. Program Partners

The relationship between the U.S. city and Cebu City would be the centerpiece of the USAEP urban program for the metropolitan area. The Cebu City municipal government would enter into a memorandum of understanding with the U.S. Resource City and ICMA.

There is growing popular concern about environmental conditions in Cebu City and a number of NGOs are increasingly active in advocating and working with City officials, notably through the multi-sectoral environmental committee. This consultative process could be strengthened through a Resource City program. The Committee could serve as the consultative body for the relationship, and through it representatives of NGOs could participate in various Resource City activities. In addition, the Development Studies Center of the Ramon Aboitiz Foundation might be involved for purposes of facilitating public-private dialogue and for public information purposes.

The League of Cities of the Philippines, headquartered in Manila, has conducted a number of "City Sharing" workshops to enable Philippine cities to better learn from each other. The Executive Director indicated his interest in the League conducting a similar event to disseminate to other cities the experience of Cebu City in improving environmental management.

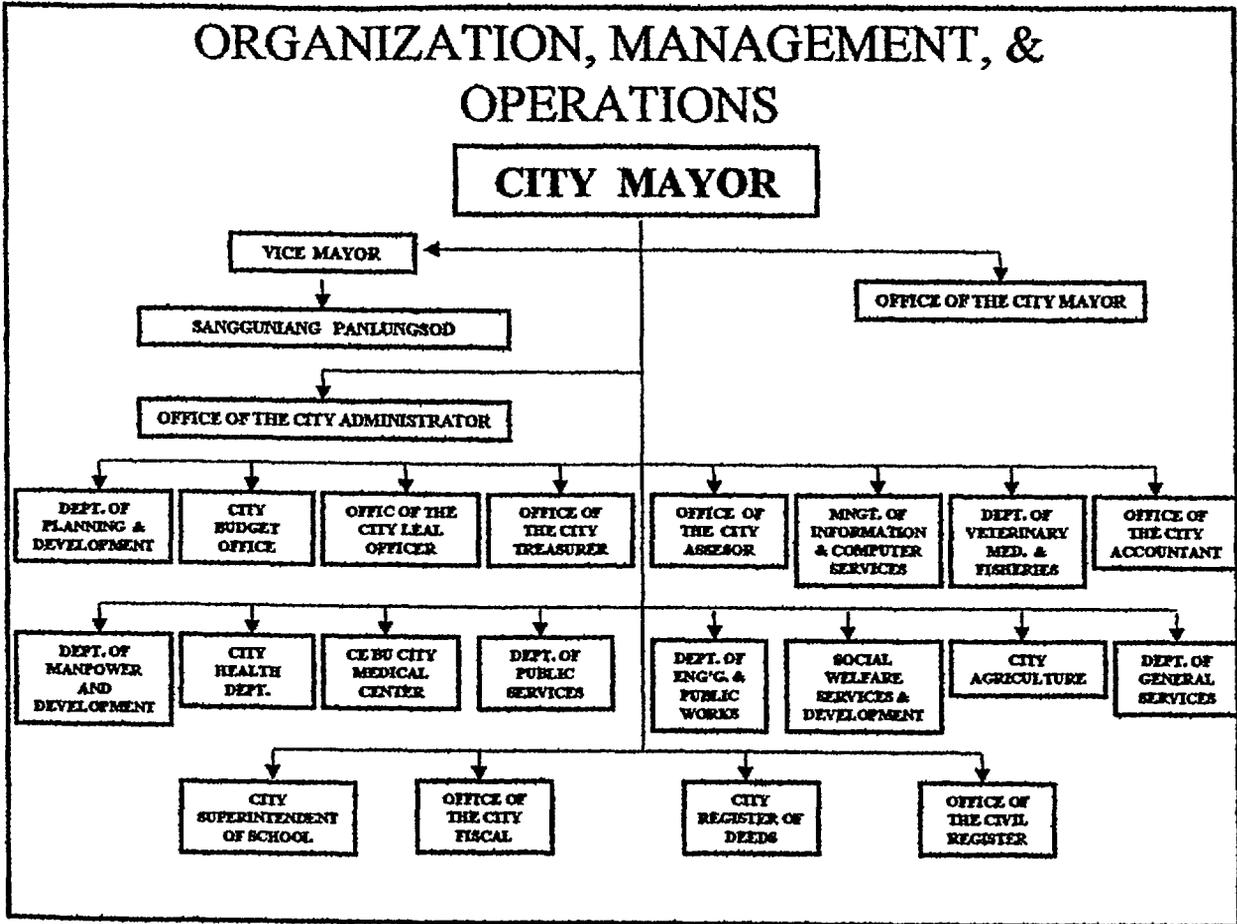
8. Selection Criteria for a U.S. City

In identifying candidate cities for Cebu City to consider for the Resource Cities Program, the following specific criteria should be considered:

1. The city government should directly carry out most aspects of solid waste management within the city boundaries.
2. The city should be considered a technical leader in the field, especially with regard to waste disposal.
3. The city should have a population of at least 100,000, and preferably closer to a half million, so as to approximate Cebu City's.
4. The city should be in a relatively warm climate for purposes of understanding composting and like issues of organic waste.
5. The city should, if possible, be on the West Coast to minimize travel.

Attachments

1. Cebu City Organizational Chart
2. Cebu City Budget for 1999
3. Letter and questionnaire to Environmental Committee
4. Key Contacts



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SUMMARY OF APPROPRIATIONS
ANNUAL BUDGET CY-1999

CODE	OFFICE/DEPARTMENT	PERSONAL SERVICES	MAINT. & OTHER OPERATING EXPS.	CAPITAL OUTLAY	TOTAL
GENERAL SERVICES					
1011	OFFICE OF THE MAYOR	31,847,545.24	24,784,551.00	0.00	56,632,096.24
1011-1	ALL OFFICES (LSA OFFICE OF THE MAYOR)	5,000,000.00	87,213,818.00	21,338,781.00	113,552,599.00
1013	CIVIL SECURITY UNIT	1,840,385.84	6,687.00	0.00	1,847,072.84
1016	OFFICE OF THE VICE-MAYOR	1,641,082.40	138,676.00	0.00	1,779,758.40
1021	SANGGUNIANG PANLUNGSOD - Legislative	23,601,248.92	2,666,154.00	0.00	26,267,402.92
1022	SANGGUNIANG PANLUNGSOD - Secretariat	11,374,269.40	968,905.00	0.00	12,343,174.40
1031	OFFICE OF THE CITY ADMINISTRATOR	3,783,525.92	169,647.00	0.00	3,953,172.92
1031-1	INTERNAL CONTROL OFFICE	5,464,881.92	135,927.00	0.00	5,600,808.92
1031-2	MANAGEMENT INFO. & COMPUTER SERVICES	12,488,511.20	1,251,975.00	0.00	13,740,486.20
1032	PERSONNEL OFFICE	3,719,809.44	1,102,000.00	0.00	4,821,809.44
1041	CITY PLANNING & DEVELOPMENT OFFICE	7,910,524.28	146,509.00	0.00	8,057,033.28
1051	OFFICE OF THE CITY CIVIL REGISTRAR	3,569,230.64	142,560.00	0.00	3,711,790.64
1061	DEPARTMENT OF GENERAL SERVICES	28,383,867.64	56,292,738.00	0.00	84,676,605.64
1071	CITY BUDGET OFFICE	3,464,164.76	231,759.00	0.00	3,695,923.76
1081	OFFICE OF THE CITY ACCOUNTANT	11,857,576.88	485,923.00	0.00	12,343,499.88
1091	OFFICE OF THE CITY TREASURER	45,284,635.44	3,310,260.00	0.00	48,594,895.44
1101	OFFICE OF THE CITY ASSESSOR - Gen. Adm.	3,140,952.40	153,608.00	0.00	3,294,560.40
1101-1	OFFICE OF THE CITY ASSESSOR - RPTA	10,239,650.48	3,329,865.00	0.00	13,569,515.48
1111	OFFICE OF THE CITY AUDITOR	0.00	507,000.00	0.00	507,000.00
1122	OFFICE OF THE CITY PUBLIC LIBRARY	1,779,150.76	51,056.00	0.00	1,830,206.76
1131	OFFICE OF THE CITY LEGAL OFFICER	6,321,543.64	333,767.00	0.00	6,655,310.64
1141	OFFICE OF THE CITY FISCAL	1,464,728.60	505,757.00	0.00	1,970,485.60
1151	NON-OFFICE (Aid to RTC)	0.00	756,000.00	0.00	756,000.00
1158	CITY COURT	280,800.00	202,930.00	0.00	483,730.00
1161	OFFICE OF THE CITY REGISTER OF DEEDS	897,184.04	41,020.00	0.00	938,204.04
1161-1	BOARD OF TAX ASSESSMENT APPEALS	572,963.84	20,000.00	0.00	592,963.84
1181	GENERAL SUPPORT FOR POLICE SERVICES	23,902,922.00	4,144,864.00	0.00	28,047,786.00
1191	GENERAL SUPPORT FOR FIRE SERVICES	3,327,000.00	96,877.00	0.00	3,423,877.00
1991	ELECTION RESERVE	0.00	5,000.00	0.00	5,000.00
1999	DPS - Gen. Administration	3,611,966.72	169,567.00	0.00	3,781,533.72
1999-1	CITON	0.00	46,788,784.00	0.00	46,788,784.00
1999-2	NON-OFFICE (Aid to Two Probation Office)	0.00	150,000.00	0.00	150,000.00
1999-3	NON-OFFICE (Aid to City Barangays)	0.00	4,674,600.00	0.00	4,674,600.00
TOTAL - GENERAL SERVICES		256,770,122.40	240,978,784.00	21,338,781.00	519,087,687.40

Prepared by:

Nelma R. Briones
NELMA R. BRIONES

Approved by:

Alvin B. Garcia
ALVIN B. GARCIA

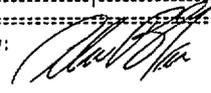
SUMMARY OF APPROPRIATIONS
ANNUAL BUDGET CY-1999

CODE	OFFICE/DEPARTMENT	PERSONAL SERVICES	MAINT. & OTHER OPERATING EXPS.	CAPITAL OUTLAY	TOTAL
ECONOMIC SERVICES					
8711	OFFICE OF THE CITY AGRICULTURIST	974,932.12	53,848.00	0.00	1,028,780.12
8712	OFFICE OF THE CITY AGRICULTURIST-Field	1,415,205.00	4,875,500.00	0.00	6,290,705.00
8713	OFFICE OF THE CITY AGRICULTURIST-Demo/Farm	1,525,653.08	169,807.00	0.00	1,695,460.08
8721	DVWF - General Administration	5,123,683.00	27,504.00	0.00	5,151,187.00
8721-1	DVWF - Field Extension Services	2,882,493.64	605,017.00	0.00	3,487,510.64
8751	DEPW - General Administration	5,851,196.20	255,172.00	0.00	6,106,368.20
8752	DEPW - Construction Services	6,164,775.04	8,263,987.00	21,213,455.00	35,642,217.04
8753	DEPW - Maintenance Services	4,638,521.48	18,390,588.00	0.00	23,029,109.48
8753-2	DEPW - Maint. of City Sts. & Bridges	1,881,450.72	26,586,853.00	0.00	30,468,303.72
8851	CEBU CITY HILLYLAND RESOURCE MNGT. & DEV'T COMMISSION	0.00	10,335,560.00	0.00	10,335,560.00
8999	Non-Office (Sinuglo Foundation)	0.00	1,380,000.00	0.00	1,380,000.00
8852	TOURISM COMMISSION	0.00	21,856.00	0.00	21,856.00
TOTAL - ECONOMIC SERVICES		32,457,910.28	70,965,692.00	21,213,455.00	124,637,057.28
OTHER SERVICES					
9921	NON-OFFICE (Loan Amortization)	0.00	5,480,632.00	0.00	5,480,632.00
9923	NON-OFFICE (Interest Payments)	0.00	1,697,720.00	0.00	1,697,720.00
9923-1	NON-OFFICE Interest & Other Charges	0.00	1,025,615.00	0.00	1,025,615.00
9923-2	NON-OFFICE (Commitment Fees)	0.00	13,000,000.00	0.00	13,000,000.00
9923-8	NON-OFFICE (Int. payments-24M LBP loan)	0.00	5,528,562.00	0.00	5,528,562.00
9997	NON-OFFICE (Aid to Chinese Fire Brigade)	0.00	1,500,000.00	0.00	1,500,000.00
9919	5% CALAMITY FUND	0.00	54,614,408.15	0.00	54,614,408.15
9999	LOCAL DEVELOPMENT FUND	0.00	9,100,000.00	94,367,107.00	103,467,107.00
TOTAL - OTHER SERVICES		0.00	91,946,937.15	94,367,107.00	186,314,044.15
TOTAL GENERAL FUND		390,973,397.08	591,331,742.15	136,919,343.00	1,119,224,482.23
ECONOMIC ENTERPRISES					
8811	CITY MARKETS	20,494,801.80	2,987,214.00	0.00	23,482,015.80
9921-M	NON OFFICE (LOAN REPAYMENT LBP 26M LOAN)	0.00	2,949,112.00	0.00	2,949,112.00
9923-M	NON OFFICE (INTEREST PAYMENTS LBP 26M LOAN)	0.00	6,103,933.00	0.00	6,103,933.00
8812	CITY ABATTOIR	6,727,372.00	3,235,862.00	0.00	9,963,234.00
8821	CITY TRANSPORT OPERATIONS	6,329,375.00	2,953,390.00	0.00	9,282,765.00
TOTAL ECONOMIC ENTERPRISES		33,551,548.80	18,229,511.00	0.00	51,781,059.80
TOTAL GENERAL FUND		390,973,397.08	591,331,742.15	136,919,343.00	1,119,224,482.23
TOTAL ECONOMIC ENTERPRISES		33,551,548.80	18,229,511.00	0.00	51,781,059.80
TOTAL BUDGETARY OBLIGATIONS		424,524,945.88	609,561,253.15	136,919,343.00	1,171,005,542.03

Prepared by:



Approved by:



SUMMARY OF APPROPRIATIONS
ANNUAL BUDGET CY-1999

Page 2 of 3 pages

CODE	OFFICE/DEPARTMENT	PERSONAL SERVICES	MAINT. & OTHER OPERATING EXPS.	CAPITAL OUTLAY	TOTAL
SOCIAL SERVICES					
3311	OFFICE OF THE CITY SUPERINTENDENT OF SCH.	3,153,368.56	0.00	0.00	3,153,368.56
3323	CCMC - COLLEGE OF NURSING	6,037,828.04	208,191.00	0.00	6,246,019.04
3391	CULTURAL & HISTORICAL AFFAIRS COMMISSION	1,611,815.72	20,400.00	0.00	1,632,215.72
3392	SPORTS DEVT. COMMISSION	0.00	2,987,685.00	0.00	2,987,685.00
3399	CEBU CITY YOUTH DEVELOPMENT COMMISSION	0.00	341,547.00	0.00	341,547.00
4411	CITY HEALTH DEPT. - Gen. Adm.	4,341,890.68	1,119,916.00	0.00	5,461,806.68
4412	CITY HEALTH DEPT. - Field Program	42,167,841.76	2,450,330.00	0.00	44,618,171.76
4412-1	NON-OFFICE (Barangay Health Program)	0.00	9,594,000.00	0.00	9,594,000.00
4993	NON-OFFICE (Aid to TB Pavillion)	0.00	300,000.00	0.00	300,000.00
4999	NON-OFFICE (Aid to Cebu Maternity Hosp.)	0.00	50,000.00	0.00	50,000.00
4999-1	NON-OFFICE (Aid to CCMC)	0.00	77,062,757.00	0.00	77,062,757.00
4999-2	NON-OFFICE (UHNP)	0.00	24,729,193.00	0.00	24,729,193.00
6521	DPS - Street Cleaning	15,397,174.36	8,728,105.00	0.00	24,125,279.36
6522	DPS - Garbage Collection & Disposal Svcs.	4,638,099.20	35,434,053.00	0.00	40,072,152.20
6523	DEPW - Sewerage & Drainage System	4,759,390.44	4,617,920.00	0.00	9,377,310.44
6542	SLUM IMPROVEMENT & RESETTLEMENT	1,185,234.08	12,737.00	0.00	1,197,971.08
6544	CEBU CITY PARKS & PLAYGROUND COM.	2,052,294.12	4,606,874.00	0.00	6,659,168.12
7611	DEPT. OF SOCIAL WELFARE SERVICES	5,032,681.44	4,530,706.00	0.00	9,563,387.44
7611-1	DEPT. OF MANPOWER DEV'T. & PLACEMENT	6,193,216.00	3,672,623.00	0.00	9,865,839.00
7993	NON-OFFICE (Aid to PHRC)	0.00	50,000.00	0.00	50,000.00
7994-1	NON-OFFICE (Aid to GSP)	0.00	100,000.00	0.00	100,000.00
7994-2	NON-OFFICE (Aid to BSP)	0.00	100,000.00	0.00	100,000.00
7999{}	NON-OFFICE (Financial Asst to NGO's, PO's)	0.00	1,000,000.00	0.00	1,000,000.00
7999	CEBU CITY COMMISSION FOR URBAN POOR	5,174,530.00	1,423,292.00	0.00	6,597,822.00
7999-1	NON-OFFICE (Aid to Braille Center)	0.00	250,000.00	0.00	250,000.00
7999-3	NON-OFFICE (Aid to CSYGC)	0.00	300,000.00	0.00	300,000.00
7999-4	NON-OFFICE (Aid to ERUF)	0.00	3,000,000.00	0.00	3,000,000.00
7999-7	NON-OFFICE (Aid to Senior Citizens)	0.00	50,000.00	0.00	50,000.00
7999-8	NON-OFFICE (Aid to Sala Foundation)	0.00	200,000.00	0.00	200,000.00
7999-9	NON-OFFICE (Burial Asst.-Cebu War Vet.)	0.00	500,000.00	0.00	500,000.00
TOTAL - SOCIAL SERVICES		101,745,364.40	187,440,329.00	0.00	289,185,693.40

Prepared by:

Nelba R. Briones
NELBA R. BRIONES
OIC, City Budget Office

Approved by:

Alvin B. Garcia
ALVIN B. GARCIA
Mayor

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25

October 13, 1999

Honorable Fleixberto A Rosito
Cebu City Counselor

Dear Hon. Rosito,

Thank you for inviting me to the October 12 meeting of the Cebu City Multi-Sectoral Environmental Protection Committee. I appreciated the opportunity to explain the activities of the International City/County Management Association (ICMA) under the U.S. Asia Environmental Partnership Program, and to learn of the important work your committee is carrying out.

At the meeting you requested that I draft a questionnaire for further identifying areas for collaboration under a "Resource Cities" program. This program would be a technical collaboration between Cebu City and a U.S. city or county to address specific urban environmental issues of concern to the City government.

You may want to ask the members of the committee to list their first, second, and third priorities for collaboration between Cebu City and the U.S. city or county. On the attached page I have listed possible areas for collaboration in the questionnaire.

Again I want to thank you for the chance to attend your meeting and I look forward to ICMA and Cebu City entering into an effective program of technical collaboration to address urban environmental issues.

Sincerely,

Peter Feiden
Consultant to ICMA

Questionnaire on Priority Areas of Collaboration under a Resource Cities Program
between Cebu City and a U.S. city or county.

Please mark 1 for first priority, 2 for second priority, and 3 for third priority

(please remember that this program provides training, and technical assistance but
does not provide capital for construction or equipment):

Solid waste collection	_____
Recycling of solid waste	_____
Eco park	_____
Landfill planning	_____
Watershed management	_____
Wastewater treatment	_____
Other (_____)	_____

Attachment 4: Key Contacts

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Fax No. (032) 253-7558

Rueben Dela Torre
Director of Public Services, Cebu City

Victor Azenas
Arsenio Uy
Managers, Solid Waste, Cebu City

Jan Poblete
Landfill Manager, Cebu City

Evelyn N. Nacario
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Fax No. (032) 340-8829

Gil Cruz
Executive Director
League of Cities of the Philippines
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Fax No. (632) 896-1055