

**Sustainable Community Development for Cities in Thailand &
Replication of Best Practices Developed in Rayong
Final Report**

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December 31, 2005



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Timeline of Technical Exchange

Action Plan

Media Collected in Support of the CityLinks Thailand Program

BACKGROUND

Local governments throughout the world continue to struggle with the additional authority granted to them by the central governments, a result of the process of decentralization, and the need to provide citizens with the level of service they expect and desire. In many cases, local entities lack knowledge, skills, and an adequate revenue base to implement change. Urban localities must also contend with rapid population growth and the myriad problems that result. The CityLinks Program was developed to assist the Thai cities of Chiang Mai, Khon Kaen, and Phuket to improve solid waste collection through sound financial practices; foster growth within the downtown areas, and finally to encourage citizen awareness and participation to ensure a more transparent system of local governance.

The CityLinks Program grew from the Resource Cities partnership between Rayong, Thailand and Portland, Oregon. The Resource Cities Program (RCP) implemented by the International City/County Management Association (ICMA) and funded by the United States – Asia Environmental Partnership (USAEP) Program to assist Rayong to better position itself to respond financially to the new challenges facing municipalities as a result of decentralization. The city of Rayong identified financial management and the restoration of the Khod Por River Basin as key areas for improvement. Additionally, the restoration of the river basin was seen as both a key environmental issue and an opportunity to demonstrate the community's ability to address issues of major local importance.

Rayong with assistance from Portland projected revenues and expenditures over a five-year period and also adopted improved financial management policies. The City of Rayong used Portland's financial policies as a model, and as a result, Rayong adopted four key financial policies: balancing budgets; maintaining adequate financial reserves; using one-time revenues to fund one-time expenditures; and using measurements of affordability when considering new or increased revenues. Finally, Rayong learned from Portland that budget development was not just an exercise for a city's staff and elected officials. As a result, Mayor Suraphong immediately appointed a five-member financial advisory committee from the community to provide input and oversight for the budget.

The partnership also provided technical assistance to allow Rayong to reclaim the Khod Por River Basin. The Khod Por River Basin reclamation plan involved removing polluting uses (shrimp raising and harvesting) from the site, relocating the current users and

reclaiming the publicly owned island, engaging the citizens in a reuse plan that fulfilled citizen desires and needs, and restoring the island in a manner that enhances the river's ecosystem. After seeing Portland's public participation in action, Mayor Suraphong convened a citizen task force to assist with the Khod Por reclamation plan. The task force agreed on the following needs: to protect the mangrove forest; to foster educational opportunities concerning the ecological preserve; to provide clean water for human health, fish, vegetation, and aesthetic value; to create recreational opportunities; and to widen the river channel, thus improving conditions for the local fishing industry.

Central to the partnership was the need for greater inclusion and participation of the community. Citizen participation had gained national and local political significance in Thailand. Through the Resource Cities partnership, Rayong created two citizen task forces to advise the municipal government. With each activity, the Rayong officials sought to educate their citizens so that they might fully serve in an advisory role. In this role, the task forces served as liaisons between the municipality and the community to ensure that the public was aware of the municipal decision-making process and items of interest, thus fostering a more transparent system of governance. The partnership resulted in the creation and implementation of a citizen recommended five-year budget projection model, an annual budget that supported citizen expectations and objectives for economic growth, and an adopted plan to redevelop the Khod Por River Basin.

As a result of the successful Rayong – Portland partnership, USAEP awarded ICMA a CityLinks Program in September 2003 to build on the accomplishments achieved by the Municipality of Rayong. A variety of groups had expressed an interest in continuing to expand upon the successful partnership. There was interest from the Kenan Institute Asia (KIASIA); the Thailand Environmental Institute; the Thailand League of Municipalities; and US-AEP to assist other municipalities struggling with similar challenges. As a result, staff from Portland and ICMA traveled to Thailand to investigate the feasibility of such an expanded partnership.

ASSESSMENT PROCESS

The Assessment Team met with Mr. Jack Kneeland, then the CTO for the Resource Cities partnership to identify and resolve issues and develop a framework for the Phase II

partnership. The Assessment Team traveled to and/or met with representatives from four municipalities identified as candidates for an expanded partnership. These municipalities were selected because they had a reputation for dynamic leadership and were active in the Thailand Municipal League. The municipalities included Nonthabun, Chiang Mai, Uttaradutum and Muang Klaeng, and represented a collection of large and small jurisdictions.

The team identified both challenges and opportunities that required further discussion before the program design could be finalized and awarded. As the cities represented both large and small jurisdictions; there was concern that the variance in size would prove problematic due to the differing levels of sophistication. In addition, the distance between municipalities was vast, and thus the geographical characteristics of cities varied greatly. There was also concern regarding the complexity of the significant issues confronting the municipalities, especially the municipalities' ability to address issues of municipal management, as yet, the Thailand central government had not been able to implement decentralization reforms.

Nevertheless, the assessment found significant opportunities to move forward with the partnership and program design. The cities expressed a great interest and commitment to enter into such a partnership. In addition, the cities shared common issues confronted by all. Each city was led by a dynamic leader who was committed to change and willing to allocate staff, their time, and resources to address the myriad of local government and decentralization challenges. The municipalities were granted greater autonomy yet lacked the resources to successfully provide for their ever growing communities. Moreover, each municipality had developed five-year plans that would serve as the foundation for replicating the accomplishments achieved through the Rayong – Portland partnership.

The assessment found that environmental management was a major concern for Thai Municipalities. Cities were not adequately addressing the challenges of growth, which negatively impacted both the environment and the health of Thai citizens. The assessment team identified the following issues which existed within these municipalities at varying levels of importance:

Wastewater Treatment

- Pollution of waterways. Municipalities lacked sewers and treatment plants.

- Municipalities lacked the resources to operate these facilities and also lacked the infrastructure to connect residences and businesses.

Solid Waste Management

- Current land fill sites were at or nearing capacity.
- All cities were in the process of identifying options for new landfills. In one case Uttaradit, the landfill serving five municipalities was under construction. In other cases, Nonthabun and Chiang Mai, sites were identified but citizen opposition was inhibiting progress.
- All cities had some form of recycling program but were falling far short of levels necessary to extend the life of existing landfills. They also lacked clear action plans for increasing recycling.
- The municipalities lacked a fee structure that both recovered costs and served as an incentive to increase recycling. Thailand prohibits charging more than 40 Baht (approximately \$1 US) per month for the daily pickup of solid waste.

Economic and Community Development

- All cities had five-year plans as required by the central government. In many cases, the five-year plan was little more than a ‘wish list’ compiled to attract central government funding. None had viable implementation plans as the plans lacked financial plans; priorities; schedules; and a public involvement strategy.
- Numerous improvements were underway most of which represented the “low hanging fruit” (those items or actions that could be achieved with limited effort and resources but provided little impact or improvement).
- One municipality, Chiang Mai, had completed a Vision Plan that was very well done. However, the plan, which was in addition to a five-year plan, also lacked an implementation plan.
- It appeared that most municipalities were ill prepared to meet the 2006 deadline for implementation of the five year plans established by the central government.
- Most of the municipalities expressed interest in increasing and stabilizing job options for their residents. In Chiang Mai, the municipality requested assistance in working with over 65 communities within its boundary. In that case a community

consisted of a collection of individuals located in a specific geographical area that were engaged in a common industry, such as silver crafts. The Municipality of Chiang Mai hoped to provide assistance in helping these communities advance their “industry.” Other municipalities expressed interest in developing public outreach and education programs to engage their neighborhoods as they moved forward with projects.

Green Areas

- All municipalities expressed expanding green areas as a priority.
- Proposals ranged from street landscaping to entire parks
- In the absence of tools such as eminent domain, or the right to condemn, combined with limited resources, improvements moved slowly.

Traffic Congestion

- All cities experienced problems at varying levels and feared becoming the next Bangkok

Air Pollution

- These challenges were closely aligned with the traffic congestion issue.
- Chiang Mai had just completed a reduction plan via a partnership with the State of Maryland. As a result it appeared to have the most viable and achievable plan.

Spanning all of these issues was an acknowledged need for community outreach. Most planning efforts had been completed with limited public involvement outside of the council and bureaucracy. Most efforts were being “sold” to the public rather than actively seeking citizen input through an established type of outreach process. Not surprisingly public resistance to needed changes appeared to be the norm as municipalities attempted to implement the five-year plans.

Assessment Findings

At the conclusion of the assessment the following findings were discovered: the city of Portland, an important resource to continue to build on past success, would likely be a

mismatch in partnering with multiple smaller jurisdictions because of the difference in size. Although Rayong, with a 50,000 population, was a smaller jurisdiction, the partnership was successful because Portland was able to focus on that single jurisdiction. Expanding to multiple smaller jurisdictions mixed with larger municipalities, would multiply the complexity of the partnership beyond Portland's available resources.

Not surprisingly, the magnitude and composition of issues faced by the larger cities were more compatible with issues faced by and successfully addressed in Portland. Similarly, a partnership amongst the larger cities would increase the likelihood of benefits accruing to Portland. That is Portland might learn from approaches developed to assist the Thai cities. The needs of the smaller cities could best be met by building upon the successful Rayong partnership.

An important aspect of the follow-on program design included a continued need to develop systems that included greater collaboration and problem solving regarding common issues amongst Thailand municipalities. It was unlikely that reforms under review by the central government would be implemented in time to assist municipalities in addressing issues.

PROPOSAL

Following the completion of the assessment, the following objectives were established. The program would improve the management capability amongst the smaller Thailand municipalities by exporting and improving upon systems developed in Rayong, and thus enables Thai communities to begin to address their environmental issues—which oft-times require budgeting for new programs or capital improvement. Through replication of the Rayong partnership, the municipalities would gain a better understanding of the financial planning process and the need for citizen involvement in that process.

In addition, the partnership would be used to transform five-year plans into feasible operational plans that result in near term community and economic improvements within municipalities; develop mechanisms serving to increase collaboration amongst municipalities in addressing common environmental issues; promote sustainability in business practices particularly in addressing critical environmental issues; begin educating representatives of the central government on the need for expanded local authority and

identifying tools to successfully implement five-year plans and to decentralize responsibility.

To achieve these objectives a two prong approach was recommended for the partnership: the Municipality of Rayong would assume a direct leadership role in transferring systems and processes developed in the first phase of the partnership to other municipalities within the area. The first phase successfully produced the following: financial planning and a forecasting tool to be used in conjunction with the annual budget; public outreach and involvement process for the budget; a “cookbook” for economic and community development including assessment; plan development; financial plan; and community outreach.

Rayong would assist other selected jurisdictions in replicating and improving upon these systems within their respective municipalities. This would promote the institutionalization of these approaches as well as place a Thailand city, in this case Rayong, in a leadership role in promoting change at the municipal level.

Consortium of Cities

Environmental issues in large cities are reaching a breaking point. An issue common to all municipalities was the inability to implement five-year plans, which include ideas for addressing the environmental challenges. Portland has a national reputation for successful planning. Using this talent, Portland would provide assistance to municipalities in moving from “book shelf plans” to actual “implementation plans.” To be successful, Portland would be partnered with larger jurisdictions in Thailand. Specifically Portland and the larger municipalities would collaborate to accomplish the following: assess the adequacy of five year plans and as appropriate make improvements; develop financial implementation plans to accompany the five-year plans; identify and execute public outreach processes to educate the public; obtain public input; improve the plans; and finally prioritize and develop an implementation schedule for plan components.

The partnership was designed to result in actual products and where feasible actual improvements “on the street.” Similarly systems and tools would be utilized after the conclusion of the project and transferable to other Thailand jurisdictions. Specific five year plan projects and/or issues would be advanced in each municipality for which detailed

planning would be completed as well as steps necessary to implement the plan. These detailed plans would focus on one or two of the issues identified by the assessment team, e.g., recycling; waste water treatment, or zoning/land use issues.

The City of Portland would serve as a model for local governance. The systems, methodologies, and expertise would be used to educate and facilitate the municipalities' approaches to common issues; emphasis will be placed on encouraging joint problem solving between cities.

Program in Action

The program description was further refined and eventually awarded to ICMA in 2003. To address the concerns raised by the assessment, the smaller jurisdictions were replaced by Khon Kaen and Phuket. The newly appointed cities shared greater commonalities with Chiang Mai in terms of size, location and available resources. The partnership between Portland, Oregon and the cities of Chiang Mai, Khon Kaen, and Phuket, Thailand grew from the need to foster and improve environmental management. The Thai municipalities have struggled with urban growth and the challenges of such growth on the environment.

The consortium cities agreed to serve as partners over a two-year period in the areas of developing plans, implementing improvements in downtown areas, and sustainable environmental protection through the implementation of prudent financial management. The partnership will assist the three Thai cities to develop mechanisms to increase collaboration between municipalities to address common issues. The partnership will include and encourage links between a wide spectrum of citizens and community members, including educational institutions, non-governmental organizations (NGOs), and other public and private sectors of the community.

Each city selected two projects of greatest importance to be included in the program. The cities agreed to undertake a project that targeted the need to redevelop the downtown areas and the second project would encourage improved environmental management through sound financial practices. Each city was asked to develop a vision statement for the different redevelopment projects. To fulfill the vision, the cities identified project goals and steps required to complete the vision. An essential component of the redevelopment project was the creation of a communication plan to communicate basic project information related

to purpose, goals and expected benefits within the organization, as well as, through various mass media to participating agencies; keep all parties updated of the project progress on a regular basis; and ensure that public relations outreach includes public participation.

Having developed the communication plan, the cities identified steps needed to create and implement the physical development of the downtown area. Lastly, in order to realize their vision a financial plan was a necessary tool to assist the municipalities to prepare a budget for project implementation that included the estimated costs for public relations, public participation, and construction cost by phase. The cities also identified their vision and project objectives for the second activity to provide sustainable environmental protection using financial management.

CITY OF CHIANG MAI OUTLINE OF PROJECT PLAN REVITALIZE MAE PING RIVER

Vision Statement

Revitalize Mae Ping River to maximize public benefit.

Project Goals

1. Renovate the landscape on both sides of the riverbank
2. Create a pedestrian walkway and rest areas along the river
3. Prevent flooding by raising the low areas of the riverbank about one meter; this should be done in a way that is harmonious to the surrounding landscape
4. Convert the residential backyards to resemble the front yard
5. Utilize the regional traditions and customs such as the Loy Krathong and Songkran festivals as attraction to the river
6. Create public access to the river
7. Improve the ecology of the river by reducing wastewater discharge to the river, and enhance wildlife habitat
8. Create a win-win scenario for all involved parties

Proposed Process

1. Build support and acceptance of the project concept by the general public and the stakeholders
2. Use an open house method to inform the public and stakeholders of the project
3. Use charette to solicit input for the conceptual design

Physical Development Plan

- Outline a basic physical plan by analyzing economic, social, legal, landscape and projected benefits
- Prepare site plans/design taking into consideration the condition at each section of the river

- Revise the plan/design based on feedback from the citizens
- Finalize the plan/design
- Begin project construction phase

OUTLINE OF PROJECT PLAN
ENVIRONMENTAL PROTECTION PROJECT

Goal Statement

To let the public be involved in environmental protection by being responsible for reducing pollution and accept some of the burden of the expense related to waste disposal and wastewater treatment and disposal.

Proposed Project Steps

1. Appoint the project team
2. Review the results of the study conducted by the City of Chiang Mai which addressed rate making to help finance wastewater treatment. The study had discussed fixed rate service fees. As part of the review, an evaluation will be made of the potential for establishing equitable rates.
1. Expand the wastewater collection program to include more households in order to receive acceptance of the utility rate proposal
2. Implement public relations plan to inform citizens of the rate proposal and communicate project benefits to them
3. Conduct a meeting in a town hall style to inform citizens of basic project information such as goals, fee collection, service rates, process, etc.
4. Announce project information and keep the citizens updated through various channels of mass media
5. Establish regulations and procedures regarding collection of utility fee

CITY OF KHON KAEN
OUTLINE OF PROJECT PLAN
IMPROVE ECONOMIC VITALITY OF THE COMMERCIAL DISTRICT

Vision Statement

To improve the economic vitality of the commercial district and to promote tourism.

Project Goals

1. Improve the potential of the old commercial district
2. Improve the aesthetic value of cityscape by creating tree-lined pedestrian walkway
3. Increase the City's green space

OUTLINE OF PROJECT PLAN
WASTEWATER MANAGEMENT PROJECT

Vision Statement

To achieve sustainable environmental protection for the municipality.

Project Goals

1. Improve the environment
2. Promote public safety and health
3. Improve the City of Khon Kaen's livability
4. Promote economic development

CITY OF PHUKET OUTLINE OF PROJECT PLAN BANG-YAI CANAL BEAUTIFICATION PROJECT

Vision Statement

To beautify Bang-Yai Canal and improve the surrounding areas while conserving eco-system and traditional architecture by using the public participation process.

Project Goals

1. Establish development plan for Bang-Yai Canal to reduce pollution
2. Establish development plan for Bang-Yai Canal to address flooding
3. Establish development plan for Bang-Yai Canal and adjacent areas to create new recreation areas by incorporating traditional architecture

Project Objectives

1. To establish development plan for Bang-Yai Canal Beautification Project by using public participation process in order to reduce pollution, address flooding issues and to create new recreation areas by incorporating traditional architecture.
2. Provide public education to raise public awareness of environmental issue
3. Utilize financial tools to change public and corporate behaviors in order to attain sustainable environmental protection of the canal

OUTLINE OF PROJECT PLAN ENVIRONMENTAL PROTECTION PROJECT

Vision Statement

To raise public awareness in order to attain sustainable environmental protection and make Phuket a livable city.

Project Goals

1. Improve the City's environment by reducing solid waste and sewage
2. Promote citizen's safety and health status by reducing environmental contamination arising from solid waste and polluted water
3. Create a sound economic environment
4. Utilize financial tools to change public and corporate behaviors in order to attain sustainable environmental protection

Initially, the program provided for an additional component to build on the accomplishments achieved by the Rayong Municipality. As the program continued, it became apparent that Rayong would not be able to serve as leader and mentor to smaller municipalities struggling with financial management. Local elections were held and Mayor Suraphong was not re-elected. With the change in leadership, Rayong's commitment to provide guidance diminished. Lacking a mentor to assist other municipalities, USAEP and ICMA sought additional means to still provide assistance to municipalities burdened by increased responsibility but lacking the financial resources to make much needed change.

Support Local Finance Association

Again, Portland was uniquely able to assist in the development of this new component as Tim Grewe, Chief Administrative Officer, had served as President and long-time member of the Government Finance Officers Association. Through his affiliation, a partnership had grown between the GFOA and the local Thai Finance Officers Club (TFOC). A memorandum of understanding had been created to encourage interaction between members of GFOA and TFOC. The GFOA and TFOC were to attend annual meetings, to share research and published materials, and finally to assist TFOC to become a government recognized association.

This seemed a good foundation on which to provide support to municipal financial officers. The partnership was created to assist the still informal club in developing into a professional association for finance directors in Thailand. Such an association would serve as a platform for developing training programs and practices to standardize business practices and to assist financial officers to enhance their professional growth. The GFOA agreed to provide training and materials to support staff through the application process for association status, to build capacity as a national association, and to promote sound financial management practices. The partnership would strengthen the capacity of the LFOC and staff to provide training and assist municipalities with budget and financial processes that build on the Rayong experience. In addition, it would improve financial management with respect to: balanced budgets, maintaining adequate financial reserves, one-time revenues to fund one-time expenditures, and using measurements of affordability when considering new or increased revenues.

The Local Finance Officers Club was recognized by the central government as a national association to assist municipal finance officers. As an association, the LFOA wished to develop a training and certification program so that the association might better support its members' desire to constantly gain knowledge and expertise and to more efficiently manage the cities finances.

The association had developed a draft curriculum and training program to support certification of the financial officers. The draft proposal was submitted to Portland for their review and comments. Initial discussions provided for GFOA to assist in the development of the training curriculum and to ensure the professionalism of public financial officers through the development of a code of ethics, establishing financial policies, educational standards and how to operate an association. GFOA provided the association with a training catalogue so that it might identify courses of interest.

Unfortunately, this objective proved challenging as the Department of Local Administration (DOLA), part of the Ministry of the Interior, issued an administrative edict prohibiting Thai municipalities or other entities from developing their own training programs. The edict further directed that all such training would be done through the Khon Khan University. The University, at the direction of DOLA, was to develop a degree program for municipal professionals versus a certification program. Municipal governments in Thailand believe that this directive is in violation of the constitutional provisions that give greater autonomy to municipalities. Certain municipalities have filed suit to argue before the Thai courts system that training should be and is considered the authority of the local governments. While the case is pending, it makes little sense to continue investing in the development of the certification program with the TFOA.

Khon Kaen Capacity Building Quick Response Grant

The partnership is focused on environmental management and redevelopment but citizen participation and outreach has played an important role in creating an environment that is open and transparent. Citizen participation has gained national and local political significance in Thailand, and Municipal officials understand the need for greater inclusion and participation of the community. As a result of the CityLinks Program, the City of Khon Kaen desired to extend its leadership in the practice of citizen outreach and participation

throughout Thailand. The quick response grant funded through USAEP offered the partner cities the opportunity to develop a training curriculum and materials to allow Khon Kaen to share leading practices and knowledge with Thai municipalities who seek a greater role for the public and who understand that citizen participation ensures more transparent governance and better community results. For Khon Kaen, the methodologies and practices assisted the municipality to discuss the important issue of fees for services.

ICMA and the City of Portland utilized resource materials that discussed strategies to promote citizen involvement and community problem solving. The materials were translated into Thai and served as the foundation for the creation and implementation of the training curriculum and related materials to be presented in a tool kit form. The tool kit built on the methods and practices that Khon Kaen learned from the City of Portland, a leader in citizen outreach. Portland has long been recognized both nationally and internationally for its land use planning efforts that are based on intensive citizen participation and neighborhood involvement. Extensive citizen participation has become such a cultural norm for Portland, that virtually every community decision involves some form of citizen participation.

Using these resources, ICMA and the Cities of Portland and Khon Kaen designed and developed a course in citizen participation that will include a train the trainer manual or guide providing information about the content and presentation approach for each form of citizen participation, a worksheet to assist municipalities to identify the best form of participation for the community and the municipal activity, and role play exercises for each method. The role play method has proven extremely successful when used to assist the Cities of Chiang Mai, Khon Kaen and Phuket to better reach and engage their citizens.

The City of Portland trained Khon Kaen staff in the methods and practices needed for successful community outreach and involvement. Through the training, Khon Kaen staff came to better understand the community needs and perspective and will be able to better communicate the municipality's objectives and long-term goals. Through such training and assistance, Khon Kaen and other Thai municipalities will build community ownership and ensure that civic initiatives respond to public needs and desires. The Khon Kaen staff was also trained as trainers to work with other municipalities and to adapt the training curriculum to their experience.

Program Accomplishments

During the initial visit to Portland the consortium cities first learned of the importance of public participation and outreach. This initial meeting would serve as the foundation for all public reach efforts and would lay the groundwork for the quick response grant created to improve public participation at the local government level and to assist other municipalities to develop a methodology and approach to guide the decision-making process. The City of Portland has a long standing tradition of public participation in civic affairs. Portland officials understand that through public outreach a sense of public ownership is created. Essential to this sense of public ownership is the relationship between the government and citizens. Without this relationship and clear communication trust can be difficult.

The consortium cities were initially weary of a participatory process. The local officials were uncertain how to set reasonable expectations regarding the amount of influence to be granted to the public. Also, the desire to maintain the relationship and the public trust despite the need to make unpopular decisions created a sense of uncertainty. In addition, there was a sense that sustaining citizen interest and energy might prove difficult, especially complex and technical matters. There was a concern that the Thai officials lacked sufficient time to prepare their citizens for the new role.

However, the benefits of citizen participation are substantial. Citizen participation and outreach provides the municipality with the opportunity to respond to citizen expectations. Outcomes are more durable when citizens are invested in the process and end result. The public offers vast experience and knowledge that can be captured through open forums, task forces, or as volunteers.

The consortium cities learned that there are numerous tools and techniques that might be used to ensure public input. Depending on the desired outcome, a municipality might identify different means to foster public awareness. The open house provides an opportunity to share information using displays and informal presentations. A town hall meeting is an open forum where citizens may provide comments on a proposal or issue. A public hearing is an open invitation for citizens to provide comments on a proposal or issue to decision-makers, as part of a legally required process. A public workshop is a participatory session to inspire public brainstorming, priority-setting, and creative problem-

solving. Another example is a charette used when more intensive and participatory response is required or desired.

The cities realized that numerous approaches may be used to educate or reach their citizens. The municipality, in order to successfully conduct a participatory government, must fully explain the parameters, such as, national government mandates, budgetary limitations, and timeline. The public must understand what topics were open for discussion. In addition, the municipalities must show the public that their concerns and recommendations have been heard. It is important that the public participation campaign involves a variety of approaches to reach a broader audience.

The Thai officials increasingly became more comfortable with methods used to handle public meetings and encourage public participation. The Thai officials were assisted by Portland with planning, delivery, implementation, and post evaluation. Portland explained that the redevelopment and environmental projects would not be possible without public understanding and support.

The cities were asked to present the public meeting design to be used for both the development project and the environmental project. The Thai delegation was split between the two tracts; the development tract dealt with project management and aspects of delivery while the environmental tract focused on ratemaking and justification. The cities were asked to incorporate the different public meeting options, designs and procedures that were discussed on previous exchanges to Portland. The Portland team then offered a critique of the presentation and design and suggested improvements.

The Portland team used a role-playing exercise to demonstrate problem areas or challenges. The Portland presentation included many common mistakes and pitfalls. The Thai delegation was asked to comment on the presentation and offer suggestions to improve the public meeting, specifically, the delegation discussed ways that the presenter might better respond to citizen comments and questions. The Thai officials acted as concerned citizens. As a group, the cities critiqued each meeting and discussed revisions and next steps. The role playing exercises were an important element as many of the public meetings held thus far had been large formal functions where public debate was limited, if at all. The role play exercises offered different citizen participation models and allowed the delegation to feel confident about their presentation and meeting design. This exercise prepared the delegation for the next step-to conduct their actual public meeting. The cities

realized that to successfully implement the Development and Environmental projects, the cities must begin to seek input from their citizens and then use that input to make municipal decisions.

As the program progressed, the cities grew more confident with the different techniques. Initial steps involved large public meetings that were more formal in nature and limited in terms of public involvement. The cities continued to finalize conceptual plans with public support, resolve outstanding issues with individual property owners, and develop final cost estimates.

Chiang Mai

The City of Chiang Mai held its first public meeting to provide an opportunity to raise awareness of the challenges facing Thai municipalities and to provide examples of cities currently employing fee systems to 200 residents representing the public and private sectors, members from the community and educational institutions. Chiang Mai was still hesitant about introducing the discussion of fees for services. Future meetings were held to allow the municipality to address this pressing issue.

Following the meetings, the staff received much input from the participating citizens. In response to citizen concerns, the city agreed to redesign the activity to accommodate their recommendations. As a result, the city began each meeting with a summary of the previous meeting to ensure all citizens were engaged and aware of past discussions. The city has had to contend with the many agencies that are involved in the project development or who have responsibility for plan approval. The city of Portland suggested that Khon Kaen develop written agreements with each entity to provide a timeline and expectation for delivery.

Environmental Management – Fee Structure

While in Portland, the Thai cities had been given a rate model to assist the cities in developing a fee structure tied to solid waste management. Chiang Mai staff had difficulty implementing the rate model, but the municipality continued to collect data and was in the initial stages of developing a brochure, leaflet and other communication tools to explain the importance and benefits of a fee structure. Initially, Chiang Mai had decided to charge all

rate paying classes. As the program progressed, the focus shifted and like Khon Kaen, required fees from the commercial department stores and hotels during the initial phase.

The city prepared another public meeting to share information and to identify the cost of the fee and the criteria used to measure the rate structure. The Portland team helped the city to identify target stakeholders from the affected groups to develop a rate structure. A meeting was held to discuss environmental the issues facing Thailand and its impact on the city itself. During this meeting, the municipal officials explained that the city planned to develop and implement a wastewater fee. Chiang Mai created a study group to determine fair rates to be introduced in the near future.

Redevelopment Project– Ping Riverside Redevelopment Project

The City of Chiang Mai planned to revitalize the Mae Ping River. The revitalization involved landscape renovation, the creation of a pedestrian walkway, and public access to the river. As an initial step the city requested proposals from local architects to assist with the redevelopment of the river. Architects submitted their designs to the municipality and presented the designs to the community for their review. A design engineer was hired to revise the physical (architectural design) plans to incorporate citizen input and recommendations from past public meetings. The activity did not progress as far as originally hoped but did provide a good opportunity for the municipality to grow more confident in the citizen participation approach. Funding for this activity did not materialize so progress was difficult.

Khon Kaen

Environmental Management Project – Fee Structure

During the initial exchange, the consortium cities were introduced to rate sheets used to determine the fee for solid waste collection. Khon Kaen staff successfully completed the rate sheet and asked for additional assistance to deal with grants and related expenses. The worksheet was modified to include a line for city subsidies to rates and a sheet to identify typical monthly costs for different users. Khon Kaen planned to create a task force to educate citizens on the cost of sewage treatment and the need for a fee system.

Khon Kaen developed a long-term strategy to slowly phase in the payment of fees. The fee will initially be charged to large businesses, such as shopping centers and hotels.

The city met with 58 of the 77 largest businesses. In each case, the business agreed to pay the fee. Thus far, the City of Khon Kaen has conducted two public meetings and identified four potential rate classes for all users. The city decided to target the 55 largest users and obtained their agreement and support. In addition, Khon Kaen identified the basis for charging strength and flow and provided data explaining customer usage and the financial impact of implementing the rates/fees. Khon Kaen hoped to begin charging some users by the end of the program; unfortunately that process had not begun although the Mayor discussed rate worksheets and reports that would be required by the hotel group. Khon Kaen staff learned that a fee system involves not only who and how to charge but also the preparation of bills, collection of fees, and enforcement.

Redevelopment Project – Old Town Redevelopment

Khon Kaen wished to improve the economic vitality of the Rama Commercial District and thus increase tourism. This was to be achieved through an improved cityscape and a tree-lined walkway. Prior to holding the first meeting to discuss the redevelopment project, the mayor developed public displays of the program located throughout the city and requested input and recommendations from the public. In addition, Khon Kaen officials met with the Department of Treasury, the majority owner, to discuss opportunities for increased economic growth and enhanced tourism. Construction plans were developed with significant community involvement and input, but at the time of the symposium only one contractor had provided a bid. The city plans to re-bid in the near future. From this activity, Khon Kaen learned that public meetings should take on many forms depending on the topic and target audience.

Phuket

Environmental Management Project - Fee Structure

The City of Phuket hoped to identify the specific fees to be charged and to begin charging fees by the end of the program. Phuket officials asked the manager of the wastewater treatment plant to complete the rate worksheet. The Phuket model included all residential units and those not connected. Those users not connected made up 10% of the user population. However, progress was delayed leading up to and following the local government elections. Phuket planned to bill all rate classes and made impressive progress

in designing the municipal strategy. Phuket continued to make progress although some time was spent introducing the project, methods and practices to the newly elected mayor and staff. Phuket continued to conduct data analysis to better determine the correct rate structure and needs of the city. The City of Phuket held an initial meeting to discuss the need to charge fees. There was general consensus that those who contribute more or higher strength waste should pay higher fees. Following, the Tsunami this activity was again delayed although there is continued interest to pursue a fee system in the future.

Redevelopment Project – Bang Yai Canal Reclamation

The City of Phuket planned to beautify the Bang-Yai Canal and improve the surrounding areas while conserving the ecosystem. The goal was to beautify and increase the flow capacity of the Klong Bang Yai Canal and install public access points. There were significant accomplishments in this activity, such as the dredging of the lower section of the canal to improve flow, the construction of a new park that included and encouraged community gathering features, and multiple public meetings to discuss the project and to encourage the exchange of information and ideas. The activity has slowed following the destruction caused by the Tsunami.

Challenges

The program though successful did experience challenges that sometimes delayed program activities and progress. Local elections were held in early 2004 and caused minor delays. Local elections were held and in the case of Chiang Mai and Khon Kaen the previous mayors were re-elected and therefore support for the partnership remained strong. Activities in Phuket were delayed until the newly elected mayor could be confirmed. ICMA then worked with the newly elected mayor and staff to ensure their commitment to continue the work completed by their predecessors.

Other challenges were unexpected, such as the destruction caused by the December Tsunami. On December 26, 2004, the City of Phuket experienced the most devastating tsunami in recorded history. The tsunami was triggered by an earthquake of magnitude 9.0 on the Richter scale, off the coast of Sumatra, in the Indonesian Archipelago. Almost all the countries situated around the Bay of Bengal were affected. But by any measure, and in any context, the loss of life and property in Thailand was massive.

As a result of the destruction caused by the Tsunami, disaster recovery required that municipal resources for the project be redirected to support the citizens and rebuilding efforts. This further complicated the desire or will to implement a system of fees for services as many residents struggled to rebuild their businesses and their lives. Following the Tsunami—USAEP, ICMA, Portland and Phuket worked together to develop an activity to assist the city and its community to prepare and respond to future Tsunamis.

Emergency Response Training

Initial discussions included a public information center to educate citizens, to prepare against another Tsunami, and to provide information to the citizens explaining what should be done in an emergency. After much consideration, the implementing partners determined that training was the best form of assistance. The training was held in Phuket for 161 attendees from Phuket, the Phuket Provincial Administrative Office and sub district administrative office, NGOs, representatives from the Rajabhat University, community disaster volunteers and the Municipality of Patong. The two day session assisted the communities to be self sufficient and to assist local authorities to restore infrastructure and services. Day one discussed disaster awareness and planning prior to the event, during, and after the event. The second day discussed the impact of potential disasters on transportation, utilities, water and sewer systems, and structures. In addition, the training discussed critical response operations such as, damage assessments, command posts and field operations, public safety and medical surge operations. The session ended with critical repair operations to assist displaced communities, debris removal and infrastructure repair.

Sustainability

The CityLinks Program concluded with a lessons learned symposium highlighting accomplishments achieved in Chiang Mai, Khon Kaen, and Phuket. The symposium was attended by 160 participants that included: representatives from 42 municipalities, the Thailand Municipal League, and representatives from the City of Portland, ICMA and USAEP. The symposium provided opportunities for the three participant cities to discuss the following areas with neighboring municipalities and officials: the partnership approach to city management, lessons learned – the case of initiating waste water fees, the need to involve the public in municipal redevelopment projects identified by the three cities,

networking among municipalities – the challenges and benefits, and finally the public participation policy and the role of local government organizations.

The best practices symposium is an important aspect of the CityLinks Program as it provides an opportunity for municipal officials, NGO representatives, and community members to come together to exchange ideas, lessons learned and best practices. Unique to this program, the symposium was followed by a training of trainer’s workshop for interested municipal officials to better understand the need for citizen participation and outreach. A public participation workshop was held and attended by 38 people from 16 municipalities, the partner cities and staff identified as trainer of trainers and representatives from the City of Portland, ICMA and USAEP.

The training was designed and developed by the three cities and included examples from their experience used to illustrate the different techniques. The City of Khon Kaen served as overall coordinator for the training session. The session included mock training sessions showing the different techniques or methods used to engage the community: lecture, demonstrations, group discussions, and role play exercises. The session provided a citizen participation manual that was well-received by the participating municipalities. The manual was developed from materials and resources provided by ICMA and Portland and then adapted to address the political environment, regulations, and requirements of the municipalities. This session was very interactive and offered the attending municipal officials a glimpse of successful citizen participation techniques and tools.

Conclusion

The flexibility of the CityLinks Program enables international teams of local government practitioners to tailor specific responses to local needs. The CityLinks Program has proven to be an effective and pragmatic tool to share knowledge, provide technical assistance, and realize often-innovative solutions to the problems faced by cities in the developing world. Through the CityLinks Program true partnerships develop between the U.S. cities and the international community, often in the midst of seemingly impossible obstacles. It has been our experience that U.S. participants learn as much as their international partners about the meaning of democracy and the value of finding allies within and beyond the community. Elected officials, citizens, universities and colleges, and many

others offer their energy and experience to improve the ability of local government officials to provide for their citizens.

As is the case in Thailand, the accomplishments achieved through the CityLinks Program would not have been possible without the commitment, leadership and constant effort of all participating cities. The program has successfully disseminated information, local government models and practices, and expertise to the municipalities of Chiang Mai, Khon Kaen and Phuket to ensure a more transparent and participatory system of local governance.

This commitment to promote improved local governance worldwide is most apparent when reviewing the in-kind contribution collected on behalf of the program. Portland staff has committed an extraordinary amount of time to assist the consortium cities with citizen participation, environmental management, and the individual redevelopment projects. Their commitment equals \$91, 256 or 57% of the total program costs.

Over a period of two years, the program has achieved a great deal in terms of citizen participation. The cities now recognize that citizen participation is an essential component of local governance. Citizen participation was a core component for both the creation of a fee structure and in ensuring citizen support to revitalize Chiang Mai's Mae Ping River, improve the economic vitality of Khon Kaen's commercial district, and beautify Phuket's Bang Yai Canal. The program ends with a cadre of staff trained in citizen participation methods, tools and approaches that will be applied in the participating municipalities and in future municipalities where the staff may one day serve.

Despite difficulties in implementing the fee structure and redevelopment projects as central government support did not materialize, the lessons learned will assist the participating municipalities in future endeavors. Important steps have been taken in the creation of a fee structure. For example, the City of Khon Kaen has commitments from several of the largest hotels to pay a fee for the services received. The hotels now understand the principle of the polluter pays and agree to abide by that principle. The process may eventually be directed at all citizens as the municipalities continue to gain the public's trust.

ANNEXES

Timeline of Technical Exchanges:

First exchange: Chiang Mai, Khon Kaen, and Phuket, Thailand; June 23 – 27, 2003

Second Exchange: Portland, Oregon; September 8 – 12, 2003

Third Exchange: Portland, Oregon; June 5 – 13, 2004

Fourth Exchange: Chiang Mai, Khon Kaen, and Phuket, Thailand; November 23 – December 12,
2004

Quick Response Grant: Khon Kaen, Thailand; May 2 – 7, 2005

Fifth exchange: Bangkok, Thailand; September 7 – 17, 2005



**CITIES OF CHIANG MAI, KHON KAEN, AND PHUKET, THAILAND,
and CITY OF PORTLAND, OREGON, USA**

ACTION PLAN

The International City/County Management Association sponsors ICMA’s *CityLinks* Program, with funding provided by the United States Agency for International Development (USAID) and the United States-Asia Environmental Partnership Program (US-AEP). The goals for the *CityLinks Program* include strengthening municipal management, improving public service delivery, and encouraging democratic participation by their citizens.

The cities of Chiang Mai, Khon Kaen, Phuket and Portland have agreed to serve as partners over the next 24 months in the areas of developing plans, implementing improvements in downtown areas, and sustainable environmental protection through the implementation of prudent financial management. The partnership will assist the three Thai cities to develop mechanisms to increase collaboration between municipalities to address common issues.

The partnership will include and encourage links between a wide spectrum of citizens and community members, including educational institutions, non-governmental organizations (NGOs), and other public and private sectors of the community.

Each of the Thai cities has selected two projects to be included in the program. One will be a redevelopment project and the other will be a project of environmental management through good financial practices.

The general schedule of interactions is:

Thai cities to Portland September 2003	<ul style="list-style-type: none"> • Understand Portland experience • Learn about possible tools • Identify options for each project • Develop action plan
Portland to Thailand mid-December 2003	<ul style="list-style-type: none"> • Review progress of project planning and implementation • Observe public participation meetings • Review of specific development of tools to be used with the projects • Provide guidance and support • Revise or refine action plan
Thai cities to Portland July 2004	<ul style="list-style-type: none"> • Review implementation • Problem solve difficulties

	<ul style="list-style-type: none"> • Revise or refine action plan
Portland to Thailand December 2004	<ul style="list-style-type: none"> • Review progress of projects and their implementation • Observe Public participation meetings • Provide assistance and technical support • Revise or refine action plan
Portland to Thailand May 2005	<p>Best Practices conference</p> <ul style="list-style-type: none"> • Share the results of the partnership with other Thai cities through a case study that identifies lessons learned • Begin measuring results

In preparation for the Portland Trip to Thailand in December 2003, The Thai cities will prepare the following draft documents for review and collaboration with the Portland Team for each of the two projects.

Goal statement expressed in terms of community benefits. This will not be a list of physical improvements, but a statement of outcomes for the community.

Develop an Organizational Plan that defines the role and responsibilities of the Project Manager and Project Committee. This plan will identify levels of authority and responsibility, defining how committee members are selected and the role they collectively play in the project.

Develop a Communications Plan that will provide guidance to how information is shared. This must include internal City communications about the project as well as external communication with project stakeholders and the general public.

Develop the Public Participation Plan including types of public meetings, use of techniques, what types of advisory groups will be used and the roles and responsibilities of the groups and how members will be selected.

Prepare an Implementation Plan that describes the strategy for public involvement and getting community support, and a schedule for completing all tasks. This task includes identifying the key political messages used to support the initiative.

For the redevelopment project, prepare a Physical Development Plan that provides guidance to completing the design and construction of the project; including property acquisition, relocation plans, site preparation and development, and project design and construction.

For the environmental management project, complete the Rate Model Worksheet presented in Portland.

Plan one public involvement meeting for the Portland Team to participate in during the December 2003 visit.

The Thai cities have begun work on identifying these work products and the preliminary work products are attached as exhibits to this action plan.

Exhibit 1 – City of Chiang Mai Redevelopment Project

CITY OF CHIANG MAI
OUTLINE OF PROJECT PLAN
REDEVELOPMENT OF PING RIVER PROJECT

Vision Statement

Revitalize Mae Ping River to maximize public benefit.

Project Goals

9. Renovate the landscape on both sides of the riverbank
10. Create a pedestrian walkway and rest areas along the river
11. Prevent flooding by raising the low areas of the riverbank about one meter; this should be done in a way that is harmonious to the surrounding landscape
12. Convert the residential backyards to resemble the front yard
13. Utilize the regional traditions and customs such as the Loy Krathong and Songkran festivals as attraction to the river
14. Create public access to the river
15. Improve the ecology of the river by reducing wastewater discharge to the river, and enhance wildlife habitat
16. Create a win-win scenario for all involved parties

Proposed Process

4. Build support and acceptance of the project concept by the general public and the stakeholders
5. Use an open house method to inform the public and stakeholders of the project
6. Use charette to solicit input for the conceptual design

List of Stakeholders (by Category)

1. Property owners
2. River Ping's Conservative and Environmental Protection Association
3. Port Authority
4. Provincial Land Management Department
5. Environmental Promotion Department (North Regional Office)
6. Chiang Mai Police Headquarter
7. Chiang Mai Muang District
8. Chiang Mai Sub-Districts:
 - SanPisua
 - Padad
 - Nhonghoi

Steering Committee

- Mayor
- Representative from the business community (Chamber of Commerce, Tourism Authority)
- Representative from the residential property owners along the river
- Representative from the academia

- NGO's such as Friends of Ping River Club, YMCA
- Representative of participating agencies

Project Management Roles and Responsibilities (See attached organization chart)

The Project Manager, Mr. Vichai Kunarachatasakul, has the following responsibilities.

- Lead the preparation of project implementation plan
- Coordinate tasks
- Form necessary committees
- Administer the project in such a way as to attain the stated goals and objectives

The municipality selects appropriate staff from municipal departments with project responsibility, and determines willingness of the selected staff to serve on the project team. The four core committees that comprise the project team and their respective responsibilities are outlined below.

1. Information Management and Project Planning Committee

Responsible for preparing information and planning for the project, coordinating design tasks, organizing meetings, and preparing implementation plan. Committee is comprised of

- Director of Education (Lead Person)
- Planning and Policy Analyst
- Head of the Policy Analysis Section (Secretary of the Committee)

2. Design Evaluation Committee

Responsible for assessment and design of the physical aspect of the project, and for coordination with the Information Management and Project Planning Committee.

Committee is comprised of

- Head of Design Analysis Section (Lead Person)
- Engineer
- Architect
- Head of Planning Analysis Section
- Head of Design Section (Secretary of the Committee)

3. Public Participation Planning and Coordinating Committee

Responsible for

- Disseminating project information to the public and all participating agencies and officials. Create a plan that outlines the methodology for disseminating information.
 - Arranging a meeting that incorporates public participation according to plan
 - Coordinating tasks with the Information Management Committee and the Design Evaluation Committee

4. Financial Planning and Fund Raising Committee

Responsible for managing the financial aspects of the project, including budget preparation.

Communication Plan

- Communicate basic project information related to purpose, goals and expected benefits within the organization as well as through various mass media to participating agencies
- Keep all parties updated of the project progress on a regular basis
- Public relations outreach to include public participation as well

Physical Development Plan

- Outline a basic physical plan by analyzing economic, social, legal, landscape and projected benefits
- Prepare site plans/design taking into consideration the condition at each section of the river
- Revise the plan/design based on feedback from the citizens
- Finalize the plan/design
- Begin project construction phase

Financial Plan

Prepare a budget for project implementation as follow:

- Public relations estimated cost
- Public participation estimated cost
- Estimated construction cost by phase

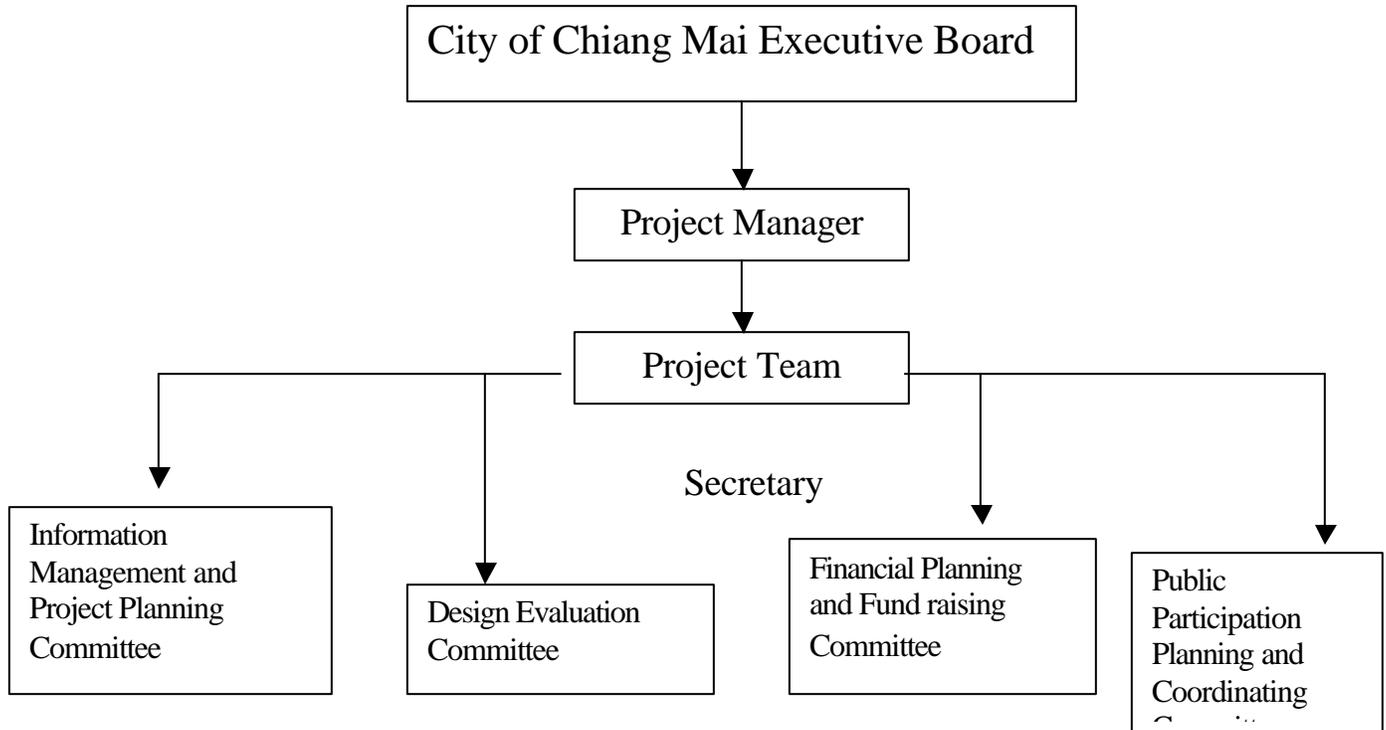
Public Involvement Plan

- Prepare and promote for public participation at a town hall meeting
- Schedule a charette for the public to provide input on the project design
- Coordinate the meetings and the documentation of public input in a report with the Information Management and Project Planning Committee, and the Design Evaluation Committee

Project Schedule

September 15 – 30, 2003	Appoint Project Manager and Project Team
October 1 – 31 st , 2003	Prepare a Conceptual Design
October 25 – November 10, 2003	First Town Hall meeting
November 11 – 30, 2003	Gather and document public input; revise design plan accordingly
December 1, 2003 – January 31, 2004	Prepare final design plan
February 1, 2004 – September 14, 2005	Implement project construction

Redevelopment of Ping River Project Project Management Organizational Structure



- Director of Education
- Planning and Policy Analyst
- Head of Policy Analysis Section
- Head of Design Analysis
- Engineer
- Architect

CITY OF PHUKET
OUTLINE OF PROJECT PLAN
BANG-YAI CANAL BEAUTIFICATION PROJECT

Vision Statement

To beautify Bang-Yai Canal and improve the surrounding areas while conserving eco-system and traditional architecture by using the public participation process.

Project Goals

1. Establish development plan for Bang-Yai Canal to reduce pollution
5. Establish development plan for Bang-Yai Canal to address flooding
6. Establish development plan for Bang-Yai Canal and adjacent areas to create new recreation areas by incorporating traditional architecture

Project Objectives

1. To establish development plan for Bang-Yai Canal Beautification Project by using public participation process in order to reduce pollution, address flooding issues and to create new recreation areas by incorporating traditional architecture.
6. Provide public education to raise public awareness of environmental issue
7. Utilize financial tools to change public and corporate behaviors in order to attain sustainable environmental protection of the canal

List of Stakeholders

- City of Phuket
- Vichit Subdistrict Administrative Office
- Rasada Subdistrict Administrative Office
- Katu Subdistrict Administrative Office
- Port Authority
- Fishermen Group
- Property Owners along the canal

Communication Plan – (Distribution of Message to the Public)

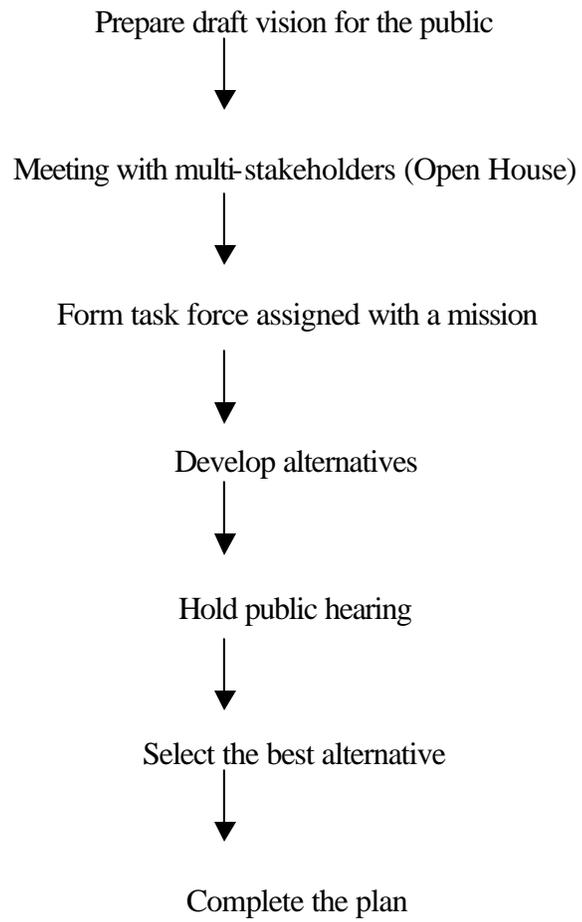
- Partnership with media organizations
- Print project stories in local magazines
- Mayor meet with media organizations
- Distribute flyers
- Radio Show: City Beautification Through Our Hands
- Radio Spots

Roles and Responsibilities

Project Manager:

- Develop project activities using Gantt chart
- Provide resources for project implementation
- Coordinate, monitor and evaluate the project
- Be spokesperson to the public

Proposed Process



CITY OF KHON KAEN
OUTLINE OF PROJECT PLAN
PEDESTRIAN WALKWAY PROJECT

Vision Statement

To improve the economic vitality of the commercial district and to promote tourism.

Project Goals

1. Improve the potential of the old commercial district
2. Improve the aesthetic value of cityscape by creating tree-lined pedestrian walkway
3. Increase the City's green space

Identified Stakeholders

Banks

Representative of the Central Government's Property Management Division

Property owners

Involved neighbors

Key Regulator

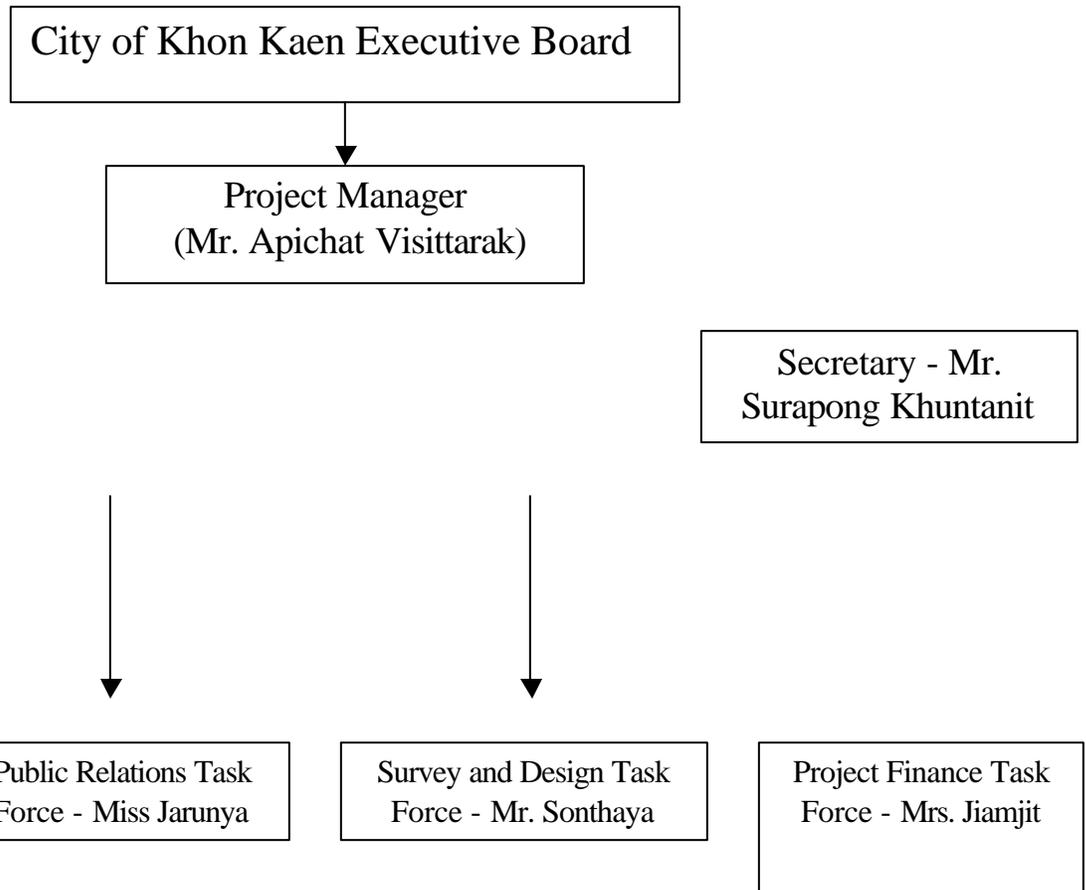
The Municipality of Khon Kaen

Proposed Process

1. Gather information on land in this commercial district, such as land ownership, land value, and parcel size
2. Conduct informal meeting with property owners to assess their level of support for the proposed project
3. Prepare a conceptual plan, providing several alternatives
4. Analyze the reasonableness and whether the project can be implemented based on the economic, social and environmental conditions
5. Present the conceptual plan to the People's Council and property owners to solicit their input
6. Revise the plan based on comments from the People's Council and property owners
7. Present the project proposal again to the People's Council and property owners
8. Revise the plan as necessary based on input from the People's Council and property owners
9. Prepare an action plan

Project Management Organizational Structure (see attached chart)

Khon Kaen Pedestrian Walkway Project Project Management Organizational Structure



It is recommended
that the City hires U of
Khon Kaen to lead and
staff this task force.

The remaining 3 committees will be comprised of city staff

PROJECT SCHEDULE: KHON KAEN PEDESTRIAN WALKWAY

		2003																
ITEM	DESCRIPTION	SEP				OCT				NOV				DEC				
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
1	REVIEW ALL DOCUMENT																	
2	FORM PROJECT TEAM																	
3	COLLECTING ALL NECESSARY DATA																	
4	1ST MEETING WITH STAKEHOLDER AND FORMING COMMITTEE																	
5	CONCEPTUAL DESIGN																	
6	COMMUNICATION PLAN																	
	6.1 DESIGN CONTEST(PUBLIC)																	
	6.2 PUBLIC RELATION																	
7	PORTLAND REPRESENTATIVE JOINT PUBLIC PARTICIPATION																	

CITY OF CHIANG MAI
OUTLINE OF PROJECT PLAN
ENVIRONMENTAL PROTECTION PROJECT

Goal Statement

To let the public be involved in environmental protection by being responsible for reducing pollution and accept some of the burden of the expense related to waste disposal and wastewater treatment and disposal.

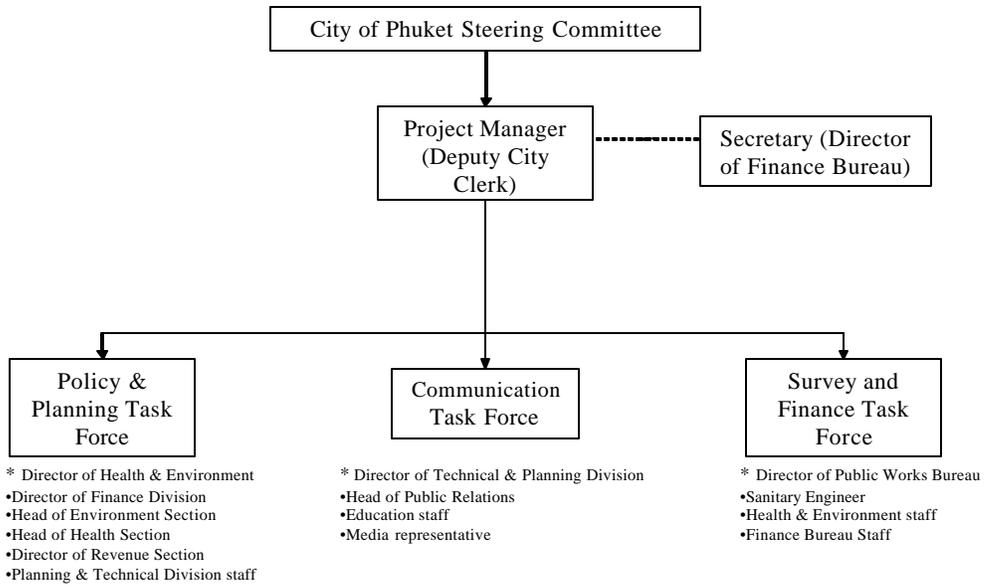
Project Organization

Project Manager: Director of Sanitary Division
Project Team: Head of Water Quality Section
Head of Solid Waste Disposal Section
Sanitary Engineer
Head of Revenue Section
Revenue Staff
Public Relations Staff

Proposed Project Steps

1. Appoint the project team
2. Review the results of the study conducted by the City of Chiang Mai which addressed rate making to help finance wastewater treatment. The study had discussed fixed rate service fees. As part of the review, an evaluation will be made of the potential for establishing equitable rates.
8. Expand the wastewater collection program to include more households in order to receive acceptance of the utility rate proposal
9. Implement public relations plan to inform citizens of the rate proposal and communicate project benefits to them
10. Conduct a meeting in a town hall style to inform citizens of basic project information such as goals, fee collection, service rates, process, etc.
11. Announce project information and keep the citizens updated through various channels of mass media
12. Establish regulations and procedures regarding collection of utility fee

Sustainable Environmental Protection Project Project Management Organizational Structure



*Note: * denotes task force leader*

**CITY OF PHUKET
OUTLINE OF PROJECT PLAN
SUSTAINABLE ENVIRONMENTAL PROTECTION USING FINANCIAL MANAGEMENT**

Vision Statement

To raise public awareness in order to attain sustainable environmental protection and make Phuket a livable city.

Project Goals

1. Improve the City's environment by reducing solid waste and sewage
2. Promote citizen's safety and health status by reducing environmental contamination arising from solid waste and polluted water
3. Create a sound economic environment
7. Utilize financial tools to change public and corporate behaviors in order to attain sustainable environmental protection

List of Stakeholders

- Public sector
- Private sector
- Business sector
- NGO's
- Institution
- Citizens of Phuket
- Community-Based Organizations (CBC)

Communication Plan – (Distribution of Message to the Public)

- Partnership with media organizations
- Print project stories in local magazines
- Mayor meet with media organizations
- Distribute Flyers
- Radio Show: City Beautification Through Our Hands
- Radio Spots

Roles and Responsibilities

Project Manager:

- Develop project activities using Gantt chart
- Provide resources for project implementation
- Coordinate, monitor and evaluate the project
- Be spokesperson to the public

Proposed Process

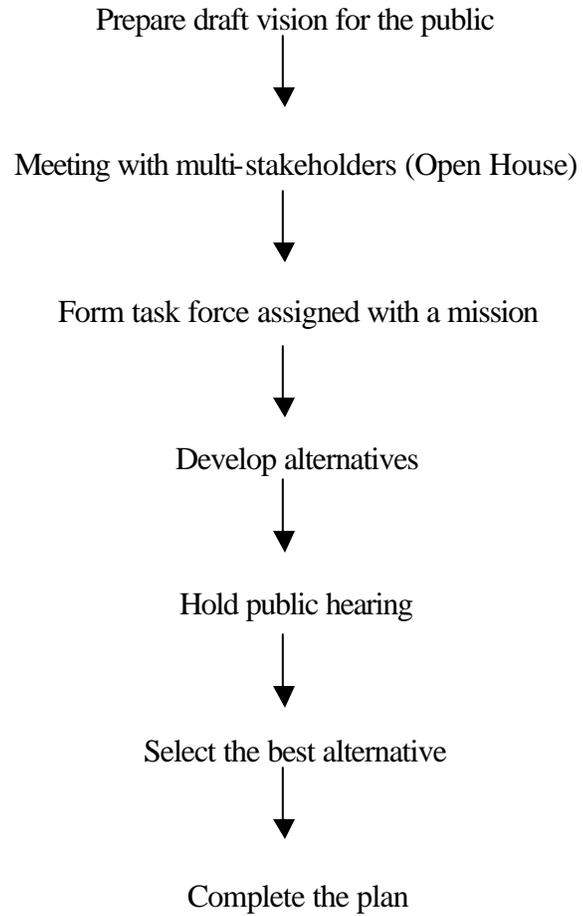


Exhibit 6 - City of Khon Kaen Environmental Management Project

CITY OF KHON KAEN
OUTLINE OF PROJECT PLAN
WASTEWATER MANAGEMENT PROJECT

Vision Statement

To achieve sustainable environmental protection for the municipality.

Project Goals

1. Improve the environment
2. Promote public safety and health
5. Improve the City of Khon Kaen's livability
6. Promote economic development

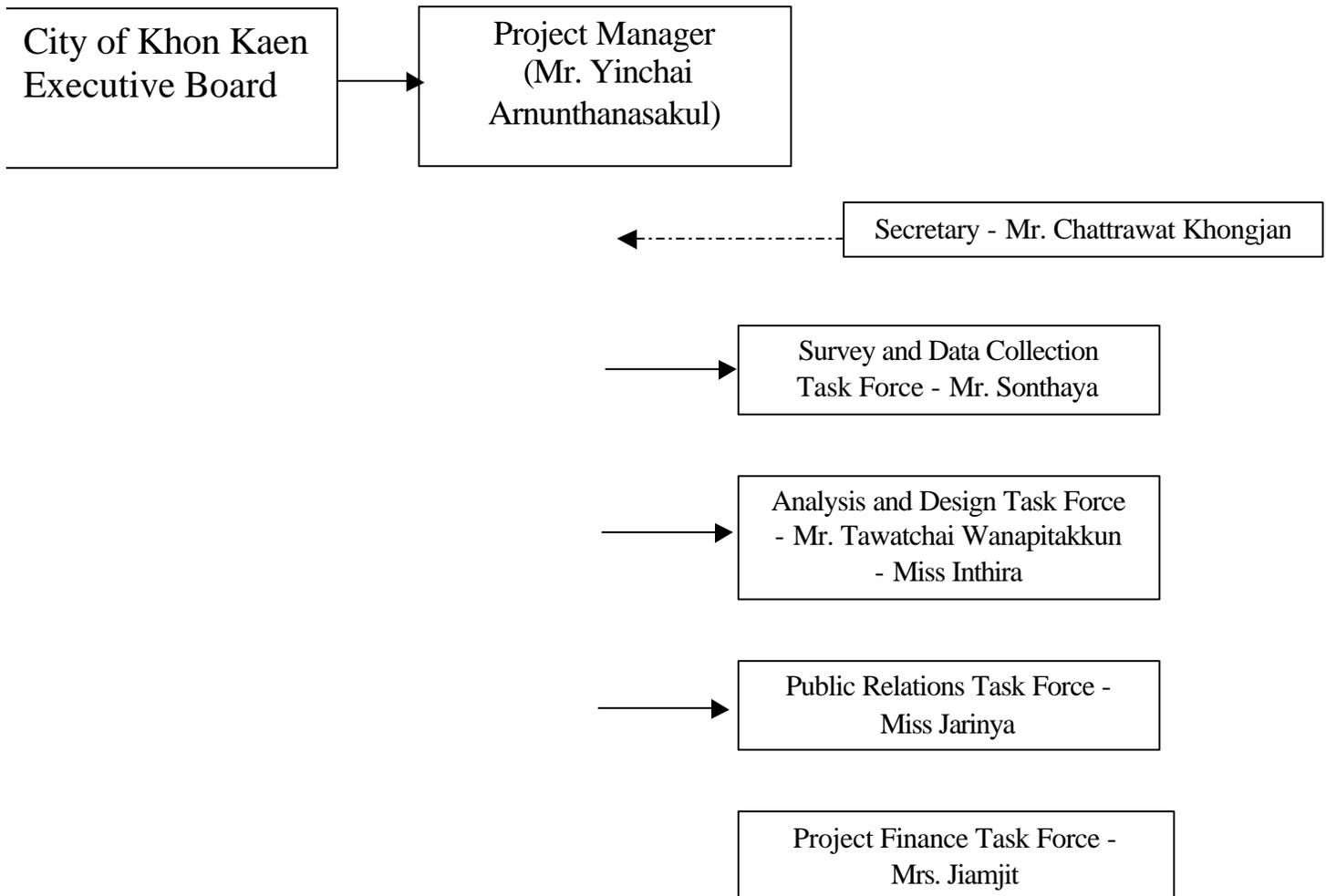
Identified Stakeholders

Key Regulators

Proposed Process

Project Management Organizational Structure

Khon Kaen Wastewater Management Project Project Management Organizational Structure



PROJECT SCHEDULE: KHON KAEN WASTEWATER MANAGEMENT PROJECT

		2003															
ITEM	DESCRIPTION	SEP				OCT				NOV				DEC			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
1	REVIEW ALL DOCUMENT																
2	FORM PROJECT TEAM																
3	COLLECTING ALL NECESSARY DATA FOR RATE-MAKING																
	Procedure (to be done by)																
	3.1 Municipality																
	3.2 Water Authority																
	3.3 Private Organization																
4	COMMUNICATION PLAN																
	4.1 External (Mass Media)																
	4.2 First meeting with stakeholders and form committee (service area)																
	4.3 Meeting with People Council																
	4.4 Public Relations																
7	PORTLAND REPRESENTATIVES JOIN PUBLIC PARTICIPATION EVENT																

Media Collected in Support of the CityLinks Thailand Program

Mini-video of Special - Emergency Preparedness training seminar by City of Portland officials
Special report for Andaman News TV11 PHUKET FOR 3 ANDAMAN

PROVINCES & FM90.5 Phuket 8.30am
Friday 16 October 2005

Yesterday and today, the Phuket City Municipality, led by Mayor Somjai Suwan - - Sopana and the United States Agency for International Development or USAID are arranging an Emergency Preparedness training seminar at the Merlin Hotel for local rescue volunteers, village leaders, and community members, together with Phuket City officials, given by their regular advisors in Municipal projects, the City of Portland from the United States. They have previously given advice on projects like the Bang Yai canal redevelopment. The Portland officials led by Ron Bergman, Director of its Bureau of General Services, told us about their training idea, following the tsunami disaster: "We came upon this idea for training to be prepared for emergencies, for people to take care of themselves, and the infrastructure with a day for officials to deal with emergencies."

The 2 Portland trainers, spoke in English to the interested audience of about 100 local people, who listened with simultaneous translations into Thai, as the American officials explained how they dealt with previous disasters, including floods in 1996, and nearby earthquakes, as it borders fault lines along the state of California.

Portland City is situated on the Columbia river, 125 kilometres from the Pacific ocean, but also only 104 kilometres from Palmer Glacier on Mount Hood, and the northern Rockies mountain ranges. The city has a population of about half a million people, and its officials have learnt to deal with and be prepared for different types of disasters, and gave advice to local people here on how to be prepared before, during and after disasters.

For example beforehand: having emergencies kits of food, water, torches, radio or TVs with batteries, and important ID documents ready all the time; planning with all the family including children where to meet, how to communicate and get shelter or evacuated; during say an earthquake following the motto 'drop, cover, hold' staying inside a building or car until the shaking ends; and after a disaster be prepared for 72 hours without utilities, get first aid, check for cracks and clean up dirty areas, or after a flood avoid power poles, bridges, or even tall trees that may collapse.

Most of the local audience, including brave rescue volunteers from charitable organisations, seemed to agree with the advice but also knew from experience of the tsunami, that transportation, communication and coordination were the most important, but solving problems of deforestation and fear of ghosts were some of the practical challenges still here.

However the Phuket City officials have chances to visit Portland City and continue exchanging ideas and advice as Ron Bergman explained: "On 2 different occasions they have seen projects,

public participation meetings, training & have done a very good job to bring those techniques to Phuket.”

Let’s hope the public and officials benefit from this exchange of ideas for Phuket City’s future.

***CityLinks* Partnership Allows Thailand to Benefit from Portland’s Community Outreach Efforts**

City officials in Portland know the value of actively seeking citizen participation in community decisions. And now, thanks to a volunteer partnership created by ICMA’s *CityLinks* program, city officials in Thailand know its value, as well.

The partnership between Portland and Chiang Mai, Khon Kaen, and Phuket, Thailand originally grew from the country’s need to foster and improve environmental management and redevelopment, as the country has struggled with urban growth and the challenges of such growth on the environment. Citizen participation and outreach played an important role in the environmental management and redevelopment training Portland officials shared with Thai cities Chiang Mai, Khon Kaen, and Phuket.

“Portland is known as a city that takes the time to build community consensus on an issue and then to actively engage community members in its efforts,” explains Ron Bergman, General Services Director for Portland and ICMA member. “That is something we really wanted to emphasize in our partnership with the three Thai cities.”

As partner and technical advisor, Portland’s staff offered their expertise in increasing the municipalities’ efforts to communicate with their citizens and to ensure that local government is conducted in a fair and transparent manner. As a result, the Thai cities but especially Khon Kaen staff learned to place more emphasis on their citizens’ perspectives, increased their understanding of their community’s concerns, and were able to more effectively communicate the municipality’s objectives and long-term goals. Now Khon Kaen wants to spread the word to other Thai municipalities, so that they too can build a sense of community ownership among their citizens and ensure that local initiatives respond to public needs.

To help them achieve this goal, the City of Portland offered training in citizen participation techniques, methodologies and practices to Chiang Mai, Khon Kaen and Phuket. From this training, Khon Kaen realized the importance and benefit of citizen participation and outreach and asked the City of Portland and ICMA to assist the city to become a national leader in this area and to train their staff to serve as trainer of trainers. The partnership between Portland and the three Thai cities ended with a Lessons Learned Symposium, to highlight the accomplishments achieved by the municipal partnership between Portland and the Thai cities. A highlight of the symposium included a one-day training session conducted by the participating Thai officials in the methods and practices needed for successful community outreach and involvement.

As a result of this partnership, Portland's practices are now serving as a model for fostering citizen engagement in Thailand. By sharing their experiences, Portland volunteers planted the seeds of understanding for community involvement, and local officials in the cities of Chiang Mai, Phuket and especially Khon Kaen. The Thai cities adapted what they learned to create a system uniquely suited to their own needs and culture.

Ron Bergman explains that during the partnership, he and his Portland colleagues weren't just giving away wisdom on effective government management to their Thai counterparts – they were gaining it, as well. "When you partner with another city to assist in its improvement, it really requires you to reflect on the best way you can do your own job back at home. The opportunity to meet and work with people who face similar challenges to those we work on everyday in Portland was an incredibly valuable experience."

SICK KLONG to be RESCUED

General News Date 22 Aug 2004 from Bangkok Post

Help coming soon to restore filthy canal to former pristine condition, where fish can live and children can safely play

Story by ACHATAYA CHUENNIRAN and NAUVARAT SUKSAMRAN

Klong Bang Yai, which runs through the heart of this southern tourist haven, was once a canal with clean and clear water populated with fish from the surrounding Andaman Sea. It also provided a shelter and docking area for the fishing community that was once a mainstay occupation here.

All that has changed.

Over the years, the canal has become shallow as a result of encroachment and dumping of wastewater by communities living on both its banks. Tin mining, which was once the dominant industry, has severely polluted the waterway.

"Phuket used to be very fertile. Fish were plentiful not only in the sea but also in Klong Bang Yai," said Pae Thian Lai, a Chinese man in his 60s, who owns one of the old-style fishing boats called kau jan, which were widely used by the Chinese in Phuket, but are now rare to find.

Somnuk Dilokwattanapong, 55, a long-time fisherman, said a group of local fishermen with some 50 kau jan boats used to dock their boats in the canal and sell their catch at Saphan Hin, a bridge at the canal's mouth.

"In the past, Klong Bang Yai was deep and clear, with white sand. But it became shallow and turned muddy as the mines discharged wastewater into the klong. People living along the canal dumped trash and wastewater making it filthy and even shallower," he said.

Adisak Akkarasinthawangkoon, vice-president of Phuket's environmental information centre, said problems concerning the canal included its polluted and smelly water in downtown Phuket, especially in the dry season. It also overflowed during heavy downpours due to wastewater discharged from communities.

But help is on the way.

The public and private sectors in this province are cooperating to revitalise the 20-kilometre-long canal through landscape development and environment protection projects.

The projects aims to bring back to life Phuket's only canal, which runs through downtown Phuket from Kathu Waterfall and flows to the sea. The projects are supported by the United States Agency for International Development (USAID) and the US-Asia Environmental Partnership (US-AEP).

The five-year Klong Bang Yai Development Plan was launched late last year, with two major projects _ canal development and landscape improvement project, and the sustainable environment protection project.

Brainstorming sessions were held on how to save the canal, which was facing alterations in its course in some areas, pollution by municipal wastewater and increased housing estates and chemical waste from rubber plantations, being threatened by deforestation, the accumulation of sediment and landfilling for road projects in watershed areas, and being encroached by riverside community residents in suburban areas.

Deputy governor Pongpao Ketthong, a member of the team which surveyed the canal for the development projects, said: "Klong Bang Yai is suffering from at least 30 diseases. So, there must be campaigns to encourage everyone to love and care for rivers and canals. Conscience is the most important thing since it's hard to bring Klong Bang Yai back to its former state of cleanliness without cooperation from communities, no matter how progressive the development projects are."

Prachum Suriya, head of the environmental unit of the Muang Phuket Municipality's engineering office, said a five-kilometre stretch of Klong Bang Yai was improved with a municipality budget and water pollution in the canal would be relieved as the municipality's wastewater treatment system would start operating soon. Kathu district also had a 300-million-baht waste water treatment project, he added.

Information from several public hearings led to a master plan for developing the canal and all parties concerned came up with proposals to build separate piers for tourists and other boats, build a floating market to promote tourism, build bicycle lanes and improve the landscape along the canal, promote organic farming along the stream, build reservoirs, and push for the dredging of the canal, the use of its water for tap water production and the development of the canal as a tourist attraction.

Viroj Phutong, lecturer of Phuket Community College and secretary of the centre, said the office was trying to instil conscientious environmental conservation in youngsters by training them to be canal protection volunteers so they could pass this knowledge on to their parents and other adults.

Boonchu, a 60-year-old fisherman who declined to give his surname, said the canal was one of Phuket's most important transportation routes in the past, with many boats carrying fruit and various goods, and boats carrying wood from nearby mangroves for use in mines, but all that has changed, with the sight of kau jan boats becoming rare and instead replaced by long-tailed boats and engine-equipped fishing trawlers.

"I want to see the beautiful and deep Bang Yai Canal with trees and flowers alongside and clear water with piers for small fishing boats so tourists can see us demonstrate fishing and the villagers can sell things and have their old lifestyle back," he added.