

**URBAN DEVELOPMENT  
STRATEGY  
AND  
CITY ASSISTANCE PROGRAM  
IN EAST ASIA**

**(CHINA, INDONESIA, THE PHILIPPINES, THAILAND, VIETNAM)**

**Draft Final Report**

**September 2000**

**Pacific Consultants International  
ALMEC Corporation  
Nikken Sekkei Ltd.**

# URBAN DEVELOPMENT STRATEGY AND CITY ASSISTANCE PROGRAM IN EAST ASIA

## Draft Final Report

### *Preface*

*This draft final report of the study, “Urban Development Strategy and City Assistance Program in East Asia,” is based on efforts of the World Bank staffs and the Consultant Team (Pacific Consultants International, ALMEC Corporation and Nikken Sekkei Ltd.), working on several meetings, workshops and seminars in China, Indonesia, the Philippines, Thailand and Vietnam from December 1998 to August 2000. This study is a component of the World Bank’s new approach to city development assistance called “City Development Strategies (CDS),” based on city’s initiative and leadership. The World Bank is testing this new approach in East and South Asia, and they are supported by the Government of Japan, the Ministry of Construction in particular. Urban Development Strategy and City Assistance Program in East Asia covers 11 cities in 5 countries, including China, Indonesia, Philippines, Thailand and Vietnam. This draft final report shows outcomes and achievements as the results of the CDS Exercise in five countries, and findings and recommendations for improvement of the CDS Process. Also it includes the draft City Development Strategy (CDS Plan) of the pilot case studies: 7 cities - San Fernando, Olongapo, Roxas, Sagay, Lapu Lapu, Dipolog and Dapitan - in the Philippines; Fuling in China; Bandung in Indonesia; Phitsanulok Municipality in Thailand; and Ho Chi Minh City in Vietnam.*

*September 2000*

*CDS East Asia Consultant Team*



**Location Map of the Cities involved in the CDS Exercise in East Asia**

Table A Summary of Basic City Data

		Philippines								Thailand	Vietnam	China	Indonesia Bandung		Bangladesh	
		San Fernando	Olongapo	Roxas	Sagay	Lapu Lapu	Dipolog	Dapitan	Phitsanulok	Ho Chi Minh	Fuling	Municipality	Regency	Dhaka	Khulna	
Population	Population (persons)	1990	84,949	193,327	103,171	112,700	146,104	79,887	59,046	77,454	-	-	2,058,122	-	8,600,000	921,360
		1995	91,943	179,754	118,715	128,374	177,917	90,777	63,702	89,576	-	-	1,813,271	32,192	8,600,000	-
		1998 <sup>1)</sup>	96,400	229,427	128,464	137,016	212,590	98,015	66,672	90,381	5,096,487	1,092,200	1,816,552	3,557,665	9,500,000	177,160
	Population Growth (%)	1990-1998 <sup>2)</sup>	1.6%	2.1%	2.8%	2.5%	4.8%	2.6%	1.5%	1.9%	2.3%	0.7%	0.0%	3.4%	6.0%	3.5%
	Urban Area Population 1995 <sup>3)</sup>	Population (persons)	67,913	229,427	53,384	49,312	212,590	32,280	54,242	89,576	3,611,701	237,000	1,816,552	19,265	-	847,580
		Share (%)	73.9%	100.0%	45.0%	38.4%	100.0%	32.9%	85.1%	100.0%	70.9%	21.7%	100.0%	54.2%	-	72.0%
	Population Density	1998 (pers./ha.)	9.2	1240.1	12.6	4.1	30.0	7.2	2.3	49.5	24.3	-	109.0	12.0	170.0	6504.0
		Urban 1995 (pers./ha.) <sup>3)</sup>	23.3	12.4	29.9	11.2	30.0	6.2	138.0	49.5	257.4	-	109.0	26.0	70.0	18424.0
	Migration (persons) <sup>4)</sup>	In-Migration	4,558	N.A.	4,721	1,574	26,688	5,231	-	7,560	-	-	12	-	-	4,856
Out-Migration		N.A.	N.A.	N.A.	N.A.	2,669	N.A.	N.A.	11,276	-	-	10	-	-	-	
Households <sup>5)</sup>	Household	18,469	38,908	22,822	24,641	35,686	17,972	11,935	26,905	-	62000 (urban area)	384,991	832,030	1,800,000	151,354.0	
	Average Household Size (persons/Household)	5.0	4.6	5.2	5.6	5.4	5.5	5.3	3.4	-	3.82(Urban area)	5.0	4.0	5.3	5.6	
Land and Land Use	Municipal Land Area (km <sup>2</sup> )		105.3	185.0	102.0	330.3	64.2	136.3	295.2	18.3	2093.7	2946.0	167.3	3092.1	-	46.0
	Urbanized Area <sup>6)</sup>	(km <sup>2</sup> )	29.2	23.5	17.8	44.1	64.2	52.0	3.9	18.3	140.3	11.1	167.3	739.2	-	42.0
		Share (%)	27.7%	12.7%	17.5%	13.3%	100.0%	38.2%	1.3%	100.0%	6.7%	0.4%	100.0%	23.9%	-	91.3%
Economy	GRDP (US\$ millions) 1998 <sup>7)</sup>	(US\$ millions)	-	-	-	-	-	-	-	-	4,729	722	1,008	1,124	-	333
		per capita (US\$)	-	-	-	-	-	-	-	-	928	663	555	316	-	283
	GRDP by Sector (%) 1997	Primary	-	-	-	-	-	-	-	-	2.9%	15.7%	0.3%	12.2%	-	-
		Secondary	-	-	-	-	-	-	-	-	40.4%	46.7%	35.5%	71.3%	-	-
		Tertiary	-	-	-	-	-	-	-	-	56.7%	37.6%	64.2%	16.5%	-	-
	Distribution Ratio of Labor Force by Sector 1995	Primary	58.0%	3.0%	22.0%	83.0%	-	27.9%	-	-	-	59.0%	-	55.1%	-	-
		Secondary	17.0%	23.0%	12.0%	3.0%	-	11.2%	-	-	-	18.0%	-	11.0%	-	53.0%
Tertiary		21.0%	74.0%	66.0%	14.0%	-	60.9%	-	-	-	23.0%	-	33.9%	-	47.0%	
Socio-Economic	Households Below Poverty Line (%)		-	N.A.	80.0%	-	-	-	-	-	-	-	1.4%	0.9%	55.0%	28.0%
	Squatter (% of Household) <sup>8)</sup>		2.3%	0.5%	45.0%	-	-	-	-	18.8%	-	-	46.2%	-	35.0%	-
	Hospital Beds (per 1000 persons) <sup>9)</sup>		4.3	0.5	2.7	9.3	0.2	2.0	1.1	-	3.0	-	-	0.3	-	0.2
	Birth Rate 1998 (per 1000 persons) <sup>10)</sup>		30.0	27.7	25.4	13.2	20.0	23.1	38.8	63.2	-	-	3.0	5.0	-	19.0
	Mortality Rate 1998 (per 1000 persons) <sup>10)</sup>		5.0	5.0	6.1	4.9	4.2	6.9	4.7	7.4	-	-	3.0	3.0	-	6.50
	Child mortality 1998 (per 1000 persons) <sup>10)</sup>		3.7	11.9	15.3	14.7	14.5	75.0	13.7	2.0	-	-	0.2	49.0	-	50.0
	Children per School Classroom (Number) <sup>11)</sup>		84.0	-	-	40.0	-	-	-	-	41.0	-	38.0	38.0	-	36.0
	Crime rate per 1000 Population <sup>12)</sup>	Murder (Number)	0.03	-	0.05	0.09	0.08	0.15	-	-	0.03	-	1.00	-	-	11.00
		Theft (Number)	0.16	-	-	0.60	0.12	0.46	-	-	1.44	-	1.00	-	-	33.00

Note: <sup>1)</sup> Population 1998: Phitsanulok: 1996 data, Dhaka: 1999 data, Bandung: 1997, Khulna: estimation

<sup>2)</sup> Population Growth 1995-1998: Phitsanulok: 1995-1996 P.G., Dhaka: 1990-1999 P.G., Bandung: 1993-1997 P.G.

<sup>3)</sup> Urban Population 1995, Urban Population Density 1995: Ho Chi Minh: 1998, Bandung: 1997

<sup>4)</sup> In- and Out-Migration: San Fernando: 1995, Roxas and Sagay: 1990, Phitsanulok: 1996, Bandung: 1997

<sup>5)</sup> Household: San Fernando, Dapitan: 1995, Roxas 1998, Phitsanulok 1996, Bandung 1997

<sup>6)</sup> Urbanized Area: Olongapo: 1997, San Fernando, Roxas, Sagay and Dapitan: Uncertain of the year, Bandung: 1997

<sup>7)</sup> GRDP 1998: Bandung 1996

<sup>8)</sup> Squatter: Uncertain of the year, Bandung: 1997

<sup>9)</sup> Hospital Beds: San Fernando: 1997, Others: Uncertain of the year

<sup>12)</sup> Crime Rate: San Fernando, Sagay, Ho Chi Minh: 1998, Roxas: 1997

<sup>10)</sup> Birth Rate, Mortality Rate: Phitsanulok: 1996

<sup>11)</sup> Children per school classroom (no): San Data of Philippine's Cities are of elementary school and of Ho Chi Min is of Grade School. San Fernando, Sagay: 1996/97, Ho Chi Minh: 1998

Table A Summary of Basic City Data

		Philippines							Thailand	Vietnam	China	Indonesia Bandung		Bangladesh			
		San Fernando	Olongapo	Roxas	Sagay	Lapu Lapu	Dipolog	Dapitan	Phitsanulok	Ho Chi Minh	Fuling	Municipality	Regency	Dhaka	Khulna		
Infrastructure	Household Connection level (%)	Piped Water Supply <sup>13)</sup>	35.9%	80.0%	35.6%	41.6%	5.5%	26.0%	12.4%	-	96.7%	75.0%	52.0%	7.6%	-	32.0%	
		Sewerage	None	None	None	None	None	None	None	-	-	-	30.0%	41.5%	-	N. A.	
		Electricity <sup>14)</sup>	97.7%	90.0%	48.0%	26.0%	93.0%	64.0%	30.7%	-	99.7%	100.0%	-	-	-	81.0%	
	Water Consumption (cum/day) <sup>13)</sup>	(cum/day)	8,559.0	47,040.0	-	-	-	-	4,147.2	24,819.0	-	-	80,000.0	105,434.0	21,414.0	-	3,553.0
		per capita (l/day/person)	259.0	388.5	-	-	-	-	-	306.0	-	-	171.0	98.0	-	-	0.0030
Environment	Solid Waste Collection Amount <sup>15)</sup>	(m <sup>3</sup> /day)	114.7	70.0	120.0	45-55* (ton/day)	500.0	140.0	19.0	127.1 (ton/day)	-	210 (ton/day)	7,775.0	350.0	-	-	
		(m <sup>3</sup> /day/1000 person)	1.2	0.4	0.9	0.3-0.4(ton/day)	2.35	1.43	0.3	1.4 (ton/day)	-	0.88(ton/day)	4.3	0.1	-	-	
	Waste Water Treatment System	None	None	None		None	None	None	-	-	None	1	3	-	None		
	House Without Sanitary Facilities (% of Household) <sup>16)</sup>	0.2%	1.6%	1.7%	12.6%	-	8.3%	10.0%	-	-	-	-	-	-	-	52.0%	
Transport	Length of Urban Roads (km) <sup>17)</sup>		185.5	151.7	139.8	347.0	114.2	226.0	310.7	168.0	728.0	71.0	904,238.0	3,199.0	2,231.3	377.0	
	Road Density (km/km <sup>2</sup> ) <sup>17)</sup>		1.8	0.8	1.4	1.1	1.8	1.7	1.1	9.2	5.8	6.4	5,405.0	1.0	-	8.2	
	Length of Railways (km)		None	None	-	21.0	None	None	None	-	-	-	-	100.0	-	9.0	
	Registered Vehicles <sup>18)</sup>	Passenger Cars	2,888	2,397	813	437	3,078	262	75	11,611	-	7,000-9,000 (Urban area)	117,186	10,012	-	-	
		MC/TC	8,443	1,867	9,486	5,973	10,774	8,811	609	183,432	-	-	40,773	16,531	-	-	
		Total	20,921	13,257	15,713	10,842	20,779	12,561	2,260	238,292	-	-	409,520	26,549	-	-	
	Automobile Ownership (cars/1000 pop.) <sup>18)</sup>		30	10	6	3	14	3	1	128	8	-	189	5	-	-	
	Traffic Accidents (/1,000 veh) <sup>19)</sup>		1.7	512.7	25.1	20.2	-	23.7	32.7	-	-	-	0.9	-	-	-	
	Port		Sea Port	Sea Port	Sea Port	Sea Port	Sea Port	Under Construction	Sea Port	None	River Port	-	None	None	-	1	
Airport								-			-		None		None		
Local Government <sup>20)</sup>	Annual LG revenue per capita 1998 (US\$/pers)		19.1	106.3	34.8	39.2	36.6	42.0	65.4	117.1	61.5	43.9	4.5	10.8	-	8.0	
	Major Sources of LG income 1998 (%)	Taxes	38.0%	10.6%	19.4%	4.8%	32.8%	4.4%	3.4%	43.1%	9.1%	-	48.9%	7.7%	-	-	
		User Charges	24.5%	58.1%	9.0%	1.4%	20.7%	17.9%	0.0%	2.4%		-	39.5%	0.2%	-	-	
		Other Own	-	-	-	1.7%	-	-	3.7%	4.6%	4.9%	-	0.1%	12.8%	-	-	
		Transfers (Subsidy)	37.5%	31.3%	71.6%	91.0%	46.6%	77.7%	92.8%	35.8%	13.8%	-	-	-	-	-	
		Borrowing	-	-	-	0.0%	-	-	0.0%	8.2%	-	-	-	-	-	-	
		Others	-	-	-	1.0%	-	-	0.0%	6.0%	72.2%	-	11.4%	11.4%	-	-	
	Annual LG Capital Expenditure 1998 (US\$/pers)		26.6	62.4	30.0	10.7	35.6	37.1	71.8	108.6	60.9	73.3	-	7.0	-	31.0	
LG Employees 1998 (/1000 pop.)		5.8	6.5	9.0	6.9	5.6	6.2	8.9	7.8	-	-	75.0	8.0	-	-		

Note: <sup>13)</sup> Piped Water Supply: San Fernando: 1996, Dipolog, Lapu Lapu & Dapitan: Uncertain of the year Roxas: 1997, Ho Chi Minh: 1998, Bandung: 1997

<sup>14)</sup> Electricity: San Fernando, Ho Chi Minh: 1998, Roxas: 1995, Bandung: 1997

<sup>15)</sup> Solid Waste Collection Amount: San Fernando: Uncertain of the year, Olongapo, Roxas: 1997, Sagay, Dapitan: 1998, Bandung: 1997

<sup>16)</sup> Without Sanitary Facilities: San Fernando: 1990, Roxas, Sagay: 1998, Bandung: 1997

Source: Philippines: San Fernando, Olongapo, Roxas, Lapu Lapu, Dipolog, Dapitan,

Thailand: Phitsanulok, Viet Nam: Ho Chi Minh Statistical Yearbook, Indonesia: Population Census 1990, 1995

<sup>17)</sup> Length of Urban Road, Road Density: San Fernando, Ho Chi Minh: 1998, Others: Uncertain of the year

<sup>18)</sup> Registered Vehicles, Automobile ownership: San Fernando: 1998, Olongapo: 1998, Roxas, Sagay: 1997, Dapitan: Uncertain of the year, Phitsanulok: 1997

<sup>19)</sup> Traffic Accidents: San Fernando, Sagay: 1998, Roxas, Dapitan: 1997

<sup>20)</sup> Local Government: 7 Cities in Philippines : 1997

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# URBAN DEVELOPMENT STRATEGY AND CITY ASSISTANCE PROGRAM IN EAST ASIA

## Draft Final Report

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## **DRAFT CDS PLAN**

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Bandung, Indonesia .....	Bandung	- 1
Dapitan, Philippines .....	Dapitan	- 1
Dipolog, Philippines .....	Dipolog	- 1
Lapu Lapu, Philippines.....	Lapu Lapu	- 1
Olongapo, Philippines.....	Olongapo	- 1
Roxas, Philippines .....	Roxas	- 1
Sagay, Philippines .....	Sagay	- 1
San Fernando, Philippines.....	San Fernando	- 1
Phitsanulok, Thailand .....	Phitsanulok	- 1
Ho Chi Minh, Vietnam .....	Ho Chi Minh	- 1

## **URBAN KARTE**

Urban Karte of the Seven Cities in the Philippines
City Profile Karte
City Baseline Karte
City Strategic Karte



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## Abbreviation

ADB	Asian development Bank
CDS	City Development Strategy
CIP	City Investment Proposal
JICA	Japan International Cooperation Agency
MOC	Ministry of Construction, Japan
UNCHS	United Nations Center for Human Settlements
UNDP	United Nations Development Program
USAID	United States Agency for International Development
WHO	World Health Organization

### Indonesia

BAPPEDA	Local Government Planning Agency
DPRO	Local Legislative Assembly
ITB	Institute of Technology, Bandung
RAPBD	Annual Programs/Projects Development Budget

### The Philippines

CPCO	City Planning and Development Office
DILG	Department of the Interior and Local Government
LGU	Local Government Unit
NEDA	National Economic Development Authority
PDT	Philippine-dedicated Team of CDS East Asia Consultant Team

### Thailand

NESDB	National Economic and Social Development Board
TAO	Tambon (district) Administration Organization

### Vietnam

CAO	Chief Architect Office, Ho Chi Minh City
DPI	Department of Planning and Investment, Ho Chi Minh City
DTPW	Department of Transportation and Public Works, Ho Chi Minh City
IER	Institute for Economic Research, Ho Chi Minh City
PCHCMC	People's Committee of Ho Chi Minh City
UPI	Urban Planning Institute, Ho Chi Minh City

## Chapter 1      OVERVIEW OF CDS IN EAST ASIA

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### 1.1 Introduction

Urban problems of cities in developing countries are the most challenging issues on its development agenda. Cities are developing in fundamental ways and once shape has taken hold, they cannot be easily changed. However, in order to develop into “successful cities,” the participation of the entire development community is needed to get a consensus on policies and institutional approaches that offer sustainable solutions.

The World Bank is currently holding a series of learning events associated with the preparation of a City Development Strategy (CDS). The CDS is organized with four (4) main themes, as follows:

- Livability** : What should be done to make the cities more livable?
- Bankability** : What should be done to make the cities more bankable or financially sustainable?
- Competitiveness** : How should the cities be more competitive in the global economy?
- Good Governance**: How can the management capability of cities be developed?

The principal aim of the CDS, therefore, is to seek practical solutions at the local level for the above questions, in order :

- (1) to respond to acute problems in the urban sector in the selected cities,
- (2) to formulate a city development strategy and city assistance program for each selected city, based on medium and long-term perspectives; and
- (3) to improve urban planning and management capabilities of the local government by efficient utilization of available resources.

As the result of the CDS exercise, it is expected that a long-term partnership with the cities and donors will be built at such a level that the assistance program can be effectively and sustainably implemented and managed by the selected cities.

The model cities were selected, taking into account: 1) strong will of local leaders to take part in the CDS exercise; 2) seriousness of planning issues on city development at the local level and 3) suggestions from the central governments. The selected cities are:

China	: Fuling
Indonesia	: Two local autonomies of Kotamadya Bandung and Kabupaten Bandung
Philippines	: Seven cities including San Fernando, Olongapo, Roxas, Sagay, Lapu-lapu, Dipolog and Dapitan
Thailand	: Phitsanulok Municipality
Vietnam	: Ho Chi Minh City

## **1.2 Methodologies and Approaches**

The CDS exercise emphasizes a “stakeholder participatory approach” in the planning process to meet the above objectives. This means that the planning process should be transparent and that projects/programs should be proposed based on a consensus among stakeholders at the local level in order to keep the sustainability of their implementation.

Recognizing this, the work of the CDS has included the following tasks:

- (1) to collect data/information necessary for rational city planning, and analyze urban development issues by using a diagnostic methodology (so-called “Urban Karte”);
- (2) to identify city development issues, then formulate medium- and long-term city development strategies for each selected city through a participatory approach;
- (3) to have a mutual learning opportunity through a regional seminar to be held in Japan which is supported by the Government of Japan;
- (4) to formulate a city assistance program as a basis of the Bank’s lending operation strategy for city development; and
- (5) to disseminate the experiences of the exercise through a national workshop in each selected country in East Asia.

In order to conduct the CDS exercise, the following methodological concepts are taken into account.

### **(1) Local Initiatives**

This CDS exercise starts with visioning future development by the participating cities themselves under a participatory approach with involvement of stakeholders. Such local initiatives are a basic underlying concept of the CDS exercise in a sense to facilitate the local ownership of the plans.

### **(2) Rationalization of Planning Process**

The Consultant Team will guide city planning staff towards making the planning process rational in terms of data analysis and resource assessment, future socioeconomic framework building, project

programming and prioritization, formulation of city investment program for the implementation of proposed projects/programs and institutional arrangement. As a tool for this purpose, "Urban Karte" will be depicted. The decision-making groups are also requested to participate in the planning process to endorse and/or commit policy directions being discussed.

**(3) Feedback System from the Consultant Team**

In the course of the exercise, the Consultant Team will provide all city personnel with planning expertise and know-how through feedback channels such as a series of workshop and individual consultation meetings. This is a sort of capability-building to strengthen the planning capability of city personnel concerned.

**(4) Formulation of Comprehensive and Long-term Assistance Programs**

The ultimate goal of the CDS exercise is to formulate comprehensive and long-term assistance programs to be rendered by the World Bank and the other donors in collaboration with the participating cities, which shall be derived from the city development strategies they themselves initiated. The programs proposed need to be officially committed by the cities for assurance of policy coherency on a long-term basis.

**(5) Demonstration and Dissemination of the Outcomes**

The participating cities in this CDS exercise are requested to demonstrate the outcomes at a regional seminar (held in Japan in July 1999), and at a country seminar (held in October through November 1999). The former seminar serves as a venue to exchange experiences of other countries, while the latter is to disseminate the unique approaches and outcomes derived from this CDS exercise to other cities for further duplication.

Figure 1.1 and Figure 1.2 show the process and a basic skeleton for conduct of the CDS exercise. Two streams of planning works are to be facilitated: the work to be rendered by the participating city; and the work to be performed by the Consultant Team. Important is the interactive activity between both works which provides a feedback mechanism in the planning process. The Team recognizes that such interactive activities themselves shall contribute to capability building for the planning administration.

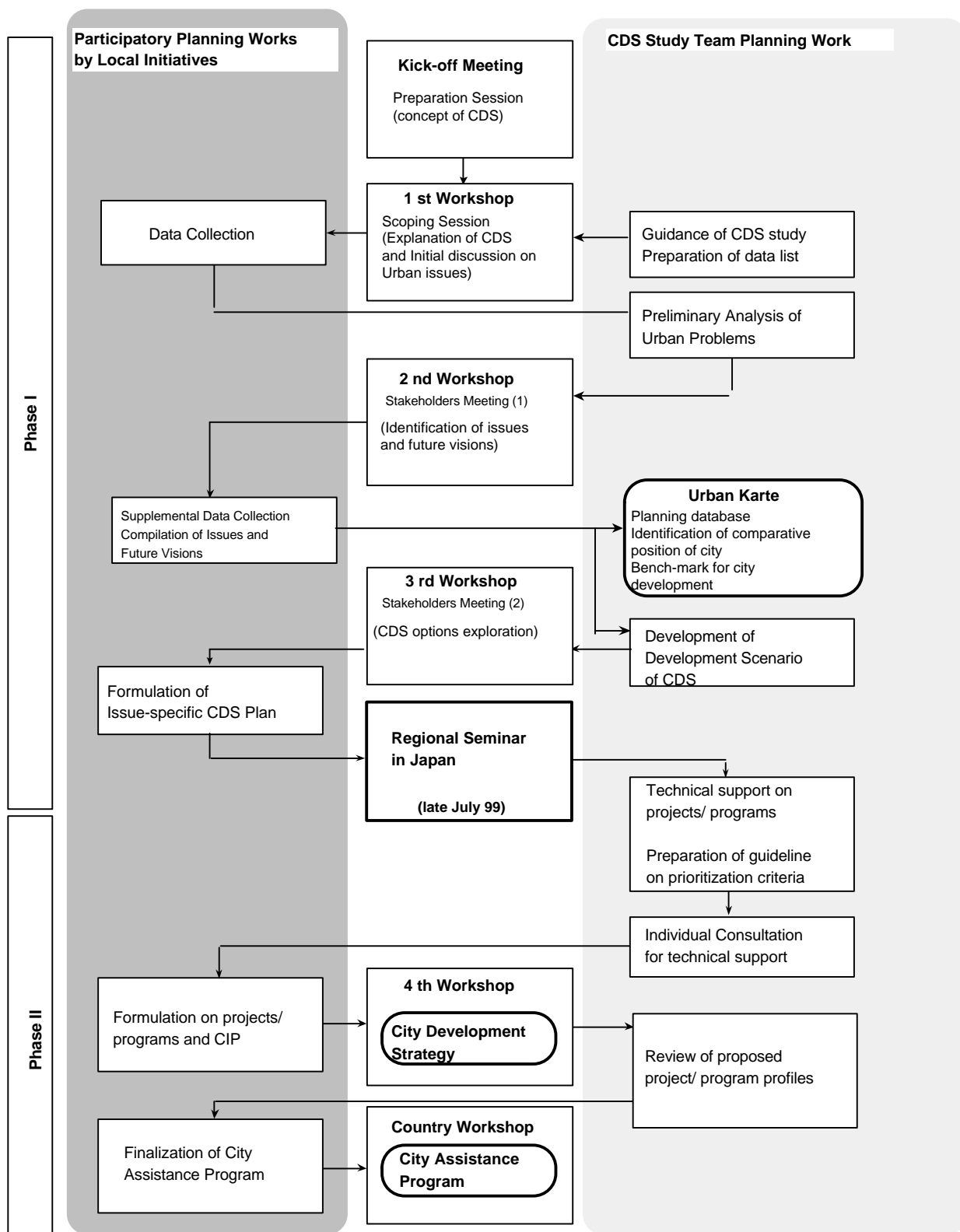


Figure 1.1 Basic Concept of the CDS Exercise Process

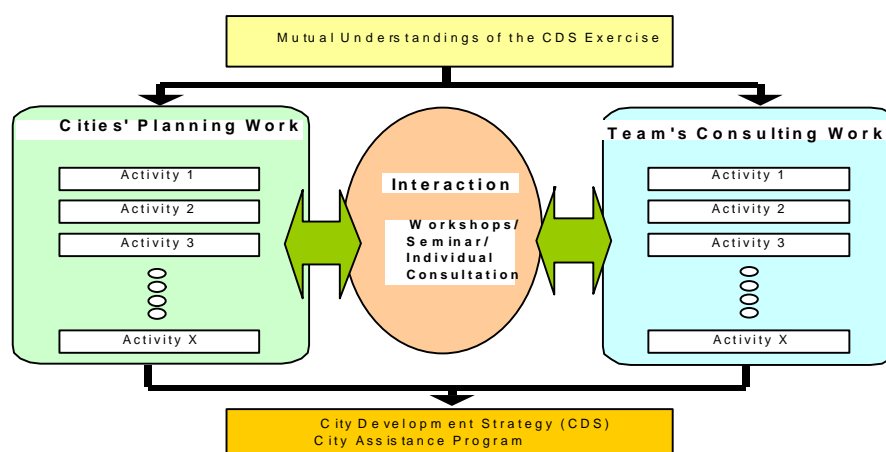


Figure 1.2 A Basic Skeleton for Conduct of the CDS Exercise

### 1.3 Characteristics of the CDS Exercise in Five Countries

#### 1.3.1 Background of the Five Countries

The methodology and expected outputs, or focal issues in the CDS exercise are varied, depending on the situation of each country. For example, if a city does not have the autonomy to utilize and collect local tax and other incomes, then local initiatives and sense of ownership are not encouraged. Additionally, if a community has no experience to be involved in public policy formulation, it is difficult to promote participatory planning at the first stage. Since the CDS exercise is a challenging process, it is important to clarify what the CDS can do and what the CDS can not do in the selected countries. Table 1.1 presents CDS key words and the factors necessary as preconditions to promote CDS concepts . It is reiterated that the outcome of the table depends on each country’s situation, which provides more information on external framework, such as decentralization process, rather than city characteristics.

Table 1.1 Relation between CDS Key Words and Influential Factors

Factors CDS Key Words	National Level					City Level	
	Progress of Decentralization		Community Activity, NGO/NPO	Economic Development	Existence of Private Sector having P-P partnership experience.	Administrative Ability of Local Government	Inter-local Cooperation
	Autonomy	Financial Base					
Local Initiatives/ sense of Ownership							
Participatory Approach							
Good Governance							
Competitiveness							
Public Private Partnership							
Inter-local partnership							
Project Oriented							
Long term perspective							



**Table 1.2 Background of the CDS Countries and Asian Countries**

Country Name	Economic Dvlp. (GNP per Capita 1997 US\$)	Progress of Decentralization	Community Activity	Administrative Ability of Local Government	CDS Participating Cities
Philippines	1,200	Local Government Code (1992)	Existence of active NGOs and Community	Relatively high (Advanced cities have enough ability to formulate city development plan under advice of consultants)	Dapitan, Dipolog, Lapu Lapu, Olongapo, Roxas, Sagay, San Fernando
Thailand	2,740	New Constitution including decentralizing policy (1999)			Phitsanulok
Indonesia	1,110	New institutional framework for decentralization will be enacted in 2001.			Bandung Regency and Municipality
China	860				Fuling
Vietnam	310	Institutional and local government system restructuring is under implementation by the Doi Moi reform.			Ho Chi Minh
Cambodia	300				
Laos	400				
Myanmar	-				
Mongolia	390	Transition period from central planning system to market-based system.			(Ulaanbaatar )
Nepal	220				(Katmandu)
Malaysia	4,530				
Brunei	-				
Papua New Guinea	930				
East Timor	-				
Singapore	32,810				
Taiwan	-				
Korea	10,550				
Japan	38,160	Law for the Promotion of Decentralization (1995)			

\* Source: GNP per Capita: World Development Indicators 1999

The situation of four major factors in CDS and the other Asian countries is mentioned in Table 1.2. For countries at the lower level in economic development such as Vietnam, there is constraint to involve private fund in public sector because private firms having enough budget or technology are still non-existent and a market economy has not taken root yet.

The Philippines is the most appropriate country for CDS exercise among the five countries in terms of decentralization, capability of local government, and community and NGO/NPO movement. It is easier for countries advanced on decentralization process to implement their own policies and plans in terms of autonomy and finance. As a result, local initiative and a sense of ownership are encouraged. The same is true for cities that have enough planning capability. Existence of active community or NGO/NPO movement facilitates participatory planning.

Thailand and Indonesia are implementing a decentralization process, however, the consciousness of local government personnel on autonomy is still weak and the participation planning has just begun.

In addition to the country conditions, the characteristics of cities have an effect on the CDS process and outputs. Bigger cities, such as Ho Chi Minh City and Bandung, have complicated urban issues and various stakeholders with different interests. The CDS process has a lot of tasks under such condition and the city should start from core group finding or small scale participation. On the other hand, the smaller cities, such as the Philippine cities and Phitsanulok, can promote a more intense participation. Thus the focus of discussion may move to the other points such as capability building.

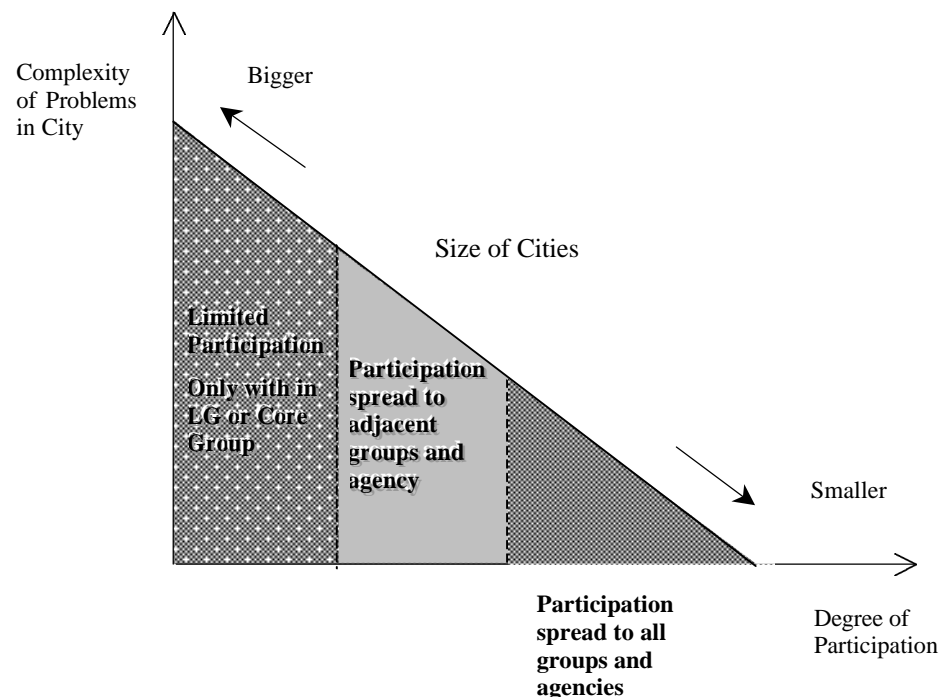


Figure 1.3 Participation Level Depending on City Size

### **1.3.2 The CDS Exercise under the Process of Decentralization**

“Decentralization” is one of the most influential factors in the CDS process. The CDS exercise would be more meaningful under such a political and institutional background, that a decentralization policy has been conceptualized and accustomed to by both the central and local governments . The administrative maturity of decentralization is a necessary condition for the CDS exercise to succeed. City-specific issues to be tackled are significantly different, depending upon the level and maturity of “decentralization.”

#### **(1) Phitsanulok (Thailand)**

A strong incentive to urge the municipality to participate in this exercise is that the new Thai constitution is scheduled to be effective in October 1999 after two years transition period. The new constitution has stipulated a decentralization policy to devolve governmental responsibilities for provision of public services to local governments. They recognize that under the constitution, the local government shall assume more significant responsibilities particularly for three aspects: 1) establishing its own “urban plan” under the urban planning law; 2) autonomous management of basic services such as primary education and health care; and 3) implementation management of locally initiated projects to be funded by donor(s).

#### **(2) Seven (7) Cities in the Philippines**

The Philippines holds the most suitable environment to digest the basic concept of the CDS exercise in terms of the maturity of the decentralization policy. The New Local Government Act stipulating the autonomy of local government units (LGUs) was enacted in 1991, and since then, LGUs have been looking for development opportunities based on local initiatives led by mayors and/or strong leadership.

The selected seven (7) cities are all very enthusiastic to grasp at an opportunity of economic development and environmental improvement, by receiving external funds and technologies. In this sense, they seem to recognize that cities are competitive in attracting these external resources. This must be one of essential factors to facilitate the CDS exercise.

The respective cities hold considerably clear-cut images and/or goals of their city development based on their location attributes, endowments and resources, even though those have not necessarily been rationally documented in a planned manner. All the cities are commonly concerned with concrete actions in terms of: 1) how to formulate rational projects/programs in line with their goals; 2) how to uplift city officials’ capabilities in planning and management; and 3) how to materialize the implementation of projects/programs under the current Local Government Act. Their expectations of the CDS exercise, therefore, are to respond to these issues.

#### **(3) Ho Chi Minh City (Viet Nam)**

Urban growth management is currently the most significant issue for Ho Chi Minh City (HCMC), because rapid urbanization along with economic growth has been resulting in urban environmental deterioration as well as a critical shortage in public investments on necessary infrastructure development. An issue on how to balance the urban growth and the environmental conservation is common among all the sectors of the city planning administration. Establishment of a functional land development management system with environmental considerations and structuring of an

integrated urban transport network system with public transportation in the greater HCM metropolitan region are the planning issues that generate much concern.

However, under the current centralized system, the autonomous power of planning and financing in the local government of HCMC is still considerably limited. Planning and implementation of most of capital formation-type of projects are controlled and managed by the central government. Since the central government intends to allocate its financial resources over the nation to mitigate the regional income discrepancy, the appropriated budget for HCMC is likely to be too small to meet the demands, compared to the magnitude of economic activities and revenue generation. Moreover, the planning administration is not well coordinated among relevant departments even within HCMC. Although the Master Plan 2020 for HCMC has been authorized, it indicates only a deliberate physical structure plan under minimal linkages with an economic development scenario.

Hence, special attention in conducting this CDS exercise needs to be first given to coordination and integration of discussions with HCMC and the central government line agencies as well as among the relevant agencies in HCMC.

#### **(4) Bandung Metropolis (Indonesia)**

The Bandung Metropolis, including Kotamadya Bandung and Kabupaten Bandung, is one of the potential regional centers or economic agglomeration in Indonesia, although the economic crisis has recently affected the local economy to a considerable extent. Currently, a new movement of democratization is being active, and a new institutional framework for decentralization is scheduled to be legally enacted in the year 2001, after the 2 years transition period from 1999. These social movements forge the local people to drive their city towards a new direction of development based on their initiatives, distinct from a centralized system. The CDS exercise, therefore, is very timely, and can be regarded as a stimulus of entering a new era.

Development issues were enthusiastically discussed in order to find practical solutions among local stakeholders as well as local government officials through a number of workshops held in the course of the CDS exercise. Thus, the CDS approach has been socially and administratively accepted by the locality, however, because of this, an appropriate guidance of the CDS exercise is required not to mislead “decentralization.”

#### **(5) Fuling (China)**

Local initiative-driven development is the main theme with the local government under a concept of socialized market mechanism. City competitiveness has now been well conceptualized; however, limited locally available resources still remain as a critical constraint against seeking a new urban growth policy for Fuling. In order for the city to solve critically urgent issues on the relocation of about 68,000 people who are compelled in connection with the San Xia Dam Project and the development of necessary infrastructures such as flood protection and transportation systems, a more functional coordination and demarcation of responsibilities between the central government and Fuling is required. There exist too many development requirements to accomplish within such a limited time horizon. However, at the same time, it may bring a great opportunity for Fuling to become a regional center city as envisioned by the local people if these projects are properly designed then implemented.

**Table 1.3 Outline of City Profile and Specific Issues**

City	Population	Location	Major Issues	Visions
Fuling (China)	City: 1,092,000 Urban: 237,000 Pop. Density : 216 prs/ha	In-land, along Chang Jang River, 80 km down stream of Chongqing City	<ol style="list-style-type: none"> <li>1. Effective land-use</li> <li>2. Relocation of 68,000 people (30% of built-up area)</li> <li>3. Creation of Job opportunities</li> <li>4. Road transport network to Chongqing City</li> </ol>	<ul style="list-style-type: none"> <li>• Beautiful and clean city</li> <li>• Living environment</li> <li>• Resource-based industry</li> <li>• Sub-regional center</li> <li>• Industry and tourism</li> </ul>
Phitsanulok (Thailand)	City: 90,380 Urban:90,380 Pop. Density : 50 prs/ha	In-land, 350 km north of Bangkok	<ol style="list-style-type: none"> <li>1. Capacity building in planning and management of urban development</li> <li>2. Improvement of urban traffic, sanitation and environment</li> <li>3. Economic development</li> </ol>	<ul style="list-style-type: none"> <li>• Center of the northern region</li> <li>• Tripartite development system with the gov't, academic and business sectors</li> <li>• Tourism center based on historical cultural assets</li> </ul>
Ho Chi Minh (Viet Nam)	City: 5,096,500 Urban: 3,612,000 Pop. Density : 257 prs/ha	Economic and Industrial Center of Southern Vietnam	<ol style="list-style-type: none"> <li>1. Urban Growth Management with environmental conservation</li> <li>2. Coordination of projects implementation and resource allocation</li> <li>3. Urban transport network and public transport system</li> <li>4. Social development and housing policy</li> </ol>	<ul style="list-style-type: none"> <li>• New economic hub of the southeast Asia</li> <li>• Redevelopment of the inner city and orderly urban expansion to accommodate 10 million pop.</li> <li>• Balanced growth with social and economic growth</li> <li>• Competitive city to attract funds and technologies</li> </ul>
Bandung (Indonesia)	City: 2,536,000 Urban: 2,536,000 Pop. Density : 169 prs/ha	200 km south-west of Jakarta	<ol style="list-style-type: none"> <li>1. Urban Growth Management with environmental conservation</li> <li>2. Coordination of projects implementation and resource allocation</li> <li>3. Urban transport network and public transport system</li> <li>4. Water management (floods and draught)</li> <li>5. Capacity building in planning and management of projects/programs</li> </ol>	<ul style="list-style-type: none"> <li>• National center for R &amp; D</li> <li>• Competitive city to attract funds and technologies</li> <li>• Natural calamity-free urbanization</li> </ul>
Dapitan (Philippines)	City: 66,700 Urban: 12,400 Pop. Density : 2.3 prs/ha	Northwestern coast of Mindanao Island, next to Dipolog city	<ol style="list-style-type: none"> <li>1. Low productivity of agriculture and fishery</li> <li>2. Jobs Provision</li> <li>3. City Management Capability</li> </ol>	<ul style="list-style-type: none"> <li>• Heritage center and a major eco-tourism destination</li> <li>• Environmental Protection</li> <li>• Improved basic services and alleviation of poverty</li> <li>• Self-sufficiency in agricultural production and agree-based industrialization</li> </ul>
Dipole (Philippines)	City: 98,000 Urban:32,300 Pop. Density : 7.2 prs/ha	Northwestern coast of Mindanao Island, next to Dapitan city, commercial and trade center of the province	<ol style="list-style-type: none"> <li>1. Emerging Market Driven Land Use conversion from agricultural land to urban and rapid urbanization control</li> <li>2. Transport network and drainage</li> <li>3. City Management Capability</li> </ol>	<ul style="list-style-type: none"> <li>• Hub of the trade and industry of Western Mindanao</li> <li>• Provision of efficient basic services</li> <li>• Protection of the natural resources for environmental sustainability</li> <li>• Effective discouragement of governmental function and delivery of services</li> </ul>
Lapu-lapu (Philippines)	City: 212,600 Urban: 212,600 Pop. Density : 33.1 prs/ha	Island city as Mactan on the eastern side of Cebu Island, major tourism center of the Philippines	<ol style="list-style-type: none"> <li>1. Limited land for development</li> <li>2. Water shortage</li> <li>3. Urban environmental management: water pollution, drainage and solid waste management</li> <li>4. Institutional Capability, especially for urban development and environmental management</li> </ol>	<ul style="list-style-type: none"> <li>• Tropical island Paradise in the Pacific</li> <li>• Neo-modern, environmental friendly city</li> <li>• Tourism center as one of the prime destination in the Asian-Pacific region</li> <li>• Diversified non-polluting, light &amp; medium industry</li> <li>• Integrated infrastructure &amp; beautiful landscape</li> </ul>

Table 1.3 Outline of City Profile and Specific Issues (continued)

City	Population	Location	Major Issues	Visions
Olongapo (Philippines)	City: 229,400 Urban: 229,400 Pop. Density : 96.5 prs/ha	Western coast of Central Luzon, 3 hours from Manila by road	<ol style="list-style-type: none"> <li>1. Limited land for development</li> <li>2. Transport network and management</li> <li>3. Dependency on Freeport Economic Activities</li> <li>4. Development of enterprising approach to governance and administrative capability</li> </ol>	<ul style="list-style-type: none"> <li>• Free port city</li> <li>• A part of the three National Triad Growth Centers</li> <li>• Center for trade and commerce</li> <li>• Tourist destination</li> <li>• Urban core development</li> <li>• Environmental protection</li> </ul>
Roxas (Philippines)	City: 128,500 Urban: 58,000 Pop. Density : 12.6 prs/ha	Northeastern tip of the Panay Island, 460km southeast of Manila	<ol style="list-style-type: none"> <li>1. City Management Capacity in planning and project management</li> <li>2. Increasing Urbanization and landuse control</li> <li>3. Protection of ecosystem (river siltation and marine habitat destruction)</li> <li>4. Provision of road, drainage and flood control</li> </ol>	<ul style="list-style-type: none"> <li>• Seafood metropolis : seafood value-adding industries</li> <li>• Development center of the Capiz Province</li> <li>• Protected and sustained natural resource by implementation of landuse and environmental management</li> <li>• Strengthen leadership and governance</li> </ul>
Sagay (Philippines)	City: 137,700 Urban: 49,300 Pop. Density : 4.2 prs/ha	Northernmost tip of Negros Island, 580km southeast of Manila	<ol style="list-style-type: none"> <li>1. Increasing Population causing environmental degradation</li> <li>2. Monocrop economy and less job opportunity</li> <li>3. Transport network and facilities</li> <li>4. Upgrading and extension of power supply, solid waste disposal and drainage</li> <li>5. City Management capacity</li> </ol>	<ul style="list-style-type: none"> <li>• Integrated development and diversification of fisheries and agriculture</li> <li>• Urbanized center with a multi-function</li> <li>• Safe, secure and clean city</li> <li>• Protection and responsible utilization of natural resource</li> <li>• Efficient, effective and economical governance</li> </ul>
San Fernando (Philippines)	City: 102,600 Urban: 71,300 Pop. Density : 9.2 prs/ha	270km north-northwest of Manila, center of Region I, Northern Luzon	<ol style="list-style-type: none"> <li>1. Traffic congestion in the central business district</li> <li>2. Control of squatter proliferation</li> <li>3. Improvement of water supply, sewerage, drainage, and solid waste management</li> <li>4. Effective settlement and housing program</li> <li>5. City governance and management capability</li> </ol>	<ul style="list-style-type: none"> <li>• Economic growth center of the north</li> <li>• Health, education, finance and governance center in Region I</li> <li>• Healthy and livable environment</li> <li>• Highest efficiency and effectiveness in managing development and processes</li> </ul>

## **1.4 Outcomes of the CDS Exercise**

With all efforts of the participating cities, intensive discussions were held to respond to the following four questions.

1. Where are we now?  
↓  
(Diagnostic Analysis, Comparative advantages)
2. Where would we like to be?  
↓  
(Future Visions)
3. What issues do we need to address?  
↓  
(Formulation of Projects/Programs)
4. What action must we take to get there?  
(Prioritization, Implementation Programming)

The CDS exercise process is divided into four phases according to the above four questions. Expected outcomes in each phase are described in Table 1.4. In addition to that, through the CDS process, the following are expected to be achieved. The outcomes presented herein are generalized based on the background and condition of the countries and cities as has been discussed in Chapter 3.

### Expected Outcomes from Entire CDS Process

1. Capacity Building of Local Government
  - Strategic Planning
  - Rationalized Planning Process
  - Data Utilization and Benchmarking
  - Analytical Ability
  - Vision and Strategies Formulation
  - Municipal Finance Analysis and Projection
  - Project Prioritization
  - Project Profile Formulation
  - Coordination Ability among Stakeholders (Workshops and Meetings)
  - Participatory Technique (Project Cycle Management Method, SWOT Analysis, etc)
  - Accountable Ability (Workshops and Seminars)
2. Ownership / Participatory Process
3. Local Initiatives
  - Key Person/ Leader/ Group Identification
4. Public Private Partnership and Inter-Local Cooperation
  - Beginning of Communication/ Coordination

Table 1.4 Objectives &amp; Outputs of CDS Activities

Phase I	CDS Activities	Objectives	Outputs
	<ul style="list-style-type: none"> <li>• <i>1st Workshop</i></li> </ul>	<ul style="list-style-type: none"> <li>• To select appropriate stakeholders to discuss urban development strategies</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholders are identified.</li> </ul>
<b>Phase I: Where are we now?</b>	<ul style="list-style-type: none"> <li>• Data Collection</li> <li>• Preliminary analysis of Urban Problems (Strength, weakness, opportunities and constraints)</li> <li>• <i>2nd Workshop</i></li> </ul>	<ul style="list-style-type: none"> <li>• To understand the importance of data and collect basic data for urban planning.</li> <li>• To rationally make clear city's strengths, weaknesses, opportunities, and threats by discussion based on the data.</li> <li>• To share and discuss city's present situation: strengths, weaknesses, opportunities, and threats among stakeholders, as well as provide basic information of city to stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>• Database is formulated</li> <li>• Strengths, weaknesses, opportunities, and constraints identified.</li> <li>• Analytical ability of local government is expanded.</li> </ul>
<b>Phase II: Where would we like to be?</b>	<ul style="list-style-type: none"> <li>• Formulation of Future Vision</li> </ul>	<ul style="list-style-type: none"> <li>• To formulate City's Future Vision</li> </ul>	<ul style="list-style-type: none"> <li>• Future Vision is clarified.</li> </ul>
<b>Phase III: What issues do we need to address?</b>	<ul style="list-style-type: none"> <li>• Strategies Formulation</li> <li>• Preparation of Project Long List</li> <li>• <i>3rd Workshop</i></li> </ul>	<ul style="list-style-type: none"> <li>• To identify strategic issues and formulate strategies.</li> <li>• To clarify the long list of projects/programs</li> <li>• Stakeholders discuss whether the future vision is optimal; the future vision is achieved by identified strategies.</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic issues are identified.</li> <li>• Strategies to achieve the future vision are formulated.</li> <li>• Initial long list of projects/programs is prepared.</li> </ul>
<b>Phase IV: What actions must we take to get there?</b>	<ul style="list-style-type: none"> <li>• Selection of Priority Project</li> <li>• City Investment Program</li> <li>• <i>4th Workshop</i></li> </ul>	<ul style="list-style-type: none"> <li>• To prioritize projects.</li> <li>• To formulate city investment program (Action Plan)</li> </ul>	<ul style="list-style-type: none"> <li>• Priority projects are selected.</li> <li>• Project profiles are prepared.</li> <li>• City Investment Program (Action Plan) is formulated.</li> <li>• The financial management capability of local government is expanded.</li> </ul>



### 1.5 Asian City Development Strategy Tokyo Conference 1999 (28-30 July, 1999 Tokyo, Japan)

Intermediate outcomes from the CDS were presented by mayors of all the participating cities at the “Asian City Development Strategy Tokyo Conference 1999” held in Tokyo, Japan on 28-30 July 1999, co-sponsored by the World Bank, Ministry of Construction of Japan, and Japan International Cooperation Agency (JICA). This conference was a milestone for the CDS exercise as well as a venue to demonstrate their efforts to exchange strategies and countermeasures against current urban issues. As a fruit of this regional conference, the Tokyo Declaration, addressing the importance of city initiatives and international knowledge network to solve common urban problems, was approved by all the participants including donors.



## TOKYO DECLARATION

### ASIAN CITY DEVELOPMENT STRATEGY TOKYO CONFERENCE

Tokyo, July 29, 1999

*We, the participants in the Conference on Asian City Development Strategy, representing local governments, municipal administrators, relevant government agencies and prominent experts gathered here in Tokyo, from 28 to 29 July 1999 to discuss future directions of strategic urban development in Asia.*

1. We recognize that:
  - current pace of urbanization and real changes by decentralization in Asia are unprecedented. Asian cities are willing to urgently learn more effective management to timely intervene the urbanization process.
  - cities serve as engines of economic growth as well as centers of social, cultural, spiritual and scientific advancement. But if we do not take constructive measures to harness productive engines and improve cities now, we face destructive consequences of neglecting the rise in poverty and the growing disparities in access to basic services and infrastructure. Moreover, effective management of the urban transformation can help to advance national growth objectives.
2. Our deliberation in the Conference have been aimed at taking stock of current policy and management issues and forging new approaches to achieve sustainable urban development in the challenging new context of decentralization in many countries and of a globalized world economy. With this in mind, we reaffirm:
  - the need for national governments and local authorities to understand both the special problems and emerging roles that cities now face, and that local governments often lack the capacities to effectively respond to the challenges in the next millennium.
  - participating cities recognize the need to make concerted efforts to achieve sustainable development, and that transparency, accountability and responsiveness to the needs of people, specifically urban poor, are cardinal principles in this effort.
  - the critical need to greatly scale up national and international efforts to strengthen the planning, managerial, financial and institutional capacities of local governments in order to achieve sustainability in urban development—that is to achieve cities that are livable, competitive, bankable, and well managed. Fresh efforts must be mounted to mobilize the technical and financial resources needed to enhance present capacity and create new capabilities in local governments.
3. We acknowledge that this Tokyo Conference marks a special milestone in inter-agency and international cooperation, and we affirm the importance of sharing ideas and lessons of experiences in urban development and management. We especially express our sincere appreciation for the support of the World Bank, the Ministry of Construction (MOC) of Japan and the Japan International Cooperation Agency (JICA) and look forward to a continuing commitment on the part of this partnership to assistance in the field of urban development.
4. We propose that outcome of this Tokyo Conference and information on the innovative practices of city development strategies should be disseminated to other cities in Asia. Further, we propose that future conference be held to continue the exchange and sharing of knowledge among cities and national governments, as well as among bilateral and multilateral assistance agencies.

## 1.6 Formulation of Urban Karte

### 1.6.1 Objectives of Urban Karte

What is urban karte? The Terms of Reference of the Urban Development Strategy and City Assistance Program in East Asia (called “CDS exercise”) briefly defines urban karte as “a **diagnostic chart** to consolidate the analysis of urban issues in a comparative manner.”<sup>1</sup> This definition is somewhat misleading as to the meaning of *karte*. *Karte* is a German word with several meanings in English: card, playing cards, ticket, map, or cartel.<sup>2</sup> The literal meaning of urban karte is, therefore, something like urban card(s), urban ticket, urban map, or urban cartel. Therefore, there is no direct connection between *karte* and diagnostic chart.

In the CDS exercise, karte connotes a more specific meaning: it is related to a “medical karte,” which is a record of a patient’s medical history, including name and physical conditions, as well as diagnosis and treatment. In this sense, an urban karte has some analogy with a medical karte; cities are patients and need proper diagnosis and treatment to promote their sustainable development. Urban Karte is, therefore, a tool used to identify what the city specific issues are and how they may be solved. It is commonly recognized that cities are complex organisms, rather than an agglomeration of individual sectors. Existing tools for the analysis of cities and urban policies have often been inadequate in providing an overall picture of the city; they often lack the means of understanding the relationship between policy and outcome.<sup>3</sup> The urban karte provides objective measures for analyzing the conditions and performance of a city.

The urban karte has the following objectives:

- It is a product of local initiative; data collection, measurement and identification of issues are primarily implemented by local initiative. In this sense, the process of urban karte is an in-country capability building;
- It provides a variety of data and information to analyze issues and problems of a city and local government, so that all stakeholders involved can share a common understanding of the city;
- It provides measures to identify city specific issues whereby the causes of problems can be objectively expressed;
- It can be monitored, updated and reviewed by local government staffs for future reference;
- It is used among all stakeholders as a tool of consensus-building to address the city’s development, management and investment issues;
- It enables local government staffs to understand and integrate the national and local policies and development framework; and

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<sup>1</sup> Terms of Reference for Proposed Urban Development Strategy and City Assistance Program in East Asia, signed by Pacific Consultants International and the World Bank, November 1998.

<sup>2</sup> The Oxford-Harrap German-English Dictionary, Oxford: Glarendon Press.

<sup>3</sup> Recently, United Nations Center for Urban Settlement (Habitat) has implemented the Urban Indicator Program to develop tools for collection and analysis of policy-oriented data in cities.

- It is not limited to measures of existing conditions, but it serves as a guideline of the future goals and strategies for sustainable development.

The urban karte is a comprehensive planning tool for understanding present conditions and trends, identifying issues and problems, and measuring existing urban policy and achievements, in order to guide future development goals and strategies of a city. It is created by local initiative, thus enabling the local government to improve the efficiency of urban policy and management. Urban karte also encourages the transparency and accountability of a local government, which promotes public-private cooperation, private investments, and technical and financial assistance from national governments and external supporting agencies.

### **1.6.2 Components of Urban Karte**

The urban karte is one of the outcomes of the City Development Strategy (CDS) exercise. The World Bank gives three general objectives in the CDS exercise: to outline the stakeholders' vision for the city; to analyze the city's prospects for economic development; and to identify priorities for assistance to implement the strategy.<sup>4</sup> The urban karte is a key element in successful implementation of the CDS exercise with the participation of stakeholders.

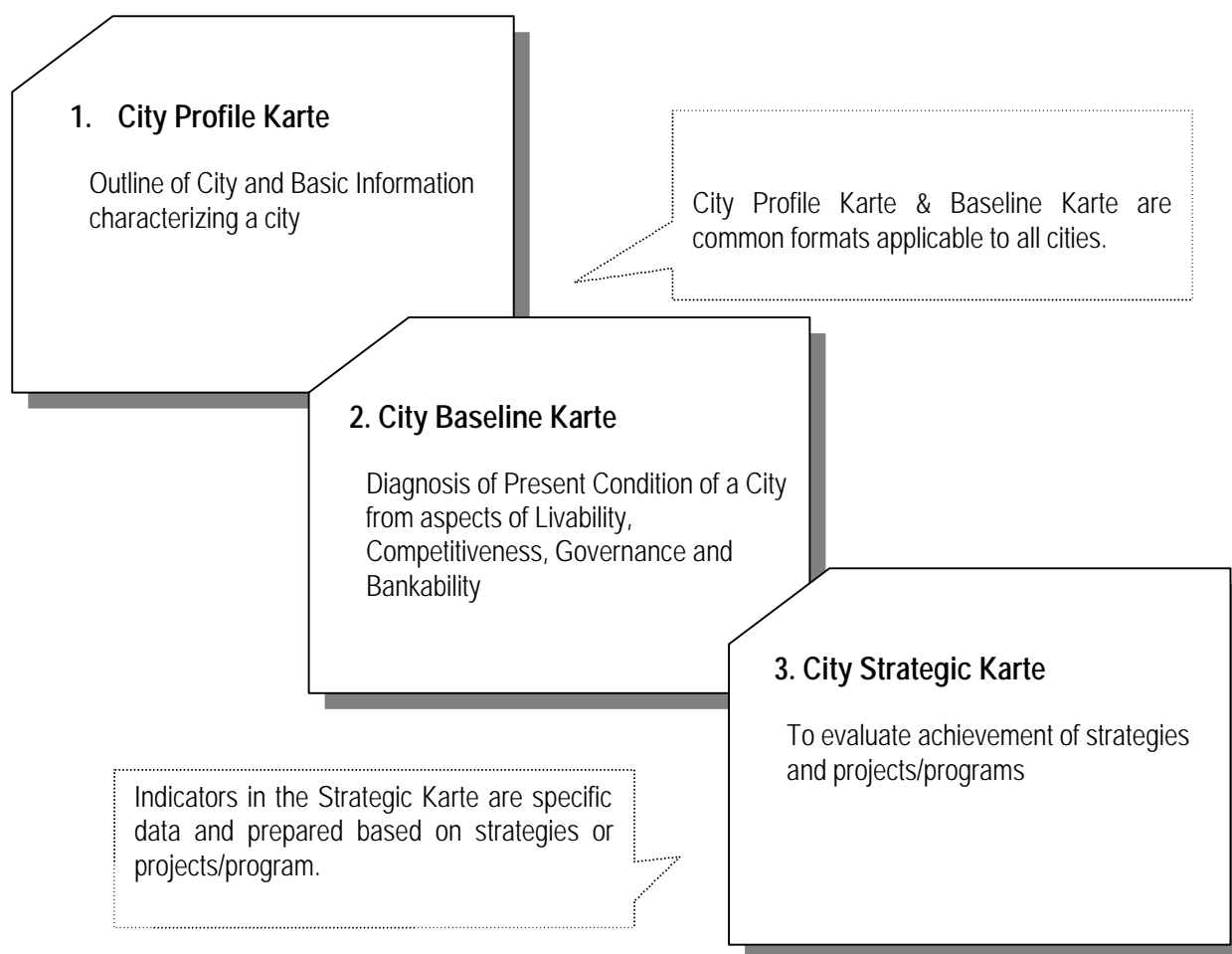
The urban karte is composed of three parts: the City Profile Karte, the City Baseline Karte, and the City Strategic Karte. The City Profile Karte is an outline showing the present portrait of the city. The City Basic Karte identifies the city's specific issues and problems in the following four categories: Livability, Competitiveness, Governance and Bankability. The City Strategic Karte is a tool to guide and assess the city's future goals and strategies for sustainable development. The indicators of City Strategic Karte may be varied depending on the vision, targets and strategies of the city.

#### **(1) City Profile Karte**

The City Profile Karte indicates what the city looks like. It is important for the stakeholders to share a common understanding of their city. The City Profile Karte is composed of the following items: 1) background data, 2) city structure map, and 3) resources and potential.

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<sup>4</sup> The World Bank, "A Strategic View of Urban and Local Government Issues: Implications for the Bank," June 1999 Draft, P. 12.



**Figure 1.4 Concept of the Urban Karte**

1) Background Data

The background data is useful in providing an overview of the city and its national position. The following background data should be collected at the city, provincial and national level:

- Population and urban population;
- Population growth rate and urban population growth rate;
- Population by age group;
- Administrative land area and urbanized land area;
- Population density in municipality and in urbanized area;
  - Number of households and average household size;

- City product by industrial sector; and
- Employment by industrial sector.

## 2) City Structure Map

The preparation of a city structure map is another task in the City Profile Karte. The city structure map helps all stakeholders understand their city in terms of spatial context. The area covered by the city structure map is not limited to the municipal boundary, but it should include the surrounding areas. The rationale behind this is that a city is a social, economic, administrative, and geographical unit and has relationships with its adjacent areas through economic and trade activities, traffic, people's movement, land use, natural resources, etc. Accordingly, the city structure map is not only a tool to understand the existing urban structure but also a tool to understand the city and its activities in a regional context. The following elements should be included in the city structure map:

- city's administrative boundary;
- current urbanization trends;
- metropolitan area or its primary commuter areas;
- major natural resources, such as rivers, canals, lakes, mountains, etc.;
- urbanized areas or built-up area;
- major historical sites;
- land use pattern, identifying residential, commercial and business, industrial, and non-urban uses;
- major transportation network, including highways, major roads, railways, seaport, airport, etc.;
- locations of informal settlements;
- major on-going projects; and
- district, community and/or neighborhood boundaries.

## 3) Resources and Potential

The third element in the City Profile Karte is the result of discussion among stakeholders. Cities are centers of economic development, and it is extremely important to understand what resources and potential are available to the city to utilize for a sustainable economic development. The resources and potential of the city can be identified in terms of the following aspects: geographical location, industrial activities, human and environmental resources, and transportation and infrastructure services. During the course of workshops in the CDS exercise (Chapter 3 of this report discusses the workshops in detail), the following questions are frequently posed to local government officials and other stakeholders in order to identify the city's resources and potential.

- What are leading industries of the city? How does the local government support them?

- What is the city's geographical advantage?
- How far is the potential market?
- Where is the nearest airport and/or seaport?
- Is the city located in a regional transportation hub or junction?
- What kinds of human resources are available in the city?
- What kinds of environmental resources do the city or the surrounding areas have?
- Does the city have a special economic zone and/or industrial estate?

These questions encourage positive thinking on the future development of the city from the local government officials and other stakeholders.

## **(2) City Baseline Karte**

The main purpose of urban karte is to provide a diagnosis of sustainable development for cities. The World Bank established a clear vision to guide sustainable cities. In the discussion paper – “A Strategic View of Urban and Local Government Issues: Implication for the Bank” (1999), sustainable cities are described as follows:

“If cities and towns are to promote the welfare of their residents and of the nation's citizens, they must be sustainable, and functional, in four respects: first and foremost, they must be “livable,” defined as ensuring a decent quality of life and equitable opportunity for all residents. To achieve that goal they must also be productive and “competitive,” “well-governed and –managed,” and financially sustainable or “bankable.”<sup>5</sup>

Accordingly, sustainable cities can be measured by four criteria: livability, competitiveness, governance, and bankability. "Livability" is the criterion used to understand the living environment as a whole, while "Competitiveness" is used to understand the conditions for urban productivity or economic structure in response to market opportunities. "Governance and Management" are the criteria used to understand the management and administrative environment at the city level; and "Bankability" is used to assess a city's capacity of financial and fiscal management.<sup>6</sup>

### 4) Livability

The livability of a city is related to many factors in the living environment or quality of life for the residents. In fact, the living environment has multiple dimensions, which can be observed in terms of: 1) basic urban services, 2) healthful environment, 3) safe environment, 4) poverty, 5) housing, and 6) amenity and culture.

It is the main responsibility of a local government to provide basic urban services, including water, electricity, solid waste collection, education, social welfare, and mobility. These services should be

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<sup>5</sup> The World Bank, “A Strategic View of Urban and Local Government Issues: Implications for the Bank,” June 1999 Draft, P. 7.

<sup>6</sup> Ibid., pp. 7-10.

provided for all the residents in urban areas in order to maintain a minimum standard of living. The basic urban services in livable cities can be measured by the following indicators:

(L1)	Percentage of households with access to piped water (Number of households with access to piped water / Total number of households)
(L2)	Percentage of households with access to electricity (Number of households with access to electricity / Total number of households)
(L3)	Percentage of households with access to solid waste collection (Number of households with access to solid waste collection / Total number of households)
(L4)	Percentage of enrollment in primary and secondary school (Number of students enrolled in primary and secondary school / Total population of schooling age group)
(L5)	Number of hospital beds per population (Total number of hospital beds in the city / Total population)
(L6)	Number of medical doctors/health workers per population (Total number of medical doctors/health workers in the city / Total population)
(L7)	Road length/area ratio (Total road length / area of the city)

The indicators (L1, L2 and L3) measure the level of provision of public services by the local government. To maintain the minimum living standard, the local government should be responsible for providing these services to all residents of the city. The indicator (L4) shows the degree of accessibility to education at the local level. The indicators (L5 and L6) measure the achievements of social welfare, especially health care. Health care is not only a responsibility of local government; it is a fundamental service that should be provided all the residents. The indicator (L7) shows the level of road development. The provision of road infrastructure is one of the basic functions of the municipality. A high ratio indicates the provision of more sufficient mobility to the residents.

A healthful environment is another fundamental factor for livable cities, which can be measured by the following indicators:

(L8)	Amount of tap water supplied per person (liter) (Amount of tap water supplied per day / Total number of persons supplied with tap water)
(L9)	Amount of solid waste per person (m <sup>3</sup> /person) (Amount of solid waste collected / Total number of persons with access to solid waste collection)
(L10)	Duration of remaining life of existing final disposal site (years)
(L11)	Percentage of road with drainage/side ditch
(L12)	Percentage of households with access to sewerage (Number of households with access to sewerage / Total number of households)



The indicator (L8) indicates the amount of water resource used per person. The two indicators (L9 and L10) show a need of solid waste management and disposal site, which is one of the most serious urban problems in many cities not only in developing countries but also in industrialized countries. A high value of L9 indicates some measures needed to reduce the amount of solid waste. The indicator (L12) measures the level of water pollution.

A safe environment is also an essential factor in livable cities, which can be observed in terms of two aspects: safety from natural disasters and safety from human disasters. The safety of a city from natural disasters, such as floods, can be measured by the following indicators:

- (L13) Number of houses damaged by floods in the past decade
- (L14) Percentage of flood prone areas (Land areas damaged by the most severe flood / Total land area of municipality)

These indicators (L13 and L14) measure the vulnerability of a city to floods. There are other natural disasters, but floods are the most common problem in many cities in developing countries of Asia.

Human disaster is another dimension in the measure of a safe environment. Many cities over the world have suffered from serious human disasters, such as crimes, traffic accidents, fires, etc. The safety of a city from human disaster can be assessed by the following indicators:

- (L15) Number of crimes per population (Total number of crimes per year / Total population)
- (L16) Number of car accidents per population (Total number of car accidents per year / Total population)
- (L17) Number of fires per population (Total number of fires per year / Total population)

High values of L15, L16 and/or L17 indicate that the city faces serious problems of crimes, car accidents and/or fires respectively. The provision of a safe environment is not only a responsibility of local government; it is also the fundamental factor in a livable city.

There are a significant number of poor in developing countries, and most of them live in cities or urban areas. Livable cities must ensure equitable opportunities for urban services and employment for all residents, including the poor. The poverty ratio is an important indicator to measure the livability of a city in terms of its local economy.

- (L18) Household poverty ratio (Number of households below the poverty line<sup>7</sup> / Total number of households)

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<sup>7</sup> “The poverty line is an ‘absolute’ poverty line, taken as the income necessary to afford a minimum nutritionally adequate diet plus essential non-food requirements, for a household of a given size.” Cited from “Global Urban Observatory: Monitoring Human Settlements with Urban Indicators, UNCHS (Habitat), 1997.

The higher the poverty ratio (L18), the lower the level of livability of the city.

Housing comprises another important dimension of the living environment, which can be measured by the following indicators:

- |                                                                                                                     |
|---------------------------------------------------------------------------------------------------------------------|
| (L19) Number of House Units per Household (Total housing stock/ Total households)                                   |
| (L20) Percentage of informal housing (squatter settlements) (Population of squatter settlements / Total population) |

The indicator (L19) shows the quantity of housing stock in the city. If the value is higher than one, it means that there are more than enough housing stock for all households, while if less than one, housing shortage occurs in the city. The indicator (L20) indicates the percentage of informal housing needs to improve in the city. If this percentage is high, the quality of housing and adequacy of living space is not sufficient. More affordable houses are needed.

Finally, livable cities promote cultural identity and amenities, which can be measured by the following indicators:

- |                                                                                                                             |
|-----------------------------------------------------------------------------------------------------------------------------|
| (L21) Park space per person (Total area of public parks and recreation areas / Total population)                            |
| (L22) Number of cultural facilities and historical sites and/or number of organizations of cultural/historical preservation |

The indicator (L21) shows accessibility to parks and recreation areas for city residents. The provision of parks and recreation areas promotes a better quality of life. Culture is a broad concept to identify people and societies. A city should develop a sense of cultural identity to promote a livable city. The indicator (L22) measures the sensitivity toward the cultural environment of the city.

## 5) Competitiveness

The competitiveness of a city is the criteria whereby one can understand the conditions of urban productivity and economic structure of the city compared to other cities and other countries. In other words, competitiveness is the criteria to indicate how attractive cities are to potential investors in a global economy. Competitiveness can be observed in terms of 1) structure of economic productivity, 2) diversified human resource, 3) accessibility to advanced technology, 4) accessibility to market, and 5) sound business environment.

The following indicators could measure the structure of economic productivity at the city level:

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|--------------------------------------------------------------------------------------|
| (C1) GDP per capita (Total city product / Total population)                          |
| (C2) City product and employment by industrial sector (primary, secondary, tertiary) |

- |                                                                                                                                 |
|---------------------------------------------------------------------------------------------------------------------------------|
| (C3) Change of number of employment during past 5 years (Comparison of number of employment between present and five years ago) |
| (C4) Number and/or amount of foreign direct investment into the city                                                            |

The indicator (C1) measures the city's productivity. Cities are easily able to realize their position by comparing with national average or international level. The indicator (C2) shows an overview of the economic structure of the city. The indicator (C3) indicates the quantity of manpower. The indicator (C4) measures the degree of attractiveness of the city in terms of foreign investment.

Human resources are the most important factor to increasing the economic productivity of a city. The availability of diversified human resources encourages economic development and investment from the private sector, which can be measured by the following indicators:

- |                                                                                                                   |
|-------------------------------------------------------------------------------------------------------------------|
| (C5) Percentage of population with higher education (Number of persons with university degree / Total population) |
| (C6) Number of research institutes, vocational schools, and universities in the city                              |

These indicators (C5 and C6) measure the quality of human resources in the city. If a city has a higher value of (C5) than that of the national average, the city has competitiveness in terms of human resources.

The availability of modern communication and advanced technology services is another factor promoting economic development in a city, which can be measured by the following indicators:

- |                                                                                                                                         |
|-----------------------------------------------------------------------------------------------------------------------------------------|
| (C7) Percentage of households with a telephone connection (Number of households with telephone connection / Total number of households) |
| (C8) Number of internet connections                                                                                                     |

The indicator (C7) measures the telecommunication capacity of the city. A higher value implies that the city has the capacity for telecommunication to attract potential investors. Recently, communication through computers is essential for any type of business in a global economy. The indicator (C8) shows the capacity for computer communication in the city.

Market accessibility is another factor in investment decisions by firms. If a city has appropriate services or facilities to transport goods to market, it will become more attractive for potential investors. Market accessibility can be measured by the following indicators:

- |                                                              |
|--------------------------------------------------------------|
| (C9) Time Distance to Capital City (by airplane)             |
| (C10) Existence of highway, railway, airport, and/or seaport |
| (C11) Distance to export port by truck                       |

The indicator (C9) indicates the accessibility with Capital City where capital and resource are most concentrated. The indicators (C10 and C11) show the availability of infrastructure to transport goods to market.

## 6) Governance

The governance of a city is the capability of local government in management and administration. In this respect, the World Bank made a clear definition that “good governance implies inclusion and representation of all groups in the urban society, as well as accountability, integrity and transparency of local government actions, to define and pursue shared goals.” That is, governance is not only a state of a government but also a process of government actions. The governance of a city can be observed in terms of four aspects: 1) structure and effectiveness of service delivery, 2) autonomy of local government, 3) inter-governmental coordination, and 4) transparency of local government.

The effectiveness of service delivery at the local level can be measured by the following:

- (G1) Number of public enterprises or private firms responsible for the delivery of urban services
- (G2) Progress of out-sourcing of public service (water supply)
- (G3) Progress of out-sourcing of public service (solid waste)
- (G4) Number of local government staffs per 1000 population (Total number of local government employees / Total population/1000)
- (G5) Number of computers installed in city hall per employee (Number of computers installed in city hall/ Total number of local government employees)
- (G6) Percentage of local government employees with professional qualification (Number of employees with professional training / Total number of local government employees)

It is a global trend that many local governments in developed and developing countries contract their service delivery with outside sources such as public enterprises or private firms to seek more effective implementation of service delivery. The indicators (G1, G2, and G3) measure a degree of out-sourcing of service delivery in the local government. The indicator (G4) shows a sufficiency of local government employees. If this value is too high, it implies that the local government is over-staffed and manpower is not utilized efficiently. Computerization is one way to increase efficiency of local government service. The indicator (G5) measures the utilization of computers in local government. The indicator (G6) measures the quality of local staff. All these indicators show some aspect of the structure and effectiveness of local government management.

The autonomy of a local government can be measured by:

- (G7) Percentage of local revenue in total revenue (Amount of local tax, users fees and charges, and others collected by local government / Total local government revenue)
- (G8) Appointment or election of mayor and local council

The indicator (G7) shows the share of locally collected revenue in total revenue. A high value indicates that a local government has a freehand in decision making and implementation. A high value of (G8) implies greater local government autonomy in terms of tax effort. The election of a mayor and a local council, rather than a direct appointment from the central government, gives a greater degree of democracy and autonomy to local governments.

The inter-governmental coordination between local and central governments can be measured by the following indicator:

(G9) Percentage of transfer from central and/or provincial governments to local government (Amount of transfer or subsidy from central and/or provincial government to local government / Total amount of local revenue)
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The transparency of local government actions is another aspect in governance, which can be measured by:

(G10) Number of NGOs and/or community organization
(G11) Institutional framework for public participation in decision-making process of local government

A large number of NGOs and/or community organizations in (G10) can lead to greater transparency of local government actions. In addition, if there were legal or institutional frameworks for public participation in the decision-making process (G11), the transparency of local government actions would increase.

It should be emphasized that governance is a broad concept in relation to large social, institutional, and political frameworks. One cannot simply compare the indicators without careful interpretation within a larger framework. For instance, the number of public enterprises or private firms responsible for public service delivery in (G1) must be interpreted by taking into account the capacity and autonomy of a local government. In addition, transparency, as measured by (G10 and G11), is an issue much related to the national political system, rather than the local level of governance.

## 7) Bankability

Bankability is the criteria for understanding a city's capacity for finance and fiscal management. The bankability of a city can be observed in terms of 1) effectiveness of financial management, 2) inter-governmental financial relation, and 3) creditworthiness.

The effectiveness of financial management at the city level can be measured by:

(B1)	Local government revenue per person (Amount of total local revenue / Total population)
(B2)	Local tax revenue per person (Amount of local tax / Total population)
(B3)	Percentage of local government revenue by source, e.g. local tax, user charges and fees, economic enterprises, transfer, borrowing, others
(B4)	Percentage of wages of local government employees in total expenditure (Total amount of wages of local government employees / Total local government expenditure)
(B5)	Percentage of investment expenditure in total local government expenditure (Amount of investment expenditure / Total local government expenditure)

All these indicators show some aspect of the effectiveness of financial management of a local government. The indicator (B1) shows local government revenue per person and includes all income of local government: local tax, user fees and charges, economic enterprises, transfer, borrowings, and others. The indicator (B2) shows locally collected tax revenue per population. The indicator (B3) shows whether the city has properly allocated its revenue source. The residents of a city can evaluate whether they receive appropriate services commensurate with their tax burden. The indicator (B4) shows a share of wages to local spending. If this value is too high, it implies that the local government has little money left for maintenance of infrastructure and investment for development. The indicator (B5) shows the extent a city can invest in long-term development activities.

The creditworthiness of local government can be measured by the following indicators:

(B6)	Present debt service ratio
(B7)	Total amount of borrowing, issue bonds
(B8)	Percentage of savings in expenditure (Amount of local government savings / Total local government expenditure)

Local governments should show creditworthiness in finance. The present debt service ratio (B6), amount of borrowing, issue bonds to the city (B7), and the percentage of savings in expenditure (B8) indicate the creditworthiness of a local government. Some savings are particularly important to enable the city to make large-scale investments.

### **(3) City Strategic Karte**

The indicators of the City Strategic Karte are given by strategy and project in order to assess the achievements of future goals and strategies or to set quantitative targets. These indicators should be collected in present and in the future after implementation of projects or programs. It is necessary that the future vision and strategies have quantitative targets to clearly show where a city wants to go. A city is able to know easily how much it has accomplished towards the attainment of its vision or how much effort is needed to achieve it by the gap between the quantitative targets and the results of indicators.

It is important not only for local governments but also for the citizens to keep track of their achievements, because through this, the transparency and accountability of local governments will be strengthened. It will encourage people's participation in the planning process and monitoring of resource allocation by checking the indicators.

The indicators in the City Strategic Karte may be the same as the indicators in the City Baseline Karte. However, if necessary, a city can add indicators corresponding to strategies and projects.

Table 1.5 City Profile Karte

	Dapitan	Diplog	Lapu Lapu	Olongapo	Roxas	Sagay	San Fernando
Population (1998)	66,672	98,015	212,590	229,427	128,464	137,016	96,400
Urban Population (1998)	12,430	32,280	93,540	229,427	58,026	49,312	71,217
Population growth rate (1990-1998)	1.53%	2.59%	4.80%	2.16%	2.78%	2.47%	1.59%
Urban Population growth rate(1990-1998)	2.26%	2.59%	4.80%	2.16%	1.89%	2.19%	6.17%
Population by under 15 (1995)	22,551	22,696	83,676	62,832	39,696	51,083	30,335
Population by 15-64 (1995)	38,221	54,826	121,622	112,027	69,190	72,954	57,235
Population by over 65 (1995)	2,930	3,101	7,292	4,895	4,769	4,337	4,373
Administrative land area (km <sup>2</sup> )	295.21	136.28	64.24	185.00	101.96	330.34	105.25
Urbanized land area (km <sup>2</sup> )	3.93	2.55	2.63	23.78	17.83	44.05	29.19
Population density in municipality area (persons/km <sup>2</sup> )	225.85	719.22	3,309.21	1,240.15	1,259.95	414.77	915.91
Population density in urbanized area (persons/km <sup>2</sup> )	3,162.85	12,658.82	35,513.11	12,793.65	3,254.12	1,119.46	2,439.77
Number of households (1995)	11,935	17,972	35,432	38,908	22,822	21,185	18,469
Average household size (1995)	5.34	5.05	5.02	4.62	5.20	6.06	4.98
City product of Primary Sector (million pesos)	N.A.	N.A.	N.A.	N.A.	N.A.	3,045	N.A.
City product of Secondary sector (million pesos)	N.A.	N.A.	N.A.	N.A.	N.A.	895	N.A.
City product of Tertiary Sector (million pesos)	N.A.	N.A.	N.A.	N.A.	N.A.	38	N.A.
No. of Employment 1995	36,398	31,495	51,000	50,287	45,960	28,035	32,496
Employment by industrial sector (Primary)	N.A.	27.9%	0.2%	2.9%	22.0%	N.A.	58.0%
Employment by industrial sector (Secondary)	N.A.	11.2%	82.7%	23.0%	12.4%	N.A.	17.0%
Employment by industrial sector (Tertiary)	N.A.	60.9%	17.1%	74.1%	65.6%	N.A.	21.0%

Source: Dapitan City, Dipolog City, Lapu Lapu City, Olongapo City, Sagay City, and San Fernando City



**Table 1.6 City Baseline Karte**

Criteria	Subject Areas	Indicators	Dapitan	Dipolog	Lapu Lapu	Olongapo	Roxas	Sagay	San Fernando	
Livability	Basic Urban Services	% of households with access to piped water	13.9%	23.0%	37.2%	80.0%	47.6%	41.6%	34.3%	
		% of households with access to power	35%	52%	93%	90.0%	51%	26%	79.4%	
		% of households with access to solid waste collection	N.A.	40.9%	N.A.	100%	70.1%	N.A.	38.4%	
		% of enrollment in primary schools	39	N.A.	95	N.A.	123.87	N.A.	N.A.	
		% of enrollment in secondary schools	19	N.A.	88.7	N.A.	120.03	N.A.	N.A.	
		No. of hospital beds per 1000 population	1.12	2.99	0.24	1.86	2.73	0.78	4.47	
		No. of medical doctors per 1000 population	0.180	0.745	0.09	0.28	1.21	N.A.	1.06	
		No. of health workers per 1000 population	0.39	0.88	0.22	0.41	1.28	N.A.	1.44	
		Road length per Area (km/km <sup>2</sup> )	1.40	1.66	1.78	0.82	1.37	1.05	1.45	
	Healthful Environment	Amount of tapped water supplied per person (litter)	-	-	372.1	235.8	-	-	261.7	
		Amount of solid waste per person (m <sup>3</sup> /person)	0.0003 cum	0.0035 cum	0.0024 cum	0.0013 cum	0.0013 cum	0.365 kg	0.0031 cum	
		Duration of remaining life of existing final disposal site	-	50 years	5-10 years	-	-	-	15 years	
		% of road with drainage/ side ditch	-	-	-	-	-	-	-	
		% of households with access to sewerage	0%	0%	N.A.	0%	0%	0%	0%	
	Safe Environment	No. of households damaged by a floods in the past decade	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	
		% of flood prone areas	1.1%	1.6%	None	N.A.	N.A.	N.A.	N.A.	
		No. of crimes per 1000 population	1.72	11.65	0.43	1.36	1.43	0.53	1.42	
		No. of car accidents per 1000 population	1.17	3.04	N.A.	5.40	5.71	1.60	0.15	
		No. of fires per population	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	
	Poverty	% of households below poverty line	N.A.	N.A.	52.20%	N.A.	80%	N.A.	N.A.	
	Housing	Number of House Units per Household	1.00	0.85	1.00	1.10	0.84	1.00	0.88	
		% of households in informal housing (squatter settlement)	0.6%	14.4%	2.0%	0.47%	54.8%	2.0%	2.62%	
	Amenity and Culture	Park space per person (m <sup>3</sup> )	1.650	0.111	0.047	N.A.	0.983	-	0.07	
		No. of cultural facilities (Sports Facilities)	N.A.	9	4	3	4	N.A.	25	
		No. of cultural facilities (Hall)	1	1	1	1	2	N.A.	10	
		No. of cultural facilities (Museum)	1	0	0	0	1	N.A.	1	
		No. of historical sites	1	N.A.	1	N.A.	N.A.	N.A.	N.A.	
	Competitiveness	Structure of Economic Productivity	City product of Primary Sector (million pesos)	N.A.	N.A.	N.A.	N.A.	N.A.	3,045	N.A.
			City product of Secondary sector (million pesos)	N.A.	N.A.	N.A.	N.A.	N.A.	895	N.A.
			City product of Tertiary Sector (million pesos)	N.A.	N.A.	N.A.	N.A.	N.A.	38	N.A.
			GDP per Capita (pesos)	N.A.	N.A.	N.A.	N.A.	N.A.	29,031	N.A.
			Change of Number of Employment during past 5 years	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.
			Employment by industrial sector (Primary)	N.A.	27.9%	0.2%	2.87%	22.02%	N.A.	44.79%
Employment by industrial sector (Secondary)			N.A.	11.2%	82.7%	23.02%	12.43%	N.A.	18.71%	
Employment by industrial sector (Tertiary)			N.A.	60.9%	17.1%	74.10%	65.56%	N.A.	32.29%	
No. of foreign direct investment			-	-	-	-	-	-	-	
Human Resources		% of population with higher education	-	-	-	-	-	-	-	
		No. of institutes, vocational schools, universities	14	10	6	12	11	2	13	
Advanced Technology		% of households with a telephone connection	3%	3%	25%	49.6%	23.5%	6.6%	35.7%	
		No. of internet connection outlet	N.A.	5	Yes	2	Yes	N.A.	2	
Market Accessibility		Time Distance to Capital City (by Airplane)	(70 min from Dipolog)	70 min	45 min	30 min	45 min	-	-	
		Existence of highway, railway, seaport, airport, etc.	Yes	Yes	Yes	Yes	Yes	Yes	Yes	
		Distance to export port by track	0.25 hrs	0.5 hrs	0.5 hrs	0.25 hrs	2 hrs	3 hrs	0.25 hrs	

Table 1.6 City Baseline Karte (Continued)

Criteria	Subject Areas	Indicators	Dapitan	Dipolog	Lapu Lapu	Olongapo	Roxas	Sagay	San Fernando
Governance And Management	Efficiency of Service Delivery	No. of public enterprises or private firms responsible for service delivery	-	-	-	-	-	-	-
		Progress of out-sourcing of public services (water supply)	Water District	Water District	Water District	Water District	Water District	Water District	Water District
		Progress of out-sourcing of public services (solid waste)	City Hall	City Hall	City Hall	City Hall, Garbage Fee is collected.	City Hall	City Hall	City Hall
		No. of local government staffs per 1000 population	8.86	6.16	1.99	6.48	9.01	3.21	5.81
		No. of Computer installed in City Hall per staff	-	-	-	-	-	0.03	-
		% of local government staffs with professional qualification	-	-	-	-	-	-	-
	Autonomy of Local Government	% of local revenue in total revenue (1997)	6.5%	22.3%	53.4%	68.69%	28.4%	13.7%	62.51%
		Appointment or election of mayor and local council	Election	Election	Election	Election	Election	Election	Election
	Inter-governmental Coordination	% of transfer from central and/or provincial governments in total local revenue (1997)	93.5%	77.7%	46.6%	31.31%	71.58%	82.50%	37.49%
	Transparency of Local Government	No. of NGOs and/or community organizations	12	N.A.	3	N.A.	63	N.A.	N.A.
		Institutional framework for public participation in decision-making process	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.
Bankability	Structure of Revenue and Expenditure	Local government revenue per person (pesos) 1997	2,526.2	1,632.5	1,425.5	2,315.1	1,354.4	1,491.3	636.4
		Local tax revenue per person (1997)	24.9	71.8	467.5	244.4	262.7	131.2	241.9
		% of local government revenue (Local Tax) (1997)	1.0%	4.4%	32.8%	10.6%	19.4%	8.8%	38.0%
		% of local government revenue (Fees and Charges) (1997)	0.4%	1.2%	5.1%	2.9%	5.4%	0.8%	6.8%
		% of local government revenue (Economic Enterprises) (1997)	0.9%	4.8%	1.3%	54.3%	3.6%	1.4%	16.8%
		% of local government revenue (Aids and Allotment) (1997)	93.5%	77.7%	46.6%	26.5%	71.58%	82.50%	68.3%
		% of wages of local government staffs in total local expenditure	N.A.	N.A.	39.8%	26.70%	61.30%	N.A.	40.15%
		% of investment expenditure in total local expenditure	N.A.	N.A.	25.70%	N.A.	N.A.	N.A.	N.A.
	Credit Worthy	Present dept service ratio	-	-	-	-	-	-	1.32%
		Total amount of borrowings, issued bonds (thousand pesos) (1999)	-	-	-	-	-	19,945	-
% of saving in expenditure		N.A.	N.A.	N.A.	1.83%	N.A.	N.A.	0.92%	

Source: Dapitan City, Dipolog City, Lapu Lapu City, Olongapo City, Sagay City, and San Fernando City

**Table 1.7 Example of City Strategic Karte (Olongapo City, Philippines)**

Vision: Become a full pledged Freeport

Over-All Strategy: Become a "stand alone" entity that is symbiotic and indispensable to creation of freeport

Strategies	Projects/ Programs	Strategic Karte Indicators	Data
Strategies 1	Create the Legal/Policy Regime to attain fully integrated freeport	No. of registered business establishments (industry)	89
		No. of registered business establishments (Service)	4473
		Valued-added of trading sector	N.A.
		Amount of Investment per year: domestic & international	N.A.
		Incentives for the business sectors	-
		No. of visitors to the Metropolitan Subic Freeport	-
		Local government revenue per person (pesos)	2,315.1
	Program/Project 1.1: Master Plan (including Land Use)	Existence of master plan, landuse plan	None
	Program/Project 1.2: Construction of Metropolitan Subic Freeport	No. of visitors to the Metropolitan Subic Freeport	-
	Program/Project 1.3: Livelihood Assistance	% of households below poverty line	N.A.
	Program/Project 1.4: Development of Database	No. of collected Data	-
	Program/Project 1.5: Health Centers Fully Equipped and Functional	No. of Equipment	-
	Program/Project 1.6: Strengthen Revenue Generation	Local government revenue per person (pesos)	2,315.1
Program/Project 1.7: Establishment of Socio-Economic Indicators/Standards	No. of Indicators and standards	-	
Strategies 2	Shift Economic Activities from resource based to technology based	No. of technology based establishment/No. of resource based establishment	-
		No. of employee in technology based establishment/No. of employee in resource based establishment	-
		Value of production of technology based industry/Value of production of resource based industry	-
	Program/Project 2.1: Olongapo City Colleges Expansion	No. of Students of City College	-
	Program/Project 2.2: Communication Hub	Capacity of Communication Hub	-
	Program/Project 2.3: Olongapo City Hall Computerization Project	No. of Computer installed in City Hall per staff	-
	Program/Project 2.4: Banking and Finance Center	Value of Banking and Trading	-
Strategies 3	Construct/Improve Urban Infrastructure Project	% of households with access to piped water	80.0%
		% of households with access to Electricity	90.0%
		% of households with access to sewerage	None
		No. of households in informal housing	199
		Road length per Area (km/km2)	0.82
		Road length by condition	-
		No. of Museum	None
		Amount of tapped water supplied per person (litter)	235.8
		No. of Visitors to Civic Center Complex	-
		No. of Visitors to Lot 21 Commercial Mall	-
		City Product by sector	N.A.
		% of Energy Loss	-
		No. of households damaged by a floods in the past	N.A.
		Housing Stock by structure	-
		Duration of remaining life of existing final disposal site	-
		No. of fires per population	-
		Classroom-pupil ratio (Primary)	1:37
		Classroom-pupil ratio (Secondary)	1:44
		No. of Passengers	-
		No. of users of transport terminal	-
	No. of Visitors to city museum	-	
	No. of traffic volume and average travel speed	-	
	Program/Project 3.1: Civic Center Complex	No. of Visitors to Civic Center Complex	-
Program/Project 3.2: Lot 21 Commercial Mall	No. of Visitors to Lot 21 Commercial Mall	-	
	Value of Trading	-	
Program/Project 3.3: Redevelopment of Magsaysay, Rizal & Gordon Avenues	No. of Visitors to Magsaysay, Rizal & Gordon Avenues	-	
Program/Project 3.4: Rehabilitation of Power Distribution System	% of Energy Loss	-	
Program/Project 3.5: Beaches Development	No. of Visitors	-	
Program/Project 3.6: Kalaklan River Desalination	No. of households damaged by a floods in the past	-	
Program/Project 3.7: Construction of New Road	Road length per Area (km/km2)	0.82	

### **1.6.3 Actors and Users of Urban Karte**

Who are the main actors and users of the urban karte? The urban karte is a diagnostic indicator to analyze the capability of local governments in terms of four criteria - livability, competitiveness, governance and bankability. It is created through local initiative with the involvement of diversified stakeholders, including central government agencies, private sector, NGOs, community leaders, academics and so on. With the World Bank and consultants providing support and advice, the main actors of urban karte are all stakeholders in relation to the development and management of the city.

The most important users of urban karte are the local governments, but other stakeholders such as central government, private sector, NGOs and external supporting agencies also can use it and benefit from it. All these users and beneficiaries are involved directly or indirectly in developing policies, programs and projects for urban development. They can use the urban karte in a variety of ways, which are summarized as follows:

#### **(1) Local Government**

The urban karte can be used in a variety of ways by local government. First, the urban karte is used as a measure of performance by local government so that they can improve the efficiency of urban policy and management. It is also used to monitor the progress and performance of urban policies. In addition, the urban karte helps to prioritize needs and actions taken by the local government. However, the most critical role of the urban karte is that of influencing future urban development and management policies; major investments by local governments should be carefully monitored and assessed in order to guide future urban development policies and strategies. The urban karte becomes a comprehensive planning tool for the assessment of urban conditions, identifying problems and issues, and guiding further policy development. Finally, the urban karte encourages transparency and accountability in actions of local government and provides opportunities for stakeholders' participation in the decision-making process.

#### **(2) Central Government**

For central government, the urban karte can be used as a tool in determining national urban policies and objectives. By monitoring and reviewing the indicators in urban karte, the government at both the central and local levels has a useful tool for the assessment of the effectiveness of urban policy. In addition, the urban karte can also be used as a diagnostic tool to identify problems and possible courses of action by central and local governments.

#### **(3) Private Sector**

Although cities have been governed and managed directly by local governments, a majority of decisions on city developments and economic activities are made by the private sector. It is impossible to achieve sustainable economic development without the support of the private sector. The urban karte aims to promote transparency in public decisions and encourages public-private cooperation and private investment in urban development and management.

#### **(4) NGOs, Community Organizations, and Residents**

NGOs and community organizations play an important role in developing the urban karte since they are very much interested in the performance of local government. The participation of NGOs and community organizations in developing the urban karte encourages the transparency and accountability

of local government actions. Local residents, on the other hand, tend to be interested in only their quality of life, but the urban karte will help them to understand the city in a more comprehensive manner. They can use it as a guide in a number of decisions as to their elected officials, location of residence, investments, education, health and other important issues. Most local residents look for a livable city with good governance, which can be measured by the urban karte.

#### **(5) International and External Supporting Agencies**

International supporting agencies have worked mainly on country assistance strategy focusing on sector issues, but they have paid little attention to identification of urban issues. The urban karte will be useful for many international and external supporting agencies in determining assistant strategies at the city level; that is, which areas most need technical and financial assistance, and which areas have been making the most successful use of aid funding. Since the urban karte provides a variety of data and information of cities in a comparative manner, international and external supporting agencies can apply the experience of one city to others.

### **1.6.4 Support Activities for the Urban Karte**

#### **(1) Monitoring and Assessment of the Urban Karte**

In order to make the most of the Urban Karte, monitoring must be implemented at certain periods.

It is recommended to update the data of the City Baseline Karte and the City Profile Karte every five years; census year and mid-census year. It is better to monitor fundamental data for planning, such as population or households, every year, because those data allow cities to estimate other data.

The data of the City Strategic Karte needs to be collected and assessed when development or sector plans are revised to assess the progress and performance of urban policies. Those data are basically included in the City Profile Karte and there is probably no need to newly collect them.

As well as monitoring of the Urban Karte, assessment of the data of Urban Karte is necessary. If the indicators exhibit the emergence of a clear change in development pattern, it is important to consider if such a change is caused by some projects or program implemented by the city or national government. If this is not the case, the city needs to analyze what caused the change and its implication to the City Vision. There is also the possibility of miscalculation. The result of analysis of the Urban Karte forms a solid base to formulate development policies and strategies and prevent a city from going the wrong way. Thereafter, the city needs to evaluate its policies and projects. This feedback system is very important to improve governance of the city. The following are example questions for analysis.

- Is change acceptable in line with the Future Vision of the city?
- Is change caused intentionally by implementation of projects or program (by city, national government or private sector)?
- If yes, are there developments of industrial estate, irrigation system, mall or shopping center, transportation system; airport, seaport or expressway, education center, resort facilities, public center and etc?
- Did these projects and strategies bring expected results?

- Is the change caused externally or inevitably by natural calamity, climate change, economic recession, development of adjacent cities, etc?
- Does the city need to cope with that change?

After the accomplishment of quantitative targets of visions or projects/programs, some indicators of the City Strategic Karte will not be necessary any more. In that case, it may be required to review the components of the Urban Karte itself, either to eliminate some or add new ones.

## **(2) Data Banking**

To realize a city's present position accurately, it is necessary to establish a city database nationwide. This would make it easier to compare cities and understand their present situation. Additionally, cities are able to get ideas for strategies, projects/programs, or development direction by examining cities that have similar problems and characteristics as their own.

The database of cities is useful not only for local governments but also national government. For central government, the database can be used as a tool in determining national urban policies and objectives. By monitoring and reviewing the indicators in the database, the central government has a useful tool for the assessment of the effectiveness of urban policy. The City Baseline Karte and the City Profile Karte are suitable for this database.

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## Chapter 2      PROCESS OF THE CDS EXERCISE

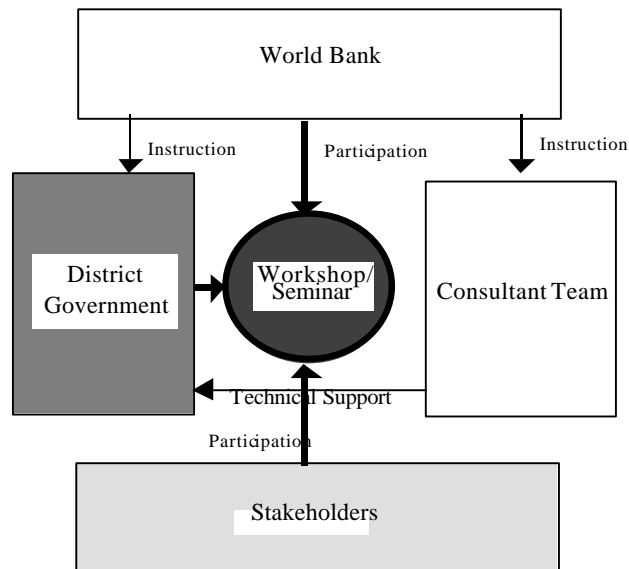
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### 2.1    Fuling, China

#### 2.1.1    Study Organization and CDS Exercise Process

##### (1)    Study Organization

The major participants and their relationship to the CDS exercise in Fuling District are conceptually illustrated in Figure 2.1.



**Figure 2.1 Relationship of the Major Participants of the CDS Exercise in Fuling**

## **(2) Participants of the CDS Exercise in Fuling**

### 1) Fuling District Government

The Fuling District Government is the main actor of the CDS exercise. Although Fuling is a district of Chongqing Special City, the district government is responsible for formulating its own urban development plan and public investment plan, but with the approval of Chongqing City. It was therefore the district government that prepared, revised and finalized the CDS. The counterpart agency of the CDS exercise is the planning and development committee.

### 2) Stakeholders

The stakeholders were gathered on appropriate occasions to discuss development issues, the future vision of the city as well as the prioritization of projects/programs. Through discussion with the Consultant Team, the Fuling District Government selected the following stakeholders as participants:

- district government,
- public enterprises,
- Chamber of Commerce,
- private firms,
- community leaders,
- hospitals and schools, and the
- academic community

### 3) Consultant Team

The Consultant Team provided the necessary technical support and guidance during the course of the CDS exercise. It also organized workshops and seminars on the exercise in Fuling. To act as liaison and to provide continuous support to the district government, Mr. Zhang Hao Kun, a local expert, has been selected as a member of the Consultant Team.

### 4) The World Bank

The Bank directed the activities of the CDS exercise through the Consultant Team.

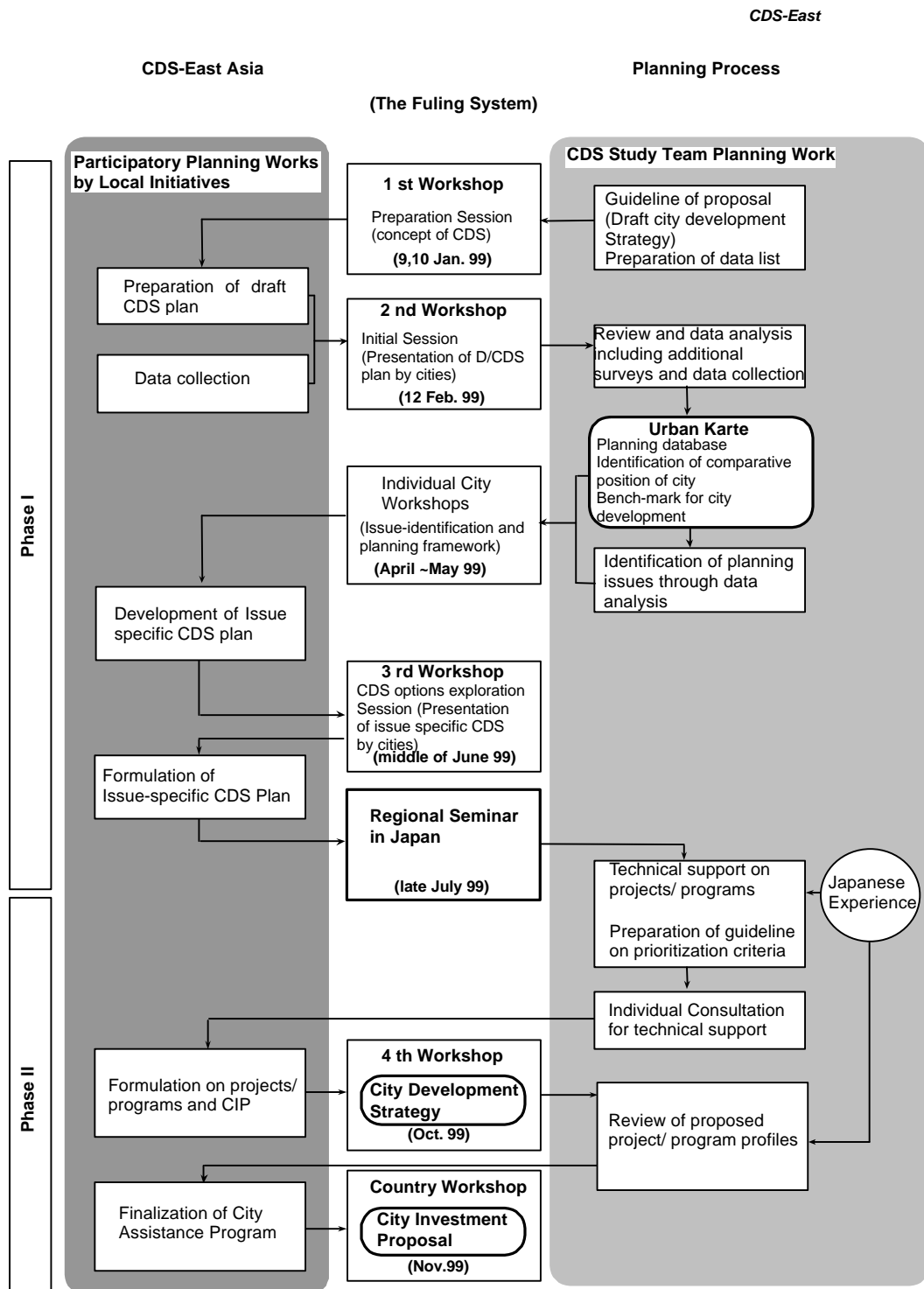
### 5) The Government of Japan

The Government of Japan, particularly the Ministry of Construction, contributed to the CDS exercise mainly by hosting the CDS conferences in Japan.



**(3) CDS Exercise Process**

The basic approach to the CDS exercise in Fuling District is illustrated in Figure 2.2. As mentioned earlier, the Fuling District Government formulated their CDS in a self-help manner, while the Consultant Team provided technical assistance in the course of the exercise.



**Figure 2.2 CDS Exercise in Fuling (The Fuling System)**

### **2.1.2 Process of the CDS Exercise**

The CDS exercise in Fuling, which ran from May 1999 to June 2000, was carried out according to the process described below. The Consultant Team gave their full cooperation to the following organizations:

- \* Fuling People's Government,
- \* Fuling Planning Committee, and
- \* Fuling Construction Committee.

#### **Task 1-1 Review of Collected Data/Information**

The Fuling Government collected and provided necessary data / information concerning "social development" and "city development," including "The City Development Plan of Fuling" and "The 10th 5-year Socio-economic Development Plan" which the Fuling Government is now preparing.

The Consultant Team and the Fuling Government exchanged opinions concerning the two draft plans and other data / information as well. These two draft reports were understood to be the most important basic documents in the process of the CDS exercise.

#### **Task I-2 Conduct of Kick-off Meeting and 1st Workshop (May '99)**

A number of government officials, headed by the deputy city mayor, stakeholders from the different sectors and the Consultant Team attended the kick-off meeting and the 1st workshop.

The Consultant Team described the purpose, principle, and methods of the CDS exercise during the meeting. On the other hand, the Fuling side introduced the present situation of social and economic development in Fuling. The 1st workshop was an occasion for the stakeholders to express their views on the following problems and to accomplish the scoping session sheets afterwards:

- Identification of the city's position in the nation;
- Major problems and planning issues;
- Future vision/emphasized policies;
- Identification of latent constraints and potentials to materialize the vision;
- Building of a socio-economic framework; and
- Priority issues and possible measures.

#### **Task I-3 Preparation of Urban Karate**

The Consultant Team compiled the Fuling Urban Karte based on the data / information from the the Fuling Government and the results of the 1st workshop.

#### **Task I-4 Conduct of 2nd Workshop**

The 2nd workshop was held in Fuling in July 1999. Afterwards, the Fuling Government and the Consultant Team discussed and worked together on the following:

- How to invite more stakeholders to participate in the revision of “**The City Development Plan of Fuling,**” and how to reflect their opinions in the plan.
- How and what to prepare for presentation to the “Regional Seminar” in Tokyo, Japan.

#### **Task I-5 Regional Seminar**

The four-member Fuling delegation, headed by Mr. Jiang Tianlun, deputy city mayor, attended “the Asian City Development Strategy Tokyo Conference 1999” (Regional Seminar) from 28-30 July 1999. Mr. Jiang Tianlun gave a speech on behalf of the Fuling Government. The Fuling delegation exchanged views with the other delegates from cities that are also part of the CDS initiative.

#### **Task I-6 Collection of Comments from Citizens**

At the request of the Consultant Team, the Fuling Government presented a draft of “**The City Development Plan of Fuling**” at the central square of the city for public viewing in order to get comments from the citizenry. The government collected and summed up the comments to the Plan, which would be used as important reference information for the revision of the “**The City Development Plan of Fuling,**”

#### **Task II-1 Consultation on Formulation of the “The City Development Plan of Fuling” and the Priority Projects**

There was another consultative meeting between the Fuling Government and the Consultant Team in January 1999. The Consultant Team offered technical advice concerning the following subjects:

- The City Structure,
- Transportation, and
- Environment.

#### **Task II-2 3rd Workshop**

The 3rd workshop was held in Fuling in January 2000. It was attended by the officials of Fuling Government and other stakeholders, and by the Consultant Team as well. The focus of the workshop was as follows:

- Confirmation on the further revision of basic principles and major subjects for “**The City Development Plan of Fuling**”;

- Fuling Government's proposed long-term assistance projects/programs; and
- Stakeholder views concerning the above projects/programs.

The Consultant Team compiled and published the stakeholder comments on the proposed projects/programs.

### **Task II-3 Preparation of the "City Investment Proposal"**

In May 2000, the Fuling Government drew up the official list of projects to be submitted for financial and technical assistance from the World Bank.

The "City Investment Proposal" was prepared under the joint efforts of the Consultant Team and the Fuling Government.

## **2.2 Greater Bandung, Indonesia**

### **2.2.1 Study Organisation and CDS Exercise Process**

The Bandung Metropolitan Area (or Greater Bandung) consists of two local government administrative units, namely Bandung Municipality (or Bandung City) and Bandung Regency. Both administrative units are at the same level under the provincial level.

The core people of the CDS exercise are the staffs from the Planning Bureaus of Bandung Municipality and Bandung Regency. After the commencement of the CDS project in Bandung, the core people organized internal working groups within in their respective planning bureaus. The internal working groups included not only the staffs of the Planning Bureaus but also those of other departments.

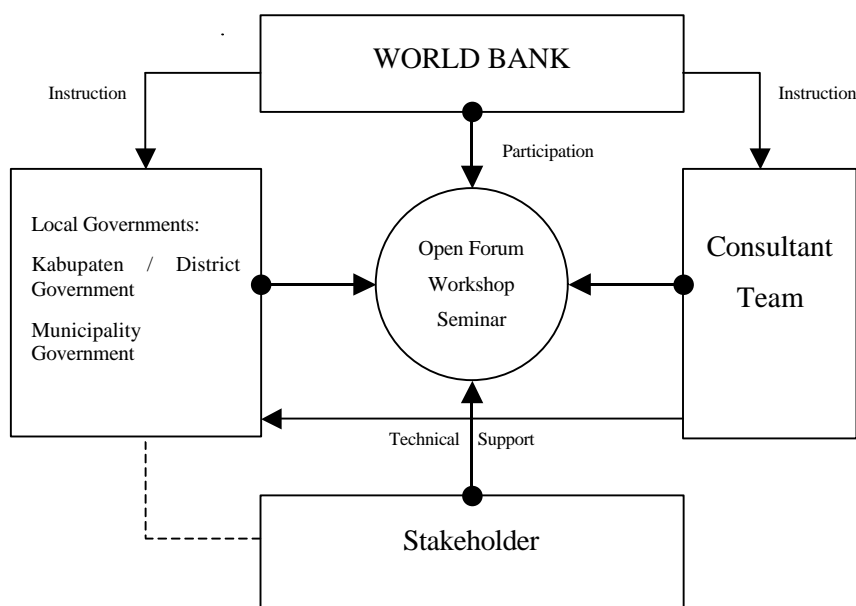
In addition to the core people and internal working groups of Bandung Municipality and Bandung Regency, some professors and researchers of Bandung Institute of Technology (Institute Technology Bandung, ITB) worked together with Bandung Municipality and Bandung Regency in the CDS exercise. They served as technical advisers to the local governments. At the same time, they participated in the stakeholder meetings; in fact, one of the professors volunteered as a facilitator of the stakeholder meetings.

One local resident of Bandung was hired as a consultant whose tasks were coordinating with the local governments and collecting data. Through the local consultant's efforts, there was good work coordination between the core people of Bandung Municipality and Bandung Regency.

Mrs. Ida Ayu Indira, a World Bank official based in Jakarta as well as a Bandung resident and a graduate of ITB, also attended the stakeholder meetings to explain the CDS concept and the World Bank's stance toward the CDS project.

The CDS expatriate consultants conducted two types of activities in parallel in Bandung. One activity encouraged local officials' initiatives and helped them to organize stakeholder meetings. The other activity involved the conduct of hearings and of site visits for understanding Bandung's urban situation and problems.

**(1) Study Organization**



**Figure 2.3 Relationship of the Major Participants of the CDS Exercise in Greater Bandung**

**(2) Participants of the CDS Exercise in Greater Bandung**

1) Kabupaten and Municipal Governments

Kabupaten and Municipal Governments (local governments) in Greater Bandung were the main actors of the CDS exercise in Greater Bandung. Both the local governments and the planning agencies worked together to discuss and formulate their draft CDS output with assistance from the Consultant Team.

2) Stakeholders

The stakeholders—academic community, NGOs, private sector, local government, and local legislative assembly (DPRD)—gathered in several occasions, such as open forum sessions and CDS workshops, to discuss Greater Bandung’s vision, mission, development issues, strategies, and priority projects/programs.

3) The World Bank

The Bank directed the activities of the CDS exercise through the Consultant Team.

4) The Consultant Team

The Consultant Team provided the necessary technical support and guidance in the course of the CDS exercise. Together with ITB Research Centre and the core people of Greater Bandung (several people from the local governments and a local consultant), the Consultant organized several open forum sessions and CDS workshops.

## **2.2.2 Process of the Exercise**

### **(1) Visits to Bandung**

At the end of March, the selection of a city for the CDS exercise in Indonesia was finalized, and Bandung was selected. From 25-29 April 1999, the CDS consultant team was in Bandung to initiate the CDS exercise by explaining the objectives, approaches, process, expected outputs and schedule.

The second visit of the CDS Consultant Team to Bandung was not realized in May and June, in order to avoid the campaign period for the general elections and the period afterwards.

In late June and early July, the CDS Consultant Team spent two weeks in Bandung to conduct several stakeholder meetings. Before the second visit to Bandung, the local consultant organized a preparatory meeting for Bandung Municipality, and two preparatory meetings for Bandung Regency. These meetings helped the local government officials to prepare for the commencement of the CDS exercise.

### **(2) Stakeholder Meetings**

#### **Bandung Municipality**

##### *Preparatory meeting on June 21 (Monday)*

The meeting was very formal and short (less than two hours), and attended by several employees from various government agencies. The meeting began with an explanation of the CDS project and expected outputs. Some data were collected by the local consultant.

##### *First stakeholder meeting and workshop on July 1 (Thursday)*

In coordination with the arrival of the CDS Consultant Team to Bandung, a stakeholder meeting was organized, which was attended by representatives of various departments of local government, private companies and universities. The Chamber of Commerce and two NGOs were also invited. However, even from the outset of the meeting, there were already a number of participants who had expressed their views regarding the number and composition of stakeholders. It was commented that more university professors and NGO representatives should have been invited, and that there was a necessity to analyze just who the stakeholders were.

After lunch, a workshop was conducted by organizing four discussion groups covering 1) environmental and spatial planning, 2) transportation, 3) institutions, and 4) socio-economy. Since a number of participants were government officials, their discussions were specific and concrete in nature. The perception of local officials on Bandung's urban problems was well reflected in the issues raised in the meeting.

### Bandung Regency

#### *Preparatory meeting, June 16 (Wednesday)*

The various departments of Bandung Regency were represented in this meeting. The local consultant explained about the CDS project and its expected outcomes to the officials of Bandung Regency. At the same time, a variety of documents and information was collected.

#### *First stakeholder meeting and workshop, June 22 (Tuesday)*

The meeting was opened by the head of the Planning Bureau of Bandung Regency and was attended by various departments and related organizations. After the explanation of the CDS project, four groups (social group, economic group, physical, environmental and spatial planning group, and institutional group) were organized for the discussion of more specific topics. The discussion was documented.

### Both Bandung Municipality and Bandung Regency

#### *Informal meeting with ITB researchers (9 am – 12 noon), July 5 (Monday)*

This meeting was held for the purpose of getting feedback from ITB researchers on the results of the stakeholder meetings. The core people and the internal working groups of both Bandung Municipality and Bandung Regency attended the meeting. An ITB researcher, who is a transportation specialist, acted as facilitator.

Since the results of the stakeholder meetings obtained previously were limited to the issues, this meeting started with a discussion of the visions of Bandung. The CDS Consultant Team considered it necessary to allow a relatively free discussion with minimal guidance for the purpose of promoting a sense of ownership.

#### *Continuation of the previous day's discussion (one day), July 6 (Tuesday)*

The core people and some from the internal working groups continued the discussion left off from the previous day. They spent much time for finalizing the visions of Greater Bandung. They were enthusiastic about formulating the visions of Greater Bandung by themselves. According to the participants, most of them had never experienced such self-initiated exercise and felt some responsibility for it.

After the visioning, the stakeholders moved to SWOT analysis and elaborated problems for the key issues they had identified. However, this SWOT analysis ended in very general or abstract statements of problems, which might be applicable to any kind of city of a developing country.

#### *Combined stakeholder meeting (one day) July 7 (Wednesday)*

The invited participants to this meeting were the stakeholders of both Bandung Municipality and Bandung Regency. Once again, the discussion about stakeholders re-surfaced, especially the issue on whether local council members and political party representatives should be invited or not. Eventually it was decided to invite them to the next day's meeting.

#### *Combined stakeholder meeting (half day, in the morning), July 8 (Thursday)*



Since local council members and political party representatives were newly invited, a special explanation to the newcomers was needed. Discussions similar to the previous day's meeting were also repeated.

The participants tried to compile key discussion results for presentation to the Mayor of Bandung Municipality and to the Head of Bandung Regency. However, they could not finalize the key issues and strategies, which had to be presented by the Mayor to the CDS Tokyo conference. In the end, they asked the CDS Consultant Team to prepare a draft list of key issues for their review.

*Combined stakeholder meeting (half day, in the morning), July 10 (Saturday)*

One of the members of the CDS Consultant Team acted as facilitator of this meeting. At first, the participants were asked to write their priority projects on the board, without benefit of any discussion; they were to consider what projects are important to just their respective sector or office. The participants were asked to be specific as to location and types of project. Second, the participants were asked to compare the list of key issues prepared by the CDS Consultant Team with the list of priority projects they had written on the white board. Third, the facilitator asked the participants if they wanted to add new issues to the list of key issues. Through this process, the preliminary list of key issues was modified upon discussion among the participants.

Based on the modified key issue list and the preliminary priority project list, the CDS Consultant Team formulated major strategies and priority projects to tackle the identified key issues. The list of key strategies and priority projects were returned to the core people for review and inclusion in the city profile for the CDS Tokyo Conference.

In the course of the two weeks in Bandung, the following were frequently asked: What is the CDS? What is the output of the CDS project? What is the input of the Consultant Team? Which is more important in the CDS, process or output? What is the definition of the participatory approach in the CDS project? The CDS Consultant Team and the World Bank tried to provide answers to these questions.

It is considered that the core people, internal working groups, and participants generally understood the central concept of the CDS exercise, the equal importance of both process and output, the importance of their own initiatives to define the participatory approach and stakeholders.

### **(3) Characteristics of the Stakeholder Meetings**

In summary, the characteristics of the stakeholder meetings in Bandung are as follows:

- 1) A total of nine stakeholder meetings were held within the two-week stay of the CDS Consultant Team in Bandung.
- 2) Gradually new members were added to the list of stakeholders, and it was necessary to explain what was done so far to the newcomers.
- 3) Stakeholders across a wide section of the community (local government officials, university professors, NGOs, political parties, and local council members) were involved in the CDS exercise.

- 4) In the beginning, there were separate meetings for Bandung Municipality and Bandung Regency, but later combined stakeholder meetings for Bandung Municipality and Bandung Regency were organized.
- 5) There was a strong sense of project ownership among the core people supporting the CDS exercise.
- 6) A great deal of spontaneity and strong initiative were exhibited by the CDS core people in Bandung.
- 7) Even after the two-week stay of the Consultant Team in Bandung, some kind of urban planning forum was still held every Saturday.

#### **(4) CDS Exercise Process**

The basic approach of the CDS exercise in Greater Bandung, Indonesia is illustrated in Figure 2.2.1. Local Governments formulated their CDS in a self-help manner, with assistance from the Consultant Team.

#### **(5) Open Forum Sessions**

After the Tokyo Seminar on 27-30 July 1999, with support from LPM-ITB (Research Centre of ITB), the core people conducted more than 10 open forum sessions attended by various stakeholders, including those from the political parties. These were weekly gatherings intended for the discussion of a number of issues related to Greater Bandung as follows:

- a) Development of public transport system with focus on mass transport system;
- b) Restructuring the road transport network system of Greater Bandung;
- c) Development of raw water management system and increase of water supply coverage;
- d) Development of environmental pollution control system;
- e) Development of “land effective” housing area by implementation of appropriate land management;
- f) Optimization of planning and land utilization based on the existing Master Plan by effective land control;
- g) Development of city information system;
- h) Conduct of open forums to afford stakeholders the opportunity to air their views;
- i) Development of networking between the technology development centres and business sectors in agriculture, industry, service and tourism;
- j) Development of environment-friendly, high-tech industries and reallocation of existing polluted industries to special areas (industrial estates);
- k) Utilization of social and cultural potential of Greater Bandung and conservation of high value cultural and architectural heritage;
- l) Development of formal and non-formal labor-market-oriented educational system; and
- m) Development of efficient and optimum utilization of development funding system.

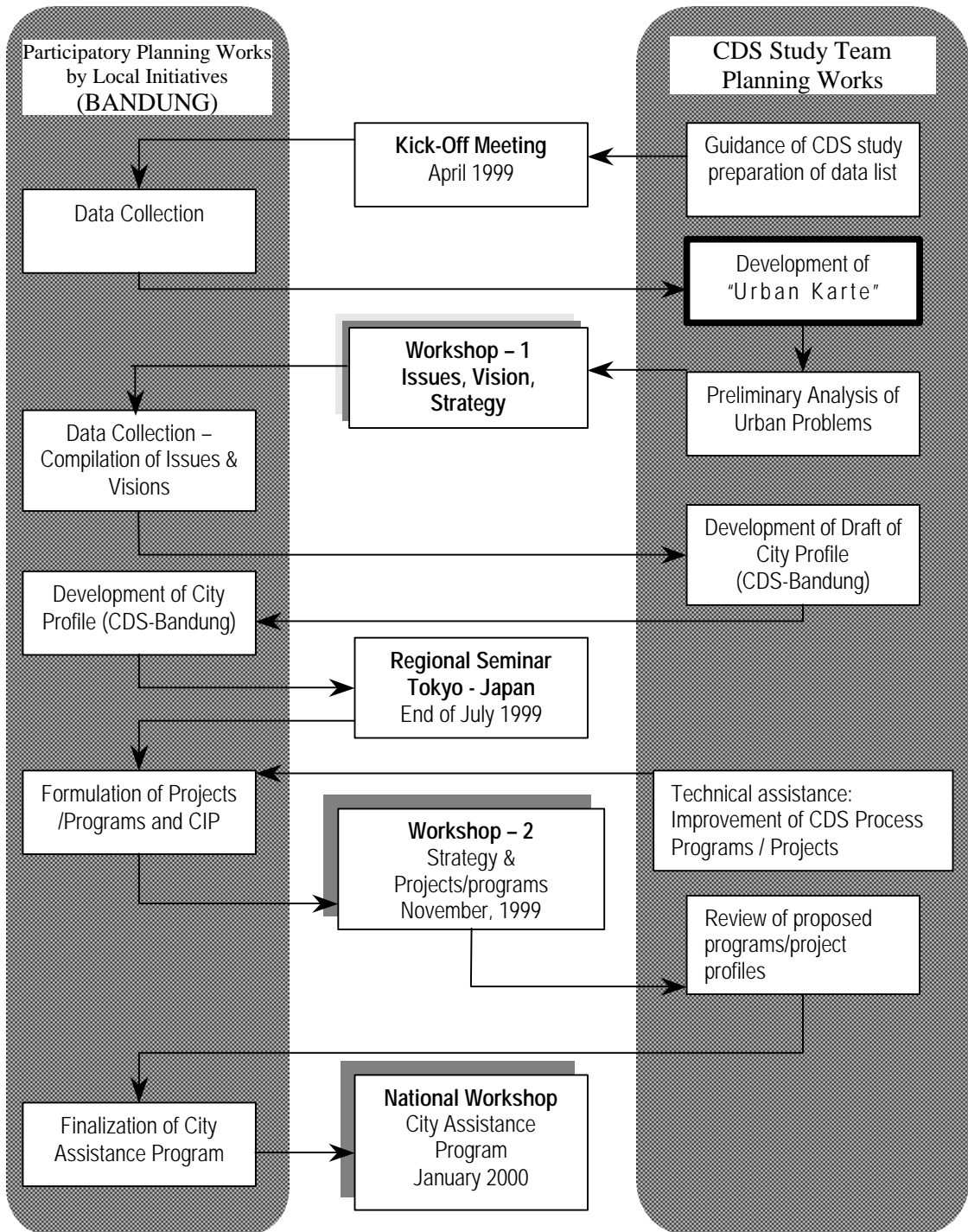


Figure 2.4 CDS Exercise in Indonesia (The Greater Bandung System)

After holding the first open forum, the core people together with the LPM-ITB established nine (9) working groups to have a more efficient and effective discussion. The members of the groups came from the different local government agencies, academic community and private sector related to their respective topic of discussion.

The responsibilities of the working groups were to review the previous Bandung CDS which was presented in the Tokyo Seminar, to prepare discussion material for the CDS open forum, to make a presentation, and to facilitate the discussion. The open forum sessions were scheduled from July 31 to October 1999. The output of each session was documented and re-formulated by the core people for the stakeholder meeting.

#### **(6) Core People Discussion**

Based on the output from the open forum sessions, the core people formulated the development issues, vision, mission, strategies, and projects/programs for Greater Bandung. During the formulation, the core people sometimes invited resource persons to comment, critique, or give a second opinion. Furthermore, the list of projects/programs was widely distributed to different local government agencies in order to get their comment/opinion.

#### **(7) Meeting with the World Bank (November 5, 1999)**

On 5 November 1999, Bappeda of Bandung City, together with the core people, organized a meeting, which was attended by the stakeholders of Greater Bandung and by officials of the World Bank (Mr. Keshav Varma, Mr. Daniel Hoornweg, Mr. Stephen Dice and Mrs. Ida Ayu Indira Dharmapatni).

In general, the meeting was divided into three sessions as follows:

- a) presentation of intermediate output of CDS-Bandung (issues, vision, mission, etc.) by the chairman of Bappeda, Bandung City, Mr. Yosef;
- b) presentation of CDS process in Greater Bandung (what have been done so far and what is next) by the chairman of the Physical and Infrastructure Division of Bappeda, Bandung Regency, Mr. Tatang; and
- c) open discussion consisting of comments, inputs, recommendations from the World Bank and other participants.

Following are the comments from the World Bank:

- a) Cooperation between Local Governments (Bandung City and Bandung Regency) is an important issue and should be implemented more intensively in order to cope with problems in development.
- b) Strategies produced by CDS-Bandung are quite comprehensive and not only focused on sectoral basis.
- c) Institutionalization (formalization) of the CDS exercise is a good idea to establish a sustainable forum for Greater Bandung.
- d) Due to limited financial capacity of local governments, privatization of infrastructure development is a must.

- e) Moreover, in the globalization era, Greater Bandung can learn from Bangalore City's experience on how to develop an industrial network with one of the cities in the US.
- f) Bandung City has potential and uniqueness (architectural heritage). Even as city development grows rapidly, city uniqueness should be maintained properly and population growth should be controlled.
- g) Bandung City should optimize its existing assets, for example, by improving its water pipeline system in order to reduce the loss of clean water.

Comments from other participants include the following:

- a) Strategies and priority projects/programs should be re-evaluated, to obtain clear implementation staging. Proposed projects/programs should be elaborated into specific action programs.
- b) It should be differentiated between short, medium and long-term projects/programs and also between short-term and high priority projects/programs.
- c) CDS process should involve more stakeholders, especially representatives from the political parties.
- d) Output from the CDS exercise should be integrated into the existing formal planning process and authorized by DPRD for further legal implementation.
- e) Physical border of Greater Bandung area should be re-defined.
- f) There is a need for a trained facilitator in order to implement the process more effectively and efficiently and to achieve the expected outcomes.

#### **(8) CDS Workshop (November 29, 1999)**

The core people, with assistance from the Consultant Team, carried out a one-day CDS workshop on 29 November 1999 at the Santika Hotel, Bandung. The chairman of Bappeda, Bandung City, gave the opening remarks, followed by presentations on the CDS process and Bandung's intermediate output by the chairman and the Consultant Team. Comments and recommendation for the next stage of the CDS were also given.

The aims of this workshop were to review the existing output and process on CDS-Bandung to improve and better formulate issues, strategies and proposed priority projects/programs. Participants of the workshop consist of representatives of various stakeholders who have been involved in the CDS process before.

At the afternoon session, the workshop was conducted by organizing five discussion groups covering economy, environment, social/society, governance, and infrastructure. Each group was requested to review the consistency of development issues, strategies, and proposed priority projects/programs and also make corrections and comments on the previous output.

The output of the workshop were further discussed and re-formulated by the core people for dissemination to a broader section of society.

## **2.3 Seven Cities, Philippines**

### **2.3.1 Study Organization and CDS Exercise Process**

#### **(1) Selected City**

In the Philippines, the Bank selected seven candidate cities, all of which were very keen to join the CDS exercise. The candidate cities were:

- Dapitan City,
- Dipolog City,
- Lapu-lapu City,
- Olongapo City,
- Roxas City,
- Sagay City, and
- San Fernando City.

All the seven cities were invited to two CDS workshops held in January and February 1999, aimed at selecting one city as pilot case. However, in February 1999, the Bank finally decided to include all the seven cities for the CDS exercise in the Philippines.

#### **(2) Study Organization**

The major participants and their relationship to the CDS exercise are conceptually illustrated in Figure 2.5.

##### **1) Local Government Units**

Local governments were the main actors of the CDS exercise in the Philippines. They prepared, revised and finalized their CDS in a self-help manner. Mayors and city planning and development offices (CPDO) were expected to take the initiative in the CDS exercise. The CDS exercise aimed at expanding the planning capacity of CPDOs for database preparation, issue analysis, strategy formation, project prioritization, and project investment.

##### **2) Stakeholders**

The stakeholders—community leaders, NGOs, the academic community and the private sector—were gathered on appropriate occasions in order to discuss development issues, the vision of the cities as well as the prioritization of projects/programs.

3) The Philippine-dedicated Study Team

In order to provide substantial consultant service to the seven cities, the Bank and the Consultant Team agreed to set up the Philippine-dedicated Study Team (hereinafter referred to as the PDT). The PDT oversaw the CDS exercise in the seven cities.

4) Consultant Team

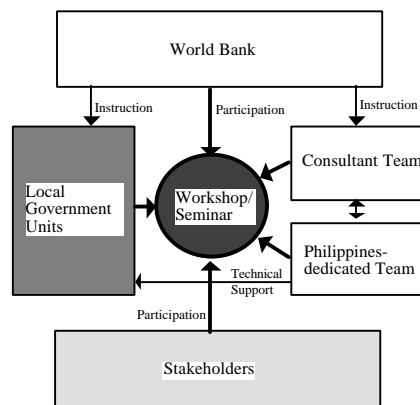
The Consultant Team provided the necessary technical support to the PDT and the cities during the course of the CDS exercise in order to guide its direction and outcomes. In addition, the Consultant Team assisted the PDT in organizing workshops and seminars for the CDS exercise in the Philippines.

5) The World Bank

The Bank directed relevant activities of the CDS exercise through the Consultant Team and the PDT.

6) The Government of Japan

The Government of Japan, particularly the Ministry of Construction, contributed to the CDS exercise mainly by hosting the CDS conferences in Japan.



**Figure 2.5 Relationship of the Major Participants of the CDS Exercise in the Philippines**

**(3) CDS Exercise in the Philippines (The Philippine System)**

The basic approach to the CDS exercise in the Philippines is illustrated in Figure 2.6. The local governments formulated their city development strategies in a self-help manner, with assistance from the Consultant Team and Philippine-dedicated Study Team.

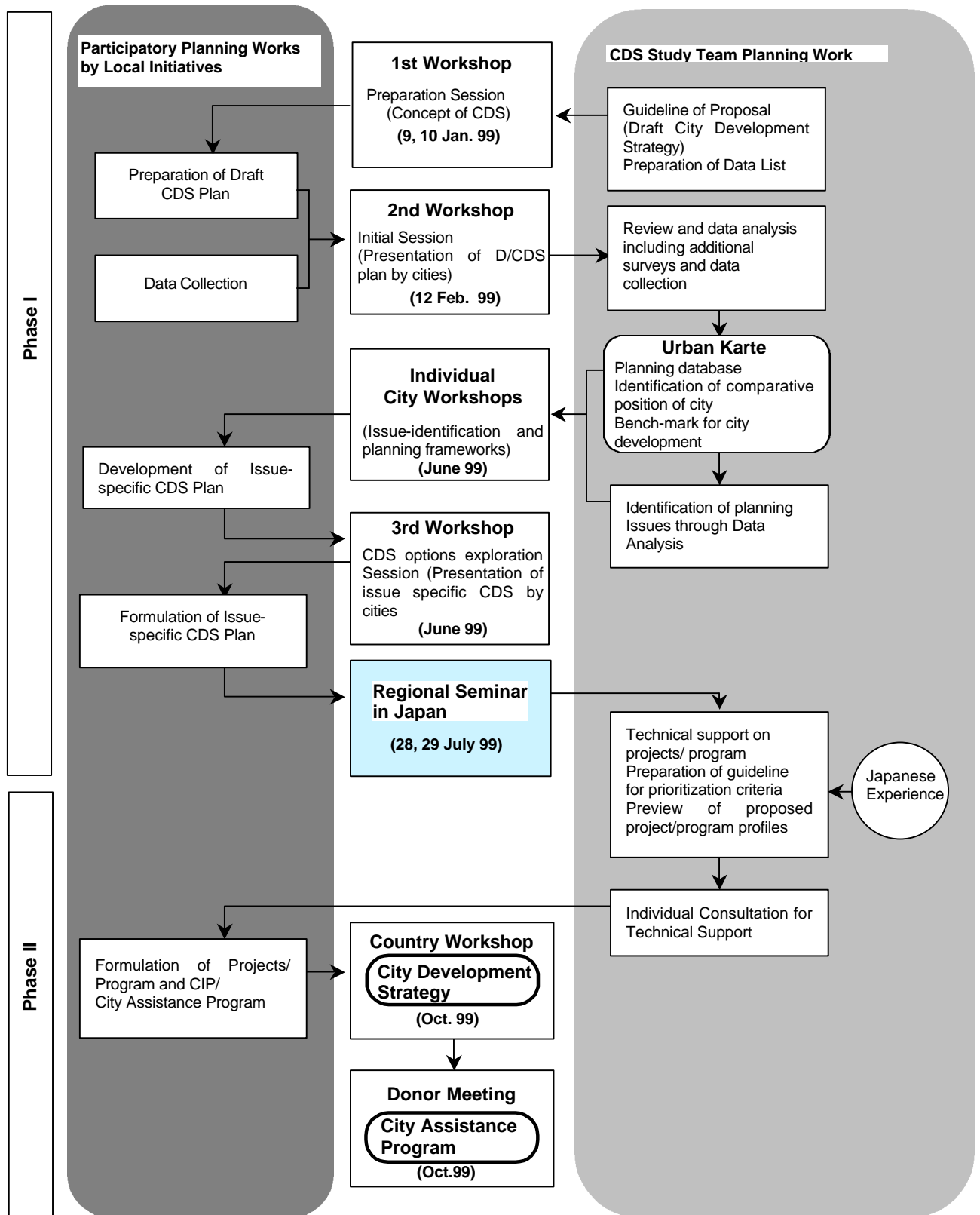


Figure 2. 6 CDS Exercise in the Philippines (The Philippine System)



### **2.3.2 Process of the Exercise**

#### **(1) 1<sup>st</sup> Workshop (January 1999)**

The First Workshop on the CDS exercise was held on 12-13 January 1999 in Roxas City. The workshop aimed at providing instruction on the CDS exercise as well as selecting one pilot city from seven candidate cities prior to starting work with the Consultant Team. The Bank organized the workshop with support from the Consultant Team.

All of the concerned local governments agreed to submit to the Bank a proposal, which covered existing planning issues, vision and technical assistance to be required from donor agencies and outside sponsors.

#### **(2) 2<sup>nd</sup> Workshop (February 1999)**

The Second Workshop was held on 12 February 1999 in Manila. The prime objective of the workshop was to select one pilot city for the CDS exercise from among seven candidate cities previously mentioned. Dapitan and Dipolog prepared a joint proposal. Because all the candidate cities had been very keen to participate in the CDS exercise, it was difficult and nearly impossible to select just one city. The Bank finally decided to select all the candidate cities for the CDS exercise in the Philippines after discussing the matter with the Consultant Team.

#### **(3) Formulation of the Philippine-dedicated Study Team (March 1999)**

The decision to implement the CDS exercise in seven cities was expected to give a heavy workload to the Consultant Team. To address this matter, the Bank and the Consultant Team agreed to set up the so-called Philippine-dedicated Team (PDT). The PDT undertook consultant services to support the formulation of the CDS program on the basis of local initiatives.

#### **(4) Data Collection (January – May 1999)**

The Consultant Team distributed in the first workshop a list of data that is required for the study. The seven cities undertook the preparation of the required data under the guidance of the PDT.

#### **(5) Review of Visions/Theme/Directions (March 1999)**

The Consultant Team conducted a preliminary review of visions/themes/directions of plans and policies prepared by the cities.

#### **(6) City Visitation (April 1999)**

The city visitations were undertaken from 21-28 April 1999, and the PDT met and held some discussion with key persons in the LGUs: mayors, city development and planning coordinators, councilors, administrators, and other technical staff.

The objectives of the city visitation were to collect additional data, to explain the framework of the city development strategy exercise, the tasks of the Philippine-dedicated Team, the CDS Executive

Summary Format and the Urban Karte, and to discuss the draft city development strategy submitted by the cities in February 1999. The schedule for the individual workshop was also discussed.

The cities understood and accepted the framework and schedule of the city development strategy exercise. Meanwhile, the additional data were either given right away or submitted later on to the PDT. The minutes of meetings are shown in the Appendix.

### **(7) Consultative Meeting (May 1999)**

The coordinator and other technical staff of the CPDOs of the seven cities were invited to Manila on May 14, 1999 for a consultative preparatory meeting regarding the problems raised during the city visitations and the refinement of their CDS reports. Seventeen (17) participants from six cities attended the meeting.

The PDT structured the workshop proceedings to cover five aspects: (1) city profile and data banking; (2) city finance and private sector participation; (3) urban development strategy; (4) city governance and capability building; and (5) the CDS Executive Summary and Urban Karte. The suggested outline for the CDS report was also distributed and explained to the participants.

The questions and discussions focused on project funding, needs of an effective planning office, capability building, and the Urban Karte.

It was made clear to the participants that the CDS report, especially, the sections on long-term vision, city profile, city organization and capability building program, and strategies should be revised based on the result of the meeting. The discussion is presented as minutes of meeting in the Appendix.

### **(8) Individual City Workshops (June 1999)**

A series of individual city workshops was conducted from 10-28 June 1999. All the stakeholders, including the mayor, the city planning and development coordinator and other LGU staff, *Sanggunian* members, regional officers of national government, community leaders, NGOs, and the private sector, participated in the individual city workshops. Dapitan and Dipolog had a joint workshop in order to discuss the 'twin city' idea. The dates of the individual workshops are shown in Table 2.1.

The PDT consultants gave comments on the submitted 2<sup>nd</sup> CDS report from the aspects of governance, municipal finance, development direction and strategies, planning, capability building, and the CDS executive summary as well. The comparison of basic data among the seven cities was shown to the cities. Major development issues, long-term vision, and priority projects were discussed using a participatory planning technique, Zopping<sup>1</sup> or Project Cycle Management Method (PCM)<sup>2</sup>, wherein the participants were divided into 4 or 5 groups. Most of the stakeholders reacted positively to the workshop, joined in the discussion and enjoyed the experience.

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<sup>1</sup> Zopping is an objective-oriented project planning method developed in early 1980 by GTZ.

<sup>2</sup> Project Cycle Management Method (PCM) was developed in the early 90s for Japan's official assistance based on the Zopping method. PCM adapts the same technique as Zopping.

The grouping for the Zopping (PCM) exercise was as follows:

- Group 1: governance,
- Group 2: municipal finance,
- Group 3: planning and environment,
- Group 4: economic development, and
- Group 5: social development.

The seven cities promised that before the 3<sup>rd</sup> workshop, revisions would have been made on their CDS reports based on the results of the individual workshops.

**Table 2.1 Schedule of Individual Workshops**

City	Individual Workshop Dates	No. of Participants
Dipolog & Dapitan	June 10 – 11	59
Olongapo	June 14 – 15	64
San Fernando	June 17 – 18	62
Roxas	June 21 - 22	58
Sagay	June 25 - 26	46
Lapu-Lapu	June 28	23

### **(9) 3<sup>rd</sup> Workshop (July 5-6, 1999)**

The 3<sup>rd</sup> workshop was the second national workshop, and the seven cities gathered in Manila on July 5-6, 1999 for this event. The main objectives of the workshop were to have an exchange of outcomes of CDS plans to be depicted by the cities, to provide a venue for mutual learning among the cities about exploring possible measures against issues that have been raised, and to make the necessary preparations for the Tokyo seminar.

The result of the CDS exercise was reported on day 1 of the workshop. The seven cities presented their 3<sup>rd</sup> CDS, which was revised after the individual workshop. The progress of the CDS exercise in the Philippines and in East Asia was also reported. Planning issues and possible measures against issues were taken up in day 2. The morning session was devoted to planning issues such as the comparison of the seven cities, planning limitation and opportunities facing the seven cities, project financing and strategic planning. The main subjects of the afternoon session were capability building and inter-local cooperation.

### **(10) Individual Consultative Meetings (September and October 1999)**

In order to make the CDS plans more realistic and rational, individual consultative meetings were held aimed at providing a last opportunity to refine visions, strategies, and projects before the national seminar, to review project prioritization and identified priority projects, and to prepare a City Investment Proposal (CIP), with technical guidance by consultants. Three consultative meetings were held from September 20 to October 1, starting with Olongapo and San Fernando, then Roxas and Sagay, and finally, Dapitan and Dipolog. Lapu-lapu City had a separate meeting with the

consultants. The consultative meetings also afforded a learning opportunity for the cities by observing each other's performance.

**Table 2.2 Individual Consultative Meetings**

City	Individual Consultative Meeting	No. of Participants
Olongapo & San Fernando	September 20 -21	49
Lapu-lapu	September 22-23	66
Roxas & Sagay	September 27-28	21
Dapitan & Dipolog	September 30 - October 1	70

The discussion was focused on clarification of visions, rationalization of strategies based on data and facts, and consistency among vision, strategies and projects, because most of the city visions were not clearly stated, and there were questions whether the cities could really attain their vision by implementation of identified strategies and projects. Some missing aspects, like socio-economy, were also pointed out by participants. The cities refined their visions and strategies, and added necessary projects based on the discussion.

The seven cities prioritized their projects by drawing up a set of criteria; they then selected their top three projects. Several cities were advised to include projects implemented by national agencies and the private sector in their long list.

Along with the guidance of the CDS Consultants, the cities estimated annual project costs and examined possible funding sources for selected priority projects. The Consultants showed the projections of future revenues and borrowing capacity of cities as a base of CIF exercise.

For clarifying details of projects, the cities were given a format for the preparation of the project profiles; these had to be completed before the national seminar.

At the end of meetings, the cities were requested to consider and include their next steps/actions to materialize the CDS plan.

#### **(11) Donor Meeting (October 22, 1999)**

A donor meeting was conducted in Manila on October 22. The major purposes of the forum were:

- to facilitate donors' understanding of the CDS approach;
- to call for their support on implementing the CDSs proposed by the participating cities; and
- to request their attendance to the Country Seminar on October 28-29, 1999.

The donors who participated in this forum were W/B Philippines and Washington, ADB, USAID, WHO and JICA. This forum was hosted by HUDCC (Housing and Urban Development Coordination Committee) which was expected to be a national coordination body for the next step of the CDS exercise that shall be expanded over more than 50 cities in the country. HUDCC was also to play a chief role--as host of the Country Seminar.

The donors showed interest in the approach of the CDS; however, they were already doing programs very similar to it in terms of capability building and city indicators (ADB), healthy city programs

(WHO), and so on. Although the donors were all aware of the importance of building a more consolidated manner of program implementation, no one was willing to take the initiative to do so.

### **(12) Country Seminar (October 28-29, 1999)**

The country seminar was held on 28-29 October 1999 at Hyatt Regency Hotel, Manila. This was the last seminar of the CDS Exercise in the Philippines and it was co-sponsored by the World Bank, Housing and Urban Development Coordination Council (HUDCC), and League of Cities of the Philippines. The seminar aimed to provide a venue to demonstrate the seven cities' CDSs and prioritization process, exchange common aspects to materialize the priority projects, and disseminate major outcomes of and experiences in the CDS exercise to other cities concerned with the same exercise.

There were nearly 120 participants, mainly local government employees from the seven cities involved in the CDS exercise, and from other cities which were interested in this exercise. National government agencies, international and bilateral donors and private sectors were invited in order to promote investment or technical support to the seven cities.

#### **Day 1: CDS Presentation by the Seven Cities**

The seven cities presented their long-term vision, strategies, long-list, priority projects and city investment proposal (CIF), and the next action for project implementation as the outputs of the CDS exercise.

#### **Day 2: Panel Discussion**

##### **1) Panel Discussion I: Donors & Funding Agencies**

Panel Discussion I had two sessions: one was the international donors' session and the other, the domestic funding agencies. In the first session, Japan International Cooperation Agency (JICA) and the Asian Development Bank explained the procedure of technical assistance, and the assistance policy of urban sector and proposed projects respectively.

During the second session, the Municipal Development Fund Office, Land Bank, Development Bank of the Philippines, and Local Government Unit Guarantee Corporation introduced several funding sources such as LOGOFIND, Lending Program to local government units, and others, which local government units can avail of for implementation of projects.

##### **2) Panel Discussion II: Mayors' Session**

In the afternoon of Day II, the mayors and technical staffs of the seven cities discussed the CDS methodologies. They expressed their appreciation of the CDS exercise for strengthening city governance and expanding planning capacity, though the exercise gave a difficult task to the cities.

### **(13) CDS Manual Preparation (November - December 1999)**

The PDT prepared the CDS Manual for the Philippines based on the learnings and findings of the CDS exercise in the Philippines. The CDS Manual explained how to formulate City Development Strategies and included the following:

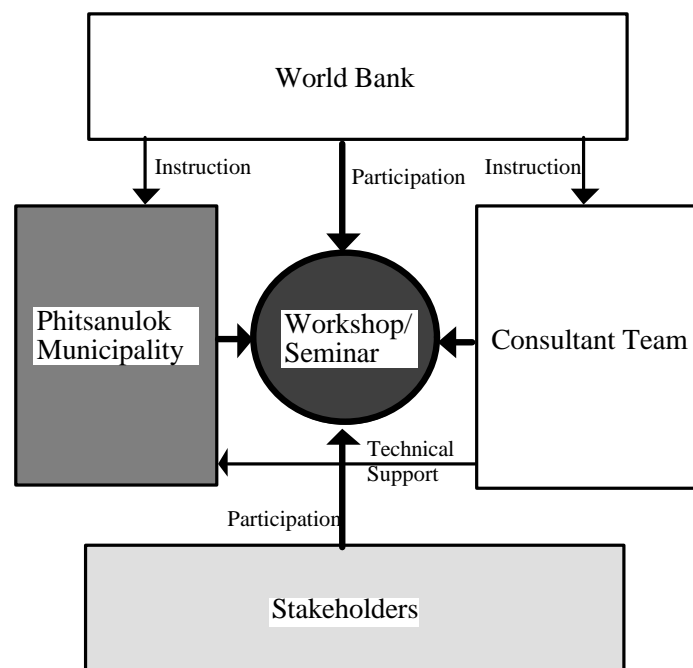
- Observations and Lessons from the experience
- Objectives and Benefit of the CDS
- CDS Planning Process, finding answers to the following questions: (a) where are we now? (b) where would we like to be? (c) what issues do we need to address to get there? (d) what actions need to be taken to get there?
- The Product: the City Development Strategic Plan, including: (a) Vision; (b) City Profile; (c) Issues and Opportunities; (d) Strategy Formulation; (e) Projects and Programs; and (f) Institutional Action Plan

## 2.4 Phitsanulok, Thailand

### 2.4.1 Study Organization and CDS Exercise Process

#### (1) Study Organization

The major participants and their relationships to the CDS exercise are conceptually illustrated in Figure 2.7.



**Figure 2.7 Relationship of the Major Participants to the CDS Exercise in Thailand**

#### (2) Participants of the CDS Exercise in Phitsanulok

##### 1) Phitsanulok Municipality

Phitsanulok Municipality was the main actor of the CDS exercise in Thailand, while the Policy and Technical Section of the municipality was the counterpart agency to the Consultant Team.

##### 2) Stakeholders

In the course of the CDS exercise, relevant stakeholders were gathered on appropriate occasions in order to discuss the city's development issues and future visions as well as the prioritization of projects/programs.

3) Consultant Team

The Consultant Team provided the necessary technical support to formulate the CDS program, through workshops and seminars organized in collaboration with the municipality.

4) The World Bank

The Bank directed the activities related to the CDS exercise through the Consultant Team.

5) The Government of Japan

The Government of Japan, particularly the Ministry of Construction, contributed to the CDS exercise mainly by hosting the CDS conferences in Japan.

**(3) CDS Exercise in Thailand (The Phitsanulok System)**

Figure 2.8 shows the time schedule and framework of the CDS exercise in Phitsanulok. The Consultant Team presented various alternatives during the course of the exercise. Based on the proposals of the Consultant Team, the stakeholders selected an appropriate development scenario and program of their own.

**2.4.2 Process of the Exercise**

**(1) Kick-off Meeting**

A kick-off meeting of the CDS exercise was held on 10 November 1998 at Phitsanulok, with the participants from the municipality, the Bank and the Consultant Team in attendance. The main objectives of the meeting were to explain the CDS exercise and to build a sound collaboration between the Consultant Team and Phitsanulok Municipality.

**(2) The 1<sup>st</sup> Workshop**

The first workshop was held on 22 December 1999. The Consultant Team and all relevant departments of Phitsanulok Municipality participated in the workshop to discuss current urban issues and future visions for the city. The Consultant Team also requested data and information from the municipality. The minutes of the workshop are shown in the Appendix.

**(3) 1<sup>st</sup> Stakeholder Meeting**

Prior to the 1<sup>st</sup> stakeholder meeting, the Consultant Team visited Phitsanulok Municipality to discuss the progress of data collection, and carried out preliminary field investigation. The 1<sup>st</sup> stakeholder meeting was held on 9 March 1999, with 109 participants from the municipality, the surrounding provincial governments, central governments, business sector, educational institutions, NGOs and local communities. The meeting concentrated on current urban problems and issues, future visions and development directions.



**(4) City Consultation Work**

The Consultant Team conducted city consultation work from June 14 to 25, 1999, in order to clarify urban problems and issues from the consultant's point of view. Responsible sections of the municipality, provinces and neighboring local governments (TAOs, or Tambon Administration Organizations) were represented in the consultation. Findings were presented during the steering committee meeting as well as the 3<sup>rd</sup> stakeholder meeting to initiate discussions.

**(5) The 2<sup>nd</sup> Stakeholder Meeting**

The 2<sup>nd</sup> stakeholder meeting was held on July 12, 1999. The stakeholders were divided into similar groupings as in the 1<sup>st</sup> meeting: (1) Economic Development Group, (2) Environment and Infrastructure Group, and (3) Education, Health and Social Development Group. Each group reviewed the results of the 1<sup>st</sup> meeting and discussed development strategies. After the discussion, a conclusive session was held among the stakeholders. The minutes of discussion are attached in the Appendix.

**(6) Training/Workshop for Strategic Planning**

1) Background

There was a meeting of stakeholders in March and July 1999. The Consultant Team compiled the preliminary results of discussions of these meetings as a city profile for the Tokyo Conference in close collaboration with the Phitsanulok Municipality. Through this process, the Consultant recognized the necessity of capability building of municipal staff to strengthen the planning process. At the suggestion and request of the NESDB and the Municipality respectively, the Consultant Team planned a CDS training/workshop on strategic planning process in collaboration with the NESDB.

2) Training/Workshop

The CDS training/workshop was held from September to November 1999 at Phitsanulok Municipality. On the first day of the training/workshop, the Consultant Team explained the whole exercise and then gave some examples; the participants were then grouped accordingly. The Consultant Team commented on the initial outputs of the different groups and, as a final output of the whole exercise, the participants were given assignments that they had to present at the next workshop dates. The schedule and main topic of the training/workshop are shown in Table 2.8.

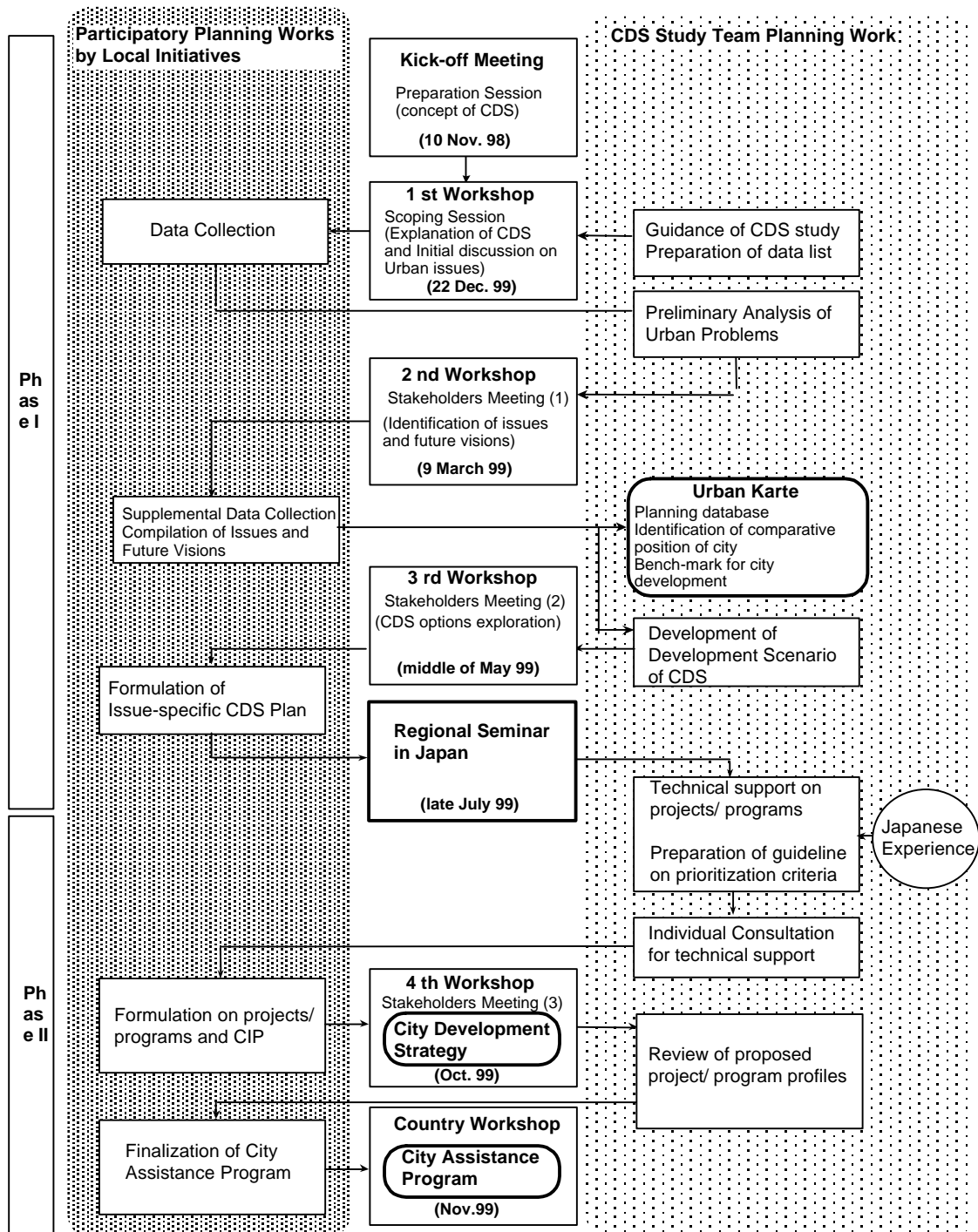


Figure 2.8 CDS Exercise in Thailand (The Phitsanulok System)

**Table 2.3 Schedule and Main Topics of Training/Workshop**

Session	Date	Main Topic	Assignment
Introduction	28 Sept. 99	<ul style="list-style-type: none"> <li>● Introduction</li> <li>● SWOT analysis</li> </ul>	<ul style="list-style-type: none"> <li>● SWOT analysis</li> </ul>
Vision and Issues	5 Oct. 99	<ul style="list-style-type: none"> <li>● Formulation of vision</li> <li>● Identification of critical issues</li> </ul>	<ul style="list-style-type: none"> <li>● Identification of stakeholders</li> <li>● Refinement of visions and issues</li> </ul>
Formulation of Strategy	19 Oct. 99	<ul style="list-style-type: none"> <li>● Formulation of strategy</li> <li>● Identification of necessary actions to achieve the strategies</li> <li>● Preparation of long list</li> </ul>	<ul style="list-style-type: none"> <li>● Refinement of strategies and long list</li> <li>● Preparation of criteria for prioritization</li> </ul>
Prioritization and Project Formulation	26 Oct. 99	<ul style="list-style-type: none"> <li>● Criteria</li> <li>● Prioritization</li> <li>● Preparation of project profiles</li> </ul>	<ul style="list-style-type: none"> <li>● Project profiles</li> </ul>
Refinement and Report	9 Nov. 99	<ul style="list-style-type: none"> <li>● Compilation of discussions into CDS report</li> </ul>	<ul style="list-style-type: none"> <li>● Reporting</li> </ul>
Presentation	19 Nov. 99	<ul style="list-style-type: none"> <li>● Presentation to mayor and officers</li> </ul>	<ul style="list-style-type: none"> <li>● Revision of CDS report based on comments</li> </ul>

i) 1<sup>st</sup> Training/Workshop

The first day of the training/workshop was held on 28 September 1999. A representative from the NESDB gave a presentation on strategic planning after which the Consultant Team provided some guidelines to the participants. There were a total of 24 participants from the Municipality, the surrounding TAOs (Tambon District Administration Office), other agencies and the university. As the first step of the workshop, the participants carried out the SWOT (strengths, weaknesses, opportunities and threats) exercise.

ii) 2<sup>nd</sup> Training/Workshop

The second training workshop held on 6 October 1999 focused on the formulation of city vision and identification of issues. The participants answered the questions: Where would we like to go? What needs to be addressed to get there?

iii) 3<sup>rd</sup> Training/Workshop

The third training workshop held on 19 October 1999 tackled the formulation of strategies, projects and program along the strategies. It answered the question: What action needs to be taken?

iv) 4<sup>th</sup> Training/Workshop

Project formulation and implementation structure were taken up at the fourth training workshop held on 26 October 1999.

v) 5<sup>th</sup> and 6<sup>th</sup> Training/Workshop

The fifth workshop was held 9 November 1999. This session focused on the refinement of the results of discussions and the preparation of the CDS report.

In the last workshop held in November 1999, the overall results were presented to an audience comprising the mayor, deputy mayor, municipal officers and NESDB officials. Based on comments made by the participants, the plan would be revised in time for presentation at the 3<sup>rd</sup> stakeholder meeting.

### **(7) City Development Strategic Plan and City Assistant Program**

Through the series of training/workshop, the CDS plan and city assistant program were elaborated based on the preliminary CDS plan as well as the results of discussions in the 1<sup>st</sup> and 2<sup>nd</sup> stakeholder meetings. This plan was further refined based on the reactions from the third stakeholder meeting. A summary of the CDS plan is attached as Draft CDS Plan.

### **(8) 3<sup>rd</sup> Stakeholder Meeting**

The 3<sup>rd</sup> stakeholder meeting was held on 27 January, 2000. The Phitsanulok Municipality presented a draft CDS plan and list of priority projects to the stakeholders, and the discussions mainly revolved around the following:

- Refinement of CDS plan;
- Prioritization;
- Project formation; and
- Implementation plan

The program of the meeting is shown below:

<b>CDS Phitsanulok Exercise Third Stakeholder Meeting</b>	
Date: 27 January 2000 Venue: Wangtong Room, Amarind Lagoon Hotel	
<u>Agenda</u>	
8:30-9:00	Registration
9:00-9:30	Opening speech
9:30-11:30	Report the progress of CDS Phitsanulok Exercise Report of CDS Plan
11:30-12:00	Discussions and comments
12:00-13:30	Lunch
13:30-16:00	Group discussions <ul style="list-style-type: none"><li>• prioritization of programs and projects</li><li>• formulation of implementation plan</li><li>• coordination among different agencies</li></ul>
16:00-16:30	Group presentation
16:30-16:45	Closing remarks

**(9) Revision of CDS Report**

The CDS workshop participants, together with the Consultant Team, finalized the Phitsanulok CDS report reflecting the comments made during the discussion of the draft CDS plan in the 3<sup>rd</sup> stakeholder meeting.

**(10) Country Workshop**

The CDS exercise in Phitsanulok Municipality has been disseminated to Phitsanulok Province, which has now started their own CDS exercise following the approach applied to the Municipality, with the assistance of the local moderator who had previously worked with the Consultant Team. This is the first visible impact of the CDS exercise in Thailand.

To further expand such movement, an introduction on CDS was included as one session of the mayors' meeting, which was held on 17-18 February 2000. The Mayors League of Thailand holds a regional meeting and a country meeting annually to discuss issues relevant with municipal administration and to share their experience with each other.

The introduction on the CDS was scheduled for the afternoon session of the first day and was allotted an hour and 30 minutes. The presentation was carried out in the following order:

- Presentation 1: Introduction of CDS Exercise (by Consultant Team)
- Presentation 2: Process of people participation in the strategic planing process (by Consultant Team)
- Presentation 3: Presentation of CDS Plan (by Municipal staff)
- Question and answer portion

## **2.5 Ho Chi Minh, Vietnam**

### **2.5.1 Study Approach & Goal of the CDS Exercise in Ho Chi Minh City**

The population of Ho Chi Minh City (hereinafter referred to as HCMC) is about 5 million, which is the biggest among the cities implementing the CDS exercise in East Asia. Because of this, the city development issues of HCMC are broader and more diversified and the city development strategies had to consider an approach that is different from other small- and medium-sized cities. The Consultant Team included the City Government into the CDS process from the outset so that the city could have a strong sense of ownership for this project. The goal of the CDS exercise in HCMC was decided following a strong city initiative, and the City Government took a positive role in the subsequent implementation process. The approach and the goal of the CDS exercise of HCMC are described hereafter:

#### **(1) Approach of the CDS exercise in HCMC: Participatory Process & City Initiative**

As mentioned earlier, the Consultant Team has given the highest priority to the involvement of the City Government into the whole CDS process to instill a strong sense of ownership. The goal of the CDS exercise in HCMC, i.e., to introduce positive changes through the CDS exercise, was therefore decided by intimate dialogue between the City Government (Department of Planning & Investment, or DPI, the counterpart agency of the project, and other key government agencies) and the Consultant Team. This process was different from the way that the Consultant Team would have directed the project towards a certain policy.

As mentioned earlier, one of the reasons for utilizing a different approach for HCMC is its size of about 5 million (projected at 10 million in the year 2020), which would require dealing with broader and more diversified city development issues as compared with other small- and medium-sized cities implementing the CDS exercise in East Asia. Therefore, issues for the CDS exercise had to be more focused to some extent due to the schedule and the available resource of the project, and had to be identified by the people themselves in order to reflect the real needs of the city.

In order to decide the goal of the CDS exercise in HCMC, the Consultant Team firstly collected the relevant information and data and discussed the various city development issues and the way of addressing them with the City Government (DPI and other government agencies). City development issues were sorted out according to the seven (7) planning categories elaborated by the first stakeholder workshop, which had over 50 participants (stakeholders). Finally, the goal of the CDS exercise in HCMC evolved based on these discussions and other information.

The number of stakeholders of the CDS exercise in HCMC was also decided by local initiative. In the case of HCMC, the number of stakeholders to various city development issues amounted to a considerable number. If all of them were to be included to the CDS process from the beginning, the CDS exercise would be out of control. Therefore, as a result of the discussion between the City Government and the Consultant Team, it was decided that the number of stakeholders was to be increased gradually with the progress of the CDS exercise.

**(2) Goal of the CDS in HCMC: Introduction of Positive Changes through the CDS Exercise**

The CDS exercise in HCMC was focused on creating an innovative movement for the decision-making system of city planning and capital investment planning of HCMC. The rationale behind this came from the current situation of HCMC where the system of city planning and capital investment planning is in disarray, as demonstrated by the following:

- After the Doi Moi reform, the planning and implementation system in Vietnam, in particular medium- and long-term planning systems, has not been well executed, and attention has been given only to the short-term capital investment projects. This is also true for the planning system in HCMC.
- The DPI, the counterpart of the CDS exercise, has been playing the most important role in integrating and coordinating almost all capital investment projects and program in HCMC, but they do not have the capability for dealing with these matters. In addition, there is no appropriate system within the City Government that will enable DPI to work together with other key government agencies, namely IER (Institute for Economic Research) for the socioeconomic planning aspect and CAO (Chief Architect Office) for the physical planning aspect.
- In 1999 the Steering Committee for Planning & Construction was set up for integrating and coordinating the capital investment projects and program of the city. But the Committee had several defects. For example, the DPI (the most important agency for budget allocation) was not included in the Committee; the Committee would cover only the physical planning aspect; and most of the Committee members were from the central government (15 out of 18 members). Due to these reasons, no activity has been started as yet and there seems to be no plan to do so.
- In HCMC, UNDP has implemented several projects that have similar approach to the CDS exercise, such as MSIP (Multi-Sectoral Investment Program/Project). However, the DPI was not involved in these projects, and due to this and other reasons, application of the new planning system did not go far enough and only provided a partially tested model.

In addition to the above reasons, the CDS exercise will be a significant project for the DPI to utilize for creating an innovative movement of planning system within the City Government. This is because after two years the Physical and Socioeconomic Master Plan of HCMC has been completed, and each department is now in the process of submitting its project list to the DPI, who will carry out the prioritization.

In the light of the above, the City Government (DPI) and the Consultant Team have decided to focus the CDS exercise on inter-governmental innovation for the decision-making of city planning and prioritizing capital investment planning. The intrinsic part of the final product of the CDS in HCMC will therefore be creating the innovative movement within the City Government. In other words, the final products of the CDS exercise in HCMC will be the intangible movement within the Government rather than tangible ones, such as projects, programs and new institutions, although the City Development Strategy and Program will be formulated through the CDS process as an exercise.

In other aspects, since the City Development Strategy and Program in HCMC have been formulated by city initiative, these strategies and programs will not always have a direct relation to the World Bank's Lending Program.

2.5.2 Study Organization and CDS Exercise Process

(1) Study Organization

The relationships of the major organizations of the CDS exercise in HCMC are conceptually illustrated in Figure 2.9. The major role of each participant is described as follows:

1) Ho Chi Minh City Government

The HCMC Government was the main actor of the CDS exercise in Vietnam. The Department of Planning and Investment (DPI) was the counterpart agency of the Consultant Team in HCMC and was considered as the most important agency for integrating and coordinating the capital investment projects and program in the city.

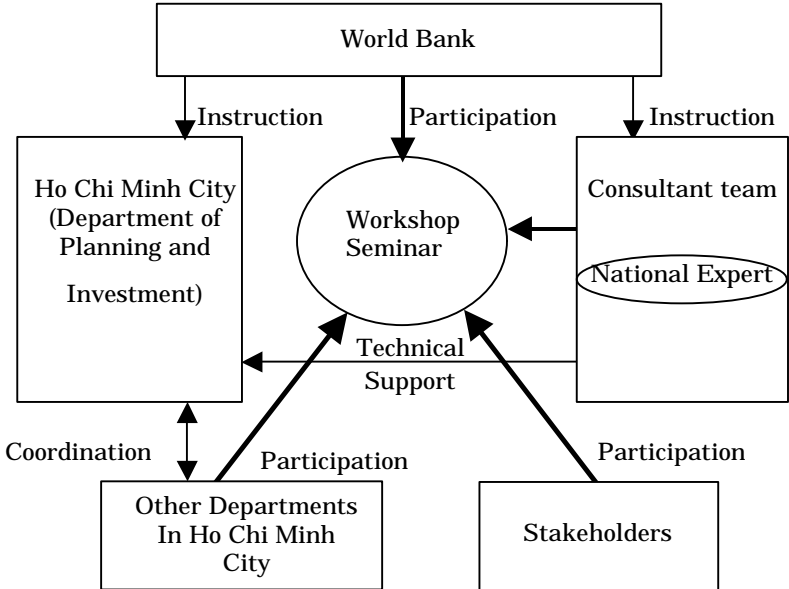


Figure 2.9 Major Participants and Their Relationships in the CDS Exercise in HCMC

2) Stakeholders

Stakeholders have been gathered on appropriate occasions to discuss current development issues, future visions and the prioritization of projects/programs. Who participates for what opportunities has been discussed and decided upon by the Consultant Team and DPI, because not all of the stakeholders could participate in every workshop and seminar. Basically, the number of stakeholders was increased gradually with the progress of the CDS exercise owing to the large number of stakeholders related to a wide range of city development issues in HCMC. The prospective stakeholders in HCMC are listed below.

- Government organizations from HCMC



- Government organizations from the state government
- Semi-government organizations
- Representatives from the private sector
- Other donor agencies (e.g. UNDP, UNCHS, ADB, JBIC)
- NGOs
- Community leaders
- Academic community

3) Consultant Team

The Consultant Team provided the necessary technical support during the course of the CDS exercise to properly guide the process and outcomes, and coordinated the workshops and seminars with DPI. Experts of the Institute for Economic Research (IER) of Ho Chi Minh City have been hired to support the Consultant Team and DPI in its activities.

4) The World Bank

The Bank directed the activities of the CDS exercise in HCMC through the Consultant Team.

5) The Government of Japan

The Government of Japan, particularly the Ministry of Construction, contributed to the CDS exercise mainly by hosting the CDS conferences in Japan, and sharing the Japanese experience in urban development to the CDS and to the city assistance program in Vietnam.

**(2) CDS Exercise Process**

The basic approach to the CDS exercise in HCMC is illustrated in Figure 2.10. The Consultant Team presented various alternatives in the course of the CDS exercise. Stakeholders in HCMC selected an appropriate development scenario of their own, based on the Consultant Team's proposals.

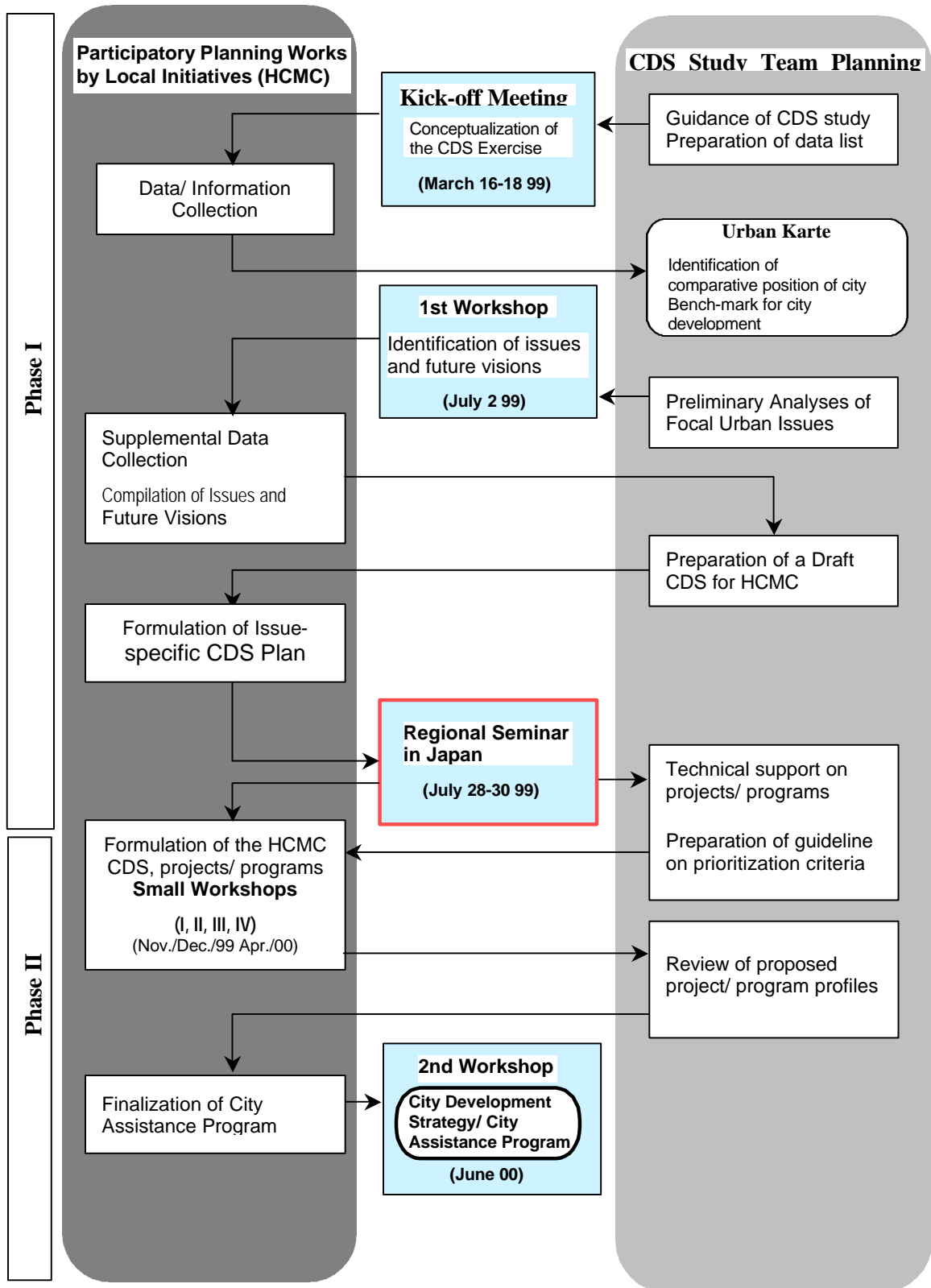


Figure 2.10 CDS Exercise in Vietnam (The Ho Chi Minh City System)

### **2.5.3 Process of the Exercise**

#### ***Phase I (before the Regional Seminar in Japan)***

##### **(1) Kick-off Meeting (March 16 – 18, 1999)**

The kick-off meeting of the CDS exercise was held on 16 March 2000. Representative of the Bank, the Consultant Team, DPI and UNDP participated in the meeting. The main objectives of the meeting were to explain the CDS exercise and to build a sound collaboration between the Consultant Team and DPI. Following the kick-off meeting, current issues of HCMC were discussed between the Consultant Team and relevant agencies on March 16 and 17. On March 18, the Consultant Team and DPI wrapped up the results of the series of meetings that were held and discussed further actions to be taken.

##### **(2) Preparatory Meeting for Stakeholder Workshop and Supplemental Data / Information Collection (June 1 – 11, 1999)**

The preparatory meeting for the stakeholder workshop was held on June 1 and 2 between the Consultant Team and DPI. The main objective of the meeting was to discuss the schedule, program and participants of the workshop, which was originally planned in June and later postponed to July. Following the preparatory meeting, the Consultant Team embarked on the collection of supplemental data and information from June 3-10, with the relevant government agencies in HCMC, such as the Urban Planning Institute (UPI), Land and Housing Dept, Dept. of Transportation and Public Works, Dept. of Science, Technology and Environment, Dept. of Health, Institute of Economic Research (IER) and South Vietnam Economic Studies Center. A wrap-up meeting was held on June 10 between the Consultant Team and DPI to discuss the stakeholder workshop in July and the draft of baseline profile and diagnosis of HCMC, which included planning issues and future visions of the city. The draft of baseline profile and diagnosis of HCMC was distributed beforehand to the participants of the stakeholder workshop.

##### **(3) 1<sup>st</sup> Stakeholder Workshop (July 2, 1999)**

The first stakeholder workshop of the CDS exercise for HCMC was held on 2 July 1999 at Majestic Hotel, one of the most prestigious and historical hotels in HCMC. The total number of participants was 50, which included local governmental officials, representatives from the private sector, semi-government agencies, the academic community and international donor agencies. The minutes of workshop are shown in the Appendix.

The workshop consisted of three sessions: the preliminary session, sector group session, and closing session. In the preliminary session, the director of DPI, Mr. Ha Van Dung, gave the opening speech, and the Consultant Team provided the introduction of the CDS exercise and its international linkages. The second session was divided into following three sector groups:

Group A: Economic and business sector development

Group B: Environment and infrastructure development

Group C: Education, health and social development

In the sectoral group discussions, the deputy chief architect of CAO (Chief Architect Office), Mr. Vo Kim Chung, the director of Department of Transportation and Public Works, Mr. Vo Dung, and the vice director of Department of Health, Mr. Lu Trong Giang, were chairpersons for Group A, B and C respectively. In each sector group, the foci of discussion were the current major issues and the solutions (policies) that could address these issues (the minutes of group discussion are attached in the Appendix).

In the third session, the chairpersons of the three groups summarized the results of discussion respectively, and the Consultant Team made some comments about the discussion in each group. Lastly, the director of DPI, Mr. Ha Van Dung, gave the closing remarks.

## ***Phase II (after the Regional Seminar in Japan)***

### **(4) Preparatory Meeting for the Small Workshop (September 15—21, 1999)**

After the Tokyo Conference (the Regional Seminar in Japan), the Consultant Team visited HCMC from September 15 to 21. The original objective of the visit was to formulate the City Development Strategy and Program before the second stakeholder meeting. The Consultant Team visited the following relevant city government agencies to seek the appropriate government agencies that can deal with the consultative and participatory approach of the CDS exercise and to prepare the project list: DPI (Dept. of Investment & Planning), UPI (Urban Planning Institute), IER (Institute for Economic Research), Land & Housing Dept., Dept of Transportation & Public Works (DTPW), Dept. of Finance, Phu My Hung Corporation (Saigon South Developer).

Through discussions with these departments and agencies, the Consultant Team found out that the city planning and capital investment planning systems in HCMC do not function well (see the Study Approach & Goal in the opening section). Considering these findings, the Consultant Team suggested that DPI, the counterpart of the CDS exercise, hold some small workshops before the second stakeholder meeting. This is because the small discussion table seemed to produce substantial and useful results for materializing the future vision of HCMC, while the large-scale stakeholder meeting tended to be a ceremonial event. At the small workshops, concrete and possible strategies and prioritized projects, which will materialize the long-term vision of HCMC, are to be discussed and chosen by the workshop participants. The Consultant Team considered that these workshops would create the innovative movement for the planning system within the city, if participants understand the significance of the proposed planning system of the CDS exercise.

The Vice Director of DPI, Mr. Nguyen Dinh Mai, agreed with the above suggestion of the Team, and promised to undertake the preparatory work for the small workshops, including the request to all government agencies in HCMC to submit a prioritized long-term project list.

### **(5) First Small Workshop (November 4, 1999)**

After the Tokyo Conference, the Consultant Team made another visit to HCMC with the intention of holding two small workshops, following the above preparation work by DPI. A week before the visit to HCMC, the ODAP (Overseas Development Assistance Partnership) office in HCMC, which provides comprehensive information of the investment project for international donors, opened within the DPI office. The ODAP program coordinator, Mr. Terry Standley (the UNDP Consultant), cooperated with the CDS Consultant Team for the CDS exercise.

The first small workshop was held on November 4 from 8:30 to 11 a.m. at the DPI meeting room; there were 30 participants from 11 departments and two non-state organizations (the Saigon Construction Association and the Saigon Real Estate Corporation). The participating government agencies were DPI, IER, CAO, UPI, DTPW, Land & Housing Department, Department of Construction, Department of Health, Department of Industry, Department of Science, Technologies & Environment (DSTE), Department of Finance. The Vice-Director of DPI, Mr. Mai, served as chairperson of the workshop.

The main objective of the first workshop was to explain to the participants the meaning of long-term projects and the workshop process (prioritizing procedure based on the future long-term vision and the seven (7) planning issues identified at the first stakeholder meeting). Prior to the workshop, the DPI asked all city departments to submit medium- and long-term project lists, but there were not enough projects submitted concerning city development. At the workshop, therefore, the Consultant Team showed an example of a project, which is considered important for materializing the future long-term vision of HCMC, and asked the participants to reconsider their project list based on the vision and issues.

Considering the response from the participants and the atmosphere of the meeting, the following issues were identified for proceeding with the workshop:

- The participants' understanding of the CDS process and of projects from the long-term perspective seemed to be inadequate; and
- Therefore, without a more detailed explanation and discussion, the appropriate project list could not be submitted.

Under the circumstances, the Consultant Team suggested to the DPI that the second small workshop be devoted to discuss the city development strategy according to the seven (7) planning categories identified in the first stakeholder meeting, in order to make their project list more focused on the long-term perspective. The DPI and the Consultant Team agreed to hold an additional (third) small workshop for the prioritization of projects, after asking the participants to reconsider their project list at the second workshop.

#### **(6) Second Small Workshop (November 9, 1999)**

The second small workshop was held on November 9 from 8 to 12 a.m. at the DPI meeting room, with the attendance of 16 participants from 11 departments and two non-state organizations that were present at the first workshop.

Prior to the workshop, the Consultant Team and the DPI distributed to all participants questions concerning the seven (7) planning issues in order to facilitate an active and interactive discussion. At the first half of the workshop, participants discussed the city development issues, based on these questions. But an active discussion did not occur so easily. At the second half of the workshop, therefore, the Consultant Team showed sample City Development Strategies related to the seven (7) planning categories to perk up discussions. Finally, the participants started to speak spontaneously, and several useful opinions for formulating the concrete city development strategy were given.

Before finishing the workshop, the new submission form of the project list was explained, and the participants were asked to reconsider their prioritized projects, taking account of the city development strategies discussed.

### **(7) Third Small Workshop (December 21, 1999)**

The third small workshop was held on December 21 from 8:30 to 11:30 a.m. at the DPI meeting room, with 20 participants from 12 departments, two non-state organization (Saigon Construction Association and the Saigon Real Estate Corporation) and a UNCHS staff member. The ODAP program coordinator cooperated with the CDS Consultant Team once again. This time the Dept. of Labor & Social Welfare, the Dept. of Commerce and the Agriculture Dept. joined the workshop for the first time.

The main objectives of the third small workshop were to discuss and elaborate the project profiles in line with the Strategy Statement discussed at the second workshop and to show how to decide the order of priority of the submitted projects. Prior to the workshop, DPI and the Consultant Team prepared a list of 75 priority projects divided into the seven (7) planning categories. At the workshop, the Consultant Team explained the relationship between the 24 Strategy Statements and the submitted 75 projects, and pointed out that several projects/studies for materializing the Strategies were missing. The participants discussed the projects and the Strategy Statement, and as a result, three new strategy statements were added.

As a next step, the participants discussed how to prioritize the newly formulated 27 strategy statements, and as an exercise they chose several important statements by scoring the distributed paper. Since several strategy statements were newly added as a result of the discussion, prioritizing these strategy statements (or formulating the implementing scenario of the project) has become more important. Unfortunately, there was not enough time for conducting the prioritizing exercise by small group discussion. Instead, the exercise for scoring the strategy statements was conducted.

At the small workshop, the active discussion by participants began even at the outset (at the first and the second workshops the active discussion occurred towards at the end of the workshop). In addition, the interacting discussion on several related strategies (e.g. strategies for urban structure, transportation and housing) could be seen.

At the workshop's end, the chairman, Mr. Mai (Vice-Director of DPI), explained the further procedure of the CDS exercise and suggested that the Peoples' Committee of HCMC would be involved in the next small workshop.

### **(8) 2<sup>nd</sup> Stakeholder Workshop (June 29, 2000)**

The second stakeholder workshop of the CDS exercise for HCMC was held on 29 June 2000 at the Majestic Hotel, venue of the first workshop on 2 July 1999. The total number of participants was 47 (excluding the counterpart officials from DPI and the World Bank consultants), which included, this time, the district level officials, central government staff, government staffs of Haiphong and Hanoi City, and NGOs (see List of Participants in the Appendix).

Prior to the 2<sup>nd</sup> stakeholder workshop, the DPI and the Consultant Team provided the participants the CDS documents, which consist of the explanation of the rationale and the planning procedure of CDS (Simple CDS Manual for HCMC) and tentative outcomes of the exercise (27 Strategy Statements, List of 77 Projects, Project Profiles and Preliminary Assessment Table). The DPI asked key city government agencies to review these tentative outcomes of the exercise. The key agencies included Urban Planning Institute (UPI), Chief Architect Office (CAO), Institute of Economic Research (IER), Land and Housing Department, Industry Department and Health Department. As a result of the consultation with these agencies, two new strategy statements were added and several strategy statements were revised.

The workshop consisted of three sessions: the introductory session, sectoral group session, and summary session. In the introductory session, the vice-director of DPI, Mr. Nguyen Dinh Mai, provided the opening speech, and the Consultant Team reviewed the learnings from CDS East and South Asia and the CDS exercise in HCMC. The second session was divided into the following two sectoral groups:

Group A: Economic and business sector development

Group B: Environment & infrastructure and education, health & social development

(Environment & infrastructure Group and Education, Health & Social Group were merged into one group, due to the number of participants and space limitations)

In the sectoral group discussions, Mr. Nguyen Cuong, the vice director of Commercial Department, and Mr. Vo Kim Cuong, the deputy chief architect of Chief Architect Office (CAO), were chairpersons for Groups A and B respectively. In each sectoral group, the foci of discussion were the application of the CDS planning system into HCMC and the tentative products of the exercise (the minutes of group discussion are attached in the Appendix).

In the third session, the chairpersons of two groups summarized the results of discussion respectively, and the Consultant Team made some comments about the group discussion and explained further activities. Lastly, the vice-director of DPI, Mr. Nguyen Dinh Mai, also made some comments and the closing remarks.

## Chapter 3      **ACHIEVEMENTS AND ISSUE RAISED IN THE CDS EXERCISE**

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### **3.1 Fuling, China**

#### **3.1.1 Achievements of the CDS Exercise**

##### **(1) Innovation of the Planning System**

Traditionally, the Planning Committee of the local government in China is responsible for its socio-economic development plan. Based on the instructions from its upper governmental departments, the planning committee formulates one socio-economic development plan (5-year plan) every 5 years, which outlines the framework for the development of the area in the next 5 years.

Based on this, the functional departments of the Government (e.g., departments for city planning and development) take steps to formulate and revise physical plans. The above process is basically a governmental behavior and stakeholders almost have no chance to express their views.

In this CDS exercise, the Fuling Government successfully convened 2 stakeholder workshops and took the comments from stakeholders into consideration during the revision of the "**The City Development Plan of Fuling**." The Consultant Team considered this a remarkable progress.

##### **(2) Formulation of Comprehensive and Long-term Assistance Program**

On November 3, 1999, the Planning Committee and the Consultant Team jointly hosted a stakeholder meeting which was attended by personalities of various circles in Fuling City. To the start the meeting, the Planning Committee presented a list of projects, which are described in Table 3.1.



**Table 3.1 Project List of the Planning Committee**

No.	Project Name	Scale	Period	Total Investment (thousand RMB)
1.	The Second Bridge over Yangtze River	The bridge will be 800 m long.	2001 – 2006	14,000
2.	The Second Bridge over Wujiang River	The bridge will be 1,400 m long.	2001 – 2006	13,800
3.	Dyke of Yangtze River and Wujiang River	Construct embankment for protecting river and treat bank slide.	2000 – 2005	32,000
4.	Waste Disposal Plant	Treatment capability will be 150 thousand tons/annum, and will produce 30 thousand tons of organic fertilizer.	2000 – 2002	700
5.	Sports Center	Will hold a thousand people	1999 – 2003	8,000
6.	Aid Center for Waifs	Construction area is 3,700 sq.m., 2,700 sq.m. will be used to construct a home for the elderly and another 1,000 sq.m., for children.		250
7.	Traffic Control Center			

The Consultant Team then outlined the aspects to be discussed and clarified by the CDS exercise regarding the proposed projects:

1. Urgency of the projects;
2. Effect of the projects;
3. Coverage of beneficiaries (beneficiary class) upon completion of these projects;
4. Impact on environment;
5. Whether the scale of these projects is suitable, as to
  - local financial capability, and
  - management capability of local administrative departments; and
6. Whether these projects occupy overmuch land resource.

The stakeholders made some suggestions for short- and medium-term projects and then each stakeholder gave an opinion for every proposed project listed. A summary is given in Table 3.2.

**Table 3.2 Comments of the Stakeholders on the Proposed Projects**

No.	Project Name	Comment
1.	The Second Bridge over Yangtze River	<ul style="list-style-type: none"> <li>• Although there is a necessity for building the second bridge over Yangtze River, the project is not urgent and may be deferred.</li> <li>• Demands of pedestrians must be fully taken into consideration when building the second bridge over Yangtze River.</li> <li>• Building the second bridge over Yangtze River shall benefit the development of cities that are on the opposite side of the River.</li> </ul>
2.	The Second Bridge over Wujiang River	<ul style="list-style-type: none"> <li>• Although there is necessity for building the second bridge over Wujiang River, the project is not urgent and may be deferred.</li> <li>• Requirements of pedestrians must be fully taken into consideration when building the second bridge over Wujiang River.</li> <li>• Building the second bridge over Wujiang River shall benefit the development of cities that are on the opposite side of the River.</li> </ul>
3.	Dyke of Wujiang River	<ul style="list-style-type: none"> <li>• Very urgent because water level will rise upon the completion of Three Gorge Dam (year 2003).</li> <li>• To prevent the banks of Wujiang River from caving in from loss of water and erosion of soil.</li> </ul>
4.	Waste Disposal Plant	<ul style="list-style-type: none"> <li>• Very urgent as well as significant for environmental improvement of Fuling City.</li> <li>• Importance shall be attached to the scale and quality of the plant.</li> </ul>
5.	Sports Center	<ul style="list-style-type: none"> <li>• Very urgent because Fuling City does not have a sports complex yet.</li> <li>• It will be good for bettering the image of Fuling City.</li> <li>• Land for constructing a sports center is still to be planned and issues on nearby traffic will have to be considered.</li> </ul>
6.	Aid Center for Waifs	<ul style="list-style-type: none"> <li>• Not urgent; better to build old people's home.</li> </ul>
7.	Traffic Control Center	<ul style="list-style-type: none"> <li>• Quite urgent for there is no traffic light in Fuling City.</li> <li>• Very necessary because at present, there is a very high incidence of traffic accidents in Fuling City (39 deaths have been reported from January to September of this year).</li> <li>• Study must be carried out on the nature and functions of the traffic control center.</li> </ul>

After the stakeholder meeting, the Planning Committee of Fuling City expressed his gratitude and appreciation to the stakeholders for their attendance and valuable comments. The efforts of the Consultant Team were also appreciated. The Planning Committee informed the participants that after a thorough consideration of their suggestions, 3 to 4 projects would be selected. A request for financial aid will then be made to the World Bank and other donor agencies regarding these projects.

On 13 November 1999, the municipal government of Fuling City officially affirmed the following four projects:

1. Waste Disposal Plant,
2. Traffic Control Center,
3. The Second Bridge over Wujiang River, and
4. Aid Center for Waifs.

### **3.1.2 Issues Raised in the Exercise**

#### **(1) Urbanization in China**

In the 1st workshop, all the participants (including officials and other stakeholders) expressed their views and accomplished the scoping session sheets. The major problems concerning Fuling may be categorized as follows:

- Urban environment: Including water supply, sewage and garbage disposal, as well as landscaping;
- Transportation problems: Lack of roads and lack of capacity of public transportation; and
- Lack of trained human resources.

It can be said that the first two problems stated above could also exist in many medium and small cities in China. As the market economy develops, the surplus rural labor force of China is shifting to cities at an unprecedented speed, resulting in rapid urbanization. As the medium and small cities increase in number and size, these said problems would become increasingly apparent and turn to urgent concerns.

The Fuling City Government presented a draft of its overall city plan for public viewing at the central square of the city, and encouraged the citizenry to give their comments on the existing problems and future visions. The comments from the citizens are shown in the Appendix.

#### **(2) Local Financial Problems**

The Consultant Team and the Fuling Government held careful discussions on how to strengthen the financial capability of medium and small cities like Fuling.

- 1) Features of local government finance in China

Local finance in China involves a wide range of features. The local government is the primary financial stakeholder as well as an investor that directly participates in local investment and economic activity. Furthermore, it participates in financial transactions on behalf of the government of China. Hence, the local government has functions on finance, i.e., management, investment, and financing.

## 2) Financial income of local governments

The local government has three major financial sources, as follows:

### **Budgetary income**

- Most of its budgetary income comes from local collection of taxes, and some subsidies from the governments at the higher level. The budgetary income has a very high level of transparency.

### **Extra budgetary income**

- Most of its extra budgetary income comes from state-owned and private enterprises, and utility enterprises of the city. The extra budgetary income is often used as funds under the independent management of government departments.

### **Non-budgetary income**

- This is mainly money that the local government borrows from the social sector. It is a public debt in nature. It also may include funds the government collected in a variety of names.

3) Financial expenses of the local government

Local government expenditure by source of funds is described in Table 3.3.

**Table 3.3 Features of Local Finance**

Main source of local finance	Source of funds	Features	Usage	Importance in urban construction
Budgetary income	comes from taxation departments, managed by financial departments	Strict supervision and management	It is mainly used to pay for the daily operational expenses of governmental, cultural, educational, and public health institutions.	It is mainly used in the maintenance of cultural, educational, and public health projects of the city, and does not have any important impact on urban construction.
Extra budgetary income	managed by relevant government departments	Loose supervision and management	It is used by relevant departments according to their work objectives and plans.	It is used by departments relevant to production and urban construction, and can enhance urban construction.
Non-budgetary income (ca. 30%)	comes from charges collected by certain departments and from financing and assessments arranged by the government.	Loose supervision	It is collected from special financing and assessments, and is used in construction projects of the government.	It is mainly used in the infrastructure construction and urban construction projects of the government and has very important impact on urban construction.

4) Problems concerning local finance in China

The complicated income-expenditure structure of local finance has given rise to problems as follows:

- Wide gap between the rich and the poor
- Judging from its income structure, local finance is often dependent upon the size of its "extra budgetary income" and "income not covered by the system." In the developed coastal areas, which has developed industries and a huge number of enterprises, the local government may easily collect "extra budgetary income" and "incomes not covered by the system," invest them in infrastructure facilities, and effect a benign circle. However, medium and small cities in poor areas like Fuling cannot do this through any channel. They cannot expand the size of their local finance, invest funds to infrastructure facilities, and attract investments from enterprises, resulting in a malicious circle.
- Detrimental effects on government control
- Huge amounts of "extra-budgetary income" and "income not covered by the system" are under the respective control of government departments, instead of the management of the financial office of the government, and this is detrimental to the capability of the government in financial distribution.

### 3.1.3 Factors Affecting the CDS Implementation

#### **(1) Introduction of CDS Exercises**

The concept of "mutual participation" advocated by the CDS exercise has played a good role in the revision of "**The City Development Plan of Fuling**," and it should be worth introducing to other medium and small cities. Unfortunately, the Consultant Team was unable to hold a national seminar because of a number of reasons including limited budget and poor communications facilities.

#### **(2) Technical and Financial Support to Fuling**

When formulating the assistance program, the Fuling City Government drew up a list of projects. Together with the Consultant Team, they organized a stakeholder meeting to afford the stakeholders the opportunity to freely express their opinion on the proposed projects (the minutes are included in the Appendix).

Later on, the Fuling City Government listed 4 potential World Bank assistance projects that reflect the present situation of Fuling.

The World Bank could be a source of technical and financial assistance to address the following urgent problems of cities in China:

- Urban environment (water supply, sewage, and garbage disposal),
- Transportation, and
- Social services.

#### **(3) Contributions to the Alteration of the Local Financial System of China**

As mentioned before, the local financial system of China has structural problems. It is possible for the World Bank to offer assistance to correct these problems.

## 3.2 Greater Bandung, Indonesia

### 3.2.1 Achievements of the CDS Exercise

**(1) Sense of ownership increased among the participants of the CDS exercise in The Greater Bandung Area:**

Two official meetings in Kota and Kabupaten Bandung and one coordination meeting with local government initiated the participation of stakeholders in The Greater Bandung CDS. During the process of CDS, several meetings and workshops were carried out, which were attended not only by local government officials, staff and council members but also by the academic community, research center, NGOs, and other independent associations and institutions. This kind of attendance in meetings and workshops were not new to Bandung. But unlike previous experience, where the flow of information tended to be one-way and only one region, either Kabupaten or Kota, was covered, this time, in the CDS exercise, there was a sense of involvement and ownership. The participants were eager to contribute in the CDS, neither for the World Bank nor for foreign consultants, but for the people of Bandung.

**(2) The stakeholders of the CDS process were actually expanded:**

To expand citizens' participation, the CDS in Greater Bandung carried out weekly meetings, with specific topic of discussion for each meeting. Main participants of each meeting varied depending on the topic to be discussed. Some local experts were also invited to the meeting to give a presentation on a related topic. Among the issues discussed were public transport system, road transport network, raw water management, environmental pollution, land management, city information, open forum for all stakeholders, networking between the technology-development research centers and business sector, industrial development, conservation of high value cultural and architectural heritage, and development budget. The issues were developed based on actual development issues in Greater Bandung. This approach was used since the respective Master Plans of the Municipality and the Regency of Bandung were still in the process of evaluation and review. In this process, participants were encouraged to develop an awareness of their environment, to identify development issues, to develop a vision for the next 20 years and the strategies to achieve that vision.

CDS-Bandung also conducted several workshops, which were attended by various segments of the society. The main objective of the workshop was to disseminate the CDS outcome and to get feedback from the participants. Both the Municipality and the Regency of Bandung had also disseminated the outcome to their officials and local councils.

**(3) The coordination between Government of Bandung Municipality and Bandung Regency were activated:**

Since five years ago, the Municipality Government and the Regency Government of Bandung drew up a joint development agreement, Joint Regulation No. 01, 1993. This agreement called for coordinated efforts between the two local governments toward several priority issues, such as spatial planning, border issues, Regency's assets, transportation, clean water, solid waste, drainage, liquid waste, population and employment, tourism, education and local revenues.

The importance of coordination between Bandung Municipality and Bandung Regency governments has long been recognized. However, coordinating activities between the two was more difficult than expected. The CDS exercise has developed awareness about the benefits of a Metropolitan Bandung and has encouraged actual coordination activities between the two governments.

#### **(4) Adoption of CDS experience into the formal planning process:**

Integration of CDS output and process into the formal planning process is beginning. Although the CDS in Bandung has not achieved consensus on the list of priority development projects, some of the strategies have already been integrated into the local government's medium-term development plan. Bappeda (Local Development Planning Board) of both local governments has disseminated the CDS process and output to other agencies and local councils (DPRD). At the same time, the local council claimed that they should be the one to initiate and conduct the CDS process. For other local governments, they have already adopted a similar approach in their development. Unfortunately, some of the influential decision-makers still seem very reluctant to share their vision.

### **3.2.2 Issues Raised in the Exercise**

#### **(1) Legitimation of Stakeholders**

Stakeholders of Bandung's CDS process comprised various "representatives" of the society in the Municipality and Regency of Bandung: the local government, local council, NGOs, university and research center, chamber of commerce, experts, professional association, etc. However, at almost every meeting, the people who "represented" their group were often changed. Even the stakeholders were gradually expanding; there was an argument among some people in Bandung regarding the legality to "represent" such group. In the Municipality and the Regency of Bandung, there were many society forums, which claimed that they were the "real" representatives of a particular society group. It was difficult to identify the forums in the first place. Therefore, only some of them had been invited to the CDS meetings.

Furthermore, since the CDS process is considered as an informal planning process, some of the local governments are still reluctant to accept the process itself. Hence, the meaning of stakeholder as a representative of the "local government" is becoming meaningless.

#### **(2) Institutionalizing the CDS Process**

Actually, every local government in Indonesia has a formal development planning approach, which is called *P5D* (Local Development Planning, Implementation and Control Process), based on the Ministry of Home Affairs Regulation No. 9, 1982. It was designed as a participatory planning approach. However, in reality, the implementation of the development planning process is still dominated by sectoral interest.

*P5D* starts with the identification of the development needs of a village. To do this, several *RAKORBANG* (Development Coordination Meetings) with all related agencies in the local level are conducted. Unfortunately, in the process, the aspirations of the lower level (village and Kecamatan/Sub District level) keeps getting weaker while the voice of the higher level becomes stronger. Transparency and accountability of the process is difficult to ensure.



In order to improve the approach, CDS-Bandung offers a development planning process as described in Figure 3.1 below (this is to be compared with the current annual development planning system in Figure 3.2):

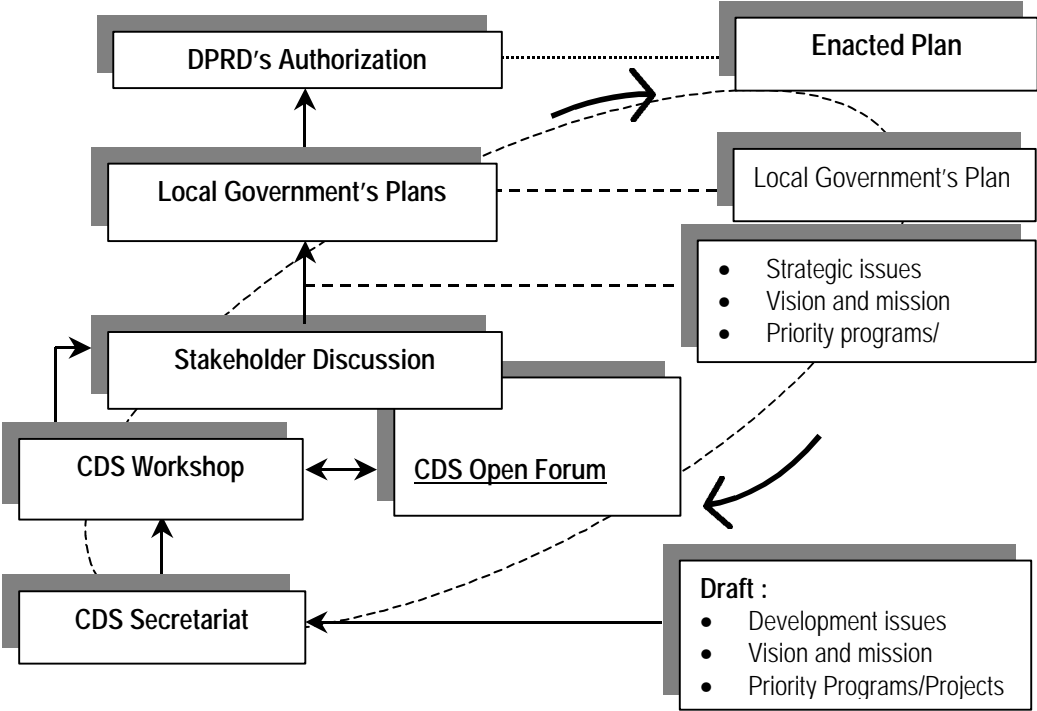
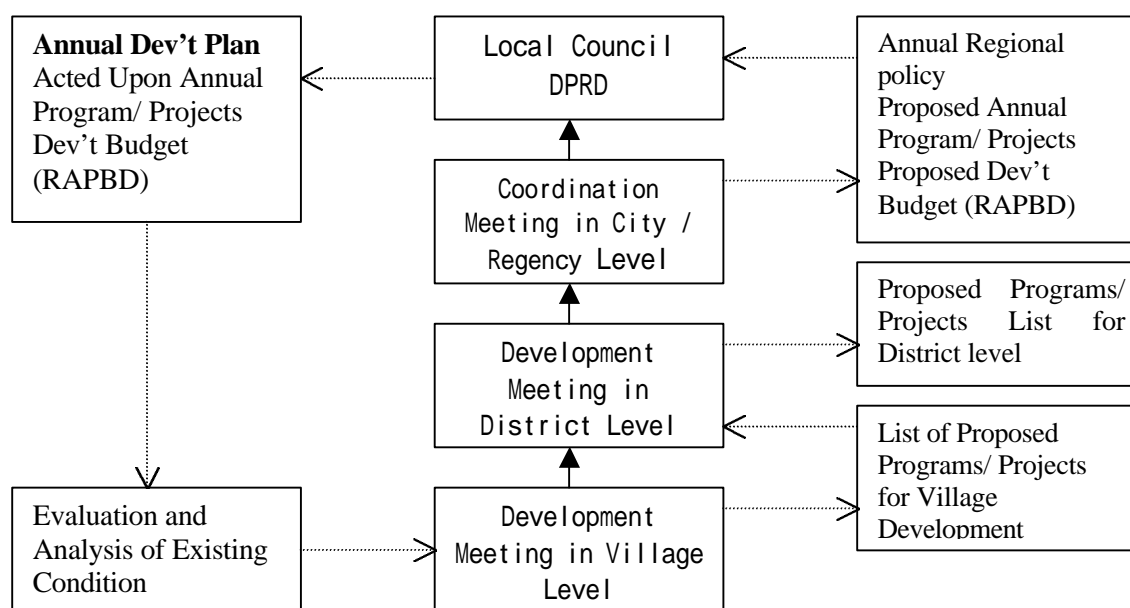


Figure 3.1 Proposed Institutionalization of the CDS Process



**Figure 3.2 Current Annual Development Plan for City / Regency Level**

Stage	Implementers	Output
1. Evaluation and Analysis of the Existing Condition	BAPPEDA (Local Development Planning Agency) of Province and City / Regency in collaboration with local universities and research centres	<ul style="list-style-type: none"> <li>Existing condition of each City / Regency</li> <li>General condition on Province level</li> <li>General framework of the annual plan</li> </ul>
2. Development Meeting in Village level	Village leader (Lurah), District leader (Camat), Community leader, and other Village organisations, such as: UDKP, LKMD and LSD	List of proposed programs / projects for village development and its source of development fund
3. Development Meeting in District level	District leader, Head of Village Development of BAPPEDA of City / Regency, and all Village leaders, Head of LKMDs, and related local agencies	<ul style="list-style-type: none"> <li>General condition of district level</li> <li>Proposed Programs/ Projects List for District level</li> </ul>
4. Coordination Meeting in City/Regency Level	Chairmen : Head of BAPPEDA City / Regency Participants: all vertical agencies, district leaders, and community leaders	<ul style="list-style-type: none"> <li>Annual Regional policy</li> <li>Proposed Annual Program/ Projects</li> <li>Proposed Dev't Budget (RAPBD)</li> </ul>

Source: Minister of Home Affairs Regulation No. 9, 1982, regarding the Formulation Guideline of Development Planning and Control in the Regional Level

1. The CDS secretariat is responsible for setting up the preliminary discussion material for the CDS workshops.
2. The CDS workshop will be carried out by the CDS secretariat. The agenda for the next actions and the conclusion of the CDS workshop are the expected output of this workshop.
3. Then the output from the CDS workshop is discussed in the CDS Open Forum, which is open to all stakeholders. The output from this discussion is comments to the CDS Workshop's conclusion of plans.

Based on the output from the CDS Workshops and CDS Open Forums, the CDS secretariat will prepare the material for presentation at the stakeholder meetings.

4. The stakeholder meeting is a discussion forum for limited but comprehensive participants. Representatives from local governments and the provincial level, from NGOs, from political parties, from the local council (DPRD), from the private sector and communities are expected to participate in this meeting. Some of the participants could be the same participants from the CDS Open Forums. The participants should be responsible for the outputs produced during the meeting. Expected outcome from the stakeholder meeting is comments to the revised strategies and plans and the roles and next actions by the stakeholders.

For the next steps, the results from the stakeholder meeting are discussed and formulated by Bappeda of Municipality and Regency. An expected outcome from this discussion is revised strategies and plans for authorisation process.

5. The revised strategies and plans will be discussed and decided by the higher level of local governments and will be documented as Draft Official Planning Documents (such as Pola Dasar – general guidelines for local development, Priority Project List and Priority Project Profiles).
6. Furthermore, the draft official planning documents will be presented to the Local Council (DPRD) for their approval. The output of this process is the enacted plan in the form of Authorised Planning Document and Budgets.

### **3.2.3 Factors Affecting the CDS Implementation**

In Bandung, there are several positive and negative factors that have influenced the implementation of the CDS as follows:

**(1) Existence of expert groups and core group:**

During the formulation of the CDS process, some groups and/or individual experts shared their knowledge and expertise to enrich the output. They even presented in some of the meetings. They came from NGOs (in the fields of environment and social development), universities, research centers (government and universities), the private sector (chamber of commerce), and others.

The core group, which is responsible for arranging meetings, preparing materials for the meetings, and formulating the outcomes, is composed of several staff members of both local governments, research centers, NGOs and universities. They have important roles in the CDS process. The core group has a secretariat in the office of the Bandung Municipality Government.

**(2) Role of local research center:**

During the initial process, the local government faced difficulty in finding an appropriate place to carry out the stakeholder meeting, where all participants can feel free and secure to contribute and to share their opinion. Finally, a local research center was offered as meeting room and other facilities were volunteered for the stakeholder meeting. Sometimes, professors from the center acted as moderator for the stakeholder meeting.

**(3) Needs for Coordination and Cooperation between the Local Governments:**

The local governments of Bandung Municipality and Bandung Regency recognized the importance of the CDS; they experienced the difficulty in its implementation, coordination and cooperation in the planning and development process. Most of the issues raised in the CDS involved both local governments, such as transport issues connecting Regency and Municipality area, source of raw water for Municipality which is located in Regency area, joint utilization of solid waste - Final Dump Site in Regency area and so on. Through the CDS process, communication and coordination between the local governments of Municipality and Regency of Bandung have been activated.

**(4) Commitment among the decision makers:**

The CDS in Bandung has formulated a long list of priority development projects and programs. However, it has not been officially committed by the decision-makers as a group, thus, the CDS process could not proceed to further formal action programs. Some of the decision-makers though have already accepted and agreed with the CDS.

### **3.2.4 Necessary Follow-up for the CDS Bandung**

In order to utilize the CDS project for the future development of Greater Bandung, continuous efforts would be needed. The necessary follow-up for the CDS would be considered as follows:

**(1) Commitment among stakeholders:**

In order to continue the participatory process in CDS, commitment among the stakeholders, especially the influential ones, has to be achieved first. Without their commitment, the process and output achieved in the CDS cannot move forward and be implemented. Dissemination and

socialization of the CDS to all local government agencies and to the society should also be carried out in order to provide more access for a broader society to participate in the process.

**(2) Coordination between Local Government of Municipality and Regency of Bandung:**

CDS-Bandung is an integrated and strategic approach in urban development, which covers two local administrative authorities. Therefore coordination among agencies and between the two local governments become an important factor for the implementation. Bappeda (Local Development Planning Board) of both local governments should be the key agencies responsible for coordination during the implementation stage. Since the CDS consists of two local governments, the role of the provincial level, as coordinator among the lower level government, should not be ignored.

**(3) Capacity Building:**

The capacity of the local government should be improved and developed. In general, quality of the local government staff is very limited. In the planning divisions, only a few of them have enough educational background and experience in planning. Sufficient knowledge and experience in planning and budgeting should be given.

**(4) Bridging the gap between planning and Implementation**

Next important issue in CDS is how to bridge the gap between planning and implementation. Output from CDS should be elaborated and reviewed periodically in order to keep up with changes and make it more dynamic. Another important task to be done is making the CDS output realistic and operable based on available resources.

### **3.3 Seven Cities, Philippines**

#### **3.3.1 Issues Raised in the Exercise**

Through the process of the CDS exercise in the Philippines, several issues have been raised, as follows:

##### **(1) Planning Capability of Local Government**

Local initiative is a basic but important concept of the CDS exercise as it facilitates local ownership of the plans. Especially, the CDS exercise in the Philippines emphasized local initiative more than in the other countries. The LGUs prepared the CDS draft by themselves under a participatory approach with the assistance of the PDT. However, the city planning and development offices did not have enough planning capability due to inadequate experience and training, limited human resource, and insufficient equipment such as computers and poor data. It made the CDS exercise process difficult even with advice from the PDT. That is the reason why most cities in the seven cities had requested capability building programs as priority technical assistance in the CDS draft report. At the beginning, the PDT faced difficulties because of complaints from the cities about the process owing to limited planning capability and limited understanding of the importance of local initiative.

The difference of planning capability among the seven cities affected CDS outputs. It became necessary for the PDT and the Consultant Team to provide efficient technical assistance as needed by the seven cities as well as to encourage local initiative.

##### **(2) Data Collection and Base Map**

Planning capacity is influenced by data availability. The formulation of database, including base maps, is one of the objectives of the CDS exercise. However, the available data are limited and accuracy of collected data is low, because the data collection mechanism in place does not work or makes it difficult to compute the data. It is also difficult to obtain base maps, such as accurate administrative map, existing land use, road map and so on. As a result, the LGUs do not have a clear grasp of the present situation supported by data or to utilize data and maps for planning.

In the CDS exercise, the use of performance indicators for benchmarking purpose is introduced. It is important to set performance indicators in order to measure the performance of a local government in the delivery of services and in the quantification of service cost. Benchmarking helps citizens to clearly understand a city's objectives and makes LGUs responsible for measurable targets.

During the exercise, the city planning and development officers collected a lot of data. This effort should be continued in order to build a database for planning. The Urban Karte aims to formulate a database and can help select a basic data set. It is necessary to clarify how to use the database. The geographic information system (GIS) or other computer-aided systems may need to be introduced.

##### **(3) Participatory Approach and Stakeholders**

There is a difference in the level of stakeholder participation among the seven cities. Roxas, Sagay and San Fernando had stakeholder meetings for the CDS exercise and conducted SWOT analysis and

visioning by themselves, while stakeholder participation in Lapu-lapu was weak; even the local government officers were not involved in the CDS exercise very much.

The participatory approach is a key feature of the CDS exercise. It helps consensus building among stakeholders on issues, opportunities and future vision, and instills a feeling of ownership of the plan through a series of discussion. Furthermore, it aims to ensure continuity of the plan and projects as well as rationalization of the planning process. The continuity of plans and projects is easily affected by political situations, and inconsistency of projects is one of the biggest problems in the Philippines. It is important to keep the continuity of plans and projects in order to promote investment and to get funds from donors. The participatory approach makes the planning process more open and democratic; in this way, the plan becomes legitimate. It may even make the project implementation easier. The participatory approach, including local government officials, communities, NGOs, and the private sector and improving planning capability should be encouraged. This should be given greater emphasis in the cities.

Participants to the stakeholder meeting are community leaders, NGOs, the academic community, the private sector, regional offices of central government, councilors, and local government officers. There have been suggestions made to invite city officials of adjacent cities, because inter-local cooperation is a major issue in a number of cities.

#### **(4) Time Constraints**

The CDS exercise is a challenging and innovative process. The participating cities have to shoulder and accomplish a lot of tasks within a limited period of time. The PDT did not have enough time for city visitations and discussion with stakeholders, because seven cities had been selected. It is recommended that for the 2<sup>nd</sup> generation CDS exercise, there should be enough time allotted in consideration of the number of participating cities.

### **3.3.2 Findings and Recommendations**

All activities of the CDS Exercise in the Philippines were completed in October 1999. Findings and recommendation through the process of the exercise are as follows:

#### **1) Improvement of Planning Capacity of the Local Government**

The CDS Exercise enhanced the planning capability of the local government personnel. Although there was limited time and the consultants did not work with the cities in a handhold manner, the seven cities formulated the City Development Strategy by themselves, with some technical advice from the consultants. This became possible because the cities that had limited planning capability learned from the other cities that had capable staff or outside resource through mutual learning opportunities such as workshops and seminars.

Skills that were developed or enhanced to build the capability of the cities were as follows:

- Strategic Planning

Strategic Planning included analysis of the present condition, visioning, strategy formulation, project prioritization, and municipal finance management. The strategic planning focused on specific issues and vision. The long-term vision, strategies, and priority projects should correspond to each other. The project prioritization process is more rational and practical in terms of a city's credibility and management. In the case of Olongapo, the city obtains fund for their priority project from a financial institution, and this inspires the other cities and they realize the importance and effectiveness of strategic planning.

- Importance of Indicators.

For accurate understanding and analysis of city conditions, various data and indicators are necessary. In the CDS process, numerous data were collected and compared among the seven cities. The performance indicator system adapted under the CDS process not only placed the city in a practical context but also set the targets for their strategies. The indicator system provided the cities with a new tool that was understandable since it was both graphic and quantitative and required application under their strategic plans.

2) Growth of Sense of "Ownership"

The CDS inspired confidence in the seven cities and this led to the growth of a sense of "ownership" among the stakeholders. Under the mayors' strong initiatives, city officials, councilors, community leaders, NGOs, and the private sector became involved in the CDS process as stakeholders, and CDS plans were tangible results of their activities. Strong ownership was a key success factor in the CDS exercise.

3) Promotion of Inter-local Cooperation

The cities understand the advantage of inter-local cooperation for development, such as "twinning" or metropolitan arrangement. The initiatives necessary for this work are however slow to come due to the traditional municipal development mindset of local government. The necessity for global competitiveness of the CDS process requires the cities to look beyond their territories. As the strategic plans were formulated, some of the cities discovered that the CDS could serve as an effective forum for promoting inter-local cooperation in the area of land-use planning and solid waste management.

There are other aspects to be further improved. They are as follows:

1) Composition of Stakeholders

There was no discussion about stakeholders in the cities during the exercise and no definition of stakeholders existed. Since the seven cities in the Philippines are relatively small- to medium-sized cities, most of potential stakeholders may be involved. However, the question still remains: *Who are the stakeholders in the city?* Answering this question is essential to formulate city development vision and strategies, because to select the stakeholders is to decide the beneficiaries of a plan and the development of a city. A discussion on stakeholder composition will enable the education of stakeholders as responsible citizens for city planning and management, the continuity of stakeholder participation in the planning process, and the sustainability of the CDS process.



2) Institutionalization of the CDS Process

The CDS exercise has been proven as an effective tool to expand the planning capability of local government. Institutionalization of the CDS process is necessary for continuation of the CDS. Since confusion might arise among land use planning, comprehensive planning, and the CDS for cities, the effectiveness and purpose of each one need to be clarified. It is an alternative to the condition of funding approval for a city. Therefore, there is a need to tap a national agency, such as National Economic Development Authority (NEDA) or Department of the Interior and Local Government (DILG), to champion and support the CDS process and cities as well. This agency will be expected to coordinate with international and bilateral donors and domestic financial institutions as well, and to assist the CDS process by providing necessary technical advice.

3) Follow-up for the Seven Cities

The CDS movement has just started. The seven cities have realized the essence of the CDS: the importance of stakeholder participation, the effectiveness of strategic planning, the realization of ownership, and the transfer of planning knowledge. Without support from the World Bank and other international donors or national agencies, the CDS will not take root in cities. Support for the priority projects will open the second stage of the CDS process.

4) Establishment of the CDS Methodology

Based on the observations and lessons learned during the course of the CDS project, a more explicit procedure to guide along the CDS work is deemed necessary. The CDS is a broad-based technical process that would require a manual, or a guideline, when the cities prepare their strategic development plan. The manual can lay out the technical approaches to the work while indicating the areas of flexibility. It can also set down the data requirement for the cities to address. The preparation of the data can be part of a pre-planning phase that should be given sufficient time to play itself through.

### 3.4 Phitsanulok, Thailand

#### 3.4.1 Achievements of the CDS Exercise

**(1) Ownership of long-term city development strategy was enhanced through stakeholder meetings and training workshops:**

The workshops (stakeholder meetings held three times and training workshops held five times) provided the municipal officials, Tambon officials from the surrounding areas and related persons a lot of opportunity to discuss freely and beyond the boundaries of sectors and sections, and to formulate their own city development strategies. Although the participants had inadequate knowledge and experience on how to formulate city development strategies at the beginning of the CDS exercise in Phitsanulok, they gradually acquired the ability and confidence to discuss about urban development strategy.

Through these open discussions and training activities, people started understanding the benefits and effectiveness of the CDS system. As a result, the ownership to the CDS project by the city government officials was enhanced.

**(2) Capability of municipal staff was enhanced though a series of training workshops:**

In Thailand the central government has been responsible for planning and project implementation for a long time, so that the local governments have not developed adequate capacity for this work. It is one of the focal points to proceed with the administrative decentralization policy under the new Constitution and Local Government Act.

The municipal staff has inadequate capacity to manage the discussion in the stakeholder meeting at the initial period. The Consultant Team held a series of training workshops to maintain the CDS exercise and to strengthen municipal planning capacity on request of the National Economic and Social Development Board (NESDB).

The training workshops included lectures and group activities on strategic planing and provided inputs from the stakeholders for the preparation of the CDS report. A representative of the participants made a presentation of the CDS report to top officials and politicians, and at the meeting of the League of Mayors. Through these activities, core members of CDS exercise will be naturally formulated to replicate same exercise in the municipality in future.

**(3) Formulation of long-term strategic plan and priority projects:**

Long-term city development strategies were formulated and related projects were identified along the respective strategies. It provided the rationale for the projects and programs to be implemented, and the supporting information when the Phitsanulok Municipality should request technical or financial assistance from other resources.

### **3.4.2 Issues Raised in the Exercise**

Through the CDS exercise, the following issues are identified regarding better implementation of the exercise in future:

#### **(4) Capacity Building of Planning Staff in Municipality**

Stakeholder meetings and training workshops are effective to strengthen the planning capacity of municipal staff. However, most local government personnel are seconded by the central government, and go on rotational assignments among local governments. This causes difficulty to accumulate know-how in the local government. It is accordingly necessary to formulate a capacity building program that covers the whole local governments, not only by the CDS exercise but also by the central government itself.

#### **(5) Cooperation with Neighboring Local Governments**

The limited municipal jurisdiction has caused urbanization to spill over the neighboring areas, giving rise to urban problems. It is therefore of substantial importance that a collaborative effort be undertaken to tackle urban development. The CDS exercise needs to cover the issue on inter-local governmental cooperation.

#### **(6) Necessity of Local Facilitators**

Since the CDS exercise emphasizes local participation, coordinating and moderating discussions among the stakeholders and giving technical inputs are integral parts of the Consultant Team's task. In this sense, local CDS facilitators should be fostered because it is deemed more effective to facilitate participation using the Thai language. Developing a training program for local CDS facilitators should be seriously considered.

#### **(7) Institutionalization of the Participatory Approach**

The local government develops a five-year investment plan, which includes all projects to be implemented within the next five years. Accordingly, the projects listed in the plan should be coordinated with the city development strategy. In other words, the five-year investment plan is expected to closely connect to high priority projects under the city development strategy formulated by CDS. In this sense, the CDS exercise is to be institutionalized in the process of the five-year investment planning to justify the projects and programs under the city development strategy.

## 3.5 Ho Chi Minh, Vietnam

### 3.5.1 Achievements of the CDS Exercise

**(1) Ownership to the project was enhanced gradually as workshops for an open discussion were provided:**

The workshops (two stakeholder workshops and three small workshops) provided the city government officials and related persons a lot of opportunity to discuss freely and beyond the boundaries of sectors and sections. Discussion started slowly but it soon graduated into a more lively and enthusiastic event. Although this was a new experience for HCMC, the workshop participants found out that the CDS planning system would provide some innovative approach for formulating development strategies.

Through these open discussions and the review of documents on the CDS rational and procedure, which were distributed to the participants, they began to understand the benefits and effectiveness of the CDS system. As a result, ownership to the CDS project by the city government officials was enhanced gradually.

**(2) Weakness of urban planning and management system in HCMC was clarified:**

Through the discussion with key city government agencies, the weakness of the urban planning and management system in HCMC was clarified. As described earlier, after the Doi Moi reform, the planning and management systems in Vietnam, particularly medium- and long-term planning, have not been well executed, and attention has been given only to the short-term capital investment projects. Integration between the Physical Master Plan and the Socio-economic Master Plan has not also been well conducted.

The DPI, who has the responsibility for integrating and coordinating almost all capital investment projects in HCMC, do not have enough capacity for dealing with these matters. Furthermore, there is no system that will enable the DPI to work together with other key government agencies, such as IER for the socio-economic planning aspect and CAO for the physical planning aspect. In addition, in 1999, the Steering Committee for Planning & Construction was set up for integrating and coordinating the capital investment projects and programs of the city. However, the Committee covered only the physical planning aspect, and most of the Committee members were from the central government (the DPI was not included in the Committee).

**(3) Leader of HCMC has recognized the benefits and effectiveness of CDS planning system (movement for formalization process has started):**

Although the vice-chairman of the People's Committee of HCMC, who is in charge of this project, has been changed during the course of the CDS exercise, the subsequent Vice-Chairman, Dr. Nguyen Thien Nhan, has gotten interested in the CDS planning system. Dr. Nhan gave the DPI and the Consultant Team his opinion of how to apply the CDS system in HCMC. He suggested that the clarification of comparative advantages of HCMC (e.g., comparing with other major cities in Southeast Asia) and the quantification of identified Future Vision are necessary for implementing the CDS in HCMC. Dr. Nhan also asked the Consultant Team to appeal to the World Bank to continue

this exercise, in order to utilize the outcome for the capital investment program of the City and to persuade the Chairman of the People's Committee to institutionalize the proposed planning system.

### **3.5.2 Issues Raised in the Exercise**

#### **(1) Narrow Stakeholders**

At the first Stakeholder Meeting in July 1999, only a limited number of stakeholders were invited, and mostly from government agencies. The reason for this was explained in the section "Study Approach & Goal of HCMC CDS," and that is, the wide sections of people in HCMC necessitated a gradual increase of stakeholder participation in accordance with the progress of the CDS exercise. If more stakeholders were included in the CDS process from the beginning, the CDS exercise would be out of control. At the second Stakeholder Meeting in June 2000, a much wider range of stakeholders, including district level government officials, NGOs and more from the private sector, were invited.

But involvement of stakeholders in the City was still not enough. As described before, this CDS exercise in HCMC focused on creating an innovative movement for the decision-making system of city planning and capital investment planning of HCMC. On the other hand, the community level (ward or district level) participation would be another critical planning issue in HCMC. It is said that the ward-level communities are quite active, but their opinions are not reflected in the district level planning. Therefore, a project that focuses on the district level planning would be considered as the next phase of the CDS exercise in HCMC.

#### **(2) Key Coordinating Agencies**

DPI, the counterpart agency of this project, has played an active role in coordinating the CDS exercise in HCMC. From the Consultant Team's discussion with the other departments in the City, it has become evident that the DPI is the most important agency for integrating and coordinating the capital investment projects in HCMC. As described above, however, the DPI seems not to have enough technical capacities to undertake such tasks.

Therefore, in the process of the CDS exercise, the cooperation with other key agencies, namely CAO for the physical planning aspect and IER for the socio-economic planning aspect, was required. And for the future planning system, these three key agencies would need to cooperate each other for integrating and coordinating the capital investment project and the urban management and institutional capacity building in HCMC, as depicted in Figure 3.3.

#### **(3) Formalizing the CDS outcome and institutionalizing the CDS Process**

The Consultant Team considers that the CDS process will supplement the currently established Steering Committee, because:

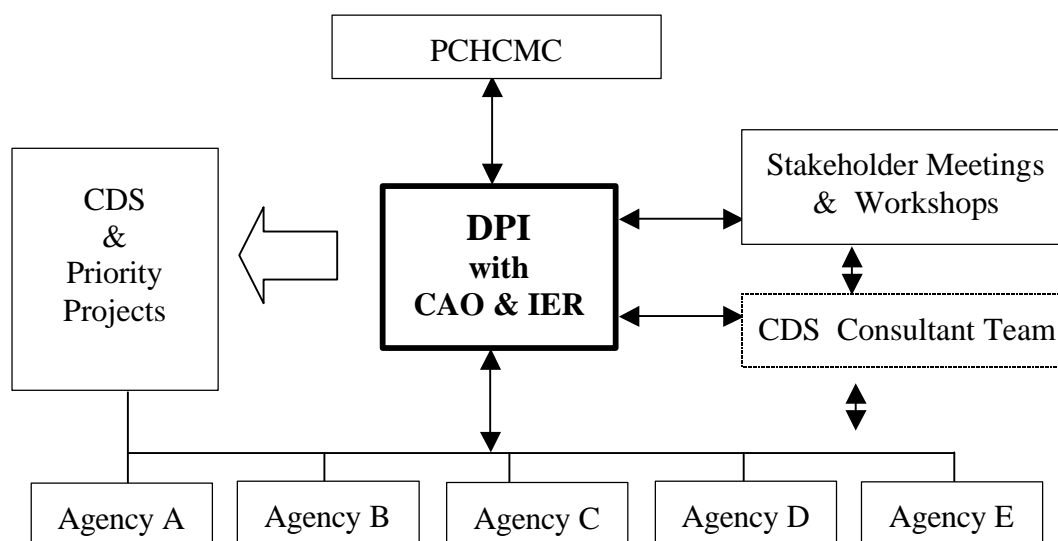
- The CDS process covers not only the physical aspect but also the socio-economic aspect of planning by the cooperation of the city government agencies.
- In the CDS process, the City Government (DPI) can take the initiative for integrating and coordinating the capital investment projects in HCMC, while the DPI is not included in the currently set up committee for capital investment project.

But in Vietnam, institutionalizing a new planning system in the local government structure is not an easy task. For example, the UNDP project, MSIP (Multi-Sectoral Investment Program/Planning), was implemented in HCMC the last couple of years. According to the UNDP report, the application did not go far enough and only provided partially tested models, with the risk of being labeled an academic exercise.

Therefore, the Consultant Team proposed to DPI the following actions to formalize the CDS process:

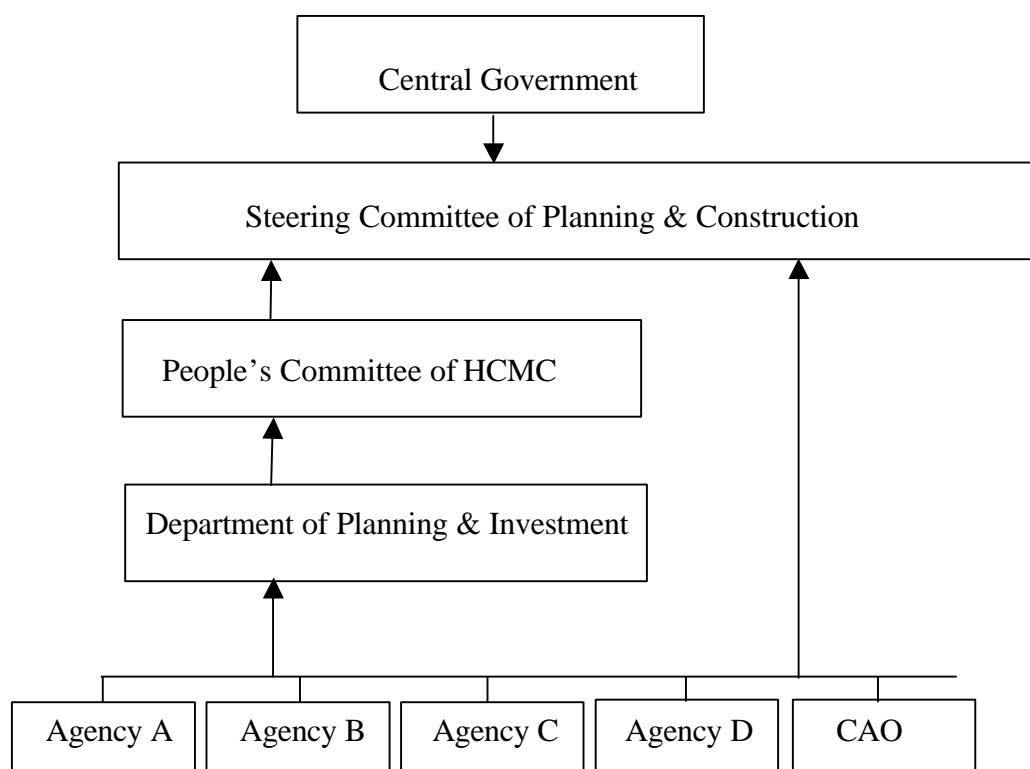
- To approve the Vision, the seven (7) Planning Issues and the Strategy Statements by the internal discussion within the DPI.
- To submit the result of the CDS to the People's Committee of HCMC (PCHCMC) as advice on City Development Program that covers the urban management and institutional capacity building of HCMC.

In addition to these actions, the Consultant Team recommended that DPI advise PCHCMC to issue a decree for setting up the new planning system. Under the new planning system, the DPI, the IER and the CAO are to conduct consultative and interactive coordination among stakeholders including government agencies and relevant non-state sectors (see Figure 3.3 and compare with the current planning system in Figure 3.4).



**Figure 3.3 Proposed Planning System for HCMC**

In order to materialize this formal and institutionalized process, a continuous effort to fix the CDS process in HCMC's planning system is required, through the continued implementation of further CDS practices and the cooperation with other donor agencies. In the next CDS practice in HCMC, if possible, stakeholders have to learn how to take the responsibilities and risks for implementing the priority projects discussed at the workshops and the meetings. So far, stakeholders do not seem to recognize this point.



**Figure 3.4 Current Planning System in HCMC**

### **3.5.3 Factors Affecting the CDS Implementation**

In HCMC, there had been several specific conditions for implementing the CDS. These conditions strongly affected the achievements of the CDS and given rise to the issues described above. For the achievements, the following factors had a positive influence on the project:

#### **(1) Selection of the appropriate counterpart agency:**

The selected counterpart agency, the Department of Planning & Investment (DPI), has the responsibility for integrating and coordinating almost all capital investment projects in the City. For the CDS exercise, it actually played a coordinating role for formulating the development strategies and the investment program. Therefore, the agency's initiative was imperative for the effective implementation of the CDS. In the meantime, DPI was not always involved as a main counterpart in other recent programs in HCMC, which were conducted by international donor agencies, like UNDP. Such cases sometimes ended up with only a study program rather than an active project.

#### **(2) CDS as a “real action” project rather than “learning” program:**

Before starting the CDS in HCMC, several programs and projects in the fields of urban planning and management had been conducted. However, these projects / programs focused mainly on the enhancement of the management capacity of government staff through training courses and workshops. On the other hand, in the CDS exercise the city government staff formulated the Future Vision, Strategies and Prioritized Project List by “participatory approach,” which were discussed at

the stakeholder workshops. The CDS exercise introduced a “real action” project rather than “learning” program, which in turn enhanced the real sense of ownership of the government staff.

**(3) Necessity of appropriate planning and coordinating system for HCMC:**

Before starting the CDS project, several government staff had already recognized that the planning and coordinating system should be improved for tackling the pressing and diversified urban issues. In particular, DPI, the counterpart part agency, has been looking for some appropriate integrating and coordinating system for capital investment projects / programs, because the agency has to undertake such tasks two years after the completion of the Physical and the Socio-economic Master Plans of HCMC.

On the other hand, the CDS exercise in HCMC also had to cope with the following negative factors, which also gave rise to the above mentioned issues:

**a. Large size of City (five million population):**

The population of HCMC is about 5 million, which is the biggest among the cities implementing the CDS in East Asia. The population is projected at 10 million in the year 2020, absorbing labor and population from the surrounding region. The CDS system seems to be effectively applicable to local cities of small- and medium-sized cities rather than the large-scale cities, like capital cities. In fact, since HCMC has so many stakeholders, with broader and more diverse city development issues, implementation of the CDS exercise was more difficult because of the limited implementation period and resources. HCMC is actually acting as a capital city in terms of the country’s economy, so that formulating HCMC’s development strategy should be considered from broad points of view.

**b. Limited implementation period:**

Related to the above factor, implementation period of short duration (about one year) was another constraint for the CDS exercise in HCMC. In order to have a wider range of stakeholders and to create a more elaborate project outcome, additional implementation period is required. As described in the above sections, this time, just a limited number of stakeholders had been invited and not enough elaboration of the outcome was conducted due to this reason.

**c. Absence of HCMC leader:**

For the CDS implementation, the involvement of decision-makers of the city (mayor or vice-mayor) is important. In HCMC, in particular, getting a consensus for formulating city development strategies would be difficult, because of the large number and wide range of stakeholders. Therefore, the leader of HCMC (Chairman or Vice Chairman) should participate at the meetings and workshops regularly in order to guide the discussion as well as to decide the direction of the development strategy. Unfortunately, the involvement and participation of the Vice-Chairman of PCHCMC, who was in charge of the project, was sadly lacking.



**d. Change of the leading person:**

Besides the absence of the city's leader, during the implementation of the project, Dr. Nguyen Thien Nhan replaced Mr. Le Thanh Hai, who had been taking care of the project, as Vice-Chairman of PCHCMC. Mr. Hai participated at the first regional seminar (Tokyo Conference) in Japan in July 1999. But for the last stage of the project period Dr. Nhan took care of the CDS. In addition, Mr. Ha Van Dung, Director of DPI, who participated in the first regional seminar in Japan, was not really involved in the project; it was Mr. Nyuyen Dinh Mai, Vice Director of DPI, who took care of the CDS project. Things like this negatively affected the CDS process in HCMC.

**3.5.4 Necessary Follow-up for the CDS-HCMC**

In order to utilize the CDS project for the future development of HCMC, continuous efforts would be needed. The necessary follow-up for the CDS would be considered as follows:

**(1) Continuation of CDS exercise (elaboration of CDS outcomes)**

As described already, in the CDS exercise a number of outcome have been produced. But additional CDS works are required; there is a need for more elaboration and for involvement of a broader scope of stakeholders. These elaboration works with broad involvement of people would promote formalization and institutionalization of the CDS.

**(2) Implementation of CDS in the smaller-sized administrative units**

In the HCMC CDS exercise, community involvement was not enough (this time mainly city government officials participated in the project). Meanwhile, it is said that the community activities of the ward level are quite robust, but their opinions are not reflected to the district level planning. Conducting the CDS exercise in such smaller-sized administrative units (ward or district level) would be an important task for materializing the real "participatory approach" as the next phase of the CDS in HCMC.

**(3) Capacity building program for urban planning and management with other projects**

Through the CDS exercise, the Consultant Team has found that the technical capacity of the city government staff for urban planning and management is not developed enough. They still seem to cling to the old style planning and management methods. In order to implement prioritized projects/programs and to fix the proposed new planning system within the City, capacity building programs for these tasks are needed. Since other donor agencies, like UNDP, are conducting and planning to start such programs, joint implementation can be considered.

**(4) Formalization and institutionalization of the CDS**

To materialize and implement the created products of the CDS project, formalizing process of outcomes has to be conducted. After elaboration works, therefore, these outcomes would be submitted to PCHCMC as advisory document. In addition, it is advisable to submit the proposed new planning system (CDS Planning System) to PCHCMC in order to start getting approval for its

institutionalization. In order to hasten these activities, the acceptance by the Chairman of PCHCMC will be the imperative task.

**(5) Establishment of an appropriate private sector involvement system**

In order to implement prioritized projects (capital investment program) formulated during the CDS exercise, private sector involvement would be imperative, because of the lack of capital resource of the public sector. Although after the economic reform several joint projects with the private sector have been conducted, the methodology for such projects has not been well established yet in Vietnam and HCMC. Therefore, a joint system with the private sector has to be developed for materializing and implementing the CDS outcomes.

## Chapter 4      **Overall Evaluation: Learning and Follow-up**

### **Recommendations**

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#### **4.1 General Evaluation**

##### Comprehensibility of the Objectives

Urban problems of cities in developing world are the most challenging issues on its development agenda. Cities are developing in fundamental ways and once a shape has taken hold, it cannot be easily changed. For driving development towards “successful cities,” the entire community needs to develop shared policies and institutional approaches that offer sustainable solutions.

Recognizing this situation, the World Bank has been holding a series of learning events associated with the preparation of a City Development Strategy (CDS), which addresses the following four (4) main themes:

- Livability:***                      What should be done to make the cities more livable?
- Bankability:***                      What should be done to make the cities more bankable or financially sound and sustainable?
- Competitiveness:***                      How should the cities be more competitive in the global economy?
- Good Governance:***                      How can the management capacity of cities be developed?

The principal aim of the CDS, therefore, is to seek practical solutions at the local level directed toward the above questions, holding the following objectives:

- (1) to respond to acute problems in the urban sector in the selected cities;
- (2) to formulate a city development strategy and city assistance program for each selected city, based on medium- and long-term perspectives; and
- (3) to strengthen urban planning and management capabilities of local governments.

As the result of the CDS exercise, it is expected that a long-term partnership with the cities and donors will be built at such a level that the assistance program can be effectively and sustainably implemented and managed by the participating cities of East Asia.

The above overall objectives and expectations to be born from the CDS exercise are generally understandable among all parties involved in city development, but hardly conceptualized in practice. The term “Livability,” for instance, holds a broad range of different perceptions and interpretations, depending upon people’s concerns. The concepts of “Bankability” and “Competitiveness” are rather understandable, because these can be interpreted by some quantitative indices; however, “Good Governance” is extremely difficult for all the parties concerned to share the same level of “goodness” to be achieved. Thus, in order to facilitate peoples’ understanding of the CDS, concrete indices to represent these four themes need to be developed in such a manner that all participating people can share a basic direction to discuss even though they may have varying levels of perception and/or depth of understanding.

The “Urban Karte” adopted by the Consultant Team for the CDS exercise is expected to function as a tool for this purpose. However, further elaboration is necessary to make it more useful even under limited availability of statistical data/information.

Another important activity to make the CDS exercise more comprehensible is to conduct a training program at the initial stage to participating key/core personnel who shall chiefly drive the CDS exercise at the local level. Sufficient time needs to be allotted for discussions on what the CDS is aiming and what outputs should be derived from it.

#### Methodology and Approach

The CDS exercise stresses a “stakeholder participatory approach” in the planning process to meet the above objectives. This means that the planning process should be transparent and that projects/programs to be pursued should be based on a consensus among stakeholders at the local level in order to assure their ownership as well as to keep the sustainability of their implementation. This approach, however, needs:

- (1) strong local initiatives and enthusiastic involvement of city officials based on the right understanding of benefits from the CDS exercise;
- (2) a well-coordinated feedback system between the Consultant Team’s professional work and the local people’s needs to reach practical, comprehensive and long-term strategies which may evolve into priority projects/programs; and
- (3) sufficient management capability of the Consultant Team to guide and rationalize the planning and visioning process in the local reality.

When the methodology and approach are designed, these factors should be deliberately taken into account.

#### Consultants’ Roles and Functions in the CDS Process

Main actors of conducting the CDS process are not the consultants, but the city officials or counterparts in charge of city planning and development. However, it is a fact that the appropriate

and timely advisory and professional inputs from the consultants made the CDS process to proceed properly.

It usually takes a considerably long period of time to reach some rational outcomes from the CDS as far as the participatory approach is adopted, therefore, the consultant has to strive to take care of such a time-consuming process even though the work efficiency is spoiled to some extent.

At the initial stage, the Consultant Team had two important tasks: one was to provide a capacity building opportunity for participating city officials to be familiar with analytical and planning methodologies as well as to facilitate their understanding of the meaning/benefits of this CDS exercise; and the other was to provide appropriate guidance, advice and initiations to form the institutional setting of the CDS exercise. The argument on who should be invited as stakeholders is very vital in the CDS exercise. It is a key to identify appropriate “stakeholder groups” which are not biased representatives.

Meanwhile, throughout the process, the Consultant Team’s professional inputs and interventions needed to be timely made. Those were:

- (1) to collect data/information necessary for rational city planning, and analyze urban development issues by using a diagnostic methodology (so-called “Urban Karte”);
- (2) to assist in the identification of city development issues, then formulate medium- and long-term city development strategies by a participatory approach;
- (3) to have a mutual learning opportunity through a regional seminar held in Japan, which was supported by the Government of Japan;
- (4) to formulate a city assistance program in consideration of resource availability including international donors’ assistance; and
- (5) to disseminate experiences of the exercise over the other cities through a national workshop in each selected country in East Asia.

It should be noted that an important role to successfully drive the CDS exercise is assumed by the local consultant. They are capable of daily communication and provision of occasional instructions to overcome difficulties in coordination and management.

## **4.2 Differentiation of the Process and Products**

### **Common Issues in Different Asian Countries**

There is much difference in city scale/population, institutional background for city planning and decentralization policy and characteristics on urbanization among the selected cities. The

participating cities also vary in terms of anticipated urban functions, characteristics of location, levels of public services and agglomeration of urban economies, thereby differentiating priority urban issues depending upon the reality. However, common issues are identified such as:

- 1) less developed transport infrastructures;
- 2) urban environmental deterioration;
- 3) shortage in funds to meet demands for public and social service delivery;
- 4) less diversified urban economies;
- 5) current stagnation of local economies in association with unemployment; and
- 6) poor housing and living environment linked with urban poverty.

These common urban issues are attributed to the following aspects that should be addressed particularly by Asian cities:

- 1) rapid urban population growth as a result of the Asian model of “industrialization process”;
- 2) non-existence of or poor institutions for urban planning, land use control and growth management;
- 3) less autonomous mindset of local officials due to a long-history of centralized resource allocation system;
- 4) too weak financial and tax basis of local governments to enable them to invest sufficient capital outlay for their own projects/programs;
- 5) less capacity of local officials in planning, managing and resolving current issues; and
- 6) less coordination and integration with the private and public sectors, as well as among relevant government agencies, including the central government.

Thus, these factors eventually make it more difficult for a city to seek effective solutions to strengthen the four components of “Livability,” “Bankability,” “Competitiveness” and “Good Governance.”

#### CDS under Different Policy Climates

In order to seek local, practical solutions for the prevailing urban issues, the CDS approach could be

a useful planning methodology, thereby being beneficial for cities, only under the committed political framework of “Decentralization” and “Democratization” in decision-making process and resource allocation systems. Under these circumstances, the CDS is likely to be welcomed among local stakeholders as well as local city governments, thereby, bearing an innovative change at the local level. Otherwise, the CDS approach would provide a sort of administrative conflict between the central and local policies, which will result in merely one of the World Bank-initiated activities not related to any institutional innovation.

In this sense, there exist, in practice, different levels of decentralization and democratization in Asia. A new socio-political momentum of “decentralization and democratization” has currently been taking place in Indonesia. Thailand has launched a clear-cut decentralization policy in the delivery of basic public services by devolving responsibilities from the central local government to local governments in the New Constitution. In these two countries, therefore, the CDS approach was welcomed as a timely attempt.

Vietnam seems to be still in a process of establishing a new system between the central and local governments in terms of decision-making and resource allocation systems for city development. Therefore, more effort and time are needed until the city government of HCMC institutionalizes the CDS approach to its city planning and coordinating administration, based on a full appreciation of the meaning of and benefits from the CDS. A strong political commitment of support to the process and the products of the CDS would be needed.

Cities under the transitional economy hold, more or less, such a common issue. Ulaanbaatar City is one such case. They have realized that the participatory approach to formulating a city development plan is important to mobilize private sector involvement in capital investment on public service projects, however, there still seems to be some controversy on how to involve a wide range of “stakeholders” in the planning process. The CDS exercise, therefore, is expected to successfully develop a new mechanism in the public administration system as a whole.

On the other hand, the CDS approach was most smoothly accepted among cities in the Philippines. Since 1991, under the New Local Government Code, local government units in the Philippines have been familiar with the participatory planning method through public hearings held on the institutional procedure of environmental assessment of projects.

Different Concerns Expected on the CDS Exercise

Although the CDS exercise has a common basic objective, there were different focal issues to be addressed in the CDS, depending upon the cities' requests and expectations. For **Phitsanulok**, the Consultant was requested to put more emphasis on capacity-building training activities prior to getting into the planning process. **Bandung** was very enthusiastic in involving local stakeholders in the visioning and planning process, and the Consultant was requested to play the role of a moderator of their discussions. For the **Seven Cities in the Philippines**, the Consultant placed more emphasis on planning implications derived from statistical data-processing and analyses and employing a more logical manner of planning process, by using "*Urban Karte*." **Fuling** expected the Consultant to review and provide professional comments on their own plan, and was very interested in implementing projects they have already identified, while promoting discussion of the plan among the citizens. **HCMC** was initially reluctant to involve local stakeholders in the planning process of the CDS exercise, because they have had a decision-making system in their own national institution. As far as the holistic planning approach employed for a mega-city like HCMC, with a population of four million, defining the "stakeholders" to represent a wide variety of sectors had been very difficult in practice.

Under these different circumstances, the achievements, issues raised and necessary follow-up activities are different, depending upon the city, as shown in Table 1: Summary of the CDS Exercise.

### 4.3 Innovative Changes

#### Changes Emerging from the Process

Nevertheless, some innovative changes have taken place through the CDS exercise, particularly in the manner of planning administration of the participating cities. In a sense that the CDS approach is aiming to create a newly innovative "process," the CDS exercise has yielded valuable fruits to a considerable extent, as follows:

- 1) More enthusiastic motivation in formulating "our plan by ourselves" has been fostered for local planning officials (Bandung, Phitsanulok and all the seven cities in the Philippines). They came to know what they **can** and **should** do, instead of waiting for the central government's top-down instructions and orders.
- 2) Planning and/or coordination departments (CDS counterparts) have developed a "**coordinating methodology**" by using the participatory approach to "prioritization" with creating "support"



by stakeholders (HCMC, Phitsanulok and Bandung), instead of only compiling projects proposed by different departments. This newly developed system shall be applied for another area of city administration, not limited to urban planning. Moreover, through the training program for capacity-building of city officials, which was provided by the Consultant in the course of the CDS exercise, they came to be familiar with rational planning and project evaluation methodologies (Phitsanulok and Ulaanbaatar, in particular).

- 3) It is worth mentioning that through the holistic approach of CDS, the participating cities, even a rural city, came to own a **comprehensive planning document** (with a full text and maps), covering its city profile, statistical analyses, future visions, focused policies and strategies, priority projects/programs and emphasized resource allocation schemes. This document is not merely a research paper, but can be utilized as a supporting material for favorable negotiations with a financial institution in order for the city to get a loan to implement a city project (Olongapo City). And this document can be utilized to attract more attention from the central government for subsidy allocation to push a city project (Phitsanulok). This document is also useful to attract international technical and financial assistance for the implementation of a city-initiated project/program.
- 4) As the result of the CDS exercise, the city has established a **unique local system** to accommodate actual voices and opinions from stakeholders and to discuss city development issues among them (Bandung and Fuling). This system is to be maintained for long, while promoting “reputable and credible local governance.”

#### Benefits Accruing from the Product

The CDS exercise, as described above, has created an innovative change in its “process” and built a city development strategy as its “product.” In what way did the “product” of the CDS exercise differ from the one that was made under a conventional planning approach? Based on experiences, the following answers can address this matter theoretically and empirically:

- 1) The development plan formulated through the CDS exercise is **rationalized**, because: (a) it has not been influenced by any political intentions; (b) issue identification was made, based on analytical and/or objective findings rather than subjective insights; and (c) the derived city visions were mutually shared, then agreed among as many stakeholders as possible.
- 2) A **realistic** planning and management framework is/will be established, because the plan was built at the local level in consideration of the local reality.

- 3) A **consensus** has been reached on the city plan and projects/programs, because those were formulated through a series of discussions with a participatory approach.
- 4) Outputs of the CDS deserve to be fully utilized for donors and private investors, because the **ownership** of identified projects has been guaranteed.

#### 4.4 Key Factors to Make the CDS Exercise Successful

It might be a fact that an appropriate and timely initiation of the CDS exercise with a sufficient input of capable consultants is a necessary condition to make this trial successful and meaningful with respect to the underlying objectives. As mentioned above, more important is the local consultants' performance. However, there exist other vital factors to determine the CDS result as follows:

- 1) **Local enthusiasm** in pursuing and exploring an innovative change in the city planning system for a more livable and competitive city for the future is a must.
- 2) **An institutional framework** that is legally supported to strengthen the city autonomy needs to be guaranteed by the central government in terms of self-financing, planning administration and accessibility to external resources.
- 3) **Strong local leadership** advocating such a democratic system is indispensable to facilitate the participatory approach, resolving interest conflicts among stakeholders which often take place in the identification of priority projects/programs.
- 4) **Capacity building programs** need to be incorporated into the CDS process, in particular at the initial stage, for key/core city officials to facilitate their understanding of the CDS itself and of the technical knowledge of "city planning." It is extremely important for cities of ex-socialist countries to foster a basic knowledge of city planning, growth management and project justification under a market mechanism.
- 5) **Back-stop supports of the Bank**, as the initiator, is another important factor for the time being to drive the exercise properly, because this activity still requires a trial-and-error process. The Bank is sometimes required to tackle a problem or make a decision that the Consultant cannot officially deal with.
- 6) **Possibility of resource mobilization** to materialize the highest priority project/program needs to be, even implicitly, committed to encourage realistic and practical discussions at the local level by donor(s).

#### **4.5 Further Follow-up Activities Required**

##### Expectations on Follow-up of the World Bank-initiated CDS

All of the participating cities are expecting something to happen after the CDS exercise initiated by the Bank. A simple expectation is that the Bank will support financially and technically the implementation of, at least, one of their priority projects/programs, which are the underlying product of the CDS. This expectation seems to be very natural, simply because most cities are still weak in self-financing and self-management powers due to several reasons mentioned earlier. Therefore, the Bank, in collaboration with other donors, needs to explore two directions to disseminate this CDS approach more effectively, namely, directions towards “**intensity**” and “**extensity**” of the activity:

- 1) to continuously provide financial and/or technical support intensively for:
  - a refinement and clarification process of the CDS necessary for institutionalization of the CDS; and/or
  - the implementation of priority project/program rationally identified through the CDS exercise.
- 2) to establish a “Regional Resource Center for CDS Operation and Management” to provide the CDS knowledge and know-how extensively for other cities which are interested in this approach.

Regarding the second direction above, it is thought that as experiences are gradually and widely being accumulated through the CDS program, the expertise of how to conduct the CDS more beneficially and successfully needs to be more systematically accumulated at the regional level as well as the country level, not only in the Consultant. For this purpose, a resource center for dissemination of the CDS activities is recommended to be established in collaboration with other donors, based upon the proven fact that the CDS approach is very effective, meaningful and functional in Asian cities.

**Table 4.1 Summary of the CDS Exercise in East Asia (1/3)**

City (Country)	Objectives of the CDS	Achievements	Issues raised	Further Actions and Necessary Follow-up
<b>Fuling (China)</b>	<ul style="list-style-type: none"> <li>To promote participation of stakeholders, such as related agencies, private sector and citizens, to the planning process.</li> <li>To formulate a long-term development strategy and priority projects selected along with the strategy.</li> </ul>	<ul style="list-style-type: none"> <li>A questionnaire survey was conducted to gather opinions from the citizens to formulate a five-year development plan. The projects re-assessed based on the opinions were included in the plan.</li> <li>The priority project list of the planning committee was revised based on the results of discussions among the stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Involvement of stakeholders is limited to some specific groups, because community leaders and representatives of companies who participated in the stakeholder meetings were also the local government staff.</li> <li>The necessity of the CDS approach was realized; however, its implementation is not necessarily practical.</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of a feasibility study for priority projects.</li> </ul>
<b>Bandung (Indonesia)</b>	<ul style="list-style-type: none"> <li>The new system for urban planning and urban development strategy formulation is one of several important issues under the transition period of decentralization and democratization in Indonesia.</li> <li>Bandung CDS is expected to be a model in which a local government takes the initiative to formulate a city development vision and strategies by encouraging stakeholder participation.</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholders' participation is expanded to include NGOs, community leaders, assemblymen and so on.</li> <li>Coordination and communication between Bandung City and Regency are activated.</li> <li>Skills for planning and strategizing are transferred to the working groups.</li> <li>Activities for acceleration of community participation via media and the Internet, and the movement for institutionalization of a CDS-type planning system have started.</li> </ul>	<p>Issues raised were:</p> <ol style="list-style-type: none"> <li>How to deepen discussions among stakeholders.</li> <li>How to focus discussions on a subject to achieve its satisfactory conclusion.</li> <li>How to teach stakeholders to take responsibility for implementation of the plan in the CDS process.</li> </ol>	<p>Further Actions:</p> <p>Further clarification and refinement process of the CDS for political commitment; and a Country Seminar to disseminate the CDS approach all over the country</p> <p>Necessary Follow-up:</p> <p>Continuity and improvement of CDS activities for the City planning of Bandung:</p> <ol style="list-style-type: none"> <li>to push the process toward implementation of the strategies; and</li> <li>to implement the CDS process at the community level.</li> </ol>

Table 4.1 Summary of the CDS Exercise in East Asia (2/3)

City (Country)	Objectives of the CDS	Achievements	Issues raised	Further Actions and Necessary Follow-up
<b>Seven Cities (Philippines)</b>	<ul style="list-style-type: none"> <li>• Capability building for city management and planning in the local government level.</li> <li>• Formulation of a comprehensive long-term city development strategy and priority projects along with the strategy.</li> <li>• Formulation of a public investment plan which is suitable for the financial capacity and project management capability.</li> <li>• Enhancement of a sense of “ownership” for the plan and projects by the local government and the community.</li> <li>• Participatory planning system to be incorporated into the city management.</li> <li>• Encouragement of cooperation among local governments.</li> </ul>	<ul style="list-style-type: none"> <li>• The planning capability of city staff was expanded by mutual learning among the seven cities. (strategic planning, data utilization, etc.)</li> <li>• Logical coherence between visions, strategy and projects was developed.</li> <li>• Some priority projects were financed, because of its long-term development plan and appropriate investment plan.</li> <li>• The sense of “ownership” was expanded among local leaders, city staff and stakeholders.</li> <li>• Cooperated arrangement for “metropolitanization or inter-city integration” among cities started to be pursued for mutual benefits from development.</li> </ul>	<ul style="list-style-type: none"> <li>• Planning implications from data analysis were hardly fully understood by stakeholders.</li> <li>• Discussions of the prioritization process were not sufficiently matured.</li> <li>• Analyses on municipal finance for project implementation were not effectively made, due to limited data availability.</li> <li>• Due to lack of an institutional framework for authorization of the CDS plan, the CDS participatory approach can hardly be institutionalized in the planning administration of local governments.</li> </ul>	<p>Necessary Follow-up:</p> <p>Continuous efforts for further deepening and expanding the CDS exercise are necessary, because of:</p> <ul style="list-style-type: none"> <li>• Needs of technical support for project implementation.</li> <li>• Needs of establishment of an information system for city management.</li> <li>• Needs of institutionalization of the CDS approach and clarification of legal functions of the CDS to avoid administrative confusions in planning with the existing land use plan.</li> <li>• Needs of coordination and cooperation among donors to support the CDS exercise throughout the country.</li> <li>• Needs of definition of the responsible agency or entity for driving and expanding the CDS exercise in the central government.</li> </ul>

**Table 4.1 Summary of the CDS Exercise in East Asia (3/3)**

City (Country)	Objectives of the CDS	Achievements	Issues Raised	Further Actions and Necessary Follow-up
<p><b>Phitsanulok (Thailand)</b></p>	<ul style="list-style-type: none"> <li>Facilitation of capability building for planning staff and deepening of their understanding on urban planning system in the local government.</li> <li>Formulation of a long-term development strategy and priority projects by local initiatives.</li> <li>Establishment of a functional stakeholder participatory planning method to meet the New Constitution.</li> </ul>	<ul style="list-style-type: none"> <li>By providing the training courses for officials of Phitsanulok and adjacent local governments, the capability has been expanded enough to formulate the plan by themselves.</li> <li>The long-term development strategy and priority projects were formulated by the stakeholder participatory planning approach.</li> </ul>	<ul style="list-style-type: none"> <li>Due to the insufficient analysis on the definition of “stakeholders,” the attendees to the stakeholder meetings were sometimes bias.</li> <li>Discussions on programming projects were not sufficient enough, so some of the identified priority projects need to be further clarified.</li> <li>Further in-depth discussions on strengthening municipal financial capacity still remain to be organized well.</li> </ul>	<p>Necessary Follow-up:</p> <p>Continuous efforts based on the outcomes of the CDS exercise are necessary for:</p> <ul style="list-style-type: none"> <li>Improvement of the project implementation capability, an information system for municipal financial management, and human resource development.</li> <li>Formulation of a five-year action plan for materialization of the short- and medium-term projects based on the long-term visions under the CDS scheme.</li> </ul>
<p><b>Ho Chi Minh City (Vietnam)</b></p>	<ul style="list-style-type: none"> <li>Re-structuring of the current urban planning and investment planning systems, although this is a challenging issue, because the mid- and long-term planning and implementation systems have not functioned since the Doi-moi policy started in 1986.</li> <li>Main objectives of HCM CDS are to formulate mid- and long-term city development plans, and to make its decision-making process more effective and accountable, facilitating a participatory approach.</li> </ul>	<ul style="list-style-type: none"> <li>Through a series of workshops, the effectiveness of the CDS approach has been realized and the sense of “ownership” of the city government has been enhanced.</li> <li>Although stakeholder participation was initially limited to mainly government staff of relevant departments and public entities, it has been gradually expanded to include NGOs and the private sector.</li> <li>A movement for institutionalization of the CDS process has started in the city government.</li> </ul>	<ul style="list-style-type: none"> <li>Formulation of a planning coordination system between DPI and other relevant agencies in the city is needed.</li> <li>Understanding of the city government on a logical coherence with the medium- and long-term visions, strategies and projects should be further facilitated.</li> <li>Prioritization of long-listed projects needs to be further clarified, while expanding the participation of more various stakeholder groups in discussions</li> </ul>	<p>Necessary Follow-up:</p> <p>The draft CDS needs to be further clarified, refined and tuned, facilitating the participatory approach with more emphasis on its role and importance. Technical support needs to be further expanded for this purpose, focusing on:</p> <ul style="list-style-type: none"> <li>Development of <b>the HCMC System</b> of participatory approach which is unique and suitable for the current situation of HCMC;</li> <li>Institutionalization of the CDS as an institutional tool for inter-governmental planning coordination</li> <li>Encouragement of community participation for District Development Strategies.</li> </ul>

***DRAFT CDS PLAN***

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**DRAFT CDS PLAN:**

**Fuling, China**



## What is the Town of Fuling?

### Topography & Location

Fuling is located at the confluence of the Changjiang and Wujiang Rivers, and near the southeastern border of the Sichuan Basin. It is about 100 kilometers from Fuling to Chongqing, which is one of the four special municipalities directly under the central government, and it is located at about 530 kilometers upstream from San Xia Dam, which will be the largest dam in the world when it is completed.

### History

Historically, Fuling was the capital of BA Kingdom, and the early settlement was built about 4,000 years ago. The city has grown as a center of water transportation along the Chang Jiang River. Recently, Fuling became a part of Chongqing City, when Chongqing was appointed as a special municipality in June, 1998.

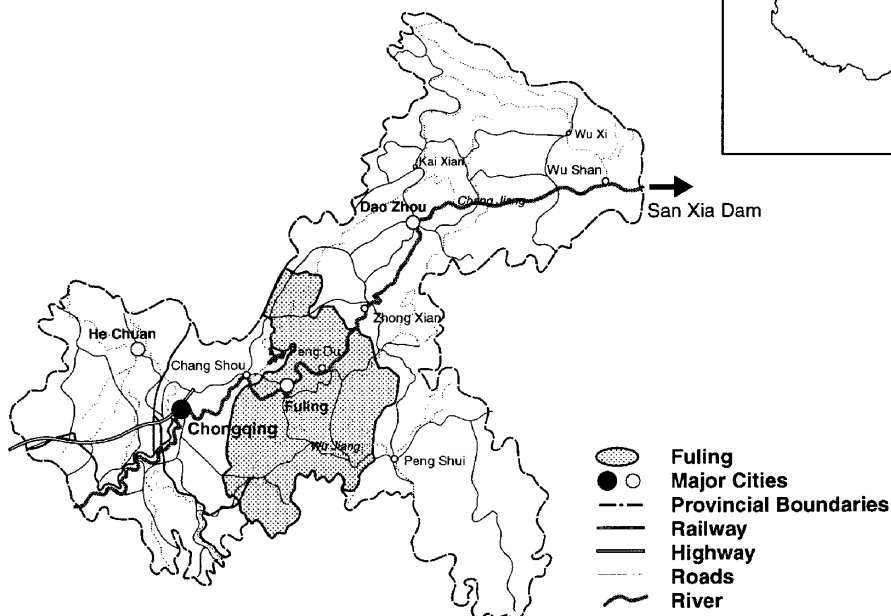
### Today's Fuling

Fuling has a population of about 1.1 million persons, of which 240 thousand comprise the urban population. Total administrative area of Fuling is 2,946 km<sup>2</sup>. Due to the recent economic growth and population migration from rural to urban area in China, Fuling's urban population has rapidly increased.

One of the famous products in Fuling is the "Fuling Zhacai" (a kind of pickle), which was originally produced in the 19<sup>th</sup> century. Today, the "Fuling Zhacai" can be found at any Chinese restaurant in the world.

When San Xia Dam is completed, a total land area of 51 km<sup>2</sup> will be inundated along the river, where some 68 thousand persons reside. Within the old town, 3 km<sup>2</sup> (27% of the old town) will be inundated, and 48 thousand persons (20% of total urban population) will need to be resettled in Fuling.

City Map



Key Location Map



## Fuling (the People's Republic of China)

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### City Data at a Glance

<p><b>Area</b></p> <ul style="list-style-type: none"><li>• Total area: 2,946 km<sup>2</sup></li><li>• Urban area: 12 km<sup>2</sup> (0.41% of total)</li></ul> <p><b>Population (in 1997)</b></p> <ul style="list-style-type: none"><li>• Total population: 1,092,200 persons</li><li>• Urban population: 237,000 persons (21.7% of the total)</li></ul> <p><b>Economy</b></p> <ul style="list-style-type: none"><li>• GRDP in 1998: 58.5 billion RMB (about US\$722 million)</li><li>• GRDP per capita in 1998: 5,372 RMB (about US\$660)</li><li>• GRDP share by sector in 1998: primary sector 15.7%; secondary sector 46.7%; service sector 37.6%.</li></ul> <p><b>Major manufacturing</b></p> <ul style="list-style-type: none"><li>• Food processing</li><li>• Fertilizer</li><li>• Pharmacy</li><li>• Construction materials</li><li>• Aluminum</li><li>• Garment</li></ul>	<p><b>Housing &amp; Human Settlement</b></p> <ul style="list-style-type: none"><li>• Number of houses in 1997: about 50,000 units</li><li>• Number of households: about 62,000 households</li><li>• Number of people resettled because of the construction of San Xia Dam: 48,000 persons</li></ul> <p><b>Transport and Infrastructure</b></p> <ul style="list-style-type: none"><li>• River transport connecting to Chongqing and others</li><li>• Total road length: 70 km</li><li>• Coverage of water supply system: 75%</li></ul> <p><b>Environment/Pollution</b></p> <ul style="list-style-type: none"><li>• No wastewater treatment</li><li>• Serious noise pollution in old city</li></ul> <p><b>Local financial condition (in 1998)</b></p> <ul style="list-style-type: none"><li>• Local tax income: 390 million RMB</li><li>• Subsidy: 250 million RMB</li><li>• Expenditure: 640 million RMB</li><li>• Investment for infrastructure: 70 million RMB</li></ul>
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### City Diagnosis

The resettlement of people living in the area that will be inundated after construction of San Xia Dam is the biggest and urgent issue in Fuling (about 20% of the total land of the old town and 48 thousand person will be affected). Generally, Fuling has adequate basic infrastructure and public services; however, due to the mountainous feature of Fuling, livable flat land is quite limited. The urbanized area of Fuling (old town) has an extremely high population density. In addition, open space in the old town, such as parks and greens, is inadequate, which causes deterioration of living environment. Some architectural and urban design measures should be employed to improve the living environment in the old town.

The highway, which is now under construction, will connect from Fuling to Chongqing by 1-2 hour drive. New developments of industries and residential areas are expected along the highway. Most of the factories in the city are traditional public enterprises. Local-material-oriented industry should be encouraged in order to diversify the manufacturing industry.

Capability of local government is quite high, from planning to engineering.

## Potentials for and Constraints against Development

### Endowments and Potentials

#### Locational advantage:

Fuling is located at the confluence of the Changjiang and Wujiang Rivers. It has functioned as transportation and distribution center.

#### Abundant natural resources:

Fuling has abundant natural resources, such as water, electric power, mineral resources, natural gas and variety of flora.

#### Well-known agricultural products:

Fuling is famous for the productions of zhacai, sancai, tobacco and other cash crops. Especially, tobacco industry is a major income source in Fuling.

#### Proximity to Market (Chongqing):

Fuling is located about 100 km east from Chongqing.

New highway will connect Fuling to Chongqing by 1–2 hours drive.

### Constraints

#### Limited usable land:

Because of the mountainous feature of Fuling, unusable land is very limited. It causes high costs of land development and management.

#### San Xia Dam:

San Xia Dam project requires Fuling to take many urgent actions, including resettlement, flood protection, and reconstruction of river transport facilities.

#### Human resources:

Higher educational/technical training institutions are inadequate. There are few skilled persons in the fields of advanced service, management and marketing.

#### Weak agricultural base:

Value added agricultural production is relatively weak.

## Planning Issues

### **Urban restructuring caused San Xia Dam project:**

It is urgently needed to develop resettlement houses for the people who will lose their houses by the construction of San Xia Dam.

### **Urban environmental improvement:**

Serious environmental deterioration has not yet been observed at this moment except air pollution and noise in the Old City. Environmentally sustainable urban development in the Old City, where rapid urbanization is occurring, should be taken into consideration,.

### **Urban structure and facilities improvement to meet with rapid population growth:**

In accordance with the rapid urbanization and economic growth, provision of adequate level of urban service will be needed in the Old City.

### **Strengthening of local resources oriented economy:**

The city should provide more job opportunities for increased population. The use of local resources by new industries should be encouraged. Agro-industry with higher value added should be encouraged more.

## Fuling (the People's Republic of China)

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### Visions on the Future

Fuling's future depends on the following three factors:

- 1) Improvement of living environment,
- 2) Promoting resource-oriented industry, and
- 3) Strengthening urban service industry.

#### Short- and Medium-term Visions

At present, the densely populated urban area causes serious environmental problems. In the short- and mid-term, environmental management and improvement of living conditions are the urgent issues of Fuling. The city should exert more effort to promote a resource-oriented industry to achieve economic growth. At the same time, Fuling needs to complete resettlement /relocation projects caused by San Xia Dam.

#### Long-term Vision:

In the long-term, the city will grow into a new future as a "sub-regional center" with the functions of transportation, commercial and urban services, industry and tourism by strengthening financial and governance capability.

### Priority Strategies

#### Resettlement and Urban Redevelopment:

Multi-core urban structure should be realized by the development of new industries and residential areas outside the old town. Resettlement and infrastructure development along the river are the priority projects in Fuling. The construction of San Xia Dam will cause social, physical and ecological impacts to the region, but at the same time, it provides an opportunity to change the urban structure in Fuling.

#### Development of Food Processing Industries:

To enhance Fuling's economy, food processing should be encouraged more by providing various incentives from the public sector, such as taxation, and financial and technical supports.

### Projected Socioeconomic Framework in 2010 and 2020

	1998	2002	2010	2020
Population (thousands)	237	290	350	500
GRDP (billion RMB)*	5.8	10	20	NA
GRDP per Capita (RMB)	5,370	8,850	17,400	NA
Urbanized Area (km <sup>2</sup> )	12	20	26	40

\* 1 US\$=8.1 RMB

## Strategic Goals/Targets

Provision of residence: resettlement houses for 48,000 persons

Achievement of multi-core urban system with new satellite towns in 2010

### Targets:

The following targets must be achieved in the year 2010:

Total road length: 180 km, Telephone coverage: 75%, Water Supply: 100%, Gas Supply: 95%, Green Space: 6 m<sup>2</sup>/person

At least 2 hospitals in each village, Cable TV for all villages, average education period: 12 years

## Proposed Projects/Programs by Sector

	<i>Short-term</i>	<i>Medium-term</i>	<i>Long-term</i>
Socioeconomic Feature	Transferring more cash crops Higher value-added food processing	Higher value-added food processing HI-tech manufacturing and information business	High-tech and heavy chemical industries Goods distribution center Information Business
Urban Structure	Expansion and redevelopment of old city	Development of Lidu and Nananpu satellite cities	Multi-core urban structure with Lidu, Nananpu and Xanbe satellite cities
Housing	Resettlement of San Xia Dam project (48,000 persons)	Housing development at Jiangdong, lidu and Nananpu	Residential development in satellite cities
Transportation	Fuling port reconstruction Fuling section of Chongqing-Huaihua Highway	No.2 Bridge across the Changjian river No.2 Bridge across the Changjian river	
Flood Control	4.8 km dike along changjiang for Fuling urban area	Construction of dike along Wujiang River (2.6km)	Construction of dike along Wujiang River (2.6km)
Water Supply	Water plant (100 thousand tons per day) project financed by WB	New water plant project at Ridu, Jiangdong	New water plant project at Ridu, Jiangdong
Drainage and Sewerage	Sewerage Treatment Facility for old town by W/B	Sewerage Treatment Facility for old town by W/B	Sewerage Treatment Facility for Lidu and Nananpu
Solid Waste Management	Compost plant (50 tons/d) Recycle plant Monitoring network system	Recycle plant Monitoring network system	Compost plant (33 ton /d)
Environmental Mngmt.	Comprehensive treatment plant for floating waste over the Changjiang river Land slide protection	Renovation of Longqiao power plant Land slide protection	Sewerage treatment for pharmacy factory
Social Development	Retirement House for all villages and cities Construction of hospitals	Rehabilitation center for handicapped Construction of hospitals Construction of Cable TVs	

## Fuling (the People's Republic of China)

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### For the Implementation

#### Financial Issues

##### Prioritization of the projects:

Lack of financial resource is the most critical issue in many cities in developing countries. Fuling is not an exception in this regard. It is necessary to prioritize projects based on the capacity of financial resource.

#### Human Resource Development

##### Interaction with other cities:

Although armed with administrative capability, the Fuling staff has little opportunity to learn about the experiences of other countries and other cities. It is necessary to be knowledgeable about urban planning and development experiences of others.

Photo of Fuling-1



Photo of Workshop



**DRAFT CDS PLAN:**  
**Bandung, Indonesia**

## A. Potentials for and Constraints against Development

### Potential

#### **Existence of Universities and Research Centers.**

Some famous universities and research centers are located in Municipality of Bandung. These universities and research centers are known in National and International level.

#### **Law No. 22 / 199 and Law No. 25 / 1999**

Law concerning local governance and relationship between central and local government.

#### **Natural resources**

Good climate, high rainfall and fertile land very potential for agriculture activity. In Greater Bandung there are some natural tourism place, such as agro-tourism, volcano, natural hot spring water, and others.

#### **Historical and cultural heritage**

Greater Bandung has interesting historical heritage like old buildings from Dutch era that is still conserved until today and Asia-Africa conference building since 1955.

Greater Bandung also has variety interesting culture, such as : angklung and calung (traditional bamboo music), Sundanese dance, and traditional handicraft, friendly people and special local cuisine.

#### **Existence of high-tech industries and handicraft.**

Existence of high-tech industries, such as : telecommunication, aircraft, military, and small scale and home industry (shoes, hand bags, etc)

#### **Growing awareness of the stakeholders**

Awareness of the stakeholders (Local Government, private sectors, communities, NGOs) to participate in Greater Bandung Development.

### Constraints

#### **Low competitiveness**

Limited human resources, infrastructure, laws and regulations and also bureaucracy facing Global economic competition

#### **Environment degradation**

Uncontrolled ground water utilization and development of built-up area: water, air and ground pollution result in environment degradation. Limited capability to supply basic infrastructure in settlement area

#### **Limited capacity of the Local Government**

Quality of human resources and performance of the local government is very limited. Financial capability to finance city development also very limited. Contra-productive with Laws No. 25/99 and No 22/99.

#### **Transportation problems**

Insufficient transport infrastructure and facility and centralization of urban activities in certain location – centralized traffic production



## Bandung (the Republic of Indonesia)

### B. Strategic Issues

There are twenty-five strategic issues have been successfully identified, covers : economy, environmental, social / society, governance and infrastructure as follows :

#### Economy

1. How to take advantage of relatively good human resources available in the local universities and research institutes, as well as urban amenity, cool climate and local culture, for developing higher value-added economic sectors, such as high-tech venture businesses and design industries, and
2. How to enhance the business environment (infrastructure, government regulations and business services) for the economic sectors including manufacturing, agro-industry and services industry for generating more job opportunities in the formal sector,
3. How to develop a funding system which could enable participation of all stakeholder in economic activities

#### Environment

1. How to reduce over-exploitation of groundwater by securing water supply to industries from adequate water sources,
2. How to reduce air and surface water pollution from city activities
3. How to reduce the threat of groundwater and soil pollution by untreated industrial hazardous waste water
4. How to guide suburbanization without disturbing groundwater nourishment and for not increasing flooding.
5. How to manage the disposal of an increasing volume of solid waste in densely populated areas in environmentally proper manners,
6. How to maintain and expand the present good urban amenity to the whole area of the Greater Bandung Area by increasing open green space both in the inner city area and in the surrounding urbanized areas.
7. How to improve environment management system more efficient and effective.

#### Social / Society

1. How to satisfy basic human needs (food, clothing, housing, water supply, basic education, healthcare and mobility) of the low income classes of people
2. How to develop the human resources and how to enable the maximum utilization of all sections of human resources available in the Greater Bandung Area,
3. How to secure social and cultural identity and potential of the people in the Greater Bandung Area as the basis for further social development,
4. How to enhance the income levels of the people in the informal sector by supporting home industries, small and medium enterprises, and
5. How to realize active and practical participation of wider sections of the society for taking local and people's initiatives in development processes.

#### Governance

1. How to adopt participatory approaches for involving more stakeholders and for encouraging people's initiatives in the development processes.
2. How to empower government officials for making the local governments more responsive to people's needs
3. How to secure local government funding through available finances sources to finance necessary government activities in economic and social development
4. How to improve the coordination between kotamadya and kabupaten administrations for urban management of the Greater Bandung
5. How to improve local government infrastructure to support government function in community services
6. How to develop integrated and comprehensive regulations and laws for Greater Bandung Area development

#### Infrastructure

1. How to provide sufficient basic urban infrastructure to the existing and increasing population in Greater Bandung Area
2. How to provide adequate levels of economic infrastructure for attracting new investments, as well as for supporting the existing businesses by developing transportation system.
3. How to guide urban and industrial development into appropriate areas by providing adequate infrastructure, and
4. How to finance the provision and maintenance of urban infrastructure to satisfy increasing demands based on limited financial capability of the local government

## C. Vision and Missions of GREATER BANDUNG

Through several discussions with various stakeholders such as : Local Government, universities, NGO, and others, finally vision of Greater Bandung is formulated. This vision, currently has been socialised to DPRD and community in several meeting. The vision constitutes expected hopes of Municipality and Regency of Bandung for the upcoming 20 years as a system of Greater Bandung.

Vision of Greater Bandung : **“Greater Bandung 2020 : Friendly and Smart”**.

“Friendly” means secured, ordered, safe, peaceful, religious, clean, healthy, fresh, beautiful, pleasant, agro-based, natural, humane, harmonious and fertile. The development of the Greater Bandung should be sustainable in the aspects of social, cultural, political, economy and environment, while “Smart” means dynamic, sophisticated, smart, advanced, efficient, productive, creative and innovative so that in order to utilize the opportunities so that the Greater Bandung could utilize the local resources and opportunities and manage the threats due to the increasing economic global competition.

Furthermore, Greater Bandung’s vision is spelled out into 5 (five) mission in economic, environment, social/society, governance and infrastructure aspect, as follows :

Economy: structure the economic sectors of the Greater Bandung into a more competitive ones to survive in the global competition

Environment: how to manage the usage of land, water and to maintain air quality more rationally based on the scientific approach on the environmental system of the region

Social / society: how to empower the wider sections of the society of the Greater Bandung Area

Governance: how to improve the governance efficiency, effectiveness, accountability and transparency of the Greater Bandung

Infrastructure: how to manage infrastructure and facility development for supporting economic, social, spatial development and environmental management of the Greater Bandung Area

## D. Development Strategy

In order to achieve the above vision and to determine next steps and directions of Greater Bandung’s development, 17 (seventeen) development strategies are formulated, as follows :

### Economy

To develop platforms (organisations) for promoting high-tech venture business by strengthening the linkage between private sectors and universities / research institutes. (15)

To develop environment friendly – high-tech industry and to reallocate existing polluting industries to industrial estates (11)

To develop a formal and non-formal – labour market – oriented education system (16)

### Environment

To establish an integrated solid waste management by development of management co-operation scheme between Kotamadya and Kabupaten and Private Sector (5)

To develop and implement an effective law enforcement system for discharge of waste water and hazardous waste from factories and hospitals (6)

To improve living environment of urban kampung areas by developing medium-rise apartments and by providing basic infrastructure (10)

To maintain the relatively good urban amenity in the inner city of the Bandung Municipality and to improve the urban amenity of suburban centres in the Bandung Regency, by providing open green space and by conserving the historical and architectural heritage (14)

## Bandung (the Republic of Indonesia)

### ....Development Strategy

#### Social / Society

To utilise the social and cultural potential of the people of the Greater Bandung as the basis for further social development by conserving non-material people's culture (17)

#### Governance

To develop an open forum in a sustainable way for encouraging local initiatives (including citizens), for making local governments more responsive to people's needs and for formal and informal co-ordination between stakeholders (including Bandung Municipality and Regency) and to develop a city information system with easier access by the citizens and to empower the stakeholder (7 & 12)

To increase local tax and fee revenues by creating attractive business of investment environment (stable and transparent government policies, good infrastructure and good human resources) (8)

To seek an efficient and optimise utilisation of development budgets by providing the information of development budgets to the public and by introducing a performance evaluation system. (9)

#### Infrastructure

To develop a mass transit system and to restructure bus routes for establishing a hierarchical network of public transportation for the Greater Bandung (1)

To develop and restructure the existing road network and to construct new roads for integrating the whole of the Greater Bandung by establishing an integrated spatial structure plan (2)

To develop and manage surface water resources for domestic and industrial use, as well as for agricultural development (3)

To increase the coverage and volume of clean water supply for domestic use (4)

To introduce a new system for effective and transparent land use control based on the spatial plans (13)

### E. Proposed Development Programs/Projects

Furthermore each strategy is elaborated into several programs/projects for Greater Bandung's development. This proposal comes from the local government and several discussions with various parties, such as, universities, NGOs etc.

#### Economy

- 15.1 Pilot project for promoting linkage between private sector and universities
- 15.2 Development of innovative culture in and surrounding Bandung's famous university
- 11.1 Development of industrial zone and estates equipped with good infrastructure in Cipeundeuy
- 11.2 Development of textile and garment industry re-allocation plan to industrial estates in Cipeundeuy
- 11.3 Inventory of biological resources potency to develop bio-technology industry
- 16.1 Development of labor market information center and integrated training center
- 16.2 Development of informal education system for small-scale entrepreneur

#### Environment

- 5.1 Study of integrated solid waste management for Greater Bandung, including the study on schemes of institutional building for co-operative operation between Kotamadya, Kabupaten and Private Sector
- 5.2 Rehabilitation of final solid waste disposal site of Leuwi Gajah
- 6.1 Establishment of an effective environmental management system of hazardous waste from factories and hospitals including law enforcement
- 6.2 Operationalisation of hazardous waste water treatment plant in Cisirung (for Industry)
- 6.3 Construction (civil works) of temporary hazardous waste disposal site for industry in Cipatat
- 10.1 Inventory and identification of urban Kampung in Municipality and Regency area
- 10.2 Planning and implementation of community-based urban kampung improvement program
- 14.1 Action planning for historical building conservation
- 14.2 Development of open space in Ujung Berung and Gedebage area
- 14.3 Improvement of rivers and open ducts (Cikapundung, Citepus / Cikakak, Cikapundung Kolot, Cicadas, Cidurian and Cijanjal)
- 14.4 Implementation of high "life quality" in Greater Bandung program – to create safe and pleasant environment to stay and work in Greater Bandung

## ... Proposed Development Programs/Projects

### Social / Society

#### Governance

- 7.1 Establishment of CDS secretariat by the Local governments of Bandung Municipality and Regency and implementation of the CDS process for the Greater Bandung
- 7.2 Improvement of system and procedure of development planning
- 7.3 Establishment of development information system, which are more accessible to citizens
- 7.4 Improvement of professionalism of local government's officers
- 7.5 Implementation of CDS process in local and community level (village and neighbourhood unit)
- 8.1 Review and up-dating local regulations concerning tax and retribution
- 8.2 Introduction of fiscal impact fees for Local government to improve the financial capability for infrastructure development.
- 9.1 Evaluation of productivity and performance of local budgets utilisation
- 9.2 Establishment of system and process of innovative programming and budgeting
- 9.3 Introduction of audit system for local government's budget

#### Infrastructure

- 1.1 Strategic planning of public transportation network of Greater Bandung
- 1.2 Introduction of medium-size buses based on the strategic planning results
- 1.3 Relocation of inter-city bus terminals based on the strategic planning results
- 2.1 Reclassification of primary roads system of Greater Bandung
- 2.2 Development of alternative road Soreang - Holis
- 2.3 Improvement of Gedebage – Majalaya road and development of Gedebage interchange
- 2.4 Development of Padalarang outer ring-road
- 2.5 Development of Banjaran outer ring-road
- 2.6 Development of alternative road of Bandung-Lembang road
- 2.7 Development of Ciparay outer ring-road
- 3.1 Utilisation of run-off water (development of small ponds)
- 3.2 Development of Tegal Luar pond
- 3.3 Development of Cibutarua waterway diversion and Santosa Dam
- 3.4 Utilisation of water from Cipanjalu river and Pasir Kunci spring
- 4.1 Restructuring the PDAM's management of Municipality and Regency of Bandung
- 4.2 Optimization of the existing piped water supply facilities of PDAM of Bandung Municipality
- 4.3 Increase of tariff of piped water from PDAM of Bandung Municipality
- 4.4 Reduction of water losses in transmission and distribution piped water network of PDAM of Bandung Municipality
- 4.5 Improvement of water supply coverage in Bandung Municipality by private and public finance initiative
- 4.6 Improvement of water supply coverage by public investment
- 4.7 Development of piped water supply network in East Bandung area
- 13.1 Formulation of Integrated Long-term Master Plan for Greater Bandung based on scientific environment data and land utilisation
- 13.2 Formulation and implementation of system and procedure of control and law enforcement of land utilisation
- 13.3 Topographic mapping for Greater Bandung (scale 1 : 5,000)

**DRAFT CDS PLAN:**  
**Dapitan, Philippines**

**I. INTRODUCTION:**

Dapitan's unique historical heritage, its almost idyllic and definitely picturesque location, environment and natural resources make it a quintessential heritage center and eco-tourism paradise in the Southern Philippines.

Feature	Description
City	Dapitan City
City Land Area	29,251 hectares
Population	66,700 (1998 projected)
Urban Density	3163 persons/ km <sup>2</sup>
No. of Telephone Connection	346
No. of piped water supply connection	1,661 households/13,551 households (13%)
No. of households with electric power connections	4,161 households/ 13,551 households (31%)
Historical Landmarks	Place of exile of the Philippine national hero, Dr. Jose P. Rizal

**II. VISION of the City:****DR. JOSE P. RIZAL HERITAGE CENTER AND ECO-TOURISM PARADISE OF SOUTHERN PHILIPPINES****Economic:**

Full development and an enhanced competitive position as a major eco-tourism destination in Region year 2020, the City shall be able to have an increase share of the regional foreign tourist arrivals by 50% from Europe; 25% from North America and Oceania and 20% from the Asean countries and a maximized arrivals.

Maximized productivity in agriculture and fishery so that by year 2020, the volume of production shall exceed 20% of the population requirements.

**Environment:**

To maintain a sustainable ecological balance in environment.

**Social:**

A better quality of life for the Dapitanons through an improved delivery of basic services more than the minimum basic needs. Also, that the Rizalian values of integrity, honesty and resourcefulness shall have been promoted and preserved.

**Institutional:**

Effective and efficient governance.

## Dapitan (the Republic of the Philippines)

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### III. STRENGTHS AND WEAKNESSES

There is high potential for tourism development since the City was the place of exile of the Philippine national hero, Dr. Jose P. Rizal. It also boasts of its beautiful natural environment and the existing strong public support for tourism. It is also rich with marine and inland water resources and large areas of fishponds which proves high potential for aqua-culture development. Other strengths are the existence of irrigable areas, commercial port and the presence of newly-opened State college.

However, there is low-level economic activity where manufacturing firms are almost absent. Limited employment opportunities, slow and timid capital formation and low agricultural productivity characterize the general economic environment. There exist weak infrastructure and support facilities and limited governance capability.

### IV. STRATEGIES

Given these strengths and weaknesses, Dapitan City will be able to achieve its vision through pursuing the following strategies:

#### **STRATEGY 1: Creation of Seven Thematic Zones**

Dapitan City is endowed with a variety of picturesque landscape and making use of its geographical advantage. The City has to be subdivided into thematic zones to preserve the unique physical settings of its different landscapes.

#### **STRATEGY 2: Implementation of the SULONG BARANGAY**

The SULONG BARANGAY Program is aimed to seek the optimum development of the City's fifty barangays transforming them into dynamic, proactive, progressive and self-reliant institutions that can effectively serve their barangay constituents and cope with their needs and demands through mobilizing applicable development strategies, including non-traditional ones, and utilizing available local resources and opportunities.

#### **STRATEGY 3: TOURISM PROMOTION AND MARKETING**

Promotion and marketing will be vital to sell the City as a major tourism destination, both domestically and internationally.

#### **STRATEGY 4: DEVELOPMENT OF THE DR. JOSE P. RIZAL HERITAGE CENTER**

Replicas and imitations of the activities and places where Rizal had spent his lifetime shall be recreated in Dapitan City in order to create an atmosphere where tourists can "experience Rizal" through visuals, touch, ambience and feel.

#### **STRATEGY 5: DEVELOPMENT OF ECO-TOURISM ATTRACTIONS**

The presence of existing and potential tourist attractions makes Dapitan City a tourist destination. It is envisioned that to develop more eco-tourism attractions will further attract people to visit the place. These are major archetypes as well as support infrastructure.

#### **STRATEGY 6: DEVELOPMENT OF SUPPORT INFRASTRUCTURE**

The development of the tourism industry requires as well the development of the support infrastructure vital to the industry. It includes creating a City with enhanced livability and attractiveness consistent with its eco-tourism paradise image.

#### **STRATEGY 7: DEVELOPMENT OF COMMERCIAL AND INDUSTRIAL GROWTH CENTERS OUTSIDE OF THE POBLACION**

In order to increase urban productivity, commerce and trade need to be encouraged and this shall be strategically positioned outside of the poblacion so that the rustic ambience of the poblacion will not be adversely affected nor altered. This will also be in keeping with being environmentally-friendly.

#### **STRATEGY 8: HUMAN RESOURCE CAPABILITY BUILDING**

Capability building is vital to efficient and effective governance.

#### **STRATEGY 9: ESTABLISHMENT OF INTER-LOCAL LINKAGE WITH DIPOLOG CITY**

Economies of scale and development of critical mass can be attained through inter-local linkage with its twin-sister, Dipolog City for some projects.

## **V. PROJECTS & PROGRAMS**

The Strategies dictate the following projects:

### **STRATEGY 1: Creation of Seven Thematic Zones**

- 1.1 Updating of the City Land Use Plan and Revision of Zoning Ordinance

### **STRATEGY 2: Implementation of the SULONG BARANGAY**

- 2.1 Barangay Capability Building Program
- 2.2 Provision of barangay-based social and infrastructure projects

### **STRATEGY 3: TOURISM PROMOTION AND MARKETING**

- 3.1 Kinabayo Festival
- 3.2 Pasko sa Dapitan and other tourism come-ons
- 3.3 Tri-media promotions in coordination with the Department of Tourism

### **STRATEGY 4: DEVELOPMENT OF THE DR. JOSE P. RIZAL HERITAGE CENTER**

- 4.1 Research and documentation of Rizal's life
- 4.2 Information and Education campaign
- 4.3 Construction of Replicas

### **STRATEGY 5: DEVELOPMENT OF ECO-TOURISM ATTRACTIONS**

- 5.1 Hill behind the Rizal Shrine Archetype
- 5.2 Guimputlan Beach Resort and Guimputlan Access Road
- 5.3 Dapitan-Liboran River Tour and Wharves along Dapitan and Liboran Rivers
- 5.4 Agro-tourism and Baylimango Access Road

### **STRATEGY 6: DEVELOPMENT OF SUPPORT INFRASTRUCTURE**

- 6.1 Poblacion Drainage System
- 6.2 Sanitary Landfill
- 6.3 Power Supply Expansion
- 6.4 Expansion/upgrading of Water System
- 6.5 Enhancement of Communication Facilities

### **STRATEGY 7: DEVELOPMENT OF COMMERCIAL AND INDUSTRIAL GROWTH CENTERS OUTSIDE OF THE POBLACION**

- 7.1 Polo Commercial Center
- 7.2 Sicayab Bucana-San Vicente Industrial Corridor
- 7.3 Expanded Pulauan Wharf

### **STRATEGY 8: HUMAN RESOURCE CAPABILITY BUILDING**

- 8.1 City government capability building
- 8.2 Computerization

### **STRATEGY 9: ESTABLISHMENT OF INTER-LOCAL LINKAGE WITH DIPOLOG CITY**

- 9.1 Feasibility Study on Inter-local Solid Waste Management Project
- 9.2 Feasibility Study on Inter-local Water Development Project



## Dapitan (the Republic of the Philippines)

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### **VI. PRIORITY PROJECTS**

The top-level priority projects required to bring Dapitan City to 2020 Vision are shown below according to sequence:

- 1. Development of Dr. Jose P. Rizal Heritage Center**
  - 1.1 Information and Education Campaign
  - 1.2 Lot Acquisition and Pre-engineering
  - 1.3 Civil Works and Actual construction of Replicas
    - 1.3.1 Rizal's Calamba House
    - 1.3.2 Bagumbayan Site
    - 1.3.3 Other Necessary Replicas
  - 1.4 Civil Works/Restoration of Historical Landmarks
    - 1.4.1 Casa Real
    - 1.4.2 Fort de Dapitan
    - 1.4.3 Rizal's Linao Water System
- 2. Poblacion Drainage System**
  - 2.1 Pre-engineering
  - 2.2 Civil Works/Actual Construction
- 3. Sanitary Landfill**
  - 3.1 Site Procurement
  - 3.2 Purchase of Equipment and Machinery
  - 3.3 Site development
- 4. Sulong Barangay Program**
  - 4.1 Capability Building
  - 4.2 Provision of Barangay-based Social and Infrastructure Projects
- 5. Socialized Housing Project**
  - 5.1 Lot Acquisition
  - 5.2 Site Development
  - 5.3 Civil Works Construction of 200 housing units

**DRAFT CDS PLAN:**  
**Dipolog, Philippines**

**I. INTRODUCTION:**

Dipolog is one of the component cities in the southern part of the Philippines. It is located in the northwestern part of the island of Mindanao. Dipolog has an area of 136.28 square kilometers and an estimated population of 98,015 in 1998. It has a population growth rate of 2.59%, which is above the national growth rate of 2.3% per annum. It is the capital of the province of Zamboanga del Norte and the center for trade and commerce. It is likewise the center for education, health and communication services, linking this part of Mindanao to the rest of the country and abroad with direct long distance digital phone system, Internet and cell phone services.

The City looks forward to become a socio-economically developed and environmentally friendly City, the hub of trade and industry of the province and the gateway of Western Mindanao to national and international relations. It is therefore the City's foremost ambition to be a major trading center of Western Mindanao.

**II. POTENTIALS/ENDOWMENTS, CONSTRAINTS**

**POTENTIALS/ENDOWMENTS**

In Western Mindanao, Dipolog is the nearest point to the major trading centers of the country like Manila in Luzon, Cebu City in Visayas and Cagayan de Oro in the Northern Mindanao. It has an airport with direct airline service to Manila. Geographically, the Dipolog airport influences the cities of Dapitan, Oroquieta, Ozamis and Pagadian, the big municipalities of Sindangan and Ipil for flights to Manila, the trade center of the country.

The on-going construction of Dipolog Feeder Port will be an important infrastructure facility that will hasten commercial development in the central portion of the City and industrial development in the southern portion near the cross-road to Pagadian City and to Sindangan, Ipil and Zamboanga City. This will complement the existing wharf of Dapitan and Roxas for sea transport. The City is also connected with a by-pass highway to Pagadian City, the capital of the province of Zamboanga del Sur. This will make Dipolog a vital transshipment point for the provinces of Zamboanga del Norte and Zamboanga del Sur. Likewise, a good highway connects Dipolog to Oroquieta City, Ozamis, Iligan and Cagayan de Oro in the east and to Zamboanga City in the west. It has a twin city - the shrine city of Dapitan which is only 14 kilometers away and has a lot to offer in tourism. Businessmen can go to Dipolog for trade and commerce, then have another opportunity to appreciate the shrine City of Dapitan. Both cities are very peaceful and tranquil. It is also within the industrial corridor established by the province of Zamboanga del Norte, with the presence of the Fishing Port, ice plant and training center for fish processing as a livelihood component.

**CONSTRAINTS**

At present, the City is confronted with rapid urbanization and population growth causing housing shortage, increase of informal settlers and conversion of agricultural land into other land uses. The absence of complete land use plan and zoning ordinance exacerbate the situation. Infrastructure and support facilities are also inadequate to cope with the rapid urbanization.

## *Dipolog (the Republic of the Philippines)*

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### **III. VISION of the City:**

#### **DIPOLOG THE TRADING HUB OF NORTH-WESTERN MINDANAO**

As the capital city of the province of Zamboanga del Norte, Dipolog plays the role of a commercial and industrial center of the province. Likewise, it is the center for education, health and other services.

Looking at the entire map of Mindanao, down south, General Santos City is the trading center, Davao City in the southeastern side, Butuan City in the northeastern portion, Cagayan de Oro City plays the same role in the north-central part of Mindanao and Zamboanga City is the trading center in the western tip of Mindanao. Between Zamboanga City and Cagayan de Oro is a long stretch of coastal land where Dipolog can fill that gap to be the trading hub of northwestern Mindanao.

### **IV. STRATEGIES**

In its effort to pursue the vision and provide its people with a better quality of life and protect the environment, the city shall adapt the following strategies:

#### **1. UPGRADE/CONSTRUCT FACILITIES THAT ARE ESSENTIAL IN THE TRADING INDUSTRY**

This strategy will enhance/improve the position of the City in achieving its vision. The existing facilities shall be upgraded and new facilities will be constructed. These facilities shall be in the aspect of transportation to move commodities fast by land, sea and air. Communication facilities will be upgraded to facilitate speedy access to information and expedite business transactions. Likewise, water supply and adequate electric power supply shall be ensured.

#### **2. MAINTAIN THE LIVABILITY OF THE CITY**

This shall provide a better quality of community environment by providing basic services and social amenities and by protecting the environment. Likewise it will attract visitors and investors to come to Dipolog and eventually lure them to stay for good as part of a dynamic community. This will then contribute to the development of the City.

#### **3. EMBARK AGGRESSIVELY ON PROMOTIONAL PROGRAMS AND ACTIVITIES**

As an emerging trading center, a more aggressive economic promotion strategy will enhance the prospect of achieving the vision as a trading hub in North-Western Mindanao.

#### **4. IMPROVE MANAGEMENT AND ADMINISTRATIVE SYSTEM TO EFFECT AN EFFICIENT AND EFFECTIVE SERVICE DELIVERY AND BUSINESS CLIMATE.**

Management and administrative systems have to be improved to respond to the challenges of the vision. Procedures in securing or renewing business permits shall be streamlined and simplified to make them customer-oriented. Adequate office space and equipment shall be provided the city staff and the use of information technology in running the affairs of the city government shall be adopted to promote efficiency and greater transparency.

#### **5. COMPLETE THE LAND USE PLAN TO COVER THE ENTIRE CITY**

At present, the land use plan and zoning ordinance of the city cover only the poblacion and seven barangays. Nine remaining barangays have to be properly zoned and incorporated in the over-all land use plan of the City. To guide and manage the physical development of the City, taking into account the compatible land use relationships and environmental protection, the land use plan has to be expanded to cover all the barangays of the City

#### **6. SUSTAIN AGRICULTURAL DEVELOPMENT AND FOOD PRODUCTION**

Though the city's vision is towards trading and commercial activities, Dipolog being an agricultural area has to optimize the use of its resources by sustaining its agricultural development through diversification of agricultural products towards agri-based industrialization, and food self-sufficiency.

#### **7. UPLIFT THE SOCIAL AND ECONOMIC WELL-BEING OF THE URBAN POOR**

The urban poor who are the vulnerable sector of society shall be viewed as active players in the over-all sphere of development. The City shall look into their well-being to make them potential partners in community building.

**V. PRIORITY PROJECT**

	<b>Estimated Cost</b> (Million Peso)
1. Improvement of Dipolog Feeder Port	P 20.00
2. Completion of Integrated Bus-Jeepney Terminal	P 8.00
3. Expansion/Construction of Coldstorage and Warehousing Facilities	P 50.00
4. Construction of Road Network	P 324.19
5. Improvement of Dipolog City Water System	P 75.00
6. Construction of Concrete Drainage	P 40.00
7. Establishment of Sanitary Landfill	P 33.50
8. Completion of Land Use Plan of the entire City	P 0.17

Criteria:

Must (M) - Non-compromisable criteria: usually quantifiable

- M1 - Social and Political Acceptability
- M2 - Relevance to Development Policies
- M3 - Relevance to City Productivity
- M4 - Environmental Implications
- M5 - Feasibility Inter-Local cooperation
- M6 - Functionality (Utility and Use)

Want (W) - Maybe absent but the more the project meets the criteria, the better the project usually qualitative and subjective

- W1 - Financial Viability (Financial & Economic Returns ) 20%
- W2 - Connectivity to National Policies 10%
- W3 - Implementation Capability 50%
- W4 - No. of beneficiaries and social impact 20%

**VI. INSTITUTIONAL ACTION PLAN****1) ENCOURAGE INTER-LOCAL LINKAGES IN PROJECT IMPLEMENTATION AND MANAGEMENT WHICH ARE MUTUALLY BENEFICIAL.**

Inter-local linkage is a new approach to improve project viability and maximize benefits in a wider scope. The Dipolog-Dapitan twinning efforts can be the core mechanism for this kind of undertaking. Other nearby LGU's can later be integrated into the system to further expand its benefits. Initial efforts in harmonizing land use plans of Dapitan and Dipolog can pave the way for greater areas of inter-local collaboration.

**2) ENCOURAGE PEOPLE-PARTICIPATION AND GREATER PUBLIC-PRIVATE PARTNERSHIP IN PROJECT PLANNING, FINANCING, IMPLEMENTATION AND MONITORING.**

People's participation is a very important element in achieving people-oriented and demand-driven development thrust. The private sector is a very strong partner of government in development and project implementation. It is very vital therefore that public-private partnership be a policy in developmental endeavors.

*Dipolog (the Republic of the Philippines)*

**VII. LONG LIST OF PROJECTS**

	<u>Indicative Project Cost</u>
1. Expansion/construction of cold storage and warehousing facilities	P 50,000,000
2. Improvement/expansion of airport facilities	250,000,000
3. Construction of road network	31,500,000
4. Completion of the Integrated Bus/JEEPNEY Terminal	8,000,000
5. Improvement of Feeder Port	20,000,000
6. Improvement of Dipolog City Water System	75,000,000
7. Improve land line (telephone)	20,000,000
8. Establishment of a sanitary land fill	33,500,000
9. Upgrading of slaughterhouse to "AA" standard	10,000,000
10. Full implementation of the Traffic Code	
11. Housing Project	500,000,000
12. Slum improvement project	70,000,000
13. Construction of City Hospitals	50,000,000
14. Development of recreational parks and tourist attractions	20,000,000
15. Cogon Eco-Tourism Project	35,000,000
16. Barra Island Park Project	50,000,000
17. Linabo-Eco-Tourism Development	7,000,000
18. Construction/repair of School Buildings and Special Education Class Building	40,128,000 2,061,000
19. Local Trade Fairs	2,220,000
20. International Trade Fairs (East-Asean)	
21. Institutionalization of the "One-Stop-Shop" approach in issuance and renewal of business permits	584,000
22. Improve Tax Collection System Efficiency (to minimize Internal Revenue Allotment Dependency)	9,000,000
23. Completion of Computerization Program	10,309,000
24. Human Resource Development (Training/Seminars)	6,800,000
25. Installation and Maintenance of Community Based Health Services	4,065,000
26. Community Based Social Services Projects	20,000,000
27. Tree Planting Program	140,000
28. Establishment of Fish Sanctuaries	150,000
29. Establishment of Artificial Coral Reefs	75,000,000
30. Foreshore Development along Barangays Central-Miputak-Galas Areas	100,000,000
31. Flood Control Project	5,000,000
32. Feasibility Study of Concrete Drainage System with Waste Water Treatment Plant	10,000,000
33. Garbage Segregation and Recycling Program	2,000,000
34. Survey of all Waterways to Establish Boundary Lines	8,000,000
35. Clearing and Dredging of all Waterways	6,328,000
36. Livestock Enterprise Development	4,300,000
37. Rice Technology Demonstration Farm	15,277,000
38. Livelihood and Manpower Skills Development	3,148,300
39. Foods Processing Program, Fish Processing and Sardine-making, Fruit Processing	5,671,000
40. Medical Services Extension	

**DRAFT CDS PLAN:**  
**Lapu Lapu, Philippines**

**I. INTRODUCTION:**

Land Area	: 64.2 sq.km.	GRDP	: P56.1M (1996)
Population	: 212,590 (1998)	GRDP per Capita	: P263.92
Urban Population	: 186,013 (1998)	GRDP Share by Sector	:
Population Density	: 3,311 persons/sq.km.	Primary	14.20%
Population Growth	: 4.68% (1990-1998)	Secondary	30.98%
Households	: 41,684	Tertiary	54.80%
Ave. Household Size	: 5.1		
		Employment	: 51,000
Urban Area	: 2.634 sq.km.	Primary	85
Urban Population	: 93,540 (1998)	Secondary	42,215
Urban Density	: 35,513 persons/sq.km. (1998)	Tertiary	8,700
Urban Population Growth	: 8.8%	Revenue per Capita	: P1,426
		IRA Contribution Ratio	: 68.4%
Household Below Poverty Line	: 21,776 (52.24%)	Local Tax Contribution Ratio	: 32.8%
Hospital Beds	: 75		
Mortality Rate	: 4.24/1000 Population		
Piped Water Covered Population	: 67,182		
Solid Waste Collection Amount	: 500 cu.m./day		

**II. VISION**

**By the year 2000, Lapu-Lapu City will be a tropical island paradise in the Pacific. It shall be an international neo-modern, environment-friendly city with tourism and science and technology based culture.**

**III. POTENTIALS/ENDOWMENTS, CONSTRAINTS****POTENTIALS/ENDOWMENTS**

- Strategic Location  
The island lies across the main urban center of Metro Cebu. It is at the center of the Philippines in an island group that has high potential for tourism development. Mactan is a staging jump-off point for tourism development in the Visayas Islands.
- Tourism Potential  
Mactan island is the center of Cebu's tourism activities where the bulk of the country's foreign tourists prefer to go after Manila and the rest of Luzon. The island has natural beachfronts and pristine waters in its eastern side.
- The Mactan Export Processing Zone (MEPZ)  
The country's only export processing zone in the south is located in Mactan Island. The Mactan Export Processing Zone (MEPZ) accounts for about half of Cebu's total exports. Considering that Cebu contributes approximately 10% of the country's export, Mactan practically contributes 5% to the whole export production of the Philippines.
- The Mactan International Airport  
Mactan is also the location of the country's second international airport. In fact, the presence of the airport was the main reason why it was in Mactan Island that an export-processing zone was located and which provides impetus for the coming of foreign tourists into the island.



## Lapu Lapu (the Republic of the Philippines)

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### CONSTRAINTS

- **Conflicting Land Use**  
The spatial development of the island is characterized by conflicting use of their limited land and haphazard location of industrial, tourism, commercial, residential, institutional, and other zones.
- **High Population Growth**  
The airport, the export processing zone, and tourism development generated employment opportunities which resulted to the rapid influx of migrant population in Mactan especially during the eighties and the first half of this decade. This in-migration and the conflicting and mixed-use of land caused the island to suffer from haphazard location of residential areas and the presence and growth of slum and squatter settlements.
- **Land Speculation**  
The rapid influx of development activities made land a valuable resource in the island. While the price of land years before is insignificant, the current drive for more development has caused speculative land costs to soar. This has increased the number of fishpond problem of the ever-growing population.
- **Insufficient Infrastructure Support**  
Another important concern in Mactan island is the inadequacy of its infrastructure and utilities most significantly its poor road network and drainage, its dependence on mainland Cebu for water supply and lack of communication facilities. Water is the most critical constraint and will prohibit future development on Mactan Island unless this problem is solved. Of equal importance is the need to formulate a master plan and implement a comprehensive system for the resort area to stem ocean water pollution from wastewater effluent disposal.

## IV. STRATEGIES FOR DEVELOPMENT

### Technical and Financial Assistance

While the Lapu-lapu City in the past was able to bring in investments as well as financial assistance from the National Government, the same was never substantial.

To achieve therefore, the City's Vision following the defined directions and strategy, the City will need both financial and technical assistance to implement the following projects and programs:

#### a) **Technical Assistance (TA)**

TA for the Overall Pre-implementation of the CDS including Institutional Strengthening and Capacity building. Total estimated cost for strengthening of the local development council and the local finance office / committee, including computerization program is P5.5 million. The objective is to institutionalize local development planning and the capital investment programming. TA implementation schedule is 2000-2001

TA for the Preparation of Pre-Feasibility Studies of prioritized projects viable for BOT and Joint Venture Implementation Scheme (For cost estimates and schedules, please refer to item B. Specific Programs and Projects for Assistance Requirements Table).l

TA for the Preparation of Feasibility Studies, Detailed Engineering Design and Construction Management of Other Priority Development Projects and Programs (For cost estimates and schedules, refer to item C. Other Priority Projects Table)

#### b) **Financial Assistance**

Financial assistance in terms of grants and / or soft loans for the actual implementation of the Civil Works Component of the identified priority Development Projects and Programs.

**V. PRIORITY PROJECT**

1. City Drainage Project
2. City Sewerage Project
3. Solid Wastes Facilities
4. Water District
5. Improvement of Road Network

**VI. INSTITUTIONAL ACTION PLAN**

**Urban Governance and Capacity Building**

There is a need to gradually transform the city into a capable local government unit responsive to the demands of future development as well as the need to upgrade tax collection and delivery of basic services. The city planning office needs restructuring to sectionalize planning, project development, build-operate-transfer (BOT) office and zoning administration.

**VII. ISSUES AND OPPORTUNITIES**

**. General Priority Problems and Issues**

Problems and issues that have imposed major challenges to the system of urban management of Lapu-lapu City include the following

- Absorptive Capacity of LGU
- Institutional Capability Needs
- Financial Resources and Management Constraints

**Development Issues and Concerns**

- Urban Poverty Alleviation
- Economic Productivity
- Environmental Management
- Local Governance and Capability Building
- Inadequate infrastructure and Related Support Facilities

**Potentials and Opportunities**

- Strategic location
- Potential for Resort-based Tourism Activities
- Presence of the Mactan International Airport
- Presence of the Mactan Export Processing Zone

**VIII. NEXT STEPS**

- . Precondition is City about to implement CDS Project.
1. Prepare institutional action plan
  2. Review resource mobilization strategy
  3. Complete formulation of regulatory framework
  4. Prepare community action plan

*Lapu Lapu (the Republic of the Philippines)*

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**IX. LIST OF PRIORITY PROJECTS AND PROGRAMS**

<b>Projects / Program</b>	<b>Est. Cost (M Pesos)</b>	<b>Date (Compl)</b>	<b>Status (to date)</b>
1. Drainage System	810 M	2005	Proposed
2. Sewerage System	510	2005	Proposed
3. Solid Waste Management	60 M	2005	Proposed
4. Water District Expansion	NA	2005	On-going
5. Road Improvement Program (14 road projects)	105 M	2005	On-going

**DRAFT CDS PLAN:  
Olongapo, Philippines**

**I. INTRODUCTION:**

Olongapo City is located at the foothills of the Zambales mountain range on the western coast of Central Luzon. Its western tip faces Subic Bay while its southern and eastern boundaries abut territories of Bataan Province. To the north is the string of Zambales towns literally making Olongapo the gateway to Zambales Province. The City's declared total land area is 185 square kilometers inclusive of 78 square kilometers of the Subic Freeport lands and disputed territory with Bataan. The built-up area occupies about 23 square kilometers (13% of the total) on limited plateau lands of the City. The remaining city territory are barren mountainous slopes typical of the area that are classified as watershed and grasslands. Olongapo is only about three hours drive away from Metro Manila.

Olongapo is the traditional trading and commercial center serving the area. Due to limited expansion areas, Olongapo's urban density is estimated at a high 9,647 persons per square kilometer. In 1998, the city had an estimated population of 229,400 with a growth rate of 2.16% over the last eight years. This population of Olongapo is a relatively young one. More than 45% of the city's population are 19 years old and under while only 4.5% of the population are 60 years old and over. The city likewise shows a higher proportion of single persons against married persons that indicate the continuing influx of migrants to the city.

Seven percent of the population are academic degree holders. The leading economic activities in the city are service, industry, commercial, trade, tourism, and education. By economic sector, 74% are engaged in tertiary and 23% in secondary economic activities. Due to Olongapo's poor soil characteristics for agriculture, only 3% of the city's economic output come from primary activities. The City would like to increase its commercial potentials that it can generate more funds for its development. Today, the principal source of revenues of the City comes from the operations of its public utilities, which accounted for almost 54% of the City earnings.

The City undertakes most of its public works independently. The projects include construction and maintenance of city infrastructure (152 kilometers of city roads, drainage, and bridges) and public buildings (administrative halls, schools, city hospital, and markets). The City operates the Public Utilities Department (that distributes power to 90% of total households in the City), the city markets (two markets and a slaughterhouse), and the landfill (18 hectares) on a commercial basis. For water supply, there is Subicwater, the first privatized water utility in the country that also services the Subic Freeport and other areas nearby.

There is an organized, safe and profitable transportation system that had been adapted by the City for land vehicles plying city roads. Within the Subic Freeport are other available modes of transport consisting of the Subic Bay International Airport and an extensive commercial seaport facility. In telecommunications, PILTEL has installed a total of 19,200 telephone connections within the City by 1998. Other telecommunication companies operating are Bayan Tel and Subic TeleCom, a privatized arm mostly servicing the Freeport. Smart, Mobiline, Extelcom, and Globe Telecom cover cellular telephone service.

## *Olongapo (the Republic of the Philippines)*

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### **II. VISION**

At present, urbanized Olongapo concentrates on providing the commercial requirement of the sub region. The City however realizes that its investment policies and incentives today are far too broad based to help much in distinguishing the City from other local government units. Intrinsically, the City is burdened by the absence of sufficient natural resources due to its limited physical configuration. The topography of the land makes expansion areas hard to come by. There is also only one major highway that connects it to Central Luzon thereby making it prone to geographical isolation.

The Subic Freeport Zone is however an asset that is traditionally, geographically and socio-economically linked to Olongapo. Olongapo sees the Freeport facilities as a natural catalyst that can be the context to its own development. The long-term vision of Olongapo is thus to transform itself in tandem with SBMA into the first Free Port City in the country. Under a Freeport setting, Olongapo plans to evolve into becoming a trans-shipment hub for goods and services of the country and the region.

Olongapo's leadership in the subregion manifests itself as it broadly envisions the integration likewise of other Zambales and Bataan towns (together with itself) into the Freeport concept. Under Olongapo's plan, the expanded Freeport setting can readily be modeled after Hong Kong and the New Territories and the way they manage to enhance trade and commerce for southern China. The technical and political hurdles that face its master plan do not daunt Olongapo, which continues to position itself in accord with the eventuality of a Freeport economy. Olongapo is banking on the continuing success of the present Subic Freeport as well as on the merits of its own inevitable growth that should positively impact on the City either way.

### **III. STRATEGIES FOR DEVELOPMENT**

To achieve its long-term goals, Olongapo means to direct its activities through focused governance, enhanced physical planning measures and City promotion and marketing. Within its development paradigm, Olongapo thus expects to formulate its programs for the attainment of envisioned social and economic development. In governance, Olongapo would like to undertake a review of its policy and legal framework and make it more suited to its vision. A new regime for tax and business incentives that is supportive to the installation of a free port status over an expanded metropolitan area is sought. To do this, Olongapo plans to enact legislation and other schemes (private sector initiatives and public subsidiary creations) that will enhance and support their governance efforts.

Physically, Olongapo plans to redevelop and optimize the use of its compact territory through effective land use planning. Tourism areas, industrial zones, commercial and settlement sites shall be the subject of planning and redevelopment efforts that city capacity for lodging and service is maximized. On the business front, Olongapo aims to encourage public-private ventures particularly in the areas of finance and other services. In governance, Olongapo hopes to guide and equip its institutions to evolve much like private corporations do in the speed and efficiency of delivering services. Regarding social development, the City takes its service center role seriously by stressing the need for better education and training that will support the necessary R&D work required by the growing industries in the area. In all these, the City hopes to ultimately shift its development strategy from one that is traditionally resource-based to one that is technology-based. Finally, Olongapo makes known its active adherence to the Freeport concept, mapping out the technical and promotional steps for the acceptance of the concept starting with the preparation of its Implementing Rules and Regulations up to its prospective deliberation and legislation in the Philippine Congress.

#### **IV. PRIORITY PROJECT**

The City priority projects have been identified through a participatory process involving key stakeholders from the city government and the private sector. For the most part, the criteria used in prioritization work concerned a) relevance, b) return on investment, c) implementation capability, d) impact on the economy, e) social acceptability, and f) urgency. Ultimately, the presented projects consist of a combination of "hard" and "soft" projects.

Building and land development construction projects are the "hard" projects mainly meant to promote business, tourism and social development. Among the many physical construction and development projects required by the City, the top ten projects are: 1) the civic center complex, 2) Lot 21 commercial mall, 3) rehabilitation of the power distribution system, 4) the beach development, 5) Kalaklan River desiltation, 6) new roads, 7) development of the industrial park, 8) housing projects, 9) expansion of Olongapo City Colleges, and 10) Sta. Rita creek rehabilitation.

The "soft" projects meanwhile pertain to the City's thrust of enacting decisive, effective and progressive plans, policies, and procedures necessary to attain the city vision. Knowing its physical limitations only too well, Olongapo is poised to formulate its updated **Conceptual Master Plan**. A strategic component to the plan will be the redevelopment efforts for the City's "Commercial Triangle" (currently a mixed use area in the City center bounded by Rizal Avenue, Magsaysay Drive, and Gordon Avenue). Once completed, the Master Plan shall indicate the city's physical framework that will define the disposition of development zones for the enhanced or expanded housing, commercial, industrial, and tourism activities under the city development strategy.

In governance, the City plans to formulate for itself a **Local Investment Code** that will be attuned and supportive to the creation of a Freeport economy. Simultaneously, the computerization of City Hall for operating efficiency will also be started. For official dealings of the city particularly those involving investors, Olongapo shall establish its **One-stop Action Center** that will expedite transactions. In order to afford its many projects, the City seeks to encourage the development of the City's financial capabilities that it may in turn generate the technology-based projects that will expand the City's tax base.

#### **V. INSTITUTIONAL ACTION PLAN**

Olongapo is classified as a "highly urbanized" city. The City would like to rise to expectations required from it through programs promoting self sufficiency. What it lacks in natural resources, the City takes pride in its homogenous and continuous policies as effected by a political leadership fully endorsed by a cooperative citizenry. Toward the furtherance of economic ends, the City aims to encourage Public-Private Partnership whenever advisable for its many development requirement. In raising revenues, the City wants to adapt a more corporate type format in running Government that it may not only be administratively effective but also globally competitive.

Olongapo seeks to promote its economic enterprise strategy that allows it to fast track necessary projects while generating income for the City. Contexted against the City development plan, the investments provide not only service and facilities for the City but employment opportunities as well. With many of its utility and civic infrastructure early in place thus, Olongapo hopes to be more in a position to impose itself as an able regional center capable of leading its neighboring towns in the formation of the metropolitan arrangement necessary for the envisioned Freeport development area.

In the area of resource management, Olongapo would like to create an "intelligent house" scenario for the City. This approach seeks to provide the initiative that will shift the City's development mode from resource-base to technology-base development. Accordingly, capacity building programs are earmarked for the City staff. Specifically, the concerned City jobs targeted for upgrading are those dealing with local finance and revenue generation, in-house engineering, architectural and planning, environmental management, and local health / occupational safety administration.

Olongapo (the Republic of the Philippines)

**IX. LIST OF PROJECTS AND PROGRAMS**

PRIORITY	SECTOR	PROGRAM / PROJECT COMPONENTS	INDICATIVE BUDGET (in millions)	REMARKS (Location, Phase, Timetable, etc.)
1	Economic-Tourism	Civic Center Complex (Gymnasium/Sports Center/Convention Center)	712.00	Construction of a multi-purpose complex to provide a venue for events for domestic and tourism purposes. It is divided into several development phases and modular parts. Initial fund of P50M was provided by the City of Olongapo thru local fund (P3.0M) and City Fiesta proceeds (P2.0M) for the on-going upgrading and extension of the existing sports center.
2	Economic-Tourism	Lot 21 Commercial Mall	170.00	Construction of a four (4) storey commercial mall to support the urban redevelopment of Magsaysay, Rizal and Gordon Avenues and also the sustainability of the civic center complex.
3	Physical	Formulation of a Master Plan of Olongapo City	22.00	Preparation of a physical framework for planning and development to include Land Use Plan, transport study and geodetic survey.
4	Economic-Tourism	Redevelopment of Rizal Avenue, Magsaysay Drive and Gordon Avenue Triangle (Commercial Triangle Urban Redevelopment)	334.80	Upgrading and improvement of these commercial areas to attract more tourist traffic by way of having a unifying theme or character.
5	Infrastructure-Utillities	Rehabilitation / Improvement of Power Distribution System	336.00	Convert 4.16KV to 13.8 KV lines, construction of new substation, installation of primary meters and upgrading of existing distribution lines.
6		Beach Development	414.72	
7	Infrastructure	Kalaklan River Desiltation	108.00	One time channeling of the Kalaklan River about 10m wide, 2m deep and 3.6 km long and acquisition of dredging equipment for the annual maintenance / desilting of the main river system in the city to alleviate flooding situation.
8	Infrastructure	Construction of New Roads	4,553.00	Construction of a new system of by-pass roads, ring/circumferential or radial roads. The by-pass roads will allow direct access to the provinces of Zambales from Bataan province while other roads will provide access to new areas developed within the city thereby increasing mobility and reducing congestion.
9		Development of Industrial Park	1,524.00	
10		Housing	1,680.00	
11		Olongapo City Colleges (Expansion of a tertiary school)	30.00	
12	Infrastructure	Santa Rita Creek Rehabilitation	11.00	The project will provide wide, open and lined Sta. Rita creeks that are easy to maintain to mitigate flooding in this biggest barangay with the lowest elevation in the city.
13		Upgrading of James L. Gordon Memorial Hospital (JLGMH)	20.00	
14		Constitution of Metropolitan Subic Freeport	10.00	
15	Infrastructure	Bank Protection to Sta. Rita, Mabayan and Kalaklan Rivers and Declogging of Open Drainage Systems	41.00	Construction of the revetment wall of the main river system in the city and declogging of all open drainage systems to direct free flow of rainwater.
16		Development of New Sanitary Landfill	350.00	
17		Communication Hub	70.00	
18		Completion of Fire Department Bldg. And establishment of fire hydrants in strategic locations / acquisition and upgrading of fire fighting equipment	5.00	
19		Expansion of Water Supply	600.00	
20		Livelihood Assistance Program		



**IX. LIST OF PROJECTS AND PROGRAMS**

PRIORITY	SECTOR	PROGRAM / PROJECT COMPONENTS	INDICATIVE BUDGET (in millions)	REMARKS (Location, Phase, Timetable, etc.)
21		Provision of Additional School Facilities		
22		Olongapo City Hall Computerization Project	18.72	
23		Cruise Ship Destination Facility		
24		Development of Data Base	23.40	
25		Rehabilitation of Seven Streets		
26		Upgrading of Sanders Street		
27		Construction of Transport Terminal for PUVs		
28		Banking and Finance Center	30.00	
29		City Museum	29.40	
30		Health Centers Fully Equipped and Functional		
31		Construction of Kalaklan Bridge		
32		Sta Rita / Old Cabalan Bridge and Road Expansion		
33		Strengthen Revenue Generation	10.00	
34		Food Warehouse	30.00	
35		Construction of New Motorpool / Equipment Pool	5.00	
36		Establishment of Socio-Economic Indicators / Standards	9.36	
37		Public Buildings, Roads and Drainage Projects (Regular and Maintenance)		

**DRAFT CDS PLAN:**  
**Roxas, Philippines**

**I. INTRODUCTION:**

Roxas City is the capital city of the province of Capiz, the province with the largest brackish-water aquaculture area in the Philippines. As such, it has great potential for aquaculture development. It boasts of rich inland and marine resources. It is the Northern gateway to Panay and serves as a trading hub for rice, fish, and seafood production for its neighboring islands. Its profile is shown below:

Feature	Description
City Land Area	10,196 hectares
Population	118,715 (1995); 128,464 (1998 projected)
No. of Barangays	Forty seven (47) – 18 urban, 29 rural
Dialect	Hiligaynon ('Ilonggo')
Main Industries	Agriculture (fishing, aquaculture and farming)
Main Agricultural Products	<ul style="list-style-type: none"> <li>• rice, corn, copra;</li> <li>• fresh and dried fish, prawns, crabs, mollusks and shrimps</li> </ul>
Region Provinces In Region	<ul style="list-style-type: none"> <li>• Region VI</li> <li>• Aklan, Antique, Capiz, Guimaras, Iloilo, Negros Occidental</li> </ul>
Historical Landmarks	<ul style="list-style-type: none"> <li>• Birthplace of Pres. Manuel Roxas</li> <li>• Banquerohan Spanish Bridge</li> <li>• Panublion Historical Museum</li> <li>• Spanish Band Stand</li> </ul>
Transportation Facilities	<ul style="list-style-type: none"> <li>• Airport (servicing 2 domestic flights of Philippine Airlines and Cebu Pacific)</li> <li>• Sea Port (WG&amp;A, NN, Moreta)</li> <li>• Libas, Terelmart, and Banica Fish Ports</li> </ul>
No. of Commercial Buildings Constructed	771 (1985-1998)
No. of Schools	Sixty-four (64)
No. of Accredited NGOs	Sixty-three (63)

**II. VISION of the City: SEAFOOD METROPOLIS**

Roxas City is envisioned to transform into the Seafood Metropolis, the development center of the Province of Capiz.

**Economic:**

Metro Roxas will be progressive economically, being the gateway of people and products to and from Northern Panay Island and the Southern Tagalog Region, particularly Romblon and Masbate. The city will likewise engage in seafood value-adding industries and offer post-harvest facilities to seafood-produced by the municipalities of the province.

**Environment:**

A viable and integrated master development plan covering land use and environmental management would be implemented in Metro Roxas and its adjacent municipalities to protect and sustain natural resources.

**Social:**

The purchasing power of the people of Metro Roxas would have greatly improved thereby enabling them to improve their quality of life.

**Governance:**

Participative leadership and governance will be strengthened with the creation of the Metropolitan Roxas Development Authority which will be the local special body for integrated planning and resource co-management of the city and its adjacent municipalities. All human resources in the city organization would have the proper value orientation and skills and government operating systems would be streamlined for the implementation of the Metro Roxas development agenda.

## Roxas (the Republic of the Philippines)

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### III. **STRENGTHS AND WEAKNESSES**

Roxas City is distinct because of its peace and order, established history of good succession of political leaders, political unity in all levels of governance and multi-sectoral and integrated development agenda.

It is presently faced with various challenges from many fronts: environmental degradation, high poverty incidence, limited land area for development, and inadequate infrastructure and support facilities.

### IV. **STRATEGIES**

In order to address these strengths, weaknesses, issues and opportunities as the leadership spurs the City towards the fulfillment of its vision, the City has strategized on the following areas :

#### **STRATEGY 1: INTEGRATED ENVIRONMENTAL MANAGEMENT FOR SUSTAINABLE DEVELOPMENT**

The City realizes the need to utilize its rich natural resources to increase the economic activity of the area while preserving the environmental resource base for sustainable development.

#### **STRATEGY 2: ECONOMIC DIVERSIFICATION & PRODUCT DEVELOPMENT**

The infrastructure, post-harvest and processing facilities must be provided in order to encourage economic diversification and product development.

#### **STRATEGY 3: INTEGRATED PLANNING & RESOURCE CO-MANAGEMENT**

High cost savings can be realized with inter-local government cooperation with neighboring cities, municipalities and provinces in the following areas. Management of Pilar Bay and Sapijan Bay, watershed management, sanitary landfill, and other possible joint-projects.

#### **STRATEGY 4: CAPABILITY AND INSTITUTIONAL BUILDING**

To improve the level of effectiveness and productivity of Roxas City government, institutional and operational reforms are to be pursued. Business process reengineering activities such as putting the right people in the right job, job clarification, personnel qualification, performance evaluation, retirement program and merit and fitness programs are paramount. Training seminars, skills enhancement, team building and empowerment are components of the capability building for the city government. For barangay officials, seminar-workshops for project planning, budgeting and fiscal management will improve their capability levels. Data-banking and automation of business process will form part of the Management Information System.

#### **STRATEGY 5: ENHANCEMENT OF BASIC SOCIAL SERVICES**

The quality of life of the Roxasnonans can only be enhanced if and when the social services are uplifted. This means improving the existing infrastructure and facilities for health, social welfare, housing, and livelihood assistance.

## **V. PROJECTS & PROGRAMS**

The programs and projects to be undertaken under each strategy are listed below. Priority projects are shown in the Annex, together with indicative costs.

### **STRATEGY 1: INTEGRATED ENVIRONMENTAL MANAGEMENT FOR SUSTAINABLE DEVELOPMENT**

1. Integrated City Master Development Plan Formulation
  - 1.1 Land Use Plan
  - 1.2 Coastal Resource Management Packaging of CRM Plan and Manual of Operations)
  - 1.3 Solid Waste Management
  - 1.4 Sewerage and Drainage
2. Capability Building
  - 2.1 Land-Use Planning
  - 2.2 Project Planning
  - 2.3 Fiscal Planning
  - 2.4 City-wide Liquid and Solid Waste Management Project
3. Formulation of Environmental Code
4. Formulation of Local Building Code

### **STRATEGY 2: ECONOMIC DIVERSIFICATION & PRODUCT DEVELOPMENT**

5. Procurement of Breeder Animals
6. Coastal Zoning
7. Integrated Port Development (Libas and Culasi Ports)
8. Road Network Development
9. Feasibility Study on Local Administration
10. Power Generation
11. Irrigation facilities improvement
12. Warehouse and cold storage facilities for traders
13. Post-harvest facilities
14. Seafood processing plant
15. Dedging of Fishing Port Water Ways

### **STRATEGY 3: INTEGRATED PLANNING & RESOURCE CO-MANAGEMENT**

16. Study on the Establishment of Metro Roxas Development Authority
17. Management of Pilar Bay and Sapijan Bay,
18. Watershed Management
19. Dumpsite/ Sanitary Landfill

### **STRATEGY 4: CAPABILITY AND INSTITUTIONAL BUILDING**

20. Business Process Reengineering
21. Capability Building for City Government
22. Capability Building for Barangay Officials
23. Management Information Systems

### **STRATEGY 5: ENHANCEMENT OF BASIC SOCIAL SERVICES**

24. Health and Social Welfare Facilities Improvement
25. Social Protection Services of Children, Youth, Women and other Disadvantaged Sectors
26. Low Cost Housing Project
27. Livelihood Assistance to Subsistence Level Families

*Roxas (the Republic of the Philippines)*

**VI. PRIORITY PROJECTS**

**TECHNICAL ASSISTANCE:**

1. Coastal Zoning
2. Integrated City Master Development Plan Formulation
3. Capability Building in Land-Use, Project & Fiscal Planning
4. Formulation of Environmental Code
5. Formulation of Building Code
6. Livelihood Assistance to Subsistence Level Families

**CAPITAL INVESTMENT**

1. Port Area Development
2. Procurement of Breeder Animals
3. Irrigation Facilities Improvement
4. Integrated City Infrastructure

**VII. INSTITUTIONAL ACTION PLAN**

1. Management Information Systems
2. Capability Building For City Government
3. Capability Building for Barangay Officials
4. Business Process Reengineering

**VIII. LIST OF PROJECTS AND PROGRAMS**

Type	Project Title	INDICATIVE COST (In Million Pesos)
<b>Technical Assistance</b>		
TA1	Coastal Zoning	3.00
TA2	Integrated City Master Development Plan Formulation	2.50
TA3	Capability Building in Land-Use, Project & Fiscal Planning	2.00
TA4	Formulation of Environmental Code	3.00
TA5	Formulation of Building Code	2.00
TA6	Livelihood Assistance to Subsistence Level Families	4.00
TA7	Social Protection Services of Children, Youth, Women and Other Disadvantaged Sectors	4.00
TA8	Management Information Systems	8.00
TA9	Capability Building For City Government	2.00
TA10	Capability Building for Barangay Officials	2.00
TA11	Business Process Reengineering	3.00
TA12	Feasibility Study for the Establishment of Metro Roxas Development Authority	1.50
TA13	Feasibility Study on the Local Administration of Power, Water resources, etc.	5.00
	Sub-total Technical Assistance	42.00
<b>Capital Investment</b>		
C1	Port Area Development	200.00
C2	Procurement of Breeder Animals	10.00
C3	Irrigation Facilities Improvement	120.00
C4	Health and Social Welfare Facilities Improvement	10.00
C5	Warehouse and Cold Storage Facilities for Traders	50.00
C6	Post-harvest Facilities	80.00
C7	Sea-food Processing Plant	100.00
C8	Dredging of Port Water Ways	50.00
C9	Road Network Development	180.00
C10	Power Generation	100.00
C11	City-wide Liquid and Solid Waste Management Project	40.00
C12	Management of Pilar and Sapijan Bay	60.00
C13	Watershed Management	50.00
C14	Dumpsite/ Sanitary Landfill	75.00
	Sub-total Capital Investment	1125.00
<b>Grand Total</b>		<b>1167.00</b>

**DRAFT CDS PLAN:**

**Sagay, Philippines**

**I. INTRODUCTION:**

Sagay City started as a settlement located in the mouth of Bulanon River. It was originally Arguelles and was founded by Lieutenants Francisco Rodriguez and Basilio Cordova in 1860. Later, the settlement was transferred to Pueblo de Magallanes ( a place where Old Sagay is located today) by order of the Spanish Governor.

In 1906, the name Pueblo de Magallanes was officially changed to "sagay". The word "sagay" was derived from semi-spherical seashell called "sigay" that abound in the area. After World War II, the seat of government was transferred from Old Sagay to Dalusan. Dalusan is the present site of the city proper that is more accessible. Sagay became a city in 1996.

Sagay City's total land area is 38,960 hectares. The dominating features of the City are its coastal islands and fringing reefs, its coastal plain and wetlands, its undulating to rolling hinterlands and the mountainous portions at its southern tip. Agricultural crop vegetation pervades over most of the city lands. Sagay's coastal resources meanwhile are scenic preserved reefs that contribute to the rustic charm of the City.

In 1998, Sagay City had a growing population of about 137,000 with a population growth rate of 2.47% and a population density of 417 persons per square kilometer. Its economic active population is 59,115 which basically comes from the primary sector. Revenue per capita in 1998 is P 1,525.00. This community gets to interact with the primary urban centers of Bacolod and Iloilo to the west and Cebu to the east for its commercial requirement. Sagay relies on the Bacolod airport that is more than an hour away by plane from Manila. From the provincial capital of Bacolod City, Sagay is approximately 84 kilometers away by land. Sagay northernmost location in the island makes it a prospective gateway for Luzon markets into the island of Negros.

**II. POTENTIALS/ ENDOWMENTS AND CONSTRAINTS**

**POTENTIALS/ ENDOWMENTS**

The City is the strategic point of Negros Island closest to Luzon. It is endowed with large and varied coastal resource features ideal for tourism and fishery activities. Its vast tracts of agricultural land is fertile and free from pollution. Sagay' population base is substantial and growing at a rate higher than the national average a good source of trainable manpower resources. Its political environment is stable, with development oriented local government executives, and peace and order climate is good.

**CONSTRAINTS**

The City of Sagay however, is vulnerable to the transits of traditional monocrop economy which result in low income of the community. Its overdependence on the sugar industry as the base economic activity provides limited opportunities for livelihood and employments. This major economic concern results in limited infrastructure and social amenities and low level of sustained commercial activities. Likewise, the presence of other dynamic destinations e.g. Guimaras, Negros Oriental and Iloilo tends to prevent Sagay from capitalizing on its strategic location in Negros Island.



## Sagay (the Republic of the Philippines)

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### **III. VISION**

Being blessed with abundant natural resources, the City envisions itself to be an Ecology City where man and nature exist in harmony, a united, peaceful and progressive city where its citizens actively contribute to the actualization of total human development based on love of God and neighbors, resourcefulness and self-reliance.

Sagay City envisions itself to be a haven for marine and forest conservation and eco-tourism destination in Northern Negros

- Economic:** A progressive city through integrated development of the fisheries and agricultural sector as well as service sector where there are enough jobs for the economically active population. A developed and expanded gateway of commerce, trade and industry.
- Environment:** A safe, secure and clean city through the protection and responsible utilization of God-given natural resources.
- Social:** An improved quality of life by ensuring the delivery of basic services and provisions of adequate facilities.
- Governance:** An efficient, effective and economical governance with high constituency participation and multi-sectoral representation.

### **IV. STRATEGIES FOR DEVELOPMENT**

#### **STRATEGY 1: PROVISION OF EFFICIENT INFRASTRUCTURE FOR -ECO-TOURISM**

Basic and strategic infrastructure facilities should be provided not only to uplift the quality of life and improve the productivity of the Sagaynons, but also to encourage investments in the City. All of these must be so designed to give an all-encompassing attractive thematic profile of an eco-tourism destination which highlights its marine seascape, white beaches and forests.

#### **STRATEGY 2: ESTABLISHMENT OF AN EFFECTIVE MACHINERY FOR THE PROTECTION OF THE ENVIRONMENT**

Efforts to improve urban productivity while preserving the ecological balance will be actively pursued. It is necessary to preserve the integrity of the existing resource base to sustain the gains from planned developments. The regulatory framework to rationalize the development and protection of the Sagay Marine Reserve shall be formulated. While agro-industrial activities will be allowed to grow, they will be strictly limited to environment-friendly industries.

#### **STRATEGY 3: INVESTMENT PROMOTION AND ENHANCED REVENUE GENERATION**

New resources for development shall be tapped from external sources to augment additional funding resources. Focus will be given to the promotion of new investments thru innovative marketing and investment incentives and the enhancement of administrative system thru computerization.

#### **STRATEGY 4: DIVERSIFICATION FROM SUGAR-BASED AGRICULTURE**

The declining competitiveness of Philippine sugar in the world market puts the local sugar farmers at a disadvantage. To minimize dependence in sugar, alternative agricultural activities such as high value crops, cut flowers, and livestock should be explored and developed.

#### **STRATEGY 5: INSTITUTIONALIZATION OF AGRI-AQUA RESEARCH AND DEVELOPMENT**

To develop new avenues for agricultural and aquamarine investments. Sagay City will host specialized institutions of learning and research.

**IV. PRIORITY PROJECT**

TITLE	LOCATION	BENEFICIARIES	REMARKS
Comprehensive Master Development Plan	Entire City and adjacent Environment	City Residents Investors Visitors	On-going
School Building Project	All Barangays	primary and secondary school children	P 57M
Upgrading of District Hospital Project	Barangay Bato	City Residents Investors Visitors	P 37.6 M
Feeder Roads Development Project	Various Barangays	City Residents Investors Visitors	Estimated cost P2M
Comprehensive study on Integrated Environment Conservation and Tourism Development	Entire City and adjacent environment	City Residents Investors Visitors	P 3M
Agricultural Diversification Study	Upland Barangay	City Residents Investors Visitors	P 2M
Crop Diversification and Upland Agricultural Development	Barangay Poey and adjoining barangays	producers Traders	Estimated cost P40M
Development of Government Center	Barangay Rizal and adjoining areas	Bureaucracy & Constituents	On-going Estimated cost P70M
Reforestation Project	Barangays Bato Baviera and Campo Santiago	City Residents Visitors	P 70M

## Criteria used in Prioritizing

1. Social and Political Acceptability
2. Relevant to Development Policies
3. Environmental implications
4. Functionality

## Weighted differentiating criteria in ranking:

- |                                           |       |
|-------------------------------------------|-------|
| 1. Connectivity to national Policy        | (20%) |
| 2. Implementation Capability              | (20%) |
| 3. Feasibility of Inter-local Cooperation | (10%) |
| 4. Allocation to New Investments          | (25%) |
| 5. Generation of Income and Employment    | (25%) |

**V. INSTITUTIONAL ACTION PLAN****IMPROVEMENT OF HUMAN RESOURCE CAPABILITY AND MACHINERY FOR GOVERNANCE**

The growing complexity of managing a new urban center should be matched by a more effective machinery for governance. Institutional and operational reforms need to be undertaken to improve the level of effectiveness and productivity of Sagay City. Reengineering and streamlining the city bureaucracy will enable Sagay to be more efficient and responsive. Benchmarking of services will eventually be institutionalized as the City has started measuring cycle time and cost delivery of services. To enable the people to effectively participate in the development process, a mechanism for upgrading skills and competencies should be put in place thru a comprehensive Human Resource Development program and institutionalization of public consultation mechanisms

**ESTABLISHMENT OF INTER-LOCAL COOPERATION**

The City of Sagay will take advantage of improved effectiveness and cost efficiency arising from the synergy achieved through inter-local cooperation. This will provide a wider planning horizon for the city and its neighboring LGUs and take advantage of the economies of scale in the provision of services and facilities.

## Sagay (the Republic of the Philippines)

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### **IX. LIST OF PROJECTS AND PROGRAMS**

#### **Technical Assistance Projects**

	Estimated Cost
TA-1 Comprehensive master Development Plan	P 3M
TA-2 Comprehensive Study on Integrated Environmental Conservation and Eco-tourism Development	P 3M
TA-3 Improvement of Existing Solid Waste Management	P 3M
TA-4 Constituency Competencies Development Program	P 5M
TA-5 Full Computerization of Fiscal and Financial Management System	P 2M
TA-6 Installation of performance Monitoring System	P 2M
TA-7 Total Quality of Management Implemetation	P 4M
TA-8 Training Needs Assessment and Organizational Development	P 2M
TA-9 Agricultural Diversification Study	

#### **Capital Investment Projects**

CI-1 Feeder Roads Development Project	
CI-2 Water Supply project for Rural Barangays	P 12M
CI-3 Rural Barangay Electrification Project	P 10M
CI-4 Urban Resettlement Project	P100M
CI-5 School Building project	P 57M
CI-6 Solid Waste Disposal Project (Sanitary Landfill)	P 40M
CI-7 Expansion of Road Network	P120M
CI-8 Sewerage and Sewage Treatment project	P100M
CI-9 Development of Accommodations (Hotel & Mountain Resorts)	P 30M
CI-10 Crop Diversification and Upland Agricultural Development	P 40M
CI-11 Development of Resource Learning Center	P 15M
CI-12 Reforestation Project	P 70M
CI-13 Coastal Fisheries Development	P 10M
CI-14 Coastal Tourism Development	P 60M
CI-15 Coastal Marine Research Institute	P 25M
CI-16 Feeder Port Improvement Project	P 2M
CI-17 Development of Government Center	P 70M
CI-18 Development of Ecozone	P100M
CI-19 Development of Retirement Village	P 80M
CI-20 Expansion of Port Facilities	P 40M
CI-21 Upgrading of District Hospital	

### **X. PRIORITY STRATEGIES**

- Diversify urban-rural prproductivity
- Improve machinery of governance
- Implement integrated local government capability building program
- increasing city revenue base and strong HRD advocacy

**DRAFT CDS PLAN:  
San Fernando, Philippines**

**I. INTRODUCTION:**

The City of San Fernando is located 270 kilometers north of Metro Manila in Luzon Island. It lies along the western seaboard that faces Lingayen gulf and the South China Sea beyond. San Fernando's land area is 105.25 sq. kilometers in size. About 55 % of the total area are the western lowlands while the rest are rising uplands to the East with slopes of 18% and above.

The city is accessible by land, sea, and air. Its traditional trading and service center role in the area sets it as a destination place resulting in a growing traffic problem in the city center. The San Fernando seaport is a national port of entry catering to both national and international shipping. The San Fernando airport is a secondary level airport that could play a more active role in the area given the further development of the sub-region. Both ports need upgrading to meet international standards.

San Fernando is part of La Union province - one of the country's several Ilocano-speaking provinces. About 28% of the city's total land area is classified as urban today. In the 90's, San Fernando's population grew at a rate of 1.59% annually. Of the city's 96,800 population (1998) however, more than 70 % live in the urban area.

In 1990, the labor force (15 years old and over) comprised 54 % of the population and where about 94 % are employed. Per the 1995 survey, more than 35% of this labor force (15 years old and over) availed of post-secondary education. Today, the order of economic activities in the city are estimated at 58% for primary, 21% for tertiary, and 17% for secondary activities.

San Fernando draws its power from NPC's Luzon Grid that in turn rely mainly on the hydroelectric plants of two dams, Binga and Ambuklao. MLUWD (Metro La Union Water District) services the City potable water requirement from out of springs and wells located not only in San Fernando. Through its analog and digital switching telephone systems, PLDT services a total of 6,000 subscribers and public calling stations in the city. Recently, two private telephone companies also started to operate in the city.

**II. VISION**

San Fernando is the regional government center for Region I. This official setting, together with San Fernando's strategic location, has made it into a burgeoning service and trading center today. The Poro Point Special Economic Zone that was formerly the American Wallace Air Base is located in San Fernando. Poro Point under BCDA is currently setting down its modernization plans that include the development of the airport and seaport there. Once these ports are enhanced and Poro Point begins its commercial activities, San Fernando's central location amidst the attractive destination sites in the Region (Vigan, Baguio, Lingayen) can only but live up to its sought title of "Gateway to the North".

Rapid urbanization and enhanced economic activities however bring about new problems. More and more immigrants availing of the job opportunities in private and public investments come to live in the city. An increasing transient public patronize not only the city commercial and civic establishments but the schools and hospitals as well. The stream of city dwellers strain the present resources of the city. As a result, traffic congestion and floods occur much to often. There is an evident housing shortage and development inroads are beginning to be felt in environmentally constrained areas.

For the future, San Fernando is thinking of a self reliant, healthy economic progress. It thus aims to be the acknowledged center of government, trade, business and services in the North. It wishes to accomplish these objectives of its vision however with a balanced dynamism that still fosters and preserves its cultural heritage and natural endowments as well.

## *San Fernando (the Republic of the Philippines)*

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### **III. STRATEGIES FOR DEVELOPMENT**

In order to attain its vision, San Fernando seeks to effectively guide the growth of four sectors under its development framework. These sectors are in the areas of: 1) economic, 2) social, 3) environment, and 4) development administration.

The envisioned development thrust involves tapping the private sector in the provision of vital infrastructure, shelter, environmental care, capacity building, and micro businesses. San Fernando likewise looks to the promotion and initiation of its education and training facilities to develop its constituency. Foremost, the city aims to creatively utilize its Sanggunian and effectively task its own administrative force in improving and modernizing city plans and systems.

In line with globalization trends, San Fernando, along with its surrounding municipalities, is actually involve in the conduct of a program that performs extra-planning activities for the Metro San Fernando area. In invoking and supporting the metropolitan concept of development, San Fernando seeks not only the advantage of having an effective wider planning latitude but also the global competitiveness that expanded resources can bring to it.

### **IV. PRIORITY PROJECT**

On the basis of the city vision and its proposed development strategy, the city government looked at its prospective development projects. Using a weighed selection system and involving the opinions of a cross section of the citizenry, San Fernando has systematically ranked and shortlisted its proposed projects. Of the top fifteen projects, 30% concerned governance and 27% concerned environmental management. Social and economic development meanwhile share the balance.

The identified top three projects of San Fernando are:

1. Improvement of the city environmental management system in the areas of legislation, enforcement, monitoring, and impact assessment.
2. Improvement of social welfare services and facilities particularly the establishment of training centers and upgrading of rural water facilities.
3. Establishment of a capability building program for members of the local legislature and city administration including the development of the city information system for purposes of planning, legislation, project implementation, and monitoring.

**V. INSTITUTIONAL ACTION PLAN**

San Fernando is a newly created city. Being a “component” city by classification, the city’s development activities will still be significantly influenced by the provincial government of La Union. Internally, San Fernando plans to inject a development orientation to its officials. It intends to capacitate its Sanggunian (City council), the CDC (City Development Council) and the CPDC (City Planning and Development Office) in the areas of progressive and competitive planning and development. Ultimately, it expects to provide the necessary guidance and planning basis for the implementing entities consisting of the Barangays, NGOs, and including National Government Agencies.

Five critical components of the institutional development plan that the city would like to pursue are:

1. Capability building and institutional development  
*This program will focus on producing and acquiring highly capable officials and manpower for the city office.*
2. Inter-local cooperation  
*This involves strengthening of CELUMEPA – a metropolitan type association consisting of San Fernando and six other La Union towns around the city. The realization of common projects is one of the end goals of the group.*
3. Revenue generation and financing  
*Even with a significant increase in its IRA, the city sees the need for more financial resources if it is to attain the vision it has set for itself.*
4. Legislation  
*If San Fernando is to live up to its new city stature, a development-oriented council must be encouraged to enact relevant and appropriate ordinances.*

**IX. LIST OF PROJECTS AND PROGRAMS**

PRIORITY	SECTOR	PROGRAM / PROJECT COMPONENTS	INDICATIVE BUDGET (in millions)	REMARKS (Location, Phase, Timetable, etc.)
1	Environmental Management	Environmental Systems Improvement		
		Local Environmental Legislation		
		Environmental Regulation Enforcement, Monitoring and Impact Assessment		
2	Social Development	Improvement of Social Welfare Services and Facilities		
		Construction/Improvement of Training and Skills Development Centers and School Buildings and Rural Health Units preferably in RSCs		
		Upgrading of the urban water system and improvement of rural water facilities		
		Establishment of a 24-hour Crisis Intervention Center		
		Construction of Shelter for Child Victims of abuses		

San Fernando (the Republic of the Philippines)

**IX. LIST OF PROJECTS AND PROGRAMS**

PRIORITY	SECTOR	PROGRAM / PROJECT COMPONENTS	INDICATIVE BUDGET (in millions)	REMARKS (Location, Phase, Timetable, etc.)
3	Governance	Capability Building Program		
		Trainings Continuous Training for members of the local legislature/city council as well as officers and personnel of various city offices along major thrusts of the city.		
		Equipment Acquisition/Upgrading Improvement of Information System for Planning, Legislation, Project Implementation and Monitoring		
4	Governance	Enactment of Appropriate Legislation		
		Economic Creation of local investment promotion code and board composed of business and political leaders		
		Environment Passage of Strengthening of Pollution Control Ordinance (to include mandatory testing as a requirement for issuance of permit for tricycles and jeeps plying the city; identification of pollutive economic activities for imposition of fiscal and other controls		
		Passage of Solid Waste Management Ordinance/Creation of City Environmental Management Office		
5	Governance	Public Education and Community Mobilization Program		
		Massive (intensive and extensive) information, education and communication campaign for key thrusts and project of the city		
6	Social Development	Capability Building Program		
		Community Mobilization/social preparation and institutional development		
		GO/NGO/PO Tripartism in social service delivery		
7	Governance	Inter Local Cooperation		
		Support and participation in the Central La Union Metro Planning Area		
8	Governance	Revenue Generation and Enhancement Program		
		Continuously update tax mapping, identify and intensify other local sources of income		
		Undertake pre-investment studies and promotional materials for strategic project (BOT, Joint Venture)		



**IX. LIST OF PROJECTS AND PROGRAMS**

PRIORITY	SECTOR	PROGRAM / PROJECT COMPONENTS	INDICATIVE BUDGET (in millions)	REMARKS (Location, Phase, Timetable, etc.)
9	Social Development	Shelter Development Program		
		Development of Sites and Services/Construction of housing units for middle-income groups, students, city government employees, displaced communities and special groups		
		Slum Upgrading and Relocation		
10	Environmental Management	Community-Based Resource Management		
		Integrated Coastal Resource Management		
		Upland Resource Management		
11	Environmental Management	Environmental Infrastructure Program		
		Improvement of the Solid Waste Collection System		
		Improvement/Upgrading of the Existing Landfill		
		Improvement of the Sewerage and Drainage System		
		Development of Multi-Purpose Water Impounding and Treatment System		
12	Economic Development	Development of Economic Infrastructure Support		
		Roads Development Construction of the Coastal Boulevard and Alternative Diversion Roads		
		Construction of Radial Roads		
		Improvement/Upgrading of Barangay Roads		
		Other Infrastructure Construction of Common Transport Terminals		
		Construction of Cold Storage Facilities		
		Spring Development for Irrigation		
13	Economic Development	Development of Economic Services and Facilities		
		Development of the dry market into a first class commercial complex		
		Development of satellite markets		
		Establishment of one-stop shop for business permit acquisition		
		Provision of capital assistance for livelihood		
		Upland Agriculture Development		
14	Environmental Management	Eco-Tourism Development Program		
		Parks / Recreational Areas Development		
		Biodiversity Conservation		
15	Economic Development	Capability Building Program		
		Community-based Entrepreneurship Development Project (to involve micro finance management)		

**DRAFT CDS PLAN:  
Phitsanulok, Thailand**

## 1. External Influences and Issues

- 1) Environment  
Pollution in air / water / noise/ solid waste
- 2) Economy  
Frequent damage on agriculture from disaster (flood)  
Serious competition due to market economy
- 3) Social Problem  
Spread of drug addiction  
Inadequate healthcare  
Inadequate education  
Safety of life and property  
Deterioration of culture, customs and ancient places
- 4) Political problem  
Mass communication  
Inadequate authority to manage environment and evaluate its effects

## 2. Future Visions

- Our Beautiful town
  - Northern technological center
  - Cultural and tourist town
  - Economic center for the Indochina Intersection
- 1) Beautiful town  
Phitsanulok is a city with high livability and mutual cooperation among citizens. Focal areas are:
    - Peoples' participation in local government
    - Drug-free town
    - Encouragement of sense of belonging in the town
    - Alleviation of traffic problems
    - Environmental improvement
  - 2) Northern technological center  
Phitsanulok is a city of high economic competitiveness in the northern region of Thailand with focal points on:
    - Availability of higher technical education
    - Availability of sound information technologies
    - Availability of commercial accumulation and higher medical care
  - 3) Cultural and tourist town  
Phitsanulok is a city of natural resources and cultural heritage with utilization as:
    - Center of excellent and traditional Thai culture
    - Tourism service center for lower north
  - 4) Economic center for the Indochina Intersection  
Phitsanulok is located in the area of Indochina intersection. New industries have been developed in Phitsanulok, taking stock of its geographical advantages.

## Phitsanulok (the Kingdom of Thailand)

### 3. Strategies and Projects/Programs

To accomplish the future visions of the Municipality, the following strategies and actions (projects/ programs) are elaborated.

Vision	Strategy	Project/ Programs
Vision 1: Our Beautiful town	1. Peoples' participation in local government	<ul style="list-style-type: none"> <li>● Beautification and cleanliness campaign in local government</li> <li>● Setting up complaint office and external services</li> </ul>
	2. Drug-free town	<ul style="list-style-type: none"> <li>● Strict enforcement of dangerous drugs-related laws</li> <li>● Training rural representatives and setting up a network against drugs</li> <li>● Establishment of protection system against drugs by citizenry</li> <li>● Treatment/rehabilitation programs and clinics</li> <li>● Campaigns against drug use</li> </ul>
	3. Encouragement of sense of belonging in town	<ul style="list-style-type: none"> <li>● Cultural and historical mapping</li> <li>● City beautification campaign</li> </ul>
	4. Alleviation of traffic problems	<ul style="list-style-type: none"> <li>● Traffic safety program</li> <li>● Adaptation and development of public transportation</li> <li>● Road development</li> <li>● Pedestrian side-walk development</li> </ul>
	5. Environmental improvement	<ul style="list-style-type: none"> <li>● Wastewater treatment system</li> <li>● Public park</li> <li>● Dam project (constructed near Nan River)</li> </ul>
Vision 2: Northern technological center	1. Improvement of technical education	<ul style="list-style-type: none"> <li>● Improvement and development of technical training centers</li> <li>● Encouragement of technical education in secondary schools</li> <li>● Utilization of and collaboration with Naresuan University</li> </ul>
	2. Promotion and information technology	<ul style="list-style-type: none"> <li>● Setting up an information and administration center</li> <li>● Skills training in computer for the municipal employees</li> </ul>
Vision 3 : Cultural and tourist town	1. Center of excellent and traditional Thai culture	<ul style="list-style-type: none"> <li>● Maintenance and rehabilitation of local art and cultural assets</li> <li>● Maintenance and rehabilitation of ancient places and antiques</li> <li>● Art center and museum</li> </ul>
	2. Tourism service center for lower north	<ul style="list-style-type: none"> <li>● Strengthening of tourism relevant courses in vocational schools</li> <li>● Promotion campaign for local tourists</li> <li>● Promotion of convention, seminars and workshops in Phitsanulok</li> </ul>
Vision 4 : Economic center for the Indochina Intersection	1. Economic center for lower north	<ul style="list-style-type: none"> <li>● Commercial development</li> <li>● Utilization and collaboration of Naresuan University</li> </ul>
	2. Transportation hub for Indochina intersection	<ul style="list-style-type: none"> <li>● Expansion of airport facilities</li> <li>● Industrial estate and distribution center development</li> </ul>

## 4. Prioritization

### (1) Criteria for Prioritization

The CDS workshop participants also discussed how to set up the most appropriate criteria for prioritization such as:

- Financial and administrative capacity;
- Social acceptance by and advantage to the people;
- Continuation of development;
- Consistency with national development plan; and
- Environmental effects.

Before the prioritization of projects, which was discussed in the third stakeholders meeting, the above criteria were finalized among the stakeholders.

### (2) Priority Projects

The CDS workshop participants then discussed prioritization on the projects with the criteria. Finally, the following priority projects are identified:

- Wastewater treatment project;
- Beautification and cleanliness campaign in local government; and
- Public transport project.

In addition to the above projects, the participants suggested necessity of strengthening of local government, in particular financial management aspects of the municipality. It is therefore included the financial database development and management program as the priority project/ program.

- Financial data base development and management program

**DRAFT CDS PLAN:  
Ho Chi Minh, Vietnam**

## City Data at a Glance

<p><b>(Area)</b></p> <ul style="list-style-type: none"> <li>• Total area: about 2,100 km<sup>2</sup></li> <li>• Urban area: about 140km<sup>2</sup> (6.7% of total)</li> </ul> <p><b>(Population)</b></p> <ul style="list-style-type: none"> <li>• Total population in 1999: about 5.1 million (6.6% of the nation)</li> <li>• Urban population: about 4.1 million</li> <li>• Average growth rate (1990-1999): 2.36% per year.</li> </ul> <p><b>(Population Density)</b></p> <ul style="list-style-type: none"> <li>• Population density in HCMC as a whole in 1999: 24.2 pers. / ha.</li> <li>• Population density in urban area in 1999: 94.2 pers. / ha.</li> </ul> <p><b>(Economy &amp; Industry)</b></p> <ul style="list-style-type: none"> <li>• GRDP in 1999: US\$3,450 million (19% of the national GDP)</li> <li>• Growth rate of GRDP in 5 years: 10%</li> <li>• GRDP per capita in 1999: US\$ 1,220 (national average: about US\$ 240)</li> <li>• Investment accumulation to HCMC in the nation: 12.9% in 1991 to 25.6% in 1998</li> <li>• GRDP share by sector in 1999: primary sector 2.2%; secondary sector 44%; tertiary sector 53% (service sector shows the highest growth rate of about 10% per year in these 5 years)</li> </ul>	<p><b>(Work Force)</b></p> <ul style="list-style-type: none"> <li>• Total number of labor force in 1999: 1.94 million, primary sector 11.6%; secondary sector 38.9%; tertiary sector 49.5%.</li> </ul> <p><b>(Housing &amp; Settlement)</b></p> <ul style="list-style-type: none"> <li>• Number of house in 1998: 530,784</li> <li>• Number of household in 1999: 900,000</li> <li>• Average floor area / person in 1999: 5.5 m<sup>2</sup></li> <li>• Number of slum house in 1998: about 53,000</li> </ul> <p><b>(Environment / pollution)</b></p> <ul style="list-style-type: none"> <li>• Waste water discharge without treatment in 1996: about 600,000 m<sup>3</sup> / day</li> <li>• Solid waste generation in 1996: 4,000 ton / day (among which 400 ton is discharged into canals &amp; rivers)</li> </ul> <p><b>(Socio-economic)</b></p> <ul style="list-style-type: none"> <li>• Households below poverty line in 1999: 9.6%</li> <li>• Automobile ownership in 1998: 8.1 cars / 1000 population</li> <li>• Child mortality rate in 1998: 5.0 / 1000 population</li> </ul>
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## Potentials for and Constraints against Development

<p><b>Endowments and Potentials</b></p> <ul style="list-style-type: none"> <li>• Accumulation of capital and industries</li> <li>• Advantageous location &amp; existence of intensive transportation terminals</li> <li>• Abundant human resources with advanced skill and education</li> <li>• Diverse range of rich natural resources in the region</li> <li>• Rich historical and cultural heritage (e.g. architecture, landscape, traditional art &amp; craft)</li> </ul>	<p><b>Constraints</b></p> <ul style="list-style-type: none"> <li>• Unstable economic foundation (low productivity &amp; inefficient production process)</li> <li>• Insufficient infrastructure capacity and environmental degradation</li> <li>• Increasing social problems (e.g. poverty, insecurity, violence)</li> <li>• Weak urban planning and management system</li> </ul>
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## Ho Chi Minh City (Socialist Republic of Vietnam)

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### Key Issues in the City

**Creation of a "Multiple Centers Urban Structure":**

- to rehabilitate existing urban area (12 districts) and expand inner district (5 districts)
- to create new urban center in the suburban areas of HCMC
- to develop "counter-weighted urban area" outside HCMC

**Development of sufficient transportation system:**

- to develop the appropriate public transportation system within the inner city and connecting the inner and suburban areas by railway, bus and various traffic modes with the proper traffic management system
- to develop roads connecting the inner city area and multiple centers and other provinces

**Strengthening the economic function:**

- to enhance efficiency and productivity of the prioritized industries (food, consumer good , electrical, electronic mechanical engineering, mechanics and ship building)
- to strengthen commercial and financial function to support HCMC's industries
- to invest "spear head" industries (electronics, information, biological, new material accuracy manufacturing and mechanical industries)
- to coordinate the urban development strategy with economic development

**Improvement of urban environment:**

- to develop the appropriate infrastructure to address environmental pollution
- to relocate the industrial facilities to the planned industrial areas
- to create an ecological urban center; to rehabilitate canal system

**Rehabilitation and embellishment of human life:**

- to provide socio-economic infrastructure (e.g. schools, hospitals, culture & sports facilities)
- to supply enough number of affordable housing with proper infrastructure

**Creating appropriate urban management structure in the government:**

- to enhance institutional capacity of the government and develop proper regulatory system
- to enhance inter-governmental coordination

**Improvement of Local Government Revenue:**

- to promote Revenue Improvement Program for strengthening the financial capacity

### Vision on the Future

**Overall Visions of HCMC: Renaissance Ho Chi Minh City****- A Pearl That Will Shine In The 21<sup>st</sup> Century -****(Short- and Medium-Term)**

Vision: Livable & Equitable City for the people

Strategies: The environmental improvement of the inner city area should be addressed urgently. At the same time, HCMC should make effort to promote labor intensive industries to provide job opportunities for the poor.

**(Long-Term)**

Vision: An Outstanding "Techno-Polis" of Asia

Strategies: High-tech oriented industries have to be promoted to lead the country's economy in the 21<sup>st</sup> century. And the multiple centers urban structure should be materialized to accommodate the country's largest population and economy.



## Development Strategies - 1

### << Capital Investment Strategies >>

#### **[A] Creation of a "Multiple-Center Urban Structure"**

- (1) To promote the corridor development toward the four new suburban centers (Thu Duc, District 12, Binh Chanh, Saigon South) in the suburban areas of HCMC, by stronger government initiatives for providing basic urban infrastructure based on a practical implementation program, as well as for attracting private investment in urban development, inviting foreign industrial investment and for improving access.
- (2) To promote the development in the satellite towns (Cu Chi as an industrial zone for agricultural products, and Can Gio as an area for the logistic and fishing industries).
- (3) To promote the development in Thu Thiem (District 2) as a new urban center near the existing urbanized area by stronger government initiative as other new suburban centers.
- (4) To promote the development of affordable housing along the corridors toward the four suburban centers.

#### **[B] Development of Sufficient Transportation System**

- (5) To develop an affordable and convenient bus transportation system for the inner city area.
- (6) To develop an affordable and convenient bus transportation system along the corridors connecting the inner city area and the four suburban centers.
- (7) To prepare for the development of rail-based transit for the inner city area for the future.
- (8) To prepare for the development of rail-based transit along the corridors connecting the inner city area and the four suburban centers for the future.
- (9) To continue the efforts at road development not only for solving the present traffic problems but also for promoting urban structural changes.
- (10) To establish "a center for information, regulation and forecasting of the transportation flows in the inner city to alleviate traffic jam.

#### **[C] Strengthening the economic function**

- (11) To strengthen the economic function as a core task of HCMC by utilizing and developing its advantageous and available resources such as science research activities and training.
- (12) To transform HCMC's economic structure to be "Industry - Service – Agriculture", and to overcome the constraint of long distance among the country's provinces by promoting the investment activities of transportation services, and the telecommunication and tourist industries.
- (13) To attract "spear head" industries (electronics, information, biological, new material, and precision mechanical industries) by developing stronger linkage between public research and development institutes and the private business sectors.
- (14) To encourage domestic enterprises to play major roles for industrial development in the future.
- (15) To promote medium and small sized enterprises as a foundation of the HCMC's industrial development.

## Ho Chi Minh City (Socialist Republic of Vietnam)

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### Development Strategies -2

**[C] Strengthening the economic function (continued from previous page)**

(16) To strengthen commercial and financial functions to support industrial development

**[D] Improvement of the urban environment**

(17) To reconstruct the sewer system for improving the water environment of the rivers and canals.

(18) To introduce an industrial waste management system for the industries.

(19) To promote the relocation of the exiting polluting industries located in the inner city area to the four suburban centers by establishing a supporting system for industrial relocation.

(20) To introduce an integrated solid waste management system promoting recycling and community participation

**[E] Rehabilitation and embellishment of human life**

(21) To develop social infrastructure (school, hospitals and parks) in the suburban districts.

(22) To develop urban green areas related to the existing green areas and protected forest areas.

(23) To rehabilitate the living environment in the inner city area by relocation and by providing social infrastructure.

(24) To provide affordable housing in the inner city area for improving the living conditions of the poor.

(25) To upgrade and develop technical and vocational training system in the city for the implementation of industrialization and modernization program.

**<< Institutional and Management Strategies >>**

**[F] Creating appropriate urban management structure in the government**

(26) To develop a more practical and strategic urban planning system for the medium and long-terms using consultative and participatory planning approaches by multi-agencies and multi-sectors.

(27) To establish an appropriate urban management system by continuing training efforts and enhancing the Management Information System / Geographical Information System (MIS/GIS).

(28) To establish a comprehensive environmental monitoring system and formulate an environment management strategy, paying attention to river water pollution, promotion of environmental impact assessment (EIA) and public environmental awareness.

**[G] Improvement of local government revenues**

(29) To conduct studies for improving revenues, enhancing the local financial capacity and exploiting the way of internal recourses, such as BOT and mobilizing various sources into urban development and public service management to reduce budget expenditure.

## Priority Project / Program List

No.	Project/ program	GAM					TOTAL SCORE (Weighted)	PRIORITY	Consistency with the CDS	Implementation Capacity	Project preparedness	Related project	Note/ Remark	CDS priority
		ECO.	FIN.	SOC.	ENVI.	ENV.								
<b>A. "Creation of a "Multiple Centers Urban Structure"</b>														
1	1/Establishing a new satelined urban areas - Planning and Investing a pilot model	3.9	3.3	4.8	3.3	105.80	1	5	3	E	+ Asian High Way	Necessary for population dispersion policy	1	
2	2/ Planning for population distribution and infrastructure development in suburban areas of HCMC	4.0	2.9	4.4	3.7	102.06	3	5	3	E	+ Projects of Infrastructures in suburban areas		2	
3	3/ Center for trade and service of the City in western Binh Chanh District.	3.7	3.7	4.1	2.6	96.20	4	3	0	E	+ Road projects + Railway project connecting to Mekong Delta Region	Necessary for population dispersion policy		
4	4/ Building a commercial and service center in northern District 12	3.7	3.4	3.8	2.7	92.01	5	5	3	E	+ Infrastructure projects + Asian Highway	Multi_center implementation on scheme	3	
5	5/ Planning for moving population of existing inner areas and new residential areas in the new districts and suburban areas.	4.0	2.8	4.5	4.0	103.92	2	3	3	E	+ Relocation of polluted industries + New Residential areas develop.			
<b>B. Development of sufficient transportation system</b>														
1	6/ Project for public transportation development and environmental improvement of HCMC	3.1	2.5	4.0	4.2	113.35	6	5	3	C		OECF Loan from ITOCHU Company (Japan)		
2	7/ Project for building Tan Thuan 2 bridge	3.8	2.9	3.7	3.3	112.12	7	5	3	E				
3	8/ Cong Trung Dan Chu intersection upgrading	2.3	1.8	2.8	2.7	79.22	13	3	3	E				

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(iii) Five types: (A): Ongoing, (B) Approved, (C) Submitted (D) Not-Submitted (PFS conducted), (E) Not-Submitted (Planning stage)

## Priority Project / Program List

No.	Project/ program	GAM					TOTAL SCORE (Weighted)	PRIORITY	Consistency with the CDS	Implementation Capacity	Project preparedness	Related project	Remark/ Note/	CDS priority
		ECO.	FIN.	SOC.	ENVI.	Y								
4	9/ Bay Hien intersection upgrading	2.9	2.5	3.5	2.9	96.71	10	3	3	E	+ Western Ring Road			
5	10/ Phu Nhuan intersection upgrading	2.8	2.6	3.1	2.7	91.26	12	5	3	E				
6	11/ Over Highway from TSN airport to center area	2.4	2.3	2.6	2.0	75.23	14	5	3	E				
7	12/ Building connecting road from To Hien Thanh-Binh Thoi to Binh Chanh District	2.8	2.5	3.4	2.5	91.64	11	3	3	E				
8	13/ East-western link road in HCMC	<b>4.2</b>	<b>3.2</b>	<b>4.4</b>	<b>3.5</b>	<b>125.45</b>	<b>1</b>	5	-	C		JBIC loan (1999-2000)		
9	14/ Western inner ring road (from Hong lac – HL2 intersection to Binh Thuan highway)	3.9	3.1	3.9	3.2	115.14	4	5	5	E	+ Western Ring Road		<b>2</b>	
10	15/ Western inner ring road (from TSN to Hong lac – HL2 intersection)	3.7	3.2	4.0	3.2	115.01	5	5	3	E	+ Western Ring Road + TSN-BL_Outer Ring Road		<b>3</b>	
11	16/ TSN – Binh Loi – Outer ring road	3.5	2.8	3.5	2.9	102.94	9	3	5	B	+ Western Ring Road + Eastern Ring Road	Malaysia BOT but it is stopped now (Financial crisis)		
12	17/ Building Phu My bridge passing Saigon river and connecting road to LTL 25	<b>4.0</b>	<b>3.1</b>	<b>3.7</b>	<b>3.4</b>	<b>115.35</b>	<b>3</b>	5	3	E		Calling foreign investment	<b>1</b>	
13	18/ South Northern link Road in HCMC	<b>4.4</b>	<b>3.4</b>	<b>4.1</b>	<b>3.2</b>	<b>122.49</b>	<b>2</b>	5	5	C		Supporting for borrowing foreign loan		
14	19/ Eastern inner ring road of HCMC	3.8	2.8	3.5	3.0	107.72	8	5	3	E	+ Phu My Brifge + TSN-BL-Outer Ring Road			

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## Priority Project / Program List

No.	Project/ program	GAM					Consistency with the CDS	Implementation capacity	Project preparedness	Related project	Note/ Remark	CDS priority Assessment
		ECO.	FIN.	SOC.	ENVI.	TOTAL SCORE (Weighted)						
<b>C. Strengthening the economic function</b>												
1	20/ Investment of production expansion of Tham Luong Textile Factory	3.3	2.8	3.2	2.1	92.45	13	3	5	C		
2	21/ Investing to deeper expansion and diversifying textile products (Phan Van Khoe Factory)	3.2	2.5	2.9	2.4	89.02	15	3	5	E		
3	22/ Relocation and modernization of Phan Van Tri dye-house	3.3	3.0	3.5	3.9	106.44	4	3	5	C		
	23/ Building a new Pulling Fibber Factory										Proposing Italy OAD but not it is difficult to implement ODA Italy	
4	24/ Application for automatic technology in molding at Molding Mechanic Industry.	3.5	3.4	3.2	2.9	104.30	6	5	0	E	Very necessary technical support	<b>2</b>
5	25/ "Relocation and modernization of textile and dyeing of Saigon 1 textile Company."	3.4	2.9	3.3	3.9	105.43	5	5	5	C		
6	26/ "Relocation and establishing a production line of silk paper (12-24 g/m2) of Mai Lan Paper Mill."	<b>3.5</b>	<b>3.0</b>	<b>3.5</b>	<b>4.0</b>	<b>108.97</b>	<b>2</b>	3	5	C	+ Tan Tao Industrial Zone	
7	27/ Fishing Port in Can Gio District	3.4	2.9	3.4	2.9	100.24	7	5	3	C		<b>3</b>
8	28/ Producing an artificial sperm of pig and cow (high products)	3.3	3.2	2.9	2.5	95.82	10	5	5	E		
10	29/ Plant for organic fertilizer production of HCMC	3.0	3.1	2.9	2.3	90.56	14	5	5	E		
11	30/ Plant for processing sea products (Viet Long Processing Plant)	3.4	3.2	3.0	2.4	96.42	9	5	5	E		
12	31/ Plant for special glass products	3.2	2.9	2.9	2.8	94.39	11	5	5	E		

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## Priority Project / Program List

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		ECO.	FIN.	SOC.	ENVI.	TOTAL SCORE (Weighted)						
13	32/ Construction material Super Market in HCMC	2.7	2.7	2.7	2.7	86.18	16	3	5	E	+ Northern Rach Chiet Residential Areas	
14	33/ Center for trade and underground parking place	3.1	2.8	3.0	2.7	92.85	12	3	5	C	+ North_South Highway (Stage I)	Supporting for borrowing foreign loan
15	34/ Establishing a center for software technology	4.0	3.9	3.7	4.0	123.73	1	5	3	B	+ National Information Technology Development project	Necessary experts of technology market, finance
16	35/ The policy and mechanism in relation to issue the law of controlling monopoly and competition in the market economy	2.5	2.3	3.0	2.9	83.86	17	3	5	E		
17	36/ Studying mechanism and policy to implement public financial institution as self-management (relative independent) in relation with the law of Population Council, People's Committee and the law of budget.	3.0	2.8	3.5	3.0	96.77	8	5	5	E		
<b>D. Improvement of urban environment</b>												
1	37/ Studying on model of ecologically industrial zones in HCMC	2.8	2.7	3.7	4.7	106.18	1	5	5	E	+ Environment Master Plan (ADB)	
2	38/ Establishing a Center for environmental education and raising community awareness.	2.7	2.5	3.7	4.5	102.37	4	5	5	E		
3	39/ Building some detailed targets on environmental protection relevant to socio-economic development strategy of HCMC.	2.9	2.5	4.0	4.4	104.22	3	3	5	E	+ Environment Improvement Project in HCMC + Socio-Eco Master Plan of HCMC	

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## Priority Project / Program List

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		ECO.	FIN.	SOC.	ENVI.	TOTAL SCORE (Weighted)						
4	40/ Studying on model of environmental management in industrial and processing zones in HCMC	2.6	2.3	3.6	4.7	101.95	5	E				
5	41/ Tackling pollution from transportation activities in HCMC	2.7	2.4	3.5	4.4	98.71	5	E				
6	42/ Studying on rehabilitation of environment of Tham Luong- Ben Cat domain.	2.5	2.4	3.9	4.8	104.35	2	E	+ Environment Planning Project (ADB) + Drainage project (JICA) + Dredging Tham Luong Canal		2	
7	43/ Stage I: Environmental improvement project of Tau Hu- Ben Nghe- Doi- Te canal.	2.5	2.5	3.5	4.2	96.15	10	C	+ Environment Improvement project in HCMC (ADB) + East West Link Road	+ JBIC loan within 30 years (1.8% interest rate) + Available Relocation option		
8	44/ Establishing a system of waste water treatment of hospitals in HCMC	2.5	2.3	3.9	4.4	99.39	7	C				
9	45/ Management of air pollution	2.4	2.1	3.6	4.5	97.58	9	C	+ Environment Planning Project (ADB)			
10	46/ Management of toxic waste	2.7	2.5	3.6	4.5	101.68	6	C			3	
11	47/ Master plan for waste management	2.2	1.9	3.6	4.5	94.64	11	E				
12	48/ Improvement of environment in HCMC	2.3	2.1	3.5	4.2	92.78	12	B				
<b>E. Rehabilitation and embellishment of human life</b>												
1	49/ Building new schooling classes in suburban areas	2.9	2.2	4.7	4.1	100.18	1	E			1	

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		ECO.	FIN.	SOC.	ENVI.	TOTAL SCORE (Weighted)	PRIORITY						
2	50/ Upgrading schooling classes in Sub-urban areas	2.8	2.2	4.5	3.8	96.03	5	5	E				
3	51/ Equipment of kindergarten and secondary school in Sub-urban areas	2.7	1.9	4.3	3.6	90.48	15	5	E				
4	52/ Providing equipment for technical schools	2.9	2.0	4.0	3.4	87.10	22	5	E				
5	53/ Upgrading some schools in training	3.1	2.2	4.2	3.6	92.37	10	5	E				
6	54/ Training and standardizing teachers in Sub-urban areas	2.7	1.9	4.1	3.5	87.92	21	5	E				
7	55/ Building two Center for Comprehensive Technical skill education	3.1	2.3	4.5	3.7	96.25	4	5	E			2	
8	56/ Building new schooling classes in inner area	3.0	2.6	4.5	3.9	98.13	2	3	E				
9	57/ Upgrading 4,610 classes in inner area	2.8	2.4	4.1	3.6	90.54	14	5	E				
10	58/ Equipment for kindergarten and secondary school in inner area	2.7	2.4	4.1	3.7	90.60	13	3	E				
11	59/ Planning for scenery, canal system and greening belt of HCMC	2.6	2.3	3.6	4.7	90.84	12	3	A	+ Socio-Eco. Master Plan of HCMC	Necessary for land storing		
12	60/ Planning for park and recreation areas in HCMC	2.9	3.0	3.8	3.9	91.88	11	5	A	+ Greening Plan to 2010 of Transport and Public Work Dept.			
13	61/ Building infrastructure and urban areas of An Phu- An Khanh, D.2, HCMC	3.1	2.9	4.0	3.6	92.89	9	5	E	+ Relocation Project			
14	62/ Building house along the river of Saigon in Binh Thanh District, HCMC	2.6	2.8	3.6	2.7	80.62	24	5	A	+ Access Road to Binh Hoa Industrial Zone + Expansion of No trang Long Treet	Belong to the Binh Hoa Industrial Zone project		

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No.	Project/ program	GAM					Consistency with the CDS	Implementation Capacity	Project preparedness	Related project	Note/ Remark	CDS priority
		ECO.	FIN.	SOC.	ENVI.	TOTAL SCORE (Weighted)						
15	63/ Building housing project in Ward 16, District 8	2.7	2.8	3.5	2.8	80.65	3	5	E	+ East-West Link Road		
16	64/ Building housing project in Ward 16, District 8	2.7	2.7	3.5	2.8	80.34	3	3	E	+ East-West Link Road	Necessary technical support	
17	65/ Building housing project in Phu My Ward, District 7, HCMC	2.8	3.0	3.9	3.5	89.65	3	3	C	+ Physical Plan of D.7 and HCMC	Technical support for strengthening weak land background	
18	66/ "Building a modern Emergency Center "	2.9	3.0	4.4	3.4	94.60	5	5	E	+ Upgrading Ly Thuong Kiet - To Hien thanh Intersection		
19	67/ Building two centers for body recovery	3.0	2.8	4.0	3.2	89.34	5	3	E			
20	68/ Building a Center for providing blood	2.9	3.0	4.0	3.1	88.93	5	3	E			
21	69/ Building a Center for urology	2.9	2.9	4.0	3.3	89.72	5	5	E			
22	70/ Building Center for Nerves	2.8	2.7	3.9	3.5	89.25	5	5	E			
23	71/ Building Center for Tumor and Ulcer	3.1	3.1	4.4	3.5	96.44	5	5	E		3	
24	72/ "Building Center for Otorhinolaryngology"	3.2	3.2	4.1	3.5	94.78	5	5	E			
25	73/ Building a Center for Heart and Pulse	3.0	3.0	4.1	3.5	93.18	5	5	E			
<b>F. Creating appropriate urban management structure in the government</b>												
1	74/ Studying policies to implement urban construction following master plan of HCMC	2.7	2.2	3.5	3.2	85.55	5	3	E	+ GIS project	Foreign aid of Japan (JICA) consideration	2
2	75/ Studying the feasibility of method of building physical master plan	2.4	2.1	2.9	2.7	74.35	3	5	C	+ Policy for implementing Urban Construction		

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No.	Project/ program	GAM					TOTAL SCORE (Weighted)	PRIORITY	Consistency with the CDS	Implementation capacity	Project preparedness	Related project	Note/ Remark	CDS priority Assessment
		ECO.	FIN.	SOC.	ENVI.	ENV.								
3	76/ Management of urban technical infrastructure (including underground) by GIS	2.8	2.3	3.3	3.2	85.17	2	5	3	E	+ Projects for roads, Electric, water	ODA from JICA consideration	1	
4	77/ Planning for transportation roads (width of road) as basis for urban management.	2.4	2.1	2.9	2.8	74.93	3	3	3	E	+ Amendment of Planning in HCMC		3	

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# ***URBAN KARTE***

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**Urban Karte of the Seven Cities in the Philippines**

**URBAN KARTE:**  
**City Profile Karte**

## 1. City Profile Karte

	Dapitan	Diplog	Lapu Lapu	Olongapo	Roxas	Sagay	San Fernando
Population (1998)	66,672	98,015	212,590	229,427	128,464	137,016	96,400
Urban Population (1998)	12,430	32,280	93,540	229,427	58,026	49,312	71,217
Population growth rate (1990-1998)	1.53%	2.59%	4.80%	2.16%	2.78%	2.47%	1.59%
Urban Population growth rate(1990-1998)	2.26%	2.59%	4.80%	2.16%	1.89%	2.19%	6.17%
Population by under 15 (1995)	22,551	22,696	83,676	62,832	39,696	51,083	30,335
Population by 15-64 (1995)	38,221	54,826	121,622	112,027	69,190	72,954	57,235
Population by over 65 (1995)	2,930	3,101	7,292	4,895	4,769	4,337	4,373
Administrative land area (km2)	295.21	136.28	64.24	185.00	101.96	330.34	105.25
Urbanized land area (km2)	3.93	2.55	2.63	23.78	17.83	44.05	29.19
Population density in municipality area (persons/km2)	225.85	719.22	3,309.21	1,240.15	1,259.95	414.77	915.91
Population density in urbanized area (persons/km2)	3,162.85	12,658.82	35,513.11	12,793.65	3,254.12	1,119.46	2,439.77
Number of households (1995)	11,935	17,972	35,432	38,908	22,822	21,185	18,469
Average household size (1995)	5.34	5.05	5.02	4.62	5.20	6.06	4.98
City product of Primary Sector (million pesos)	N.A.	N.A.	N.A.	N.A.	N.A.	3,045	N.A.
City product of Secondary sector (million pesos)	N.A.	N.A.	N.A.	N.A.	N.A.	895	N.A.
City product of Tertiary Sector (million pesos)	N.A.	N.A.	N.A.	N.A.	N.A.	38	N.A.
No. of Employment 1995	36,398	31,495	51,000	50,287	45,960	28,035	32,496
Employment by industrial sector (Primary)	N.A.	27.9%	0.2%	2.9%	22.0%	N.A.	58.0%
Employment by industrial sector (Secondary)	N.A.	11.2%	82.7%	23.0%	12.4%	N.A.	17.0%
Employment by industrial sector (Tertiary)	N.A.	60.9%	17.1%	74.1%	65.6%	N.A.	21.0%

Source: Dapitan City, Dipolog City, Lapu Lapu City, Olongapo City, Sagay City, and San Fernando City

**URBAN KARTE:**  
**City Baseline Karte**

## 2. City Baseline Karte

Criteria	Subject Areas	Indicators	Dapitan	Dipolog	Lapu Lapu	Olongapo	Roxas	Sagay	San Fernando	
Livability	Basic Urban Services	% of households with access to piped water	13.9%	23.0%	37.2%	80.0%	47.6%	41.6%	34.3%	
		% of households with access to power	35%	52%	93%	90.0%	51%	26%	79.4%	
		% of households with access to solid waste collection	N.A.	40.9%	N.A.	100%	70.1%	N.A.	38.4%	
		% of enrollment in primary schools	39	N.A.	95	N.A.	123.87	N.A.	N.A.	
		% of enrollment in secondary schools	19	N.A.	88.7	N.A.	120.03	N.A.	N.A.	
		No. of hospital beds per 1000 population	1.12	2.99	0.24	1.86	2.73	0.78	4.47	
		No. of medical doctors per 1000 population	0.180	0.745	0.09	0.28	1.21	N.A.	1.06	
		No. of health workers per 1000 population	0.39	0.88	0.22	0.41	1.28	N.A.	1.44	
		Road length per Area (km/km2)	1.40	1.66	1.78	0.82	1.37	1.05	1.45	
	Healthful Environment	Amount of tapped water supplied per person (litter)	-	-	372.1	235.8	-	-	261.7	
		Amount of solid waste per person (m3/person)	0.0003 cum	0.0035 cum	0.0024 cum	0.0013 cum	0.0013 cum	0.365 kg	0.0031 cum	
		Duration of remaining life of existing final disposal site	-	50 years	5-10 years	-	-	-	15 years	
		% of road with drainage/ side ditch	-	-	-	-	-	-	-	
		% of households with access to sewerage	0%	0%	N.A.	0%	0%	0%	0%	
	Safe Environment	No. of households damaged by a floods in the past decade	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	
		% of flood prone areas	1.1%	1.6%	None	N.A.	N.A.	N.A.	N.A.	
		No. of crimes per 1000 population	1.72	11.65	0.43	1.36	1.43	0.53	1.42	
		No. of car accidents per 1000 population	1.17	3.04	N.A.	5.40	5.71	1.60	0.15	
		No. of fires per population	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	
	Poverty	% of households below poverty line	N.A.	N.A.	52.20%	N.A.	80%	N.A.	N.A.	
	Housing	Number of House Units per Household	1.00	0.85	1.00	1.10	0.84	1.00	0.88	
		% of households in informal housing (squatter settlement)	0.6%	14.4%	2.0%	0.47%	54.8%	2.0%	2.62%	
	Amenity and Culture	Park space per person (m3)	1.650	0.111	0.047	N.A.	0.983	-	0.07	
		No. of cultural facilities (Sports Facilities)	N.A.	9	4	3	4	N.A.	25	
		No. of cultural facilities (Hall)	1	1	1	1	2	N.A.	10	
		No. of cultural facilities (Museum)	1	0	0	0	1	N.A.	1	
		No. of historical sites	1	N.A.	1	N.A.	N.A.	N.A.	N.A.	
	Competitiveness	Structure of Economic Productivity	City product of Primary Sector (million pesos)	N.A.	N.A.	N.A.	N.A.	N.A.	3,045	N.A.
			City product of Secondary sector (million pesos)	N.A.	N.A.	N.A.	N.A.	N.A.	895	N.A.
			City product of Tertiary Sector (million pesos)	N.A.	N.A.	N.A.	N.A.	N.A.	38	N.A.
GDP per Capita (pesos)			N.A.	N.A.	N.A.	N.A.	N.A.	29,031	N.A.	
Change of Number of Employment during past 5 years			N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	
Employment by industrial sector (Primary)			N.A.	27.9%	0.2%	2.87%	22.02%	N.A.	44.79%	
Employment by industrial sector (Secondary)			N.A.	11.2%	82.7%	23.02%	12.43%	N.A.	18.71%	
Employment by industrial sector (Tertiary)			N.A.	60.9%	17.1%	74.10%	65.56%	N.A.	32.29%	
No. of foreign direct investment			-	-	-	-	-	-	-	
Human Resources		% of population with higher education	-	-	-	-	-	-	-	
		No. of institutes, vocational schools, universities	14	10	6	12	11	2	13	
Advanced Technology		% of households with a telephone connection	3%	3%	25%	49.6%	23.5%	6.6%	35.7%	
		No. of internet connection outlet	N.A.	5	Yes	2	Yes	N.A.	2	
Market Accessibility		Time Distance to Capital City (by Airplane)	(70 min from Dipolog)	70 min	45 min	30 min	45 min	-	-	
		Existence of highway, railway, seaport, airport, etc.	Yes	Yes	Yes	Yes	Yes	Yes	Yes	
		Distance to export port by track	0.25 hrs	0.5 hrs	0.5 hrs	0.25 hrs	2 hrs	3 hrs	0.25 hrs	
Criteria		Subject Areas	Indicators	Dapitan	Dipolog	Lapu Lapu	Olongapo	Roxas	Sagay	San Fernando

## 2. City Baseline Karte

Criteria	Subject Areas	Indicators	Dapitan	Dipolog	Lapu Lapu	Olongapo	Roxas	Sagay	San Fernando
Governance And Management	Efficiency of Service Delivery	No. of public enterprises or private firms responsible for service delivery	-	-	-	-	-	-	-
		Progress of out-sourcing of public services (water supply)	Water District	Water District	Water District	Water District	Water District	Water District	Water District
		Progress of out-sourcing of public services (solid waste)	City Hall	City Hall	City Hall	City Hall, Garbage Fee is collected.	City Hall	City Hall	City Hall
		No. of local government staffs per 1000 population	8.86	6.16	1.99	6.48	9.01	3.21	5.81
		No. of Computer installed in City Hall per staff	-	-	-	-	-	0.03	-
		% of local government staffs with professional qualification	-	-	-	-	-	-	-
	Autonomy of Local Government	% of local revenue in total revenue (1997)	6.5%	22.3%	53.4%	68.69%	28.4%	13.7%	62.51%
		Appointment or election of mayor and local council	Election	Election	Election	Election	Election	Election	Election
	Inter-governmental Coordination	% of transfer from central and/or provincial governments in total local revenue (1997)	93.5%	77.7%	46.6%	31.31%	71.58%	82.50%	37.49%
	Transparency of Local Government	No. of NGOs and/or community organizations	12	N.A.	3	N.A.	63	N.A.	N.A.
		Institutional framework for public participation in decision-making process	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.
	Bankability	Structure of Revenue and Expenditure	Local government revenue per person (pesos) 1997	2,526.2	1,632.5	1,425.5	2,315.1	1,354.4	1,491.3
Local tax revenue per person (1997)			24.9	71.8	467.5	244.4	262.7	131.2	241.9
% of local government revenue (Local Tax) (1997)			1.0%	4.4%	32.8%	10.6%	19.4%	8.8%	38.0%
% of local government revenue (Fees and Charges) (1997)			0.4%	1.2%	5.1%	2.9%	5.4%	0.8%	6.8%
% of local government revenue (Economic Enterprises) (1997)			0.9%	4.8%	1.3%	54.3%	3.6%	1.4%	16.8%
% of local government revenue (Aids and Allotment) (1997)			93.5%	77.7%	46.6%	26.5%	71.58%	82.50%	68.3%
% of wages of local government staffs in total local expenditure			N.A.	N.A.	39.8%	26.70%	61.30%	N.A.	40.15%
% of investment expenditure in total local expenditure			N.A.	N.A.	25.70%	N.A.	N.A.	N.A.	N.A.
Credit Worthy		Present dept service ratio	-	-	-	-	-	-	1.32%
		Total amount of borrowings, issued bonds (thousand pesos) (1999)	-	-	-	-	-	19,945	-
	% of saving in expenditure	N.A.	N.A.	N.A.	1.83%	N.A.	N.A.	0.92%	

Source: Dapitan City, Dipolog City, Lapu Lapu City, Olongapo City, Sagay City, and San Fernando City



**URBAN KARTE:**  
**City Strategic Karte**

### 3. City Strategic Karte City: Dapitan

Vision: Dr. Jose P. Rizal Heritage Center and Eco-Tourism Paradise of Southern Philippines

Strategies	Projects/ Programs	Strategic Karte Indicators	Data		
Strategies 1:	Creation of Seven Thematic Zone	Land use			
		Land use (Residential) ha	325.29		
		Land use (Commercial) ha	95.76		
		Land use (Institutional) ha	250.97		
		Land use (Agricultural) ha	21963.86		
		Land use (Forest) ha	4799.43		
		Land use (Tourism) ha	625.22		
		Land use (Industrial) ha	194.5		
		Land use (Park & Open spaces) ha	650.98		
		Land use (Area Priority Development) ha	30		
		Land use (Cogon land and Non-Productive Areas) ha	585		
		No. of Visitors and Tourists	3,225		
		Environmental Degradation Area	-		
Program/Project 1.1:	Updating of the City Land Use Plan and Revision of Zoning	Existence of updated Land use plan and Zoning	None		
Strategies 2:	Implementation of the SULONG Barangay	No. of attendants of seminars and trainings	-		
		% of households with access to piped water	13.9%		
		% of households with access to power	35%		
		Road length per Area (km/km2)	1.40		
		No. of Health Center	3		
		No. of cultural facilities (Sports Facilities)	N.A.		
		% of households with a telephone connection	3%		
		Income of Households	N.A.		
		% of households with access to solid waste collection	N.A.		
		Number of House Units per Household	1.00		
		Classroom - pupil ratio (primary)	N.A.		
		Classroom - pupil ratio (secondary)	N.A.		
		Program/Project 2.1:	Barangay Capability Building Program	No. of attendants of seminars and trainings	-
		Program/Project 2.2:	Provision of Baranagay-Based social and infrastructure projects	% of households with access to piped water	13.9%
				% of households with access to power	35%
				Road length per Area (km/km2)	1.40
				No. of Health Center	3
				No. of cultural facilities (Sports Facilities)	N.A.
				% of households with a telephone connection	3%
		Income of Households	N.A.		
		% of households with access to solid waste collection	N.A.		
		Number of House Units per Household	1.00		
		Classroom - pupil ratio (primary)	N.A.		
		Classroom - pupil ratio (secondary)	N.A.		
Strategies 3:	Tourism Promotion and Marketing	No. of Tourist and Visitors	3,225		
		No. of days staying in Dapitan	-		
		Amount of Investment	-		
		Value added in Tourism Sector	N.A.		
		Program/Project 3.1:	Kinabayo Festival	No. of Tourist and Visitors	3,225
		Program/Project 3.2:	Pasko sa Dapitan and other Tourism come-ons	No. of Tourist and Visitors	3,225
		Program/Project 3.3:	Tri-media promotions in coordination with the Department of	No. of activities and promotions	-
Strategies 4:	Development of the Dr. Jose P. Rizal Heritage Center	No. of Visitors to the Dr. Jose P. Rizal Heritage Center	-		
		No. of Research and Document done by the Center	-		
		Program/Project 4.1:	Research and documentation of Rizal's life	No. of Research and Document done by the Center	-
		Program/Project 4.2:	Information and Education campaign	No. of people who involved in the campaign	-
		Program/Project 4.3:	Construction of Replicas	Completion of Construction of Replicas	-
					-

### 3. City Strategic Karte City: Dapitan

Vision: Dr. Jose P. Rizal Heritage Center and Eco-Tourism Paradise of Southern Philippines

Strategies	Projects/ Programs	Strategic Karte Indicators	Data	
Strategies 5:	Development of Eco-Tourism Attractions	No. of Visitors and Tourists of each tourist spots	-	
		No. of days tourists staying in Dapitan	-	
		Value added in Eco-Tourism Sector	-	
	Program/Project 5.1:	Hill behind the Rizal Shrine	No. of Visitors to the Rizal Shrine	-
	Program/Project 5.2:	Guimputan Beach Resort and Guimputan Access Road	No. of Tourists to the Guimputan Beach Resort	-
	Program/Project 5.3:	Dapitan-Liboran River Tour and Wharves along Dapitan and Liboran Rivers	No. of Tourists to Dapitan-Liboran River Tour and Wharves along Dapitan and Liboran Rivers	-
Program/Project 5.4:	Agro-tourism and Baylimango Access Road	No. of Tourists to Agro-Tourism	-	
Strategies 6:	Development of Support Infrastructure	% of road with drainage/ side ditch	-	
		Duration of remaining life of existing final disposal site	-	
		% of households with access to power	35%	
		% of households with access to piped water	13.9%	
	Program/Project 6.1:	Poblacion Drainage System	% of road with drainage/ side ditch	-
	Program/Project 6.2:	Sanitary Landfill	Duration of remaining life of existing final disposal site	-
	Program/Project 6.3:	Power Supply Expansion	% of households with access to power	35%
Program/Project 6.4:	Expansion/ Upgrading of Water System	% of households with access to piped water	13.9%	
Program/Project 6.5:	Enhancement of Communication Facilities	% of households with a telephone connection	3%	
Strategies 7:	Development of Commercial and Industrial Growth Centers outside of the Poblacion	City product by sector	N.A.	
		No. of Passenger (1995)	320,023	
		Shipping Traffic Volume (1995)	1,150	
		Top Five Incoming Cargo (Cement)	41,892.0	
		Top Five Incoming Cargo (Other General Cargoes)	13,955.9	
		Top Five Incoming Cargo (Fertilizer)	8,250.8	
		Top Five Incoming Cargo (Bottled Cargoes)	6,802.1	
		Top Five Incoming Cargo (Sugar)	6,433.2	
		Top Five Outgoing Cargo (Copra)	15,104.6	
		Top Five Outgoing Cargo (Other General Cargoes)	11,093.1	
		Top Five Outgoing Cargo (Charcoal)	7,010.1	
		Top Five Outgoing Cargo (Corn)	4,883.2	
		Top Five Outgoing Cargo (Lumber)	4,054.4	
	Program/Project 7.1:	Polo Commercial Center	Value of Trading	-
Program/Project 7.2:	Sicayab Bucana-San Vicente Industrial Corridor	Value of Industrial products	-	
Program/Project 7.3:	Expanded Pulauan Wharf	Volume of Loading and Unloading Cargo	-	
Strategies 8:	Human Resource Capability Building	Average days to issue business license	N.A.	
		No. of LGU Staff attending seminars and trainings	-	
		No. of Computer installed in City Hall per staff	N.A.	
		No. of local government staffs per 1000 population	8.86	
	% of Recurrent Cost in total Expenditure	-		
	Program/Project 8.1:	City Development Capability Building	No. of LGU Staff attending seminars and trainings	-
Program/Project 8.2:	Computerization	No. of Computer installed in City Hall per staff	-	
Strategies 9:	Establishment of Inter-local Linkage with Dipolog City	No. of Projects implemented by Dapitan and Dipolog	N.A.	
	Program/Project 9.1:	Feasibility Study on Inter-local Solid Waste Management Project		-
Program/Project 9.2:	Feasibility Study on Inter-local Water Development Project		-	

3. City Strategic Karte

City: Dipolog

Vision: DIPOLOG: the trading hub of northwestern Mindanao

Strategies	Projects/ Programs	Strategic Karte Indicators	Data		
Strategies 1:	Upgrade/construct facilities that are essential in the trading industry	% of households with access to piped water	23.0%		
		Amount of tapped water supplied per person (litter)	N.A.		
		% of households with access to power	52%		
		No. of Flight Passenger	47,862		
		No. of Bus Passenger using Bus Terminal	-		
		% of households with a telephone connection	3%		
		decade	-		
		% of households with access to sewerage	0%		
		Duration of remaining life of existing final disposal site	50 yrs		
		Loading and unloading Volume in Feeder port	-		
		Facilities	-		
		Handling Volume in Slaughterhouse	-		
		Road length per Area (km/km <sup>2</sup> )	1.66		
		Capacity of Pre-Post Harvest Facilities	-		
		% of road with drainage/ side ditch	-		
		Irrigation Area (ha)	1086.08		
		Agricultural Production in irrigated area	-		
		Traffic Volume	-		
		No. of Street Light	-		
		City product by sector	N.A.		
		Program/Project 1.1:	Expansion/construction of cold storage and warehousing	Capacity of Warehouse and Cold Storage	-
				Handling Volume of Warehouse and Cold Storage	-
		Program/Project 1.2:	Improvement/expansion of airport facilities	No. of Passengers	47,862
		Program/Project 1.3:	Construction of road network	Road length per Area (km/km <sup>2</sup> )	1.66
		Program/Project 1.4:	Completion of integrated bus terminal	No. of Passengers of Bus Terminal	-
		Program/Project 1.5:	Completion/improvement of feeder port	No. of Vessel using Feeder Port	-
				Volume of Load and Unload Cargo	-
		Program/Project 1.6:	Improvement of Dipolog water system	% of households with access to piped water	23.0%
				Amount of tapped water supplied per person (litter)	N.A.
Program/Project 1.7:	Study the possibility of having own power system	Feasibility of own power system	-		
Program/Project 1.8:	Improvement telephone land lines	% of households with a telephone connection	3%		
Program/Project 1.9:	Establishment of a sanitary landfill	Duration of remaining life of existing final disposal site	50 yrs		
Program/Project 1.10:	Upgrade of slaughterhouse to "AA" standard	Quantity of Production	-		
Program/Project 1.11:	Pre-Post Harvest Facilities	Capacity of Pre-Post Harvest Facilities	-		
Program/Project 1.12:	Development of Hydro Electric power plant, solar power and other energy sources	% of households with access to power	52%		
Program/Project 1.13:	Construction of Level 1 Water Supply System (Barangay	% of households with access to piped water	23.0%		
Program/Project 1.14:	Rural Electrification Program	% of households with access to power in rural area	-		
Program/Project 1.15:	Construction of Concrete Drainage	Length of concrete drainage (km)	22.11		
Program/Project 1.16:	Dipolog river Control Program	decade	-		
Program/Project 1.17:	Construction of Barra-Minaog Bridge	No. of Traffic volume across Bridge	-		
Program/Project 1.18:	Concreting/ Improvement of the main canal of the Dipolog Communal Irrigation System	Irrigation Area (ha)	1086.08		
		Agricultural Production in irrigated area	-		
Program/Project 1.19:	Construction of more irrigation system	Irrigation Area (ha)	1086.08		
		Agricultural Production in irrigated area	-		
Program/Project 1.20:	Construction/ Improvement of roads	Road length per Area (km/km <sup>2</sup> )	1.66		
Program/Project 1.21:	Industrial Park	Vale of industrial product	-		
Program/Project 1.22:	Street lighting facilities with high pressure sodium lamp	No. of Street Light	-		
Strategies 2:	Maintain the livability of City	No. of car accidents per 1000 population	3.04		
		No. of hospital beds per 1000 population	2.99		
		settlement)	2200		
		No. of patient treated in health center by disease	-		
		Number of House Units per Household	0.85		
		% of households with access to piped water	23.0%		
		% of households with access to power	52%		
		No. of crimes per 1000 population	11.65		
		Park space per person (m <sup>3</sup> )	0.111		
		No. of Tourists	40,075		
		No. of cultural facilities (Sports Facilities)	9		
		No. of people who received a training in learning	-		
		No. of fires per population	-		
		Condition of Jail facilities	-		
		Pupil-Classroom ratio	-		

### 3. City Strategic Karte

City: Dipolog

Vision: DIPOLOG: the trading hub of northwestern Mindanao

Strategies	Projects/ Programs	Strategic Karte Indicators	Data	
	Program/Project 2.1:	Full implementation of Ordinance 123 and other related	-	
	Program/Project 2.2:	Full implementation of the Traffic Code	No. of car accidents per 1000 population 3.04	
	Program/Project 2.3:	Housing project	No. of houses by Structure	N.A.
			Number of House Units per Household	0.85
	Program/Project 2.4:	Slum improvement project	No. of improved Houses	-
			% of households with access to piped water in slum area	-
			% of households with access to power in slum area	-
	Program/Project 2.5:	Construction of city hospitals	No. of hospital beds per 1000 population	2.99
	Program/Project 2.6:	Creation of Peace and Order	No. of crimes per 1000 population	11.65
	Program/Project 2.7:	Development of recreational parks and tourist attractions	Park space per person (m3)	0.111
			No. of Tourists	40,075
	Program/Project 2.8:	Acquisition of sports facilities and equipment	No. of cultural facilities (Sports Facilities)	9
	Program/Project 2.9:	Cogon Eco-Tourism project	No. of Tourists in the area	-
	Program/Project 2.10:	Barra Island Park Project	No. of Tourists in the area	-
	Program/Project 2.11:	Linabo-Eco Tourism Development	No. of Tourists in the area	-
	Program/Project 2.12:	Acquisition of lot for sub-fire stations	Area of sub-fire station	-
	Program/Project 2.13:	Construction of a Learning resource center	No. of people who received a training in learning	-
Program/Project 2.14:	Construction of buildings for sub-fire stations	No. of sub fire-station per area	-	
Program/Project 2.15:	Improvement of dental and laboratory facilities	No. of Patient	-	
Program/Project 2.16:	Upgrading of jail facilities	Condition of Jail facilities	-	
Program/Project 2.17:	Construction/ repair of school buildings and special education class building	Pupil-Classroom ratio	-	
Strategies 3:	Embark Aggressively on Promotional Programs and Activities	No. of Flight passenger	47,862	
		No. of access to (Dipolog) web site	-	
		No. of visitors to trade fair center and trade fair	-	
		No. of visitor and tourist to Dipolog & Dapitan	-	
		Amount of Investment to Dipolog and Dapitan, hopefully	-	
		No. of company received Incentive	-	
	Program/Project 3.1:	Encourage entry of other airline companies	No. of Flight per week	16
	Program/Project 3.2:	Promotion through Internet (website)	No. of access to (Dipolog) web site	-
	Program/Project 3.3:	Establishment of trade fair center	No. of visitors to the trade center	-
	Program/Project 3.4:	Continuous production of brochures and flyers to promote	No. of distributed brochures and flyers	-
Program/Project 3.5:	Complementary promotion of trading and tourism between Dipolog City and Dapitan City	No. of visitor and tourist to Dipolog & Dapitan	-	
		Amount of Investment to Dipolog and Dapitan	-	
Program/Project 3.6:	Local Trade Fairs	No. of Visitors to the trade fair	-	
Program/Project 3.7:	International Trade Fairs (East-Asean)	No. of Visitors to the trade fair	-	
Program/Project 3.8:	Completion of Investor Incentive Code	No. of company who received Incentive	-	
Strategies 4:	Improve management and administrative systems to create a better business climate and for an efficient and effective delivery of services	% of Local tax revenue	71.8	
		No. of LGU Staff received training and seminars	-	
		No. of computer installed in City Hall per person	-	
		No. of projects managed by Dipolog-Dapitan management mechanism	-	
		Average days to issue business license	-	
		Office Space per LGU staff	-	
		% of households with access to piped water	23.0%	
		No. of fires per population	-	
		Amount of Investment to Dipolog	-	
		No. of Companies received business license	-	
	% of recurrent cost in total expenditure	-		
	Program/Project 4.1:	Standardization and simplification of procedures in the issuance of business permits	Average days to issue business license	-
	Program/Project 4.2:	Institutionalization of the 'one-stop shop' approach in the issuance and renewal of business permits	Average days to issue business license	-
	Program/Project 4.3:	Improve tax collection system efficiency	Tax Collection ratio	-
	Program/Project 4.4:	Completion of computerization program	No. of Computer installed in City Hall per staff	-
	Program/Project 4.5:	Provision of facilities and equipment for City offices	Office Space per LGU staff	-
			No. of Computer installed in City Hall per staff	-
Program/Project 4.6:	Human Resource Development	No. of LGUs staff receiving seminars & trainings	-	
Program/Project 4.7:	Availment of the GOLD program for governance	No. of LGUs staff receiving seminars & trainings	-	
Program/Project 4.8:	Fishery Training and Extension Project	No. of Fishermen receiving trainings	-	
Program/Project 4.9:	Construction of overhead water tank at selected sites	% of households with access to piped water	23.0%	
Program/Project 4.10:	Purchase of additional fire fighting equipment/facilities	No. of Fire Fighting Equipment (Fire truck)	1	
Program/Project 4.11:	Acquisition of One Patrol Boat	No. of One Patol Boat	-	
Program/Project 4.12:	Expansion of City Hall Building	Office Space per LGU staff	-	
Program/Project 4.13:	Information, education, communication	-	-	

### 3. City Strategic Karte

City: Dipolog

Vision: DIPOLOG: the trading hub of northwestern Mindanao

Strategies	Projects/ Programs	Strategic Karte Indicators	Data
Strategies 5:	Complete land use plan to cover the entire city	% of area covered by landuse plan	Poblacion and 8 rural baraygay
	Program/Project 5.1: Completion of land use plan of Entire City	Existence of Land use plan	Poblacion and 8 rural baraygay
	Program/Project 5.2: Pass a revised zoning ordinance	Existence of revised zoning ordinance	-
Strategies 6:	Encourage People Participation in Project Planning Implementation and Monitoring	No. of people receiving seminars & trainings	-
		No. of projects involved by NGOs, Communities, and Private sector	-
	Program/Project 6.1: Community Resource Development	No. of people receiving seminars & trainings	-
	Program/Project 6.2: Installation and Maintenance of Community Based Health and Population Information System(CBHPIS)		-
	Program/Project 6.3: Community based social service project	No. of people involved in the project	-
Strategies 7:	Promote environmental protection to sustain development	Watershed Area (Forest Area) ha	200.3
		decade	-
		Volume of recycled garbage	-
		Duration of remaining life of existing final disposal site	50 yrs
		Area of fish sanctuaries	None
		% of road with drainage/ side ditch	-
		Environmental Degraded Area	-
	Program/Project 7.1: Tree planting program	No. of Planted trees	-
	Program/Project 7.2: Establishment of Fish sanctuaries	Area of fish sanctuaries	-
	Program/Project 7.3: Foreshore development along Barangays Central-Muputak-Galas areas	No. of Tourist	40,075
	Program/Project 7.4: Flood control project	decade	-
	Program/Project 7.5: Improvement and expansion of nursery and seedling	No. of producted nursery and seedling distributed	-
	Program/Project 7.6: Feasibility study of concrete drainage system with waste water treatment plant	Implementation plan of concrete drainage system with waste water treatment plant	-
	Program/Project 7.7: Garbage segregation of recycling program	Volume of recycled garbage	-
	Program/Project 7.8: Survey of all waterways to establish boundary lines	Established Boundary line	-
Program/Project 7.9: Cleaning and dredging of all waterways	decade	-	
Strategies 8:	Sustain Agricultural Development and Food Production	Quantity and Value of Agricultural Production by crops	-
		Agricultural Production by crops (Mango) million tons	5436
		Agricultural Production by crops (Pineapple) million tons	-
		Agricultural Production by crops (Durian) million tons	-
		Agricultural Production by crops (Rice) million tons	78160
		Volume and Value of Livestock Production	-
	Program/Project 8.1: Mango Production Project	Quantity and Value of Mango Production	5436
	Program/Project 8.2: Pineapple Production	Quantity and Value of Pineapple Production	-
	Program/Project 8.3: Durian Production	Quantity and Value of Durian Production	-
	Program/Project 8.4: Rice Production Loan Program	Quantity and Value of Rice Production	78160
	Program/Project 8.5: Livestock Enterprise Development	Quantity and Value of Livestock Production	-
		Revenue from Livestock Enterprises	-
	Program/Project 8.6: Technology Information Promotion	No. of farmers who adapts new technology	-
	Program/Project 8.7: Genetic Improvement Program	% of Generation	-
Program/Project 8.8: Rice Technology Demonstration Farm	No. of invented New technology	-	
Program/Project 8.9: Com Technology Demonstration Farm	No. of invented New technology	-	
Strategies 9:	Uplift the Social and Economic Well-being of the Urban Poor	% of households below poverty line	N.A.
		Income of households (settlement)	14.4%
		Health Condition of urban poor	-
	Program/Project 9.1: Cooperative Financial Assistance Program	Value of production of cooperative	-
	Program/Project 9.2: Livelihood and manpower skills development	No. of people who received skill training	-
	Program/Project 9.3: Food Processing Program: Fish processing and sardine making, fruit processing	Quantity and Value of production	-
	Program/Project 9.4: Craft Village Project	Quantity and Value of production	-
	Program/Project 9.5: Cottage Industry Projects	Quantity and Value of production	-
	Program/Project 9.6: Gender equity and empowerment of women	-	-
	Program/Project 9.7: On the job training (summer job)	No. of people who received training	-
	Program/Project 9.8: Integrated career and reproductive health management planning for youth aging 15-24	No. of people who received trainings	-
	Program/Project 9.9: Medical Service Extension	No. Patient	-
	Program/Project 9.10: Population development program	-	-
	Program/Project 9.11: Medical, family planning and dental service to rural areas	No. of people who received services	-
	Program/Project 9.12: Out-patient consultation	No. Patient who received consultation	-
	Program/Project 9.13: Regular immunization for 0-12 months old children and special activities on immunization for 0-5 years old children	Immunization rate	-
	Program/Project 9.14: Nutrition program	Nutrition Condition	-
	Program/Project 9.15: Supplemental feeding to malnourished preschoolers	Nutrition Condition of preschoolers	-
Program/Project 9.16: Deworming (preschoolers and scholars)	No. of preschoolers and scholars dewormed	-	
Program/Project 9.17: Sports competitions and tournaments	Athletic Ability	-	

**3. City Strategic Karte      City: Dipolog**

Vision:      DIPOLOG: the trading hub of northwestern Mindanao

Strategies	Projects/ Programs	Strategic Karte Indicators	Data
Strategies 10:	Encourage inter-local linkage in project implementation and management which are mutually beneficial	No. of Projects implemented by inter-local cooperation	

### 3. City Strategic Karte

City: Lapu Lapu

Vision: By the year 2020, Lapu-lapu City shall be the leading historic, tropical island paradise and international gateway in the Pacific, a healthy place for business, residence and recreation.

Strategies	Projects/ Programs	Strategic Karte Indicators	Data		
Strategies 1:	Integrated Resource and Waste Management	% of road with drainage/ side ditch	-		
		% of households with access to sewerage	-		
		% of households with access to piped water	37.2%		
		Water Quality decade	-		
		Amount of solid waste per person (Kg/person)	0.0024 cum		
	Program/Project 1.1:	Water Source Management, Protection & Preservation			
		a. Drainage	% of road with drainage/ side ditch	-	
		b. Sewerage	% of households with access to sewerage	-	
		c. Water District	% of households with access to piped water	37.2%	
		d. Water Desalination	% of households with access to piped water	37.2%	
		e. Wastewater Treatment	% of households with access to sewerage	-	
		f. Solid Waste Management(F/S)	% of Factory with access to Wastewater Treatment	-	
		Existence of Solid Waste Management Plan	-		
	Program/Project 1.2:	Updating of Resource Utilization Plan			
	a. Land Utilization Plan	Existence of Landuse Plan	Yes		
	b. Marine/Coastal Resources Management Plan	Existence of Marine/ Coastal Resource Management	-		
Strategies 2:	Formulation and Implementation of a Comprehensive Tourism Strategy	No. of Visitors and Tourists	633,901		
		Investment for Tourism Development	-		
		Local revenue from Tourism Sector	-		
		City Product of Tourism Sector	-		
	Program/Project 2.1:	Plan Formulation	Existence of Tourism Development Plan	-	
	Program/Project 2.2:	Macon Shrine	No. of Visitors and Tourists	633,901	
	Program/Project 2.3:	Oceanarium	No. of Visitors and Tourists	633,901	
	Program/Project 2.4:	Macon Tourism Boulevard, Lapu-lapu City	No. of Visitors and Tourists	633,901	
	Program/Project 2.5:	Promotion/Marketing Plan	Amount of Investment	-	
		a. One-stop Shop	Average days to issue business license	-	
		b. Business Promotion Center	Amount of Investment	-	
Program/Project 2.6:	Establishment of Public Parks	Park space per person (m2)	0.047		
Strategies 3:	Maximizing the Social Service Delivery and Infrastructure	Access to Market	-		
		No. of Drinking Water Facilities per School	-		
		No. of Functional Comfort Rooms per Student	-		
		No. of Student of Science & Technology Education Center/University	6		
		No. of Computer per student	-		
		No. of Students per classroom (Primary School)	1:40		
		No. of Students per classroom (Secondary School)	1:54		
		Enrollment ratio (Primary School)	95		
		Enrollment ratio (Secondary School)	88.7		
		No. of Socialized House	None		
		No. of Barangay Health Centers	33		
		No. of Functional Public Toilets	-		
		No. of Visitors of Social-Cultural Facilities	-		
		No. of Visitors of Childhood and Development Centers	-		
		No. of Visitors of Center for Women and Children	-		
		No. of Visitors of Performing Arts Center	-		
		No. of Visitors of Center for Elderly and Disabled	-		
		Road length per Area(Km/Km2)	1.78		
		Revenue from Public Enterprises (million pesos)	3.80		
		No. of Passengers using Jeepney Terminal	-		
		Area of Public Cemetery	-		
		Average days to deliver postal	-		
		Program/Project 3.1:	Construction of Lapu-lapu City Markets	Revenue from Market	-
				Amount of Trading	-
				Access to Market	-



### 3. City Strategic Karte

City: Lapu Lapu

Vision: By the year 2020, Lapu-lapu City shall be the leading historic, tropical island paradise and international gateway in the Pacific, a healthy place for business, residence and recreation.

Strategies	Projects/ Programs	Strategic Karte Indicators	Data	
	Program/Project 3.2: Education			
	a. Drafting of the Education Pre-Implementation	Existence of Education Pre-Implementation Plan	-	
	b. Drafting of the Guidelines for Linkages of Industry and Academe	Existence of the Guidelines for Linkages of Industry and Academe	-	
	c. Drinking Water Facilities and Functional Comfort Rooms for Schools (25 % of the school/year)	No. of Drinking Water Facilities per Student	-	
		No. of Functional Comfort Rooms per Student	-	
	d. Development of Science & Technology Education Center/University	No. of Student of Science & Technology Education Center/University	-	
	e. Expansion of Modernization Program in Schools	No. of Computer per student	-	
	f. Construction/Improvement and Repair of High School Bldgs. (23 schools)	No. of Students per classroom	1:54	
	g. Construction, Completion and Improvement of Lapu-lapu City Elementary Schools	No. of Students per classroom	1:40	
		Enrollment ratio (Primary School)	95	
		Enrollment ratio (Secondary School)	88.7	
	Program/Project 3.3: Canjulaos Socialized Housing	No. of Socialized House	None	
	Program/Project 3.4: Rehabilitation/Expansion of City Abattoir	Quantity and Value of Production	-	
	Program/Project 3.5: Health Projects			
	a. Improvement/Construction of Barangay Health Centers (2 on-going and 2 proposed)	No. of Barangay Health Centers	33	
	b. Cost of Functional Public Toilets	No. of Functional Public Toilets	-	
	Program/Project 3.6: Socio-cultural Projects			
	a. Improvement of Barangay Socio-Cultural	No. of Visitors of Social-Cultural Facilities	-	
	b. Construction of Early Childhood and Development Centers	No. of Visitors of Childhood and Development Centers	-	
	c. Construction of Center for Women and Children	No. of Visitors of Center for Women and Children	-	
	d. Construction and Completion of Performing Arts	No. of Visitors of Performing Arts Center	-	
	e. Construction and Completion of Centers for the Elderly and Disabled	No. of Visitors of Center for Elderly and Disabled	-	
	Program/Project 3.7: Drafting of the Transport Pre-Implementation Plan	Existence of the Transport Pre-Implementation Plan	-	
	Program/Project 3.8: General Services			
	a. Improvement of Road Network	Road length per Area(Km/Km <sup>2</sup> )	1.78	
	b. Public Enterprises	Revenue from Public Enterprises (million pesos)	3.8	
	c. Lapu-lapu City Jeepney Terminal Project	No. of Passengers using Jeepney Terminal	-	
		No. of Jeepney using Jeepney Terminal	-	
	d. Public Cemetery	Area of Public Cemetery	-	
	e. Improvement of Postal Delivery System	Average days to deliver postal	-	
	Strategies 4: Strengthening LGU Capability for Governance		Average days to issue business license	-
			No. of Local Government Staff received Seminars and	-
			Local Tax Revenue per Capita (pesos)	467.5
		expenditure	39.8%	
		No. of Computer installed in City Hall per staff	-	
		Recurrent Expenditure per Capita	-	
Program/Project 4.1: Institution / Capability Building Program		No. of Local Government Staff received Seminars and Trainings	-	
Program/Project 4.2: Management Information System (MIS)		Average days to issue business license	-	
		No. of Data Collected	-	
Program/Project 4.3: Business Promotion Center		Average days to issue business license	-	
		Amount of Investment	-	
Program/Project 4.4: Lakbay Aral				
Program/Project 4.5: Improvement of Tax Collection		Local Tax Revenue per Capita	-	
Program/Project 4.6: Construction of Barangay Halls	No. of Barangay Halls	-		
Program/Project 4.7: Improvement of Peace and Order				
a. Capability Building	No. of Local Government Staff received Seminars and Trainings	-		
b. Upgrading of Wages	% of wages of local government staffs in total local expenditure	39.80%		
c. Upgrading of Equipment	No. of Computer installed in City Hall per staff	-		

### 3. City Strategic Karte

City: Lapu Lapu

Vision: By the year 2020, Lapu-lapu City shall be the leading historic, tropical island paradise and international gateway in the Pacific, a healthy place for business, residence and recreation.

Strategies	Projects/ Programs	Strategic Karte Indicators	Data	
Strategies 5:	Capitalizing on Inter-Local & Global Linkages & Public-Private Partnerships	Revenue Privatization of Some Services and Facilities	-	
		Recurrent Expenditure per Capita	-	
		Total Revenue of Local Government per Capita (pesos)	1,425.5	
		Progress of out-sourcing of public services	-	
		No. of Project implemented by PPP or BOT	-	
	Program/Project 5.1:	Public-Private Partnerships Promotion Plan	Progress of out-sourcing of public services	-
			No. of Project implemented by PPP	-
	Program/Project 5.2:	Creation of Project Management Unit (AMU) for BOT and non-BOT Projects		-
		a. Macon North Reclamation Project, Lapu-lapu City Component	Investment in Macon North Reclamation Project, Lapu-lapu City Component	-
		b. Macon South Reclamation Project, Lapu-lapu City Component	Investment in Macon South Reclamation Project, Lapu-lapu City Component	-
		c. Cebu-Mactan Ferry Service	No. of Passenger of Cebu-Mactan Ferry Service	-
		d. Macon Electric Company Expansion Project	Progress of Projects	-
		e. Bohol-Mactan Ferry Service	No. of Passenger of Bohol-Mactan Ferry Service	-
		f. Third Macon-Cebu Bridge	Progress of Projects	-
		g. Macon International Airport Expansion	Progress of Projects	-
		h. Lapu-lapu Sports Complex Development	Progress of Projects	-
		i. Macon Solar Electrification Expansion	Progress of Projects	-
		j. Improvement of Existing Port Facilities, 2 units	Progress of Projects	-
	Program/Project 5.3:	Privatization of Some Services and Facilities	Progress of out-sourcing of public services	-
			Revenue Privatization of Some Services and Facilities	-
Program/Project 5.4:	Drafting of the Industry Pre-implementation Plan	Existence of the Industry Pre-implementation Plan	-	
Program/Project 5.5:	Completion of Land Development of MEPZ III	Investment in MEPZ III	-	

### 3. City Strategic Karte City: Olongapo

Vision: Become a full pledged Freeport

Over-All Strategy: Become a "stand alone" entity that is symbiotic and indispensable to creation of freeport

Strategies	Projects/ Programs	Strategic Karte Indicators	Data	
Strategies 1	Create the Legal/Policy Regime to attain fully integrated freeport	No. of registered business establishments (industry)	89	
		No. of registered business establishments (Service)	4473	
		Valued-added of trading sector	N.A.	
		Amount of Investment per year: domestic &	N.A.	
		Incentives for the business sectors	-	
		No. of visitors to the Metropolitan Subic Freeport	-	
		Local government revenue per person (pesos)	2,315.1	
	Program/Project 1.1: Master Plan (including Land Use)	Existence of master plan, landuse plan	None	
	Program/Project 1.2: Construction of Metropolitan Subic Freeport	No. of visitors to the Metropolitan Subic Freeport	-	
	Program/Project 1.3: Livelihood Assistance	% of households below poverty line	N.A.	
	Program/Project 1.4: Development of Database	No. of collected Data	-	
	Program/Project 1.5: Health Centers Fully Equipped and Functional	No. of Equipment	-	
	Program/Project 1.6: Strengthen Revenue Generation	Local government revenue per person (pesos)	2,315.1	
	Program/Project 1.7: Establishment of Socio-Economic Indicators/Standards	No. of Indicators and standards	-	
	Strategies 2	Shift Economic Activities from resource based to technology based	No. of technology based establishment/No. of resource based establishment	-
No. of employee in technology based establishment/No. of employee in resource based establishment			-	
Value of production of technology based industry/Value of production of resource based industry			-	
Program/Project 2.1: Olongapo City Colleges Expansion		No. of Students of City College	-	
Program/Project 2.2: Communication Hub		Capacity of Communication Hub	-	
Program/Project 2.3: Olongapo City Hall Computerization Project		No. of Computer installed in City Hall per staff	-	
Program/Project 2.4: Banking and Finance Center	Value of Banking and Trading	-		
Strategies 3	Construct/Improve Urban Infrastructure Project	% of households with access to piped water	80.0%	
		% of households with access to Electricity	90.0%	
		% of households with access to sewerage	None	
		No. of households in informal housing	199	
		Road length per Area (km/km2)	0.82	
		Road length by condition	-	
		No. of Museum	None	
		Amount of tapped water supplied per person (litter)	235.8	
		No. of Visitors to Civic Center Complex	-	
		No. of Visitors to Lot 21 Commercial Mall	-	
		City Product by sector	N.A.	
		% of Energy Loss	-	
		No. of households damaged by a floods in the past	N.A.	
		Housing Stock by structure	-	
		Duration of remaining life of existing final disposal site	-	
		No. of fires per population	-	
		Classroom-pupil ratio (Primary)	1:37	
		Classroom-pupil ratio (Secondary)	1:44	
		No. of Passengers	-	
		No. of users of transport terminal	-	
		No. of Visitors to city museum	-	
		No. of traffic volume and average travel speed	-	
		Program/Project 3.1: Civic Center Complex	No. of Visitors to Civic Center Complex	-
		Program/Project 3.2: Lot 21 Commercial Mall	No. of Visitors to Lot 21 Commercial Mall	-
			Value of Trading	-
		Program/Project 3.3: Redevelopment of Magsaysay, Rizal & Gordon Avenues	No. of Visitors to Magsaysay, Rizal & Gordon Avenues	-
Program/Project 3.4: Rehabilitation of Power Distribution System	% of Energy Loss	-		
Program/Project 3.5: Beaches Development	No. of Visitors	-		
Program/Project 3.6: Kalaklan River Desalination	No. of households damaged by a floods in the past	-		
Program/Project 3.7: Construction of New Road	Road length per Area (km/km2)	0.82		
Program/Project 3.8: Development of Industrial Park	No. of Employee of industrial Park	-		
	Vale of Industrial production	-		

### 3. City Strategic Karte City: Olongapo

Vision: Become a full pledged Freeport

Over-All Strategy: Become a "stand alone" entity that is symbiotic and indispensable to creation of freeport

Strategies	Projects/ Programs	Strategic Karte Indicators	Data
	Program/Project 3.9: Housing	Number of House constructed	-
	Program/Project 3.10 Santa Rita Creek Rehabilitation	No. of households damaged by a floods in the past	-
	Program/Project 3.11 Upgrading of James L. Gordon Memorial Hospital	No. of Patient	-
	Program/Project 3.12 Bank Protection to Sta. Rita, Mabayuan and Kalaklan Rivers and Declogging of Open Drainage System	No. of households damaged by a floods in the past decade	-
	Program/Project 3.13 Development of a New Sanitary Landfill	Duration of remaining life of existing final disposal site	N.A.
	Program/Project 3.14 Completion of Fire Dept. Bldg. and Establishment of fire hydrants in strategic locations/acquisition and upgrading of fire fighting equipment	No. of Fire hydrant per area	-
		No. of Fire equipment (Firetruck)	6
	Program/Project 3.15 Expansion of Water Supply	Amount of tapped water supplied per person (litter)	235.8
	Program/Project 3.16 Provision of Additional School Facilities	Classroom-pupil ratio (Primary)	1:37
		Classroom-pupil ratio (Secondary)	1:44
	Program/Project 3.17 Cruise Ship Destination Facility	No. of Passengers	-
	Program/Project 3.18 Rehabilitation of Seven Streets	Road length by condition	-
	Program/Project 3.19 Upgrading of Sanders Street	Road length by condition	-
	Program/Project 3.20 Construction of Transport Terminal for PUV	No. of users of transport terminal	-
	Program/Project 3.21 City Museum	No. of Visitors to city museum	-
	Program/Project 3.22 Construction of Kalaklan Bridge	No. of traffic volume	-
	Program/Project 3.23 Sta. Rita/ Old Cabalan Bridge and Road Expansion	No. of traffic volume	-
	Program/Project 3.24 Food Warehouse	Revenue from Food Warehouse	-
	Program/Project 3.25 Constriction of New Motorpool/Equipment Pool	No. of users of new motorpool/equipment pool	-
	Program/Project 3.26 Public Buildings, Roads and Drainage(Regular and	Condition of road and drainage	-
Strategies 4	Promotion and Marketing	Amount of Investment per year: domestic &	-
		No. of visitors/tourists arrival	-
	Program/Project 4.1: Investment Promotion Specialist	Amount of Investment per year: domestic &	-
		No. of seminars and trainings for LGU staff	-
	Program/Project 4.2: Capacity Building/Technical Assistance Program	No. of seminars and training's for LGU staff	-
		No. of LGU staff receiving seminars and trainings	-

### 3. City Strategic Karte

City: Roxas

Vision: Capiz City - Gateway to and from Northern Panay and Southern Tagalog Region facility for movement of products.

Strategies	Projects/ Programs	Strategic Karte Indicators	Data	
Strategies 1:	Integrated Environmental Management For Sustainable Development	Production of Fishery Sector	-	
		Environmental Degradation Area and Problems	-	
		Water Quality	-	
		Amount of solid waste per person (Kg/person) decade	0.0013 cum	
		% of households with access to sewerage	0%	
		Program/Project 1.1: Integrated City Master Development Plan Formulation	Existence of Master Plan	None
	1.1.1 Land Use Plan	Area Covered by Land uses Plan/Future Land Use Map	-	
		1.1.2 Coastal Resource Management Packaging of CRM Plan and Manual of Operations	Production of Fishery Sector	-
			1.1.3 Solid Waste Management	Existence of Solid Waste Management Plan
		1.1.4 Sewerage and Drainage	Amount of solid waste per person (Kg/person)	0.0013 cum
	Existence of Plan for Sewerage and Drainage		None	
	Program/Project 1.2: Capability Building	% of households with access to sewerage	0%	
		% of road with drainage/ side ditch	-	
		1.2.1 Land-Use Planning	No. of Local Government Staff attending seminars or trainings	-
		1.2.2 Project Planning		
		1.2.3 Fiscal Planning		
	1.2.4 City-Wide Liquid and Solid Waste Management			
	Program/Project 1.3: Formulation of Environmental Code	Existence and Monitoring of Environmental Code	-	
	Program/Project 1.4: Formulation of Local Building Code	Existence and Monitoring of Local Building Code	-	
Strategies 2:	Economic Diversification & Product Development	City product by industrial sector	N.A.	
		GDP per Capita	N.A.	
		Employment by industrial sector (Primary)	22.0%	
		Employment by industrial sector (Secondary)	12.4%	
		Employment by industrial sector (Tertiary)	65.6%	
		Business tax revenue in LGU per Capita (pesos)	85.53	
	Volume of Export/Import	-		
	Program/Project 2.1: Procurement of Breeder Animals	No. of Breeder Animals		
	Program/Project 2.2: Coastal Zoning	Existence and monitoring of Coastal Zoning	-	
	Program/Project 2.3: Integrated Port Development (Libas and Culasi Ports)	Volume of Load and Unload Cargo	-	
		No. of incoming and out-going ships	-	
	Program/Project 2.4: Road Network Development	Road length per Area(Km/Km2)	1.37	
	Program/Project 2.5: Feasibility Study on Local Administration	Existence of Local Administration improve plan	-	
		No. of Projects or Programs for Improvement of Local Administration	-	
	Program/Project 2.6: Power Generation	% of households with access to power	47.6%	
		Power Generation (kwh)	28,912	
	Program/Project 2.7: Irrigation Facilities Improvement	Irrigated Area	-	
		Productivity of Agriculture Product	-	
	Program/Project 2.8: Warehouse and cold Storage Facilities for Traders	Capacity of Warehouse and Cold Storage	-	
		Handling Volume of Warehouse and Cold Storage	-	
	Program/Project 2.9: Post-harvest Facilities	Capacity of Post-harvest Facilities	-	
Program/Project 2.10: Seafood Processing Plant	Amount of Seafood Processing	-		
	Value added of Seafood Processing Output	-		
Program/Project 2.11: Dredging of Fishing Port Water Ways	No. of Dredging of Fishing Port Water Ways per year	-		
	Condition of Fishing Port Water Ways (Depth)	-		
Strategies 3:	Integrated Planning & Resource Co-Management	Production of Fishery Sector (million pesos)	1,421	
		Production of Fishery Sector (million tons)	38,280	
		Marine Rescues Potential decade	-	
		No. of Drought in the past decade	-	
		Duration of remaining life of existing final disposal site	-	
		Water Quality	-	
		Watershed Area (ha)	85	
	Program/Project 3.1: Study on the Establishment of Metro Roxas Development	Benefit /Disadvantage of Metro Roxas Development	-	
		Procedure for the Establishment of Metro Roxas Development Authority	-	
	Program/Project 3.2: Management of Pilar Bay and Sapijan Bay	Water Quality	-	
		Marine Resource of Pilar Bay and Sapijan Bay	-	

### 3. City Strategic Karte

City: Roxas

Vision: Capiz City - Gateway to and from Northern Panay and Southern Tagalog Region facility for movement of products.

Strategies	Projects/ Programs	Strategic Karte Indicators	Data	
	Program/Project 3.3: Watershed Management	Protected Area	-	
		decade	-	
		No. of Drought in the past decade	-	
Strategies 4:	Program/Project 3.4: Dumpsite/ Sanitary Landfill	Duration of remaining life of existing final disposal site	-	
	Capability and Institutional Building		Average days to issue business license	-
			qualification	-
			No. of Local Government Officials /1000 population	9.01
			expenditure	61.30%
	Program/Project 4.1: Business Process Reengineering	Average days to issue business license	-	
	Program/Project 4.2: Capability Building for City Government	No. of Local Government Staff attending seminars or trainings	-	
	Program/Project 4.3: Capability Building for Barangay Officials	No. of Barangay Officials attending seminars or trainings	-	
	Program/Project 4.4: Management Information System	No. of Computer installed in City Hall per staff	-	
			No. of Data collected and monitored yearly	-
Strategies 5:	Enhancement of Basic Social Services		No. of Healthy Citizens	-
			No. of Household below poverty line	80%
			No. of Squatters	-
			Infant mortality Rate	9.99
			No. of Children, Youth, Women and Other Disadvantaged Sectors who need social projection	-
	Program/Project 5.1: Health and Social Welfare Facilities Improvement	No. of Health and Social Welfare Facilities improved	-	
			No. of Visitors to Health and Social Welfare Facilities	-
	Program/Project 5.2: Social Protection Services of Children, Youth, Women and Other Disadvantaged Sectors	No. of Children, Youth, Women and Other Disadvantaged Sectors received Social Protection	-	
	Program/Project 5.3: Low Cost Housing Project	No. of Low Cost Housing	-	
	Program/Project 5.4: Livelihood Assistance to Subsistence Level Families	No. of Household received Livelihood Assistance	-	

### 3. City Strategic Karte

City: Sagay

Vision: Sagay City – A haven for marine conservation and eco-tourism destination in Northern Negros

Strategies	Projects/ Programs	Strategic Karte Indicators	Data	
Strategies 1:	Provision of Efficient Infrastructure for Eco-Tourism	collection	N.A.	
		Road length per Area(Km/Km2)	1.05	
		% of households with access to piped water	41.6%	
		% of households with electricity	26%	
		No. of Houses by Structure Total	20859	
		Concrete/ Brick/ Stone	663	
		Wood	7456	
		Half Concrete/ Brick/ Stone & Half Wood	1602	
		Galvanized Iron/ Alumi-num	78	
		Bamboo/ Sawali/ Cogon Nipa	10692	
		Makeshift/ Salvaged/ Improvised	314	
		Asbestos/ Glass/ Others	46	
		No Walls/ Not Reported	8	
		No. of Student per Classroom (Primary School)	40	
		No. of Student per Classroom (Secondary)	52	
		No. of Computer per Students	-	
		Amount of solid waste per person (Kg/person)	365 kg	
		disposal site	-	
		% of households with access to sewerage	-	
		No. of beds of Accommodation	None	
	No. of rooms of Accommodation	None		
	No. of Vessel using Feeder Port	-		
	Value Added of Production in Economic Zone	-		
	Volume of Loading and Unloading Cargo	-		
	Program/Project 1.1:	Comprehensive Master Plan Development Plan	Existence and Revision of Comprehensive Master Plan Development Plan	-
			Existence and Revision of Landuse Plan	-
	Program/Project 1.2:	Comprehensive Study on Integrated Environmental Conservation and Eco-Tourism Development	Existence of guideline, active plan, implementation program, and eco-tourism	-
	Program/Project 1.3:	Improvement of Existing Solid Waste Management	collection	N.A.
	Program/Project 1.4:	Feeder Road Development	Length of Feeder Road	-
			% and length of concreted feeder road	-
	Program/Project 1.5:	Rural Barangay Water Supply Project	% of households with access to piped water in rural barangay	-
	Program/Project 1.6:	Barangay Electrification Project	% of households with electricity	26%
Program/Project 1.7:	Resettlement Project	No. of Low cost housing	-	
		No. of Resettled household	-	
Program/Project 1.8:	School Building Project	No. of Student per Classroom (Primary School)	40	
		No. of Student per Classroom (Secondary)	52	
Program/Project 1.9:	Solid Waste Disposal Project	Amount of solid waste per person (Kg/person)	365 kg	
		disposal site	-	
Program/Project 1.10:	Expansion of Road Network	Road length per Area(Km/Km2)	1.05	
Program/Project 1.11:	Sewerage and Sewage Treatment Project	% of households with access to sewerage	None	
Program/Project 1.12:	Development of Accommodations	No. of rooms and beds of Accommodation	None	
Program/Project 1.13:	Feeder Port Improvement Project	No. of Vessel using Feeder Port	-	
		Volume of Load and Unload Cargo	-	
Program/Project 1.14:	Development of Economic zone	Value Added of Production in Economic Zone	-	
		No. of Employment in Economic Zone	-	
Program/Project 1.15:	Development of Retirement Village	No. of Retirement accepted in the Village	-	
Program/Project 1.16:	Expansion of Port Facilities	No. of Vessel using Port	-	
		Volume of Loading and Unloading Cargo	-	
Strategies 2:	Establishment of Effective Machinery for the Protection of the Environment	Preserved Area	-	
		Water Quality	N.A.	
		Forest Area	N.A.	
		No. of Tourists and Visitors	N.A.	
		No. of protected Marine Species	-	
	Revenue from Tourist Sectors	-		
	Program/Project 2.1:	Comprehensive Master Development Plan	Existence and Revision of Comprehensive Master Plan Development Plan	-
			Existence and Revision of Landuse Plan	-

### 3. City Strategic Karte

City: Sagay

Vision: Sagay City – A haven for marine conservation and eco-tourism destination in Northern Negros

Strategies	Projects/ Programs	Strategic Karte Indicators	Data
	Program/Project 2.2: Comprehensive Study on Integrated Environmental Conservation and Eco-Tourism Development	Existence of guideline, active plan, implementation program, and eco-tourism	-
	Program/Project 2.3: Improvement of Existing Solid Waste Management	collection	N.A.
	Program/Project 2.4: Sewerage and Sewage Treatment Project	% of households with access to sewerage	None
		Water Quality	-
	Program/Project 2.5: Reforestation Project	Forest Area	N.A.
		Reforested Area and No. of Tree planted	-
	Program/Project 2.6: Coastal Tourism Development	No. of Tourists and Visitors	-
	No. of Employee in the Tourism Sector	-	
	No. of protected Marine Species	-	
Strategies 3:	Investment Promotion and Enhanced Revenue Generation	Amount of Investment (domestic & international)	-
		Local tax revenue per person	131.2
		GDP per Capita (pesos)	29,031
		City product of Primary Sector (million pesos)	3,045
		City product of Secondary sector (million pesos)	895
	City product of Tertiary Sector (million pesos)	38	
Program/Project 3.1: Image Development and Investment Promotion	No. of Visitors and Tourist	N.A.	
	Amount of Investment (domestic & international)	N.A.	
Strategies 4:	Diversification from Sugar-Based Agriculture	Agricultural Production by Crop	N.A.
		% of Value of Sugarcane Production	87%
		Value by Crop	N.A.
	Program/Project 4.1: Agricultural Diversification Study	No. of Potential Agricultural Crop identified by	-
Program/Project 4.2: Crop Diversification and Upland Agricultural Development	Agricultural Production by Crop	-	
	Income of Farmers	-	
Strategies 5:	Institutionalization of Agri-aqua Research and Development	Agricultural Production by Crop	N.A.
		Value by Crop	N.A.
		Quantity and Value of Fish Production	N.A.
		No. of Preserved Marine Species	-
		No. of Professionals	-
	Program/Project 5.1: Comprehensive Master Plan Development Plan	Existence and Revision of Comprehensive Master Plan Development Plan	-
		Existence and Revision of Landuse Plan	-
	Program/Project 5.2: Coastal Fisheries Development	Quantity and Value of Fish Production	-
		Income of Fisherman	-
Program/Project 5.3: Coastal Marine Research Institute	No. of Research	-	
	No. of Students	-	
Strategies 6:	Improvement of Human Resource Capability and Machinery for Governance	population	3.21
		% of Recurrent Cost in Total Local Expenditure	-
		expenditure	N.A.
	Program/Project 6.1: Constituency Competitiveness Development Program	No. of Seminar and Training per year	-
		No. of Local Government Staff attending seminars or trainings	-
	Program/Project 6.2: System	No. of Computer installed in City Hall per staff	0.03
	Program/Project 6.3: Installation of Performance Monitoring System	Cycle Time and Cost of Delivery of Service	-
	Program/Project 6.4: Agriculture Diversification Study	No. of Potential Agricultural Crop identified by	-
	Program/Project 6.5: Total Quality Management Implementation	Cycle Time and Cost of Delivery of Service	-
	Program/Project 6.6: Development	Cycle Time and Cost of Delivery of Service	-
	Program/Project 6.7: Development of Governmental Center	No. of Visitors	-
	No. of Employee working in Government Center	-	
	No. of Students in College	-	
Strategies 7:	Establishment of Inter-local Cooperation	Amount of Investment (domestic & international)	-
		% of Recurrent Cost in Total Local Expenditure	-
		Local tax revenue per person	8.8%
	Program/Project 7.1: Comprehensive Master Development Plan	Existence and Revision of Comprehensive Master Plan Development Plan	-
		Existence and Revision of Landuse Plan	-
	Program/Project 7.2: Comprehensive Study on Integrated Environmental Conservation and Eco-Tourism Development	Existence of guideline, active plan, implementation program, and eco-tourism	-
	Program/Project 7.3: Image Development and Investment Promotion	No. of Visitors and Tourist	-
	Amount of Investment (domestic & international)	-	



### 3. City Strategic Karte

City: San Fernando

Vision: San Fernando: A radiant dynamic city in the North & A home of people

Strategies	Projects/ Programs	Strategic Karte Indicators	Data	
Strategies 1:	Urban Environmental Measure	% of households with access to solid waste collection	38.4%	
		Amount of solid waste per person (Kg/person)	0.0031 cum	
		Duration of remaining life of existing final disposal site	15 years	
		decade	-	
		% of households with access to sewerage	-	
		Park space per person (m2)	0.07	
		No. of cultural facilities (Sports Facilities)	25	
		No. of cultural facilities (Hall)	10	
		No. of cultural facilities (Museum)	1	
		No. of Illegal Activity (environmental) per year	-	
		Preserved Watershed Area (Forest Area)	896	
		Quantity and Value of Fish Production (million ton)	1,944	
		No. of NGO, Community, Private Sector involved in Environmental Management	N.A.	
	Program/Project 1.1:	Urban Environmental Infra		
		1.1.1 Solid Waste Management	% of households with access to solid waste collection	38.4%
			Amount of solid waste per person (Kg/person)	0.0031 cum
			Duration of remaining life of existing final disposal site	15 years
		1.1.2 Sewerage & Drainage	% of road with drainage/ side ditch	-
			% of households with access to sewerage	-
		1.1.3 Nature Park / Recreational Development	Park space per person (m2)	0.07
		No. of cultural facilities (Sports Facilities)	25	
		No. of cultural facilities (Hall)	10	
		No. of cultural facilities (Museum)	1	
Program/Project 1.2:	Environmentally-Impacting Project	Preserved Watershed Area (Forest Area)	896	
		Quantity and Value of Fish Production (million ton)	1,944	
		Park space per person (m2)	0.07	
Program/Project 1.3:	Introduction of Regulatory and Institutional Framework for Urban Environmental Management	No. of Illegal Activity per year	-	
Program/Project 1.4:	Capacity Building for Urban Environmental Management	No. of Local Government Staff attending seminars or	-	
Program/Project 1.5:	Public-Private Sector Partnership and Collaboration in Environmental Management	No. of NGO, Community, Private Sector involved in Environmental Management	N.A.	
Strategies 2:	Target-Focused Economic & Social Assistance Provision	Income of Household	N.A.	
		% of households with access to piped water	34.3%	
		% of road with drainage/ side ditch	-	
		% of households with access to sewerage	-	
		No. of Houses by Structure	N.A.	
		No. of Illegal Settlement	424	
		School Enrollment	N.A.	
		No. of Activity of Barangay and Civic Organization involved in the Maintenance of Local Facilities and	-	
	Program/Project 2.1:	Water Resource Development	% of households with access to piped water	34.3%
		2.1.1 Coastal Resource Management	Quantity and Value of Fish Production (million ton)	1,944
		2.1.2 Sewerage & Drainage	% of road with drainage/ side ditch	-
			% of households with access to sewerage	-
	Program/Project 2.2:	Shelter and Housing	No. of Houses by Structure	-
		2.2.1 Establishment of Fishermen's Village	No. of Houses constructed by the Project	-
		2.2.2 Housing Development	No. of Houses constructed by the Project	-
		2.2.3 Shelter Provision For Students and Transient Population	No. of Shelter Houses constructed by the Project	-
			No. of Users of Student and Transient Population	-
	Program/Project 2.3:	Micro Finance & Credit	Income of Household	-
			Total Amount of Finance	-
		2.3.1 Livelihood	Income of Household	-
		2.3.2 Food Security	Per capita Nutrition Intake per one day (energy)	-
	Program/Project 2.4:	Human Resource & Service Development		
		2.4.1 Provision of Free Elementary & Secondary Education	School Enrollment	N.A.
		2.4.2 Establishment of One (1) New High School	High School Students Enrollment	20.83
		2.4.3 Social Welfare	No. of Activity of Barangay and Civic Organization involved in the Maintenance of Local Facilities and	-
		2.4.4 Sport Development	No. of Multi-purpose barangay halls	-
	Program/Project 2.5:	Interventions for Marginal Groups and Depressed Barangays	Income of Household of Marginal Groups and Depressed Barangays	-
	Program/Project 2.4:	Employment Assistance	No. of employee attending seminars and trainings	-

### 3. City Strategic Karte

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Strategies	Projects/ Programs	Strategic Karte Indicators	Data	
Strategies 3:	Development Administration	Local Tax revenue per capita (pesos)	241.9	
		pesos)	10.30	
		Revenue per person (pesos)	636.4	
		Amount of Investment (domestic & international)	-	
		Road length per Area(Km/Km2)	1.45	
		Traffic Congestion	-	
	Recurrent Expenditure per Capita	-		
	Program/Project 3.1:	Transport & Traffic Management		
		3.1.1 Installation of Traffic Light	No. of Traffic Light	-
			Average Speed in peak hour	-
		3.1.2 Video-Image Texting	No. of Seminar or Training using Video-Image Text	-
		3.1.3 Opening of Secondary National Road	Secondary Road length per Area(Km/Km2)	-
		3.1.4 Continuation of The Diversion Road	Road length per Area(Km/Km2)	636.4
	Program/Project 3.2:	City Operation & Administration		
		3.2.1 Computerization of City Operation	No. of Computer installed in City Hall per staff	-
		3.2.2 Institution & Operation of One Stop Shop	Average days to issue business license	-
	Program/Project 3.3:	Legislation		
		3.3.1 Enactment of Environmental Code, Administration Code, Incentives Code	Amount of Investment (domestic & international)	-
		3.3.2 Revision & Updating Zoning & Land Use Plan, Revenue	Local tax revenue per person (pesos)	241.9
			Revenue per person (pesos)	636.4
Program/Project 3.4:	Urban Governance, Capacity Building and Institutional	No. of Local Government Staff attending seminars or	-	
Program/Project 3.5:	Inter-Cooperative Ventures	pesos)	10.30	
Program/Project 3.6:	Revenue Generation and Financing	Local tax revenue per person (pesos)	241.9	