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PN-ALQ-671

A PRIMER ON PROJECT PACKAGING AND FINANCING FOR LGUs

Office of the President

COORDINATING COUNCIL FOR PRIVATE SECTOR PARTICIPATION

In collaboration with

Department of the Interior and Local Government

Department of Finance

National Economic and Development Authority

Union of Local Authorities of the Philippines

With the assistance of

United States Agency for International Development (USAID)



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This Primer is available online and can be downloaded in Word format at:
<http://ccpsp.org/lguprimer/>

I. The Primer's Objective

The objective of the LGU Project Packaging and Financing Primer¹ is to assist you, the LGUs, in implementing your major infrastructure and other developmental projects. It serves as a guide on the steps in developing and packaging your projects, who can help, and where to obtain financing.

II. Developing Your Project

There are five steps involved in developing your project:

- (1) Identifying your project
- (2) Packaging your project for financing
- (3) Financing your project
- (4) Contracting, implementing and monitoring your project
- (5) Evaluating the project after completion.

"Chart 1. Your Project: From Idea to Reality -The Project Flow Chart", on pages 2-3, shows these steps and the agencies and institutions that can help. Some LGUs may find their projects in different steps, and in many cases, may have to repeat some activities. For further information on the project development process, the LGUs can refer to Additional References in Annex 1, and for training on LGU project development, the institutions listed in Annex 2.



¹) CCPSP acknowledges the inputs provided by various agencies and organizations listed in the Primer. Because of space limitations, the information provided in the Primer may be limited. LGUs are encouraged to contact the organizations directly for further information.

What are the steps involved in developing LGU projects?

Chart 1. Your Project: From Idea to Reality -- The Project Flow Chart

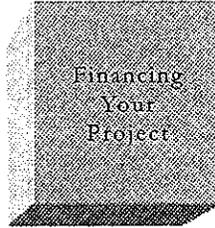
Legend:

- CCPSP Coordinating Council for Private Sector Participation
- DBP Development Bank of the Philippines
- DILG Department of the Interior and Local Government
- DOF Department of Finance
- GEM Growth with Equity in Mindanao
- LGUGC Local Government Unit Guarantee Corporation
- MEDCo Mindanao Economic Development Council
- NEDA National Economic and Development Authority
- NROs NEDA Regional Offices
- PDACs Project Development Assistance Centers
- USAID United States Agency for International Development

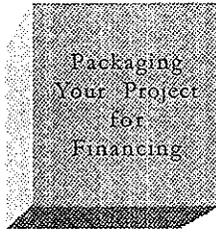
STEPS 4 & 5



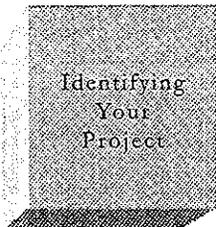
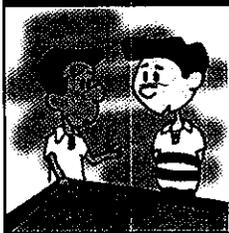
STEP 3



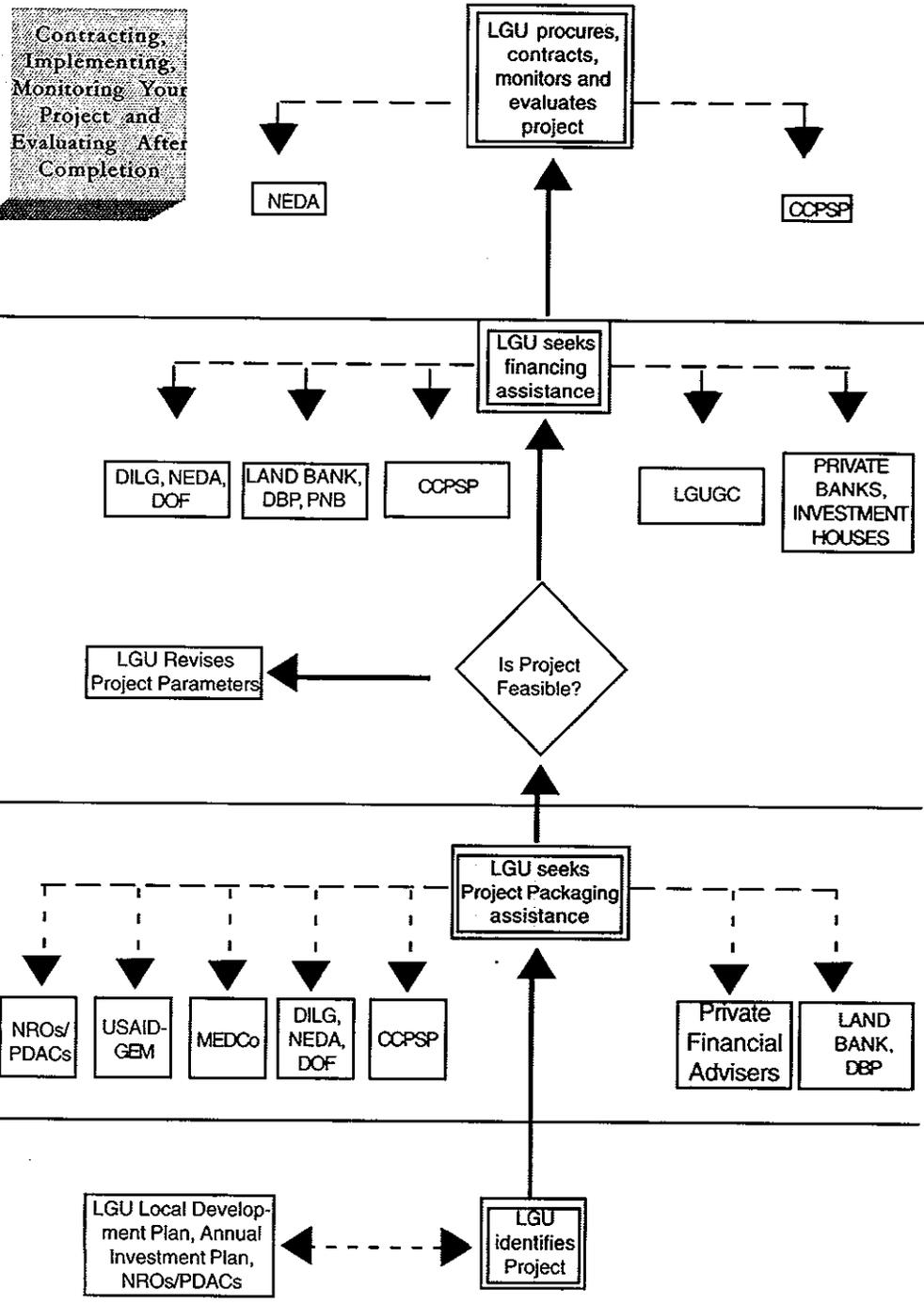
STEP 2



STEP 1



Contracting,
Implementing,
Monitoring Your
Project and
Evaluating After
Completion



Step 1. Identifying Your Project

The Projects you would like to implement can generally come from your

- Comprehensive Land-Use Plan
- Medium Term Development Plan
- Annual Investment Plan.

LGUs can seek the assistance of NROs/PDACs to help identify and prioritize their projects. Some of these projects may include water supply, solid waste, public markets, integrated bus terminals, municipal ports, information technology, roads and bridges, coastal fisheries, post-harvest facilities, commercial complex establishments, housing and other projects. Several PDACs (Region IV, V & XIII) hold "Investment Prioritization, Municipal Environment Planning and Local Planning and Budgeting Workshops" through the Governance and Local Democracy Project (GOLD) of USAID.

Who can help?



NEDA Regional Offices (NROs) and Project Development Assistance Centers (PDACs) can assist you in identifying your most promising projects. A list of the NROs and PDACs, and their contact numbers are in Annex 3.

What is required from LGUs?

Generally, the project must be revenue generating and/or of high economic priority. They can come from your Local Development Plans approved by your Sanggunian Body.

What is the expected result?

A list of properly identified projects to be packaged for financing.

Step 2. Packaging Your Project for Financing

After you have identified your project, you will need to package the project for financing. Packaging will involve

- preparation of the pre-feasibility and feasibility studies
- deciding on the procurement process
- deciding on the type of financing you want for your projects
- preparing the documents required by lenders/investors

LGUs may be asked to share in the cost of such assistance, such as payment of fees, contributions in kind or equity contribution.

Who can help?

CCPSP

The Coordinating Council for Private Sector Participation (CCPSP), through its Project Development Facility (PDF), can help you package your project if it is revenue-generating and involves the private sector. **Contact Person: Ms. Sylvia D. Clemente, Deputy Executive Director**, Coordinating Council for Private Sector Participation, 6th Floor, EDPC Bldg., Bangko Sentral ng Pilipinas Complex, Roxas Blvd., Manila. **Tel. No. (02) 521-4262, Fax No. (02) 521-4285. E-mail: lguprimer@ccpsp.org Website: <http://ccpsp.org>**

DILG

Department of the Interior and Local Government (DILG) – The DILG can assist you in preparing and packaging your projects through the Project Development and Monitoring Units in each Regional Office (See Annex 5). You may also contact: **Mr. Normando J. Toledo, Director, Office of Project Development Services and OIC, Regional Operations Support Services**, Department of Interior and Local Government 5/F Francisco Gold Condominium II, EDSA cor. Mapagmahal St., Quezon City: **Tel. No. (02) 929-9601, (02) 929-9406; Fax No. (02) 925-0388; E-mail: toledon@dilg.gov.ph**

MDFO/DOF

Department of Finance (DOF) – The Municipal Development Fund Office (MDFO) of the DOF can assist LGUs in identifying subprojects, preparing feasibility studies, strengthening of LGU capabilities in governance and investment planning through its Local Government Finance and Development Program (LOGOFIND). **Contact Person: Ms. Annie F. Fernandez, Deputy Executive Director for Operations**, MDFO, Podium Level, Department of Finance Bldg. Roxas Blvd., Manila, Tel. No. (02) 523-9937 to 39. The DOF can also assist LGUs in preparing resource management projects, under its **Community-Based Resource Management Program** (See Step 3, page 11 for the contact person).

LAND
BANK

The **Land Bank** can assist you in preparing and packaging your project through its various credit lines and through the Project Development Fund Facility. **Contact Person: Ms. Cecilia C. Borromeo, First Vice President**, Local Government Financial Services Department, Land Bank of the Philippines, 6/F, Land Bank Bldg. II, Sen. Gil J. Puyat Ave., Makati City, M. M. Tel. No. (02) 894 - 1992, Fax No. (02) 812-4056 E-mail: cborromeo@mail.landbank.com Land Bank can also advise you on how to do a bond flotation for your project. **Contact Person: Mr. Omar T. Salvo, Vice President**, Land Bank Building IV. Tel. No. (02) 814-0204, Fax No. (02) 893-2328 E-mail: osalvo@mail.landbank.com.

MEDCo

Mindanao Economic Development Council (MEDCo) can assist Mindanao LGUs in evaluating and prioritizing projects, and in identifying other agencies for further assistance. **Contact person: Ms. Jo-Ann Emilene De Belen, Executive Director**, MEDCo Secretariat, 4/F SSS Bldg., JP Laurel Avenue, Bajada, Davao City, Tel. No. (082) 221-1345/221-8108, Fax No. (082) 221-7060/221-6929. E-Mail: medco@dv.weblinq.com

NEDA

National Economic and Development Authority (NEDA) – The NEDA Regional Offices (See Annex 3) can help you prepare and package your project for financing. Information on the requirements for accessing Official Development Assistance (ODA) are available at the NROs and at the NEDA Central Office. **Contact Person: Mr. Jonathan L. Uy, Chief, Investment Programming Division**, Public investment Staff, NEDA Bldg., 12 Amber Avenue, Pasig, Metro Manila Tel. No. (02) 631-3748. E-mail: ripd@mail.neda.gov.ph

PDACs

Project Development Assistance Centers (PDACs) – The PDACs can also help package your project, provide technical advice and assist in identifying possible fund sources for preparation. The list of PDACs is shown in Annex 3.

Private
Financial
Advisers

Some LGUs prefer to finance their projects through bond flotations. These are funds borrowed directly from investor banks and repaid at the end of the term. The following provide advisory services to LGUs on bond flotations: **Preferred Ventures Corporation. Contact Person: Mr. Danilo Fausto, President**, Unit G1, RSG Condominiums, 55 Ermin Garcia St., Cubao, Quezon City. Tel. Nos. (02) 415-7882. E-mail: dfausto@pworld.net.ph. **Multinational Investment Bancorporation. Contact Person: Mr. Raul I. Nivera**. 9/F Prudential Bank Bldg., Ayala Ave., Makati City, Tel. Nos. (02) 817-1511 to 15, Fax No. 817-7586. E-mail: mib@info.com.ph

USAID

United States Agency for International Development - Growth with Equity in Mindanao Program (USAID-GEM). USAID-GEM assists LGUs in Mindanao select, evaluate and package projects; links LGUs with agencies that can provide assistance in project development and financing and promotes projects for investment. **Contact Person: Dr. Charles E. Feibel, Chief of Party**, GEM Program Management Office, QFC Bldg., Lot 22, Block 3 Phase 7, Ecoland Subdivision, Matina, Davao City, Tel. No. (82) 298-2192 to 94, (82) 229-2503 Fax No. (82) 298-2705 / (82) 298-2195 E-mail: cfeibel@mindanao.org Website: <http://www.mindanao.org>

What is
required
from LGUs?

You should check with the individual agency/organization concerned what their requirements are. Generally, they may require the following in addition to other requirements:

- Project concept paper or detailed study
- Financial Statements for the past three years
- Sanggunian/Development Council resolution

What is the
expected
result?

A complete project package for presentation to lenders/appropriate donors or private sector proponents for financing.

Step 3. Financing Your Project

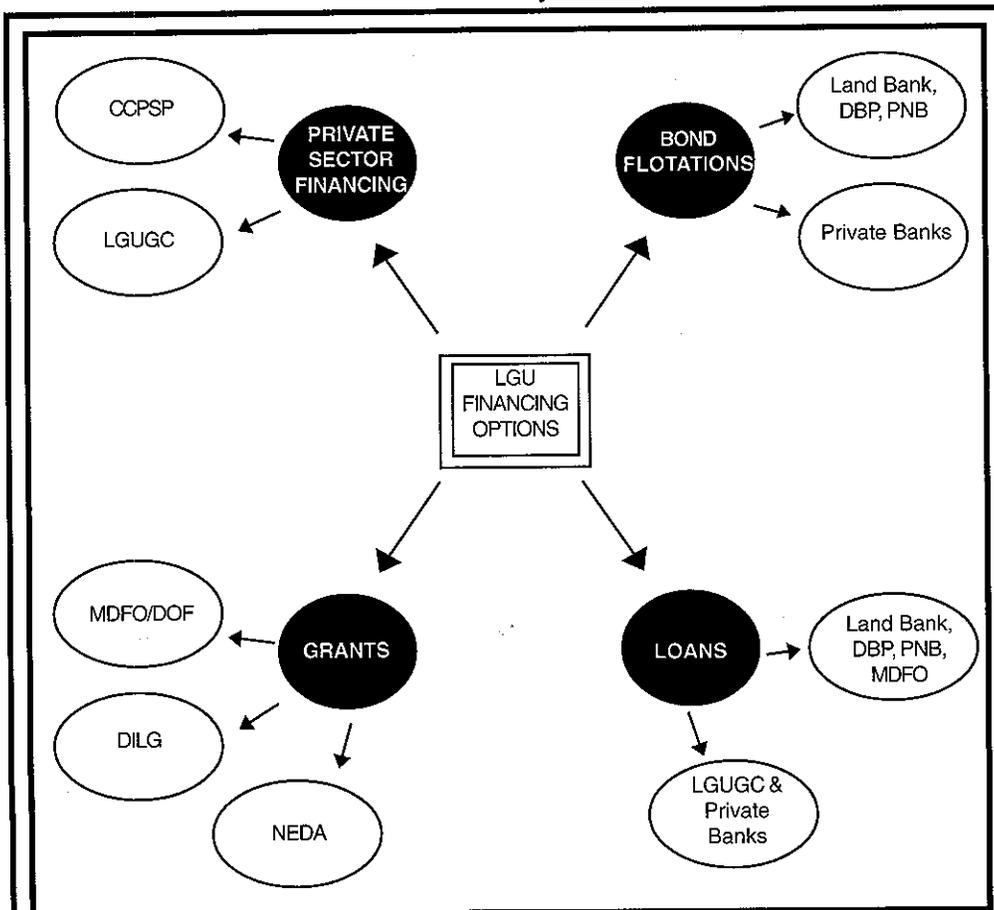
What are the different financing sources for LGU Projects?

You may avail of four general sources of financing for your project aside from your own funds as shown in Chart 2:

- private sector financing
- bond flotations
- loans
- grants

While some of these organizations do not actually finance projects, they may be able to help you locate financing for your projects.

Chart 2. Financing Your Project



PRIVATE SECTOR FINANCING

CCPSP

The **Coordinating Council for Private Sector Participation (CCPSP)** can help obtain financing through private sector proponents. These include BOTs, joint ventures, concessions, leases, management and service contracts. **Contact Person: Ms. Sylvia D. Clemente, Deputy Executive Director**, Coordinating Council for Private Sector Participation, 6th Floor, EDPC Bldg., Bangko Sentral ng Pilipinas Complex, Roxas Blvd., Manila. **Tel. No. (02) 521-4262, Fax No. (02) 521-4285.** E-mail: lguprimer@ccpsp.org Website: <http://ccpsp.org>

LGUGC

LGU Guarantee Corporation (LGUGC), a private guarantee institution composed of DBP and member banks of the Bankers Association of the Philippines, can help LGUs obtain private sector loans or help sell their bond flotations. **Contact Persons: Mr. Jesus G. Tirona, President and Mr. Vicente A. Laza, Senior Vice President**, Local Government Units Guarantee Corporation (LGUGC), 28/F Antel 2000 Corporate Center 121 Valero St., Salcedo Village, Makati City **Tel. No. (02) 751-8764 - 67, Fax No. (02) 751-8768.** Email: jgtlgugc@iconn.com.ph or vallgugc@iconn.com.ph

BOND FLOTATIONS

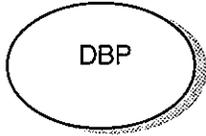
Land Bank,
DBP, PNB,
Private Banks

Bond Flotations are another source of financing for LGU projects. You can contact **Private Financial Advisers** as well as **Land Bank, DBP** and the **PNB** for assistance on bond flotations. Their contact numbers are listed in Step 2 and Step 3. The LGUGC, through its member **Private Banks** and investments houses, can also help LGUs finance their projects through bond flotations. Their contact number is shown under Private Sector Financing above.

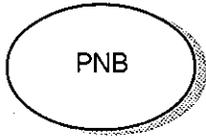
LOANS

LAND
BANK

Land Bank of the Philippines (LBP). Eligible projects: housing, health projects, public markets, bus terminals, waterworks, water systems, sewerage, flood control and drainage, sanitation, slaughterhouse, forestry, waste disposal and wastewater treatment, renewable energy and other environmental projects. Land Bank also finances feasibility studies. **Contact Person: Ms. Cecilia C. Borromeo, First Vice President, Land Bank.** (See step 2).



Development Bank of the Philippines. Eligible projects: water supply systems, sanitation and drainage projects, housing, water supply projects, public markets, slaughterhouses, transport terminals, renewable energy, municipal water systems, storage and refrigeration facilities, hospital/health facilities, roads and bridges, heavy equipment, computer hardware and software; refinancing of existing LGU loans and bridge financing. **Contact Person: Ms. Corazon D. Conde, Senior Vice President,** Development Bank of the Philippines, Senator Gil J. Puyat Ave., cor. Makati Avenue, Makati City, Metro Manila. **Tel. No. (02) 815-1520, Fax (02) 817-1639; E-mail: cconde@devbankphil.com.ph**



Philippine National Bank. Eligible projects: public facilities, infrastructure projects, public markets, housing, waste disposal, slaughterhouse, road construction, school buildings, waterworks, water systems, heavy equipment, telephone systems, commercial centers, post-harvest facilities, irrigation, reclamation, sports complexes, and city and municipal halls. **Contact Person: Mr. Josefino R. Gamboa, Senior Vice President,** Government Banking Group, Philippine National Bank, PNB Financial Center, Roxas Blvd., Metro Manila **Tel. No. (02) 526-3488; E-mail: gamboajr@pnb.com.ph**



Department of Finance - Municipal Development Fund (MDF): Eligible projects: municipal infrastructure, public markets, slaughterhouse, water supply systems, roads, bridges, flood control, piers and wharves, bus terminals, post-harvest facilities, environmental projects such as solid waste, wastewater treatment and social projects. Technical assistance is available for LGU training and capacity-building and resource mobilization assistance. Eligible borrowers are 3rd to 6th class LGUs, but for environmental projects all LGUs may apply. **Contact Person: Ms. Loreta S. Rufo, Program Manager,** Municipal Development Fund Office (MDFO) Podium Level, Department of Finance Bldg. Roxas Blvd., Metro Manila, **Tel. No. (02) 523-9937-39, Fax No. (02) 523-9937.**

Department of Finance - Community Based Resource Management Program: Eligible projects: upland agriculture and community-based forestry, coastal and near-shore fisheries projects and small-scale rural infrastructure projects. Technical assistance is available for project preparation, capacity-building and resource mobilization assistance. **Contact Person: Ms. Floradema C. Eleazar, Program Manager,** Community-Based Resource Management Program, Department of Finance, 7F/EDPC Bldg. Bangko Sentral ng Pilipinas Complex, Roxas Blvd., Manila; **Tel. No. (02) 526-7335, (02) 526-7475; Fax No. (02) 526-7335; E-mail: folay@asiagate.net**

GRANTS

LGUs can obtain information from the following agencies for grants from official sources (ODA): Municipal Development Finance Office (MDFO) under the Department of Finance (DOF), Department of Interior and Local Government (DILG), and the National Economic and Development Authority (NEDA). Some donors provide grants directly to LGUs. The Contact Persons are listed in "Step 2. Packaging Your Project."



MDFO/DOF,
DILG &
NEDA

What is required from LGUs?

In general, LGUs will be required to submit:

- Sanggunian Resolution
- A project feasibility study
- Local Development Investment Program
- COA-audited past three years' financial statements
- Acceptable collateral
- Application for necessary permits

In the case of Official Development Assistance (ODA) loans and grants, projects may have to be approved by the Investment Coordinating Committee (ICC), the Secretariat of which is NEDA (see Step 2 for contact person).

What is the expected result?

The loan is approved or the bond flotation is issued, therefore securing financing for the project.

Step 4. Contracting, Implementing and Monitoring Your Project

Once financing is obtained, can project construction start? What is the role of LGUs in project implementation?

In general, the type of financing you will select will determine how your project will be contracted and implemented.

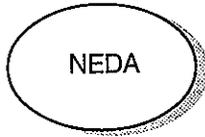
- If the private sector will finance your project, you can bid out the contract and the proponent will finance, construct and operate the facility.
- If you decide on a loan, the lender may have its own procurement requirements.
- If a bond flotation is chosen, you can implement the project using your own method of contracting.

Generally, the LGU will be responsible for monitoring the construction of the project and should provide progress reports. For larger projects, LGUs are strongly encouraged to hire the services of qualified, professional, independent certification engineers or design checkers to ensure that the construction of the facility is in accordance with sound construction standards. The following institutions can help you identify these professional services:



CCPSP

The **Coordinating Council for Private Sector Participation (CCPSP)** can help LGUs monitor the projects with private sector participation through BOTs, joint ventures, concessions, leases, management and service contracts. **Contact Person: Ms. Sylvia D. Clemente, Deputy Executive Director**, Coordinating Council for Private Sector Participation, 6th Floor, EDPC Bldg., Bangko Sentral ng Pilipinas Complex, Roxas Blvd., Manila, **Tel. No. (02) 521-4263, Fax No. (02) 521-4285. Email: lguprimer@ccpsp.org Website: <http://ccpsp.org>**



NEDA

The National Economic and Development Authority (NEDA) Regional Offices (NROs) can help LGUs in the contracting process and in project implementation and in monitoring of construction through the Regional and Local Project Monitoring Committees. (See Annex 3 for the list of these NROs)

Step 5. Evaluating Your Project After Completion

Why does the project have to be evaluated after completion? Who is responsible for it?

After construction is completed and the project has been operational, you will need to evaluate the project to determine whether the objectives of the project are being met:

- Did the construction cost exceed the original estimates?
- Was it completed on time?
- Are the project benefits being realized as planned?
- Are actual operating and maintenance costs as projected?

The LGU are responsible for evaluating the project after completion. They should analyze the answers to these questions and prepare a project monitoring and evaluation plan. This activity could be carried out with the help of Local Project Monitoring Committees reporting to the respective Local Development Councils. Finally, the overall benefits of the project should be monitored and regularly reported to the community by the LGU.



Annex 1. Additional References

More information on the Project Packaging and Financing Primer for LGUs could be obtained from the following agencies and institutions:

Ms. Marcelina E. Bacani
Director
National Economic and Development Authority (NEDA)
Regional Development Coordination Staff
7th Floor, NEDA Bldg.
12 Amber Avenue
Pasig, Metro Manila
Tel. No. (02) 631-3708
E-mail: rjpcd@mail.neda.gov.ph
Website: www.neda.gov.ph

Mr. Normando J. Toledo
Director, Office of Project Development Services
OIC, Regional Operations Support Services
Department of the Interior and Local Government (DILG)
5th Floor, OPDS
Francisco Gold Condominium II
EDSA cor. Mapagmahal Street
Diliman, Quezon City
Tel. Nos. (02) 925-0388, (02) 929-9601 Fax : (02) 925-0388
E-mail: toledon@dilg.gov.ph

Ms. Sylvia D. Clemente
Deputy Executive Director
Coordinating Council for Private Sector Participation (CCPSP)
6th Floor, EDPC Bldg.
Bangko Sentral ng Pilipinas Complex
Roxas Blvd., Metro Manila
Tel. No. (02) 521-4263; Fax: (02) 521-4285
E-mail: lguprimer@ccpsp.org
Website: <http://ccpsp.org>

Ms. Sandra T. Paredes
Executive Director
Union of Local Authorities of the Philippines (ULAP)
2803 Summit One Tower
530 Shaw Boulevard, Mandaluyong City
Tel No. (02) 718-1812, (02) 534-6787 TeleFax: (02) 717-1810
E-mail: ulap@pacific.net.ph
Website: <http://www.ulap.org.ph>

Annex 2. Institutions Offering Training Courses in LGU Project Development and Financing:

Development Academy of the Philippines

Attn: Ms. Magdalena I. Mendoza
Director, Center of Governance
Local Development Office
DAP Building, San Miguel Avenue
Pasig City
Tel. No. (02) 631-2157, Fax No. (02) 631-2123
E-mail: mendozam@dap.edu.ph

Local Government Academy

Attn: Elena M. Panganiban
Executive Director
6th Floor, Agustin I Building, Emerald Avenue
Pasig City
Tel. Nos. 634-8430, 634-6116
Fax Nos. 634-6567, 634-1881
E-mail: empanganiban@pacific.net.ph or
dir@lga.dilg.gov.ph

Ateneo de Manila University School of Government

Attn: Ms. Henedina Razon-Abad
Director
Rockwell Center, Makati City
Tel. No. (02) 890-5695 / (02) 729-6603
E-mail: hrrabad@pusit.admu.edu.ph

Asian Institute of Management

Attn: Prof. Mario Antonio Lopez
Director, Development Executive Program
Center for Development Management
Joseph R. McMicking Campus
123 Paseo de Roxas St., Makati City
Tel. No. (02) 892 - 4011 to 25
Fax no. (02) 817-9240
E-mail: maglopez@dataserve.aim.edu.ph

Annex 3. NEDA Regional Offices (NROs) and Project Development Assistance Centers (PDACs)

REGIONAL DIRECTORS (Head of PDACs)		DIRECT LINES	FAX NO.
MR. JUAN B. NGALOB <i>Botanical Garden, Leonard Wood Baguio City</i>	CAR	(074) 442-9573/ 444-7144 E:mail	(074) 442-3232/442-3233 micad@mozcom.com
MR. LEONARDO N. QUINTOS <i>2500 Guerrero Road, San Fernando La Union</i>	I	(072) 888-5501/ 888-2680 E:mail	(072) 888-2708/888-2680 nedatu@sflu.com
MS. MILAGROS A. RIMANDO <i>NEDA Region II Office Tuguegarao City, Cagayan</i>	I	(078)844-1336/ 846-7280 E:mail	(078) 844-1243 nro2@cagayan.inext.net
MR. REMEGIO A. MERCADO <i>2nd Floor, Hyatt Garden San Fernando, Pampanga</i>	III	(045) 963-6772/ 73, 860-2214 E-mail:	(045) 961-3902 neda3@mozcom.com
MR. OSCAR D. BALBASTRO <i>NEDA Complex, EDSA, Quezon City</i>	IV	929-1644/1828/ 929-9272 E:mail	929-6479 nro4@mail.neda.gov.ph
MS. MARLENE Ca. P. RODRIGUEZ <i>Arimibay, Legaspi City</i>	V	(052) 482-0252, 820-5899 Email:	(052) 482-0600/214-3238 neda5@globalink.net.ph
Atty. TRUMAN T. CAINGLET <i>Fort San Pedro, Iloilo City</i>	VI	(033) 337-6840/ 337-2671 E:mail	(033) 337-2400/335-1070 nro6@iloilo.net
MR. ROMEO C. ESCANDOR <i>3rd Floor, Tancher Bldg., Escario St. Cebu City</i>	VII	(032) 253-8959/ 8126/8132 E:mail	(032) 253-0489 nro7@nro7.neda.gov.ph
MR. BUENAVENTURA C. GO-SOCO, JR. <i>Government Center, Palo, Leyte</i>	VIII	(053) 323-2147/ 3090/321-4507 E:mail	(053) 323-3093/3110 neda8@mail.evis.net.ph
MR. RAFAEL G. EVANGELISTA, Jr. <i>Justice R.J. Lim Blvd., Zamboanga City</i>	IX	(062) 991-6741 E:mail	(062) 991-1364 neda9@jetlink.com.ph
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MR. JOSE V. MAZO <i>072 J. Satorre Street, Butuan City</i>	XIII CARAGA	(085) 225-2951 E-mail:	(085) 225-2952 nedaxiii@butuanonline.net

Annex 4. Centers for Local Governance Contact Listing

INSTITUTIONS	CONTACT PERSON	CONTACT NUMBER
Bulacan State University (BSU) Malolos, Bulacan	DR. MODESTA G. LUGOS CLG Coordinator Director - ILGA	Telefax No.: (044) 791-7117
Divine Word College (DWC) Tagbilaran City Province of Bohol	MS. CYNTHIA R. AYCO CLG Coordinator Head-DWC Research Center	Telefax No.: (038) 411-3658 E-mail: research@dwc.mozcom.com
Gerry Roxas Foundation, Inc. (GRF) Dayao, Roxas City	MR. RAQUEL OLANDIA CLG Coordinator	Tel. No.: (036) 621-1922 621-2832 621-0093 Fax No.: (036) 621-0583 E-mail: grf@l-rox.net.ph
Ateneo Resource Center for Local Governance Ateneo de Davao University Davao City	MS. LOURDES J. MAMAED Executive Director	Tel. No.: (082) 221-2411 local 602/604 Fax No.: (082) 226-4116 Cell phone: 0917-7002395
Ateneo de Naga University (AteNU) Naga City	DEAN ALFRED FABAY CLG Coordinator	Tel. No.: (054) 473-9253 473-8447 473-0756 E-mail: acfabay@sili.adnu.edu.ph
Mindanao State University - Iligan Institute of Technology (MSU-IT) Iligan City	MR. ROSELLE C. MACANSANTOS CLG Coordinator Executive Director - SOPREX	Telefax No.: (063) 221-5056 223-8077 223-8481 Cell phone: 0918-4907943

Annex 5: Department of the Interior and Local Government Regional Offices

Regional Directors	Region	Telephone Number(s)	Fax Number(s)
MR. CARLOS T. DERECHO <i>Aguila Road, City of San Fernando La Union 2500</i>	I	(072) 888-3106/888-2294	(072) 888-2108/242-5040
MR. MANUEL V. BIASON <i>Del Rosario St. cor. Hi-way Tuguegarao, Cagayan 3500</i>	II	(078) 844-1296/ 844-1978	(078) 844-5378
MR. RODOLFO S. FERRAREN Regional Government Center Barangay Maimpis San Fernando, Pampanga	III	(045) 961-5527/ 961-5433	(045) 961-2904
MR. JUAN B. VOLFANGO, JR. <i>827 Calderon Bldg., EDSA Quezon City 1100</i>	IV	(02) 924-2335/ 924-2390	(02) 924-2363
MS. JOSEFINA E. CASTILLA <i>Rizal St., Albay District Legaspi City 4500</i>	V	(052) 480-1486/ 480-1493	(052) 245-5029
MR. REXDITO T. REYES <i>6 Parola St., Fort San Pedro Iloilo City 5000</i>	VI	(033) 335-0465/ 336-2652	(033) 336-2653
MR. ROBERTO C. ABEJERO <i>Sudlon, Lahug, Cebu City 6000</i>	VII	(032) 253-5481/ 253-5489	(032) 253-1581/253-5473
MR. LEONILLO B. LARIOSIA <i>Kanhuraw Hills, Tacloban City 6500</i>	VIII	(053) 321-2078/ 321-2080	(053) 325-5170/321-6609
MR. RENE K. BURDEOS 2nd Floor, PHIDCO A Bldg. Assemblyman L. Enriquez Ave. Zamboanga City	IX	(062)991-2537/ 991-4044	(062) 991-2716
MR. RODOLFO Z. RAZUL Km. 3, Upper Carmen Cagayan de Oro City 9000	X	(08822) 72-3189/72-3323	(08822) 72-3768
MR. ROMEO S. JARDENICO 58 McArthur Highway, Matina Davao City 8000	XI	(082)297-2724/ 296-2577	(082) 297-2600
MR. BUAGAS SULAİK LTP Compound, Cotabato City 9600	XII	(064) 421-1191/ 421-1190	(064) 421-1189
MR. QUIRINO M. LIBUNAO Pomador Bldg. 6th St. Capitol Site, Butuan City	XIII CARAGA	(085) 341-9175/341-8482	(085) 815-2467/ 342-5987
MS. EVERDINA E. DOCTOR Barangay Center, Baguio City 2600	(CAR)	(074) 442-3515/ 444-3691	(074) 443-9840