Assessment of Planning Processes and Documents of Batangas, Iloilo, and Cagayan de Oro Cities

Investment Enabling Environment (INVEST) Project

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By Orient Integrated Development Consultants, Inc. (OIDCI)
FSS Building, 89 Scout Castor Street, Quezon City, Philippines
Tel No.: 374.0757; Fax. No. 413.232

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LIST OF ACRONYMS

ADPIP	Annual Development Program and Investment
AIP	Annual Investment Program
APPI	Asia Pacific Projects Incorporated
AusAID	Australian Agency for International Development
BATELCO	Batangas Electric Cooperative
BDP	Barangay Development Plans
BIR	Bureau of Internal Revenue
BPLO	Business Permits and Licensing Office
BPLS	Business Permit and Licensing System
BPO	Business Processing Outsourcing
CREBA	Chamber of Real Estate and Builders' Associations, Incorporated
CCA	Climate Change Adaptation
CDA	City Development Agenda
CDP	Comprehensive Development Plan
CEO	City Engineering Office
CIDA	Canadian International Development Agency
CLIFF	Community-Led Infra Facilities Fund
CLUP	Comprehensive Land Use Plans
CMO	City Mayor's Office
CPDO	City Planning and Development Office
CSWDO	City Social Welfare and Development Office
CTDO	City Tourism and Development Office
DENR	Department of Environment and Natural Resources
DepEd	Department of Ëducation
DILG	Department of the Interior and Local Government
DOE	Department of Energy
DRRM	Disaster Risk Reduction and Management
DSWD	Department of Social Welfare and Development
ECC	Environmental Compliance Certificate
ELA	Executive-Legislative Agenda
EMB	Environmental Management Bureau
ENRO	Environment and Natural Resources Office
FAO	Food and Agriculture Organization
GDA	Global Development Alliance
GTZ	German Organisation for Technical Cooperation (Deutsche Gesellschaft für Technische Zusammenarbeit)
HLURB	Housing and Land Use Regulatory Board
IBC	Iloilo Business Club
ICIIB	Iloilo City Investment Incentives Board
ICT	Information and Communications Technology
ICTWG	Information and Communications Technology Working Group
ICUPAO	Iloilo City Urban Poor Affairs Office
ICUPN	Iloilo City Urban Poor Network
IEC	Information, Education and Communication
ILED	Iloilo Economic Development Foundation, Inc.

INVEST	Investment Enabling Environment Project
IRA	Internal Revenue Allotment
JICA	Japan International Cooperation Agency
LCE	Local Chief Executive
LDC	Local Development Council
LDIP	Local Development Investment Program
LDRRMF	Local Disaster Risk Reduction and Management Fund Utilization
LFC	Local Finance Committee
LGSP-LED	Local Governance Support Program for Local Economic Development
LGU	Local Government Unit
LIAC	Local Inter-Agency Committee
MDG	Millennium Development Goals
MIGEDC	Metro Iloilo Guimaras Economic Development Council
MERALCO	Manila Electric Company
MTPIP	Medium-Term Philippine Investment Program
MTPDP	Medium-Term Philippine Development Plan
NAMRIA	National Mapping and Resource Information Authority
NFPP	National Framework for Physical Planning
NGA	National Government Agency
NSWMC	National Solid Waste Management Commission
OCVAS	Office for City Veterinary and Animal Service
ODA	Official Development Assistance
PDPFP	Provincial Development and Physical Framework Plan
PDP	Philippine Development Plan
PDIP	Provincial Development Investment Program
PENRO	Provincial Environment and Natural Resources Office
PLUC	Provincial Land Use Committee
PMC	Project Monitoring Committee
PPAs	Programs, Projects, and Activities
PRMDP	Philippine Road Management and Development Project
RDC	Regional Development Council
RDIP	Regional Development Investment Program
RDP	Regional Development Plan
RLUC	Regional Land Use Committee
RPFP	Regional Physical Framework Plan
SAFDZ	Strategic Agriculture and Fisheries Development Zone
SP	Sangguniang Panlungsod
SURP	School of Urban and Regional Planning
SWOT	Strengths, Weaknesses, Opportunities, Strengths
TESDA	Technical Education and Skills Development Authority
TVET	Technical Vocational Education and Training Association
UP-Diliman	University of the Philippines- Diliman
USAID	United States Agency for International Development
ZO	Zoning Ordinance

I.
INTRODUCTION[1]

A. Context of the Assessment

The Investment Enabling Environment Project (INVEST) is a two-year project of the United States Agency for International Development (USAID) that aims to help improve the business enabling climate in, and the competitiveness of, Philippine cities as well as attract domestic and foreign investments by providing technical assistance, institutional linkages, and capacity development support.

INVEST assists its three partner cities, Batangas, Cagayan de Oro, and Iloilo, through two project components: (1) lowering the transaction cost of doing business in the cities and (2) enhancing their competitiveness as investment destinations. More specifically, the first component facilitates the provision of assistance to the cities' business permit and licensing systems (BPLS), while the second component focuses on improving the investment planning and promotion capacity of the partner cities.

For it to more effectively and efficiently assist its partner cities in improving their respective investment planning and promotion capacities, INVEST conducted an assessment of the planning processes and documents of the cities. This assessment would enable the Project to more accurately gauge the state of the capacity of its partner cities to develop plans and programs that are supportive of the increased inflow of investments into their respective jurisdictions. INVEST will thus be able to design and implement more relevant support packages.

B. Background/Rationale of Assessment

The assessment of planning processes and documents was conducted to acquire critical inputs in ensuring the internal, horizontal, and vertical alignment of the target cities' various development declarations. One of the main thrusts of the INVEST Project is ensure that the cities' planned-for investments are consistent with their existing development plans (e.g. comprehensive development plan [CDP], comprehensive land use plans [CLUP] and executive-legislative agenda [ELA], among others), and that these development plans are also supportive of provincial, regional, and national development goals as ultimately presented in the Philippine Development Plan (PDP). Meanwhile, meaningful stakeholder participation in development and reform efforts being a pillar of the development philosophy it has adopted, the INVEST Project included in its assessment the manner by which stakeholders, especially the business community, participated in the crafting of the partner cities' development plans.

[1] Written for the Investment Enabling Environment Project (INVEST) of USAID Philippines by Nicasio Angelo J. Agustin, Investment Strategist of said Project. Assistance in data gathering and initial processing were provided by Jedel Tabamo, City Program Adviser for Batangas City; Deanna Lijauco, INVEST City Program Adviser for Iloilo City; and Jean de Pano, INVEST Project Technical Officer

C. Objectives of the Assessment

This assessment has the following specific objectives:

1. Assess the internal consistency of planning documents;[1]

2. Determine the horizontal consistency of planning documents;

3. Determine the vertical consistency of the city's development vision, thrusts, and priorities with that of the province and region where they are located, as well as with the goals and objectives of the national government, particularly in achieving economic and investment growth;

4. Determine the level of participation of the private sector in the whole development planning cycle; and

5. Identify areas of assistance and other forms of interventions, which the Project could provide in enhancing planning documents and processes of target cities.

D. Assessment Benchmarks

This assessment exercise made use of assessment benchmarks or the norms and parameters set by the provisions of various laws and policies guiding the planning, investment programming, and budgeting functions of local governments.

In terms of the development processes, the two (2) main concerns of the assessment are: (1) the involvement or the extent whereby instituted local entities or bodies exercise their powers in discharging the functions critical to the different stages of the development processes (i.e., planning, investment programming and budgeting); and (2) the level of participation of the private sector in these stages.

Table 1 indicates the responsible local entity expected to discharge the functions or various stages of the three main development processes. It also presents the expected, albeit limited, level of participation of the private sector.

Table 1. Ideal Private Sector Participation in the LGU Planning, Investment Programming and Budgeting Processes

Stages	Responsible Entity	Private Sector Participation
Planning Process		
Plan Formulation	Local Development Council (LDC), to be assisted by City Planning and Development Office (CPDO)	Through bottom-up consultations As 25% of the duly constituted body
Plan Adoption and Approval	Sanggunian Panlungsod (SP) and Local Chief	Through consultation

Stages	Responsible Entity	Private Sector Participation
	Executive (LCE)	
Plan Implementation	LCE and the Executive Branch	Through projects that are funded under Joint Venture arrangements or any of its variants
Monitoring of Plan Implementation	LDC, to be assisted by CPDO	Through participation in tripartite monitoring
Investment Programming Process		
Investment Program Formulation and Prioritization	LDC, to be assisted by the CPDO	Through bottom-up consultations As 25% of the duly constituted body
Approval and Adoption	LCE and the SP	Through consultation
Budgeting Process		
Budget Preparation	LDC, to be assisted by the Local Finance or Budget Committee	Through consultation
Budget Approval	SP and LCE	Through consultation
Budget Authorization	LCE	Through consultation
Budget Implementation	LCE and the Executive Branch	Through consultation

Assessment benchmarks were likewise defined for evaluating internal, horizontal, and vertical consistency of planning documents.

The internal consistency of a Comprehensive Development Plan (CDP)/Comprehensive Land Use Plan (CLUP) is defined by the following:

1. The different portions of the plan – from development issues and challenges to vision to objectives to strategies and to programs and projects – are interconnected;

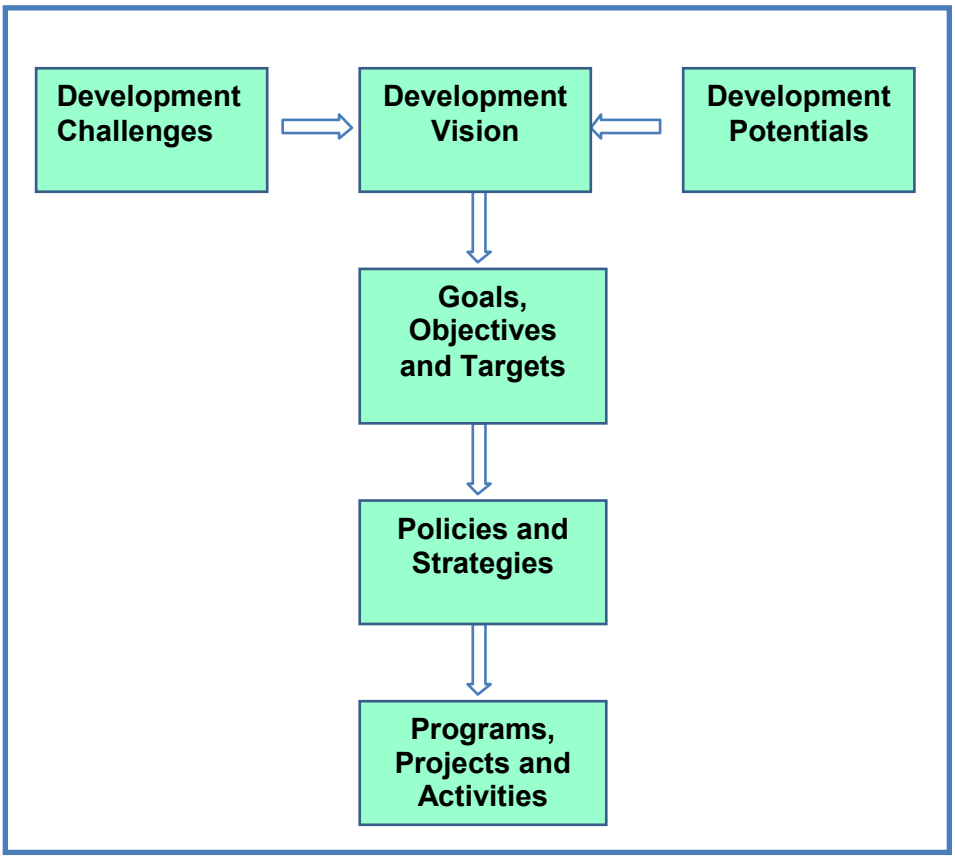
2. The development vision and overall goals and objectives are translated into the different sectoral plans or portions of the overall plan;

3. The development vision is translated into spatial form or is articulated as principles that would guide the utilization and allocation of land resources; and

4. The space requirements of the different sectors are estimated, allocated, designated, and delineated on the ground (in map form).

Internal consistency can then be presented in diagrammatic form (Figure 1).

Figure 1. Internal Consistency of a CDP/CLUP



Horizontal consistency in planning documents, on the other hand, refers to the interconnection of the different planning documents of the local government. The development plan (i.e., ELA and CDP and its sectoral components) sets the overall goals and directions, while the land use plan and zoning ordinance translate the development directions into the spatial requirements of the different sectors. The investment programs (i.e., Local Development Investment Program [LDIP] and Annual Investment Program [AIP]) list down specific programs, projects and activities (PPAs) that would help achieve development objectives; and the annual local budget provides and allocates the financial resources of the local government among the identified PPAs.

More specifically, these planning documents and their broad description are, as follows:

1. The CDP provides the overarching framework for development;

2. The CLUP provides the spatial form to support the development vision and guides the utilization, allocation, disposition, and management of land resources;

3. The land use plan provides the land requirements of the different sectors and other land-using activities;

4. The zoning ordinance delineates and allocates land for various uses;

5. The ELA provides a list of priority programs and projects as “endorsed” by the LCE and the LDC;

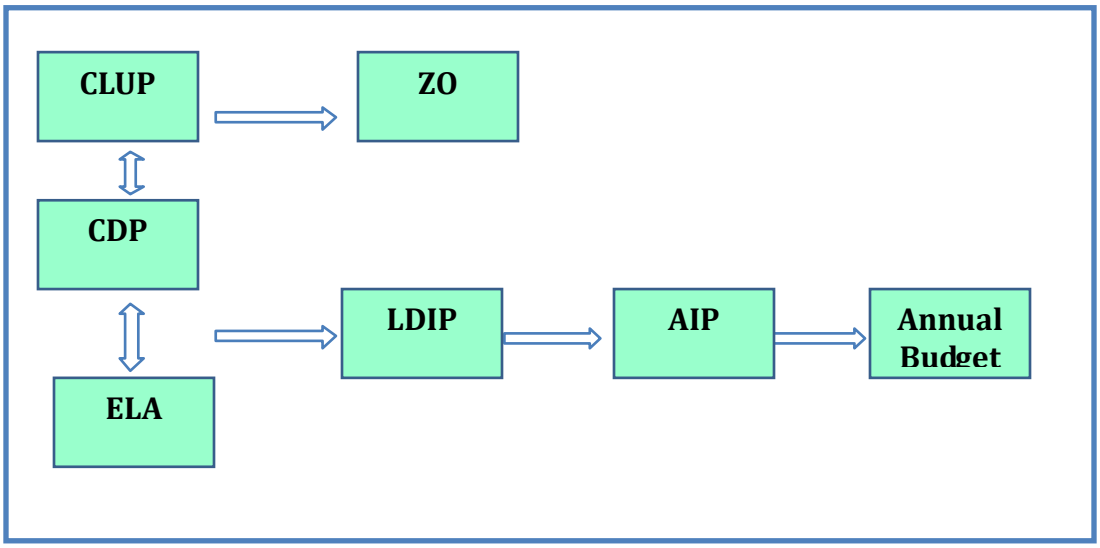
6. The LDIP prioritizes programs, projects and activities in the short to medium term;

7. The AIP lists down priority programs, projects and activities on an annual basis; and

8. The Annual Budget presents the proposed programs, projects and activities with specific funding commitments from various sources.

Horizontal consistency of planning documents is presented in diagrammatical form in Figure 2.

Figure 2. Horizontal Consistency of Planning Documents



Vertical consistency implies that the planning documents of a local government are consistent with, or supportive of, their counterpart documents at the higher levels of governance.

Broadly, these higher-level planning documents are the following:

1. Philippine Development Plan (PDP) or Medium-Term Philippine Development Plan (MTPDP), which is the national development plan and provides the overall direction for the country’s development;

2. National Framework for Physical Planning (NFPP), which provides the framework for spatial development as well as the policies for the delineation of production and protected lands, as well as lands settlements and infrastructure development;

3. Regional Development Plan (RDP) and Provincial Development Plan (PDP), which are the counterparts of the PDP at the regional and provincial levels, respectively;

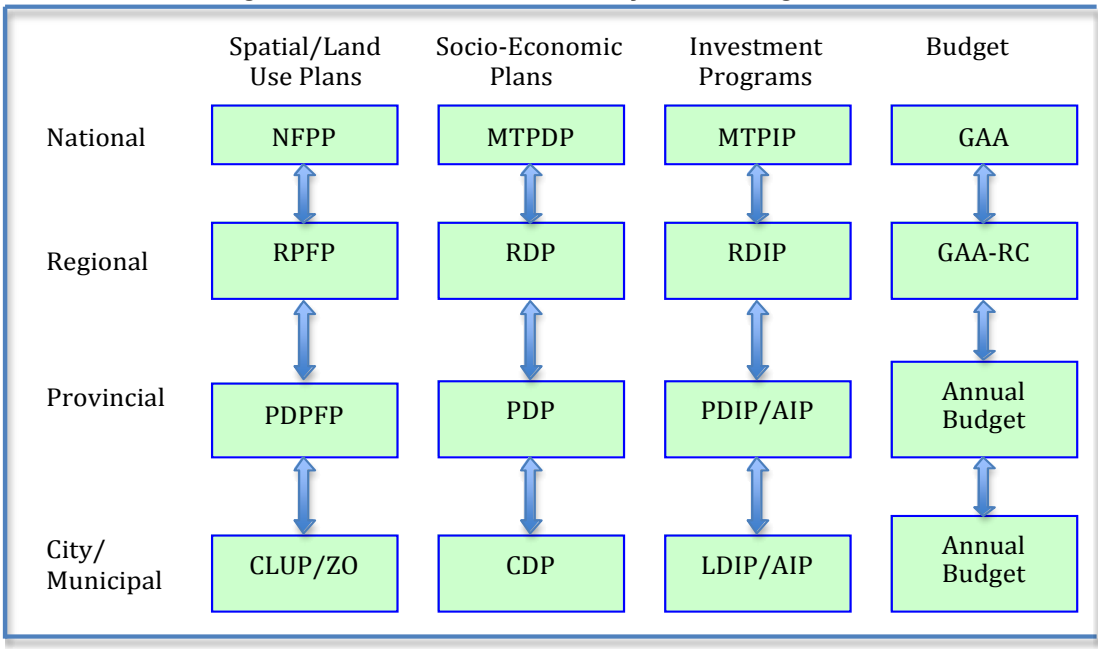
4. Regional Physical Framework Plan (RPFP) and Provincial Development and Physical Framework Plan (PDPFP), which are the counterparts of the NFPP at the regional and provincial levels, respectively, although the PDPFP integrates the sectoral and physical development aspirations;

5. Medium-Term Philippine Investment Program (MTPIP), which provides a prioritized list of PPAs at the national level in the medium term; and

6. Regional Development Investment Program (RDIP) and Provincial Development Investment Program (PDIP), which are the counterparts of the MTPIP at the regional and provincial levels, respectively.

Vertical consistency is then presented in a diagrammatic form in Figure 3.

Figure No. 3: Vertical Consistency of Planning Documents



E. Methodologies in the Conduct of the Assessment

The assessment employed the Narrative Analysis technique.

Guide questions were formulated and used to gather data and information. Data gathering was done through interviews of key informants[2] and the collection and review of relevant documents.

Results were then presented in appropriate forms (thematic, structural, interactional and performative), which comprise the analysis portion of this report.

F. Scope and Limitations of the Assessment

The assessment does not intend to validate the contents of the planning documents, most especially “how” the different portions of the documents were formulated. It also does not intend to do or redo the planning documents.

II.
RESULTS OF THE ASSESSMENT FOR PLANNING PROCESSES

A. The Process of CDP and CLUP Formulation and Approval

1. Batangas City

The updating of both the CDP and CLUP of the City of Batangas was undertaken in 2007 upon the initiative of the City Planning and Development Office (CPDO).[3] The actual updating of the CDP and CLUP was undertaken by UP PLANADES, a consultancy firm based in the School of Urban and Regional Planning (SURP) of the University of the Philippines in Diliman (UP Diliman) through a contract it entered into with the City Government.[4] UP PLANADES set up and facilitated all activities related to the updating process, including meetings with various government institutions and consultation-workshops, as well as the drafting the plans (including the Batangas City Zoning Ordinance) and the revision of drafts upon review by the CPDO (Annex 1.A).

The City Government's involvement in the groundwork leading to the drafting of its plans was limited. Nevertheless, the Local Chief Executive participated in the visioning workshop and in all the meetings where the planning outputs were presented and discussed. The LCE also issued an Executive Order in 2007, which designated all the department heads of the city government as members of the City Government Team that would participate in the consultation-workshops on the plans. These city officials then became actively involved in all major planning activities organized by the UP PLANADES, as well as in the review of planning outputs.

The participation of national and regional government agencies in the updating of the city's development plans was limited to consultation sessions.[5] There was no interface between the province and the city during the plan updating process.

The participation of the private sector in the planning process was limited to the visioning workshop and project identification sessions. The private sector groups that were invited were limited to those formally accredited and recognized by the LDC.[6]

The updating of the CDP and CLUP began in January 2007 and ended in April 2008, taking about 14 months. The factors that caused the delay were the difficulties experienced during data gathering and collection and data validation.

The draft CDP and CLUP were reviewed by the City Team, presented to the LDC[7] and subsequently endorsed to the Sangguniang Panlungsod (SP) of Batangas,[8] which approved both plans.

Despite it being approved by the LDC and SP, however, it was only last March 2012 when the CLUP was endorsed to the Provincial Land Use Committee (PLUC) for review and approval. The final approval of the CLUP rests on the endorsement of the PLUC and the Regional Land Use Committee (RLUC) of the Regional Development

Council (RDC), as well as the ratification by the Housing and Land Use Regulatory Board (HLURB). All three bodies have yet to approve of the plan.
In anticipation of such approval, the UP PLANADES updated the Zoning Ordinance (ZO), into which the CLUP must be translated for the latter to be implemented. Because of the pendency of the approval by the PLUC, RLUC, and HLURB of its CLUP, Batangas City still uses its 2001 ZO[9] that promotes mixed land uses.

2. Cagayan de Oro City

Cagayan de Oro City does not have a CDP; however, the statement of its development direction is contained in its CLUP.

The latest CDO CLUP was formulated in 2000 for the 2000-2005 planning period and was prepared by the City Government through a mandated inter-agency body, with technical assistance from the Philippine Road Management and Development Project (PRMDP), which was supported by the Australian Agency for International Development (AusAID). The CPDO spearheaded the effort.

CDO utilized the bottom-up approach, beginning with the consolidation of Barangay Development Plans (BDPs) and using the results of community-level consultations as basis for finalizing the BDPs and the 2001 CLUP.

Prior to approval, the CLUP went through a rigorous process of consultations with different stakeholders, especially those from civil society and the private sector. Prioritization was also based on the recommendations of national government agencies, especially those related on disaster risk reduction, social services, and economic development.

At present, the CLUP is being assessed, reviewed, and updated with the participation of various stakeholders. The revised CLUP is targeted to be finalized by June 2012. The current ZO is also being reviewed and updated to reflect the changes in the revised CLUP.

It must be noted that revisions to the CLUP in reaction to the devastation wrought by Typhoon Sendong on the city in 2011 are limited to the redesign of the proposed flood control system of the city. Nonetheless, a Local Inter-Agency Committee (LIAC) composed of different stakeholders[10] was organized mainly to identify strategies to effectively provide social services and housing to Typhoon Sendong victims.

3. Iloilo City

The Iloilo 2011-2013 CDP was formulated by an ad hoc planning body in July 2010 following the City Development Framework (Annex 3.A), after the gathering of updated information and the conduct of barangay and city-level consultations by the LDC.[11] The CDP was adopted on July 2011 by the SP. Iloilo City planners adopted a three-year development-planning period instead of the typical five- or six-year timeframe. The timeframe coincides with the term of the LCE and the SP so that the plans can be implemented within the terms of the elected local officials.

The 2011-2020 CLUP of Iloilo City, on the other hand, was developed by the CPDO in consultation with the private firm Palafox Associates. Although it was completed in November 2010 and should have replaced the outdated 1998-2010 CLUP, it is still subject to review, revision, and approval by the LDC and SP, and the ratification of the HLURB. The target date for its approval and adoption is June 2012.

The Executive Order for the current 2001-072 Zoning Ordinance[12] was approved last March 23, 1993. However, the SP adopted the same ZO only in 2001.

B. The Process of Investment Programming

Development and land use plans are formulated to serve as basis for local government funding priorities. The context of the Philippine development planning process provides for the CDP and CLUP to identify strategies and their corresponding programs and projects to address identified development gaps and priorities. After the planning process, the formulation of LDIPs, which projects the medium-term (i.e., 5–year) program and project requirements of the City, follows. Eventually, the LDIP is translated into an AIP, which is then endorsed for budgeting.

1. Batangas City

In the case of Batangas City, the City Government opted to formulate its AIP without first developing the LDIP.[13] Nevertheless, the Batangas AIP prioritizes programs and projects identified in their CDP/CLUP (Annex 1.B).

The AIP may not be implemented faithfully. Barangay chairpersons usually appeal to the mayor for their constituencies' needs and interests to be included in the City's programs and projects even after the AIP had been formulated. Thus, the city government of Batangas deems it more practical to focus its investment programming efforts on the AIP, and even formulates a supplemental AIP when substantive activities need to be programmed for the year. These AIPs are endorsed to the SP for approval.

As with the CDP and CLUP, the CPDO takes the lead in the formulation of the AIP (Annex 1.C). However, unlike the formulation of the CDP and CLUP, the services of a consultancy firm are not availed of for the AIP. The effort is an activity solely of the different departments and offices in the city government. Once the CPDO finishes drafting it with inputs from the various branches of the city government, the AIP is endorsed to the Local Finance Committee (LFC) for review and approval.[14]

Private sector involvement in the formulation of the AIP may best be described as passive, as its involvement is limited to its being represented in the LDC. More specifically, private sector participation is limited to providing comments and inputs on the list of programs and projects to be included in the AIP.

Majority of the fund sources for the AIP come from the General and Development Funds of the City Government.[15]

2. Cagayan de Oro City

The latest LDIP of the City was formulated in 2000 and covers a five-year period (2000-2005), although it also includes projections for 2006 to 2010, mostly for infrastructure development.

CDO officials conduct annual consultations with its stakeholders to identify and prioritize projects and programs listed in the LDIP. The ranked PPAs are then matched with their corresponding funding sources[16] for implementation.

The LDIP is currently being reviewed and updated, and is expected to be finalized and integrated to the CLUP by June 2012.

The latest AIP of the city was formulated in 2010, although the LDC approved it only this year after a rigorous consultation process with civil society and the private sector. The AIP contains significant programs on disaster risk reduction and management (DRRM), which will require P1.8 billion from external resources (i.e., other than city funds). These programs are mainly for the rehabilitation of priority Sendong-hit areas.

The Annual City Budget was formulated in 2011 for implementation in 2012.

3. Iloilo City

The 2010-2013 LDIP of Iloilo City was formulated in July 2010 following the Synchronized Planning and Budgeting Calendar (Annex 3.B) and adopted in July 2011. This LDIP has a multi-year summary of investment requirements, where the 2011 Iloilo AIP was drawn from.

On the other hand, the 2011 Annual Development Program and Investment Plan (ADPIP) was formulated in December 2010[17] and presented in more detail the yearly-programmed expenditures of the city. Essentially, the ADPIP contains a long list of PPAs, while the AIP contains the priority list of PPAs (Annex 3.C).

C. The Executive-Legislative Agenda and the Budgeting Process

All Philippine cities and municipalities are required by the Department of the Interior and Local Government (DILG) to formulate their ELA.[18] The rationale for the ELA is to ensure that the programs of both Executive and Legislative branches of city government are aligned, expediting not only the planning process but the smooth implementation of PPAs as well. Thus, one important component of the ELA is the list of PPAs[19] that both branches deem as priority for implementation.

The Local Budget and Finance Committee, on the other hand, typically spearhead the LGU budgeting process.[20] The LDIP, AIP, ADPIP, and ELA should serve as bases in the formulation of the Annual Budget, which is subsequently reviewed and approved by the SP.

The funds for PPA implementation are typically sourced from the LGU General Fund, Internal Revenue Allotment (IRA), other LGU funds (e.g., Special Education Fund) and external sources (e.g., grants and loans).

Batangas City has an ELA for 2010-2013. The latest (2010-2013) Cagayan de Oro City ELA was formulated and approved in 2008, while the Iloilo City ELA covers the period 2011-2013.

D. Plan Implementation and Monitoring

Plans are implemented by the city government through the departments[21] pertinent to the PPAs and, sometimes, through ad hoc bodies created by the executive or legislative branches for the purpose. The Commission on Audit (COA) is mandated to examine implementation progress in terms of spending efficiency.

Plan monitoring, on the other hand, is undertaken by the appropriate departments of the LGU[22] (primarily the CPDO) in cooperation with national government agencies (as may be constituted in a Project Monitoring Committee or PMC) that may be tapped to provide technical assistance in the evaluation of the level of implementation for the planning period.

In the INVEST partner cities, the involvement of the private sector in both plan implementation and monitoring is limited at best. Although some sectoral PPAs indicate the need for implementation partnerships with the private sector, as in Iloilo City (Annex 3.D), there is no substantive data to validate the extent of private participation for these PPAs.

Actual private sector funding in City Government PPAs have not been explicit in the AIP, and in budget and expenditure reports

III.
RESULTS OF THE ASSESSMENT OF PLANNING DOCUMENTS

A. Overview and Internal Consistency of Planning Documents

This section presents the results of the rapid assessment of the planning documents made available to, and reviewed by, the authors.

1. Batangas City

Batangas City envisions itself as becoming "a well diversified agro-industrial center and international gateway, with a tourist-friendly and safe environment and quality infrastructure, powered by a globally-competitive citizenry and inspired by transparent, firm, and fair leadership."

Collectively, the CDP and CLUP contain the following:

a. Development Issues and Challenges, by Sector (Annex 1.D);
b. Development Opportunities (Annex 1.E);
c. Sectoral Goals and Focus (Annex 1.F);
d. Land Use Development Constraints (Annex 1.G);
e. Spatial Development Framework and Strategy, including the Identification of Growth Clusters (Annex1.H) and Land Management Zones(Annex 1.I);
f. List of Programs, Projects and Activities, by sector (Annex 1.J); and
g. Disaster Risk Reduction and Management Integration

The review of these documents reveals the following insights:

a. The development blueprint of Batangas City focuses on good governance, improved infrastructure, competitive citizenry, and job creation.

b. The CDP and CLUP are supportive of the city's vision. There is a need, however, to provide detailed definitions with respect to governance – particularly the terms "transparency"[23] and "firm leadership."[24]

c. The identified strategies and policies are generally consistent with, and supportive of, the city's development objectives, although some targets (such as those for social and economic sectors) may be better quantified[25] as based on normative standards.

d. The approach to addressing gaps and issues related to informal settlements (social sector), flooding (infrastructure sector), and institutional development and public finance may be further substantiated.

e. The identified PPAs are consistent with the needs and priorities for each sectoral component, although critical follow-through activities relating to investment promotion should also be identified for implementation.[26]

f. The economic strategies are focused on city-level issues and concerns.

g. The CDP and CLUP acknowledge services, agriculture, and industries (particularly power generators, oil depots, and refineries) as economic growth drivers, but fail to put forth strategies to proactively manage and maximize the Batangas Port.[27]

h. Soliciting the deeper involvement of the private sector in government programs and projects does not seem to be an issue or concern.

i. The overall development vision of the city is influenced by its spatial development strategy,[28] and the encouragement of mixed land uses (Annex 1.K) is in line with its land requirements based on historical trends and various other analyses (Annex 1.L).

j. The use of Land Management Zones[29] may be viewed as a policy-driven approach to maximizing opportunities for creativity and innovation and allows the development of the land market within the framework of the city's goals and objectives.

k. The integration of DRRM and Climate Change Adaptation (CCA) in the CDP and CLUP may be further enhanced[30] once DILG and HLURB guidelines are made available to LGUs.

2. Cagayan de Oro City

By 2012, the City envisions itself to be:

- "An accessible, well developed city that provides high quality services/facilities"
- "A peaceful city that support cultural and social diversity that encourage strong community development"
- "(with) Responsive governance that encourage community participation, transparency and accountability that offers residents and investors a range of economic, employment and financial opportunities"

The CDO CLUP considered four (4) sectors in the process of formulating its land use plan: social development, economic development, infrastructure development, and environmental management.

A SWOT analysis (Annex 2.A), further substantiated by an examination of the city's potentials and major development challenges (Annex 2.B), led to the identification of sectoral and sub-sectoral goals that were presented in the Plan (Annex 2.C).

The AIP presents a list of PPAs for the economic and social sectors as well as for General Public Services. It is the most updated plan being implemented by the city and presents the budget allocation and the source of funds for these PPAs (Annex 2.D).

The AIP and Budget reflects similar figures and PPA prioritization. The city budget is largely allocated to Personnel Services (33%), followed by Economic Services (21%), and Social Services (20%). A large portion is allocated for infrastructure projects, although these are to be financed by loans, grants, and other external fund sources.

The LDIP, on the other hand, is useful in this assessment for its projections on the budget requirements of the infrastructure sector in 2006-2010 out of the total P8.1B (Annex 2.E).

The ELA provides another perspective on the goals for five sectors (economic, social, infrastructure, environment, and local finance administration), and presents the details of an annual, three-year strategy for implementation (Annex 2.F).

The review of planning documents reveals the following insights:

a. The vision is clear, although it could be made more unique for CDO.[31]

b. The CDP/CLUP is complete. It has consistent[32] sectoral components with corresponding objectives, targets, strategies, policies and a list of programs and projects.

c. The CDP/CLUP presents an inclusive mechanism for implementation.[33]

d. The ELA specifies programs, activities, and outputs to achieve the city's vision.

e. The CLUP and ZO clearly delineate areas for different land uses and have discussions on hazard-prone areas and other environmental management concerns, although both documents are now outdated.

f. The LDIP and AIP provide a list of priority programs and projects, which are aligned and properly classified by sector.

g. The AIP reflects a balanced allocation of resources, covering major sectors for development. It also provides for continuous training for its "organic" employees to continuously upgrade skills and knowledge.

h. The AIP prioritizes the development of the CDO airport and seaport, in recognition of the strategic location of the city as a "Gateway to Mindanao".

i. Five percent of the budget, or P116 M was set aside as a "calamity fund" and allocated for the victims of Typhoon Sendong.[34] The city will have the same budget in 2012.

3. Iloilo City

Iloilo's vision is to become, by 2015, a premier city as defined by four (4) discrete components,[35] with its goals classified into four (4) sectors: economic development, social development, environmental management, and governance and administration.

The vision, goals, and objectives of the CDP (Annex 3.E) were drawn from four major sources: the Millennium Development Goals, the results of the ISA Visioning, the results of a road mapping and score carding exercise, and the current city administration's 10-Point Agenda.[36]

The strategies were also identified based on the city's inherent strengths, weaknesses, opportunities and threats[37] (Annex 3.F).

The CLUP presents the following:

a. Major Development Challenges (Annex 3.G);
b. Development Potentials (Annex 3.H);
c. Major Industries and Growth Drivers (Annex 3.I);
d. Development Targets, Goals and Strategies (Annex 3.J); and
e. Spatial Development Strategy and Land Use Plan (Annex 3.K).

The review of planning documents reveals the following insights:

a. The development vision is general but its elements are specific and unique for Iloilo City.[38]

b. The vision is clearly translated into specific goals and objectives, as well as into sectoral plans with corresponding sectoral objectives, targets, strategies, policies, and a list of programs and projects.[39]

c. A mechanism for plan implementation is presented in the CDP, although it does not detail the mechanisms for implementation and monitoring and evaluation.

d. The CLUP and ZO, although a bit outdated, are sufficiently comprehensive to respond to future demands for development expansion and have provisions that address environmental concerns and disasters.

e. The list of programs and projects in the LDIP and AIP are clearly presented by sector.

f. There is a Disaster Risk and Crisis Management Program under the Public Safety, Security, and Disaster Management section of the ELA.[40]

g. Private sector involvement is explicitly stated in the CDP.

h. The major industries listed in the CDP include agro-fisheries industry, tourism, and BPO, although the plan does not thoroughly discuss the local economy and investment promotion.

B. Horizontal Consistency of Plans

Based on the assessment benchmarks described in Chapter I of this report, this section presents the results of the assessment for horizontal consistency of the planning documents for each target city.

1. Batangas City

a. The CDP and CLUP were formulated simultaneously and are found to be mutually consistent.

b. The CLUP takes into consideration the gaps and issues identified in the CDP.[41]

c. Both the 2001 and 2012-2018 Zoning Ordinances are consistent with the latest CLUP.[42]

d. The PPAs identified in the AIP are aligned with those found in the CDP.

e. Some PPAs and service areas identified in the ELA are not present in the CDP and AIP and may be taken as additional PPAs as identified by the executive and legislative branches of the local government (Annex 1.L).

f. The Budget allocates resources for some, not all, PPAs identified in the AIP.

2. Cagayan de Oro City

a. The CDP was subsumed under the CLUP.

b. The CLUP and Zoning Ordinance are aligned and consistent, although both need to be updated.

c. The LDIP and AIP are generally aligned with the CLUP, although the LDIP adopts a slightly different vision (i.e., that of the city being an agro-industrial and trading center).

d. While the AIP list of PPAs is derived mostly from the CLUP, the AIP substantially considers DRRM, which is not present in the environment-related programs of the CLUP.

e. The ELA served as basis in the crafting of the AIP, and both documents have the same PPAs.

f. There are some major items in the ELA that are not present in the CLUP.

g. While the 2012 Budget and Priority PPAs are similar to those found in the ELA, it is discrete from the AIP.

3. Iloilo City

a. The CDP and CLUP are aligned and consistent with one another, although additional goals, objectives, programs, and projects are present in the latter.

b. The spatial development framework supports the CDP Vision, Goals and Objectives.

c. The CLUP and Zoning Ordinance are aligned and consistent.

d. The LDIP priority PPAs are drawn from the CDP.

e. The ADPIP is drawn from the CDP and CLUP.

f. The AIP PPAs are culled from the CDP.[43]

g. The AIP is drawn from the LDIP and ADPIP.

h. The AIP has similar goals, objectives, and programs with the ELA.

i. The ELA is aligned and consistent with the CDP.

j. The 2010, 2011 and 2012 Budgets are dissimilar to the AIP, as nearly half of PPAs in the Annual Budget is not in the AIP.

C. Vertical Consistency of Plans

This section presents the results of the assessment for vertical consistency of the planning documents for each target city.

1. Batangas City

a. The connection of the CDP to the PDP and RDP is apparent, especially in terms of the role of the city in the overall development of the province and the region.[44]

b. The connection of the CLUP and ZO to the PDPFP and RPFP needs to be strengthened.

c. The alignment of the CDP with the priority thrusts of the MTPDP also needs to be further reinforced.

d. The link between the AIP and the PDIP and RDIP may be further defined.

2. Cagayan de Oro City

a. The CDP was able to substantially define its role in the regional development context.[45]

b. The CLUP explicitly partners with the Province of Misamis Oriental through the formulation of a shared vision.[46]

c. The link between the AIP and the PDIP and RDIP may be further defined.

3. Iloilo City

a. The CDP, CLUP and ELA were able to take into account higher-level plans and other sectoral planning documents, as well as special priority development thrusts such as the MDG and MIGEDC.

b. The City Development Agenda 2010 (CDA 2010) facilitated the harmonization of the CDP with higher-level plans.[47]

c. The CLUP was able to present not only the profile of Iloilo City, but the international, national, regional, provincial, and cluster (Metro Iloilo-Guimaras) settings as well to define the higher-level context in which the plan was crafted.

d. The institutionalization of the MIGEDC expedited the use of an inclusive and bioregional approach to planning.[48]

IV.
SUMMARY, RECOMMENDATIONS, AND AUTHOR'S INSIGHTS

A. Summary

The assessment reveals that:

1. Despite varying depths of substance and analysis, all planning documents were found to be generally internally consistent.

2. The CDP, CLUP, LDIP, and AIP of the partner cities largely exhibit horizontal consistency.

3. The Annual Budget is normally aligned with the ELA; as a result, it is often discrete from the CDP, CLUP, LDIP, and AIP.

4. The CDP and CLUP are mostly consistent with higher-level plans, although levels of consistency and specificity in terms of vertical alignment vary.

5. The formulation of plans (CDP, CLUP, LDIP, and AIP) follows the normative process, except that this activity is initiated by the CPDO. The ideal and prescribed process, however, is for the LCE to make the call for the formulation of the CDP and the CLUP.

6. Actual plan formulation is the responsibility of the LDC as provided under RA 7160, with the CPDO providing it assistance. It is, however, common that local representatives have minimal involvement in the crafting of the development plans for their constituents.

7. There are no systematic tools used in the prioritization of programs and projects.

8. There is generally minimal involvement of the private sector in the formulation of development plans, investment programs, and annual budgets.

9. Most public sector projects are funded by locally generated funds; other sources of financing are not being maximized or tapped.

B. Recommendations

1. Increase LGU capacities in the following areas:

   a. Plan Integration
      - Review and refinement of CDP, CLUP, LDIP, AIP and Annual Budgets
      - Prioritizing PPAs for implementation (AIP for CY 2013)
      - Exploring funding options
      - Identifying reform areas

b. Public-Private Partnerships
   - Developing PPP project ideas
   - Preparing pre-feasibility studies, feasibility studies, and business cases

2. Implement reforms that may be further identified by the partner cities taking off from the results of this assessment to ensure stakeholder participation and to enhance quality and consistency of planning documents.

C. Insights of the Author

The review of the planning documents of the partner cities reveals that Philippine planning processes are biased towards taking a comprehensive perspective that takes into account all the concerns of all sectors. The downside to using this approach is that it results in a mishmash of PPAs, even those whose full implementation leads to mediocre development gains. By trying to address "everything for everyone" in their plans, given their scanty resources, local governments are often constrained to using watered-down targets to satisfy their development declarations. The accomplishment of thin targets over numerous sectors however, does not mean the attainment of visions and of fullest potentials.

The results of this assessment points to a need to veer away from too much emphasis on "comprehensiveness" in development; rather, the focus should be on identifying and implementing pointed, focused, deliberate and bold strategies in order to attain truly sustainable growth – the universal vision.

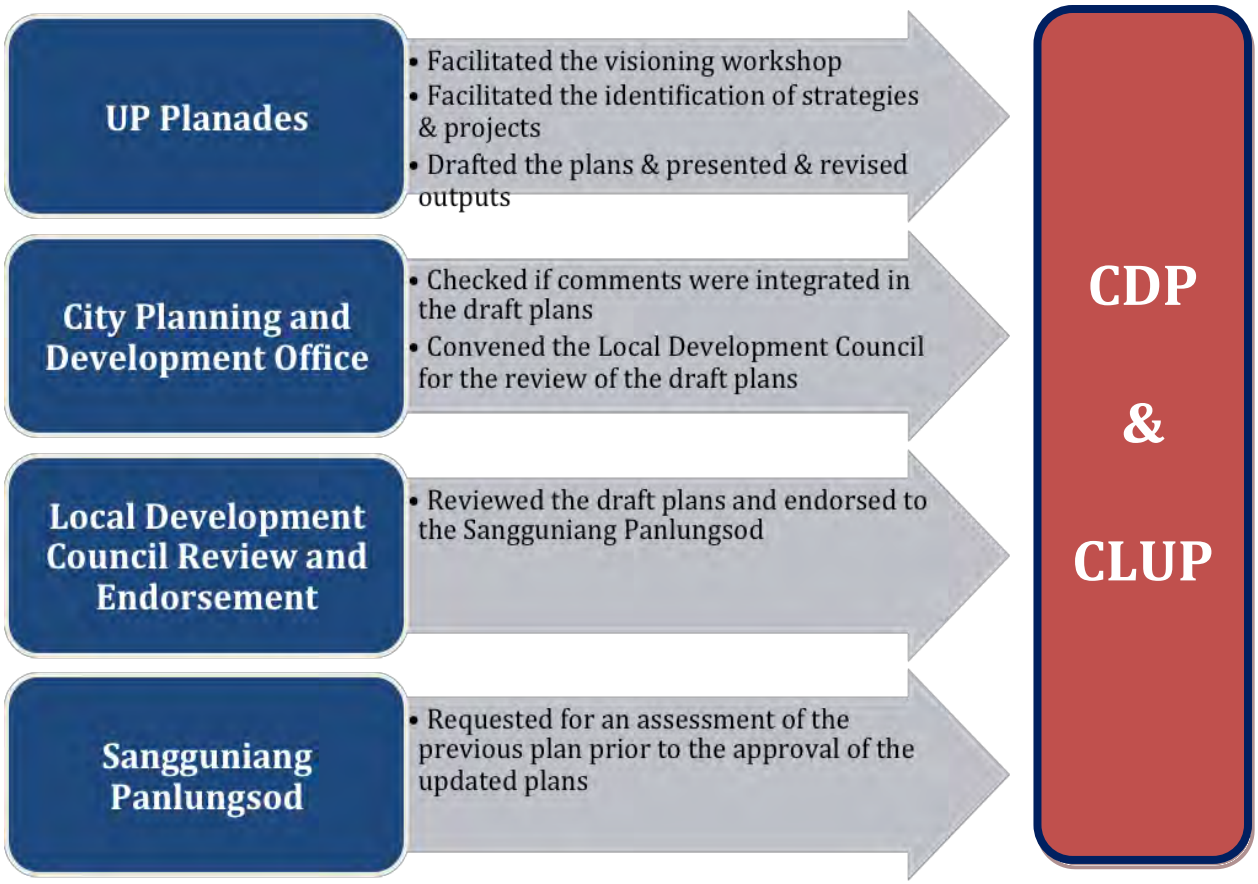
For instance, while the partner cities documented their desire for increased investments, this important pillar of economic growth is given a modicum discussion that tends to get lost within the volumes of details of a development plan. More unfortunately, what is proffered are uninspired motherhood strategies along the lines of "investment promotion" that does not explicitly state the **what** (in terms of industries where investments will be promoted) and **how** (in terms of strategies, policies and specific PPAs that logically lead to desired outcomes).

Thus, there is also a serious need to revisit Philippine development planning paradigms, and allow them to evolve such that local governments are enabled to identify their desired niche with a macroeconomic perspective, emboldened to declare specific strategies, and empowered with the tools to allow them to follow through – all while fulfilling their basic contract of improving basic social services as required in good governance. This is another line of advocacy that INVEST Project can pursue.

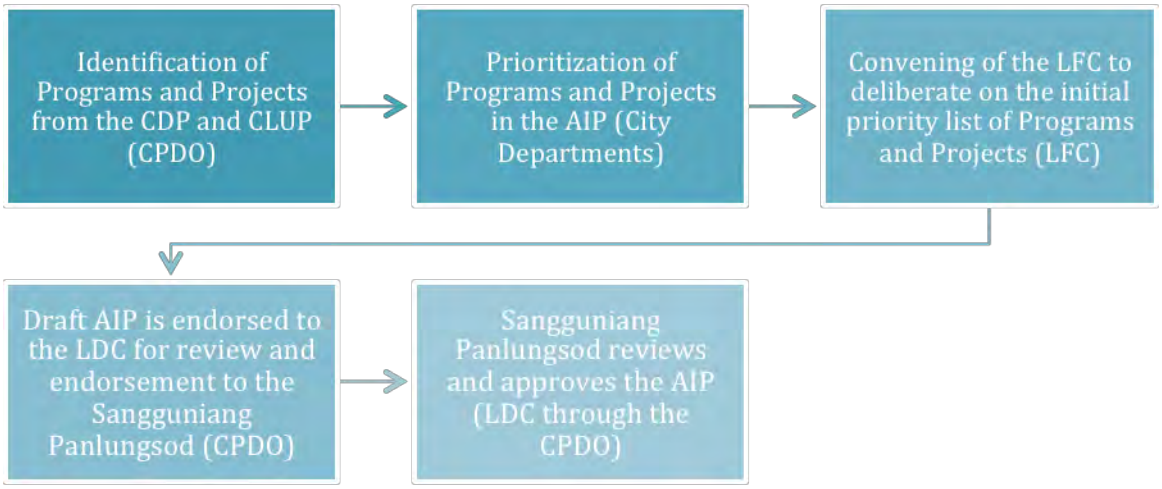
ANNEXES

ANNEX 1 – BATANGAS CITY RELEVANT INFORMATION

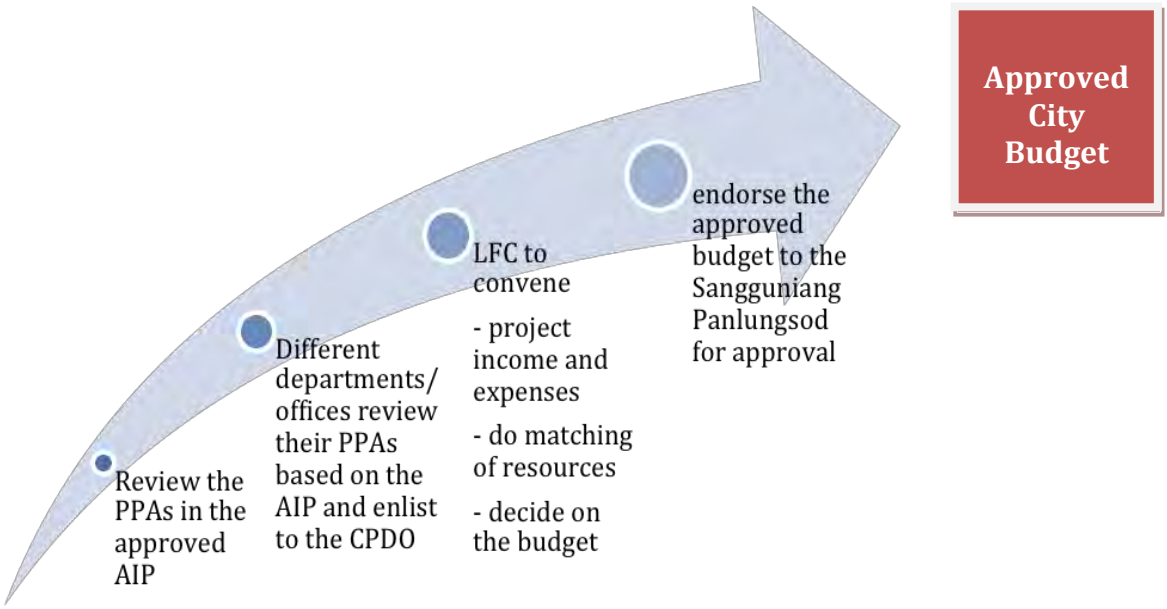
ANNEX 1. A. FORMULATION AND APPROVAL PROCESS OF THE CDP AND CLUP



ANNEX 1. B. AIP FORMULATION AND APPROVAL



ANNEX 1.C. BUDGET PROCESS



ANNEX 1.D. DEVELOPMENT ISSUES AND CHALLENGES, PER SECTOR

Sector	Development Issues and Challenges
Social	1. Congested urban core 2. Increasing number of informal settlers 3. Human trafficking 4. Inadequate health personnel 5. Unhealthy practice of disposing hazardous waste (industrial and medical waste) 6. Inadequate fire facilities and equipment
Economic	- High unemployment rate 7. Food insufficiency 8. Poverty incidence 9. Low income from agricultural production 10. Untapped tourism potential 11. Need to support micro, small and medium enterprises 12. Limited livelihood opportunities for fisher folk 13. Enhancement of cooperatives
Environment and Natural Resources	14. Implications of settlements to: biological environment (forest, wildlife, and coastal and marine resources; coral reefs; coastal fisheries; mangroves) 15. Urban environmental quality (water quality and management; air quality; toxic and hazardous waste management; solid waste management)
Transportation and Infrastructure	16. Congestion (settlements; lack of parking spaces) 17. Narrow and substandard roads (inadequate capacity) 18. Limited access High cost of Right of Way (ROW) acquisition & difficulty in imposing road ROW standards 19. Lack of LGU control over PUJ and PUB franchises 20. Limitations of the LGU to undertake repair of national roads 21. Inadequate number of traffic enforcers
Infrastructure	22. Flooding in some areas of the city 23. Compliance of private businesses to environmental policies
Institutional Development and Public Finance	24. Organizational issues (rationalization, qualification standards, absence of urban poor and cultural office) 25. Unfriendly investor policies and legislations 26. Tax delinquency 27. Linkage issues with the Philippine Ports Authority (PPA)

ANNEX 1. E. DEVELOPMENT OPPORTUNITIES

1. International sea gateway and port south of Metro Manila – foreseen port activities will spur demand in terms of commercial and residential land uses
2. Presence of basic industries – existing industries in the City can help attract other investors
3. Expansion of the Southern Tagalog Arterial Road (STAR) – proximity of the City to Metro Manila and other provinces in the CALABARZON has improved by reducing travel time
4. Being a Center for Education – availability of different higher education institutions can help compliment the needed skills and educational requirements in the workforce by incoming investors
5. Presence of SM Batangas City in Barangay Pallocan Kanluran – the establishment of SM initially gave birth to the City's alternative Central Business District (CBD)
6. Growing interest of Manila-based real estate developers to invest in land development – there is strong potential in attracting investors to the City.

ANNEX 1.F. SECTORAL GOALS AND FOCUS

Sector	Goals and Focus
Social	Ensure that families live in a peaceful, orderly community with decent homes
	Enable residents to be responsible for their personal, health and social responsibilities through proper education and basic life skills
	Focus: demography; health; education; housing; social welfare; protective services; sports and recreation
Economic	Increase employment and household income
	Reduced poverty incidence among the population
	Focus: yellow corn productivity; agricultural productivity; influx of more tourists; livelihood opportunities for marginalized groups; Micro-Small-Medium enterprises
Environmental Management	Improve the quality of the natural and built environments
	Maintain ecological services of the City's air, water, land and marine environments to support sustainable development
	Focus: quality of air and water in accordance with desirable standards; forest and marine resources; land and water resources; environmental awareness, education and advocacy of the stakeholders (City Government, NGOs, civil organizations, private sector, and academe)
Transport and Infrastructure	Adequate, efficient, safe and environment-friendly transportation system
	Focus: traffic congestion, travel time, cost of travel; number of traffic incidents; motor vehicle emissions

ANNEX 1.G. LAND USE DEVELOPMENT CONSTRAINTS

Inherent	Derived
1. Batangas City is divided into two land masses 2. Most of the relatively flat and arable lands are located in the northern portion 3. Saltwater-intruded ground water 4. Southern portion prone to storm surges	5. Shortage of buildable land in the Poblacion 6. Settlements not properly located 7. Perennial traffic congestion and air pollution 8. Unavailable land for large-scale agricultural production 9. Conversion of agricultural lands 10. High concentration of pollution along Calumpang River and Batangas Bay

ANNEX 1.H. IDENTIFIED GROWTH CENTERS

Status of Clusters	Clusters	Location (Barangays)
Existing	Financial and Commercial	Batangas Port Area Alangilan Kumintang Ibaba
	Agro-industrial	Soro-soro Ibaba
	Light to heavy Industries	West from Libjo to Mabacong
	Emerging alternative CBD	Pallocan Kanluran
	Agro-industrial	Bilogo
Emerging	Commercial	Barangay Pagkilatan
	Agro-forestry	Haligue Silangan Talahib Payapa
	Growing investments in middle to high income residential subdivisions	Libjo San Isidro Pallocan Silangan Sampaga Dumuclay Dumantay

ANNEX 1. I LAND MANAGEMENT ZONES

Zone	Description
Primary Urban Core (PUC)	Financial and commercial center
Secondary Urban Core (SUC)	Support facilities to the PUC
General Development Area (GDA)	Suburban residential area; provides complete set of community facilities and amenities
International Port Area	Covers the Batangas City international port and its vicinity; allotted for port and port-related activities
Industrial Areas	Located at the western section of the City; groups the light, medium, and heavy industries
Agro-Industrial Areas	For production, agro-processing and marketing activities of farm products
Agriculture Development Areas	Devoted to agriculture production activities (i.e. crops, livestock and poultry, tree-farming; settlements are limited to agro-residential scales
Agro-Forestry Areas	Cultivation of agricultural crops, combined with tree crops and forest plants; covers areas for protection of land drained by streams or fixed bodies of water and their tributaries
Forestry Areas (Forest Management Zones)	Covers all lands having slopes of 50% or more within the permanent forest or forest reserves of Mt. Banoy
Tourism Areas	Covers areas that are endowed with natural or man-made physical attributes and resources that are conducive to recreation, leisure and other wholesome activities (e.g. educational) and are intended for use of travelers and tourists
Institutional Areas	Encompasses the area reserved for the Oratory of the Blessed Virgin Mary in Monte Maria in Barangay Pagkilatan
Special Land Use Zone	Contains the current seven (7) hectare controlled dumpsite in Barangay San Jose Sico – facility will be converted into a sanitary landfill
Protected Areas (High Risk Areas)	Protected areas or High Risk Areas such as Barangays Wawa and Malitam; prohibition of new structures in the Barangays

ANNEX 1.J. LIST OF PPAs AND FUNDING REQUIREMENTS, BY SECTOR

Table 11: PPA Funding Requirement by Sector, Batangas City CD/LUP

PPA	Social	Transpo & Infra	Environmental	Economic	Institutional
1	20,000,000.00	114,750,000.00	25,500,000.00	3,000,000.00	13,000,000.00
2	5,000,000.00	15,000,000.00	22,000,000.00	3,000,000.00	10,000,000.00
3	10,000,000.00	1,600,000,000.00	34,000,000.00	500,000.00	750,000.00
4	200,000.00	20,000,000.00	500,000.00	3,000,000.00	600,000.00
5	9,000,000.00	600,000.00	6,000,000.00	2,500,000.00	400,000.00
6	16,000,000.00	1,750,000.00	2,500,000.00	20,000,000.00	3,000,000.00
7	6,000,000.00	100,000,000.00	7,400,000.00		
8	10,000,000.00	1,500,000.00	1,500,000.00		
9	100,000,000.00	1,000,000.00	25,000,000.00		
10	12,000,000.00	1,000,000.00	406,000,000.00		
11	50,000,000.00	20,000,000.00	53,000,000.00		
12	2,000,000.00	1,500,000.00	1,250,000.00		
13	2,000,000.00	15,000,000.00	34,000,000.00		
14	6,000,000.00	15,000,000.00			
15	25,000,000.00	1,500,000.00			
16	50,000,000.00	4,000,000.00			
17	5,000,000.00	4,000,000.00			
18	15,000,000.00	500,000.00			
19	5,000,000.00	80,000,000.00			
20	24,000,000.00	10,000,000.00			
21	6,000,000.00	5,000,000.00			
22	3,000,000.00	60,000,000.00			
23		75,000,000.00			
24		1,000,000.00			
25		10,000,000.00			
26		2,000,000.00			
	381,200,000.00	**2,160,100,000.00**	**618,650,000.00**	**32,000,000.00**	**27,750,000.00**

Sector		Project Title	Duration		Implementor	Cost Estimate (in P)
			Yrs	Mos		
Social	1	Expansion of the National Health Insurance Program	2		City Health Office	20,000,000.00
Social	2	Compliance with Philhealth Accreditation Standards for Health Facilities	2		City Health Office	5,000,000.00
Social	3	Construction of Clinica ng Bayan	1		City Government	10,000,000.00
Social	4	Campaign for Healthy Lifestyle and Management of Health Risks	1		City Health Office, Department of Health, NGOs	200,000.00
Social	5	Establishment of Disease-Free Zones and Intensification of Disease Prevention and Control	3		City Health Office	9,000,000.00
Social	6	Maternal and Child Health Programs	4		City Health Office	16,000,000.00
Social	7	Intensified Nutrition Program	3		City Health Office, Department of Education	6,000,000.00
Social	8	Scholarships for High School and College Students	4		City Government	10,000,000.00
Social	9	Construction of School Buildings in Various Barangays	2		City Government	100,000,000.00
Social	10	Public-Private Sector Collaboration on Classroom Construction	3		City Government, Department of Education, civil society	12,000,000.00
Social	11	Relocation of Colegio ng Lungsod ng Batangas	1		City Government	50,000,000.00
Social	12	Strengthen Teacher Capability in ENSCIMA	2		City Government, Department of Education	2,000,000.00
Social	13	Integration of ICT in the Learning Areas	1		City Government, Department of Education	2,000,000.00
Social	14	Establishment of a Technical-Vocational Education and Training (TVET) Program	2		City Government, TESDA Region IV-A	6,000,000.00
Social	15	Strengthening the City Government's Housing Program	5		City Government in collaboration with the private sector	25,000,000.00

Sector		Project Title	Duration		Implementor	Cost Estimate (in P)
			Yrs	Mos		
Social	16	Establishment of a Government Housing Project in San Isidro	3		City Government	50,000,000.00
Social	17	Bahay Pag-asa	3		City Government, DSWD, other provinces/ municipalities/ cities	5,000,000.00
Social	18	Strengthening Women and Youth-Oriented Programs	5		City Social Welfare and Development Office	15,000,000.00
Social	19	Support for Persons with Disability and for Senior Citizens	5		City Social Welfare and Development Office	5,000,000.00
Social	20	Strengthening Protective Services	6		Philippine National Police; Bureau of Fire Protection; City Government	24,000,000.00
Social	21	Development of Recreation Areas and Leisure Facilities	3		City Government, in collaboration with the private sector	6,000,000.00
Social	22	Complete Civil Registration of Batangas City Residents	3		City Government, National Statistics Office, Batangas City	3,000,000.00
Traffic	1	Construction of Calumpang Bridge 3		8 to 12	City Government	114,750,000.00
Traffic	2	Construction of Roundabout (Rotonda) at Gulod Junction		6	City Government	15,000,000.00
Traffic	3	Construction of Viaduct between Sta. Clara and Bay Road via Malitam	1 to 2		City Government & National Government	1,600,000,000.00
Traffic	4	Construction of Pedestrian Overpasses		6	City Government	20,000,000.00
Traffic	5	Road Safety Education for Grade 6 Elementary and 4th Year High School Students	1		City Government in cooperation with DepEd	600,000.00
Traffic	6	Conduct of Public Transport Strategy Study		4	City Government	1,750,000.00
Traffic	7	Traffic Signal System Improvement Project	2		City Government	100,000,000.00
Traffic	8	Feasibility Study of Sta. Clara – Bay Road Viaduct		6	City Government	1,500,000.00
Traffic	9	Feasibility Study of Integrated Transport Terminal		4	City Government	1,000,000.00

Sector		Project Title	Duration		Implementer	Cost Estimate (in P)
			Yrs	Mos		
Traffic	10	Feasibility Study of Parking Building at Old Market		4	City Government	1,000,000.00
Traffic	11	Construction and Widening of Barangay Roads		6	City Government	20,000,000.00
Traffic	12	Pre-feasibility Study of STAR Tollway-Gulod Bypass Road		6	City Government	1,500,000.00
Traffic	13	Channelization of Pallocan-Libjo National Highway Junction		6	City Government	15,000,000.00
Traffic	14	Geometric Improvement using a Roundabout of the BIR Road-P. Herrera Junction		6	City Government	15,000,000.00
Infra	15	Establishment of Batangas City Water Commission		6	City Council of Batangas in cooperation with CPDO, CEO, RWSA and BCWD	1,500,000.00
Infra	16	Highway 17 (Calicanto-Sta. Rita) Mainline Rehabilitation		6.5	Batangas City Water District	4,000,000.00
Infra	17	Extension of Lateral Pipelines in Sta. Rita Karsada, Bolbok, Libjo and San Isidro		10	Batangas City Water District	4,000,000.00
Infra	18	Batangas City – Tabangao Pipelines		3	Batangas City Water District	500,000.00
Infra	19	Poblacion Selected ACP Lines Rehabilitation	3-5		Batangas City Water District	80,000,000.00
Infra	20	Water Supply & Distribution System Master Plan	1		Proposed Batangas City Water Commission or under the CPDO in cooperation with the BCWD, RWSA and CEO	10,000,000.00
Infra	21	Batangas City Drainage Master Plan		8	CPDO	5,000,000.00
Infra	22	Poblacion Drainage Rehabilitation	5		CPDO & CEO	60,000,000.00
Infra	23	Poblacion Sewerage Project Phase 1	3		CPDO and CEO	75,000,000.00
Infra	24	Batangas City Energy IEC	1			

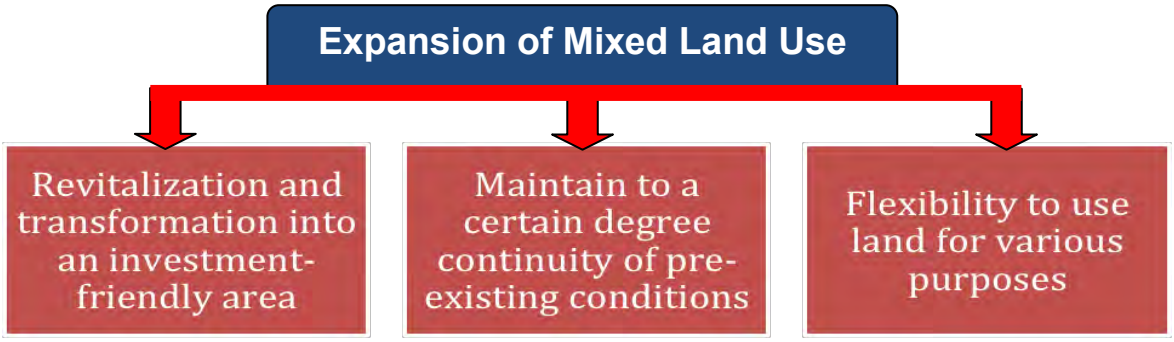
Sector		Project Title	Duration		Implementer	Cost Estimate (in P)
			Yrs	Mos		
Infra	25	Construction of Water Works Projects in Different Barangays	1		City Government	10,000,000.00
Infra	26	Feasibility Study of Calumpang River Dike		6	CPDO & CEO	2,000,000.00
Environmental	1	Air and Water Pollution Control and Monitoring Project (establishment of air and water quality sampling/monitoring stations)	3 to 4		City ENRO in partnership with EMB, Tripartite Monitoring Team and the industries located within the City.	25,500,000.00
Environmental	2	Urban Green Parks Establishment	3 to 4		City Government – City ENRO	22,000,000.00
Environmental	3	Forest and Watershed Areas Management	4 to 6		City ENRO in partnership with DENR, City Agriculture Office, Barangay Officials	34,000,000.00
Environmental	4	Coastal clean-up	10 to 12		City ENRO in partnership with industries located along the bay, academic institutions, NGOs and private organizations and other volunteer groups like professional divers and environmentalists.	500,000.00
Environmental	5	Zoning of City Coastal Waters	1 to 2		City Government (City ENRO and CPDO) in partnership with the Provincial ENRO and PPDO, DENR and NAMRIA	6,000,000.00
Environmental	6	Mangrove Reforestation	1 to 3		City ENRO, Industries, NGOs, Fishermen Organizations, and DENR CENRO or PENRO	2,500,000.00
Environmental	7	Protection of Natural and Built Coral Reefs and Other Marine Resources	2 to 5		City ENRO in partnership with DENR CENRO or PENRO, Industries, NGOs, and Private foundations	7,400,000.00
Environmental	8	Monitoring of Mining Activities	10		City ENRO in partnership with DENR-EMB, NGOs and Private Environment Organizations	1,500,000.00

Sector		Project Title	Duration		Implementer	Cost Estimate (in P)
			Yrs	Mos		
Environmental	9	Solid Waste Management	6		City Government and Barangay LGUs in consultation with the National Solid Waste Management Commission	25,000,000.00
Environmental	10	Sanitary Landfill Construction	3		City Government	406,000,000.00
Environmental	11	Operationalize MRFs in all barangays	2 to 5		City Government and Barangay LGUs in consultation with NSWMC	53,000,000.00
Environmental	12	Solid waste disposal and recycling in Verde Island	2 to 5		Barangay LGU of Verde Island in consultation with City LGU and NSWMC.	1,250,000.00
Environmental	13	Environmental Education	3 to 6		City Government in collaboration with DepEd, DENR and the academic institutions in Batangas City	34,000,000.00
Economic	1	Livelihood Project for Fisherfolk	2		Local Government of Batangas City and Concerned Barangays, Private Sector	3,000,000.00
Economic	2	Tourism Master Planning		6	City Investment and Tourism Office	3,000,000.00
Economic	3	Skills Inventory and Mapping in Bats City		6	Public Employment Service Office (PESO), City Government	500,000.00
Economic	4	Feasibility Study on the Establishment of an Integrated Processing Plant		6	Office of the City Veterinary and Agricultural Services and City Planning and Development Office (CPDO)	3,000,000.00
Economic	5	Benchmarking of Cooperatives in Asia		3	OCVAS Cooperatives Division, Selected Cooperatives	2,500,000.00
Economic	6	Upgrading of the City Slaughterhouse	2		City Investment and Tourism Office	20,000,000.00
Institutional	1	Management Information System Project	1		Public Information Officer	13,000,000.00
Institutional	2	Geographic Information System (GIS) Project	1		City Planning and Development Office, Office of the City Engineer	10,000,000.00
Institutional	3	Organizational Study		6	City Personnel Office	750,000.00
Institutional	4	Capability Building for Local Planning Project		10 days	Office of the City Planning and Development Coordinator	600,000.00
Institutional	5	Capability Building for Local Fiscal Administration		5 days	Office of the City Treasurer	400,000.00
Institutional	6	Advanced Local Planning Capacity Enhancement Project	3		Office of the City Planning and Development Coordinator	3,000,000.00

Observations on the PPAs are as follows:

1. The Transportation and Infrastructure Development Sector has the most number of PPAs compared to other sectors followed by the Social Sector with 22 projects. Priority on improving the Economic Sector is not evident in the number of PPAs given its proposed six projects in the CD/LUP.
    - 26 projects for Transportation and Infrastructure t
    - 22 projects for Social
    - 13 projects for Environmental Management
    - 6 projects for Economic
    - 6 projects for Institutional Development
2. All identified PPAs are funded by the City Government. There are no other funding sources identified (e.g. from the Academe, Private Sector). The City Government does not even identify accessing Official Development Assistance (ODA) for its PPAs.
3. The City Government is investing on environmental-related projects such Mangrove Reforestation, Zoning of Coastal Waters, Protection of Natural and Built Coral Reefs and other Marine Resources, among others.
4. Some of the projects that the City wish to undertake may actually be done through Public-Private Partnership (PPP). Among these are:
    - Pre-Feasibility Study of STAR Tollway-Gulod Bypass Road (through the PPP Center-NEDA)
    - Feasibility Study of Parking Building at Old Market (through the PPP Center-NEDA)
    - Feasibility Study of Integrated Transport Terminal (through the PPP Center-NEDA
    - Batangas City Energy Information and Education Campaign (through electric cooperatives and MERALCO)

ANNEX 1.K. MIXED LAND USE AS A DEVELOPMENT STRATEGY



ANNEX 1.L. URBAN LAND REQUIREMENTS AND TRENDS

Land Area Requirement by Urban Land Use using FAO and HLURB Standards, Various Years

Year	Projected Population	Land Area Requirement (hectares)						
		Commercial	Industrial	Residential	Infrastructural	Institutional	Recreational	Total
2009	310,120	155.06	465.18	1,860.72	589.23	133.35	15.51	3,219.04
2013	**342,187**	**171.09**	**513.28**	**2,053.12**	**650.16**	**147.14**	**17.11**	**3,551.90**
2018	**386,974**	**193.49**	**580.46**	**2,321.84**	**735.25**	**166.40**	**19.35**	**4,016.79**
2023	437,623	218.81	656.43	2,625.74	831.48	188.18	21.88	4,542.53
2028	494,901	247.45	742.35	2,969.41	940.31	212.81	24.75	5,137.07

Source: CLUP for Batangas City 2009-2018

2008 Man/Land Ratio of Various Urban Land Use Categories and 2013 and 2018 Urban Land Requirements

Land Uses	2008	Man/Land Ratio	2013	2018
	Area (Has)	2008 Actual	Area (Has)	Area (Has)
Built-up Areas				
Residential	2,886.89	9.54	3,264.81	3,692.05
Resettlement	27.83	0.09	31.47	35.59
Commercial	114.41	0.38	129.39	146.32
Mixed-Use	8.60	0.03	9.73	11.00
Institutional	160.93	0.53	182.00	205.81
Agro-Industrial	-	-	-	-
Heavy Industrial	383.45	1.27	433.65	490.39
Parks/Open space	0.97	0.00	1.10	1.24
Cemetery	4.90	0.02	5.54	6.27

Land Uses	2008	Man/Land Ratio	2013	2018
Utilities	-	-	-	-
Total Built-up Areas	**3,587.97**	11.86	**4,057.66**	**4,588.66**

Source: CLUP for Batangas City 2009-2018

Batangas City has a total land area of 28,541.44 hectares. Of this, only 3,587.97 hectares or 12.57% is built-up. The remaining 24,953.47 hectares or 87.43% IS distributed among agricultural uses, tourism uses (beach areas), idle lands within the Poblacion, the controlled dumpsite and the Calumpang River (CLUP Batangas City 2009-2019)..

Batangas City does not have any forest lands. The 100 hectare forest area identified in the 1997 Land Use Map no longer appears in the 2008 map. Based on records from the CPDO, ENRO and City Assessor's Office, the entire Mt. Banoy range is privately owned and is presently classified as agriculture land. Another land use type that no longer appears in the 2008 Land Use Map is the 17 hectare swamp and marsh area. Most likely this area was cleared when the deep harbor in the Batangas Port was built *(CLUP for Batangas City 2009-2019), UP Planades (page 15)*.

1997 and 2008 Land Use Categories, Batangas City

Land Uses	1997 Land Use Map*		2008 Land Use Map**	
	Area (Has)	%	Area (Has)	%
Built-up Areas	**3,062.00**	**11.06**	**3,587.97**	**12.57**
Residential	1,729.00	6.24	2,886.89	10.11
Resettlement	-	-	27.83	0.10
Commercial	41.00	0.15	114.41	0.40
Mixed-Use	-	-	8.60	0.03
Institutional	182.00	0.66	160.93	0.56
Agro-Industrial	34.00	0.12	-	-
Heavy Industrial	589.00	2.13	383.45	1.34
Parks/Open space	1.00	0.00	0.97	0.00
Cemetery	2.00	0.01	4.90	0.02
Utilities	64.00	0.23	-	-
Infrastructure	420.00	1.52	1,495.73	5.24
Idle Urban	**54.00**	**0.20**	**18.81**	**0.07**
Tourism/Beach	**-**	**-**	**25.02**	**0.09**
Agricultural	**24,452.00**	**88.32**	**23,284.62**	**81.58**
Open Grassland	**-**	**-**	**-**	**-**
Forest	**100.00**	**0.36**	**-**	**-**
Dumpsite	**2.00**	**0.01**	**7.00**	**0.03**
Swamps and Marshes	**17.00**	**0.06**	**-**	**-**
Calumpang River	**-**	**-**	**122.29**	**0.43**
Total	**27,687.00**	**100.00**	**28,541.44**	**100.00**

Source: CLUP for Batangas City 2009-2018

The only environmentally constrained areas in Batangas City are those with slopes greater than 50%2 and the Calumpang River. Areas with slopes greater than 50% are estimated at 6,150.27

2 Slope categories adopted from City of Batangas, City SEPP, Chapter 1.

hectares. The Calumpang River is around 122.29 hectares. There are no flood prone areas in the city or areas prone to violent earthquakes and liquefaction. The city does not also have prime agriculture lands because most of the lands suitable for farming on a large scale are already built up. A few areas in Barangays Dela Paz Proper, Dela Paz Pulot Aplaya and Talahib Pandayan in the south are prone to storm surges (CLUP for Batangas City 2009-2019), UP Planades (page 16).

The table below shows that approximately 15,064.59 hectares representing 52.78% of Batangas City's total land area can absorb the expanding built-up areas. Based on population projections, only an additional 1,001 hectares is needed to absorb the increased built-up area by 2018. This figure is less than the area allowed for land conversion by Sec. 20 of the Local Government Code for urban uses.

Land Available for Future Urban Land Requirements until 2017

Land Supply	Land Area (has.)	Percent of Total
Total Land Area of Batangas City	**28,541.44**	**100.00**
Less: Lands with Slopes greater than 50%	6,150.27	21.55
Calumpang River	122.29	0.43
Controlled Dumpsite in Barangay San Jose Sico	7.00	0.02
Lands with Slopes between 25-50%	3,609.32	12.65
Existing built-up areas including various infrastructure	3,587.97	12.57
Sub-total	13,476.85	47.22
Total open land available for future urban expansion	**15,064.59**	**52.78**

Source: CLUP for Batangas City 2009-2018

ANNEX 1.M. NEW PPAs BASED ON THE ELA

Service Area	New PPAs
Organizational Development	Capability Building
Administration	Local Revenue Generation Program One Stop Shop
Citizen's Participation	Institutionalization of Barangay Clustering
Transparency	Website updating
Development Planning	Adoption of Geographical Information System
Legislative Tracking System	Codification of Sangguniang Panlungsod Ordinances
Health and Nutrition	Expanded Program on Immunization National Tuberculosis Program Control of Diarrhea Diseases National Diabetes Prevention and Control Program Cardiovascular Disease Prevention Program Rabies Prevention and Control Program National Voluntary Blood Services Program
Social Services	Formulation/Adoption of the City Gender and Development Code
Culture, Sports and Recreation	Upgrading the City Museum
Peace, Security and Disaster Preparedness	Additional Facilities for City Jail Training Program for Disaster Preparedness
Trade and Industry	Training on Industry Related Program
Agriculture	Vegetable Production Mini-Forest and Orchard Development Yellow Corn Sufficiency Program Livestock and Poultry Production Program Fishery Development Program

ANNEX 2. CAGAYAN DE ORO CITY RELEVANT INFORMATION

ANNEX 2.A. STRENGTHS, WEAKNESSES, OPPORTUNITIES, STRENGTHS

Strengths	Weaknesses	Opportunities	Threats
• Strategic Location • Availability of Human Resources • Linkages between government and private sector	• High Poverty Incidence • Lack of quality education • Poor infrastructure development and management	• Presence of Growth Areas in the Region	• Economic Instability • Loss of Expertise • Negative Perception on Mindanao • Environmental Degradation

ANNEX 2.B. DEVELOPMENT POTENTIALS AND CHALLENGES

The trading, tourism and service industries are acknowledged as growth drivers of the CDO local economy. Further, the city envisions their airport to cater both local and international flights to encourage more foreign investors. Their port also has „expansion opportunities' to eventually cater trading opportunities with Cebu. Dubbed as the Gateway to Mindanao, CDO also hopes to be the gateway of investments for other cities in Mindanao while receiving the same partnership with other large cities such as Davao City.

The city believes that the tourism and mining industries are their development potentials; however, they acknowledge that mining corporations should provide mechanisms to transfer knowledge and equip locals on minerals development

The city identifies the following as their major development challenges:

- Lack of knowledge and capacity to manage external impacts: as a result of increase in investments (such as environment related impacts)

- Limited land area for investment and other economic activities: unlike Davao, CDO has a smaller land area and the population influx pressures them to expand the city (such as towards areas that were affected by Typhoon Sendong), which creates further challenges in terms of location and relocation

- Negative perception on the peace and order situation of Mindanao: the stigma attached to „peace and order' problems in the region hampers efforts to encourage domestic and foreign investment and points to the need to conduct more IEC campaigns

ANNEX 2.C. CLUP SECTORAL AND SUB-SECTORAL GOALS

Sector	Goals	Sub-sector	Goals
Social Sector	**A better quality of life for city residents**	Housing	Guaranteed access to affordable, safe, decent and gender sensitive housing especially for the poor
		Health	Improved health status through the provision of adequate and efficient delivery of health and sanitation services and facilities
		Education	Highly literate and technically competitive citizenry, capable of improving themselves morally, intellectually, culturally and economically
		Protective Services	Well-maintained, safe, peaceful and orderly city;
		Social Welfare	A unified and empowered citizenry capable of improving their lives and social functioning;
		Sports, Recreation and Arts	A culturally enriched city with access to a variety of wholesome and affordable sports and recreational activities

Sector	Goals	Sub-sector	Goals
Economic Development Sector	Cagayan de Oro City as a globally competitive trade and services center supporting the overall socio-economic development of Southern Philippines by the year 2010	Agriculture	Increased and sustained highly-competitive agriculture and fishery productivity
Economic Development Sector	Cagayan de Oro City as a globally competitive trade and services center supporting the overall socio-economic development of Southern Philippines by the year 2010	Agriculture	Increased and sustained highly-competitive agriculture and fishery productivity
Infrastructure Sector	A city the provides equitable, efficient and sufficient infrastructure and utilities to meet the needs of the growing community in the next 10 year	Tourism	A major tourist destination in Southern Philippines
		Trade, Commerce & Industry	A major trade and service center in Mindanao capable of absorbing the City's supply of technologically competent and skilled labor force
		Transportation	A city with sustainable, efficient and reliable transport services
Environmental Management Sector	A well developed city with a clean and green sustainable environment	Water Supply	A city with sufficient, efficient and reliable water services
		Power Supply	Total electrification and efficient electric power service for Cagayan de Oro City while maintaining friendly environment
		Communications	Centre of Excellence in Telecommunications and technology for Northern Mindanao
		Drainage and	A city with sufficient,

Sector	Goals	Sub-sector	Goals
		Built-up Environment	efficient and reliable water services
		Bodies of Water, Marine and Coastal Environment	Adequate high-grade water supply and sustainable marine/riverine ecosystem
		Forest Environment	A sustainable forest ecosystem and an efficiently managed mineral resources
		Agro-Environment	A highly productive and sustainable agriculture through efficient use of natural resources and environment-friendly practices

ANNEX 2.D. ANNUAL INVESTMENT PROGRAM

City Vision Statement (2005-2012)	Sectors	Pipeline P/P/As (for 2012)	Budget Allotted (for 2012)	Other Features Relevant to Investment and Other Annotations
By 2012, CDO City will be: " An accessible, well developed city that provides high quality services/facilities" "A peaceful city that support cultural and social diversity that encourage strong community development" and "A responsive governance that encourage community participation, transparency and accountability and "Offers its residents and investors a range of economic, employment and financial opportunities	**Economic Sector**	**A. Infrastructure and Utilities** 1. Transportation • Encourage private sector to invest through BOT and other joint venture scheme for the upgrading of the city's seaports, airports and road network facilities • Encourage NGAs to provide funds and prioritize transportation development projects • Conduct FS for effective vehicular traffic scheme • Upgrade traffic signals and install new units 2. Water Supply 3. Drainage and Sewerage **B. Agriculture** 1. Implement Strategic Agriculture and Fisheries Development Zones (SAFDZ) 2. Strengthen Farmer's Field School 3. Provide liberalized credit terms to farmers venturing on long gestation crops 4. Establish partnership	P136,929,582 (General Fund) P 1.8 billion (External Source – Loan)	In the CDO AIP, the following were mentioned as the **"Priority Development Projects"** of the city – where funds will come from the mandated 5% **Local Disaster Risk Reduction and Management Fund (LDRRMF) amounting to P 87, 019, 421.** • 70% of the 5% will go to Disaster Preparedness projects and activities which includes acquisition of equipment such as rubber boats, etc. It also includes the Disaster Prevention and Mitigation and Rehabilitation projects and programs which includes sanitation and solid waste, acquisition of relocation sites and some infrastructure projects The **Local Development Fund (LDF**), on the other hand, which is the 20% of the City's IRA amounting to P159,370,682 have the following priority projects: • **Social Development Projects** such as social infrastructures, hospital services and purchase of medical equipment

City Vision Statement (2005-2012)	Sectors	Pipeline P/P/As (for 2012)	Budget Allotted (for 2012)	Other Features Relevant to Investment and Other Annotations
City Mission Statement: "Create an environment for men and women conducive to sustainable growth and development that would generate investment, increase exports, generate jobs and foster consumer protection"		between farming communities and Research Center (private schools/universities) through the LGU **C. Tourism** 1. Develop identified potential tourist spots 2. Enhance the City Investment Incentive Scheme 3. Maintain peace and order 4. Identify areas open for tourism investment 5. Intensify tourism promotion 6. Develop pool of trainers to orient tourists about culture in CDO **D. Environmental Management** 1. Strictly enforce environmental laws. Zoning ordinance and environmental programs 2. Strengthen partnerships with the NGAs, Pos and NGOs 3. Identify and develop tree parks and other green belt areas through strong GO, PO and NGO cooperation 4. Establish City Sewerage Infrastructure 5. Advocate integrated		• **Economic Development Projects** such as constructions of farm-to-market-roads, bridges and others, rehabilitation of public markets, agricultural programs, socio-economic development projects and wastewater facilities, among others, and • **Environment Management Programs** and Projects such as livelihood projects and drainage systems, among others

City Vision Statement (2005-2012)	Sectors	Pipeline P/P/As (for 2012)	Budget Allotted (for 2012)	Other Features Relevant to Investment and Other Annotations
		watershed management program 6. Develop alternative farming technologies		
	Social Services	**A. Education** 1. Provide adequate school facilities 2. Focus appropriation for higher education in putting up a city government college that would generate income and accommodate barangay scholars **B. Health** 1. Establish a mechanism to address current and emerging health and sanitation issues 2. Increase budget safeguarding health **C. Housing** 1. Establish the City Urban Development and Housing Office 2. Forge strong partnership with the business sector and all stakeholders in solving the huge housing backlog in the city 3. Encourage joint venture housing projects and give tax incentives to private sector **D. Protective Services** 1. Mobilize, create/build and	P203,168,838.00 (General Fund)	Lastly, the **Special Education Fund (SEF)** amounting to P16,500,000 will upgrade both the primary and secondary schools by construction, repair and rehabilitation of school buildings and acquisition of computers and other equipment The „**external fund'** of CDO City amounting to P1.8B is a loan requested by the city allotted for the construction of new city hall, underpass and bridges. At present, this loan has been fully-paid by the city.

City Vision Statement (2005-2012)	Sectors	Pipeline P/P/As (for 2012)	Budget Allotted (for 2012)	Other Features Relevant to Investment and Other Annotations
		strengthen linkages of Human Rights Committee, Five pillars of Juvenile Justice with viable partners from the NGOs, Private Sector, Community and related service providers 2. Provide regular rehabilitation services (vocational training, counseling and remedial educational programs, facilities for exercise and recreation) 3. Upgrade existing facilities, logistics and equipment to keep abreast with modern technology 4. Intensify education information drive to the general public **E. Social Welfare, Sports , Recreation, Culture and Arts** 1. Increase access of the poor to basic services 2. Establish a CSWD-based MIS and expand hotline coverage		
	General Public Services	1. Provide leadership framework for implementing legislation affecting the city's constituents 2. Maintain an effective		

City Vision Statement (2005-2012)	Sectors	Pipeline P/P/As (for 2012)	Budget Allotted (for 2012)	Other Features Relevant to Investment and Other Annotations
		policy, systems and processes for good financial management 3. Enhance the program of research into community attitudes, customer satisfaction and aspirations 4. Attract private sector to enter into collaborative partnership with the city government		

ANNEX 2.E. CITY DEVELOPMENT INVESTMENT PLAN

Sector	2000	2001	2002	2003	2004	2005	2006-10	Total
(In Million Pesos)								
Social Dev.		450	456	460	460	427		**2,253**
Economic Dev.	57	214	211	58	56	59		**655**
Infra Sector	240	1,143	684	642	376	340	1,626	**5,051**
Environmental Development		21	39	15	16	16		**107**
Total	297	1,828	1,390	1,175	908	842	1,626	**8,066**
City's Capital Outlays based on Projected Future Time								
Fiscal Balance	153	213	241	289	319	355		**1,570**
Balance to be funded out of other Sourcing								
	144	1,615	1,149	886	589	487	1,626	**6,496**

ANNEX 2.F. EXECUTIVE LEGISLATIVE AGENDA

City Vision (2008)	Major Goals	Sectoral Goals	Other Observations
A peaceful, orderly, livable city with a modern trading and services center where there are equal opportunities for its disciplined citizens to develop and prosper in clean and healthy environment	• An accessible, well developed city that provide high quality services and facilities • A peaceful city that supports cultural and social diversity and encourages strong community development • A responsive governance that encourages community participation, transparency and accountability, and offers its residents and investors a range of economic, employment and financial opportunities	**Social Services**: "A better quality of life for the city residents. **Economic Development Sector**: „Cagayan de Oro as a globally competitive trade and service center supporting the overall socio-economic development of southern Philippines by the year 2010 **Infrastructure and Utilities Sector:** " A City that provides equitable, efficient and sufficient infrastructure and utilities to meet the need of the growing community in the next ten years" **Environmental Management Sector**: "A well-developed city with a clean and green sustainable environment" **Local Administration Finance**: " A city governance founded on responsibility, accountability and transparency"	The ELA have a three-year implementation strategy which includes the following: Year 1: - Investment Promotion Center fully established - Commences the periodic review of local laws and policies to be made relevant and easily understood - Creation of terms and committees will be in place to ensure the appropriate implementation of the CLUP Year 2: - Newly created departments will be fully operational - Organizational set up remake to keep it abreast with changes in department roles will be implemented - PRMDP projects will be fully functional and aligned with existing processes Year 3: - The office of Management Information System as a separate Department will implement the full computerization of city government systems and processes - The City government will undertake investment plans towards the construction of new city hall

ANNEX 3. ILOILO CITY RELEVANT INFORMATION

ANNEX 3.A. THE CITY DEVELOPMENT FRAMEWORK

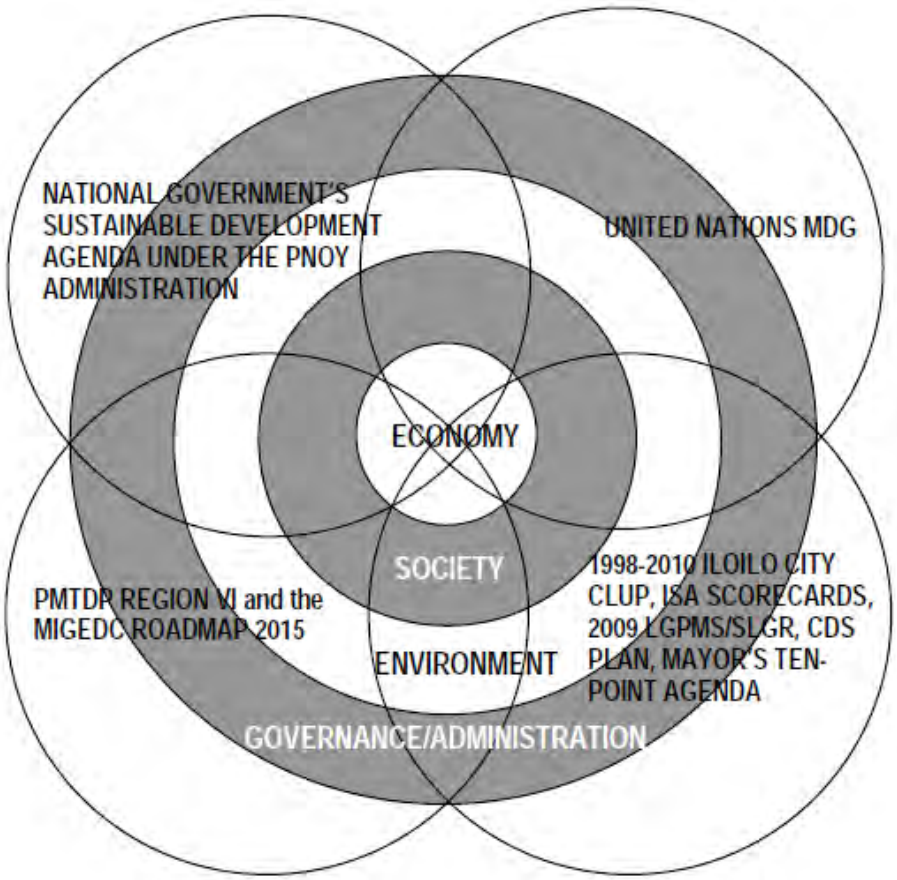


Figure 1: the 2010-2013 City Development Framework *(and its integration and harmonization with the UN MDGs, National Government's Sustainable Development Agenda under Pres. Benigno Aquino II, Philippine Medium Term Development Plan of Region VI, MIGEDC Roadmap 2015, 1998-2010 Iloilo City Comprehensive Land Use Plan, ISA Scorecards, 2009 State of Local Governance Report, CDS Plan and the Mayor's Ten-Point Agenda)*

ANNEX 3.B. SYNCHRONIZED PLANNING AND BUDGETING CALENDAR

Period Covered	Activity	Output/s	Actor/s
July	Reconstitution of the LDC Formulation of VMG, strategies, objectives, PPAs Harmonization of VMG, strategies, objectives, PPAs Approval of CDP	Timetable and tasking Strategic Plan Harmonized VMG, strategies, objectives, PPAs CDP	LCE, LDCs, Department Heads, NGAs/RLAs LGU Adhoc Sanggunian
June-July	LDIP Preparation Prioritization of PPAs Matching of PPAs with available financing resources Approval of LDIP	 Prioritized PPAs Revenue generation measures Approved LDIP	 LDC, LFC, LDC,LFC Sanggunian
June 16-30	Budget Preparation Issuance of budget call	 Budget call	 LCEs
July 1-15	Submission to LCE of detailed 3-year statement of income and expenditures Preparation of budget proposals	Certified statement of Income and Expenditure Budget proposals	City Treasurer Department heads
July 16-Aug 21	Budget hearing	Reviewed budget proposals	LFC, LCE
On or before 15th of September	Submission to the Brgy. Chairman the estimated income and expenditures	Certified Statement of Income and Expenditures	Barangay Treasurer
September 16-30	Budget Consolidation	Budget	LFC
Not later than October 16	Preparation of budget message and submission of budget to Sanggunian	Budget Message and Executive Budget	LCE
October 17 onward	Enactment of Annual Budget	Enacted Annual Budget	Sanggunian
Within 3 days from the approval of the	Submission of supplemental budgets	Annual supplemental budgets submitted	Sanggunian Secretary

Period Covered	Activity	Output/s	Actor/s
LCE of the annual/supplemental budget			
Within 10 days from the approval by the Brgy. Chair of the annual/ supplemental budget	Submission of supplemental budgets	Annual supplemental budgets submitted	Sanggunian
Within 60 days from the receipt of the submitted annual or supplemental budget of barangays for review	Review of annual/supplemental budgets of barangays	Review of Annual/ supplemental budgets of barangays	Sanggunian, Budget Officer
Within 90 days from the receipt of the submitted annual or supplemental budget of city	Review of annual/supplemental budgets of city	Review of Annual/ supplemental budgets of city	DBM
January 1-December 31	Implementation and execution of the annual and supplemental budgets	Annual or supplemental budgets	LCEs

ANNEX 3.C. THE LDIP, AIP AND BUDGET

Distribution of Programs and Projects According to Major Sectors

PPAs/sector	Number	Amount	Percentage (%)
General Public Services	2 Programs/6 Projects	13,272,461	11
Social Services	4 Programs/18 Projects	74,615,000	63
Economic	4 Programs/18 Projects	31,390,000	26
Total		119,277,461	100

Distribution of Programs and Projects According To Major Sectors

Sector	Amount Per Source of Fund		Total	Percentage
	20% IRA	General Fund and LEE		
General Public Services	13,272,461	506,413,744.00	519,686,205	32%
Social Services	74,755,000	156,062,096.00	230,817,096	14%
Economic	31,390,000	786,449,919.00	817,839,919	51%
Local Economic Enterprise		50,100,000.00	50,100,000	3%
Total	119,417,461	1,499,025,759.00	1,618,443,220	100%
Percentage (%)	**7%**	**93%**	100%	

Distribution of Programs and Projects According to Implementing Agencies

Agency	Number of projects	Amount	Percentage
CPDO	4	1,322,461	1%
CENRO	4	3,900,000	2%
CEO	31	89,345,000	55%
CSWD	3	3,340,000	2%
CTDO	3	2,500,000	2%
CMO	2	400,000	0%
CHO	4	54,055,000	33%
ICUPAO	2	5,000,000	3%
OCA	2	1,000,000	1%
CVO	1	500,000	0%

Distribution of Fund According to Major Sectors (2012 Budget)

Source	General Public Services	Social Services	Economic Services	Total
General Fund				
Receipts				1,234,933,515
Total Personal Services	280,173,392	144,700,882	90,803,487	515,677,761
MOOE	166,631,505	83,887,682	29,319,734	279,838,921
Total Current Operating Expenses	446,804,897	228,588,564	120,123,221	795,516,682
Capital Outlay	10,850,000	200,000	250,000	11,300,000

Total Special Purpose Appropriation	31,632,119	239,078,212	153,126,502	423,836,833
Total Expenditures	489,287,016	467,866,766	273,499,723	1,230,653,515
Un-appropriated balance				4,280,000

Distribution of the Total Budget According to Fund Sources

Fund Sources	2010	2011	2012
Total Tax Revenue	504,664,717.65	535,263,457.00	568,090,000.00
Total Permit Fees	17,908,237.92	22,400,000.00	24,628,000.00
Total License Fees	2,532,140.64	3,290,000.00	3,240,000.00
Total Other Fees	29,379,496.55	30,860,000.00	38,955,000.00
Business and Service Income	28,741,284.40	31,615,000.00	34,047,000.00
Other Income	34,990,744.37	28,410,000.00	36,150,000.00
External Sources	548,241,121.00	792,558,802.00	529,823,515.00
Total Receipts	1,166,457,742.53	1,444,397,259.00	1,234,933,515.00

A comparison of the actual expenditures per sector for three years (2010-2012) is shown below. In 2011, the gainers were the economic services sector and other services. The losers were the total general public services and social services. In 2012, the gainers were the total general public services and social services. The losers were the economic services sector and other services.

Sector	2010	%	2011	%	2012	%
Total General Public Services	528,948,443.60	45%	517,065,994.12	33%	489,287,016.00	40%
Total Social Services	436,191,737.88	37%	465,369,172.62	30%	467,866,776.00	38%
Total Economic Services	181,990,790.85	16%	515,145,586.26	33%	226,637,924.00	18%
Total Other Services	24,885,006.32	2%	60,282,142.00	4%	46,861,799.00	4%
Total	1,172,015,978.65		1,557,862,895.00		1,230,653,515.00	

ANNEX 3.D. PPAs FOR POSSIBLE PRIVATE SECTOR PARTNERSHIP

Project/Activity	Implemen-Tors	Funding Support	Schedule	Target Addressed
Entrepreneurship, Business & Industry Promotion				
Investment Promotion Program a. In-bound/Out-bound Missions b. Production and Distribution of Investment Promotion flyers, posters, billboards, etc.	DTI, ILED, ICVB, IBC, CEDO	20% IRA, GF, ICVB, DTI, ILED, IBC	2011-2013	ISA Objective 3, 12; 10 Point Agenda 2
Local Economic Development Summits and Conferences *(including CIDA-LGSP-LED)*	DTI, ILED, IBC CIDA-CUI,	20% IRA, GF	2011-2013	ISA Objective 4, 5, 7; 10 Point Agenda 2
One Stop Shop Project	CTO, CMO, DTI, IBC, ICIIB	20% IRA, GF	2011-2013	ISA Objective 6, 7; 10 Point Agenda 2 , 10
Strengthening/Expansion of SMEs and Livelihood Projects a. CDIA-GIFTS commercial stalls project b. Isang Milyong Piso, Isang Proyekto Project c. CSWDO projects d. Iloilo City Cooperative Project e. SMED Projects f. CDIA Downtown CBD hawkers project	DTI, SMED Council, OCA, CPDO, EDO, CSWDO OP	20% IRA, General Fund, CSWDO	2011-2012	MDG No. 1 ISA Objective 2, 3, 12 10 Point Agenda 2
Job Placement and Employment Generation *(including computerization of the PESO for pooling of qualified and competent workforce)*	PESO, CSWDO, IBC, Urban Poor	20% IRA, GF, IBC, DOLE	2011-2013	MDG No. 1 ISA Objective 2, 3; 10 Point Agenda 2
Implementation of cultural/historical, tourism festival promotion and other related activities for the Dinagyang and Paraw Regatta Festivals	CTDO	20% IRA, GF, private sector	2011-2013	ISA Objective 1, 4
*Festival Management Program *(Dinagyang, Paraw Regatta, Chinese New Year and other festivals and tourism events)*	CTDO	GF, private sector	2011-2013	ISA Objective 1, 4
Tour Package Development	DOT, CTDO,	GF, private	2011-	ISA Objective 1,

Project/Activity	Implemen-Tors	Funding Support	Schedule	Target Addressed
	Tour Operators	sector	2013	4
Tourism Demonstration Projects a. Pretty Plaza Project b. Semana Santa Project c. Santa Cruzan	DOT, CTO, MIGEDC, TOA	20% IRA, GF, MIGEDC,	2011-2013	ISA Objective 1, 4
Education				
School Facilities Improvement Program *(to include construction, repair and rehabilitation of classrooms and other school facilities*)	Dep Ed, CEO	SEF, private sector	2011-2013	MDG No. 2 ISA Objective 1, 3, 10
CDS Project 5	Iloilo City Public College Project Dep Ed, public or private	20% IRA, GF, Academe	2011-2013	ISA Objective 8, 9 10 Point Agenda 1
Housing and Basic Utilities				
Community-Led Infra Facilities fund (CLIFF) Housing Projects *(through the support of the ICUPN, PACSII, ODAs, etc.)*	ICUPAO, CPDO, Housing Board Homeless International	20% IRA, GF	2011-2013	MDG 7 ISA Objective 2 and 9; 10 Point Agenda 3
City-wide On-site Development and Slum Upgrading Program (through the support of the ICTWG, ICUPN, PACSII, GK, CREBA, NHA, HLURB, HUDCC, PCUP, TSPs, etc.)	ICUPAO, CPDO, Housing Board	20% IRA, GF, PACSII, other NGOs	2011-2013	MDG No. 7 ISA Objective 2 and 9 CDS Project 10
*Resettlement Sites Development (Iloilo Flood Control Project) with the support of CTI Engineering, PACSII, ICUPN and other NGOs,POs)	RMTF-IFCP, ICUPN, Gawad Kalinga	ICUPAO, DPWH, JICA, Private Donors	2011-2013	MDG No. 7 ISA Objective 2 and 9 CDS Project 10 10 Point Agenda 3
Renewable Energy Project Study	DOE, RDC, private sector	GF, DOE, private sector		2011-2013 ISA Objective 4, 7, 12 10 Point Agenda 9
Public Safety, Security and Disaster Risk Management				
Coal-fired Power Plant Multi-Partite Monitoring *(with emphasis on ECC compliance*	DENR-EMB, CityENRO	GF, private sector	2011-2013	MDG No. 7 ISA Objective 2, 12; 10 Point

Project/Activity	Implemen-Tors	Funding Support	Schedule	Target Addressed
monitoring)				Agenda 7
Police and Firefighters' Facilities/ Equipment Improvement Program *(including firearms, patrol cars, radios, etc.)*	CMO, SP, PNP, BF	20% IRA, OP, GF, private sector support	2011-2013	ISA Objective 2, 6, 10 Point Agenda 8
Pedestrian Safety and Protection Project along Calle Real a. Arcaded walks improvement *b.* Sidewalk resurfacing and elevation improvement *(with ramps for disabled)* c. permanent protective steel railings d. Markings and signages improvement	CPDO, CEO, TRMO, TF Calle Real	20% IRA, GF, private sector	2011-2013	ISA Objective 2, 4, 8 10 Point Agenda 8
Manufacture of movable steel railings	CEO, TRMO	20% IRA, GF, private sector	2011-2013	ISA Objective 2, 4, 8; 10 Point Agenda 8
Construction of covered walks and waiting sheds	CEO	GF, private sector	2011-2013	ISA Objective 2, 4, 8 10 Point Agenda 8
Other Social Services				
Improvement of facilities, equipment technologies and management systems for the city's Street Children Program as part of the Iloilo City Plan of Action for Children and projects of the TF Street Children	CSWDO, CWC, CCPC, TF Street children,	20% IRA, GF, CWC, NGOs	2011-2013	MDG No. 2 ISA Objective 2 and 3
Clean and Green City Program	TF Clean and Green, DILG, NEDA, DENR	20% IRA, GF, private sector	2011-2013	MDG NO. 7 ISA Objective 2, 4, 12
Participation				
Private Sector Participation in Work Structures (task forces, councils, boards, etc.)	CMO, CPDO	20% IRA, GF	2011-2013	ISA Objective 6
Boys and Girls Week Project	Rotary Club ISA	Rotary Club	2011-2013	ISA Objective 6
Participation in Multi-sector	CMO, CPDO,	20% IRA,	2011-	ISA Objective 6

Project/Activity	Implemen-Tors	Funding Support	Schedule	Target Addressed
Development Planning and Mgt Meetings and Conferences	other city departments	GF	2013	
Sponsorship/Conduct of Multi-sector Summits,Conferences, Meetings	CMO, other city Departments	20% IRA, GF	2011-2013	ISA Objective 6
Development Planning				
Multi-stakeholder Planning and Consultation by the LDC and its Executive Committee	CPDO, LDC, LDC ExeCom	20% IRA	2011-2013	ISA Objective 2, 4, 7, 8, 9, 1210 Point Agenda 3, 5, 6,7, 8, 9
Improvement of the CPDO Multi-purpose Planning and Productivity Enhancement Center *(to include room renovation, acquisition of audio-visual equipment and furniture)*	CPDO, LDC ExeCom	20% IRA	2011-2013	ISA Objective 2, 4, 7, 8, 9, 12 10 Point Agenda 3, 5, 6, 7, 8, 9
Counterpart Bio-Regional Planning for Area Productivity Human Resource Dev't. within the Metro Iloilo Guimaras Economic Development Council *(in partnership with ODA agencie*s)	CPDO, CMO, MIGEDC, CUI	20% IRA	2011-2013	ISA Objective 2, 4, 7,8, 9, 12 10 Point Agenda 5, 6, 7, 8, 9
Tourism Masterplan	APPI, DOT, CTO, CPDO,MIGEDC	20% IRA, GF	2011	ISA Objective 1, 4, 5, 8 and 12 10 Point Agenda 2
Eco-Park Development Plan, E. Treñas Boulevard Park. Nabitasan Park San Jose, Molo Eco-Park, Parola Eco-Park	CPDO, City ENRO, UAP	20% IRA, GF, private sector	2011-2013	MDG No 7 SA Objective 1 and 2 10 Point Agenda 7
Revenue Generation				
Establishment of BPO centers at the Iloilo Central Market as a component of the CDIA Downtown CBD Revitalization Project	CTO, CPDO, CMO	ADB-PPP	2011-2011	ISA Objective 7 10 Point Agenda 5, 10
Hawkers Project at Calle Real and Aldeguer Streets as a component of the CDIA Downtown CBD Revitalization Project	CTO, CPDO, CMO	ADB-PPP	2011-2011	ISA Objective 7 10 Point Agenda 7, 10
Customer Service				
Business Permit Streamlining Project	CMO, DTI, ILED,	20% IRA, GF,	2011-2012	ISA Objective 3, 6,11

Project/Activity	Implemen-Tors	Funding Support	Schedule	Target Addressed
(computerized business permitt/licensing)	IBC, GTZ	GTZ		10 Point Agenda 2, 10
Enforcement of Investment Incentives Ordinance	CPDO, ICIIB	GF	2011-2013	ISA Objective 3, 6,11 10 Point Agenda 2
Human Resource Management and Development				
Training/Seminars for Professionalization of Career Government Officials	CSC, HRMO	GF, CSC, NGA, NGO	2011-2013	ISA Objective 3 and 6 10 Point Agenda 10
Best City Hall Employee Project	CSC, HRMO	GF, CSC, NGA, NG	2011-2011	ISA Objective 3 and 6 10 Point Agenda 10
Post Graduate Scholarship Program for City Government Employees *(with Ateneo, WVSU, Guimaras State College)*	CMO, office of The Congressman	GF, office of the Congressman	2011-2013	ISA Objective 6, 10 10 Point Agenda 10
Study Visits and Best Practice Learning Exchange *(with support by CUI, CityNET, LCP, WB and other NGAs, NGOs, ODAs)*	CMO, HRMO	20% IRA, GF, partners	2011-2013	ISA Objective 6, 10 10 Point Agenda 10

ANNEX 3.E. GOALS, OBJECTIVES, PRIORITIES AND PROGRAMS UNDER THE CDP

Vision Iloilo City: A Premier City by 2015	Goals (MDG)	Objectives (MDG/ISA)	Objectives/Priorities (10-point agenda)	Programs
A leader in the practice of participatory governance; ethics and transparency in government;	**Governance and Administration** Develop a global partnership for development (MDG No. 7)	• proportion of 2005 revenue from business tax (adjusted for any incentive) paid by firms more than half of whose production are sold outside the Philippines • sustain an efficient and dynamic public governance system (ISA Objective No. 6) • maintain a progressive revenue collection program (ISA Objective No. 11)	**Good Governance** • professionalization of career government officials and employees • computerized business permits and licensing • computerized assessment of taxes and revenues • political will in the implementation of city ordinances such as anti-littering, jay-walking, and illegal structures	**Governance and Administration** • Local Legislation • Transparency • Participation • Development Planning • Revenue Generation • Resource Allocation and Utilization • Financial Accountability • Customer Service • Human Resource Development
Speed up and sustain growth and development, in order to open up more and better opportunities for all; significantly expanding	**Economic Development** eradicate extreme poverty and hunger (MDG No. 1)	• bring down the proportion of urban poor households without security of tenure to 9% by 2013 • increase the proportion of urban poor families with security of tenure 76% by 2013 • establish the city as a world class convention and tourism center (ISA Objective No. 4) • establish an integrated transport	**Business Friendly City** • computerization of business permits and licenses • tax incentives and tax holidays to new investments • job fairs and computerization of Public Employment Service	**Economic Development** • Agro-Fisheries Development • Entrepreneurship, Business and Industry Promotion • Support

Vision Iloilo City: A Premier City by 2015	Goals (MDG)	Objectives (MDG/ISA)	Objectives/Priorities (10-point agenda)	Programs
And Improving infrastructure; environment conducive to eco-cultural tourism;		system (ISA Objective No. 8) • establish the city as a major financial center (ISA Objective No. 7) • establish a progressive mass communications industry (ISA Objective No. 5) • make the city the hub for export and sustainable manufacturing industries (ISA Objective 12)	Office for pooling of qualified and competent workforce • strengthen private and government partnership • tourism program **Quality Infrastructure** • good quality road • comprehensive drainage system • Iloilo City Hall • Iloilo City Sports Astrodome • BPO building • Iloilo-Guimaras Ferry Terminal • Tenement housing	Infrastructure
Constantly upgrading standards of education, thereby securing a dynamic, safe, peaceful and healthy environment conducive to learning and sports	**Social Development** achieve universal primary education (MDG No. 2) promote gender equality (MDG No. 3) reduce child	• increase the participation rate of public elementary schoolchildren to 85% by 2013 • increase the survival rate of public elementary schoolchildren to 80% by 2013 • increase the completion rate of public elementary schoolchildren to 79% by 2013 • improve the proportion of urban poor families all of whose school age children are in school • make the city the center for arts, culture and sports (ISA Objective	**Continuing Education** • day care program for 4-6 year old pre-school children • free elementary education in 53 public elementary schools • free high school education in 13 national high schools • subsidized college education at the Iloilo City Public College • training program for	**Social Development** • Health and Nutrition • Education • Housing and Basic Utilities • Peace, Security and Disaster Risk Management • Sports and Recreation

Vision Iloilo City: A Premier City by 2015	Goals (MDG)	Objectives (MDG/ISA)	Objectives/Priorities (10-point agenda)	Programs
	mortality (MDG No. 4) improve maternal health (MDG No. 5) combat HIV/AIDS, malaria and other diseases (MDG No. 6)	No. 1) • make the city the center for advanced knowledge and learning (ISA Objective No. 10) • increase proportion of women to men enrolled at all levels of education to 50% by 2013 • provide equal access to basic services (ISA Objective No. 3) • increase the proportion of patients served by the city health office to 50% by 2013 • bring down the proportion of underweight children under five years old to 5.5% by 2013 • no member of the household is malnourished or experienced illness to 90% by 2013 • reduce the infant mortality rate by end of 2013 by 20% of the 2010 rate • reduce the mortality rate among children under five years old by end of 2010 by 20% of the 2010 rate • reduce maternal mortality rate to 25% 2013 • increase the proportion of married couples (not more than 3 years married) availing of the city's reproductive health services to	teachers • program for elderly, women, persons with disabilities and religious/ cultural groups **Medical/Health Care and Emergency Services** • establishment of lying-in clinics and health centers in every district • laboratory and medicine assistance • Philhealth Cards • purchase of ambulances and other medical equipment **Public Safety and Police Assistance** • complete uniforms and equipment for Brgy. Tanods • auxiliary police as force multipliers • support to PNP for firearms and mobile patrols **Public Utilities and Consumer Protection**	• Arts, Culture and Heritage • Other Social Services

Vision Iloilo City: A Premier City by 2015	Goals (MDG)	Objectives (MDG/ISA)	Objectives/Priorities (10-point agenda)	Programs
		85% by 2013 • maintain the less than one percent incidence of HIV/ • Zero positive cases in Iloilo City until 2013 • maintain the zero number of Malaria morbidity and mortality rates even beyond 2013 • reduce TB morbidity and mortality rates at 20% each by 2013 • reduce Dengue morbidity and mortality rates to 50% each by 2013 • provide adequate housing and human settlements (ISA Objective No. 9) • improve the number of informal/slum settlements with upgraded community facilities and which are within easy access to recreational, economic, educational, religious/faith-based and socio-cultural activities by 65% by 2013 • increase the proportion of urban poor families with security of tenure to 63% by 2013	• sustainable and affordable electricity • potable and clean water • rehabilitation and acquisition of new public cemetery **Low Cost Decent Housing** • provision of access roads, electricity, water and other facilities for relocation sites • tenement housing	
Moving forward while being fully dedicated to the	**Environmental Management** ensure environmental	• sustain a healthy and productive population and environment (ISA Objective No. 2) • increase the percentage of barangays serviced by the city's	**Crisis Management** • emergency response unit • disaster preparedness program • calamity assistance	**Environmental Management** • Natural Resources Management

Vision Iloilo City: A Premier City by 2015	Goals (MDG)	Objectives (MDG/ISA)	Objectives/Priorities (10-point agenda)	Programs
Preservation and further enrichment of the city's cultural heritage.	sustainability (MDG No. 7)	collection system to 100% by 2013 • reduce fecal count and restore to normal value of 200 by 2013 in the coastal waters of Molo-Arevalo foreshore and sustain biochemical oxygen demand (BOD) value of 7 mg/liter in Iloilo River. • reduce value of total suspended particulate (TSP) and achieve ambient air quality of 90 micrograms per normal cubic meter of TSP by 2013 increase the proportion of urban poor households with access to MIWD level III (16,303 households) and Level II(34,805) by 25% by 2013	**Healthy and Sustainable Environment** • sanitary landfill • individual comprehensive sewerage system • Clean and Green City • wedding eco-park • coal plant compliance monitoring system • development of Treñas Boulevard • removal of fish pens in Iloilo River	• Waste Management and Pollution Control

ANNEX 3.F. SWOT-BASED STRATEGIES

Strengths-Opportunities Strategy	Weaknesses-Opportunities Strategy
1. joint undertaking between and among the Mayor, SP, EAs, and department heads at improved tax collection and revenue generation 2. harmonization of city plans and RDC programs for sustainable urban development and Growth 3. improvement of the city's service delivery systems through capacity building initiatives by ODAs and other private-public partnership networks 4. sustenance of city incomes and revenues by sustaining high business and investment sector confidence on city leadership 5. maintenance of strong political will over projects and programs funded locally by local taxes and revenues 6. maintain peace and order through strong vertical and horizontal networks with national, Regional, and barangay governments and through partnerships with the private sector	1. reduction or eradication of bureaucratic red tape at city hall through computerization and Internet-based transactions 2. improved fiscal management of city income and expenditures through capacity building measures with partner agencies and institutions 3. improved technical capacities in urban and regional planning and growth management through UN and ODA-assisted technical assistance programs 4. reduction of dependency on the 20% IRA share by more improved tax collection and innovative revenue generation measures 5. improvement of inter-department work coordination through Internet-based work processes and organizational development trainings by partner agencies and institutions
Strengths-Threats Strategy	**Weaknesses-Threats Strategy**
1. improvement of urban infrastructure and amenities through a stricter and sustained implementation of plans and investment programs 2. maintenance of the coordinated efforts of city departments in adopting climate change and disaster risk reduction measures 3. institutionalization of disaster management through organizational structures, plans, and policies prioritized by the Mayor and the SP 4. improvement of power and water costs through concerted planning efforts by the national government, RDC, city government, and private sector-civil society stakeholders 5. elimination of peoples' negative attitudes towards participatory community development through IEC programs with development partners 6. optimization of the city Mayor's political will on the speedy resolution of urban issues	1. improvement of work systems and coordination among departments, task forces and other work committees for service delivery improvement and solution of current urban issues and problems 2. improvement of local incomes and revenues by encouraging people to pay taxes and other payment obligations promptly and accurately 3. improvement of the quality and quantity of city planning and growth management initiatives that are set up for the resolution of urban issues 4. prioritization of IEC and advocacies on multi-stakeholder planning and implementation of urban development plans and programs (including values reorientation among communities) 5. reduction of city dependence on its 20% IRA share for development projects through more innovative income generation and improved tax collection measures

ANNEX 3.G. MAJOR DEVELOPMENT CHALLENGES

The CLUP identified the north, northwest and the northeast areas in the municipalities of Nuevo, Anilao, and Banate as major growth and development areas. The promotion of these areas as a prime development corridor will benefit not only the residents of Jaro Districts, but those from the Municipalities of Pavia and Leganes as well. With further development, commercial areas and establishments will increase, opening more employment for residents located nearby. There is a risk of increased land conversion, which may result to the decline of food self-sufficiency. A balance of commercially-developed and agriculturally-retained areas is therefore needed. The Guimaras Island is a major growth and development area in Metro Iloilo. Guimaras Island's strengths are its numerous agricultural and tourism potentials.

The CLUP identified the increased demand for housing and the limited areas of land as constraints. It brings about an increase in land sales, and with the limited resources of the LGU to provide housing units for its citizens; this poses a challenge in dealing with the issue of informal settlements. In order to encourage investors, including economically capable Ilonggos, to invest in their city, the city needs to provide basic services to its citizens which include housing and livelihood opportunities, improve utilities, such as power and drainage system, and be able to respond to the demands of the times to adapt to climate change and reduce disaster risks, reduce reliance on motor vehicles, improve the air, water and land quality and minimize its impacts to the environment.

ANNEX 3.H. DEVELOPMENT POTENTIALS

The main economic activities of the city are wholesale, retail and trading, business process outsourcing, banking, and finance. The City is also the center for agricultural products in the Province and Panay Island, and the center for seafood trade in the Western Visayas Region. The City's seafood exports lead to about 60% of the country's total seafood exports. Heritage and cultural tourism is the city's unique selling point compared to other municipalities. It is also known for its native delicacies and specialty cuisine. Overall, the presence of institutional, agricultural, and commercial establishments is what contributes to Iloilo City's growth and development.

The CLUP proposes the following priority areas for development: improvement of park and ride facilities and transportation facilities; improvement of the six plazas; and waterfront development, including the development of the Iloilo Fishport Complex.

ANNEX 3.I. MAJOR INDUSTRIES AND GROWTH DRIVERS

Iloilo has the following major industries and growth drivers:

a. Tourism (Heritage, Cultural and Gastronomic)
b. Telecommunications/IT/BPO
c. Trade and Commerce
d. Banking and Finance
e. Agro-Fisheries
f. Housing
g. Education

There is also a thorough discussion on the airport and ports of Iloilo, as follows:
Situated between the Municipalities of Cabatuan and Santa Barbara, the new Iloilo International Airport has replaced the old airport in Mandurriao, in Iloilo City. There is an average of 170 flights daily with about 11,000 passengers and 170 tons of cargo. Four airline companies serve daily domestic flights to and from Iloilo. These companies are Philippine Airlines (PAL), which have flights from Manila; Air Philippines, which fly from Cebu and Manila; Cebu Pacific, which fly from Cebu, Manila, and Davao; and Zest Airways, which have flights from Manila. The Iloilo International Airport currently does not cater flights to and from international destinations despite the inclusion of "International" in its name. However, the airport is designed with standards to cater to international flights. Proposals to include international flights from similar destinations as Cebu are currently in progress. According to the Civil Aviation Authority of the Philippines, the Iloilo International Airport is a Class 1 Principal (Domestic) Airport and is rated as the fourth busiest airport in the country.

At present, three airports in the Visayas cater to international flights. These are the Kalibo Airport, which serves Taipei-TaoYuan; Mactan-Cebu International Airport, serving Seoul-Incheon, Busan, Hongkong, Singapore, Taipei-Taoyuan, Shanghai- Pudong, Kuala Lumpur, Kota Kinabalu, Tokyo-Narita, Doha, and the Panglao Island International Airport, which is still under construction and will serve destinations in Korea and China.

Currently, there are three (3) major ports in Iloilo City: Iloilo Foreign Port, River Wharf, and the International Port. The Philippine Ports Authority (PPA) operates and maintains the Iloilo Foreign Port located in the Iloilo City Proper. Shipping companies, such as Negros Navigation, Sulpicio Lines, WG & A (Superferry) provide trips to Manila, Palawan, Cebu, and Mindanao. There are also numerous boat and ferry terminals within the city proper. The boat terminal in Ortiz Street serves as a jump-off point to Guimaras, wherein boats carry passengers going to the Municipality of Jordan, the provincial capital. The other boat terminal, located at Parola, also serves passengers traveling to another particular town in Guimaras, the town of Buenavista. Numerous ferryboat terminals along Muelle Loney accommodate passengers going to Bacolod City and other cities in the Visayas. There are at least eight daily trips to Bacolod City.
The CLUP also contains a section that identifies activities and policies for the protection of the environment:

- Planting, protection, and preservation of new and existing trees and mangroves
- Strict regulation, monitoring, or even closing of water-polluting industries, businesses, and establishments situated beside local rivers and creeks

- Relocation of informal settlers to reduce the coliform count in the rivers of Iloilo City
- Stringent enforcement of easements on developments beside rivers, creeks, and the Iloilo Straight coastline will promote more open spaces and riverside parks for recreation and leisure of residents
- Hospitals with their own waste water and biohazard waste facilities will prevent the spread of diseases and promote a cleaner and safer environment
- Promotion of green-powered vehicles, especially for public transportation, such as electric-powered vehicles or compressed natural gas-powered vehicles that will reduce toxic particulates in the air and create a cleaner environment
- Programs for the reduction of energy and resource consumption, such as the integration of rainwater catchment systems, solar energy use, passive cooling, and other environmentally-friendly principles in design
- Strict employment and application of the Implementing Rules and Regulations of environmental laws concerning solid waste (Solid Waste Management Act {R.A. 9003}), air pollution (Clean Air Act {R.A. 8749}), and water pollution (Clean Water Act {R.A. 9275}) Replace the Calajunan dumpsite with sanitary landfill; couple with efficient collection system and waste segregation from the source

ANNEX 3.J. DEVELOPMENT TARGETS, GOALS, AND STRATEGIES

Development Targets:
1. Center for arts, culture, and sports
2. Healthy and productive population
3. Equal access to basic service
4. World Class Convention & Tourism Center
5. Progressive mass communication industry
6. Dynamic Public Governance System
7. Major Financial Center
8. Integrated Transport System
9. Adequate Housing & Human settlement
10. Center for advanced knowledge & learning
11. Progressive revenue collection program
12. Major hub for Export & manufacturing

Nine Areas of Collaboration through the MIGEDC:
1. Tourism development
2. Environmental management
3. Infrastructure development
4. Public safety and security
5. Basic services
6. Land use planning and management
7. Trade and investment promotions
8. Special projects
9. Transport Planning and Traffic Management

Development Goals and Strategies

Goal #1: Economic Development through Private Sector Involvement Strategies:
- Investment promotion through private sector support
- Tourism development with focus on festivals, heritage, arts, etc. with MIGEDC
- Employment generation from ICT, commerce, and trade
- MIG-wide transport planning and traffic management
- Improved incomes and productivity through enterprise development, skills enhancement, etc.
- Public-Private Partnerships for urban development projects
- Improved infrastructure and utilities
- Real estate development and urban redevelopment planning through GIS

Goal # 2: Social Development with Focus on Health, Housing and Poverty Reduction Strategies:
- Improved health and nutrition programs with increased logistics
- Enhanced micro-lending and other livelihood assistance programs
- Improved shelter planning (to include urban poor relocation site acquisition and development and affordable medium-rise housing)
- City-wide sports development

- Improved programs for street children, women, disabled and other marginalized groups
- Sustained disaster relief programs through private sector support
- Improved police, fire and emergency response service

Goal # 3: Environmental Management with Focus on Rehabilitation and Protection Measures Strategies:

- Improved solid waste management system
- Urban greening through public-private sector support (to include mangrove reforestation)
- Disaster risk management and climate change resiliency
- Iloilo and Batiano River Development
- City-wide environment sanitation
- Other air and water quality management protocols and projects (to include flood control, anti-smoke belching, sludge management, etc.)

Goal # 4: Good Urban Governance through Improved Work Structures, Plans, and Policies Strategies:

- ELA enforcement and implementation
- Synchronized planning, budgeting, and investment programming
- Institutional strengthening through improved in-house competence and logistics
- Computerization for streamlined business permitting system and other processes
- Improved revenue generation and collection
- Regional planning and growth management through the RDC and the MIGEDC
- Strengthening linkage/network with ODAs, NGAs, NGOs/Pos and Civil Society partners

ANNEX 3.K. SPATIAL DEVELOPMENT STRATEGY AND LAND USE PLAN

The table below shows the number of hectares allocated for the different land uses based on the 1998-2010 Iloilo City Comprehensive Land Use Plan. As seen from the table, majority (57.35%) of land in Iloilo City is used for residential purposes, while commercial land use is a far second at 8.21%. If agricultural land and fishponds are to be combined, they would comprise 8.38%, or a little more than the land area allocated for commercial establishments.

Land Use (Actual)*	Area (has.)*	Percentage (%)
Residential	4,027.80	57.35
Agricultural	307.00	4.37
Commercial	576.22	8.21
Industrial	235.71	3.36
Institutional	335.52	4.78
Park and Open Space	386.53	5.50
Fishpond	281.90	4.01
Planned Unit Development	261.27	3.72
Proposed Highway	258.86	3.70
Transport Facility	142.75	2.03
Mangrove	95.00	1.36
Land Use (Actual)*	**Area (has.)***	**Percentage (%)**
Floodway	42.30	0.60
Cemetery	40.08	0.57
Waste Landfill	20.50	0.29
S-I (Special Institutional)	9.88	0.14
I/U (Infra and Utilities)	1.68	0.02

**Based on the approved Comprehensive Land Use Plan of Iloilo City 1998-2010*

The tables below show the area coverage of each of the different land uses presented in these General Land Use Maps and the Zoning Ordinanceof the city.

Area Tabulation – General Land Use Map of Iloilo City

	AREA		PERCENTAGE
	Sq. M.	Hectares	(%)
RESIDENTIAL MIXED USE	**32,144,077**	**3,214.41**	**41.03%**
COMMERCIAL MIXED USE	**8,700,744**	**870.07**	**11.11%**
INSTITUTIONAL MIXED USE	**3,293,849**	**329.38**	**4.20%**
INDUSTRIAL	**2,133,160**	**213.32**	**2.72%**
PUD (Planned Unit Development)	**1,708,464**	**170.85**	**2.18%**
PARKS, PLAYGROUNDS, AND OTHER RECREATIONAL SPACES	**2,747,321**	**274.73**	**3.51%**
CEMETERY	**277,589**	**27.76**	**0.35%**
FOREST ZONE	**960,914**	**96.09**	**1.23%**
FISHPENS AND SALBEDS	**3,994,629**	**399.46**	**5.10%**
WATER ZONE (Creeks and Rivers)	**2,074,055**	**207.41**	**2.65%**
TRANSPORTATION, INFRASTRUCTURE AND UTILITIES	**1,508,218**	**150.82**	**1.93%**
ROAD NETWORKS	**694,657**	**69.47**	**0.89%**
FLD *(Foreshore Land Delimitation)*	**18,102,323**	**1,810.23**	**23.11%**
TOTAL	**78,340,000**	**7,834.00**	**100.00%**

NOTE: All areas were based on CAD. These figures are subject to change upon verification of a Geodetic Engineer or surveyor, or from a duly certified document of land areas.

Area Tabulation – Zoning Map of Iloilo City

	AREA		PERCENTAGE
	Sq. M.	Hectares	(%)
RESIDENTIAL MIXED USE	**32,144,077**	**3,214.41**	**41.03%**
R-2/ MXD	13,922,098	1,392.21	17.77%
R-3/ MXD	16,413,521	1,641.35	20.95%
SHZ/ MXD	1,808,458	180.85	2.31%
COMMERCIAL MIXED-USE	**8,700,744**	**870.07**	**11.11%**
C-1/ MXD	3,715,401	371.54	4.74%
C-2/ MXD	3,953,096	395.31	5.05%
C-3/ MXD	1,032,247	103.22	1.32%
INSTITUTIONAL MIXED-USE	**3,225,952**	**322.60**	**4.12%**
SPECIAL INSTITUTIONAL ZONE	**67,897**	**6.79**	**0.09%**
INDUSTRIAL	**2.133,160**	**213.32**	**2.72%**
I-1	1,299,756	129.98	1.66%
I-2	833,404	83.34	1.06%
PUD *(Planned Unit Development)*	**1,708,464**	**170.85**	**2.18%**
PARKS AND OPEN SPACES	**2,747,321**	**274.73**	**3.51%**
CEMETERY	**277,589**	**27.76**	**0.35%**
FOREST ZONE	**960,914**	**96.09**	**1.23%**
FISHPENS AND SALTBEDS	**3,994,629**	**399.46**	**5.10%**
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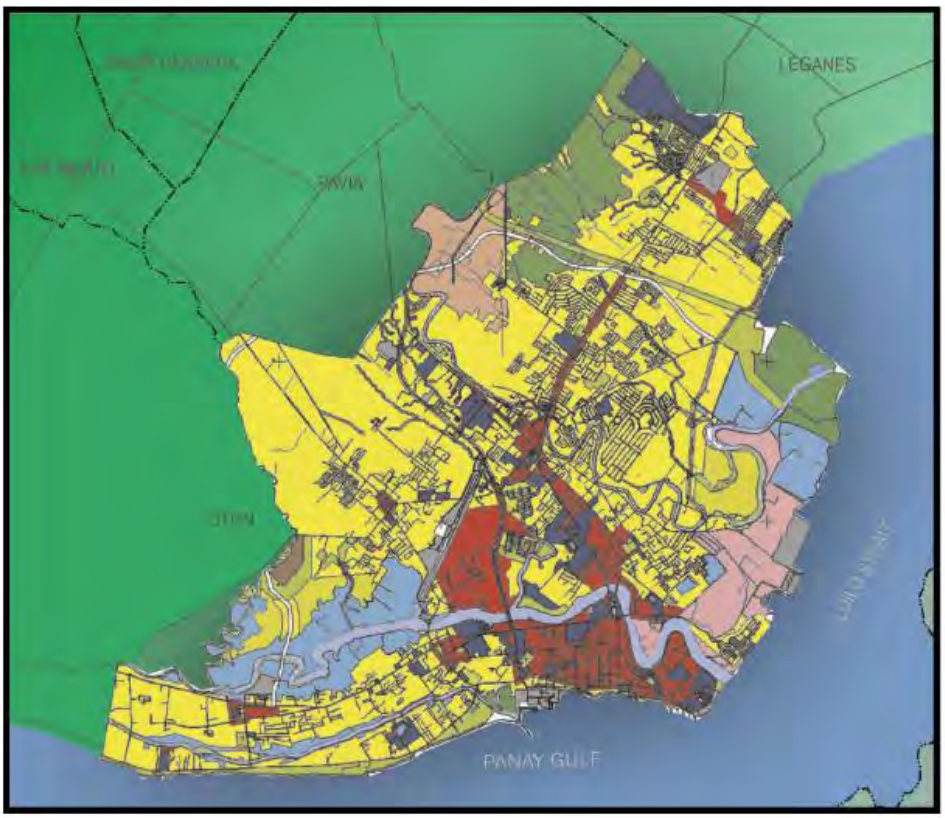


Republic of the Philippines
Iloilo City

COMPREHENSIVE LAND USE PLAN

LEGEND:

Source: Iloilo City CLUP 1998 to 2010

General Land Use Map 1998 to 2010

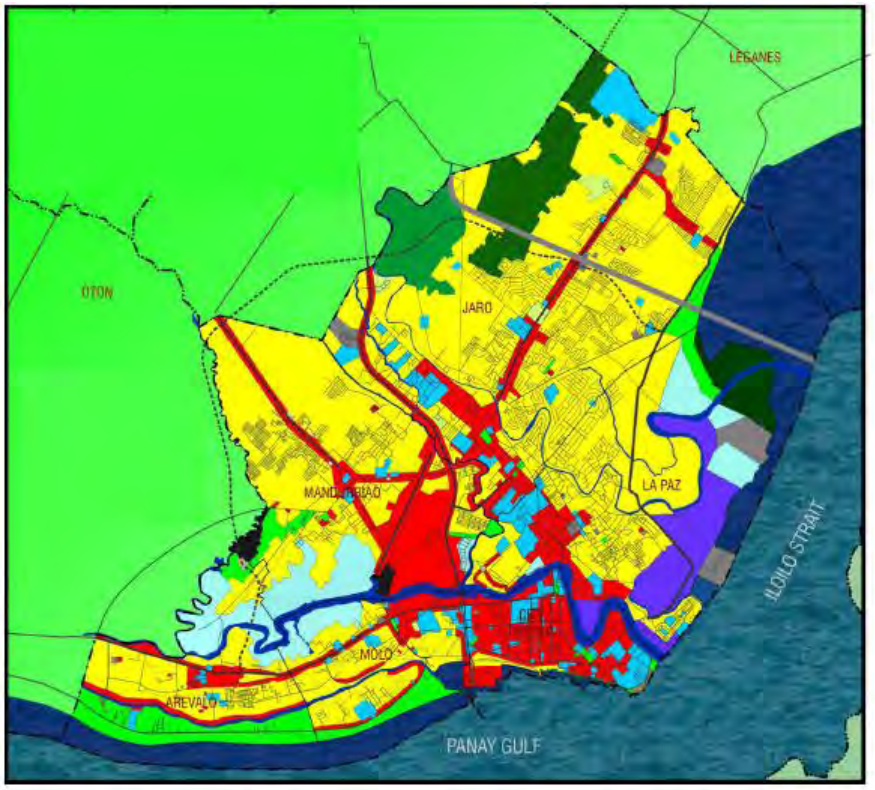
SOURCE: Iloilo City CLUP 1998-2010

North

0 400 1000 2000 4000

SCALE 1 : 78,000 METERS

City Planning and Development Office
consultancy by: Palafox Associates



Republic of the Philippines
Iloilo City

COMPREHENSIVE LAND USE PLAN

LEGEND:

- RESIDENTIAL / MXD
- COMMERCIAL / MXD
- INFRASTRUCTURE / UTILITIES
- INSTITUTIONAL / MXD
- PARKS, PLAYGROUND AND OTHER RECREATIONAL SPACES
- INDUSTRIAL
- AGRICULTURE
- FORESTRY
- CEMETERY
- SANITARY LANDFILL
- PUD (Planned Unit Development)
- FISHPONDS AND SALTBEDS

- Main Road
- Minor Road
- Circumferential Road
- Rivers and Water Bodies
- District Boundaries
- Territorial Boundaries
- By-Pass Road (R482)
- Foreshore Land Delimitation

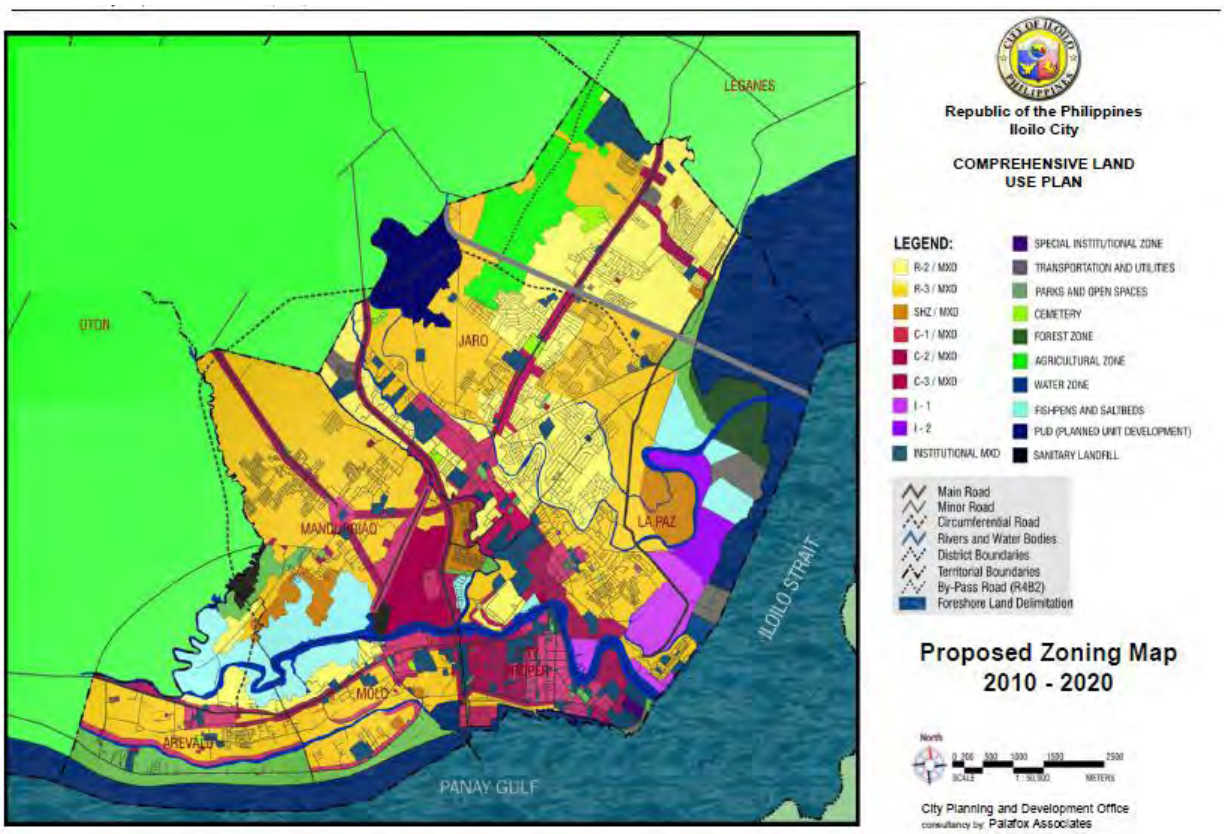
Proposed General Land Use Map

North

0 200 500 1000 1500 2000

SCALE 1 : 50,000 METERS

City Planning and Development Office
consultancy by: Palafox Associates



The stakeholders of Iloilo City prefer the traditional growth pattern where churches are the district centers, while its abundant waterfronts are developed for commercial purposes. In addition, agricultural lands shall continue to be protected, to preserve the remaining green open spaces and contribute to food security. A more compact type of development for Iloilo City, which entails efficient use of land resources, is desired.

The proposed land use plan and zoning ordinance include:

- Encouraging mixed-use types of developments to design places of work closer to places of residences
- Establishing setbacks along the coastlines and rivers to move people into higher ground away from natural disasters, reduce water pollution and push for development of the waterfronts.
- Providing for utilities that would reduce vehicular traffic. In addition, incentives shall also be provided for developers and landowners who maximize the development of land in accordance to the City's desired growth pattern, and allocate affordable housing units inside the City

Three priority development projects were proposed to be able to lead the city towards its desired spatial direction:

- The construction of park-and-ride facilities to be able to reduce the motorist's reliance on private vehicles and make the public transport system more efficient

- The improvement of district parks and plazas which will reestablish its former role as town centers, and encourage businesses to locate nearby
- The improvement of waterfronts through establishing no-build zones, and enacting policies to encourage waterfront development

All programs and projects proposed are presented to develop the city into a walk-able and bike-able city, wherein people are the priority of development. It is also important to preserve, and possibly increase, the 95 hectares of mangroves in the northeastern portion of La Paz.

ENDNOTES

[1] These documents include: Comprehensive Development Plan (CDP), Comprehensive Land Use Plan (CLUP), Executive-Legislative Agenda (ELA), Local Development Investment Program (LDIP), Annual Investment Program (AIP) and Annual Budgets, among others.

[2] Key informants include: the City Planning and Development Coordinator (CPDC), City Planning and Development Office (CPDO) technical staff, Budget Officer, Budget Office staff, Provincial Planning and Development Officer, National Economic Development Authority (NEDA) technical staff and officials, and Economic Development Council members, among others.

[3] Although the Local Government Code (LGC) states that plan formulation or updating should emanate from the City Legislative Council, the case of Batangas City follows that of most other Philippine cities and municipalities where the CPDO initiates CDP and CLUP Formulation and Updating.

[4] UP PLANADES was the same firm contracted by Batangas City in the formulation of the previous versions of their CDP, CLUP and Zoning Ordinance.

[5] Participants from national and regional government agencies during the visioning and project identification workshops were the: Department of the Interior and Local Government (DILG), Bureau of Jail Management and Penology (BJMP), Department of Education (DepEd), Department of Trade and Industry (DTI), Department of Labor and Employment (DOLE), Philippine National Police (PNP), and Technical Education and Skills Development Authority (TESDA).

[6] Senior Citizens Federation, Bankers' Association, Philippine Institute of Civil Engineers (PICE), Philippine Institute of Certified Public Accountants (PICPC), Cooperatives' Federation, Fishermen & Farmers Group and Chairperson of the ABC Board of Directors.

[7] Approved by the City Development Council on September 24, 2009 through Resolution No. 2 s.2009.

[8] Approved by the City Council (Sangguniang Panlungsod) on March 15, 2010 through Resolution No. 30 s.2010.

[9] The 2001 ZO was published once in a local newspaper after its approval by the Sanggunian. After this single publication, there was no further public dissemination.

[10] Members of the LIAC are the following: Chair – City Mayor; Co-Chairs – HUDCC and NHA; members – PNP, DILG, Engineering Office, DOH, DepEd, other government and non-government agencies involved in relocation, select civil society organizations (i.e. Habitat for Humanity) and private sector organizations (i.e. Oro Chamber and Promote CDO Foundation).

[11] Identified projects were prioritized through formal and informal consultations with barangay officials, community leaders, the private sector, academe, non-government organizations and sectoral and civil groups.

[12] Data on the number of ordinances related to land reclassification and spot zoning were not made available by the Legislative Council Secretary. However, according to the CPDO, reclassification and rezoning applications in the last three years were numerous, mainly because

of the single land use approach under the ZO and with landowners in built-up areas wanting to use residential lands for commercial purposes.

[13] The rationale for directly formulating the AIP is anchored on the three-year term given to LCEs, which usually results to the certainty of implementing LDIP programs and projects only for the same time period. If a new LCE is elected, the remaining two years of activities in the LDIP are typically not considered for implementation by the new official. The changing priorities of an incumbent LCE also hamper continuous LDIP implementation from year to year.

[14] The City Mayor attends the meeting of the LFC. Given the process, the basis for prioritization is decided by the different departments/offices following set of defined criteria. As the assessment revealed, the identification of criteria stems from the interest of different departments/offices in relation to the targets of the CDP and CLUP. However, even though programs and projects are prioritized, reality dictates that the LCE decides on the final ranking of programs and projects. The different (i.e. regular and new) programs and projects are proposed by the City Departments and Offices, based on the Goals Achievement Matrix (GAM). Note however that the final list of PPAs still rests on the decision of the LCE.

[15] Based on the 2012 AIP, only the training of nurses and midwives on newborn screening will be funded by the National Government through the Center for Health Development (CHD IV-A). The Special Education Fund (SEF), on the other hand, is tapped for education-related programs and projects – mainly the construction of school buildings.

[16] Typical funding sources include national and local government and available grant and loan packages from international donor institutions, among others.

[17] In accordance to the format prescribed by the Updated Operations Manual for LGUs.

[18] The ELA should contain the following information as prescribed by the DILG:

a. Brief Profile of the City (physical, demographic, economic)
b. Vision and Mission
c. Executive-Legislative Agenda
(Administrative System and Procedures, Extent of Local Empowerment, Legislative Services, Social Services, Economic Development, Transport and Infrastructure Development and Environmental Development)
d. List of Programs, Projects and Activities

[19] PPAs under the ELA usually have a higher priority for implementation compared to other PPAs identified in other planning documents, as with ongoing programs and projects that are near to completion.

[20] In the case of Iloilo, a major difficulty cited in the preparation of the budget was the delay in the submission of programs and budgets at the barangay level.

[21] These include the City Engineer's Office, (CEO) Social Welfare and Development Office (CSWDO), Health Office (CHO), Environment and Natural Resources Office (CENRO) and CPDO, among others.

[22] In Iloilo, general assemblies at the barangay level are held twice a year for the purpose of monitoring plan implementation as well as to identify community issues and concerns.

[23] Defining "transparency" may point out approaches that better facilitate procedures for clients of the City, such as the location of transaction areas.

[24] "Firm" would connote improving government procedures and processes with reference to service standards promoted by the national government and international community.

[25] Quantifying sectoral targets requires in-depth data collection and analysis – it was noted that some sections of the plan under this discussion were purely in narrative form.

[26] The Batangas investment and Incentive Code was passed by the Sanggunian in July 2009, but its Implementing Rules and Regulations have yet to be drafted – both the ICC and IRR are not specified in the CDP. There is also a dearth of discussions on the city's Business Permit and Licensing System (BPLS), which is a critical factor for increasing investments.

[27] The International Port is seen as an underutilized opportunity to stimulate income and employment – its proximity to Metro Manila makes it attractive to investors. Economic activities supportive of the port may be analyzed by the City Government in collaboration with the Philippine Ports Authority (PPA). A feasible source of funding for these activities may be internal, particularly the energy fund paid to the city by power plant operators.

[28] The strategic development concept is to re-plan the City as a modern, progressive, livable and environment-friendly community with a balanced mix of land uses focusing on industrial, agro-industrial and tourism activities. In order to do this, Batangas has adopted the „multi-nodal, dispersed concentration' spatial strategy. This strategy redirects development away from the City center toward identified and proposed urban growth areas. There are nine (9) proposed growth clusters within the City which have their respective specializations and spheres of influence.

[29] A dominant land use activity is prescribed for each management zone supported by complementary and compatible land uses.

[30] Some specific observations are as follows:
a. There are no specific sections (in terms of policies, strategies, structures, systems, processes, technologies) that discuss DRRM and CCA;
b. Hazard and vulnerability maps are not available in the CLUP; only building footprints (emissions from buildings) were presented in a map; and
c. The role of different City departments (i.e. lead and support offices) and the private sector in DRRM and CCA are not presented.

[31] The CLUP/CDP, AIP, LDIP and ELA are all critical inputs for the achievement of the development goals of the city. However, since these documents were formulated under different timelines, they also demonstrate how the city's development perspectives evolved through time and experience, in conjunction with the changing priorities of national and regional government. It is evident that there are no major changes in how CDO defines its desired future development, focusing on "global competitiveness in trade" – first through the agro-industrial sector and now, through services.

Nevertheless, the identified PPAs are aligned with its development direction and may be more prudently detailed in succeeding AIPs – including identifying PPAs that spur private sector partnerships to increase foreign and domestic investments, and human resource development.

[32] The statement of the Strategic Direction is consistent along most sectors, although the level of specification on projects that "increase investments (e.g. establishment of a database of investment opportunities and development of an investment promotion center) may be further enhanced.

[33] While the city takes primary responsibility in strengthening the local economy in order to become globally competitive, it used a holistic-lens to ensure that all sectors are equally served. The city also made a conscious effort to include all sectors not only as beneficiaries but also

partners in decision making and crafting its development plans. The private sector was frequently mentioned as one of the city's major partners for the achievement of its development goals.

[34] Investments related to industries managed to post a 10% increase (i.e. half of city targets); SMEs and the manufacturing sector were still able to contribute to the local economy despite Sendong.

[35] This includes the following:
a. a leader in the practice of participatory governance, ethics and transparency in government;
b. speed up and sustain growth and development, in order to open up more and better opportunities for all;
significantly expanding and improving infrastructure environment conducive to eco-cultural tourism;
c. constantly upgrading standards of education, thereby securing a dynamic, safe, peaceful and healthy environment conducive to learning and sports; and
d. moving forward while being fully dedicated to the preservation and further enrichment of the city's cultural heritage.

[36] Using numerous and disparate sources (e.g., MDG, ISA's 12 development objectives and the 10-point agenda of the LCE) to determine CDP objectives resulted to some declarations that were not necessarily anchored on the city's development goals.

[37] The CPDO led the SWOT analysis at the barangay and city levels. The CDP did not contain the baseline information from which the SWOT analysis was drawn from. The output of the analysis indicates a focus on barangay and department-level issues and concerns, and reflect limited analysis on how best to position the city vis-à-vis other cities and towns in the province, region, country, and the world.

An improvement on the results of the SWOT analysis led to a list of possible strategies for the attainment of the city's development objectives – although the final matrix of strategies failed to present priorities to lead Iloilo to "premier cityhood".

[38] The vision of the city is short and direct and captures what it wants to attain in 2015. However, it is unclear if the vision aims to excel inwardly or outwardly. Based on the charter, it seems that the direction is internal excellence.

[39] After going through strategic planning and analysis, the CDP ended with programs and plans drawn mainly to respond to the 10-point agenda of the mayor. The agenda seems responsive in addressing internal issues and concerns. Besides being inward looking, the programs and projects were also merely broadly stated.

[40] The projects under this program include emergency response team strengthening, disaster preparedness activities, and calamity assistance. The agencies involved include the City Disaster Coordinating Council (CDCC), Philippine National Police (PNP), City Management Office (CMO), Department of Social Welfare and Development (DSWD), and the City Social Welfare and Development Office (CSWDO). Funding comes from the Calamity Fund, the 20% IRA, and the general fund. Like other programs and projects, the CDP did not discuss details of the plans and programs, including policies, mechanisms, structures and processes.

[41] Implementation of the spatial strategy will facilitate the regulation of intended land uses in the different areas of the city.

[42] Penalties and sanctions are provided in the ordinances (existing and proposed) with a maximum penalty fee of Five Thousand Pesos (PhP5,000) as provided in the Local Government Code

[42] Number of AIP and CDP PPAs in Iloilo City is broken down as follows:

Sector	Sub-sectors	No. of PPAs – AIP	No. of PPAs – CDP
General Public Sector		6	2
Social Services	Education	6	4
	Health	4	4
	Housing	7	5
	Social Services and Welfare	1	1
Economic		18	15

[44] The vision of the PDP is *"inclusive and sustained economic growth", while that* of the RDP is "*the leading global economic hub of the country; a model, livable industrial region, highly urbanized with well-planned own clusters ideal for sustainable living; having a modern intermodal transportation system and digital infrastructure integrating the region within, to the country, and to the global community; having a citizenry whose high creativity and competitive spirit, genuine concern for the environment and fellowmen, and love of country is inspired by their affinity to the region's heroes and unwavering faith in God".*

Inclusive growth is integrated in Batangas City's development blueprint as it focuses on good governance, improved infrastructure, competitive citizenry, and job creation.

Relatedly, the City envisages to become an agro-industrial center, which is one of the region's thrusts towards becoming a global economic hub. The Calabarzon boasts of its industries, which makes it the second contributing region to the Gross Domestic Product (GDP) – next to the National Capital Region (NCR).

Batangas City is recognized not only as a local gateway to other regions (i.e. Region IV-B and Region VI) but more importantly, an uprising global gateway to the international community due to its international port. The City's vision accepts its role as an international gateway of the South, and is recognition of its strength for economic and investment growth and its pursuit of agro-industrialization can help the region reach in its development vision.

However, the economic strategies identified in the CDP and CLUP focus more on city level issues and concerns. Approaches for globalization and strengthening the "gateway" concept need to be made more explicit.

[45] The CDP presents strategies to guide future physical development and steer growth as the "business and trading center" of Southern Philippines.

[46] "Cagayan de Oro City – Misamis Oriental is envisioned to be a peaceful and ecologically sound metropolis in Northern Mindanao, a fast growing and globally competitive agri-industrial and training center, with good governance, gender equity and sustainable development for a happy and prosperous community." This is different with the current development vision, which has omitted the term "agri-industrial"

[47] The Framework used in crafting the Iloilo vision entailed scanning the international, national, regional, and city environments using international, national, regional, and city level studies, reports, and assessments.

The CDA 2010 adopted the UN MDGs, the President's 10-Point Agenda, the Super Region Economic Development Strategy, the Western Visayas Medium Term Development Plan and the 1998-2010 Iloilo City Comprehensive Land Use Plan through strategic work approaches and processes of the City Development Strategy (CDS) and the Institute for Solidarity in Asia (ISA). In addition, the results of the 2006 Local Governance Performance Management System (LGPMS) and its resulting State of Local Governance Report (SLGR) were also considered in developing the CDA 2010.

[48] The regional perspective of the city is guided by the MIGEDC Roadmap of 2015.

While there are nine identified areas of collaboration between Iloilo City, the six municipalities of Iloilo Province and Guimaras Province, only three (3) MIGEDC projects were included in the CDP:

a. Local Economic Development Summits and Conferences;
b. Tourism Demonstration Projects (Pretty Plaza Project, Semana Santa Project, and Santa Cruzan); and
c. Iloilo-Guimaras Bridge Project.

The Counterpart Bio-Regional Planning for Area Productivity Human Resource Development within the MIGEDC was also identified as another PPA for implementation.