

## 6.4 Project Management System

### 6.4.1 Management needs for CALABARZON

#### (1) Need for PMS

The bulk of development projects and related measures proposed by the Project CALABARZON Master Plan can be implemented within the competence and policies of sector agencies. However, the current practice of regional planning and management of regional development involving multiple sectors are hampered by the large number of central government agencies and their regional/provincial offices and the complexity of relationships between them. In order to facilitate the coordination of various development efforts by many agencies, a coherent project management system (PMS) needs to be established. Such a system should encompass all the functions in the project management cycle from project initiation and planning to implementation and monitoring.

#### (2) PMS functions

PMS functions related to CALABARZON regional planning and implementation may be broadly divided into central and regional functions as follows.

##### Central functions of PMS

- 1) To make investment decisions related to CALABARZON implementation, coordinating activities of related agencies.
- 2) To make macro-economic decisions to set a framework for other implementing agencies to formulate their sectoral proposals and programs.
- 3) To procure domestic and international financial resources.
- 4) To launch information and promotion campaign.

##### Regional functions of PMS

- 1) To revise and update the Project CALABARZON Master Plan in line with changes in policies and performance of the regional economy and in response to new problems that may emerge.

- 2) To prepare integrated area development programs and other regional/local projects.
- 3) To review the programs of line agencies and to prepare budgetary recommendations concerning CALABARZON.
- 4) To monitor and evaluate the progress and effects of project implementation within the CALABARZON region.
- 5) To provide technical services to local governments in CALABARZON as may be requested.
- 6) To undertake research and studies and prepare policy/strategy papers in accordance with the objectives of the Master Plan.

### (3) Organizational structure

The PMS requirement to cover all the functions listed above does not call for any single government authority to be newly established encompassing all the expected PMS functions. Existing institutions are utilized as much as they are judged effective in fulfilling some functions. The proposed organizational structure of the overall management system for CALABARZON is illustrated on the following page. It consists of several main elements at the central, regional and provincial levels. Three of them are new: i.e. the CALABARZON Regional Development Agency (RDA), the CALABARZON Committee, and the Local Consultative Bodies.

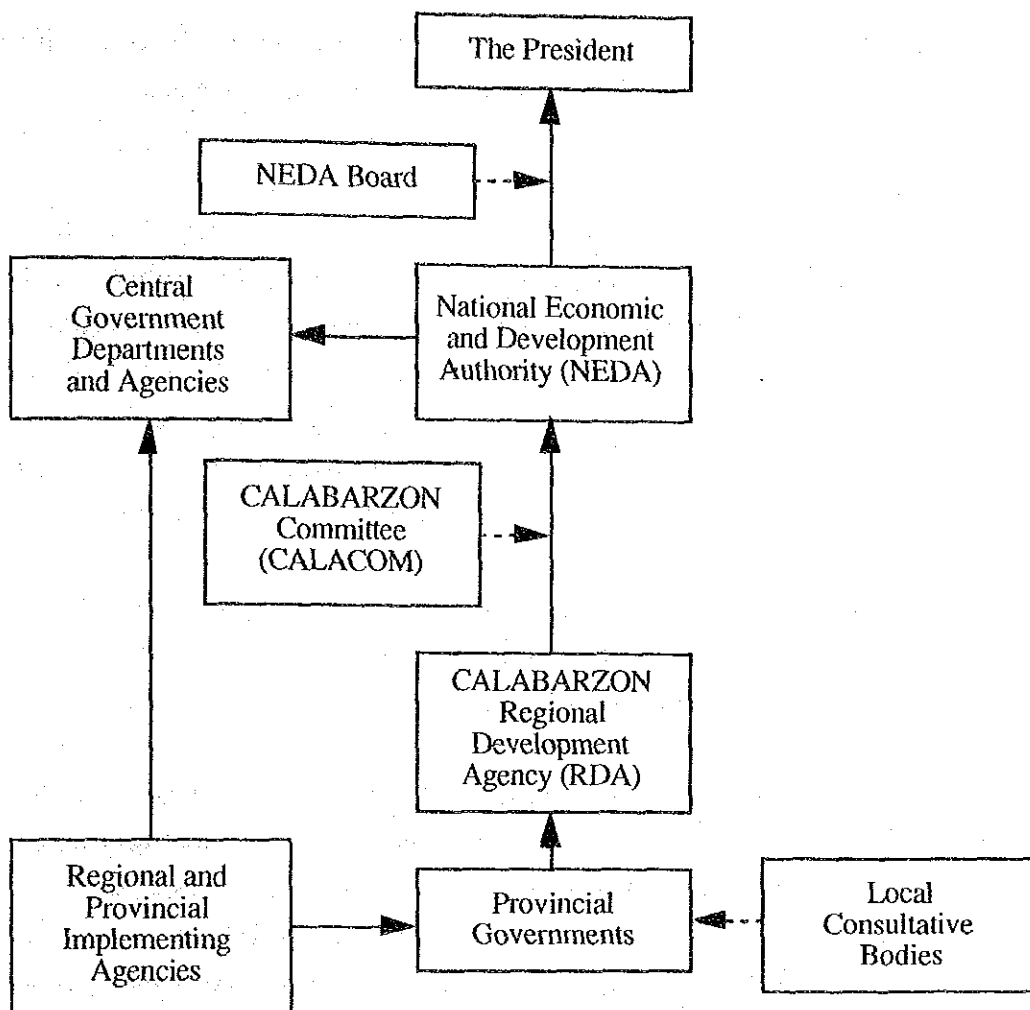
#### 6.4.2. Central organization

The PMS functions required at the central level are basically the same as existing ones. NEDA functions may need to be streamlined particularly for CALABARZON.

##### (1) Central government agencies

Line agencies of the central government prepare their sectoral proposals and annual budgets. They are subject to review and evaluation by NEDA. Those proposals and budgets related to CALABARZON will undergo a slightly different review and evaluation process as further clarified below.

## Project Management System for the Project CALABARZON



### (2) National Economic and Development Agency

At present, administrative structure for project initiation, planning and implementation is vested in different departments and agencies. Their plans and programs are subject to review by committees and the secretariat of NEDA before submitted to the NEDA Board for final approval. However, in order to reflect the Project CALABARZON Master Plan substantially in its decisions, NEDA functions need to be streamlined.

Concomitant with the establishment of the CALABARZON RDA, it is proposed to establish within NEDA a section in charge of CALABARZON. This section will have the same functions as the present NEDA secretariat but deal exclusively with matters related to CALABARZON. The size of this section should be kept at minimum, as all the preparatory works necessary for making investment decisions will be undertaken by RDA.

The head of this section will ensure a proper allocation of the central government resources to the CALABARZON implementation.

An alternative is to let the RDA to report directly to the NEDA Board. Still some supportive functions will be required at the national level for administrative matters.

### (3) NEDA Board

The NEDA Board is a policy and decision-making unit chaired by the President with Cabinet Secretariat and other high officials as members. The direct involvement of the President ensures authoritative decisions on plans and policies. The membership of the Cabinet officials in the Board fosters the desired linkage between plan formulation and implementation. The Board will serve as an institutional mechanism for making final decisions for the development plans and annual programs related to CALABARZON.

### 6.4.3 Regional/provincial organization

#### (1) CALABARZON Regional Development Agency

This will be the main institutional device to effect the implementation of the CALABARZON Master Plan at the regional level. They are responsible for all the substantial works related to the regional functions of PMS. Its special status should be defined by a Presidential Decree to give it a high profile. The Administrator of the Agency will be appointed by the President. The expected new Local Government code giving more authorities and responsibilities to LGU's will make the CALABARZON RDA more necessary for integrated development planning and coherent and mutually consistent actions by LGU's.

#### (2) CALABARZON Committee

The CALABARZON Committee (CALACOM) should be newly established as a decision making organ of the CALABARZON RDA. The membership of CALACOM should be limited initially to the governors of the five CALABARZON provinces, and the Administrator of the CALABARZON RDA. This would allow smooth functioning of CALACOM with elected officials to have public accountability and responsiveness. Demonstration of success at initial stages would help CALACOM to gain the confidence and support of the public and others concerned. For a better balance, three additional

members from the professional and management community may be appointed by the President.

### (3) Provincial governments

Day-to-day activities of the provincial governments will be basically the same as they are now. As the works of the implementing agencies will be coordinated by the CALABARZON RDA and CALACOM, the direct involvement by the Governors in the matter of the implementing agencies will be minimized. In this way, they can direct their attention more to development matters within the respective provinces. The provincial governments can call on the services of technical staff of CALABARZON RDA in formulating their own projects and solving their particular matters.

### (4) Local consultative bodies

In addition to the existing formal channels of communication such as PDC, various local consultative bodies, in both the public and the private sectors, can be established to help the communications between the local people and the central authorities via the provincial governments and the CALABARZON RDA. An important element within these consultative bodies would be the coordinated efforts of the elected representatives of the municipalities, who would voice specific municipal needs.

Participation of the private sector in such a consultative body will convey to the governors the needs of entrepreneurs, associations, labour leaders and other NGO's. It would also serve as a channel to disseminate project-related information to a wide range of people.

## 6.4.4 CALABARZON Regional Development Agency

The proposed CALABARZON RDA will have to satisfy certain conditions in order to fulfill its expected roles. These conditions include its administrative status, funding, administrative needs and staffing, location of its office and phasing of its establishment as discussed in the following.

### (1) Administrative status

Two critical factors in determining the administrative status of the CALABARZON RDA are its relation to national line agencies and links with the local decision makers: governors and mayors. Sectoral projects in CALABARZON will continue to be initiated and

implemented by the specialized line agencies even after the establishment of RDA. Most contacts between RDA and line agencies will be of an informal nature. The effectiveness of RDA under this system, as opposed to hierarchical /formal flow of information and commands, largely depends on the competence of its staff and a highly visible profile.

It is desirable that RDA through CALACOM will have more control over the allocation of central budget funds among agencies and between different programs of each line agency. RDA would prepare budget recommendations on the basis of estimates of all central government resources to be made available for CALABARZON. They would serve as guidelines for the line agencies to propose their respective budgets.

## (2) Funding

The CALABARZON RDA should have its own budget to cover the cost of staff and operating expenses. When the funding is provided from the regular budget of the central government, the ordinary budgetary procedure will be followed to earmark part of NEDA allocation to RDA. However, the reliance on a funding mechanism outside the regular budget would be advantageous, as the spending procedures and the level of salaries for RDA staff would be much more flexible.

It will be desirable to create a special development fund to be administered by RDA through CALACOM. This fund will support local development projects within CALABARZON such as local roads, water systems, public markets and slaughterhouses.

The fund could also participate in enterprises of a commercial nature that will support the Master Plan implementation. This would include participation in private corporations to build industrial estates, industrial districts for SME's, and possibly low cost housing.

Most of the financing for the fund would be through pooling the existing resources of the Government such as those disbursed under the "PREMIUMED" programs. Additional funds would be made available through budgetary allocations and foreign grants/loans.

The local control over RDA could be emphasized if the provincial governments provide part of its budget larger than the national allocation. Also, leaving to RDA the sectoral and project allocation of funds provided by the central government for local projects would be an important step toward decentralization. This could be further supported by increasing the proportion of tax revenues allocated to local governments and creating new sources of local tax revenues.

### (3) Administrative needs and staffing

#### Administrative needs

The fulfillment of the expected regional functions of PMS would demand the satisfaction of certain administrative needs, which in turn dictate staffing requirements. These needs are summarized below.

- 1) Full time coordination through day-to-day communications with related government agencies and various private sector groups.
- 2) Strong initiative for coordination and integration of activities by local administrations and regional offices of the central government agencies and liaison with the central government.
- 3) Decentralization of day-to-day operational functions; in particular technical functions related to project implementation and monitoring.
- 4) Concentration of experienced staff who may otherwise be dispersed over too many administrative units.
- 5) Capitalization on locally available resources including private sector initiatives.

#### Staffing

Full satisfaction of the PMS regional function will require a large amount of human, financial and other resources, which may be difficult to procure in a short time. At the same time, the CALABARZON RDA is expected to be established in the nearest future in order to perform even partially some of the functions of PMS. The initial staffing should be drawn primarily from the existing regional staff. This would help also to retain functional links with various agencies in the central government and regional offices.

A highly qualified professional staff headed by a leadership that is both technically proficient and politically sensitive are essential for the substantial fulfillment of some regional functions from the inception of RDA. In particular, the Administrator of RDA should be a senior expert with a strong personality and pragmatic line of thought who is willing to make CALABARZON a key element in his career. Strong ties with the high-ranked officials of other central government agencies would be desirable.

(4) Office

In order to initiate local projects in cooperation with local governments and to monitor and evaluate the progress and effects of project implementation, the main office of the CALABARZON RDA would better be located in the CALABARZON region. Its location well away from Metro Manila accords with the decentralized pattern of growth envisioned by the Master Plan, as the locus of public decision centers is a major factor in industrial location decisions. A preferable location may be somewhere close to the border between the Laguna and the Batangas provinces or in the northern outskirts of Batangas City.

(5) Initial steps

A sequence of steps to be taken, immediately following the Master Plan submission are as summarized on the next page.

In parallel with these, the CALABARZON promotion package should be implemented, including the following:

- implementation of orientation seminars to convey the Master Plan proposals to a wide range of people such as politicals, local government officials, prospective investors, NGO's, environmentalists and researchers as well as general public,
- preparation of publicity materials such as brochures and videos,
- drafting of promotion materials for selected priority projects/programs,
- launching of a series of TV programs combining video presentation, plan schematics and commentaries by various people, and
- organization of international donors meeting and investment promotion committee by public-private cooperation.

These and other related activities can be implemented effectively under the proposed human communication system (Section 6.5) and should be initiated immediately.



Step	Action	By whom
1	Prepare a policy document recommending adoption of the Master Plan objectives and strategy in principle and requesting approval and support	NEDA/DTI
2	Adopt the Master Plan objectives and strategy in principle as a national policy	The President NEDA Board
3	Convene RDC-Region IV and resolve sectoral concerns and conflicts related to Master Plan proposals and the PMS	Chairman of RDC-Region IV
4	Take legislative measures necessary for the streamlining of NEDA functions related to CALABARZON and the establishment of RDA	The President
5	Appoint the Administrator of RDA	The President
6	Establish RDA and organize it with the key staff	Administrator of RDA
7	Organize the CALABARZON Committee and resolve fundamental issues related to CALABARZON implementation along the Master Plan, including involvement of various agencies into information exchange and administration	Chairman of CALACOM Administrator of RDA
8	Establish local support and advisory base	RDA

## 6.5 Human Communication System

### 6.5.1 Need for human communication system

Development in a large scale, as envisioned by CALABARZON, would need, as a prerequisite, an efficient human communication and information system to cultivate community supports and coordinate various development efforts by both local people and government agencies. This may be called social need of communication as opposed to the telecommunication need dealt with in Section 5.3.

The fundamental reason for social need of communications lies in the fact that any public sector development plan, like a regional development plan, is prepared by government agencies at various levels often in cooperation with foreign consultants, while the ultimate implementing agencies for the plan are people in that particular region.

Participatory planning is an idea to let the people to be affected by a plan to be involved in the planning process to reflect their ideas in the plan and facilitate its implementation. Involvement from the very beginning would be ideal but may not be realistic. This is true, when a large number of people are involved in any development, and objectives of the development are not well defined at the beginning. Participation of a large number of people from the beginning tends to result in undirected discussions which may take years without producing any implementable results. The society cannot afford such time and amount of efforts largely wasted.

A better approach is to let relevant government agencies to take an initiative in preparing a draft plan with the participation of experts and then to expose it widely to the people for their response/reactions. The draft plan provides a firm basis for more productive discussion. The final product should be more satisfactory to all concerned and thus more implementable, if opinions of the people are properly reflected in it.

Planning is a continuous process. Any plan needs to be updated and revised once in a while not only as external factors surrounding the plan change but also as the people's perception of their environment and their needs change. For this to be possible, first the people would have to be given a motivation to update/revise the plan as their own plan through participation in their making. Second, there must be a social mechanism or system to elicit ideas of the motivated people and embody them into an implementable form. It is not only cooperation of the people in plan preparation but also their commitment to the plan that make it successful in implementation.

## 6.5.2 Recommendation for human communication system

### (1) Principles

A human communication and information system should be established to cultivate community supports for the Project CALABARZON, to allow continuous monitoring and evaluation of its implementation, and to maintain sufficient momentum for its continuous implementation. The following principles should apply to the system.

- 1) It should be an integrated system encompassing all the concerned entities, including local people, NGO's, research and education institutes, politicians, government agencies and others.
- 2) It should be built on indigenous systems; this will help to address site-specific issues and problems by using existing communication channels.
- 3) It should be kept as simple as possible for efficiency and quick actions/reactions of related communities.

### (2) Scope of activities

The human communication and information system should cover the following activities.

#### 1) Publicity activities

They include information campaign through mass media, seminars and workshops, other public participation events and documentation to different audiences.

#### 2) Coordination among government agencies

Flow of information of different kinds and lines of command should be clearly established.

#### 3) Education

Although education needs a long time to take effect, the foundation should be set early, as the Project CALABARZON is expected to be a continuing development

process. For industrialization, the value of people must be re-oriented more toward productivity, efficiency and industry. Entrepreneurship development is also essential. At the same time, environmental awareness and consciousness of people should be increased. All in all, public attitude supportive of environmentally sound, sustainable development concepts should be developed.

#### 4) Information dissemination

The essence of the system is sustained information collection, collation, processing, retrieval, dissemination and use of monitoring and evaluation of development activities. Most useful information for the Project CALABARZON implementation includes, but is not limited to, that on investment opportunities, support and assistance programs available, market information and extension information.

### (3) Strategy

The following strategy is recommended to implement the human communication and information system.

#### 1) Multi-media approach

The same message should be consistently and repeatedly disseminated through different media for better overall effects.

#### 2) Location-specific approach

Different messages and styles of communications should be used to suit particular needs of different communities.

#### 3) Pin-point approach

Specific target groups should be identified and information campaign focused on them to counter "disinformation" generated by them.

#### 4) Coordination

A network of information exchanges should be established to effect coordination of related activities by different entities.

## 5) Integration

Consultations and dialogues should be held to integrate ideas of different entities into an implementable form.

## 6.6 Fund Management of CALABARZON Projects

### 6.6.1 Indicative investment schedule

#### (1) Projected public fund flow to CALABARZON

The availability of public fund to be allocated to the Project CALABARZON has been estimated by the ratio of all public investment to GNP, investment shares by the CALABARZON provinces during the three years from 1987 to 1989, and expected GNP growth. The average ratio of all public investment to GNP during 1987-1989 was calculated to be 2.4%. Public investment shared by the CALABARZON provinces was 9.8% on the average. GNP is expected to grow on an average at 3% per annum in real terms.

The term "public fund" is defined as public investment to be allocated to the national government and public corporations. Since annual fund mobilization was estimated based on the monitoring records of the current Medium Term Public Investment Program (MTPIP) from 1987 to 1989, capital outlays of local governments and private firms are not included in the estimate of fund mobilization. Fund mobilization was estimated on the expenditure basis, implicitly reflecting implementation ability of the government agencies. The ratio of expenditure to fund release (utilization rate) was 79% in 1988 and 64% in 1989. Thus fund mobilization on the expenditure basis is a conservative estimate.

The cumulative amount of public fund is projected to be US\$ 615 million during 1991-95 and US\$ 713 million during 1996-2000. Extending this trend projection, the total amounts of fund mobilized in CALABARZON area up to 2010 was estimated to be US\$ 3,111 million.

#### (2) Investment schedule

An indicative investment schedule for all the projects in CALABARZON is shown in Table 6.5. For the anchor projects of CALABARZON, investment costs estimated roughly are disbursed over respective implementation period in due consideration of the development phasing presented in Section 4.3. For those projects of which the implementation is subject to the results of studies recommended by the Master Plan, costs are not explicitly shown. They may be included in "other projects" of respective components together with other non-anchor projects.

## 6.6.2 Management of investment schedule

### (1) Comparison between investment requirements and availability

Public investments for CALABARZON are summarized by component of the Project CALABARZON and compared with projected public fund flow. The investment requirements and fund mobilization by phase are shown in Table 6.6. Though the cumulative investments to be required would grossly match with the total amounts of fund to be mobilized over the period up to 2010, the substantial gap between investments and fund availability is envisaged for the period up to 2000. In order to make up for investment-availability gap, two options can be taken into account. The first is to expand regional share of fund allocation to CALABARZON without impairing balance of budget allocation among regions. This option would be justifiable since the CALABARZON projects are expected to contribute greatly to the national economic development. The second is to reduce investment requirement. Of the requirements in early stage, those for Calaca II coal thermal power plant account for a large portion of US\$ 306 million. This project alone has a sort of "crowding out" effects on other projects, in particular on-going NTP-Tranche I project. It would be difficult to adjust the implementation schedule of on-going projects. Consequently, the reduction of investment requirement would be achieved by scale-down of inter-agency projects or by postponement of implementation schedule of some projects. The realistic choice of minimizing investment-availability gap is a combination of the first and second options.

### (2) Planning and budgeting linkage

The CALABARZON projects are characterized by two aspects. One is regional development. The other is long-term development. In order to implement the planned schedule of all the projects in CALABARZON, two aspects will have to be fully taken into account to strengthen the linkage between planning and budgeting in the existing mechanism of budget cycle. The Philippine's budget cycle consists of four major phases: budget preparation, legislative authorization, budget execution and budget accounting.

The processes of budget proposal consist of two systems at the stage of budget preparation. RDC submits the consolidated proposal of the regional offices of national agencies, while central offices of national agencies submit the consolidated proposals of all regional units. The discrepancy between two proposals has often been envisaged because of the different priority between RDC and line agencies. It is not recommendable to propose the budget which does not support development plan, especially on the regional

basis. At the time of budget preparation, an emphasis shall be given to the linkage between planning and budgeting.

The linkage between programming and budgeting is not always operated in the well-coordinated manner. NEDA is primarily responsible for consolidating the MTPIP requiring the multi-year expenditure distribution, while DBM responsible for budgeting on annual basis. Under such circumstances, appropriated fund to be used for local cost finance often deviates from actual requirements. Most of the CALABARZON projects will be implemented on the long-term basis. Though NEDA currently undertakes monitoring activities of the MTPIP, the coordination of works by NEDA and DBM shall be necessary in order to conduct a projection of peso requirement and drawdown on foreign loans of foreign-assisted projects at the stage of budget accounting.

#### 6.6.3 Fund management of CALABARZON projects

##### (1) Integrated area development

Of all the CALABARZON projects identified by the Master Plan, integrated area development (IAD) type projects have the prominent features: (a) multi-sectoral orientation, (b) spatial integration, (c) grassroot/local participation, and (d) organizational integration. The projects formulated by IAD approach are;

- Laguna west urban development,
- Batanga - Bauan urban development,
- Integrated industrial / urban development,
- Batangas east agricultural development,
- Laguna upland IRD,
- Quezon upland IRD, and
- Rizal inland agro-industrial park

The effective implementation of IAD is contingent on decentralized decision-making and an integrated fund management to ensure the synchronized implementation of the multi-sectoral components of IAD projects. There are currently three modes of releasing project funds for IAD projects:

- (a) Mode I : Funds released to the lead agency from DBM are then disbursed to the different agencies responsible for respective project component.



- (b) Mode II : Project funds is directly released from DBM to the different agencies.

The mode II is called an integrated budgetary system which was endorsed by the National Council on Integrated Area Development (NACIAD) already abolished. The fund management of mode I is typified by Sorsogon IAD Project, while that of mode II by Palawan IAD Project. Both modes of I and II have the following advantages and disadvantages respectively:

	Mode I	Mode II
Advantage	: Monitoring is easier.	Fund utilization is faster.
Disadvantage	: Delay in fund utilization	Less coordination between lead and other agencies

The third mode is the more efficient approach than other modes since advantages of mode I and II is easily fulfilled. The funds are directly released to Project Management Office which allocated them to the executing agencies. This mode is now implemented by only Central Visayas Rural Project. However, inter-agency coordination at the field level is still required for facilitation of fund utilization.

For the IAD projects of CALABARZON, the implementation of Mode II shall be recommended since the CALABARZON RDA to be newly established will function as a coordinating agency.

## (2) Livelihood development

The betterment of social welfare through livelihood activities at the grassroot level would owe much to capability of NGO's. In some cases, low utilization rate of package loans for income - generating programs is caused by the lack of NGO's skills for program formulation, monitoring, and implementation.

There are three levels of NGO's in the Philippines. On the primary level are People's Organization (PO) e.g. fishermen association, farmers association, etc. NGO's assisting the PO's or the ones organizing the PO's are on the secondary level. The tertiary level consists of the confederations, networks or umbrella organizations. PO's and some secondary NGO's do not qualify to borrow or apply for loans simply because they do not have the traditional 4C's (character, collateral, capital/equity, and capacity).

It is highly recommended that any agency in charge of livelihood development or package programs having the similar purposes shall assist the secondary or tertiary level NGO's for facilitation purposes and better coordination. Thus, the agency will adopt the "conduit system" through the secondary or tertiary NGO's. The agency shall extend assistance to accredited NGO's through loan agreements, contract of loan or memorandum of agreements.

The integrated regional livelihood development project consisting of various schemes has been formulated as a centerpiece of the CSDPP for the enhancement of socio-economic conditions at the grassroot level. Since domestic banks' prevailing interest rates range from 20 to 32% per annum at the maximum, the financial /lending scheme shall be preferably in the form of concessional loans from bilateral fund sources. The development of secondary NGO's is, in particular, further expected to expand the "conduit system" by which loan assistance shall be effectively extended to NGO's at the grassroot level.

(3) Effective use of GOP funds allocated to LGU's

Though the projected public fund flow shown in Table 6.6 does not include the national assistance funds to LGU's, the effective use of GOP funds to local governments would be one of key strategies for fund management of the CALABARZON Projects. The following table shows a list of the government-assisted programs to LGU's.

	Program	Contents
(1)	Barangay Road Development Program (BRDP)	Maintenance of barangay roads, Rehabilitation and improvement of barangay roads, and School building.
(2)	Rural Road Program (RRP)	Maintenance, improvement, and construction of provincial roads and bridges.
(3)	Budgetary Aid to LGU (BALGU)	Budget-support fund for various development purposes.
(4)	Markets Infrastructure Development Council Secretariat (MIDCS)	Development of markets and market-related infrastructure.

The purposes of some program components are similar or duplicated. For example, while a substantial portion of the BALGU fund is disbursed to roads and bridges' projects, it is not clear if those projects are distinct from BRDP or RRP. The market development supported by the BALGU fund also tends to duplicate with MIDCS. The similarity and duplication are ascribed to separate funding schemes. The Local Government Development Office (LGDO) was recently established under the Department of Interior and Local

Government (DILG) to coordinate those separate programs, but the ability of LGDO to manage separate programs would be limited since LGDO manages them on the nation-wide basis. For the solution of this constraint, CALABARZON RDA shall be effectively used by opening a common fund account through which proper disbursement of GOP funds on various local development projects would be carried out without presenting similarity and duplication. The use of a common fund account would be worth consideration since the RDA having a coordinating function on the regional basis ensures the proper utilization of GOP funds for local projects.

The new Local Government Code would empower LGU's to command local development projects. BRDP is a good example of decentralization from national agencies to LGU's. BRDP indicates that LGU's would take over projects of barangay roads under jurisdiction of DPWH. Nevertheless, the proper implementation of those projects would be hampered by insufficient capabilities of LGU's in the fields of planning, design and implementation. A cautious approach shall be necessary for decentralization. The transfer of GOP fund from agencies to LGU's should be carefully undertaken until implementation abilities of LGU's are upgraded. The RDA would be inter-positioned between the national and provincial levels in order to pursue the effective use of GOP funds.



**Table 6.1 Evaluation Account and Criteria  
for the Project CALABARZON**

Evaluation Account	Evaluation criteria
1. Economic efficiency or growth	1.1 Economic rate of return (or benefit-cost ratio) 1.2 Appropriateness of financial arrangements 1.3 Foreign exchange earnings/savings 1.4 Promotion of appropriate technology
2. Regional development or equity	2.1 Improvements in income distribution 2.2 Decentralization of economic activities (from Metro Manila and its vicinity) 2.3 Reactivation of regional economy 2.4 Promotion of regional cohesiveness
3. Social well-being	3.1 Employment creation 3.2 Improvement in provision of social services 3.3 Satisfaction of basic human needs 3.4 Enhancement of livelihood of local people
4. Environmental quality	4.1 Reduction of environmentally vulnerable area 4.2 Removal/reduction of sources of environmental pollution 4.3 Consistency with watershed division policy 4.4 Avoidance of potential environmental problems
5. Institutional arrangements	5.1 Appropriateness of institutional arrangements 5.2 Strengthening of institutional capabilities at regional level 5.3 Participation of local people / institutions 5.4 Contribution to public acceptance and human communications

**Table 6.2 Ranking Scores for Project Evaluation Criteria (1/3)**

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**Economic efficiency or growth**

**1.1 Economic rate of return**

**Score**

- |   |   |  |
|---|---|--|
| 2 | : | expected to be high, judged from the type of project or according to existing studies (over 15%) |
| 1 | : | expected to be low to moderate   |
| 0 | : | rate of return not being the project's purpose   |

**1.2 Appropriateness of financial arrangement**

**Score**

- |   |   |   |
|---|---|---|
| 2 | : | finance readily available or expected to be procured easily |
| 1 | : | need to make new efforts for financial arrangement          |
| 0 | : | expectation is low for financial arrangement                |

**1.3 Foreign exchange earnings/savings**

**Score**

- |   |   |  |
|---|---|--|
| 2 | : | large contribution expected to foreign exchange earnings/savings |
| 1 | : | modest contribution expected                                     |
| 0 | : | no expectation for foreign exchange earnings/savings             |

**1.4 Promotion of appropriate technology**

**Score**

- |   |   |  |
|---|---|--|
| 2 | : | explicitly included as a project component       |
| 1 | : | expected to contribute to appropriate technology |
| 0 | : | no such expectation                              |

**Regional development or equity**

**2.1 Improvement in income distribution**

**Score**

- |   |   |  |
|---|---|--|
| 2 | : | aiming at low income people            |
| 1 | : | neutral effects on income distribution |
| 0 | : | may aggravate income distribution      |

**2.2 Decentralization of economic wealth**

**Score**

- |   |   |  |
|---|---|--|
| 2 | : | promote decentralization (the project located away from Metro Manila)  |
| 1 | : | mixed effects  |
| 0 | : | against decentralization (the project located near Metro Manila or will improve inter-connections with Metro Manila) |

**2.3 Reactivation of regional economy**

**Score**

- |   |   |   |
|---|---|---|
| 2 | : | contribute significantly to regional economy  |
| 1 | : | may contribute indirectly to regional economy |
| 0 | : | little or no contribution expected            |
-

**Table 6.2 Ranking Scores for Project Evaluation Criteria (2/3)**

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**2.4 Promotion of regional cohesiveness**

Score

- |   |   |  |
|---|---|--|
| 2 | : | contribute to direct/physical integration of sub-regions |
| 1 | : | indirect contribution                                    |
| 0 | : | little or no contribution                                |

**Social well-being**

**3.1 Employment creation**

Score

- |   |   |  |
|---|---|--|
| 2 | : | direct employment creation in large number (in the order of several thousands)       |
| 1 | : | small but direct employment creation or indirect employment creation in large number |
| 0 | : | indirect employment creation in small number   |

**3.2 Improvement in provision of social services**

Score

- |   |   |                           |
|---|---|---------------------------|
| 2 | : | direct contribution       |
| 1 | : | indirect contribution     |
| 0 | : | little or no contribution |

**3.3 Satisfaction of basic human needs**

Score

- |   |   |                                  |
|---|---|----------------------------------|
| 2 | : | essential purpose of the project |
| 1 | : | some contribution                |
| 0 | : | little or no contribution        |

**3.4 Enhancement of livelihood of local people**

Score

- |   |   |                                  |
|---|---|----------------------------------|
| 2 | : | essential purpose of the project |
| 1 | : | some contribution                |
| 0 | : | little or no contribution        |

**Environmental quality**

**4.1 Reduction of environmentally vulnerable area**

Score

- |   |   |                                 |
|---|---|---------------------------------|
| 2 | : | large or direct contribution    |
| 1 | : | small and indirect contribution |
| 0 | : | little or no contribution       |

**4.2 Removal/reduction of sources of environmental pollution**

Score

- |   |   |                                 |
|---|---|---------------------------------|
| 2 | : | large or indirect contribution  |
| 1 | : | small and indirect contribution |
| 0 | : | little or no contribution       |
-

**Table 6.2      Ranking Scores for Project Evaluation Criteria (3/3)**

---

4.3      Consistency with water catchment division and watershed management

Score

- |   |   |   |
|---|---|---|
| 2 | : | direct contribution to watershed management |
| 1 | : | consistent with water catchment division    |
| 0 | : | no apparent relationship                    |

4.4      Avoidance of potential environmental problems

Score

- |   |   |   |
|---|---|---|
| 2 | : | project formation and location suited to environmental conditions |
| 1 | : | neutral or mixed environmental effects                            |
| 0 | : | more negative environmental effects                               |

**Institutional arrangements**

5.1      Appropriateness of institutional arrangement

Score

- |   |   |  |
|---|---|--|
| 2 | : | implementing agencies with sufficient capacity identified          |
| 1 | : | substantial reinforcement needed to existing implementing agencies |
| 0 | : | requires new institutional arrangement                             |

5.2      Strengthening of institutional capabilities at regional level

Score

- |   |   |  |
|---|---|--|
| 2 | : | institution building included as a project component |
| 1 | : | expected to strengthen institutional capabilities    |
| 0 | : | no such expectation                                  |

5.3      Participation of local people/institutions

Score

- |   |   |                                    |
|---|---|------------------------------------|
| 2 | : | important component of the project |
| 1 | : | included in the project            |
| 0 | : | no such concern                    |

5.4      Contribution to public acceptance and human communications

Score

- |   |   |   |
|---|---|---|
| 2 | : | direct contribution                         |
| 1 | : | indirect contribution                       |
| 0 | : | possible negative effect or no contribution |
-



Table 6.3 Preliminary Evaluation of Anchor Projects of CALABARZON (1/2)

	INFRASTRUCTURE PROJECTS															
	Batangas Port Phase II	Sangley Point Container Port	Cavite Coastal Road	Cavite North-South Highway	Primary/Secondary Road Rehabilitation	Carmona-Ternate-Nasugbu Road	Super Highway Extension to Batangas	Marikina-Infanta Road	Cavite EPZ Expansion	Dasmariñas-Silang Telecommunications	Urban Centers Telecommunications	Calaca II Coal Thermal	Power Transmission and Distribution	Taal Lake Water Resources Development	Rehabilitation of PNR South Commuter Line	Integrated Urban Development
<b>1. Economic efficiency or growth</b>																
1.1 Economic rate of return	1	1	2	1	0	2	1	1	1	2	1	2	1	1	0	1
1.2 Financial arrangement	1	1	2	1	1	2	1	0	2	2	1	2	1	1	2	1
1.3 Foreign exchange	1	2	0	0	0	1	1	0	2	1	0	0	0	0	0	0
1.4 Appropriate technology	0	0	0	0	1	0	0	0	2	2	1	1	1	0	1	1
Sub-total	3	4	4	2	2	5	3	1	7	7	3	5	3	2	3	3
<b>2. Regional development or equity</b>																
2.1 Income distribution	0	0	0	1	1	1	0	1	1	0	0	0	1	1	0	1
2.2 Decentralization	2	0	0	1	1	1	2	1	0	0	2	1	1	1	1	1
2.3 Reactivation of rural economy	1	1	0	1	1	1	1	1	0	0	1	0	0	1	0	1
2.4 Regional cohesiveness	2	1	1	2	1	1	2	1	1	1	1	1	1	1	1	1
Sub-total	5	2	1	5	4	4	5	4	2	1	4	2	3	4	2	4
<b>3. Social well-being</b>																
3.1 Employment creation	2	2	1	1	1	1	1	0	2	0	1	0	0	1	0	1
3.2 Provision of social services	1	0	0	1	1	1	1	1	0	1	0	1	1	1	0	0
3.3 Basic human needs	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0
3.4 Enhancement of livelihood	1	1	0	1	1	1	1	1	1	0	1	1	1	1	1	1
Sub-total	4	1	1	3	3	3	3	2	3	1	2	2	2	4	1	2
<b>4. Environmental quality</b>																
4.1 Reduction of vulnerable area	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0
4.2 Reduction of pollution source	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0
4.3 Watershed management	1	0	1	1	0	1	0	0	1	1	1	1	1	1	0	0
4.4 Avoidance of potential problems	1	1	1	0	0	1	0	0	1	1	1	0	1	1	1	1
Sub-total	2	2	3	1	0	2	0	0	3	2	2	1	2	3	1	1
<b>5. Institutional arrangements</b>																
5.1 Institutional arrangement	2	1	2	1	1	2	2	1	1	1	1	2	1	0	1	0
5.2 Institutional capabilities	1	0	0	0	0	0	1	0	0	0	0	0	0	1	0	0
5.3 Local participation	0	0	0	0	0	1	0	1	1	0	0	0	0	1	0	1
5.4 Public acceptance	0	0	0	1	1	1	1	0	0	1	0	0	1	1	1	1
Sub-total	3	3	2	2	2	4	4	2	2	2	1	2	2	3	2	2
<b>Total</b>	<b>17</b>	<b>9</b>	<b>11</b>	<b>13</b>	<b>11</b>	<b>18</b>	<b>15</b>	<b>9</b>	<b>17</b>	<b>13</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>16</b>	<b>9</b>	<b>12</b>

**Table 6.3 Preliminary Evaluation of Anchor Projects of CALABARZON (2/2)**

	ECONOMIC PROJECTS					SOCIAL PROJECTS						
	Batangas East Agricultural Development	Research and Extension on Inter-cropping/mixed Farming	Laguna Upland IRD	Quezon Upland IRD	Rizal Inland Agro-Industrial Park	Southern Tagalog Manpower Development	Batangas Regional Hospital Upgrading	Integrated Regional Livelihood Development	Rural Energy Development	Rural Roads Maintenance	Marilina Watershed Development & Management	Environmental Monitoring
<b>1. Economic efficiency or growth</b>												
1.1 Economic rate of return	1	1	1	1	1	0	0	0	0	0	1	0
1.2 Financial arrangement	0	1	1	0	0	1	1	1	1	1	0	1
1.3 Foreign exchange	0	0	0	0	0	0	0	0	1	0	0	0
1.4 Appropriate technology	1	2	1	1	1	1	0	1	1	0	0	1
Sub-total	2	4	3	2	2	2	1	2	3	1	1	2
<b>2. Regional development or equity</b>												
2.1 Income distribution	1	1	2	1	1	1	0	2	1	0	0	0
2.2 Decentralization	2	1	2	1	1	1	1	1	0	1	0	0
2.3 Reactivation of rural economy	1	1	2	1	1	1	0	2	1	1	1	1
2.4 Regional cohesiveness	1	1	1	1	1	1	1	1	0	0	1	1
Sub-total	5	4	7	4	4	4	2	6	2	2	2	2
<b>3. Social well-being</b>												
3.1 Employment creation	1	1	2	2	1	2	0	2	0	0	0	0
3.2 Provision of social services	1	0	2	2	0	0	2	0	1	1	0	1
3.3 Basic human needs	1	0	2	1	0	1	1	1	1	1	1	1
3.4 Enhancement of livelihood	1	1	2	2	2	2	1	2	1	0	0	1
Sub-total	4	2	8	7	3	5	4	5	3	2	1	3
<b>4. Environmental quality</b>												
4.1 Reduction of vulnerable area	0	1	1	1	2	0	0	0	0	0	2	1
4.2 Reduction of pollution source	0	1	1	1	1	0	0	0	0	0	2	1
4.3 Watershed management	2	1	1	1	2	0	1	0	0	0	2	2
4.4 Avoidance of potential problems	1	1	2	1	2	1	1	1	1	1	2	2
Sub-total	3	4	5	4	7	1	2	1	1	1	8	6
<b>5. Institutional arrangements</b>												
5.1 Institutional arrangement	0	1	1	1	0	2	1	1	0	1	1	1
5.2 Institutional capabilities	1	1	2	2	1	1	1	2	1	1	0	1
5.3 Local participation	1	1	2	2	2	1	1	2	1	1	0	1
5.4 Public acceptance	1	1	2	1	2	2	2	2	1	2	1	2
Sub-total	3	4	7	6	5	6	5	7	3	5	2	5
<b>Total</b>	<b>17</b>	<b>18</b>	<b>30</b>	<b>23</b>	<b>21</b>	<b>17</b>	<b>14</b>	<b>21</b>	<b>12</b>	<b>11</b>	<b>14</b>	<b>18</b>

Table 6.4 List of Anchor Projects Proposed by the Philippine Agencies

Original Anchor Projects		Phase 1 (upto 1995)	Phase 2 (1996 - 2000)
1. Batangas Port Development		1.1 Implementation of Phase I 1.2 Greater Capital Region Integrated Port Development Study 1.3 F/S of Phase II based on the study 1.2 2.1 Implementation with design modification 3.1 Cavite Coastal Road Alternative Study 3.2 Implementation of the scheme selected by the study 4.1 4.1 Actions in line with the study 3.1 5.1 Implementation of Calamba-Sto. Tomas section 5.2 Implementation of Sto. Tomas-Batangas section 6.1 Implementation as presently planned (to be incorporated into newly formulated project) 8.1 Implementation of expansion as planned (to be incorporated into newly formulated project) 10.1 Implementation of Dasmariñas - Silang Telecommunication System Upgrading Projects 10.2 Telecommunication Demand Survey to identify rapidly growing demand centers	1.4 Implementation of Phase II 1.5 Study for further development
2. Carmona-Ternate-Nasugbu Road			
3. Cavite Coastal Road			
4. Gen. Trias - Rosario Road			
5. Calamba-Sto. Tomas-Batangas			5.3 Completion of Sto. Tomas-Batangas section
6. Rehabilitation of PNR South Commuter Line			
7. Mass Low Cost Housing			
8. Cavite Export Processing Zone			
9. Regional Skills Training			
10. Telecommunications			10.3 Implementation of Telecommunication Upgrading Project for those centers identified by the survey 10.2
11. Power Generation and Distribution		11.1 Implementation of Calaca II Coal Thermal Plant and Transmission Project 11.2 Implementation of Transmission Extension Project for Rosario etc.	11.3 Implementation of transmission system improvement within the integrated Luzon - Visayas - Mindanao grid
12. Sangley Point Container Terminal		12.1 Greater Capital Region Integrated Port Development Study (same as 1.2) 12.2 F/S or pre-F/S based on the results of the study 12.1	12.3 Actions in line with the study 12.2
13. Marikina-Infanta Road		13.1 Improvement of section near Metro Manila 13.2 Updated F/S of the remaining section	13.3 Actions in line with the study 13.2

**Table 6.5 Indicative Investment Schedule of the Project CALABARZON (1/3)**

Project	Agency	Status	Investment Schedule					Total
			-93	94 - 95	96 - 97	98 - 2000	2001 - 10	
Port Development								
1.1 Greater Capital Region Port Study	NEDA	New	2					2
1.2 Batangas Port Upgrading Phase I	PPA	On-going (C)	18	14				32
Phase II	PPA	New		4	*	*	*	4
1.3 Sangley Point Conversion to Container Terminal	PPA	New	2	*	*			2
1.4 Other Projects			0	3	20	40	100	163
1.5 Sub-total			22	21	20	40	100	203
Roads and Highways								
2.1 Cavite Coastal Road	DPWH	On-going (D/D)	2	*	*			2
2.2 Cavite North-South Highway	DPWH	New	1	1	20	40		62
2.3 Primary/Secondary Road Rehabili	DPWH	New	5	5	5	8	25	48
2.4 Carmona-Ternate - Nasgubu Road	DPWH	On-going (C)	16	12				28
2.5 Calamba-St. Tomas - Batangas Expressway Phase I	DPWH	On-going (C)	25	20	20			65
Phase II		On-going (D/D)						
2.6 Marikina-Infanta Road	DPWH	On-going (D/D)	2	*	*			2
2.7 Other Projects			20	20	20	30	120	210
2.8 Sub-total			71	58	65	78	145	417
Industrial Support								
3.1 Cavite EPZ Expansion	EPZA	On-going (C)	20	12				32
3.2 Das-Silang Telecommunication	L1 PLDT	New	2	3				5
3.3 Urban Center Telecommunication	DOTC	New	1	1	*	*		2
3.4 Calaca II	NPC	On-going (C)	50	150	105			305
3.5 Power Trans/Distri	L1 NPC NEA MERALCO	New	10	10	10	15	50	95
3.6 CALABARZON Groundwater Study	DPWH	New	3	2				5
3.7 Other Projects (i.e.) NTP-Tranche I	L2	On-going (D/D)	20	20	40	70	170	320 (203)
3.8 Sub-total			106	198	155	85	220	764

**Table 6.5 Indicative Investment Schedule of the Project CALABARZON (2/3)**

Project	Agency	Status	Investment Schedule					Total
			-93	94 - 95	96 - 97	98 - 2000	01 - 10	
Urban Development								
4.1 Laguna West Urban Development	Inter-agency	New	2	*				2
4.2 Batangas-Bauan Urban Development	Inter-agency	New	2	*				2
4.3 Taal Lake Multi-pupose Water Resource Development	DPWH LWUA	New	3	*	*	*		3
4.4 Rehabili of PNR South	PNR	On-going (D/D)	7	*	*			7
4.5 Integrated Industrial Urban Development	Inter-agency	New	10	20	20	20	100	170
4.6 Batangas Housing Program	NHA	New	1	2				3
4.7 Pre-investment Study for CALABARZON Shelter	NIHA	New	2	3	*	*	*	5
4.8 Others-implementation of 4.1, 4.2, 4.3, 4.4 etc.			0	30	30	40	120	220
4.9 Sub-total			27	55	50	60	220	412
Agriculture								
5.1 Batangas East Agri Development	Inter-agency (DA)	New	2	*	*	*	*	2
5.2 Inter-Cropping and Mixed Farming	DA PCA	New	8	10	10	10	19	57
5.3 Other Projects-extension of on-going national programs to CALABARZON			5	15	40	70	141	271
5.4 Sub-total			15	25	50	80	160	330
Rural Development								
6.1 Laguna Upland IRD Project	Inter-agency (DA)	New	10	15	10			35
6.2 Quezon Upland IRD Project	Inter-agency (DA)	New	5	15	15			35
6.3 Rizal Inland Agro-Industrial Park	Inter-agency (DA)	New	10	10	10			30
6.4 Rural Energy Development Program	OEA NEA	New	3	5	5	7		20
6.5 Rural Roads	DPWH	New	5	5	5	10	25	50
6.6 Other Projects similar to 6.1, 6.2, 6.3 etc.			0	0	15	63	175	253
6.7 Sub-total			33	50	60	80	200	423

**Table 6.5 Indicative Investment Schedule of the Project CALABARZON (3/3)**

Project	Agency	Status	Investment Schedule					Total
			-93	94 - 95	96 - 97	98 - 2000	01 - 10	
Social Development								
7.1 Disaster Preparedness/ Mitigation Program	DSWD	New	1	1	1			3
7.2 Southern Tagalog Manpower/Employment	Inter-agency (REMDC)	New	1	2	2	2	10	17
L3								
7.3 Livelihood Development	CRDA (NEDA/ LIVECOR)	New	8	16	16	24	88	152
7.4 Batangas Regional Hospital Upgrade	DOH	New	4	6	8	4		22
7.5 Family Health Care	DOH	New	1	2	2	6	21	32
7.6 Herbal Production	DOH	New	0	1	1	1	0	3
7.7 Upgrading of District/ Medicare Hospitals	DOH	New	2	4	4	6	14	30
7.8 SCU Education/ Research	SCU	New	0	2	2	2	8	14
7.9 School Building	DECS	On-going	4	8	8	12	44	76
7.10 Comprehensive Tech/ Voc Education	DECS	New	1	2	2	3	15	23
7.11 Sub-total			21	42	44	58	190	355
Environmental Management								
8.1 Marikina Watershed	DENR	New	3	*	*			3
8.2 Laguna Basin Environment Monitoring	LLDA	New	3	2	*	*	*	5
8.3 Other Projects			4	10	30	40	130	214
8.4 Sub-total			10	12	30	40	130	222
Total			305	461	474	521	1,365	3,126





**Table 6.6    Summary of Indicative Investment Schedule and  
Public Fund Mobilization to CALABARZON**

					(US\$ million)
Public Investments by Component	upto 1995	1996 - 2000	2001 - 2010	Total	(Share %)
1. Port Development	43	60	100	203	(6.5)
2. Roads and Highways	129	143	145	417	(13.3)
3. Industrial Supports	304	240	220	764	(24.4)
4. Urban Development	82	110	220	412	(13.2)
5. Agriculture	40	130	160	330	(10.6)
6. Rural Development	83	140	200	423	(13.5)
7. Social Development	63	102	190	355	(11.4)
8. Environment	22	70	130	222	(7.1)
Total	766	995	1,365	3,126	(100.0)
Public Fund Availability	615	713	1,783	3,111	

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Legend

Figure 6.1

-  Industrial Center Located in Lower Stream Area
-  Industrial Center Located in Upper/Mid Stream Area
-  Industrial Center in the Southern Tagalog Region
-  Provincial Boundary

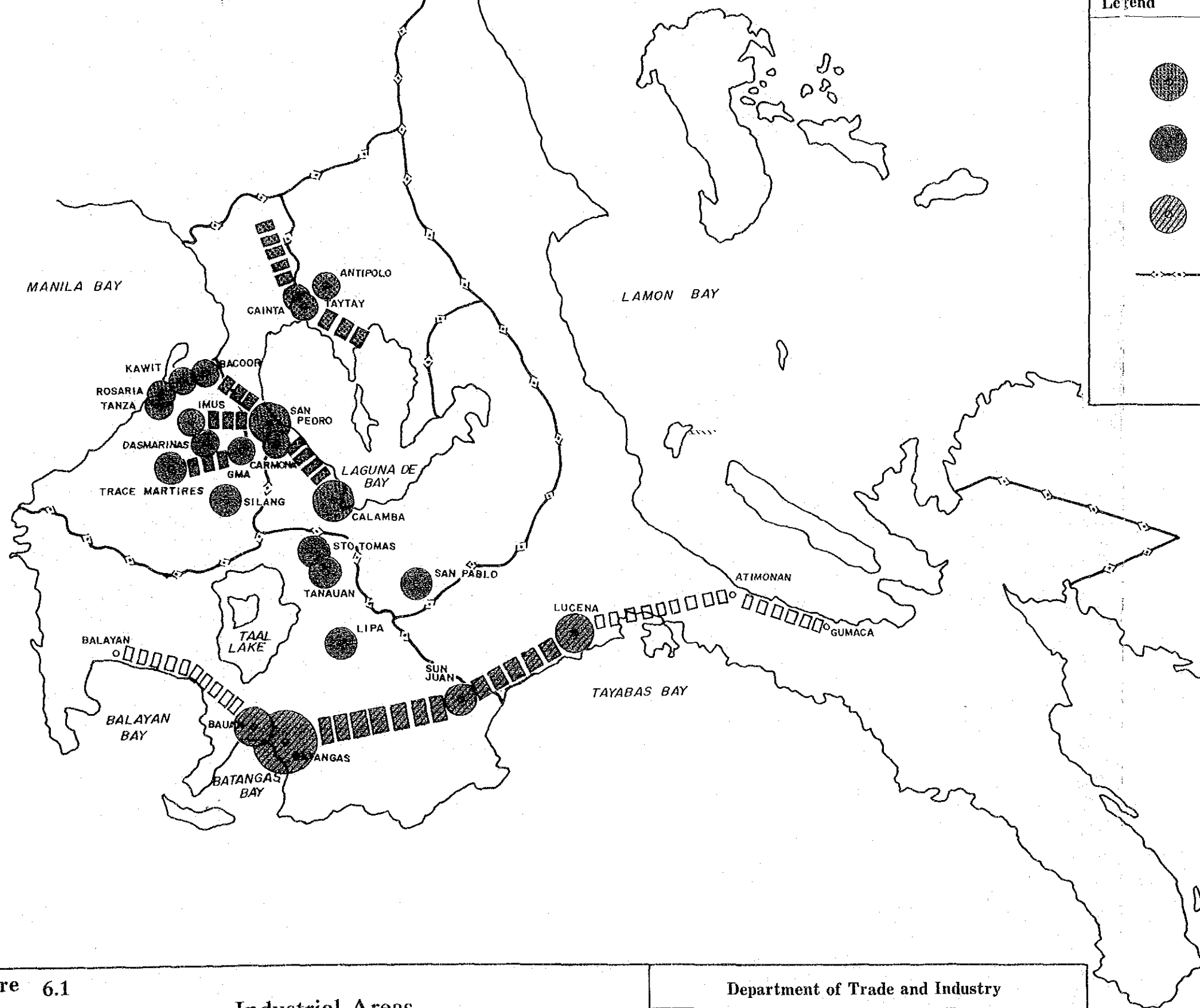


Figure 6.1

Industrial Areas

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Legend

Figure 6.2

-  Lowland Agriculture Area
-  Upland Agriculture Area
-  Agro-Forestry Area
-  Coconut Planted Area

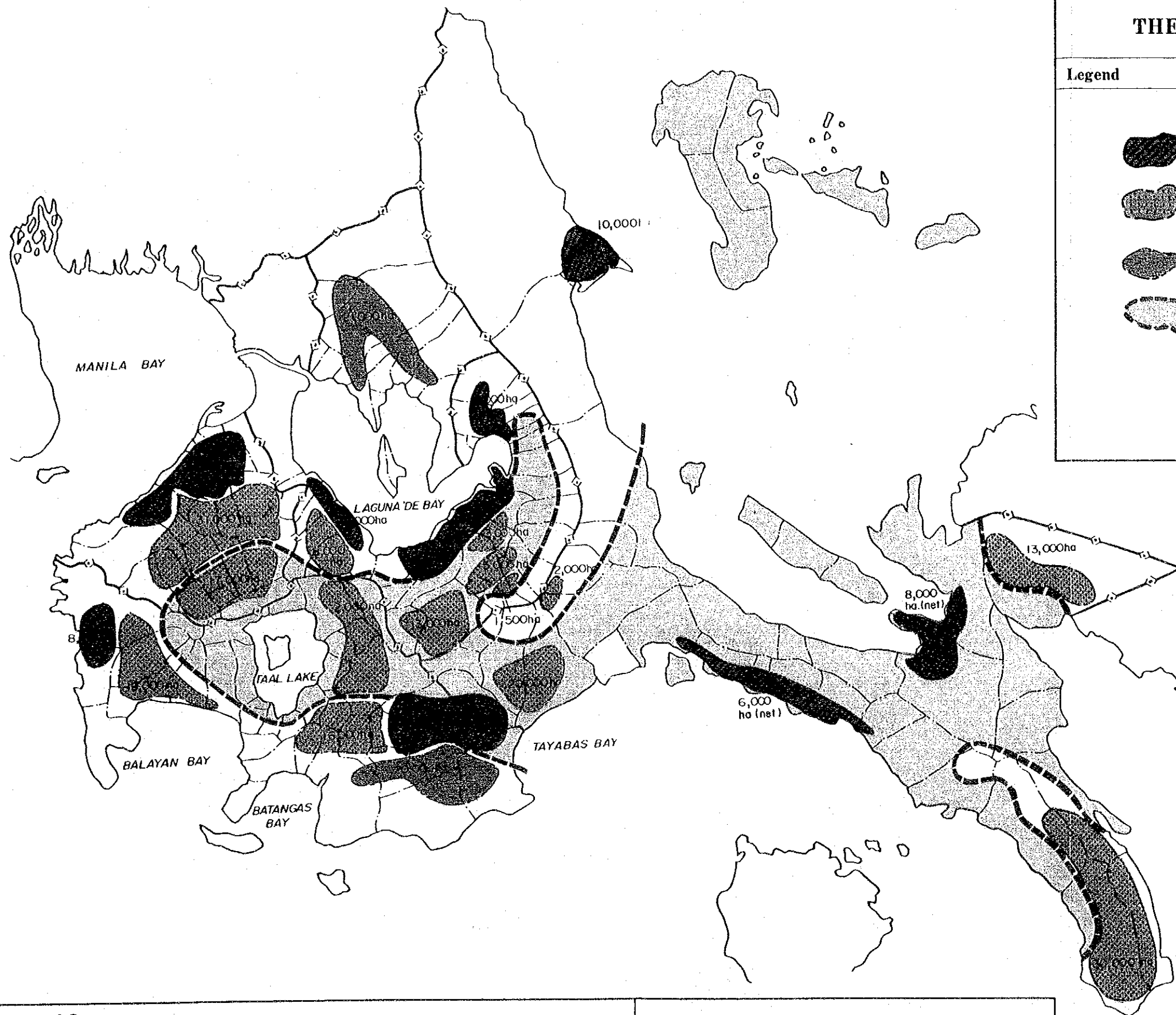


Figure 6.2

Agricultural Subregions









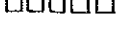
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Legend

Figure 6.3

-  Tourism Center
-  Tourism Gateway
-  National Park
-  Tourism Zone
-  Tourism Circuit
-  Main Tourism Network
-  Possible Extension of Main Tourism Network
-  Provincial Boundary
-  Secondary Tourism Network

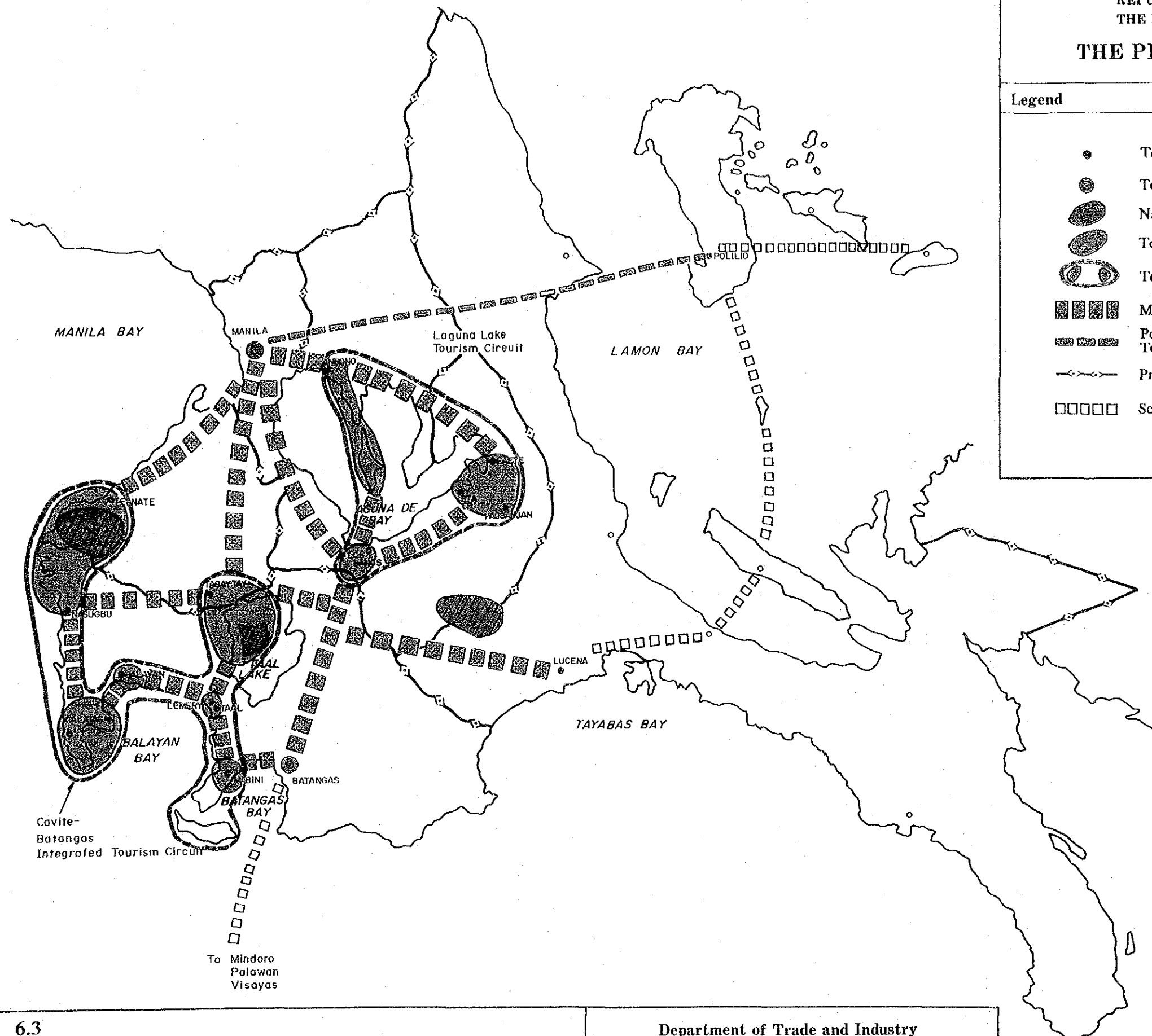


Figure 6.3

**CALABARZON Tourism Circuit**

Department of Trade and Industry

Japan International Cooperation Agency



Figure 6.4 Implementing Schedule of Anchor Projects

		Phase 1 (1991-95)	Phase 2 (1996-2000)	Notes
1.	Port Development			
1.1	Greater capital region integrated port development study	▲		
1.2	Batangas port upgrading, phase 1 phase 2 phase 3	● ▲ ▲	● △ ○	Conditional on 1.1 Conditional on 1.1
1.3	Sangley Point conversion	△	○	
2.	Roads and Highways			
2.1	Cavite coastal road	▲	○	Implementation is conditional on the alternative study in Phase 1
2.2	Cavite north-south highway	▲	●	
2.3	Primary/secondary road rehabilitation	●	●	Continuous implementation through Phase 1 and Phase 2
2.4	Carmona-Ternate - Nasugbu road	●		
2.5	Calamba - Sto. Tomas - Batangas expressway	●	●	
2.6	Marikina-Infanta road	▲	○	
3.	Industrial Supports			
3.1	Cavite EPZ expansion	●		
3.2	Dasmariñas-Silang telecommunication system upgrading	●		
3.3	Urban centers telecommunication improvement	▲	●	Identification of urban centers in Phase 1
3.4	Calaca II coal thermal	●		
3.5	Power transmission and distribution improvement	●	○	May be continued to Phase 2
3.6	CALABAR groundwater potential study	▲		
4.	Urban Development			
4.1	Laguna west urban region development	▲		
4.2	Batangas-Bauan corridor development	▲		
4.3	Taal lake multipurpose water resources development	▲	●	
4.4	Rehabilitation of PNR south commuter line	●		As currently planned
4.5	Integrated urban development	▲ ●	▲ ●	Pilot implementation and its replication
5.	Agriculture			
5.1	Batangas east agricultural development	▲	●	F/S in Phase 1
5.2	Research and extension program on inter-cropping and mixed farming	▲ ●	○	Implementation may be continued to Phase 2
6.	Rural Development			
6.1	Laguna upland integrated rural development	▲ ●		
6.2	Quezon upland integrated rural development	▲ ●	●	
6.3	Rizal inland agro-industrial park	▲ ●	●	
6.4	Rural energy development program	●	○	
6.5	Rural roads maintenance system	▲ ●	○	Pilot implementation in Phase 1
7.	Social Development			
7.1	Southern Tagalog manpower training and employment program	▲ ●	●	
7.2	Upgrading of the Batangas regional hospital	▲ ●		
7.3	Integrated regional livelihood development	▲ ●	●	
8.	Environmental Management			
8.1	Marikina watershed development and management	▲	●	
8.2	Laguna basin environmental monitoring	▲ ●	●	Monitoring system to be established in Phase 1

Legend: study  
implementation  
to be undertaken subject to study outcomes





JICA