

### 3.3 Tourism Development Structure Plan

#### 3.3.1 Overall Development Concept

##### 1) Tourism Structure and Circuit in Northern Palawan

The structure of tourism in Northern Palawan is dependent on an air transportation network. Puerto Princesa, where the alternative airport and base port are located at present, is positioned as the gateway to the rest of the province; Busuanga (Coron municipality), the site of the present feeder airport and terminal port, is positioned as the sub-gateway. By linking with the Ninoy Aquino International Airport, which will become the hub airport in Southeast Asia, tourism core development areas and tourism clusters are linked to form a tourism circuit, which will maximize the attractive characteristics of Northern Palawan. The components of the development structure are as follows:

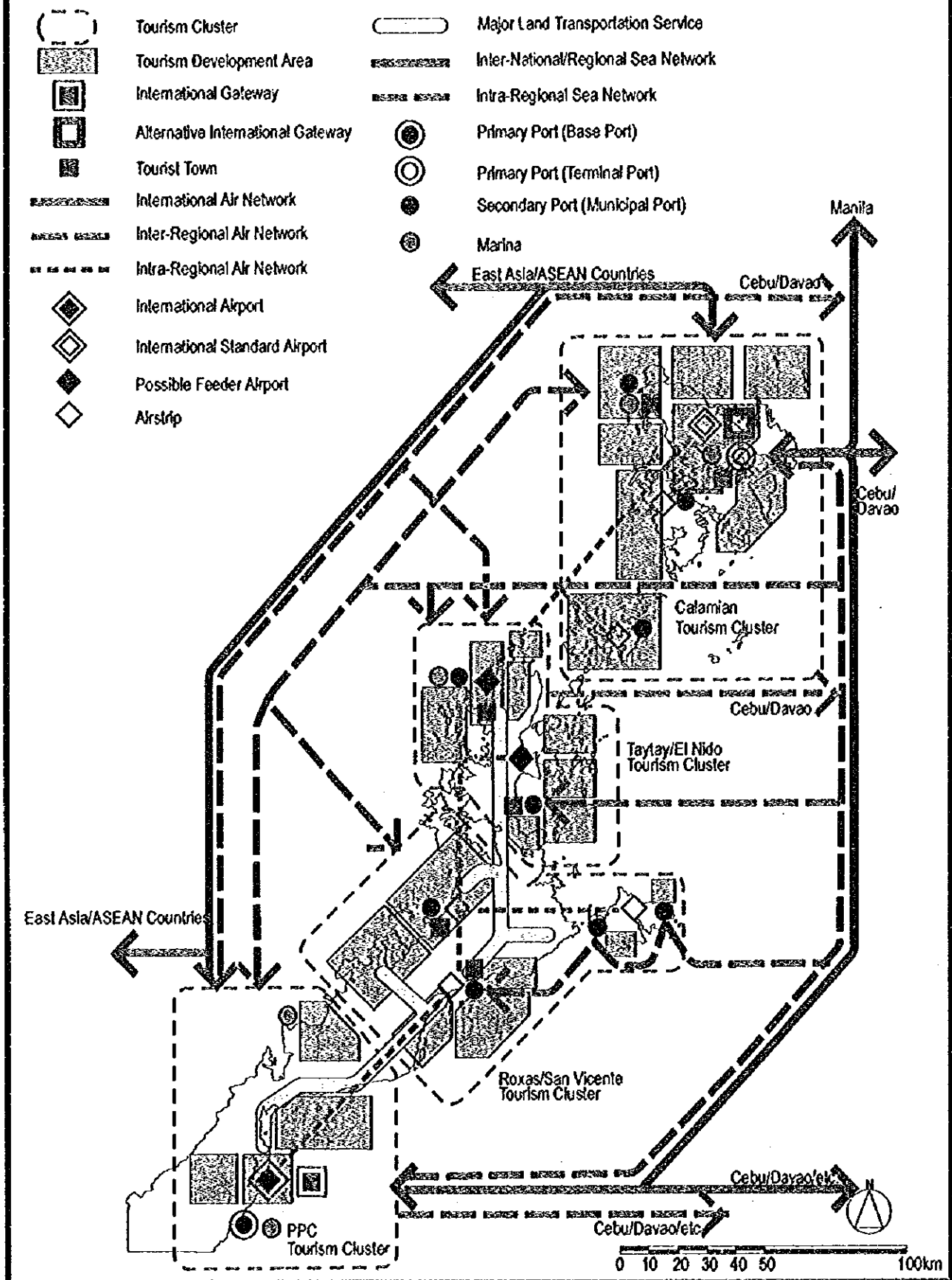
- (1) Establishment of PPC International Gateway and Busuanga Sub-international Gateway: International tourism in Palawan is affected by the international air transportation network as the tourism industry is heavily dependent on accessibility. In order to capture more tourists to the area, Puerto Princesa shall become one of the hub international airports in the Manila-Cebu-Davao international air transportation network. For this purpose, the existing Puerto Princesa alternative international airport is to be upgraded to an international standard airport, and the existing Busuanga feeder airport is to be upgraded to an alternative international standard airport. Not only the air transportation network, but also the sea transportation network shall be strengthened with the improvement of the Puerto Princesa Base Port and the Busuanga Terminal Port.
- (2) Establishment of Tourism Clusters in Northern Palawan: Tourism development is planned by employing the cluster concept. By analyzing geography, administrative boundary, accessibility, and characteristics of tourism resources, the following clusters are identified.

Cluster-1	Calamian Tourism Cluster
Cluster-2	Taytay / El Nido Tourism Cluster
Cluster-3	Roxas / San Vicente Tourism Cluster
Cluster-4	PPC Tourism Cluster

- 3) Establishment of Tourism Corridor and Circuit: To link the clusters listed above, the multi-modal network (air, water, land) shall be established to form the tourism circuit.

The overall development concept is shown in Figure 3-12.

**Figure 3-12**  
**Overall Tourism Development Concept**



Source: Study Team

## 2) Strategic Development Phasing

The strategic development phasing scheme is based on the physical development framework. The strategies are developed by examining the results of tourism development potential analysis and considering the development of regional transportation facilities and infrastructure. By formulating a conceptual scenario for strategic phase development, with inputs from the major tourism programs, the distribution of the physical development framework was prepared.

### (1) Strategic Development Areas

The purposes of establishing strategic development areas is to create a nature-oriented image of the Philippines and to establish international tourist destinations which would become Asian tourist destinations.

**Strategic Tourism Development Areas:** The selected strategic development areas are the following:

- Western Busuanga and Calauit Island
- North Western El Nido
- PPC-St. Paul Corridor

**Diversified Tourism Destinations:** The following four areas are selected to create a better image of tourism and to diversify tourist destinations:

- Offshore Islands in Taytay Bay
- Roxas Town and Small Island Group in Green Bay
- Port Barton Bay Area
- Isolated Beach Areas in Dumarán and Araceli

**Post-long-term core development areas** which target the beach holiday market segments are the following two areas:

- Southern Roxas Beaches
- Coral Sand Beaches in San Vicente

### (2) Conceptual Scenario for Strategic Phased Development

The conceptual scenario for strategic phased development formulated the following four phases — short-term, mid-term, long-term, and post-long-term:

- a) Short-term development strategy: Infrastructure development for strategic tourism core area development. Until the year 2000, the public sector shall accelerate transportation and infrastructure development in the three strategic tourism development areas. At the same time, facility development and improvement sites shall be prepared to promote private investment.

By concentrating public investment and upgrading existing accommodation facilities, 50% of tourist demand shall be allocated to the Puerto Princesa - St. Paul Corridor area by utilizing existing transportation and other infrastructures. With the completion of the upgraded national road from Taytay to El Nido, 20% of the arrivals shall be allocated to El Nido areas.

- (b) Mid-term development strategy: Infrastructure development for initial core development of international destinations, and for diversification of tourist destinations. In the three strategic tourism development areas, the first phase of sustainable development of standard to de luxe class beach resorts shall take place. Intensive international tourism promotion shall be conducted during this period. Transportation and other infrastructure development shall continue to accommodate diverse tourists in the four diversified tourist destinations.
- (c) Long-term development strategy: Establishment as the international destination and diversification of tourist destinations. In the three strategic tourism development areas, sustainable beach resort developments shall take place to promote high quality tourism facility development, product development for special interest groups and human resource development. In the four areas of tourism diversification, more employment opportunities associated with tourism will become available.
- (d) Post-long-term development strategy: Beach resort development to accommodate international-scale beach-holiday market demand. The demand from the beach-holiday market shall be captured in Roxas and San Vicente beach resort areas. As the development of Puerto Princesa continues, faster access to Roxas and San Vicente shall become possible.

### (3) Assessment of Tourism Development Capability

In order to assess the tourism development capability of Northern Palawan, the following approach has been taken:

- a) To identify beaches;
- b) To analyze the characteristics of identified beaches including hinterland areas;
- c) To assume standard densities (no. of rooms per ha. of beach area) in due consideration of the environmental management area classification; and
- d) to estimate development capabilities of beach areas.

The reasons why beach areas were selected for areas where accommodation facilities will be mainly constructed are as follows:

- Terrestrial environment in Northern Palawan is rather fragile and terrain conditions are not suitable for medium to large scale development.
- Beach areas normally do not involve critical environment both in marine and terrestrial. Flat terrain condition facilitate economical development and easy access.
- Beach areas can provide an ideal base both for marine and terrestrial tourism activities in Northern Palawan.

A total of 750 beaches have been identified based on 1:50,000 scale topographic map and video taken from the air by the experts of the Study Team. They have been assessed according to a set of criteria summarized in Table 3-12.

Table 3-12 Analysis Criteria for Beaches

1. Beach Condition	Shape	_____	_____	Length
				Width
	Sand	_____	_____	Coral/Silica/Mad
				Color
2. Condition of Hinterland	Usable land area	_____	_____	Depth
		_____	_____	Slope
		_____	_____	Area
	Land Use Condition	_____	_____	Major Land Use
				Secondary Land Use
				Tertiary Land Use
3. Others	River Condition (availability of water resource)			
	Access Road (present or absent, surface condition)			

Source: Study Team

With the information from the examination, beaches and hinterland to be utilized were selected in a way so as not to disturb existing communities. The results from the land utilization suitability and density requirements were used in quantitative analysis to identify land areas for development from the land use point of view. The development capability in terms of number of rooms in the beach areas has been estimated and it is concluded that accommodating the targets of 250,000 for foreign and 150,000 for domestic arrivals were found to be feasible (refer to Table 3-13).

#### 4) Distribution of Accommodation Facilities

The distribution of physical development framework in terms of allocating accommodation facilities in the study area has been worked out (refer to Table 3-14)

**Table 3-13 Development Capabilities of Tourism Clusters in Terms of Number of Rooms**

Tourism Cluster		Accommodating Capability <sup>1/</sup> (no. of rooms)			Required No. of Rooms by year 2010	
		Beach Resort	Island Resort	Total	No.	% to Capability
PPC		7,000	300	7,300	1,800	25
Roxas Beach		4,700	400	5,100	300	6
of which	Dumaran	700	0	700	25	4
	Araceli	500	0	500	50	10
San Vicente		4,800	100	4,900	300	6
Taytay		0	500	500	215	43
El Nido		4,000	200	4,200	1,285	31
Calamian Islands		6,000	1,300	7,300	1,700	23
Total		26,500	2,800	29,300	5,600	19

Source: Study Team

<sup>1/</sup> capability is the maximum development capacity of identified beach areas.

**Table 3-14 Development Framework: Allocation of Number of Rooms**

Tourism Cluster	1995 Accommodation				2000				2005				2010			
	De Luxe	Stand- ard	Econ- omy	Total	De Luxe	Stand- ard	Econ- omy	Total	De Luxe	Stand- ard	Econ- omy	Total	De Luxe	Stand- ard	Econ- omy	Total
1. PPC	108	0	472	580	170	250	470	890	300	400	490	1,190	600	700	500	1,800
2. Roxas	0	0	63	63	0	30	55	85	0	50	60	110	50	150	100	300
Dumaran	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(20)	(20)	(0)	(0)	(25)	(25)
Araceli	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(50)	(0)	(50)
3. San Vicente	0	0	90	90	0	20	95	115	0	50	100	150	50	150	100	300
4. Taytay	30	0	39	69	50	0	40	90	50	0	50	100	100	50	65	215
5. El Nido	30	34	81	145	70	110	90	270	230	200	110	640	650	500	135	1,285
6. Calamian	0	53	84	137	40	120	90	250	450	270	140	860	850	650	200	1,700
Total (no)	108	87	829	1,084	330	530	840	1,700	1,030	970	950	3,050	2,300	2,200	1,100	5,600
(%)	(15)	(8)	(76)	(100)	(19)	(31)	(49)	(100)	(34)	(35)	(31)	(100)	(41)	(39)	(20)	(100)

Source: Study Team

### 5) Conceptual Type of Tourism Development in Each Tourism Cluster

The type of tourism development that was conceptually worked out by the Study Team was based on geographical features, possible activities, and scale of development. Possible implications of identified types of development with Environmental Management Area or ECAN Zoning were also looked into (refer to Table 3-15).

Table 3-15 Conceptual Type of Tourism Development

Geographical Type	Area Type	Possible Terrestrial Environmental Zoning	Possible Marine Environmental Zoning
Beach	Urban resort type tourism facility development area	others	buffer/others
	Image leader type, beach resort, tourism core development area	others/buffer	buffer/partly core
	Mass market type, beach resort development area	others	others/buffer
	Image leader type, small to middle scale beach resort development area	others/buffer	buffer/partly core
	Marine beach type, sports/recreation facility utilization area	others/buffer	buffer/partly core
	Nature landscape resource utilization area	core/buffer	core/buffer
Small island	Middle scale island resort development island	others/buffer	buffer/partly core
	Independent island resort development island	others/buffer	buffer/partly core
	Marine/beach type sports/recreation facility utilization island	others/buffer	buffer/partly core
	Nature landscape resource utilization island	core/buffer	core/buffer
Inland	Highland resort, inland accommodation core development area	(core, no development)	-
	Daytime inland sports/recreation facility development area	others/buffer	-
	Daytime nature landscape resource utilization area	buffer/partly core	
	Nature/culture research, education area	core/buffer	-

Source: Study Team

Note: There is no possibility of highland resort development because of geographical limitation.

### 3.3.2 Calamian Tourism Cluster

#### 1) Development Direction and Structure Plan

The Calamian Tourism Cluster was found to have the best natural resources in the Study Area. Taking advantage of the abundance of these natural resources, the area, through development, shall lead Northern Palawan toward becoming an international tourism destination. With proper development, the cluster will create a new competitive tourism image of the Philippines in the international market.

Due to its centralized location with regards to the urbanized areas, the upgrading of the transportation nodes of Coron terminal port and the Busuanga airport should be undertaken. The service town of Salvacion in the west of Busuanga island, the major tourism development area of Calait island and the western coast shall be linked by developing hard surface roads connecting Coron-Busuanga Airport to Salvacion.

Marinas and other facilities for marine activities shall be developed in Coron town and Salvacion to enhance the water transportation network linking the Calamian island resorts to beach resorts as well as to augment beach and marine activities.

#### 2) Strategic Development Scenario

Short-term: In the short-term period, concreting of the Busuanga airport will be completed. Coron and Salvacion ports will be upgraded. While construction of the linking roads of transportation nodes get going, construction of the Busuanga airport-Salvacion road will commence. Foreign investments shall be promoted and sites shall be consolidated. Investments shall be made on two to three small resorts within this period.

Mid-term: 600 rooms of de luxe to standard class accommodation facilities in the first development areas will be completed. In the second phase, site preparation will be initiated. The Busuanga airport will be expanded, extended, and upgraded as an international standard airport. Marinas and inland sports/recreation facilities will be developed.

Long-term: The long-term facility development shall achieve: 1) a de luxe class resort with 1,200 rooms; 2) small island resorts in Gutob Bay; 3) small beach resorts in the western Culion area; 4) island resorts in the northern Linapacan islands; and 5) small island resorts in the northern Busuanga area. During this phase, the area will be established as one of the prominent international tourist destinations.

The structure plan, typical activity pattern and possible tour programs are shown in Figure 3-13, Figure 3-14, and Table 3-16, respectively,



Table 3-16 Possible Tour Program: Calamian Tourism Cluster

Tour Program	Intra-Area Tour		Inter-Area Tour	
	Mode	Time	Mode	Time
<ul style="list-style-type: none"> <li>• Northern Linapacan Coral Reef Island Excursion</li> <li>• Gutob Bay Area Coastal Resort and Coral Reef Islands Excursion                             <ul style="list-style-type: none"> <li>(a) Northern Salvacion Exclusive Coastal Resorts Amenity Tour</li> <li>(b) Marina Area Sightseeing Tour</li> <li>(c) Gutob Bay Coral Reef &amp; White Sand Beach Islands Hopping</li> <li>(d) Coral Reef Beaches Recreation Tour</li> </ul> </li> </ul>		1-3 days	Boat	2.0 hours
	Car	half day	Base: Northern Salvacion Coastal Beach Resort	
	Car	half day		
	Boat	half day		
	Car	half day		
<ul style="list-style-type: none"> <li>• Western Culion Coral Reef Coast Excursion</li> </ul>		3 half days	Boat	1.5 hours
<ul style="list-style-type: none"> <li>• Calauit Island Superior Nature Excursion                             <ul style="list-style-type: none"> <li>(a) Cozy Coastal Beach Resorts Recreation Tour</li> <li>(b) Calauit Island Safari Tour</li> <li>(c) Western Calauit Nature Watching Tour</li> <li>(d) Northern Islands Beach Recreation Tour</li> </ul> </li> </ul>		3-4 days	Car	0.5 hour
	Car	1.0 day	Boat	1.0 hour
	Car	half day		
	Boat	half day		
	Boat	half day		
<ul style="list-style-type: none"> <li>• Busuanga Inland Recreation Excursion                             <ul style="list-style-type: none"> <li>(a) Palawan Key Species Nature Tour</li> <li>(b) Sports Recreation Tour</li> </ul> </li> </ul>		1.0 day	Car	0.5 hour
	Car	half day		
	Car	half day		
<ul style="list-style-type: none"> <li>• Northern Coast Nature Excursion                             <ul style="list-style-type: none"> <li>(a) Pangauaran River Mangrove Forest Cruise</li> <li>(b) Cabilauan Coral Reef Islands Hopping</li> </ul> </li> </ul>		1.0 day	Car	1.0 hour
	Boat	half day		
	Boat	half day		
<ul style="list-style-type: none"> <li>• Northeastern Island Resort Excursion                             <ul style="list-style-type: none"> <li>(a) Tagbanua Traditional Culture Tour</li> <li>(b) Tara Coral Reef Islands Hopping</li> </ul> </li> </ul>		1.0 day	Car	1.0 hour
	Boat	half day	Boat	1.0 hour
	Boat	half day		
<ul style="list-style-type: none"> <li>• Coron Town &amp; Bay Area Recreation Excursion                             <ul style="list-style-type: none"> <li>(a) Coron Town &amp; Bay Area Sightseeing Tour</li> <li>(b) Makinit Spa Resort Tour</li> </ul> </li> </ul>		1.0 day	Base Town: Coron	
	Car	2.0 hours		
	Boat	half day		
<ul style="list-style-type: none"> <li>• Coron Island Spectacular Air Cruise</li> </ul>	Air	1.0 hour	Car	0.5 hour
			Air	0.5 hour
<ul style="list-style-type: none"> <li>• Southern Coron Coral Reef Islands Recreation Excursion</li> </ul>	Boat	1.0 day	Boat	1.0 hour

Source: Study Team

### 3) Tourism Development Areas

- (1) Western Busuanga and Calauit Island (Major Tourism Development Core Area): De luxe to standard class beach resort facilities with a capacity of 1,300 rooms will be allocated to this area. The diversity of tourist attractions will be enhanced.
- (2) Coron (Alternative Gateway): The regional capital functions of Calamian Islands, vocational training facilities and a handicraft center shall be established. In the port town of Coron, a fisherman's wharf, seafood restaurants and hot-spring resort business will be promoted. Its beautification shall likewise be pursued.
- (3) Salvacion (Tourist Town): Development of the area shall require a service town, municipal center, street landscape with flowers and creation of a low-interest loan and investment scheme for cottage operation by local residents.

**Figure 3-13**  
**Structure Plan: Calamian Tourism Cluster**

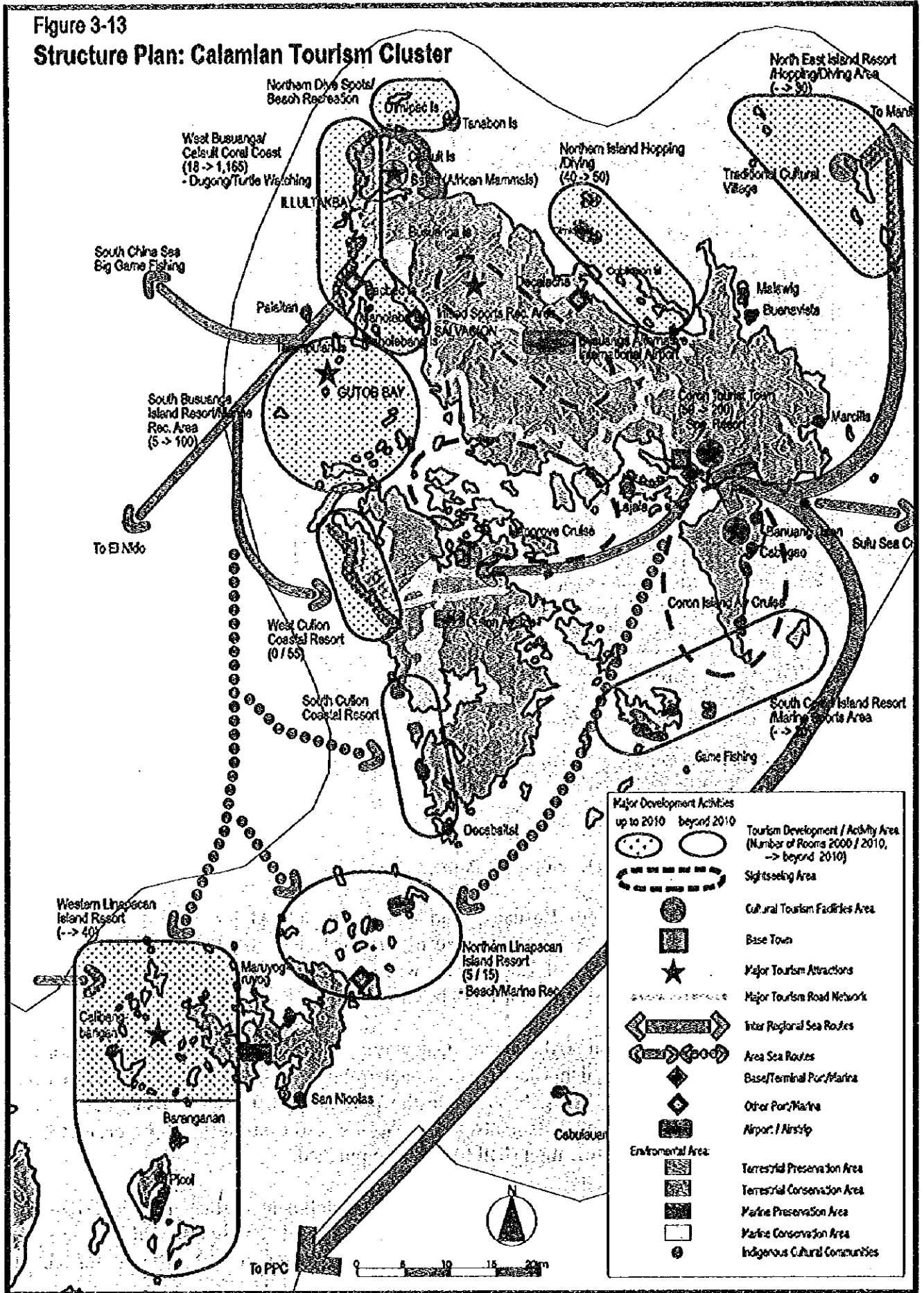
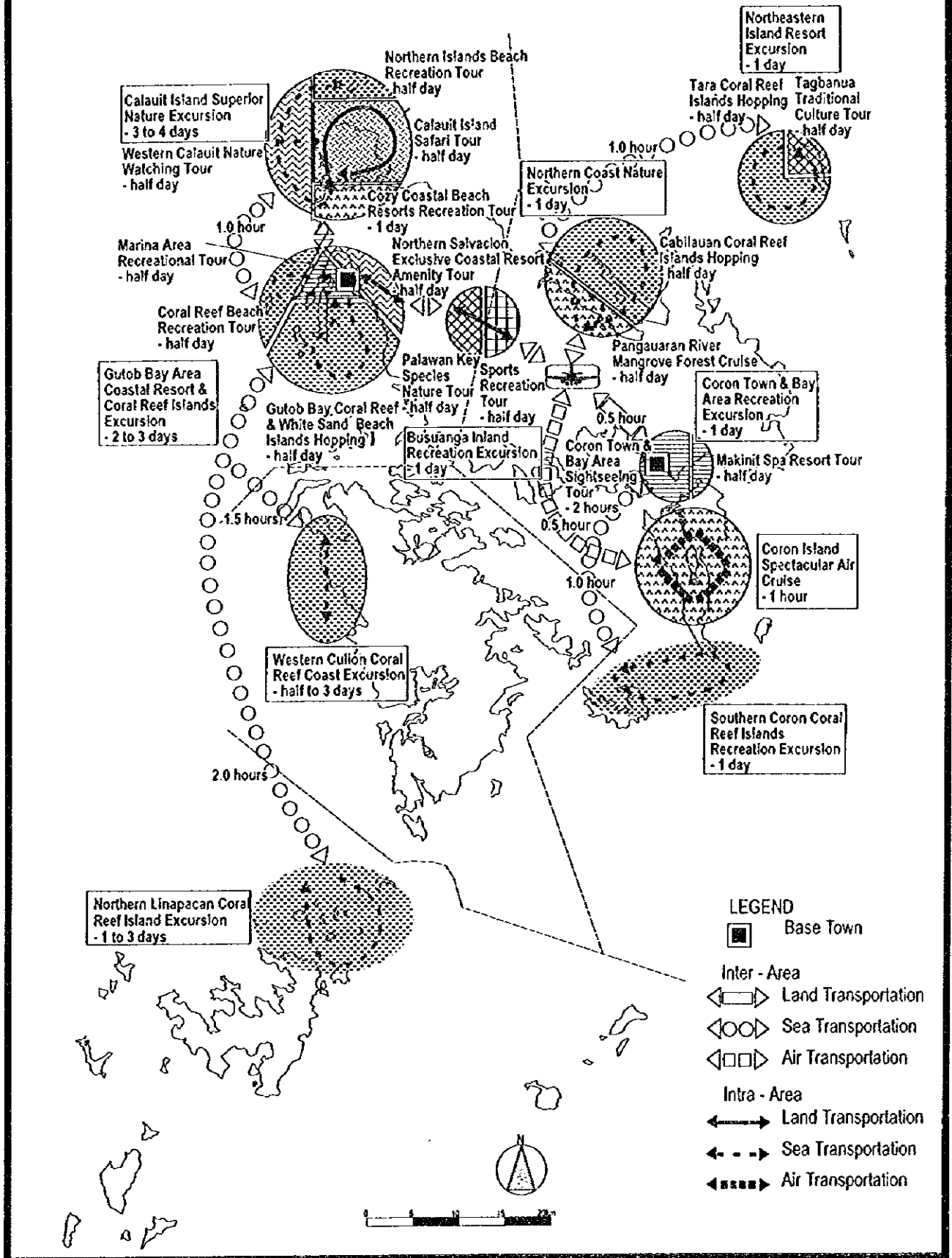


Figure 3-14  
**Typical Activity Pattern: Calamian Tourism Cluster**



- (4) Busuanga Airport and Surrounding Areas (Inland Sports/Recreation): The area will utilize inland areas for golf, horseback riding and other sports. By establishing facilities such as the Bird Park and Orchard Park, the area will be developed as a core recreation zone.
- (5) Western Culion Area (Medium/Small Beach Resort Development): The area's potential to become an image leader is high because of the condition of corals and other marine resources. Its facility development shall be considered in the long and post-long terms since accessibility and other infrastructure is presently limited.
- (6) Small/Medium Island Resorts: De luxe to standard class resorts will be developed in islands with areas larger than 10 has. in Gutob Bay, northern and eastern Busuanga islands and northern Linapacan.
- (7) Coron Island and Others (Environmental Research and Education): The island of Coron is one of the environmental preservation areas. Detailed plans based on ecological research is required. Based on the research and environmental protection plan, high-value-added use is considered for special interest tourists. Tourism use of areas for indigenous peoples shall be based on thorough research. The use of these areas shall reflect the opinions of minority groups.

### 3.3.3 Taytay/El Nido Tourism Cluster

#### 1) Development Direction and Structure Plan

The shorelines of Taytay bay and surrounding areas are covered by mangrove forests. Large-scale coral reefs have been affected by siltation, thus, large-scale beach resort development has limitations. Offshore islands have development possibilities since coral conditions are relatively good. There are some large islands with coral sand beaches and hinterland. For these offshore islands, development of standard to de luxe class island resorts is being eyed. Sandoval airstrip will function as the access point to these resorts.

The direction of the cluster is to create the new image of tourism and to establish international destinations, particularly to El Nido. The transportation nodes are the El Nido feeder airport and the marina in the Base bay area and the existing El Nido port. Existing communities function as service towns for marine activities. The core tourism development areas are the mid-western part of the Bacuit bay, the northern part of the Base bay in the short term. In the long run, development will be extended to the Sibaltan bay areas. In these tourism development areas, land use of existing communities, apart from areas for ancestral domain, and tourism development areas shall be coordinated and carefully delineated.

The structure plan, typical activity pattern and possible tour programs in this cluster are shown in Figure 3-15, Figure 3-16, and Table 3-17, respectively.

Table 3-17 Possible Tour Program: Taytay/El Nido Tourism Cluster

Tour Program	Intra-Area Tour		Inter-Area Tour	
	Mode	Time	Mode	Time
<b>Taytay Tourism Cluster</b>				
• Taytay Town and Surrounding Area Nature Excursion		2.0 days	Base Town: Taytay	
(a) Taytay Fort and Town Sightseeing Tour	Car	2.0 hours		
(b) Lake Manguao National Park Picnic and Educational Tour	Car	half day		
(c) Southern Taytay Bay Coral Reef Island Hopping	Boat	1.0 day		
• Taytay Bay Offshore Coral Reef Island Resort Excursion		3.0 days	Boat	1.5 hours
(a) Northern Taytay Bay Coral Reef Island Recreational Tour	Boat	1.5 days		
(b) Sharks Fin Bay Coral Reef Island Hopping	Boat	1.5 days		
<b>El Nido Tourism Cluster</b>				
• Bacuit Bay Area Marine Nature Excursion		2.0 days	Base:	
(a) El Nido Coastal Beach Resort Complex Tour	Car	2.0 hours	El Nido Coast Beach Resort	
(b) Bacuit Bay Mangrove Forest Cruise	Boat	1.0 hour		
(c) Liminangcong Fish Market Tour	Boat	half day		
(d) Bacuit Bay Island Resort Recreation Tour	Boat	half day		
(e) Bacuit Bay Coral Island Marine Recreation Tour	Boat	half day		
• Waterfall Mountain/Forest Trekking Excursion	Trekking	half day	Car	0.5 hour
• Northern El Nido Various Attractions Excursion		2.0 days	Base:	
(a) Northern El Nido Exclusive Coastal Resort Amenity Tour	Car	half day	Northern El Nido Coastal Beach Resort	
(b) Yocoton Town & Marina Area Sightseeing Tour	Car	half day		
(c) Inland Sports/Recreation Tour	Car	half day		
(d) Eastern Beaches Recreation and Batak Traditional Culture Tour	Car	half day		
• Western Linapacan Coral Reef Island Resort Excursion		1.0 day	Boat	1.5 hours
(a) Western Linapacan Coral Reef Island Recreational Tour	Boat	half day		
(b) Southwestern Linapacan Coral Reef Island Hopping	Boat	2.0 hours		

Source: Study Team

## 2) Strategic Development Scenario

**Short-term:** A storm drainage at Sandoval airstrip shall be installed to eliminate possibilities of erosion. A terminal building, port facility and access roads shall also be developed. To promote investment in small-scale beach resorts, basic infrastructure such as roads, feeder airport and water resources shall be developed. In the meantime, a development organization shall be formed to prepare appropriate beach resort development sites facing Bacuit bay.

**Mid-term:** By this time, the concreting of the PPC-Taytay road shall have been completed. Better land accessibility will increase the number of tourists to the cluster. Overall upgrading of accommodation facilities simultaneous with the on-going town clean-up and beautification drive will also be necessary.

Figure 3-15  
Structure Plan: Taytay/El Nido Tourism Cluster

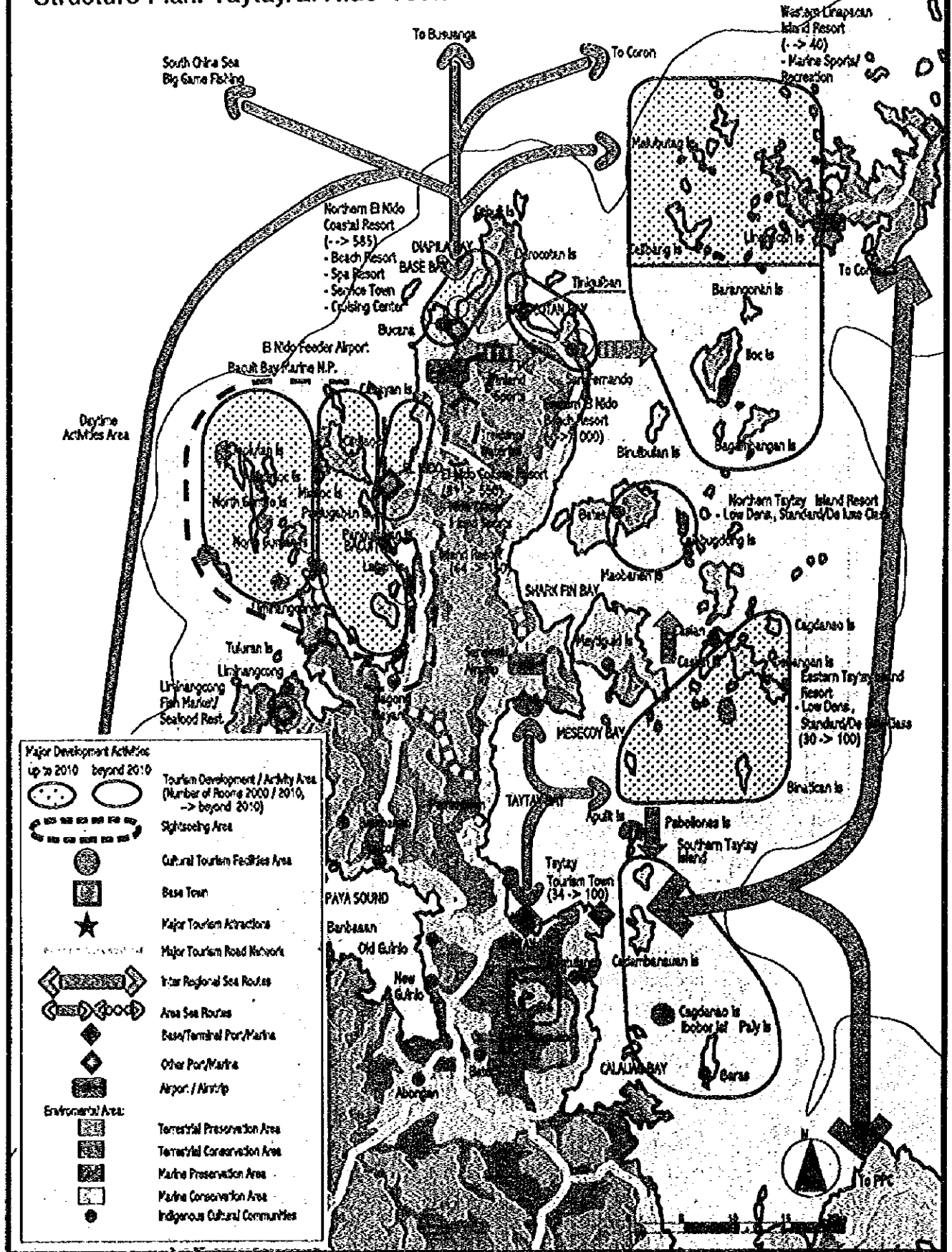
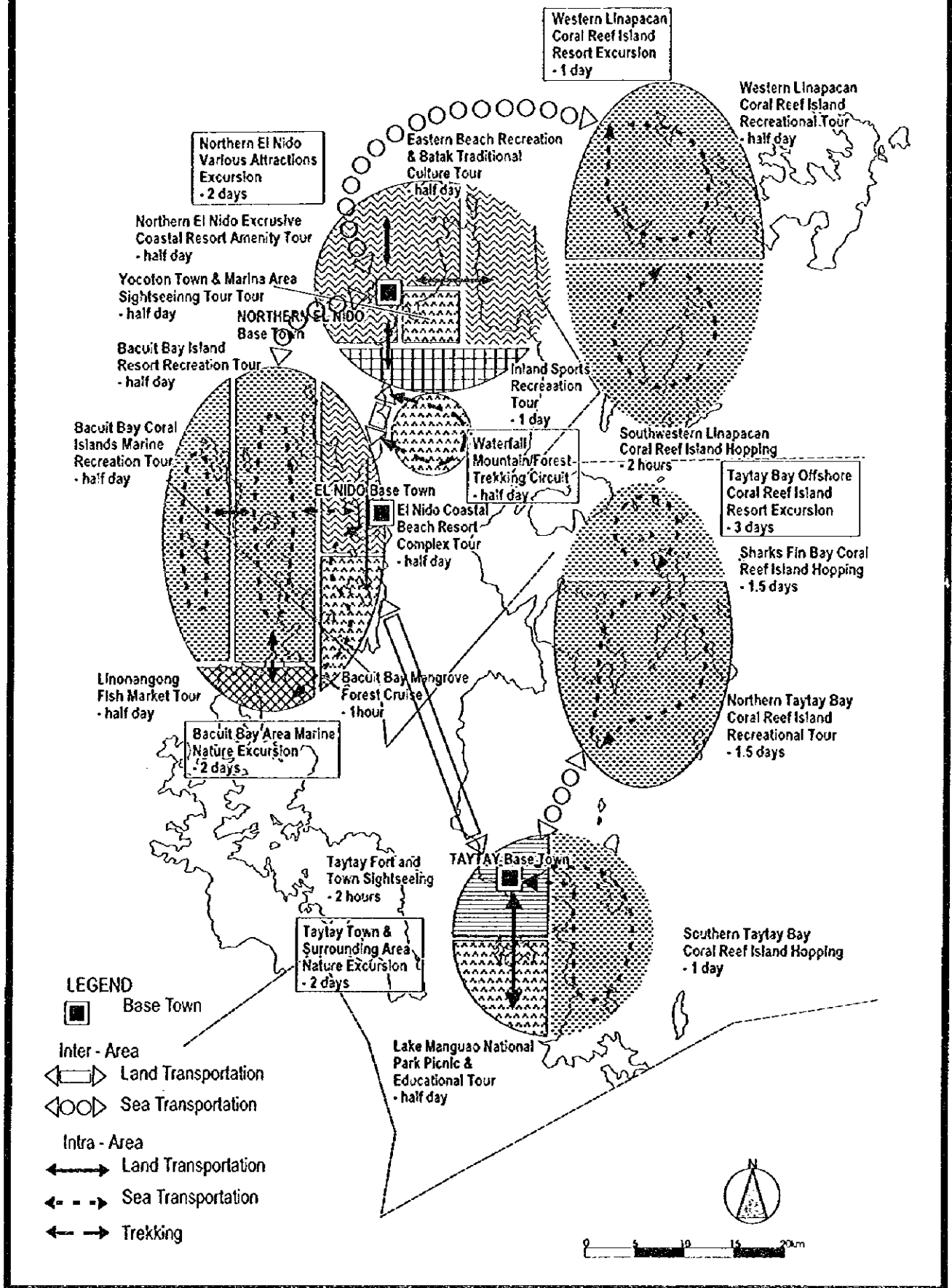


Figure 3-16

Typical Activity Pattern: Taytay / El Nido Tourism Cluster



Source: Study Team

In the Bacuit Bay tourism development preservation area, 350 rooms of accommodation facilities shall be allocated. To prepare the site in Base Bay for more small scale beach resorts in the first phase of development, the area's infrastructure shall be further strengthened in accordance with an environmental management plan.

Long-term: To encourage investment in the town proper and island resorts, there must be adequate water resources and supply. At the same time, water transportation facilities and services shall be upgraded to improve accessibility to island resorts. Research shall be conducted in Lake Manguao, a core zone, for environmental preservation and conservation zones. Based on such research, picnic facilities shall be developed.

This cluster shall be allocated 1,300 rooms of accommodation facilities, mainly in El Nido area. To establish the cluster as an international tourist destination, its tourism attractions shall be diversified by developing island resorts in Bacuit Bay and in small islands in Linapacan which offer opportunities for sports and recreation in various areas.

### 3) Tourism Development Areas

Specific tourism development areas include the following:

- (1) Bacuit and Base Bays (Core Tourism Development Area): The area shall be allocated 1,200 rooms of standard to de luxe class accommodation facilities, a new feeder airport, a port and marina, and diversified tourism activities.
- (2) Inland Sports and Recreation Area: A golf course and other sports facilities, orchid garden, orchard, and facilities that make use of the hot-spring shall be developed in the eastern part of Guipamangan River. Trekking routes for nature-oriented sight-seeing shall be developed to take advantage of terrestrial natural resources such as water falls, flora and fauna in the area. However, in developing golf courses, a detailed assessment in accordance with DENR guideline shall be conducted.
- (3) Small Island Resort Areas: The area shall be guided in the direction of a high-quality island resort in relatively large islands which have adequate hinterland, outside the Preservation Area in Bacuit Bay and western Linapacan.

In order to protect the natural environment in the Preservation Area, solid waste and sewage from accommodation facilities must be treated. Only de luxe class resorts which can shoulder the costs of such treatment shall be promoted. Existing economy class accommodation facilities shall be upgraded.



- (4) Marine Beach Recreation Area: Accommodation facility development is not feasible in this area. Its tourism facilities shall be developed for sports and recreation such as island hopping and water activities.
- (5) Yocoton Bay and Surrounding Area (Core Development): The objective is to promote the area as a tourist service town by developing a marina and a port. A new feeder airport will function as the nexus point of other modes of transportation.
- (6) Tagbanua Villages: Development of the Tagbanua communities shall be carefully conducted after thorough research and coordination with indigenous communities. Opportunities to participate in tourism industries such as handicraft making and marketing shall be made available.
- (7) Others: Cruising and pleasure trip opportunities shall be promoted so that tourists may experience the area's rich natural resources, such as marble cliffs, coral reefs, and white sand beaches.

### 3.3.4 Roxas/San Vicente Tourism Cluster

#### 1) Development Direction and Structure Plan

Land access from Puerto Princesa will become better as the national road improves. The large beach areas are the main attraction of the cluster. The Batak and Cleopatra Needle add to the cluster's character. As the area's tourism resources are spread out, improvements on every mode of transportation shall be necessary. Small aircraft and helicopters shall be introduced to make the area more accessible.

Roxas town and its northern beach area shall be developed as the service town for island resorts within the municipality and for beaches in Dumarán and Araceli municipalities as optional destinations.

The direction of tourism development is towards restoration of the natural environment (tourism resources) and preparation for large-scale beach development. Based on its geographic characteristics and past logging activities, the condition of the cluster as a tourist destination is secondary compared to those of other clusters. However, proximity to the Puerto Princesa cluster is an advantage, and the cluster is expected to attract tourists by way of Roxas. The long shoreline of San Vicente and Port Barton area shall be utilized for large-scale development of the beach holiday type in the long-run.

The structure plan, typical activity pattern, and possible tour programs for this cluster are shown in Figure 3-17, Figure 3-18, and Table 3-18.

**Figure 3-17**  
**Structure Plan:**  
**Roxas/San Vicente**  
**Tourism Cluster**

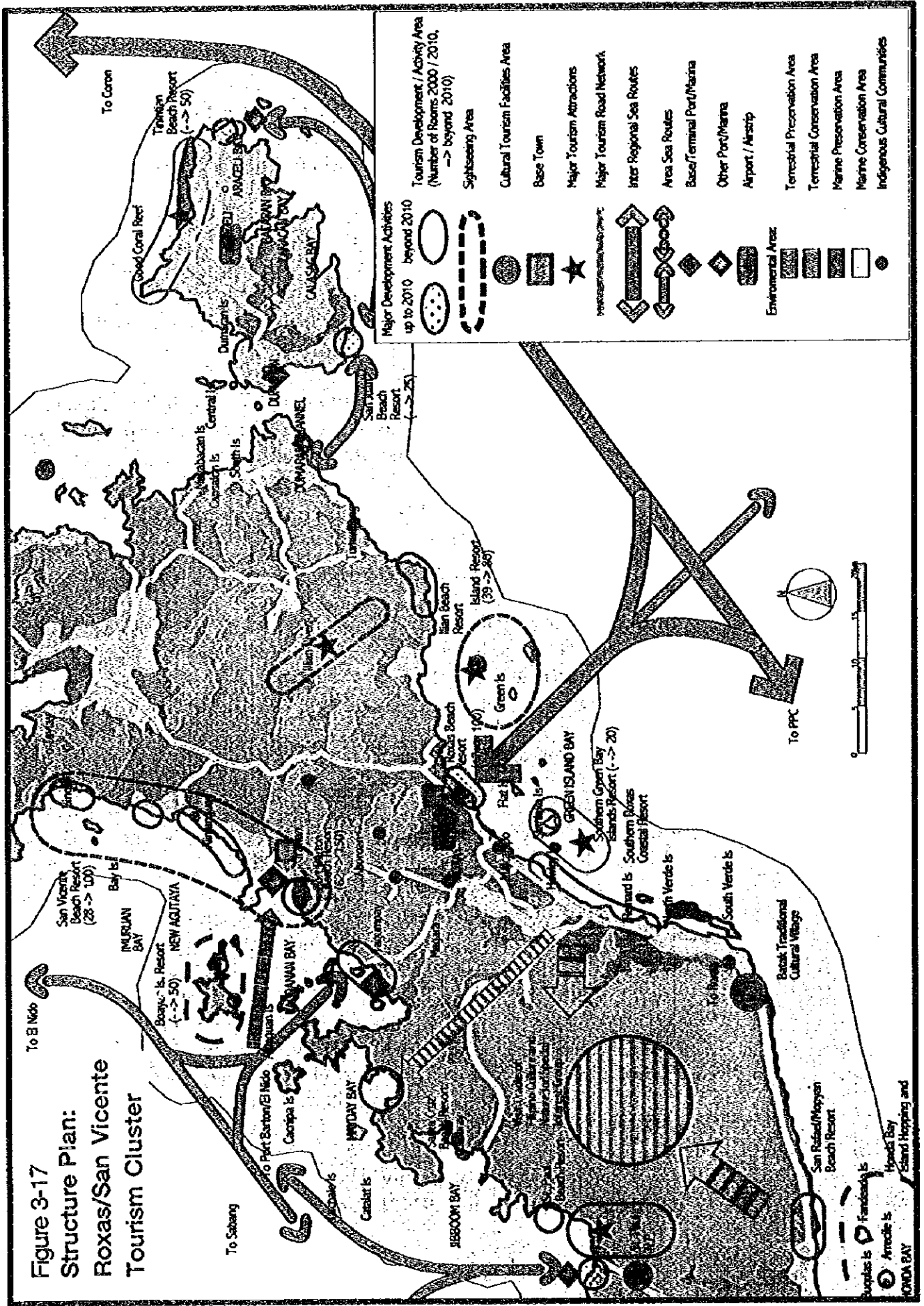


Figure 3-18  
**Typical Activity Pattern: Roxas / San Vicente Tourism Cluster**

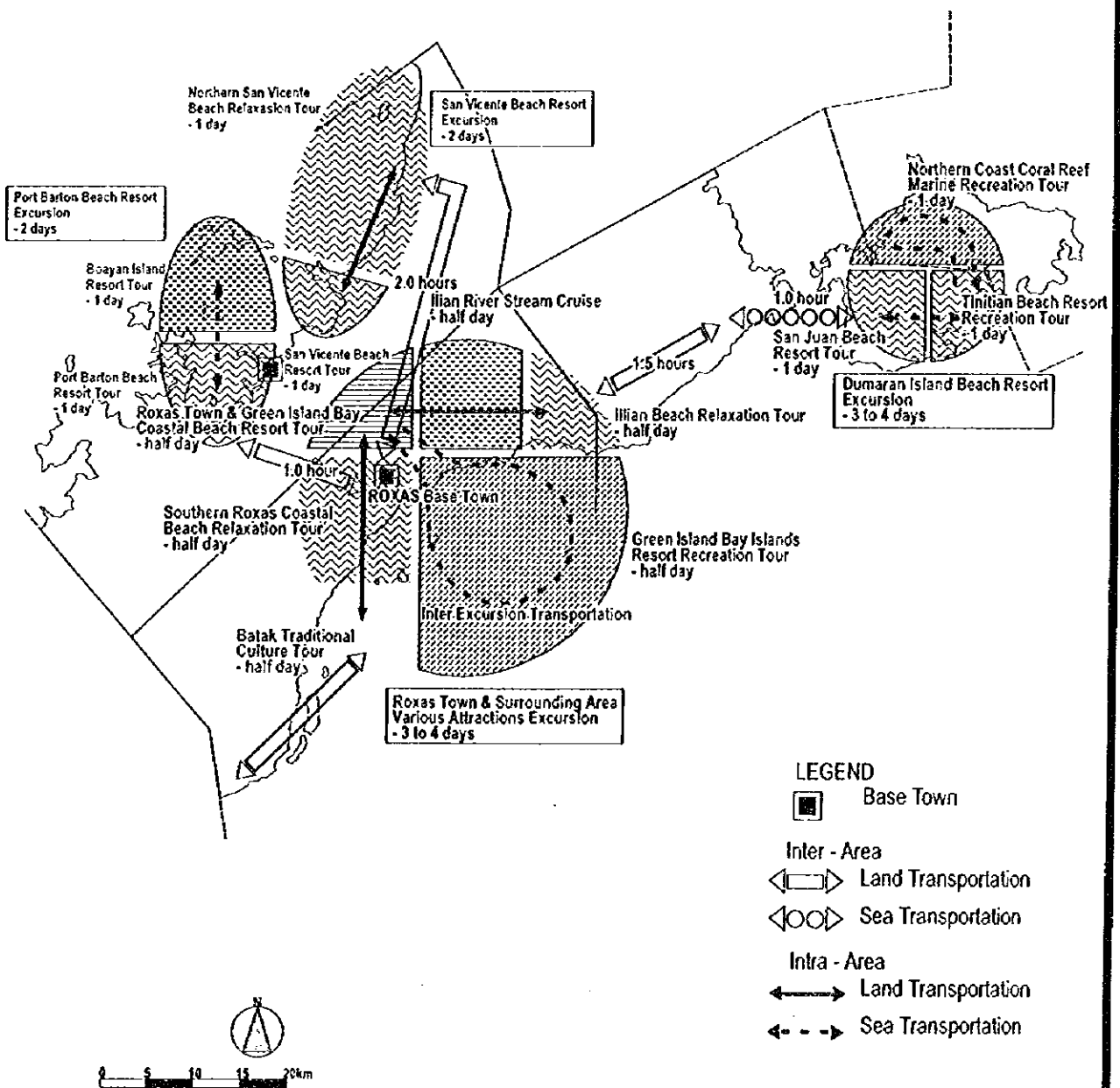


Table 3-18 Possible Tour Program: Roxas/San Vicente Tourism Cluster

Tour Program	Intra-Area Tour		Inter-Area Tour	
	Mode	Time	Mode	Time
<b>Roxas Tourism Cluster</b>				
• Roxas Town and Surrounding Area Various Attractions Excursion		3-4 days	Base Town: Roxas	
(a) Roxas Town and Green Island Bay Coastal Beach Tour	Car	half day		
(b) Ilian River Stream Cruise	Car/Boat	half day		
(c) Ilian Beach Relaxation Tour	Car	half day		
(d) Green Island Bay Islands Resort Recreation Tour	Boat	half day		
(e) Southern Roxas Coastal Beach Relaxation Tour	Car	half day		
(f) Batak Traditional Culture Tour	Car	half day		
• Dumarán Island Beach Resort Excursion		3-4 days	Car	1.5 hrs.
(a) San Juan Beach Resort Tour	Boat	1.0 day	Boat	1.0 hr.
(b) Tinintian Beach Resort Recreation Tour	Boat	1.0 day		
(c) Northern Coast Coral Reef Marine Recreation Tour	Boat	1.0 day		
<b>San Vicente Tourism Cluster</b>				
• San Vicente Beach Resort Excursion		2.0 days	Car	2.5 hrs.
(a) San Vicente Beach Resort Tour	Car	1.0 day		
(b) Northern San Vicente Beach Relaxation Tour	Car	1.0 day		
• Port Barton Beach Resort Excursion		2.0 days	Car	1.0 hr.
(a) Port Barton Beach Resort Tour	Car	1.0 day		
(b) Boayan Island Resort Tour	Boat	1.0 day		

Source: Study Team

## 2) Strategic Development Scenario

**Short-term:** The renovation and expansion of existing facilities, including accommodation facilities, is the short term strategy for tourists who will be arriving from Puerto Princesa as a result of improved land access. The improvement of access roads is imperative to keep roads passable during the rainy season. Drainage and slope treatment shall be improved for environmental protection.

In Port Barton, cottages had already been developed by locals. For better access to water transport, a port shall be developed.

**Mid-term:** During this phase, tourism development of southern Dumarán beaches shall be initiated. In order to prepare for the long-term and post-long-term tourism development of the area, adequate basic infrastructure (power, water, and telecommunication) shall be made available. Local investment of limited scale in tourism development shall be promoted, targeting standard to economy class accommodations. A loan program or other local development measures shall be formulated to renovate facilities in poor condition. For long-term and post-long-term tourism development, development of the basic infrastructure, such as water, power, and telecommunication, shall be initiated.

As tourism development progresses, more passengers are expected in the Sabang/St. Paul-El Nido route. Since the cluster is in the middle of two other

clusters, the San Vicente Cluster shall develop resting facilities for transient tourists and other passengers.

Long-term: The beaches both north and south of Roxas town shall be promoted as beach holiday destinations. Infrastructure development shall continue to accommodate large-scale tourism development. Along the northern beaches, a medium-scale standard class development shall take place during this phase.

About two small-scale high quality island resorts shall be developed offshore of Green Island Bay. To improve accessibility to Araceli, the airstrip located in Roxas town shall be improved and opened to the public for more frequent use. In the center of Dumaran Island, an airstrip is proposed for better access, not only from Roxas but from other tourism clusters as well.

In the Port Barton area, standard to de luxe class resorts shall be introduced. To realize this plan, a development organization shall be formed to prepare sites for large-scale beach holiday resort development.

### **3.3.5 Puerto Princesa Tourism Cluster**

#### **1) Development Direction and Structure Plan**

This cluster serves not only as gateway to Northern Palawan but it can also become a large-scale tourism cluster supported by relatively well-developed infrastructure, urban services, diversified terrestrial, cultural and marine tourism resources, particularly in Iwahig, St. Paul, Honda Bay, etc. The cluster seeks to become an international gateway by upgrading the existing alternative international airport to a full-fledged international airport and by improving facilities. Beautification of arterial streets and the roadside in the Central Business District (CBD) area would be necessary.

St. Paul National Park, which features an underground river, has the potential to become a global tourism attraction. Higher quality accommodation facilities shall be developed. In order to strengthen the link between Sabang and other clusters, port facilities shall be improved. The corridor from PPC to Sabang shall be developed with observatories and resting areas to match this image. In Sabang, the jump-off point is the underground river.

Utilization of natural and cultural resources is an important factor in this cluster. Existing unique flora and fauna and culture of indigenous peoples shall be introduced not only for tourism per se but also for training and education of local peoples and tourists for environmental protection purposes.

The structure plan, typical activity pattern, and possible tour programs are shown in Figure 3-19, Figure 3-20, and Table 3-19.



Figure 3-20  
**Typical Activity Pattern: Puerto Princesa Tourism Cluster**

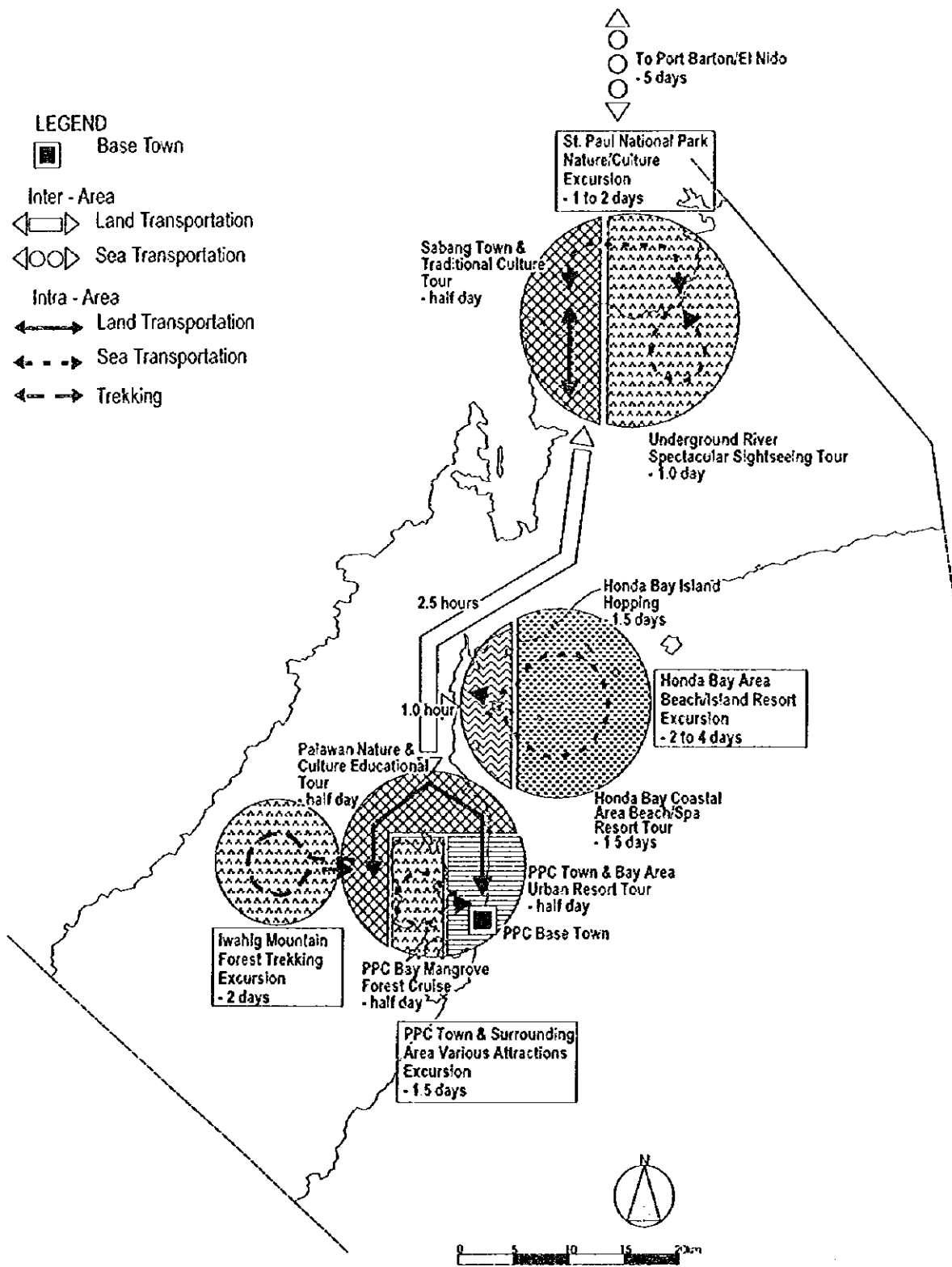


Table 3-19 Possible Tour Program: Puerto Princesa Tourism Cluster

Tour Program	Intra-Area Tour		Inter-Area Tour	
	Mode	Time	Mode	Time
<b>PPC Tourism Cluster</b>				
<ul style="list-style-type: none"> <li>• PPC Town and Surrounding Area Various Attractions Excursion                             <ul style="list-style-type: none"> <li>(a) PPC Town and Bay Area Urban Resort Tour</li> <li>(b) PPC Bay Mangrove Forest Cruise</li> <li>(c) Palawan Nature and Culture Educational Tour</li> </ul> </li> </ul>		1.5 days	Base Town: PPC	
<ul style="list-style-type: none"> <li>• Iwahig Mountain/Forest Trekking Excursion</li> </ul>	Trekking	2.0 days	Car	1.0 hour
<ul style="list-style-type: none"> <li>• Honda Bay Area Beach/Island Resort Excursion                             <ul style="list-style-type: none"> <li>(a) Honda Bay Coastal Beach/Spa Resort Tour</li> <li>(b) Honda Bay Islands Hopping</li> </ul> </li> </ul>		2-4 days	Car 0.5 hour	
<ul style="list-style-type: none"> <li>(a) Honda Bay Coastal Beach/Spa Resort Tour</li> <li>(b) Honda Bay Islands Hopping</li> </ul>	Car	1.5 days		
	Boat	1.5 days		
<ul style="list-style-type: none"> <li>• St. Paul National Park Nature/Culture Excursion                             <ul style="list-style-type: none"> <li>(a) Sabang Town and Traditional Culture Tour</li> <li>(b) Underground River Spectacular Sightseeing Tour</li> </ul> </li> </ul>		1-2 days	Car 2.0 hours	
	Car	half day		
	Boat	1.0 day		

Source: Study Team

## 2) Strategic Development Scenario

**Short-term:** The short-term direction is to improve existing facilities. Existing transportation facilities and tourism spots, like the Crocodile Farm and accommodation facilities, shall be upgraded. In order to proceed with urban resort development in the Honda Bay area, sites for development along the beaches need to be prepared. At the same time, the basic infrastructure needs to be upgraded. Investment promotion in the area shall likewise be initiated during this phase for standard to de luxe class urban resort development.

Higher quality accommodation facilities shall be allocated in the Sabang area. Activities pursued under the Traditional Cultural Village scheme and other infrastructure development shall be integrated with corridor development along the PPC-Sabang route.

**Mid-term:** As infrastructure development progresses, development of urban resorts shall become possible along the coast of Honda Bay and south of the Puerto Princesa Bay area.

**Long-term:** In the long run, urban resort development will mature to a certain extent. To mobilize future overflow of tourists in the Roxas/San Vicente Tourism Cluster, land access shall be strengthened.



### **3.4 Transportation Infrastructure**

#### **1) Overall Transportation Infrastructure Development Direction**

Poor accessibility is one of the constraints of overall socioeconomic development in Northern Palawan. Many of the areas in Northern Palawan are disconnected at all international, national, regional, and even intra-regional levels. This is particularly critical for tourism development. Capacities, frequencies, and route choices are limited, while fares and costs are high. Therefore, transportation infrastructure is very much needed and is a major policy concern of the government. However, it is to be recognized that transportation development requires a large amount of costs and lengthy time. More importantly, transportation infrastructure construction, especially roads, would adversely affect the environment in Northern Palawan. It is, therefore, very important that its development in Northern Palawan be undertaken carefully, effectively, and strategically from environmental, financial, economic, social, and technical viewpoints.

In developing a transportation system in Northern Palawan, due consideration should be given to the following:

- To develop an effective intermodal network comprising air, land, and water transport to maximize the capacities of each mode and, at the same time, minimize financial disbursement;
- To minimize adverse impact on terrestrial and marine environments by preparing adequate network and engineering plan;
- To develop a hierarchical network so that Northern Palawan can be integrated effectively with each other in the region, with other centers of the country, as well as other major countries.

Although the transportation development should be looked into as an integral part of the overall regional development, it is to be noted that the issue is studied largely in relevance to tourism development.

#### **2) Improvement of International and Regional Transportation Facilities and Services**

In order for Northern Palawan to become a competitive tourist destination in the international market, the question of how to provide an efficient direct air access to/from origin countries is a critical issue.

To accommodate 250,000 foreign arrivals and 150,000 domestic arrivals, the following facility development and improvement are proposed:

- Upgrade of Puerto Princesa Airport, currently classified as the alternative international airport, to an international airport by extending the runway and improving airport terminal and navigation facilities;

- Upgrade of Busuanga Airport from a feeder airport to an international standard airport, and
- Construction of a new feeder airports in Taytay/El Nido Tourism Cluster which may be further upgraded depending on the demand in the future.

Along with these improvements, it is necessary to encourage air transport operators to improve frequency and quality of their services.

Water transportation will require the following facility improvements:

- Improvement of the pier, terminal facilities and marina in Puerto Princesa Base Port to accommodate mid- to large-scale ferry and cruising boats;
- Improvement and development of a pier and terminal facilities in Coron Terminal Port to accommodate mid- to large-scale ferry and cruising boats. Also, improvement of the Coron Terminal Port by the Philippine Tourism Authority;
- Development of port and terminal facilities and a marina in the area between peninsula west of Gutob Bay in conjunction with socioeconomic development; and
- Development of port, terminal and marina north of Yocoton Bay.

### 3) Inter-Cluster Transportation Network Improvement

Because of geographical constraints, the current transportation network lacks an inter-cluster network. This deficiency has limited tourism in Northern Palawan only to areas where air access from Manila is possible.

This Master Plan seeks to promote the study area as an international tourist destination. For this purpose, improvement of inter-cluster transportation is necessary from both the regional development and tourism development perspectives.

#### (1) Air Transportation

Among the major tourism clusters (Calamian, Tay tay/El Nido and Puerto Princesa) air transportation is the main means of passenger transportation. In these clusters, the transportation development for tourism follows the air transportation development policy of DOTC. For other areas, the following air transportation improvement measures are proposed not only to shorten the travel time of tourists, but also to facilitate emergency transportation functions for local communities.

1. Improvement of Taytay Airstrip (Sandoval): Installation of storm drainage and development of a terminal. Further upgrade may be done from the regional development viewpoint subject to detailed feasibility study and EIA.
2. Development of Dumarán Airstrip: Development of an airstrip in the central section of Dumarán Island.
3. Improvement of existing airstrips in Roxas and San Vicente municipalities to be managed by LGUs.
4. Establishment of an airline company which serves inter-cluster routes through private or public-private partnership.

Upon completion of the infrastructure, it is also proposed that new air transport services linking these local airstrips to each other be opened using medium to small size aircrafts to facilitate tourist movement within Northern Palawan.

## (2) Water Transportation

The air transportation network and the water transportation network, including cruising network for tourism, shall be established to enhance modal options. Measures to strengthen linkages are as follows:

1. Improvement of port facilities to strengthen linkages among Coron, Taytay, Roxas, Puerto Princesa in the Sulu Sea side.
2. Improvement of port facilities to strengthen linkages among Busuanga, El Nido, Port Barton and Sabang in the South China Sea side.
3. Improvement of water transportation by employing better and larger boats which can safely navigate greater distances without being affected by weather conditions. In purchasing such boats, a new loan program shall be established to strengthen local industries.

## (3) Land Transportation

No tourism roads that shall connect the tourism clusters by the year 2010 have been proposed. The reasons for this are: 1) travel time reduction is limited only along the national road, 2) reduced travel time will benefit only budget-conscious tourists, 3) concreting the national road from

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1/ This corresponds to the policy of Provincial Government that Taytay area would function as the regional development center in Northern Palawan. It is intended that further study will be conducted to determine its viability from economic and environmental viewpoints.

Puerto Princesa to El Nido will be implemented from the regional development perspective, 4) major tourism development of San Vicente and Roxas Tourism Clusters, where land access from Puerto Princesa is possible, is being eyed in the post-long term phase.

### 3) Intra-Cluster Transportation Network

Appropriate transportation network connecting tourism spots is a prerequisite of tourism development. Comfortable and convenient means of transportation is necessary for a tourism area. In Busuanga Island and on the mainland, substantial improvement in the road network and in vehicles and their operation will be required. Port improvement and the introduction of new boats shall be proposed to connect island resorts and to form better water transportation networks which enhance daytime activities of tourists.

Within major tourism clusters, modes of transportation services shall be diversified to satisfy tourists' various needs. Small aircraft and helicopters for pleasure trips and other uses shall be introduced for this purpose.

#### (1) Air Transportation Network Improvement

The air transportation network connecting major tourism areas and spots within a tourism cluster shall be improved. Since the demand for pleasure flights is expected to rise, small aircraft and helicopters that will promote optional tours shall be introduced by airports, airstrips and heliports.

#### (2) Road Network Improvement

The road improvement projects proposed for tourism development are as follows:

- Busuanga International Airport (upgraded) to Salvacion
- Salvacion-Bacuyan (surface improvement)
- El Nido Poblacion-Yocoton (surface improvement)
- Yocoton to tourism development core area (rehabilitation and surface improvement)
- Salvacion-Sabang (surface improvement)

The above road improvement projects shall benefit local communities as well. To introduce good quality vehicles and better services, DPWH design standard shall be strictly followed.

#### (3) Water Transportation Network Improvement

Tourists to Northern Palawan have a high tendency to use marine resources. Water transportation network improvement shall address these needs by improving and developing port and mooring sites. These will then strengthen the links among tourist attractions, such as small islands and coral reef areas. The improvement of existing boats and the

introduction of new boats for cruising shall also be pursued. A loan program to facilitate the purchase and operation of new boats for cruising and transport purposes shall be introduced. As such, the active participation of local community members in community organizations, such as fisherman's associations or cooperatives, shall be promoted. The following table shows the possible port and mooring site improvement locations:

**Table 3-20 Number of Ports and Mooring Site Improvement Locations**

Tourism Cluster	Number of Sites	Location
Calamian	10	Busuanga Island Gutob Bay Northern Busuanga Southern Coron Northern Linapacan
El Nido	8	Main island and small islands in Bacuit Bay Base Bay Western Linapacan
Taytay	4	Main island Small islands in Taytay Bay
San Vicente	2	Main island and a small island
Roxas	4	Dumaran Islands Small islands in Green Bay
Puerto Princesa	5	Islands in Honda Bay

Source: Study Team

### 3.4.1 Water Supply and Sewerage

#### 1) Water Supply

Development of water supply facilities is limited to poblacion areas in most municipalities. In some areas, logging and kaingin affect the availability of water resources. Water shortage is especially severe during the dry season. The volume of water demanded for tourism development is estimated at 3% of total water demand. Although consistency with regional water supply development plans is still necessary, the volume of water demanded for tourism development is not significantly large, on the average.

In the strategic development areas of Busuanga and El Nido, the percentage of water demanded for tourism development to the municipal totals are 23% and 9%, respectively. To satisfy this large demand, the following measures shall be taken in these strategic development areas (refer to Table 3-21):

Table 3-21 Water Demand (2010)

Municipality	Demand by Community				Demand by Tourism		
	Rural	Urban	Total	Share (% to total)	Volume	Share (% to total)	Total Demand
Busuanga	1,098	807	1,905	77	563	23	2,468
Coron	774	7,669	8,443	99	96	1	8,539
Culion	1,129	1,731	2,860	99	25	1	2,885
Linapacan	534	605	1,139	98	19	2	1,158
El Nido	2,962	2,249	5,211	91	534	9	5,745
Taytay	5,064	6,131	11,195	99	84	1	11,279
San Vicente	1,581	3,866	5,447	98	103	2	5,550
Roxas	4,069	5,738	9,807	99	79	1	9,886
Araceli	984	1,348	2,332	99	18	1	2,350
Dumaran	2,072	643	2,715	100	6	0	2,721
Puerto Princesa	3,504	23,187	26,691	98	668	2	27,359
Total	19,702	48,236	67,938	97	2,116	3	70,054

Source: Study Team

### (1) Western Busuanga Area

- a) Distribution of Water Resources: The water resources inventory by municipality identified five locations of water sources. Within the development area, three water sources of substantial quantity are found. The Busuanga river runs between Old Busuanga and Salvacion; the Chinobayan waterfall is in New Busuanga; and the Buluang river is in Buluang. However, areas served by these water sources are limited.
- b) Existing Plans: The plan in SPIAD is to install Level II water systems in Old Busuanga, New Busuanga and Buluang by the year 2010. In Salvacion, the existing system shall be rehabilitated by the year 2005. Its expansion to 807 m<sup>3</sup>/day shall be implemented by the year 2010.
- c) Water Resources and Supply Facility Development: To promote the development of de luxe to standard class resorts in the area, water supply requirements are estimated at 25 m<sup>3</sup>/day for the short-term, 260 m<sup>3</sup>/day for the mid-term and 500 m<sup>3</sup>/day for the long-term. Water resource and supply facility development shall be done in conjunction with the mid and long term regional water resource and supply development plans. Its implementation shall be closely coordinated with DPWH, the provincial government and the municipality of Busuanga.

### (2) Northern El Nido

- a) Distribution of Water Resources: Water supply in the area comes from open wells (75%), pumped wells (20%) and surface water (5%). A water reservoir was developed along the river, north of the poblacion close to the Lio airstrip. However, a water distribution facility is yet to be developed.

The municipal government identified five springs with adequate volume of water. These water sources are located on the west side of the municipality where major tourism development is proposed. In and around the tourism development area, there are rivers with relatively large catchment areas.

- b) Existing Plans: In Barangay Villa Libertad, a Level II water facility is proposed. Also, in Pasadena, the mid to long term plans include Level II facility development using water sources from three waterfalls—Makalitkalit, Bulalakaw, and Nagtaklaw. In the poblacion areas, Level III facilities using the existing reservoir will be incorporated in the short-term development plans. In the northern part of the municipality, in Barangay Bucana, a Level I facility is being proposed.
- c) Water Resources and Supply Development Network: To promote de luxe to standard class resort development in the Bacuit Bay Tourism Development Core Area, water supply requirements shall be 60 m<sup>3</sup>/day for the short-term, 150 m<sup>3</sup>/day for the mid-term and 200 m<sup>3</sup>/day for the long-term. Water resource and supply facility development shall be tied up with the mid and long term regional water resource and supply development plans, including 25 m<sup>3</sup>/day for existing communities and local cottages. DPWH, the provincial government, and the municipality of El Nido shall coordinate the implementation of these plans.

In the Base Bay area, there is no regional plan for water source and supply development. Private developers shall source their own water requirement from nearby springs and rivers to satisfy their demand of about 30 m<sup>3</sup>/day for the mid-term and 250 m<sup>3</sup>/day for the long term.

## 2) Sewerage

There are neither water treatment facilities nor public sewer system in Northern Palawan. According to the Water Supply and Sewage Plan prepared by the Provincial Government, 27% of the urban population will be served with sewer systems by the year 2010. In the priority target areas of Puerto Princesa, Roxas and Taytay, 50% of the urban population is targetted to be served.

The environmental management plan of this Master Plan suggests that within Conservation Areas and beaches facing Preservation Areas, sewer treatment facilities are necessary for mid- to large-scale facility development, in line with the Enviromental Impact Assessment and its requirements. In the strategic tourism development areas, the following levels of sewer treatment facilities shall be required:

Table 3-22 Sewer Treatment in Strategic Development Areas

Case Study Area	Barangay	Accommodations (No. of rooms)	Capacity
Busuanga West	Buluang	600	285 m <sup>3</sup> /day/60ha
	Old Busuanga	500	220 m <sup>3</sup> /day/46ha
El Nido North	Bacuit Bay	450	200 m <sup>3</sup> /day/32ha
	Base Bay	550	240 m <sup>3</sup> /day/42ha

Source: Study Team

### 3.4.2 Telecommunication and Power Supply

#### 1) Telecommunication

Within the context of the regional development framework, the installation of telephone exchange stations in poblacion areas is planned for the year 2005. Since the tourism industry is a multi-sectoral industry, delay in the installation of these facilities is detrimental to investment promotion efforts. In the strategic development areas of Busuanga and El Nido, the plan implementation schedule shall be accelerated to short-term projects in order to improve the investment climate.

#### 2) Power Supply

Based on the regional power supply development framework, accelerated development of 24-hour power supply will be required in the strategic development areas.

(a) Busuanga West Case Study Area: In the mid-term, the power supply system in the northwestern part of Salvacion, as part of the Coron Grid System, shall be developed. Meanwhile, BISELCO shall undertake power line installation as its short-term development project. At the same time, utilization of the remaining capacity of the existing generator and expansion of the capacity in Salvacion shall meet the demand of tourism development.

(b) El Nido North Case Study Area: In poblacion El Nido and the north, the grid system shall be expanded. The plan also calls for utilization of the remaining capacity and expansion of the existing generator.

### 3.4.3 Waste Disposal

The environmental management plan proposed a sanitary landfill system which will be necessary as the area progresses. In the regional development plan, measures toward solid waste disposal are discussed. For tourism purposes, "Clean and Green" and other town and beach beautification and clean-up campaigns shall be supported not only by resort owners but also by LGUs, NGOs and local communities.



### **3.5 Tourism Facilities Development**

#### **3.5.1 Tourism Facilities Development Considerations**

##### **1) Development Principles and Objectives**

The development principle is to actively use abundant natural resources in environmentally sustainable ways. Marine and terrestrial natural resources including landscapes unique to the area shall be actively used in ways that will be environmentally sustainable.

The twin objectives are to create more employment opportunities and to make Palawan increasingly known. Tourism facilities shall be developed in such ways as to benefit the local as well as the regional economies by attracting tourists and by promoting cultural and human exchange. Through such exchanges, information regarding Palawan tourism and its precious natural resources will be recognized. An additional effect of these exchanges is the provision and dissemination of information on environmental conservation and preservation.

##### **2) Development Concept of Tourism Facility**

In order to invite substantial numbers of tourists, it is important that tourist attractions are of high quality, and at the same time, tourism facilities are developed to create new attractions and to promote diversification of tour programs.

Furthermore, the facilities shall be varied. Some of the functional elements of accommodations, including commercial and recreational purposes, human exchange, contact with nature and experiencing and learning about nature attractions are to be integrated with facility development. Also, combining different types of tourism facilities is significant to raising the quality and increasing the choices of tourists. In the final analysis, combination of tourism facilities raise the attractiveness of a tourism area.

#### **3.5.2 Classification of Tourism Facilities**

##### **1) Classification of Tourism Facilities**

The following facilities are proposed to be diversified or combined.

- (a) Indoor Facility: In areas where most attractions are nature-oriented, weather conditions affect tourists' decisions and affect the number of arrivals. Therefore, an indoor-type tourism facility is proposed to minimize the effect of weather changes on tourist arrivals.

- (b) Accommodation: A resort complex composed of island/beach resorts with amenities, such as marine sports, beach recreation and commercial facilities is proposed. In the gateways and tourist towns; urban resort type of accommodation facilities are proposed to satisfy business and convention needs.
- (c) Commercial: Commercial facilities shall be differentiated by distinct characteristics such as indoor views or scenery, dining or specialty goods with unique designs featuring Palawan's natural and cultural characteristics.
- (d) Sports/Amusement: To obtain more effective economic returns, sports and recreational facilities are proposed which provide environmental learning opportunities.
- (e) Experience/Education: Information dissemination on existing facilities for education and active participation in sports in natural environment are proposed as a way of promoting the unique natural environment and culture for international and regional cultural exchange.

The tourism facilities have been further classified in relation with possible tourism activities (refer to Figure 3-21).

## 2) Concept for Tourism Facility Development

### (1) Resort Development Concept

- a) Island Resort: Small islands have high-quality resources such as beaches and corals. However, the hinterland of beaches and flat areas are relatively small, and often careless development affect the fragile island ecosystem. To minimize any adverse impact on the natural environment, the development of high quality single-story, cottage-type accommodations with adequate sewer treatment systems is recommended (refer to Table 3-23)
- b) Beach Resort: Compared with island resorts, beach resorts have larger lots for development as in the case of Busuanga Island and the main island of Palawan. Therefore, high-density hotel type beach resorts are planned. The number of floors of beach resorts will depend on the condition of beaches (refer to Table 3-24).
- c) Local Resort: No facilities are specifically planned as necessary for local resorts. A concentration of local resorts in an area may become a source of water pollution. Local governments should see to it that resort owners should treat wastewater from their resorts.

Figure 3-21 Composition of Tourism Facilities vis-a-vis Tourism Activities

Major Tourism Activities			Tourism Facilities	
Marine	Coast/ Island Beach Activities	Sports/ Recreation	- Swimming - Sunbathing - Walking - Surfing - Boardsailing	- Resort Amenities - Resting Amenities
			- Picnic - Island Hopping	
		Scenery	Sightseeing for: * White Sand Beach * Coral Reef * Mangrove Forest * Characteristic Shape of Islands * Mountain Cliff * Sunset View	
	Sea Activities	Sports/ Recreation	- Yachting - Cruising ( Sightseeing/Dinner) - Fishing - Glass Boat - Snorkelling - Scuba Diving - Mask Diving	- Pleasure Boat Base * Marina - Boat Transportation Base * Pier
		Scenery	Sightseeing for: * Coral Reef * Characteristic Shape of Islands * Mountain Cliff * Sunset View	
Inland	Suburban Area	Sports/ Recreation	- Playing Golf/Tennis - Enjoying Hot Spring	- Golf Course/Tennis Court - Spa Resort
	Mountain/ Forest	Recreation	- Contacting with Indigenous Nature/ Traditional Culture - Trekking	- Env. Research Center - Nature Park - Aquarium - Traditional/Cultural Village - Trekking Trail
	River/Lakeside	Recreation	- River Cruise - Picnic	- Boat Transportation Base - Picnic Park
	Hilltop	Scenery	- Sightseeing for Panoramic View * Bay Area * Mountain/Forest	- Observatory
		Scenery	- Sightseeing for Core Zone	- Air Sightseeing Base * Heliport
Others		Service/ Recreation	- Shopping/Eating	- Shopping Amenities: * Shopping Mall * Fisherman's Wharf * Souvenir Shop

Source: Study Team

Table 3-23 Island Resort Development Concept

Class:	De luxe class international
Form:	One story cottage
Services:	24-hour power and water Long-distance and international calls Air conditioning Emergency generator First aid Laundry
Auxiliary Facilities	Restaurant, bar, souvenir shop, beauty salon, playroom, water activity equipment, waste water treatment
Others:	Desalination plant Tennis courts (if land is available) Swimming pool (if land and water are available)

Source: Study Team

Table 3-24 Beach Resort Development Concept

Class:	De luxe or standard class or combination of both (large-scale development)
Form:	One to four story hotel type
Services:	24-hour power and water Long-distance and international calls Air conditioning First aid Laundry
Auxiliary Facilities	Restaurant, bar, souvenir shop, beauty salon, playroom, water activity equipment, waste water treatment
Others:	Tennis courts (de luxe class) Swimming pool (de luxe class) Convention facility (de luxe class)

Source: Study Team

(2) Facilities to Enhance Daytime Tourist Activities

- a) Sea Transportation Network: Marinas are proposed in the context of sea networking development. A marina is not simply a recreational facility. It functions as a transportation node as well. By developing marinas as a way of linking tourism spots, a variety of tourist activities becomes possible.
- b) Sports and Recreation in Inland: Both indoor and outdoor facilities are considered. Golf course development is profitable and employs more people than any other type of facility development. Trails for horse back riding is another outdoor facility being considered. Observatories and picnic areas enhance tourists' nature experience. An aquarium proposed as an indoor attraction can be used for marine environmental education as well.

- (c) Learning: Learning is one motivating factor for tourists to travel and resorts offer much learning opportunities to the tourist. Learning may be classified as direct or indirect. In the case of environmental education, direct learning may involve hiking in a tropical forest while indirect learning may mean buying goods made out of forest products. The development of facilities should involve linking ecologically important areas in such a way as to allow tourists to enjoy the surroundings both directly and indirectly.

The proposed Environmental Research Center shall provide both direct and indirect experience with nature. The research center on marine and terrestrial environmental protection is not only academic-oriented but tourism-oriented as well. The Nature Park is an outdoor facility which makes the learning experience fun.

### 3.5.3 Basic Requirements for Facility Development

The basic development direction for tourism facility development is to minimize adverse impact on the natural environment, including the landscape. Major tourism facilities to be considered in each tourism cluster have been identified (refer to Table 3-25, Table 3-26, Table 3-27, and Table 3-28).

Table 3-25 Tourism Facilities: Calamian Tourism Cluster

Major Purpose	Facilities	Description
Environmental Education Research Training Recreation	Calauit Animal Orphanage	To raise young animals and rehabilitate wounded animals before releasing them to nature
Culture	Calauit Environmental Seminar Center	
Environmental Education Research Training Recreation	Busuanga Inland Nature Park Bird (Parrot) Park Butterfly (Indigenous Insect) Farm Botanical Garden	A facility to introduce terrestrial environment informally with some entertainment value to visitors Operation and management is linked to the Palawan environmental research/conservation complex. New souvenir development with animal motif
Breeding Recreation	Turtle Hatcheries	To research on and introduce turtle behavior
Recreation	Calauit Safari Touring Path	To encourage horse-back riding in Calauit park To experience the natural environment
	Observatory/Resting Places/Picnic Park	Trekking route in the tropical rain forest
Sports/Recreation	Golf	Marina development seeks to promote attractions such as game fishing and a boat cruise to Cagayancillo islands and Tubbataha reef.
Marine Sports/Recreation	Santa Rita	An indoor facility is not affected by weather. A marine research featuring corals shall become the symbolic attraction.

Source: Study Team

Table 3-26 Tourism Facilities: Taytay/El Nido Tourism Cluster

Major Purpose	Facilities	Description
<b>Taytay</b>		
Recreation	Taytay Fort Observatory	Renovation
Environmental Education Research Recreation	Lake Manguao Fresh Water Environmental Research Center Lake Manguao Picnic Park	Protection of fresh-water ecosystem Environmental research
Tourist Services	Tourist Office	A tourist office in the town proper
	Information Center	The information center in Puerto Princesa airport shall include holistic tour information in Northern Palawan.
Others	Townscape Improvement	Upgrading of sidewalks, street lights and trees on the streets
	Improvement of Sandoval Airstrip	Drainage facility for the runway Terminal facility
<b>El Nido</b>		
Environmental Education Research Training Recreation	El Nido Turtle/Dugong Museum	To show turtle nesting and habitation of Dugong by video and other media
Sports/Recreation	Golf Link (18 holes)	To develop attractions for large scale resort development
Recreation	Spa Resort	
	Orchard Garden	To develop local fruits To develop dishes and desserts using these fruits
Marine Sports/Recreation Transportation	Yocoton Marina	Better access to Calamian Islands, Bacuit Bay, western Linapacan, San Vicente, Port Barton and St. Paul National Park. Take advantage of tranquil environment of the area Proximity to Base Bay hotel development area
Cultural/ Recreational	Tagbanua Traditional Cultural Village (Cabuil Bay)	Cultural exchange and awareness campaign for preservation of indigenous culture and traditions
Shopping Recreation	Yocoton Nido Center/ Restaurant	Introduction of edible bird nests and dishes to the public
	Liminangcong Fish Produce Center	A resting spot for Bacuit Bay cruise
	Cadlao Island Seafood Restaurant	Sunset view of hotel development area
	Base Bay Fisherman's Wharf/Shopping Center	To increase the attractiveness of the coastal resort
	Lamarao Beach Shopping Center	An independent commercial facility is necessary since the distance from Base Bay is about 18 km
Recreation	El Nido Waterfall Trekking Trail	To experience the beauty of Bolalacao and Nagkalit-kalit falls
Tourist Services	Tourist Office	A tourist office in the town proper
	Information Center	The information center in Puerto Princesa airport shall include holistic tour information in Northern Palawan.
Others	Townscape Improvement	Upgrading of sidewalks, street lights and trees and flowers along the streets
	Road Construction	New road construction and upgrading to link tourist spots
	New El Nido Feeder Airport	Expansion of the runway to 3,000 meters

Source: Study Team

Table 3-27 Tourism Facilities: Roxas/San Vicente Tourism Cluster

Major Purpose	Facilities	Description
<b>Roxas</b>		
Culture Shopping	Roxas Manegal Fiber Handicraft Center	Handicraft center in the Roxas town proper to develop handicrafts using Manegal fiber
	Palawan Cultural Village	To raise awareness of indigenous communities and to introduce their culture, the Palawan Cultural Village is proposed near Sabang.
Transportation	Green Island Bay Island Hopping and Ilian River Cruise	To create a transportation node for island hopping and the Ilian river cruise
Cultural Recreation	Tinintian Batak Traditional Cultural Village	To raise the awareness of indigenous communities and to introduce their culture, the Tinintian Batak Traditional Cultural Village is proposed in a village near Tinintian
Tourist Services	Tourist Office	A tourist office in the town proper
Others	Townscape Improvement	To upgrade sidewalks, street lights and trees along the streets
<b>San Vicente</b>		
Transportation Recreation	Port Barton Sea Transportation	Pier and/or mooring site development
Tourist Service	Tourist Office	A tourist office in the town proper

Source: Study Team

Table 3-28 Tourism Facilities: Puerto Princesa Tourism Cluster

Major Purpose	Facilities	Description
Environmental Education Research Training Recreation	Palawan Environmental Research/Conservati on Complex	An environmental research center on ecological survey and research of unique places in Palawan. A possible location is Iwahig or the bay area. An education, information dissemination facility, and training center as an annex to the environmental research center
Culture	Iwahig Penal Colony	The existing facility shall be improved to exhibit and sell handicrafts produced in the colony. A restaurant for tourists that will serve meals using agricultural products produced in the colony
Education Recreation	Irawan Crocodile Farm	The existing facility is not designed for tourism since the farm was originally designed only for research. The existing facility shall be improved to include a "fun" part in the farm as an added tourist attraction. Upgrading the facility shall include a new viewing space, souvenir shop and rest area.
Environmental Education Breeding	Iwahig Nature Park Bird (Parrot) Park Butterfly (indigenous insects) Farm Orchard Garden	A facility to introduce terrestrial environment informally with some entertainment value to visitors Operation and management is linked with the Palawan environmental research/conservation complex. New souvenirs using animal motif shall be developed.
Recreation	Iwahig Riverside Pinch Park	A pool (river), resting area and toilet are available. A restaurant, kiosk and barbecue sites are added to existing facilities. A management office, appropriate signs for trail and instruction on the use of the park shall be put up.
Recreation	Iwahig Mountain Nature Trail	Trekking route in the tropical rain forest
Marine Sports/Recreation		Marina development to seek and promote attractions such as game fishing and boat cruises to Cagayancillo islands and Tubbataha reef
Recreation Education Research	Honda Bay Coral Aquarium	An indoor facility is not affected by changes in weather conditions. Marine research featuring corals becomes the symbolic attraction.
Sports/Recreation	Golf Link (18 Holes)	Improvement of the existing golf link (9 holes) near Puerto Princesa airport as an urban resort attraction
Culture Shopping	Puerto Princesa Traditional Handicraft Center	Upgrading quality, design and variety of existing handicrafts A facility that promotes the natural environment by producing handicrafts, accessories, photographs, pictures and motif goods featuring animals and insects unique to Palawan shall be established.
	Palawan Cultural Village	The Palawan Cultural Village near Sabang is proposed to raise the awareness of indigenous communities and to introduce their culture.
Transportation	Sea Transportation	New pier development in Sabang and Honda Bay to increase accessibility to the underground river and islands in Honda Bay
Recreation	Observatory	Roadside observatories to view Honda Bay and Cleopatra Needle along the way from Puerto Princesa to Sabang
Tourist Services	Tourist Office	A tourist office in the town proper
	Information Center	The information center in Puerto Princesa airport shall include holistic tour information on Northern Palawan
Others	Townscape Improvement	Upgrading of sidewalks, street lights and trees and flowers on the street
	Road Construction	New road construction and upgrading of tourist spots
	Airport Expansion	Expansion of the runway to 3,000 meters

Source: Study Team



## **3.6 Suitable Tourism Development and Management**

### **3.6.1 Proposed Administrative Framework**

#### **1) Tourism Organizations**

In order to guide the implementation of the proposed master plan, the overall administrative framework for tourism development and management in Northern Palawan has been tentatively worked out (refer to Figure 3-22). The figure shows conceptually the roles and responsibilities to be shared by all possible relevant bodies, including central and local government agencies, communities, private sector, and NGOs. These roles and responsibilities range from policy setting through planning, implementation, promotion, human resource development, among others, to environmental management.

DOT is the central agency to formulate appropriate tourism policies in coordination with all relevant agencies and stakeholders, while actual planning will be done more with the initiative of provincial and municipal governments wherein local communities be fully involved. Roles in implementation of the developments, including infrastructure, land acquisition and tourism facilities should be properly shared depending upon the features of the projects. It is important to note that the development of infrastructure and tourism facilities should be undertaken in an integral manner so that tourism developments would not be isolated from the overall socioeconomic development of the area but generate significant spillover effects in the community, whoever is the main player of the development. Role-sharing between public and private sectors and between developer and community is a key aspect to be worked out for each case of development.

The basic roles of the government sector are as follows: Central governments should be responsible for clear policy setting, establishing workable institutional framework, promotion, human resource development and timely implementation of major infrastructure, particularly at institutional and regional levels. Provincial government and PCSD should play a more concrete role of materializing the developments in such a way that the areas and communities are benefited. Municipal governments and local communities should fully involve themselves in this process so that they can participate in the developments and management in real terms. Not only the benefits but also the costs of the development shall be shouldered equitably.

Private sector's role in tourism developments is very important. In reality, the success of tourism development plan is largely dependent upon how to attract quality investment, operation and management of private sector, how to maximize the benefits from the investments of private sector by local communities and how to make use of the abilities of the private sector in socioeconomic development and environmental management of the area. If private sector developments are properly guided through adequate institutional framework, investment guidelines and community support, they can play a wide range of activities which can benefit the area and the local community.

Figure 3-22 Administrative Framework for Tourism Development and Management

	DOT	PCSD	Prov'l Gov't	Local Gov't		Local Community	PTA	Private Sector	NGO	
				Municipality	Barangay					
Tourism Policy	●	○	○	○	□	□			□	
Tourism Development	Planning	● NEDA	○	●	●	■	■		□	■
	Implementation	○ NEDA								
	- Infrastructure	●		●			■	○		
	- Land Acquisition	○ DPWH DA, DAR			●	○	○	■		
	- Tourism Facilities				○		■	■		
Management				○	○	●		●	□	
Tourism Promotion	●		●	○	○	○		■	□	
Investment Promotion	●		●	○				■	□	
Related Industry Promotion			●	●		○		■	■	
Human Resource Dev't	●	●	●	●		○		■	■	
Environmental Monitoring		●	●	●	●	●		■	■	
Monitoring on Regional Development Framework		●	●	●	○	○		□	■	

Source: Study Team

Legend: ● : primarily responsible  
○ : secondarily responsible  
■ : possible major areas of participation  
□ : possible area of participation

## 2) Role-sharing between the Public and Private Sectors

The roles of the public and private sectors should be more clearly delineated. The former shall be responsible for policy setting, planning, provision of basic infrastructure, land acquisition and control, promotion of tourism, investment and related industries and human resource development, while the latter shall be tasked with the development and maintenance of quality facilities and infrastructure, and more importantly, the management of environment and tourism activities within their respective activity areas, jointly with the local communities. The private sector shall also be guided to make the best use of local resources.

The total investment expected from the undertaking of the master plan has been roughly estimated (refer to table 3.29). The investment costs are broadly classified into three; tourism proper such as hotels/accommodations and their direct ancilliary facilities, tourism facilities and transportation facilities which require a total of P15.4 billion or approximately P7.6 billion, P2.4 billion and P5.4 billion, respectively. The first two of P10 billion come from private sector, while P5.4 billion for transport facilities basically public sector. Without adequate infrastructure, private investment would not be attracted.

**Table 3.29**  
**Tourism Development Costs**

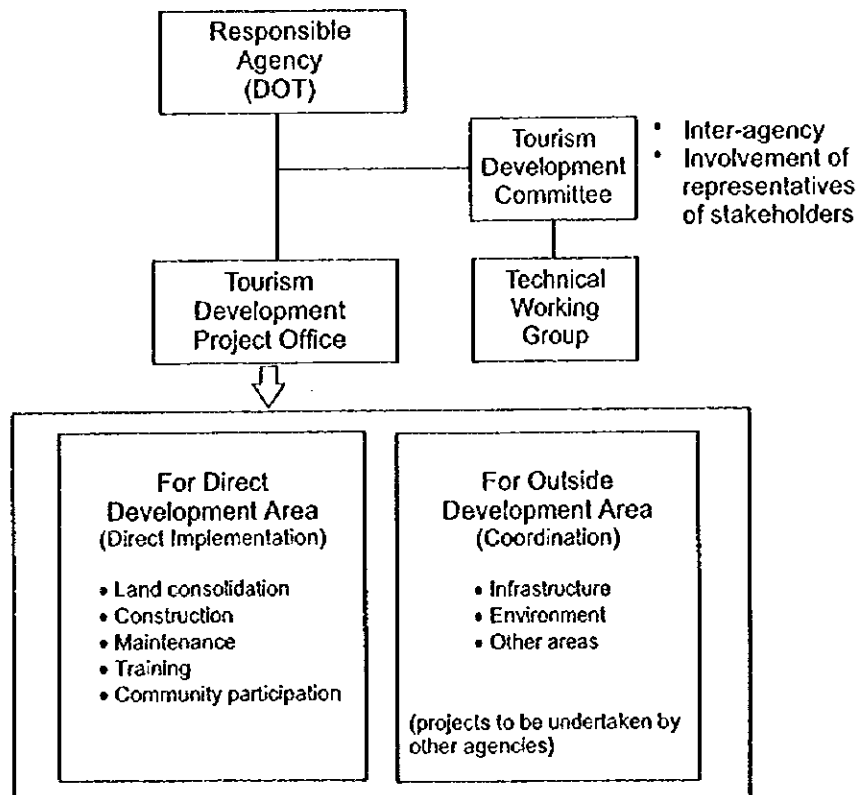
Tourism Cluster	Tourism					Tourism	Total
		Air	Road	Sea	Total	Facilities	
1. PR	2,048	-	410	250	1,410	683	4,141
2. Roxas/San Vicente.	674	-	-	28	28	98	800
3. El Nido/Taytay	2,194	775	250	250	1,275	690	4,159
4. Calamian	2,654	2,000	460	250	2,710	910	6,274
<b>Total</b>	<b>7,570</b>	<b>2,775</b>	<b>1,120</b>	<b>778</b>	<b>5,423</b>	<b>2,381</b>	<b>15,374</b>

Source: Study Team  
exclusive land acquisition cost.

### 3) Proposed Development/Management Organization

In view of the importance of ensuring sustainable tourism development in Northern Palawan, it is proposed that the public sector take the lead in the creation of a tourism development project office. The body will be responsible not only for coordinating development of the project area but also with other relevant areas of development outside the project area. Inter-agency and inter-area coordinations will be ensured by creating a tourism development committee comprising relevant government agencies, LGUs, local communities, private sectors, NGOs, etc. (refer to Figure 3-23).

**Figure 3-23 Organizational Structure for Implementation**



Source: Study Team

#### 4) Participation of Local Communities

The role of local communities and NGOs is wide and far-reaching. Local communities should be more actively involved in tourism development to effectively integrate tourism industry activities with the local socioeconomy. For this purpose, local communities should also upgrade available human resources and local industries in such a way as to comply with the needs of the tourism sector as the tourism sector makes its best effort to tap local resources. The management and operation of tourism areas shall be a major joint undertaking of local communities and the private sector (tourism investors) in the effort to protect their mutual interests against the harmful activities of outsiders. NGO role is particularly important to strengthen the management capabilities of local communities and to bring local issues to the attention of higher authorities.

### 3.6.2 Human Resource and Local Tourism Support Industry Development

#### 1) General

Employment and promotion of local industries serve as link between tourism development and the local socioeconomy. Unless local resources are effectively integrated with the proposed tourism development, the benefits will leak to areas outside Northern Palawan. However, it is also true that unless demand and supply match, external resources will be tapped. The development of human resource and local tourism support industries is critical.

#### 2) Human Resource Development

Direct and indirect employment due to the proposed tourism development is estimated at 15,000 to 16,000. Direct employment generated from hotel/resort development requires a total of 10,900 personnel in various areas of operation such as management/administration, restaurant/kitchen, housekeeping, gardening, maintenance and support tourism activities. The manpower complement can be broken down into the following levels: 1,600 for management/middle management levels; 1,600 for technical/supervisory level; and 3,300 for skilled and 4,400 for semi-skilled/unskilled levels. Indirect employment includes those in other tourism industries.

In order to meet local demand for employment, existing educational institutions shall be strengthened and adequate vocational training/educational facilities shall be provided. Palawan State University, Palawan Polytechnic College, etc. should be properly equipped for higher qualification needs (refer to Table 3-29). To further ensure employment and development of local human resources, guidelines specifying employment quota and in-house training, etc. should be drawn while tax incentives may be provided in return. Since human resource development is a lengthy process, action should be taken at an early stage.

**Table 3-30 Estimated Training/Education Needs**

Area	Total Demand	Training Expenditure Needs/Year	Possible Institutions
1) Middle	2,500	200	• Strengthening of existing university/colleges
2) Administrative/ guest services	2,500	200	• Vocational training
3) Kitchen/restaurant	3,000	150-200	• Vocational training
4) Housekeeping	650	100	• On-the-job training
5) Gardening	2,000	50	• Vocational training
6) Maintenance	900	100-150	• Vocational training
7) Environment	-	100	• Vocational training

Source: Study Team

### 3) Local Tourism Support Industry Development

By the year 2010, 250,000 foreign and 150,000 domestic tourists are expected in Northern Palawan. These tourists are estimated to spend ₱10 billion for different services such as transportation, accommodations, food/beverage, optional tours and shopping/souvenirs. The corresponding support industries should be developed to effectively maximize benefits from the projected tourism expenditures (refer to Table 3-31).

**Table 3-31 Estimated Expenditure of Tourists, 2010**

Item/Service	Total Tourist Expenditure		Estimated % Spent in Palawan	Contribution to Local Economy (₱ billion)
	₱ billion	(%)		
1) Transportation	2.0	20	20	0.4
2) Accommodations	2.5	25	80	2.0
3) Food/Beverage	1.5	15	60	0.9
4) Optional Tours	2.0	20	70	1.4
5) Shopping/Souvenir	2.0	20	40	0.8
<b>Total</b>	<b>10.0</b>	<b>100</b>	<b>-</b>	<b>5.5</b>

Source: Study Team

### **3.7 Tourism Promotion and Marketing**

#### **3.7.1 Target Markets**

##### **1) Foreign Tourism Market**

###### **(1) Sightseeing and Beach Holiday Tourism Market**

The East Asian countries like Japan, Korea, Taiwan and Hong Kong are the strategic target markets for sightseeing and beach holiday tourism. Marketing and promotion shall be extended to ASEAN, Europe, North America, Oceania and other regions of the world.

###### **(2) Special Interest Tourism Market**

Natural ecosystem, fauna and flora, traditional culture and other rare and precious natural and cultural tourism resources are to be used under careful conservation and preservation management. Tourism activities such as nature observation and exploration tours, fauna and flora watching, mountain climbing, diving and cultural expeditions should be accompanied by qualified tour guides who have sufficient knowledge of natural and cultural environments and foreign languages. These are strategically targeted to North American and European countries and the environmentally-conscious tourist markets in East Asia.

###### **(3) Convention and Incentive Tourism Market**

The Puerto Princesa gateway shall be strengthened to attract the convention and seminar markets. The holding of conventions and seminars related to environmental protection shall be encouraged in Northern Palawan. Other conventions and seminars shall be promoted in ASEAN and East Asian regions where economic and human resource exchanges are in progress.

###### **(4) Business Traveler/Tourist Market**

In Manila, there are business travelers from Europe and North America with high incomes and education. This market shall be explored and captured by offering customized environment tour programs.

##### **2) Domestic Tourism Market**

###### **(1) Sightseeing and Beach Holiday Tourism Market**

The target of high quality beach holiday tourism is the young to middle-aged Filipino in Metro Manila who higher education and income. Puerto Princesa and Roxas shall be marketed to middle-class urban residents in Manila and other urbanized areas of the Philippines.

**(2) Special Interest Tourism Market**

The target market of special interest tourism is the young to middle-aged Filipino with high educational attainment and income.

**(3) Convention and Incentive Tourism Market**

In the gateways to Northern Palawan, Puerto Princesa and Busuanga, facilities for conventions and seminars shall be strengthened to attract the active convention and seminar markets in the Philippines. Marketing shall be strategically targetted to conventions and seminars on environmental protection.

**(4) Student Market for Environmental Education**

As in the market for special interest tours, the natural ecosystem, fauna and flora, traditional culture and other rare and precious natural and cultural tourism resources shall be promoted to students of environmental education.

Nature observation and exploration tours, fauna and flora watching, mountain climbing, diving and cultural expeditions shall emphasize the significance of environmental and cultural protection in the Philippines as well as serve as means of educating and raising the awareness level of students on environmental protection.

**3) Major Tour Programs and Tourist Destination**

The target lengths of stay are set by examining detailed tour programs in each cluster (refer to Tables 3-32 and 3-33). A tour program is also drawn up corresponding to foreign and domestic tourists for each tourism cluster (refer to Table 3-34).

Table 3-32 Target Length of Stay by Cluster

Cluster	Length of Stay
PPC Tourism Cluster:	3 to 5 days
Roxas Tourism Cluster:	3 days
San Vicente Tourism Cluster:	3 days
(Isolated beach resort in Dumarán: 3 days, Destination for special interest in Araceli: 4 to 5 days)	
Taytay Tourism Cluster:	4 to 5 days
El Nido Tourism Cluster:	4 to 5 days
Calamian Tourism Cluster :	4 to 6 days

Source: Study Team

Table 3-33 Tour Programs

Program	Level	Destination	Length of Stay in Palawan (days)
Single Destination Program	Major	• Calamian Tourism Cluster	5 - 6
	Minor	• El Nido Tourism Cluster • PPC Tourism Cluster • Taytay Tourism Cluster	5 5 5
Double Destination Program	Major	• El Nido Tourism Cluster/PPC • Calamian Tourism Cluster/PPC • Roxas Tourism Cluster/PPC • San Vicente Tourism Cluster/PPC	6 - 7 6 - 7 5 - 6 6 - 7
	Minor	• Taytay Tourism Cluster/PPC • Dumarán/PPC • Araceli/PPC	7 - 8 6 - 7 7 - 9
Single Destination Program	Major	• Calamian Tourism Cluster • El Nido Tourism Cluster • PPC Tourism Cluster • Roxas Tourism Cluster • San Vicente Tourism Cluster	4 4 4 3 4
	Minor	• Taytay Tourism Cluster • Dumarán • Araceli	4 3 4 - 5
Business and Convention		• PPC Tourism Cluster • Calamian Tourism Cluster • El Nido Tourism Cluster	3 3 3

Source: Study Team



Table 3-34 Possible Main Tour Programs and Tour Routes

	Route 1			Route 2			Route 3			Total No of Tourists (000)
	Route	AL <sup>1/</sup>	No of Tourists <sup>2/</sup> (000)	Route	AL <sup>1/</sup>	No of Tourists <sup>2/</sup> (000)	Route	AL <sup>1/</sup>	No of Tourists <sup>2/</sup> (000)	
<b>A. Foreign Tourist</b>										250.0
1. Single Destination Program										187.0
• Major Tour Program										177.0
11 Busuanga T.C	<>Mia<>Busuanga/5	5	35	<>Busuanga/8	6	20	>PPC>Busuanga/5 (or Mia)	6	10.0	65.0
12 El Nido T.C	<>Mia<>El Nido/5	5	30	<>PPC<>El Nido/5	5	20	<>Busuanga<>El Nido/5	5	5.0	55.0
13 PPC T.C.	<>PPC/5	5	25	<>Mia<>PPC/4	5	27	>Other>PPC/4	5	5.0	57.0
• Minor Tour Program (for special interest)										10.0
14 Taytay T.C.	<>PPC<>Taytay/5	5	8	<>Busuanga<> Taytay/5	5	2	>PPC>Taytay/5 Busuanga>	5	2.0	10.0
2. Double Destination Program										63.0
• Major Tour Program										56.0
21 El Nido T.C./PPC T.C	<>PPC/3<>El Nido/4	7	80	>PPC/2>El Nido/4 Manila	6	80	>PPC/2>El Nido/4 Busuanga/1	7	1.0	17.0
23 Roxas T.C./PPC T.C.	>PPC/2>Susuanga/5>	7	30	>Busuanga/5> PPC/2>	7	30	>Mia>Busuanga/4> PPC/2>	6	4.0	10.0
23 Roxas T.C./PPC T.C	<>PPC/3<>Roxas/3	6	50	>Mia>Busuanga/1> Roxas/3>PPC/2>	6	100	>Busuanga>Roxas/3> PPC/2>	5	1.0	16.0
24 San Vicente T.C./PPC T.C	<>PPC/3<>SVicente/4	7	40	>Mia>Busuanga/1> SVicente/3>PPC/2>	6	80	>Busuanga>SVicente/4> PPC/2>	6	1.0	15.0
• Minor Tour Program (for special interest)										
25 Taytay T.C./PPC T.C	<>PPC/3<>Taytay/5	8	10	<>Mia>PPC/3<> Taytay/4	7	05	>PPC/3>Taytay/4> Busuanga>	7	0.5	2.0
26 Dumaran/PPC T.C	<>PPC/3<> Dumaran/3	6	10	<>PPC/3<>Roxas/1<> Dumaran/3	7	0.5	>Mia>Busuanga/1> Dumaran/3>PPC/3>	7	0.5	2.0
27 Araceli (beach/diving) PPC T.C	<>PPC/3<>Araceli/4	7	15	<>PPC/3<>Roxas/1<> Araceli/5	9	0.5	>Mia>Busuanga/1> Araceli/4>PPC/3	8	1.0	3.0
<b>B. Domestic Tourist</b>										150.0
1. Major Tour Program										14.0
1.1 Busuanga T.C	Mia<>Busuanga/4	4	140	Cebu/other<> Busuanga/4	4	20				16.0
1.2 El Nido T.C.	Mia<>El Nido/4	4	150	Cebu/other<> El Nido/4	4	25				17.5
1.3 PPC T.C.	Mia<>PPC/4	4	440	Cebu/other<> PPC/4	4	35				47.5
2.2 Roxas T.C.	Mia<>PPC<>Roxas/3	3	60	Mia<>Busuanga<> Roxas/3	3	15	Cebu/other<>Roxas/3	3	3.5	8.0
2.3 San Vicente T.C	Mia<>PPC<> SVicente/4	4	100	Mia<>Busuanga<> SVicente/4	4	30	Cebu/other<> SVicente/4	4	2.0	15.0
2. Minor Tour Program										5.5
2.1 Taytay T.C.	Mia<>PPC<> Taytay/4	4	30	Mia<>Busuanga<> Taytay/4	4	0.5	Cebu/other<>Taytay/4	4	-	3.5
2.4 Dumaran B.H.	Mia<>PPC<> Dumaran/3	3	10	Mia<>Busuanga<> Dumaran/3	3	-	Cebu/other<> Dumaran/3	3	-	1.0
2.5 Araceli (beach/diving)	Mia<>PPC<> Araceli/5	5	10	Mia<>Busuanga<> Araceli/5	5	-	Cebu/other<>Araceli/4	4	-	1.0
3. Business/Convention Tourist										43.5
3.1 Busuanga T.C	Mia<>Busuanga/3	3	250	Cebu/other<> Busuanga/3	3	55				30.5
3.2 El Nido T.C	Mia<>El Nido/3	3	40	Cebu/other<> El Nido/3	3	10				5.0
3.3 PPC T.C.	Mia<>PPC/3	3	40	Cebu/other<> PPC/3	3	10				5.0
<b>Total</b>			246.5			120.0			33.5	400

Source: Study Team

1/ average length of stay in Northern Palawan (in days)

2/ number of tourists per year

Note: /3 = average length of stay in each tourism cluster (T.C). <> = to/from

### 3.7.2 Promotion and Marketing Strategies

#### 1) Strategies

DOT and its affiliate, the Philippine Convention and Visitors Corporation are the agencies that promote tourism in the Philippines and around the world. The overseas office of DOT has not only been promoting tourism but it has also been carrying out investment promotion efforts. The involvement of the provincial government is critical in establishing Northern Palawan as an international tourist destination. The provincial government and the Department of Tourism must cooperate in developing more aggressive tourism promotion activities.

The phases of promotion are as follows:

Phase 1	Raise the level of recognition as an international destination
Phase 2	Conduct periodic information dissemination for better understanding of the characteristics and attractiveness of Northern Palawan tourism
Phase 3	Raise the motivation level in visiting Northern Palawan
Phase 4	Develop a variety of tour products to include attractive tour activities in Northern Palawan, and offer them to each market segment in such a way as to match supply and demand
Phase 5	Maintain high quality tourism areas and services in order to raise the level of tourist satisfaction in Northern Palawan

#### (1) Information Dissemination

Information dissemination materials which will enhance the image of Northern Palawan to potential market segments and industry agents such as tour operators are as follows:

- Brochures, maps, image posters and image videos for potential market segments; and
- Tour Operator Handbook (revision and updating of *How to Go to Palawan*) and monthly news letters for tourism industry operators.

## (2) In-depth Understanding

Natural ecosystem, fauna and flora, traditional culture and other rare and precious natural and cultural tourism resources are to be utilized for tourism activities such as nature observation and exploration, fauna and flora watching, mountain climbing, diving and cultural expeditions to achieve more in-depth understanding and appreciation of Northern Palawan.

For potential market segments and travel trade, the following materials shall be produced:

- Brochures, maps, image posters and image videos for potential market segments
- Tour Operator Handbook (revision and updating of *How to Go to Palawan*) and monthly news letters for travel trade

## (3) Motives

In order to motivate tourists to come to Northern Palawan, the following promotion techniques shall be used in appropriate market segments:

- Providing information to industry agents who shall prepare guidebooks and other information materials to tourists;
- Advertising through general magazines, travel information magazines and others;
- Inviting travel writers, photographers and members of the mass-media to conduct familiarization tours. Support publication and broadcasting activities shall be conducted by those visited; and
- Advertising through TV, radio and newspapers is the most effective promotion technique. However, since the costs of such promotional activities are high, these shall be utilized over the long-term, or after 2010.

To encourage the travel trade to produce new tourism products, the following promotion techniques shall be undertaken:

- Advertising through travel trade magazines;
- Conducting familiarization tours for tour agents and operators;
- Participating in travel trade shows and fairs; and
- Deploying inter-agency sales missions (DOT, PCVC, tour agents, tour operators, hotelier and other local businessmen who own tourism-related establishments) to target market segments.

## (4) Purchase

The following measures shall be taken to raise the desire of consumers to buy the tourism products of Northern Palawan:

- Conducting promotional seminars to travel trade operators;
- Promoting international direct flights to Puerto Princesa;
- Establishing special promotion rates on local cottages and restaurants, souvenir shops and airline companies during non-peak months; and
- Supporting tour planning programs for nature-oriented general tourists and special interest tourists.

**(5) Improvement of Services and Quality of Tourism Areas**

Based on the tourism survey, information from friends and families on the attractiveness of a tourism area is one of the main reasons in visiting Northern Palawan. The impact of such means of conveying information is high, therefore, maintaining and improving services and quality of tourism areas becomes a critical promotional tool. The following measures shall be undertaken to improve and maintain services and quality of tourism areas:

- Conducting tourism awareness campaigns to local residents;
- Conducting service improvement campaigns on owners of tourism and tourism-related industries; and
- Developing a manual on how to entertain tourists and guests and how to conduct staff training programs, and maintaining an incentive and reward system for dedicated staff. The manual shall be prepared by the Palawan Tourism Council.

**2) Promoting Environmental Education Tours for Students in the Philippines**

Environmental education tours for students in the Philippines are important not promotional purposes but also for long-term human resource development. Educational tours are a means of inculcating in young minds the value of environmental protection and natural and cultural resource management. Such tours which shall be organized by schools shall also raise the awareness of students of their own cultural heritage and the richness of their country's resources. Likewise, the integration of such tours in the curricula of elementary and secondary schools shall be supported.

**(1) Conducting Environmental Protection Tours in School Curriculum**

Environmental experts from PCSD and/or NGOs shall explain the current condition of the natural and cultural environment in Northern Palawan during the environmental tours. Students may join beautification programs organized by municipalities, NGOs and/or local residents.

**(2) Developing environmental education materials for the tour participants**

For the participants of environmental tours, specific environmental education materials shall be provided.

**(3) Establishing a financial support mechanism**

To sustain the tours, transportation and other fees of students and other participants shall be subsidized by the public sector.

**3.7.3 Promotion of Private Sector Investment**

The promotion of domestic and foreign investments in resorts, hotels and other tourism facilities in Northern Palawan shall be initiated and organized by the Department of Tourism, the provincial government, and PCSD. Investment promotion efforts shall include improvement of investment incentives and presenting organized information on the investment environment such as the current status of tourism infrastructure development by the public sector and tourism market demand projections. The following measures shall be undertaken to attract both foreign and domestic investments:

**1) Improvement of Investment Incentives**

The Board of Investments of the Department of Trade and Industry determines the level of investment incentives on tourism estates, investment and renovation of accommodation facilities and transportation services for tourists. The incentives are exempt from income tax for four to six years, and shall include tax exemptions on capital and tax reduction on infrastructure development, salaries of foreign nationals and purchase of machinery and equipment.

Northern Palawan is designated as a tourism promotion area, and thus receives various tax breaks. However, the application of the tax incentive system is skewed toward large-scale and high-quality development, therefore, the incentive system needs the following improvement:

**(1) Incentives on small to medium size high-quality resorts**

The area's tourism incentive scheme includes small beach resorts and island resorts. The inclusion of small to medium size resort development in the tax incentive system is recommended.

**(2) Incentives on sports/recreation facilities and other tourism facilities**

In order to diversify tourism activities, marine and terrestrial sports and recreation activities are planned in Northern Palawan. The private sector is expected to provide the necessary facilities. Tax incentives shall be applied to sustain the development of sports/recreation and other tourism facilities.

**(3) Expansion of tax incentive application on tourism and tourism related industries**

As is the case in Malaysia, tax incentives shall be extended to tour operators, restaurants, souvenir shops, cottages and other tourism-related establishments.

(4) Establishment of Low-Interest Loan Programs to Promote Local Tourism- Related Industries

To promote tourism and regional development, low interest loans with a grace period on repayment can be availed of by tour operators, restaurants, cottages, sea and land transportation services and souvenir shops.

(5) Tax Reduction on Expenditures for Staff Education and Training

The tax on the income of tourism-related establishments which provide education and training programs for their employees shall be reduced.

2) Information Collection on Potential Investors

The regional and overseas offices of the Department of Tourism and the investment promotion departments of embassies and consulates shall collect information on both domestic and foreign investors. This information shall be organized in such a way as to be useful in the production of promotional materials and investment promotion campaigns. The questionnaire shall be sent directly to hotels and recreational facility owners and operators, airline companies and other tourism-related business owners and operators who shall then gather the relevant information from potential investors.

3) Preparation of Promotional Materials

DOT recently came up with *Investment Opportunities in the Philippine Tourism Industry* as a promotional material. To promote private investments in Northern Palawan, a new handbook shall be produced which shall include the following information:

- Statistics on tourist arrivals in the Philippines and in Palawan;
- Summary results of *Annual Visitor Sample Survey*;
- Socioeconomic information on the Philippines and Palawan;
- Tourism resources and activities in Northern Palawan;
- Tourism and tourism-related facilities (hotels, resorts, recreational facilities, restaurants and souvenir shops);
- Discussion on tourism development plans (types of tourism development, infrastructure development plans, accommodation facility development guidelines and image-building campaigns);
- Investment policies, investment incentives, introduction of related laws on investment; and
- Establishment of offices which shall provide sound investment advice

A video showing tourism resources, activities and potential development sites shall be produced.

#### 4) Investment Promotion Missions

Based on investor information gathered by DOT's regional and overseas offices, investment promotion missions shall be sent to target countries and regions. Use of promotional materials such as handbooks and videos shall be maximized during these sales campaigns.

The primary targets of investment promotion are medium to large-scale urban hotel and resort development in Puerto Princesa, medium to large beach resort development in core development areas in the mainland and in Busuanga island and small-scale island resorts. Potential investors are hotel and resort owners and operators who maintain international operations in the East Asian and European countries and in the United States.

International investment promotion missions will be more effective if these were conducted in close coordination and cooperation with the investment promotion agencies of target countries such as OPIC in the United States, DEG in Germany, and JOI in Japan.

### 3.8 Evaluation of the Master Plan

#### 3.8.1 Economic Aspect

The main economic benefits to be derived from the proposed sustainable tourism development of Northern Palawan include revenues from foreign and domestic tourists and benefits owing to a properly conserved environment. Benefits from environmental conservation come in the following forms: sustainable forest cover, reduced nitrogen loss and reduced water loss in forest areas; reduced crop yield loss in lowland areas; and reduced fish catch loss from coastal and reef areas. Meanwhile, costs include construction and maintenance costs for regional infrastructures. The anticipated benefits are high: for instance, tourism benefits will reach approximately P2.6 billion and P11.8 billion in the years 2000 and 2010, respectively, while environmental benefit will be about P1.3 billion a year. The results of cost/benefit analysis show that the proposed development will generate significant EIRR. Even with tourism benefits alone, EIRR is 26.2% (for calculation of EIRR, refer to Appendix D).

The economic benefits from the proposed tourism development in 2010 will amount to P14 billion which is equivalent to 73% of the estimated GRDP of Northern Palawan (P19.2 billion in 2010). Assuming that 31% (refer to Table 3-35) of the tourism benefits and 100% of the environmental benefits will remain in Northern Palawan, benefits from development would roughly come to about P5 billion, meaning that the contribution of the Master Plan would be roughly 26% of the GRDP of Northern Palawan in 2010.

**Table 3-35 Assumed Percentages of Tourist Expenditures which Remain in Northern Palawan**

Expenditure Item	% Composition <sup>17</sup>	% Spent in N. Palawan	% Leaking to Areas Outside N. Palawan	% Remain in N. Palawan
1. Transportation	20	20	80	0.8
2. Accommodation	25	80	60	8.0
3. Food/Beverage	15	60	20	7.2
4. Optional Tour	20	70	20	11.2
5. Shopping/Souvenirs	20	40	50	4.0
Total	100	-	-	31.2

Source: Study Team

<sup>17</sup> based on modification of actual survey data

It can be concluded that the proposed tourism development is highly viable from the economic viewpoint. Although such benefit shall accrue to Northern Palawan, the extent of such benefit depends greatly on how the tourism sector is integrated into economic system of Northern Palawan.

### 3.8.2 Financial Aspect

While the proposed development is highly viable from the economic viewpoint, its financial viability portends difficulties. Without adequate funding, environmental issues may not be sufficiently addressed. Possible sources of revenue to government from the proposed development are the following:

- (a) conventional taxes including (i) corporate income tax from tourism investors, (ii) income tax from tourism personnel, (iii) value added tax, and (iv) property tax;
- (b) a portion of admission fees for the use of tourism facilities, designated parks, etc. which will be run by the public sector; and
- (c) special environmental fees to be charged from tourists.

Tax revenues generated from the proposed tourism development, which shall mostly be collected by the central government, are estimated at roughly P170 million and P860 million in year 2000 and 2010, respectively. On the other hand, the financial requirements for environmental conservation/restoration as well as for basic infrastructure needed for tourism development are P6.2 billion and P7.1 billion in 2000 and 2010, respectively (or an annual average cost during the 1997-2010 period of P450 million and P510 million, respectively.)<sup>17</sup> This implies that conventional taxes alone cannot generate sufficient revenue to cover environmental restoration/conservation and basic infrastructure costs. However, all these costs should not be charged to tourism since the environment has not been damaged by tourism and basic infrastructure does not benefit the tourism sector alone but mostly the regional socio-economy.

<sup>17</sup> Interest rate is assumed at 8% per annum. This is only for rule of thumb.



In truth, local governments have limited financial capability. The total income of eleven (11) municipalities in Northern Palawan is only about P660 million a year. Local governments badly need additional funding to meet the cost requirements of tourism development.

Since the economy and tourism at the national level are expected to benefit from Northern Palawan development, the central government should provide the necessary financing and/or Northern Palawan can create additional income sources by charging users of environment and beneficiaries of environmental conservation. For example, environmental fees may be imposed on tourists as a way of generating additional revenues that can be earmarked for environmental restoration/conservation. Foreign tourists who visited Northern Palawan were asked if they are willing to pay the additional cost on environmental conservation. Seventy percent (70%) of the tourists answered affirmatively, and that they are willing to pay an average of US\$50<sup>2/</sup> per journey. Whether this source can be effectively tapped or not largely depends on the commitment of the government. It is, however, very clear that without further financial support to Northern Palawan neither environmental conservation nor socioeconomic development can be undertaken in a sustainable manner.

### **3.8.3 Social Aspect**

The tourism development proposed in the Master Plan emphasizes the involvement of local communities in the various stages of development to be properly guided and supported by higher authorities, especially by the Provincial Government and DOT. While the private sector tries to utilize local resources as much as possible, local communities can upgrade their resources through direct financial and technical assistance from the government or NGOs. Once this mechanism is in place, the results of the social survey and focused group discussion of the Study indicate that tourism development can be favorably accepted and the benefits to local communities can be maximized. ICCs should also be integrated into this process depending on the willingness of the respective community or group.

### **3.8.4 Environmental Aspect**

The main objective of the environmental assessment of the Master Plan is to identify potential major impacts which have been preliminarily assessed.

**Puerto Princesa Tourism Cluster:** The most critical ecosystems in this cluster are the remaining intact forests found in Iwahig, St. Paul and Cleopatra Needle. Since these terrestrial ecosystems are environmentally delicate and fragile, no major developments should be undertaken and strict EIA should be imposed on any scale of development in these areas. Water pollution in Honda Bay is also critical.

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<sup>2/</sup> This corresponds to only 2.5% of the total travel cost of an average foreign tourist to Northern Palawan.

Roxas/San Vicente Tourism Cluster: No significant adverse impacts on the environment are foreseen. However, the usual EIA process should be done before any kind of development can take place.

Taytay/El Nido Tourism Cluster: Lake Manguao, the only freshwater lake, and El Nido Marine Reserve in Bacuit Bay are special concerns of the Master Plan. Pollution load to the lake should be minimized by restricting effluents from tourism facilities. The same is necessary for Bacuit Bay, following the standards set by DENR. Although no facilities are planned, the coral reef environment in small islands in Bacuit Bay should be protected against harmful activities by enforcing adequate guidelines and by providing qualified guides to tourists.

Calamian Tourism Cluster: Important to the area are soil stability and its valuable terrestrial and marine ecosystems similar to those of other clusters. Extra care should be taken in the construction of facilities through strict enforcement of EIA.

A critical issue to ensure the implementation of the proposed plan is how to finance the plan. As it has been discussed, the estimated costs for environmental restoration and conservation in Northern Palawan are summarized as follows:

- (a) Capital cost necessary for rehabilitation of eroded area..... P4,451 million
- (b) Capital cost for roads rehabilitation.....P 201 million
- (c) Capital costs necessary for other environmental conservation activities, such as Environmental Area (ECAN Zoning), management, protected area management, illegal fishing patrol, etc. .... P 131 million
- (d) Operation and maintenance costs necessary for (c) above...P 35 million/yr.

A potential financial source for environmental management expected from the tourism sector is “environmental fee,” which is defined as a charge to be imposed on tourists (both foreign and domestic) who visit Northern Palawan for their use of rich environment. Assuming that a tourist is willing to pay US\$30 or P780 per trip, the estimated revenue is as follows:

1995	:	54,000 tourists.....	P 52 million
2000	:	85,000 tourists.....	P 66 million
2010	:	400,000 tourists.....	P312 million

This clearly indicates that the capital costs required immediately for rehabilitation of eroded areas, problem roads from environmental viewpoint and other environmental management activities (a total of P4.8 billion) can hardly be covered with the “environmental fee,” since the sizeable amount of environmental fee can only be collected when the number of tourists increase substantially towards the year 2010. Therefore, it is concluded that the costs for environmental rehabilitation and management should be at first almost entirely shouldered by the government as an investment in tourism development which will be returned in the future. And when the tourism is fully developed with recovered environment, the “environmental fee” could become a significant financial source of the government.

It is therefore recommended that the introduction of “environmental fee” should be

further studied. It is tentatively suggested that possible alternative methods to collect the fee are combinations of the following:

- (a) Additional percentages on top of the hotel rates. Advantage of this method is that collection is ensured and amount can be charged in accordance with the room rate (those who use de luxe class hotels pay more than those who use economy class, regardless of nationality).
- (b) Additional percentages on top of various fees for tourism facilities in the form of entrance fee, rentals, utilization, etc.
- (c) Fixed amount at entry points, especially airports.
- (d) Additional percentages on sale of tourism products.

### **3.9 Implementation Strategies of the Master Plan**

In order to achieve tourism development goals effectively, the following measures should be considered:

- 1) Development of high quality diversified destinations with clear appealing images: Main focus should be placed on high quality marine resorts complemented with diversified tourism resources of marine, terrestrial and social environments to meet diversified activities. Development could be large, medium or small-scale depending on the carrying capacity of the area. However, these developments should be coordinated and should create an attractive and adventure-filled image to appeal to the international market.
- 2) Development of integrated transportation system: Accessibility at international, inter-regional as well as intra-regional levels is the key to the effective development of Northern Palawan. The geographic nature of the area also requires effective inter-modal system of air, land and sea. However, since transportation infrastructure and services entail high investment and operating costs, tourism and related infrastructure development should be effectively coordinated within the overall regional development framework.
- 3) Formulation of sustainable tourism development institutional framework: A concrete mechanism to ensure sustainable tourism development should be guaranteed through the institutional framework as well as non-institutional measures such as: (a) establishing operational guidelines on tourism development; (b) providing adequate investment incentives for sustainable tourism development undertakings; and (c) promoting local community and industry participation.

- 4) Role-sharing between public and private sectors and effective introduction of external investment: The public sector should concentrate on the provision of basic infrastructure and an adequate institutional framework to encourage and properly guide the investment and other activities of the private sector. Once the rules and guidelines have been formulated, investment opportunities should be open to everybody.
  
- 5) To integrate effectively the environmental costs into tourism development and activities: Tourism in Northern Palawan relies entirely on its rich environment. Conservation and restoration of the environment requires considerable costs. Tourism should not be exempt from shouldering part of such cost. The imposition of various forms of user charges such as environmental contribution fees from tourists and development charges/fees from developers, resort operators and other tourism-related industries should be considered.
  
- 6) Phased development: As Northern Palawan is a large area extending over 250 km from north to south, its development should be phased strategically in coordination with regional infrastructure development and in such a way as to enhance the tourism image of Northern Palawan. Promoting its rich environment cum tourism appeal to the international market through relatively small-scale development is the first phase. Larger-scale development shall follow as infrastructure is developed and as the tourism market grows.