
centering on Davao City will go beyond BIMP-EAGA. For the latter, port and airport facilities and services need to be much upgraded.

6. DIDP Development Projects and Programs

A total of 136 projects and programs have been proposed and contained in the DIDP Master Plan. They consist of 27 anchor projects, a Special Program for Participatory Development consisting of nine projects, and 100 sector projects.

The 27 anchor projects have been selected on the basis of the following criteria and considerations:

- 1) Projects/programs have well defined characteristics consistent with the DIDP development objectives, strategy and paradigm;
- 2) Projects/programs will establish alternative systems for production, marketing or service delivery;
- 3) Projects/programs have strategic importance in transforming the spatial and or the socioeconomic structure of the DIDP Area; and
- 4) Projects/programs have comprehensive coverage of people in specific segments of the society to improve their livelihood.

The Special Program for Participatory Development consists of the nine projects formulated in cooperation with the NGO/PO consortium led by ASDAR involved in the DIDP Master Planning. The sector projects are broken down into sectors as follows: 39 projects in economic development including nine in tourism, 29 in social development, 22 in environmental development, 34 in spatial/infrastructure development, and three in governance.

An indicative investment schedule for all the proposed projects and programs, except those in tourism, is given in Table 4. Designated implementing agencies are also shown.

Public investment requirements for the DIDP Area development, calculated from the indicative schedule, are ₱ 17.5 billion during Phase 1, ₱ 29.2 billion during Phase 2, and ₱ 23.6 billion during Phase 3. They do not include the investment costs of the projects expected to be implemented primarily by the private sector such as the Eco-Energy Park, and Sta. Ana, Bolton and Davao River Waterfront Development. Requirements for Phase 2 and Phase 3 do not include costs of additional projects to be formulated through some studies during Phase 1.

The total public investment requirements for all the proposed projects and programs correspond to 27.7% of the estimated public sector investment for Phase 1, 33.1% for Phase 2, and 27.3% for Phase 3. Excluding projects in the spatial/infrastructure sector, investment requirements are well balanced by sector: 33.3 % for economic, 34.6 % for social, and 32.1 % for environmental development.

6.1. Economic Development

Of the 39 projects and programs for economic development, nine in tourism are expected to be implemented mainly by the private sector initiative. Other projects/programs in this sector have three main thrusts representing sector strategies as well as the DIDP strategy presented already: (1) enhancement of

productive capacity in rural areas, (2) establishment of alternative production and marketing systems and (3) integrated industrial development.

Table 4 Indicative Investment Schedule for DIDP Area Development (1/3)

| Code No. | Project/Program Title | Proposed Implementing Agencies | Investment Costs | | |
|--------------------------------|--|---|------------------|---------|---------|
| | | | Phase 1 | Phase 2 | Phase 3 |
| <i>1. Special Program</i> | | | | | |
| SP-1 | Integrated Community Development | NGOs, POs, LGUs | 100 | 200 | 300 |
| SP-2 | IP's Early Childhood Development | NGOs, POs, LGUs, DSWD, DECS | 80 | 120 | |
| SP-3 | Integrated Health Insurance cum Credit Program | NGOs, LGUs | 20 | 40 | |
| SP-4 | Women and Development | NGOs, LGUs | 20 | | |
| SP-5 | Cooperative Marketing | Cooperatives | 90 | 140 | |
| SP-6 | Integrated Micro-Finance with Production and Cooperative Transaction | Independent entity to be organized by consortium of NGOs and POs | 30 | 50 | |
| SP-7 | Cooperative-based Integrated Food Production Model | NGOs, POs, LGUs | 40 | 60 | |
| SP-8 | Comprehensive Shelter Planning Partnership Program | NGO, LGU, private developers, national housing agencies, DENR, DAR, DOJ-Registry of Deeds | 10 | 10 | |
| SP-9 | Participatory Agro-Ecology Resource Enhancement and Management | NGOs, POs, LGUs, government agencies | 20 | | |
| Sub-Total | | | 410 | 620 | 300 |
| <i>2. Economic Development</i> | | | | | |
| ◆ EC-1 | Small Irrigation Development Project | NIA, DA, BSWM, PAO/CAO | 550 | 430 | 480 |
| ◆ EC-2 | Commercial Farms Convert ARB's Support Program | DAR, DA, LBP, LGUs | 510 | 390 | 390 |
| ◆ EC-3 | Abaca Industry Revitalization Project | FIDA, LGUs | 100 | 40 | |
| EC-4 | Agro-processing Promotion Project | DOST, DTI, universities, the private sector | 140 | 190 | |
| EC-5 | Livestock/Poultry Promotion Program | DA, DOST, PVO/CVO, SUCs | 210 | 360 | |
| EC-6 | Herbal Plants Multiplication and Dissemination | LGUs, DOH, DOT, DA | 10 | 20 | 10 |
| EC-7 | Organic Farming R & D Project | DOST, DA, DENR, LGUs | 10 | 20 | 10 |
| EC-8 | Agricultural Research, Development and Extension | SMARRDEC, LGUs, the private sector | 200 | 310 | |
| EC-9 | Extension Workers Capability Enhancement Project | DA, PVO/CVO/MVO, SUCs, Agricultural Research Centers, ATI, SMARRDEC | 100 | 120 | |
| EC-10 | Sustainable Rural Cooperative Development | CDA XI, City/Prov. Cooperative Offices | 90 | 180 | |
| EC-11 | Agricultural Market Information System Improvement | BAS | 20 | 30 | 20 |
| EC-12 | Agricultural Production and Marketing Financing Program | DA, PAO/CAO, LBP | 120 | 70 | 40 |
| EC-13 | Agricultural Potentials Survey Project | LGUs, BSWM, PAGASA | 80 | 20 | |
| ◆ EC-14 | Fisherfolks Livelihood Enhancement Program | Coastal municipalities, RFTC, Fisheries Assoc./Coop., NGOs | 20 | 30 | 50 |
| EC-15 | Marine Fisheries Support Facilities Improvement Project | Fisheries Div.-DA XI, PFDA, BFAR, DTI | 200 | 100 | |
| EC-16 | Integrated Aquaculture Promotion Program | Fisheries Div.-DA XI, PFDA, BFAR, DOST | 10 | 30 | |
| EC-17 | Marine Fishery Resources Inventory Project | Fisheries Div.-DA XI, DGRDC, BFAR, DOST | 100 | | |
| EC-18 | Value-Added Fishery Products Dev't. & Mktg. Program | Fisheries Div.-DA XI, DOST, BFAR, DGRDC | 20 | | |
| EC-19 | Mineral Processing Zone (MPZ) Project | PAIC alliance or the private sector, cooperatives, DENR, LGUs | 30 | 50 | 40 |
| EC-20 | Jewelry Making Industry Development Program | PAIC alliance, LGUs or the private sector, DOST, DTI, DOT, tourism developer | 10 | 20 | |
| EC-21 | Safety and Sustainable Mining Community Dev't. Program | "Mining Development Foundation," small scale minors, DENR, LGUs, tourism developers | 110 | 110 | 110 |
| ◆ EC-22 | BIMP-EAGA Construction Materials Merchandising Center (CMMC) Project | "Davao Trade Corporation," DTI, DPWH | | 40 | 10 |
| EC-23 | Innovation Program MQ (mining and quarrying) | CHED, DENR, DOST, SUCs | | 20 | 10 |
| ◆ EC-24 | Integrated SME's (E) Development Program | PAIC alliance or the private sector, DTI, DOST, LGUs | 300 | 400 | 100 |
| EC-25 | Resource Recycling Estate (RRE) Project | PAIC alliance or the private sector, DTI, DOST, LGUs | | 20 | |
| EC-26 | Industrial Community (IC) Development Project | Private sector, LGUs | | 50 | |
| EC-27 | 'More Like This' (MOLT) Program | DTI, DOST, CHED | 10 | 10 | 10 |
| EC-28 | R & D Expert Development Program | DOST, DTI, CHED | | 240 | 410 |
| ◆ EC-29 | BIMP-EAGA R & D Triad Linkage Program | DOST, DTI, CHED | | 160 | 200 |
| EC-30 | Agricultural Product Wholesale Markets Establishment | J/V of City/Prov. governments and the private sector | 60 | | |
| EC-31 | Davao Trade Business Center (DTBC) Project | "Davao Trade Corporation," DCCCf, or the private sector | | 60 | |
| EC-32 | Davao Trade Corporation (DTC) Project | Public-private partnership, DTI, DCCCf | 100 | 100 | |
| Sub-Total | | | 3,110 | 3,620 | 1,890 |

Table 4 Indicative Investment Schedule for DIDP Area Development (2/3)

| Code No. | Project/Program Title | Proposed Implementing Agencies | Investment Costs | | |
|-------------------------------------|---|--|------------------|---------|---------|
| | | | Phase 1 | Phase 2 | Phase 3 |
| 3. Social Development | | | | | |
| ◆ SO-1 | Poverty Alleviation and Community Transformation Project | DSWD, NCIP, NGOs, LGUs | 40 | 80 | 40 |
| SO-2 | Shelter Assistance/Resettlement Project | DSWD, LGUs, NGOs | 10 | 50 | 40 |
| SO-3 | Crisis Intervention/Holding Center Project | LGUs, NGOs | 30 | 60 | 60 |
| SO-4 | Productivity Skills and Capability-Building Center Project | LGUs, NGOs | 50 | 100 | 50 |
| SO-5 | FACT Support Community Infrastructure Project | DPWH, MEOs | 100 | 200 | 200 |
| ◆ SO-6 | Special Indigenous Peoples Education Program | DECS XI, CHED XI, MASCUF XI, DACS, NGOs, NCIP XI | | | |
| | | | 60 | 100 | 120 |
| SO-7 | Distance Learning Center Project | DIDP-HEI, CHED XI, TESDA XI | 60 | 60 | |
| SO-8 | DIDP Policy Studies Center Project | USEP, MCPS | 20 | | |
| SO-9 | Association of Higher Education Institutions Establishment Project | HEIs | 10 | | |
| ◆ SO-10 | Common Service Laboratory Facilities Dev't. Project | ADDU, USEP, DOSCST, HCDC, DNSC | 160 | 300 | 120 |
| SO-11 | Mull-resource Library Networking Project | USEP | 40 | 60 | |
| SO-12 | Pro-Disadvantageded Scholarship Program | DIDP PMO or DIDP-HEI | 60 | 60 | 60 |
| SO-13 | Basic & Teacher Education Systems Evaluation Project | USEP | 10 | 10 | |
| SO-14 | Teachers Training Center Project | USP, DECS XI, CHED XI, FAPE | 20 | 30 | |
| SO-15 | Non-formal Education Internship Program | LGUs, DECS XI, CHED XI, HEIs | 10 | | |
| SO-16 | Triad Labor Market Information System | Consortium of ADDU, USEP, SGM, DOLE XI, DCCCI, MBC, TESDA XI, TVIs | | 10 | |
| SO-17 | Tagum City TVET Program | Tagum City government, USEP-Tagum, TNS | 40 | | |
| SO-18 | Regional and Provincial TESDA Strengthening Project | TESDA XI | 10 | 10 | |
| ◆ SO-19 | Regional Skills Training Center Project | TESDA XI | 10 | 40 | |
| SO-20 | Project Best | USEP-Tagum, LGUs, DILG, banks | 10 | | |
| ◆ SO-21 | Hospital Services Delivery System Improvement Project | Designated hospitals, PHO/MHOs | 40 | 60 | |
| ◆ SO-22 | Health Financing Program | DOH, PHO/CHO, LGUs, PHIC | 10 | 20 | 10 |
| SO-23 | Compostela Valley Provincial Hospital Construction Project | Prov. government of Compostela Valley | 40 | 80 | |
| SO-24 | Emergency Medical Care System Establishment | LGUs | 10 | 30 | |
| SO-25 | Primary Health Care Improvement Project | LGUs, barangays | 10 | 30 | 60 |
| SO-26 | Communicable Diseases Control Enhancement Project | LGUs | 20 | 20 | 10 |
| SO-27 | Traditional Medicine Expansion Project | DOH (HRPP), MHOs, BHWs | 10 | 30 | |
| SO-28 | Integrated Health Resources Management Program | PHO, MHOs, NGOs, academic institutions | 10 | 40 | |
| SO-29 | Child Health Care Program | Municipal and barangay officers, NGOs | 10 | 10 | |
| Sub-Total | | | 910 | 1,490 | 770 |
| 4. Environmental Development | | | | | |
| ◆ EN-1 | LGU Environmental Management Capability Bldg. Program | DENR, DILG | 20 | 30 | 20 |
| EN-2 | Environmental Information Center Project | DENR, DIDP PMO | 20 | 30 | 20 |
| EN-3 | Environmental Education Co-Curriculum Dev't. Project | DECS | 10 | 20 | |
| EN-4 | Broad-based Environmental Mgt. & Dissemination | LGUs, PENRO, DENR, DECS, Boy/Girl/Sea Scouts of the Philippines | 20 | 30 | |
| EN-5 | Urban Topographic Mapping Project | Municipal governments | | 60 | 140 |
| EN-6 | Upgraded Regional Land Use Mapping Project | LGUs, DA | 100 | 180 | |
| EN-7 | Land Resource Data Base Development Project | DIDP PMO, DA, PPDO/CPDO, DENR, NEDA, DAR | 200 | 400 | |
| ◆ EN-8 | Comprehensive CADC-Forest Management Project | DENR, PENR, CENRO, IP Communities, NGOs, other stakeholders | 80 | | |
| EN-9 | Cadastral Mapping and Land Information System | Davao City government | 200 | 800 | 560 |
| ◆ EN-10 | Integrated Watershed Management Program | DENR, PENRO, DPWH, LGUs, local communities, NGOs | 360 | 940 | 1,500 |
| ◆ EN-11 | Upland Farming Model Villages Establishment | LGUs, DENR, NGOs | 130 | 200 | |
| ◆ EN-12 | Comprehensive Davao Gulf Management Program | Coastal municipalities, NGOs/POs, academic institutes, DA | 10 | | |
| EN-13 | Pujada Bay Environmental Research and Monitoring | DOSCST | 20 | 50 | 30 |
| EN-14 | Pollution Control Officers Promotion Program | DENR | 10 | | |
| ◆ EN-15 | Davao City Integrated Waste Management System | Davao City government | 60 | 40 | |
| EN-16 | Solid Waste Management Model System Dev't. Program | DIDP PMO, DENR, DPWH | 70 | | |
| EN-17 | Natural Disaster Assessment and Prevention Project | National Defense, Disaster Coordination Council XI | 10 | | |
| EN-18 | Environmental Health Research Centre Project | DOH, DENR, PHO-Davao del Norte | 10 | 20 | |
| EN-19 | Sludge Treatment and Energy Recovery Project | Davao City government, DCWD | 100 | 550 | |
| EN-20 | Mt. Apo World Heritage Establishment Project | DENR | | 10 | |
| EN-21 | NIPAS Protected Areas Re-establishment Project | DENR | 50 | 100 | |
| EN-22 | Strategic Agricultural and Fishery Development Zone Promotion Program | LGUs, DA | 200 | | |
| Sub-Total | | | 2,380 | 4,370 | 3,050 |

Table 4 Indicative Investment Schedule for DIDP Area Development (3/3)

| Code No. | Project/Program Title | Proposed Implementing Agencies | Investment Costs | | |
|--|--|---|------------------|---------|---------|
| | | | Phase 1 | Phase 2 | Phase 3 |
| 5. Spatial/Infrastructure Development | | | | | |
| ◆ IN-1 | Inter-Regional Upgrading Project | DPWH | 600 | 1,600 | |
| IN-2 | Intra-Regional Roads Development Project | DPWH | 1,800 | 3,000 | 2,100 |
| IN-3 | Alternative Inter-Regional Links Establishment Project | DPWH | | 230 | 500 |
| IN-4 | Rural and Farm-to-Market Road Program | Prov. and municipal governments | 1,600 | 3,600 | 4,000 |
| ◆ IN-5 | Special Purpose Roads Improvement Project | Provincial governments | 200 | 420 | |
| ◆ IN-6 | Davao Port Development Project | PPA | 1,200 | 1,850 | 2,600 |
| IN-7 | Rapid Passenger Ferry Service Establishment Project | Private sector, municipalities, DOTC | 100 | 120 | 80 |
| ◆ IN-8 | Davao International Airport Development Project (DIADP) | DOTC, ATO | 800 | 1,600 | 2,100 |
| IN-9 | Mati Airport Improvement Project | DOTC, ATO, Prov. government of Davao Oriental, Mati municip., Magbalusta PAIC | 20 | 70 | |
| IN-10 | Urban Traffic Management Program | City and municipal governments, DOTC | 120 | 230 | 200 |
| IN-11 | Integrated Public Transportation Terminals Improvement | Prov./City/municipal governments, DOTC, cooperatives | 110 | 140 | 100 |
| IN-12 | Davao City Urban Arterial Roads Development Project | DPWH, Davao City government | 900 | 1,800 | 1,290 |
| IN-13 | Davao Metropolitan Area Light Rail Transit Project | City and municipal governments, DOTC, private sector | 130 | 500 | 400 |
| IN-14 | Davao Urban Transportation Development (M/P Study) | DPWH, DOTC, NEDA, City and municipal gov't. | 120 | | |
| ◆ IN-15 | Rural Electrification and Renewal Energy Development | RECs, LGUs, the private sector, NGOs, DOE, EDC, NPC | 300 | 500 | 500 |
| IN-16 | Demand Side Management (SDM) Program | DOE, DTI, RECs | 10 | 10 | 10 |
| IN-17 | Eco-Energy Park Project | BOT power developer, LGUs, NPC | | | |
| ◆ IN-18 | SWIM Expansion Project | LGUs | 200 | | |
| IN-19 | Water Resources Assessment and Monitoring System | DPWH, DENR, PAGASA, NIA, LGUs | 20 | 40 | 40 |
| IN-20 | Davao City Comprehensive Flood Control/Drainage Dev't. | DPWH, Davao City government | 200 | 200 | 300 |
| IN-21 | Flash-Flood Prevention Program | LGUs | 30 | 100 | 40 |
| IN-22 | Davao City Water Supply System Development Project | LWUA, DCWD, LGUs | 400 | 600 | 500 |
| IN-23 | Integrated Water Supply Systems Development Project | LWUA, WDS, LGUs | 600 | 900 | 1,200 |
| IN-24 | Rural Water Supply and Sanitation Improvement Program | DILG, DPWH, PIJO, LGUs, NGOs | 180 | 200 | 180 |
| IN-25 | Davao City Sewerage and Sanitation Development Project | Davao City government, DCWD | | 400 | 300 |
| IN-26 | Water Conservation and Recycling Program | Davao City government, DCWD | | 100 | 200 |
| ◆ IN-27 | PAIC Support Infrastructure Program | LGUs, PAIC alliances | 610 | 800 | 600 |
| IN-28 | Service Urban Centers Strengthening Project | LGUs | 50 | 60 | |
| IN-29 | Comprehensive Housing Program | DIDP PMO, NHA, the private sector | 400 | 800 | 1,100 |
| IN-30 | Samal Island Integrated Area Development Project | Samal City government, Prov. government of Davao del Sur, DOT | 120 | | |
| IN-31 | Sla. Ana, Bolton and Davao River Waterfront Dev't. Project | Davao City government, the private sector | | | |
| IN-32 | New Towns Development Project | LGUs, DPWH, NHA, DOTC, DTI | 350 | | |
| IN-33 | Davao City Greenery Development Project | Davao City government | 10 | | |
| IN-34 | Davao Metropolitan Area Integrated Urban Dev't. Study | LGUs, DPWH, DTI, DOT | 120 | | |
| Sub-Total | | | 11,300 | 19,870 | 18,340 |
| 6. Governance | | | | | |
| ◆ GO-1 | MBN-based Bottom-up Planning System Estab. Project | MPDCs, BDCs, local communities, NGOs | 30 | 20 | |
| GO-2 | ILGA Strengthening Project | DILG | 20 | | |
| GO-3 | More with Less Program | ARENA, DILG, RECORD | 10 | 10 | 10 |
| Sub-Total | | | 60 | 30 | 10 |
| Grand Total | | | 17,470 | 29,090 | 23,580 |

* : costs depending on study outcomes

Anchos projects are marked by "◆"

Source: JICA Study Team

(1) Enhancement of productive capacity in rural areas

This thrust is supported by the following anchor and sector projects/programs, focusing mainly on small farmers and fisherfolks.

Anchor projects

(EC-1) Small Irrigation Development

This is to increase irrigated area through establishing appropriate and cost-effective small irrigation schemes with proper selection of crops, irrigation methods and water sources

(EC-2) Commercial Farms Convert ARBs Support Program

This aims to make ARBs from former commercial farms self-reliant producers with entrepreneurship through (1) training on agronomy, agro-economy, marketing, cooperative development, and business management, (2) financial support through credit, and (3) infrastructure support.

Sector projects

(EC-4) Agro-Processing Promotion

(EC-5) Livestock/Poultry Promotion

(EC-9) Extension Workers Capability Enhancement

(EC-16) Integrated Aquaculture Promotion

(EC-18) Value-Added Fishery Products Development and Marketing Program

Projects in other sectors will also contribute to this thrust such as (IN-18) SWIM Expansion and (SO-20) Project Best.

(2) Establishment of alternative production and marketing systems

This thrust is supported by the following anchor and sector projects/programs.

Anchor projects

(EC-3) Abaca Industry Revitalization

This aims at reviving the abaca industry as the 21st century material industry which is human-oriented and environment-friendly.

(EC-14) Fisherfolks Livelihood Enhancement

This is to revitalize the livelihood of small municipal fishermen through either organizing fisherfolks and supporting them by training, credit and selectively improved fishery ports with facilities, or developing alternative means of livelihood to diversify their income sources.

Sector projects

(EC-6) Herbal Plants Multiplication and Dissemination

(EC-7) Organic Farming R & D

(EC-8) Agricultural Research, Development and Extension

(EC-10) Sustainable Rural Cooperative Development

(EC-11) Agricultural Market Information System Improvement

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- (EC-12) Agricultural Production and Marketing Financing
 - (EC-13) Agricultural Potentials Survey
 - (EC-15) Marine Fisheries Support Facilities Improvement
 - (EC-17) Marine Fishery Resources Inventory
 - (EC-21) Safety and Sustainable Mining Communities Development
 - (EC-30) Agricultural Product Wholesale Markets Establishment
 - (EC-31) Davao Trade Business Center
 - (EC-32) Davao Trade Corporation

Another project in the environment sector, (EN-11) Upland Farming Model Villages Establishment will also contribute to this thrust.

(3) Integrated industrial development

This thrust is supported by the following anchor and sector projects/programs.

Anchor project

- (EC-24) Integrated SMEs IE Development

This aims to promote the growth of SMEs through clustering them in an IE by strategic sub-sector such as confectionery, fruits processing, GTH/handicraft, pottery/ceramics, and jewelry.

Sector projects

- (EC-19) Mineral Processing Zones
- (EC-20) Jewelry Making Industry Development
- (EC-23) Innovate Program for Mining and Quarrying
- (EC-25) Resource Recycling Estate
- (EC-26) Industrial Community Development
- (EC-27) "More Like This" (MOLT) Program
- (EC-28) R & D Expert Development

Projects in other sectors will also contribute to this thrust such as (IN-17) Eco-Energy Park and (SO-16) Triad Labor Market Information System.

6.2. Social Development

The 29 projects/programs in the social development sector represent three fold strategy integrating the subsector strategies presented earlier: (1) focus on the poor and the socially deprived, (2) provision of high grade services, and (3) establishment of alternative service delivery systems.

(1) Focus on the poor and the socially deprived

The following anchor and sector projects/programs will contribute to the improvement of basic services delivery focusing on the poor and the socially deprived.

Anchor projects

(SO-1) Poverty Alleviation and Community Transformation (PACT)

This intends to gradually alleviate poverty among low income communities giving high priority to Muslim and indigenous cultural communities through establishing alternative income-generating projects focused on women, the elderly, OSYs and other disadvantaged groups.

(SO-6) Special IPs Education Program

This aims to bring IPs into the mainstream of development through empowerment by a basic education scheme specifically designed to suit their requirements.

Sector projects

(SO-2) Shelter Assistance/Resettlement

(SO-3) Crisis Intervention/Holding Center

(SO-5) PACT Support Community Infrastructure

(SO-12) Pro-Disadvantaged Scholarship Program

(SO-29) Child Health Care Program

Other rural infrastructure projects will also contribute to this thrust such as (IN-4) Rural and Farm-to-Market Road Program, (IN-15) Rural Electrification and Renewable Energy Development, and (IN-24) Rural Water Supply and Sanitation Improvement.

(2) Provision of high grade services

The DIDP Area development aims at the provision of high grade services in education, vocational training, health and social development supported by the following anchor and sector projects/programs.

Anchor projects

(SO-10) Common Service Laboratory Facilities Development

This will establish a network of five advanced science and technology laboratories situated in higher education institutions operating as common service laboratory facilities.

(SO-19) Regional Skills Training Center

This will contain state-of-the-art equipment and facilities including communication facilities to link the center with the rest of the world for more responsive and globally competitive trainings.

(SO-21) Hospital Services Delivery System Improvement

This aims to provide training to health personnel, improve hospital buildings and facilities selectively, and network hospitals for more efficient delivery of services.

Sector projects

(SO-8) DIDP Policy Studies Center

(SO-9) Association of Higher Education Institutions Establishment

(SO-11) Multi-resource Library Networking

-
- (SO-13) Basic and Teacher Education Systems Evaluation
 - (SO-14) Teachers' Training Center
 - (SO-17) Tagum City TVET Program
 - (SO-18) Regional and Provincial TESDA Strengthening
 - (SO-23) Compostela Valley Provincial Hospital Construction
 - (SO-25) Primary Health Care Improvement
 - (SO-26) Communicable Diseases Control Enhancement
 - (SO-28) Integrated Health Resources Management

(3) Establishment of alternative service delivery systems

The following anchor and sector projects/programs will establish alternative service delivery systems for education, vocational training, and health care.

Anchor project

- (SO-22) Health Financing Program

This has three components: 1) the National Health Insurance Program (NHIP) support project through some administrative mechanisms, 2) community-based health financing project such as the Botika Binhi (Community Drug Insurance), and 3) hospital-based health financing project through a fee-for-service financing scheme where the proceeds will go back to the hospital budget.

Sector projects

- (SO-4) Productivity Skills and Capability Building Center
- (SO-7) Distance Learning Center
- (SO-15) Non-Formal Education Internship Program
- (SO-16) Triad Labour Market Information System
- (SO-24) Emergency Medical Care System Establishment
- (SO-27) Traditional Medicine Expansion Program

6.3. Environmental Development

The 22 projects and programs in the environmental development sector pursue collectively three thrusts integrating the sector strategies presented earlier. They are: (1) improvement of environmental management administration, (2) community-based resource management, and (3) improvement of environmental quality.

(1) Improvement of environmental management administration

This thrust is supported by one anchor project and other sector projects/programs.

Anchor project

- (EN-1) LGU Environmental Management Capability Building

The LGU Environmental Capacity Building Program has four components: (1) establishment of an Environmental Training Center at the Institute for Local Government Administration, (2) development of environmental curriculum and education materials, (3) operation of training courses through lectures and

laboratory/field works, and (4) publication of environmental information and education materials.

Sector projects

- (EN-2) Environmental Information Center
- (EN-3) Environmental Education Co-Curriculum Development
- (EN-4) Broad-based Environmental Management and Dissemination
- (EN-5) Urban Topographic Mapping
- (EN-6) Upgraded Regional Land Use Mapping
- (EN-14) Pollution Control Officers Promotion Program

Another project in the infrastructure sector, (IN-19) Water Resources Assessment and Monitoring System will also contribute to this thrust.

(2) Community-based resource management

The following anchor and sector projects/programs will effect community-based resource management in various fields covering upland and lowland, coastal areas and Gulf waters, and urban and rural areas. Establishment of resource data bases is also important part of this strategy.

Anchor projects

- (EN-8) Comprehensive CADC-Forest Management

This is to establish better management organizations and formulate more effective Ancestral Domains Management Plans (ADMPS).

- (EN-10) Integrated Watershed Management Program

This aims to restore and enhance productive capacity of major river basins combining ecological watershed rehabilitation and structural measures such as multi-purpose dams, flood control works and warning systems with reforestation to be planned and implemented by community-based participatory approaches.

- (EN-11) Upland Farming Model Villages Establishment

This is to promote proper upland farming practices and also to enhance the livelihood of upland people.

- (EN-12) Comprehensive Davao Gulf Management Program

This aims at effecting integrated management of coastal and marine resources of the Gulf through strengthening the management functions and ensuring accountability of the Davao Gulf Management Board (DGMB).

Sector projects

- (EN-7) Land Resource Database Development
- (EN-9) Cadastral Mapping and Land Information System
- (EN-13) Pujada Bay Environmental Research and Monitoring
- (EN-16) Solid Waste Management Model Systems Development
- (EN-22) Strategic Agricultural and Fishery Development Zones Promotion Program

Projects in other sectors are also in line with this strategy such as (EC-17) Marine Fishery Resources Inventory, (IN-16) Energy Demand Side Management, and (IN-26) Water Conservation and Recycling.

(3) Improvement of environmental quality

The following anchor and sector projects/programs will contribute to improving living and natural environment in various ways.

Anchor project

(EN-15) Davao City Integrated Waste Management System

This will be implemented in the near future starting with the urgent establishment of a new landfill site, while a master plan for solid waste management in Davao City will be prepared to formulate projects to be implemented in the medium to the long terms.

Sector projects

(EN-17) Natural Disaster Assessment and Prevention

(EN-18) Environmental Health Research Center

(EN-19) Sludge Treatment and Energy Recovery

(EN-20) Mt. Apo World Heritage Establishment

(EN-21) NIPAS Protected Areas Re-establishment

Some projects in other sectors also address the concern about better living environment such as (EC-21) Safety and Sustainable Mining Community Development Program, (EC-26) Industrial Community Development, (IN-10) Urban Traffic Management Program, (IN-21) Flash Flood Prevention Program, and (IN-20) Comprehensive Housing Program.

6.4. Spatial/Infrastructure Development

The DIDP spatial development is pursued with four strategic components: (1) establishment of multi-modal transport system centering on Davao City, (2) strengthening urban functions of Davao City, (3) development of secondary urban centers through clustering, and (4) creation of functionally specialized urban centers to serve remote rural areas. These are supported collectively by the 34 projects and programs in the spatial/infrastructural development sector.

(1) Establishment of multi-modal transport system

The multi-modal transport system centering on Davao City consists of roads, sea lanes, a light rail transit, and functional terminal facilities including ports, airports and integrated land transport terminals. This strategy is supported by the following anchor and sector projects.

Anchor projects

(IN-1) Inter-Regional Roads Upgrading

This is to expand the main access capacity from neighboring regions to accommodate the expected increase in traffics as the DIDP socioeconomy develops.

(IN-6) Davao Port Development

This is first to improve and expand existing facilities at Sasa Wharf with step-wise extension of the berth and then to establish a new container port in Panabo to handle international and inter-regional container cargoes.

(IN-8) Davao International Airport Development

This is to upgrade the existing DIA into full international standards to serve as a gateway to the southern Philippines.

Sector projects

(IN-3) Alternatiel Inter-Regional Links Establishment

(IN-7) Rapid Passenger Ferry Services Establishment

(IN-11) Integrated Public Transportation Terminals Improvement

(IN-13) Davao Metropolitan Area Light Rail Transit

The Davao Metropolitan Area Light Rail Transit aims to introduce a new mode of transportation to serve more urbanized areas of the future Davao Metropolitan Area with faster, stable and reliable services.

(2) Strengthening urban functions of Davao City

Urban functions of Davao City need to be strengthened not only as a DIDP Area center but also within the context of complementary functional division between major urban centers in Mindanao and as the *de facto* capital of the BIMP-EAGA. One anchor project in the environment sector defines the nature of urban infrastructure that will create urban amenity, and other infrastructure sector projects will support this strategy.

Anchor project

(EN-15) Davao City Integrated Waste Management System

This is to formulate a master plan for solid waste management and to improve the existing solid waste management system.

Sector projects

(IN-12) Davao City Urban Arterial Roads Development

(IN-14) Davao City Transportation Development (Master Plan Study)

(IN-20) Davao City Comprehensive Flood Control and Drainage Development

(IN-22) Davao City Water Supply System Development

(IN-25) Davao City Sewerage and Sanitation Development

(IN-31) Sta. Ana, Bolton and Davao River Waterfront Development

(IN-33) Davao City Greenery Development

(IN-34) Davao Metropolitan Area Integrated Urban Development (Study)

A few projects under the first strategy will also contribute to this strategy.

(3) Development of secondary urban centers

The third strategy is to develop secondary urban centers for spatially more balanced development through clustering of several smaller urban centers. This is supported by the following anchor and sector projects.

Anchor project

(IN-27) PAIC Support Infrastructure Program

This is to improve various infrastructure for the seven PAICs and the Malita Special Economic Zone to support their developments in a mutually complementary manner

Sector projects

(IN-2) Intra-Regional Roads Development

This is to improve alternative routes between different parts of the DIDP Area, and expected to be initiated in the nearest future.

(IN-9) Mati Airport Improvement

(IN-23) Integrated Water Supply Systems Development

(IN-30) Samal Island Integrated Area Development

Some projects in the economic sector will also support this strategy. They include (EC-19) Mineral Processing Zones, (EC-20) Jewelry Making Industry Development, (EC-24) Integrated SMEs IE Development, (EC-25) Resource Recycling Estate, and (EC-26) Industrial Community Development.

(4) Creation of functionally specialized urban centers

This strategy is to create functionally specialized urban centers to serve remote rural areas. This is supported by the following anchor and sector projects.

Anchor projects

(IN-5) Special Purpose Roads Improvement

This is to improve roads serving tourism areas or urban/industrial areas of high potential.

(IN-15) Rural Electrification and Renewable Energy Program

This aims to expedite rural electrification and promote the use of renewable energy.

(IN-18) SWIM Expansion

This is to expand the application of Small Water Impounding Management with the view to increasing water availability in rural areas and small towns for various purposes, and improving the upper watershed areas.

Sector projects

(IN-4) Rural and Farm-to-Market Road Program

(IN-28) Service Urban Centers Strengthening

This will provide urban facilities and services to facilitate service delivery for the respective rural hinterlands. Two common components are (1) citizens' hall complex including multi-purpose hall, accommodations, broadcasting studio, recreation facilities, day care / day center or other social facilities, and (2) multi-

purpose information network to transmit a variety of information on health, education and training opportunities, community activities, and marketing. The project shall be initiated during Phase 1.

Another project in the economic sector, (EC-21) Safety and Sustainable Mining Community Development will also be along this strategy.

6.5. Governance

The DIDP development paradigm should build in good governance, which will be supported by the LGU initiative and people's participation. Many projects and programs proposed in the four broad sectors of economic, social, environmental and spatial/infrastructure development have components addressing to improvement of development management and administration in various aspects. In addition, the following projects are proposed specifically for governance.

Anchor project

(GO-1) MBN-based Bottom-up Planning System Establishment

This will expedite the completion of the MBN survey through training of local government personnel providing logistic supports and tapping experiences of NGOs, and institutionalize the bottom-up planning by the MBN approach in steps.

Sector projects

(GO-2) Institute for Local Government Administration (ILGA) Strengthening

(GO-3) More with Less Program

6.6. BIMP-EAGA Cooperation

The DIDP strategy for BIMP-EAGA cooperation is twofold: (1) "coopetition" or cooperative competition in resource use and management, and (2) establishment of BIMP-EAGA related key facilities and functions in the DIDP Area. The coopetition strategy applies particularly to tourism development. Combining similar and competitive tourism resources in the BIMP-EAGA, a favorable tourism image may be created with attractive products. Joint tourism campaign may be undertaken for the long-haul international market. One example is "Fly and Cruise Celebes" to market the Celebes sea as the Caribbean sea in the east for the cruising industry, combining many attractive diving spots and colorful socio-cultural surroundings.

The coopetition strategy should be applied also to marine and fishery resources management in the Celebes sea, where exclusive economic zones of the BIMP-EAGA countries overlap largely. Such initiative may be called "CEEZ the Celebes", where CEEZ represents the common exclusive economic zone.

The second strategy is applied widely to various economic activities through the following anchor and sector projects.

Anchor projects

(EC-22) BIMP-EAGA Construction Materials Merchandising Center

This aims to promote the trade of construction materials with the EAGA sub-region, such as stones, pebbles, sand, gravel, steel, concrete products, dimension stones, wood/lumber and bamboo.

(EC-29) BIMP-EAGA R&D Triad Linkage Program

This is to promote and prepare for high-tech industrialization of the DIDP Area linked with the BIMP-EAGA through joint R & D in the field of tropical agri-biotechnology, informatics and life science.

Sector projects

(EC-18) Value-Added Fishery Products Development and Marketing

(EC-20) Jewelry Making Industry Development

(EC-31) Davao Trade Business Center

(EC-32) Davao Trade Corporation

The projects under the first strategic component of spatial/infrastructure development will also support the BIMP-EAGA cooperation.

7. DIDP Operations Plan

7.1. Institutional Arrangements for DIDP Implementation

(1) Initial development

The bulk of projects and programs proposed by the DIDP Master Plan may be implemented or further developed within the competence and policies of relevant sector agencies. Various development efforts by many agencies, however, need to be coordinated for timely implementation of related projects, and the LGU initiatives should be supported. For these purposes, DIDP PMO should be re-established as a permanent management office by legislative measures, mainly as a planning and coordinating body initially. It should take the main responsibility for planning and coordination at the local level entrusted by provincial governors and city mayors. At the regional level, PMO should work closely with NEDA XI to coordinate inter-provincial and inter-agency projects within the DIDP Area.

To expand its capacities effectively, DIDP PMO should also be an implementing agency for particular types of projects to be planned and implemented by the local initiative. These projects are relatively small livelihood development projects implemented in cooperation with LGUs and NGOs, and environmental improvement and social development projects. Grant-in-aid assistance should be mobilized by direct access to international aid organizations for some of these projects as well as other survey and planning projects to follow up the DIDP Master Planning.

(2) Alternatives for DIDP organizational structure

More than a few alternatives are conceived for organizational structure to support the DIDP Area development. They are summarized in Table 5 with advantages and disadvantages of each. A few of them have predecessors in other regions, and a few others do not. Most predecessors are effectively central organizations attached to the Government such as the CALABARZON Council under DTI, the Presidential Commission for Central Luzon Grown Corridor, and the SOSKSARGEN Area Development Project Office under DA.

An alternative is a development authority to be created by congressional actions as an independent or attached agency with minimal supervision. MMA, CDC or SBMA may provide a model depending on the degree of independence or the extent of supervision by any central agency.

The unique characteristics of the DIDP supported at present by a voluntary alliance of LGUs may justify experimentation of a new organizational structure not seen in any region in the Philippines. It should be based primarily on LGUs and local interests/supports. Two alternative forms are conceived: a corporation and a development authority. Each form is outlined below.

(3) Davao Investment and Development Corporation

In parallel with the re-establishment and strengthening of DIDP PMO, a corporate type entity should be initiated to take charge of a smaller designated area within the DIDP Area. It may be called the Davao Investment and Development Corporation (DIDC).

It will be a "joint stock company" with relevant LGUs and the private sector holding shares. DIDP PMO or DDA may also subscribe to the Corporation's shares. This will effectively introduce a cross-subsidization mechanism, by which part of revenues of DIDC may be used to support non-revenue generating social and environmental projects to be implemented by DIDP PMO or DDA.

DIDC must be involved in revenue generating projects either by itself or with the private business entities to make its operation sustainable. Establishment of "ownership" for any such projects is the key for DIDC's identity.

Land development projects may be a natural choice for DIDP's ownership and identity, as the relevant LGUs and private land owners may make their contributions in kind in the form of their lands. To support DIDP's activities, land-related institutional measures should be introduced or streamlined. They include the following:

- 1) land re-adjustment system to make a sizeable land available for urban renewal without paying massive costs for land acquisition;
- 2) trust system based on land ownership and/or land use rights;
- 3) new local taxes to capture capital gains as a result of land and infrastructure development such as property tax and urban planning tax; and
- 4) new type of bond pegged to a development program such as a housing development bond.

(4) Davao Development Authority

As DIDP PMO and LGUs accumulate experiences and expand their staff and financial capacity, PMO is expected to evolve into a genuine regional development authority supported by much strengthened LGUs and the private sector. It may be called the Davao Development Authority (DDA).

There are several management functions that need to be fulfilled by DDA as a full status regional development authority. The following functions relate directly to the public sector management of resource allocation:

Table 5 Alternatives for DIDP Organizational Structure

| No. | Option | Basic Features | Advantages | Disadvantages | Models |
|-----|---|--|--|---|--|
| 1 | DIDP Council | <p>Council-type organization with the council as policy-making body and a project management office as executing body.</p> <p>Funding comes from the contribution of various participating LGUs and agencies</p> <p>Basically, functions include coordinating and monitoring projects and programs within the area, project/investment promotion</p> <p>Office created by an executive order (EO) of the President</p> <p>Funding comes from the national government integrated with the larger agency's budget to which the office will be attached which also provides direct supervision</p> <p>Commission or board as policy making body and an area development project office as executing body</p> <p>Created by congress through a legislation</p> <p>Independent or attached agency with very minimal supervision</p> <p>Mandate, powers and functions defined as created</p> | <p>Relatively easier and faster to establish since this can be created by an RDC-XI resolution</p> <p>Implementation of the master plan is good reason to create the council</p> <p>More stable organizational structure</p> <p>Assurance of funding</p> <p>Assurance to funding from General Appropriation Act</p> <p>Very stable organization structure</p> <p>Can easily fit in the organizational of SPDA since DIDP Area is within the SPDA Area. Likewise, the mandate of SPDA is similar to DIDP.</p> <p>Created under General Corporation Law</p> <p>Require initial government capitalization</p> | <p>Unstable. Existence is likely to be threatened by leadership turn over created by elections.</p> <p>Difficulty of securing funds for the operation and maintenance of the organization</p> <p>Difficulty of ensuring a balanced development due to the bias of the agency to which it is attached</p> <p>Undergoes a tedious and meticulous process</p> <p>Presence of SPDA is a key issue against its approval</p> <p>Proposal to create the Mindanao Development Authority poses a competition with the DIDA proposal</p> <p>Requires adoption of the Masterplan by and reorganization of the SPDA; cultural minority bias of the agency</p> <p>Present organization does not fit integration of DIDP, thus requires reorganization of MEDCO</p> <p>DIDP may not be the focus of MEDCO</p> <p>Difficulty in sourcing private sector funds due to lack of track record</p> <p>Difficulty in coordinating public projects of line agencies</p> | <p>CALABARZON Council</p> <p>Metro Cebu Development Council</p> <p>SOSKARGEN Area Development Project Office</p> <p>PC-CLGC</p> <p>MMDA</p> <p>CDC, SBMA</p> <p>None</p> <p>None</p> <p>None</p> |
| 2 | Davao Gulf Area Development Project Office | | | | |
| 3 | Davao Integrated Development Authority | | | | |
| 4 | DIDP under SPDA | | | | |
| 5 | DIDP under MEDCO | | | | |
| 6 | Davao Investment and Development Corporation through capitalization by LGUs | | | | |

Source: JICA Study Team

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- 1) to prepare, update and modify the DIDP Master Plan with a long-term vision and Area-wide perspective, incorporating also local development plans,
 - 2) to provide technical guidance and supports to LGUs in development planning,
 - 3) to initiate inter-provincial, inter-agency projects in coordination with relevant LGUs and government agencies,
 - 4) to coordinate the implementation of inter-provincial, inter-agency projects with fund management,
 - 5) to assist LGUs and NGOs in fund sourcing for domestic and foreign funds,
 - 6) to plan and implement various livelihood development projects in cooperation with LGUs and NGOs,
 - 7) to assist accredited NGOs in making arrangements with implementing agencies for implementation of livelihood development components of various projects, and
 - 8) to monitor and evaluate implementation and performance of development projects in cooperation with LGUs and NGOs.

Additional functions to guide and support private sector activities are as follows:

- 1) to provide guidance and administrative services for private investors,
- 2) to assist in financial and organizational arrangements for private investors,
- 3) to provide technical assistance for project development, including environmental protection by private business, and
- 4) to assist in marketing of project output.

The following are common functions to support both public and private sector activities:

- 1) to promote the DIDP and cultivate public acceptance,
- 2) to conduct database development and management, and
- 3) to undertake some basic studies to generate additional management information.

(5) Institutional measures

Institutional measures for the DIDP Area development include (1) mechanism to strengthen the planning and coordinating functions, (2) schemes to increase fund mobilization, (3) approach to effect bottom-up planning and people's participation, and (4) development management by public-private partnership. Of these, the planning and coordinating functions are strengthened by re-structuring DIDP PMO first and then establishing DDA, and the development management by public-private partnership is effected by establishing DIDC as mentioned above. Other measures are described.

Fund mobilization

The following measures are recommended to increase fund mobilization:

- 1) to increase financial capacity of LGUs through improving property assessment and tax collection systems as well as improving their financial management;
- 2) to establish a common fund account for all related local projects for more

effective utilization of transfers from the Central Government;

- 3) to promote the utilization of various options for fund mobilization allowed by the 1991 LGC through information dissemination;
- 4) to utilize a "grant element" for two step loans by the MDF in the immediate term, while restructuring the MDF; and
- 5) to establish some discretionary fund that can be used as counterpart fund for projects to be implemented by LGUs.

People's participation

The following measures are recommended to enhance people's participation to strengthen the development planning and administration at LGU levels:

- 1) to institutionalize the people's participation by effecting the Minimum Basic Needs (MBN) approach;
- 2) to encourage more participatory conduct of environmental impact assessment with NGO/PO involvement and disclosure of all the relevant information; and
- 3) to apply more widely community-based approach for social services delivery, especially for health financing and health care delivery.

7.2. Action Plan

Activities to be undertaken subsequent to the completion of the Master Plan for the DIDP Area development are (1) adoption and promotion of the Master Plan, (2) restructuring/strengthening of implementing arrangements centering around DIDP PMO, and (3) further development of individual projects and programs and implementation of identified priority projects.

(1) Master Plan adoption and promotion

The bulk of development projects and programs proposed by the Master Plan can be implemented or further developed within the competence and policies of relevant sector agencies. However, the coordination of various development efforts by many agencies and timely implementation of anchor projects will have to be ensured. For this purpose, Master Plan proposals will have to be discussed among related agencies, sector concerns and conflicts resolved, and the Master Plan should be formally adopted at RDC XI, if necessary with addenda. DIDP PMO should work closely with NEDA XI in this coordination and conflict resolution process.

Further, to facilitate the Master Plan promotion and implementation under the re-structured institutional arrangements as discussed in the next section, it is desirable that the Master Plan should be endorsed by NEDA.

In parallel with these procedures the Master Plan proposals should be disseminated widely to facilitate implementation through further cultivating public acceptance. The following will be particularly effective:

- 1) implementation of orientation seminars to convey the Master Plan proposals to a wide range of people such as politicians, local government officials, NGO's, environmentalists and researchers as well as general public,
- 2) preparation of publicity materials such as brochures in addition to the video under preparation,

- 3) drafting of promotion materials for selected priority projects/programs.
- 4) launching of a series of local TV programs combining video presentation, plan schematics and commentaries by various people, and
- 5) organization of international donors meetings and investment promotion seminars by public-private cooperation.

Considering that the Master Plan has been prepared by effecting substantively participatory mechanisms through many consultative workshops and cooperation with the NGO-PO consortium, further cultivation of public acceptance is quite meaningful especially at the grassroots level. The NGO-PO may be mobilized and cooperate with DIDP PMO for social marketing of the DIDP Master Plan.

(2) Restructuring/strengthening of implementing arrangements

Implementing arrangements for the DIDP should be re-structured/strengthened, centering around DIDP PMO. As proposed in the previous chapter, DIDP PMO is expected to be re-established by some legislature measures. It should become a permanent management office and a legal entity, although a specific form depends on socio-political factors. The re-structuring may involve re-definition of DIDP Board possibly with enlarged membership to enhance transparency and accountability. Local support structure may also be established based on NGOs/POs and the business community.

Irrespective of the specific form, the re-structuring should be supported by the following:

- 1) the Master Plan formally adopted by RDC XI and endorsed by NEDA,
- 2) local supports manifested by local communities, the NGO-PO consortium and the business sector through the social marketing of the Master Plan, and
- 3) commitment of the member LGUs embodied in a formal document.

These will provide a strong base to call for substantive supports of the Government in the form of capitalization or provision of seed fund as well as formal recognition.

(3) Project development and implementation

Anchor projects

Immediate actions to be taken for all the anchor projects are summarized in Table 6. Some projects are ready for continual implementation either as already planned by respective implementing agencies or following priority established by the Master Plan: Projects EC-1, IN-1, IN-6, IN-8, and GO-1.

For some projects, priority schemes/areas need to be identified first by LGUs in cooperation with relevant government agencies, respectively: Projects EC-2, EC-3, EN-11, and IN-5. A feasibility study needs to be carried out for Projects EC-14, EC-24, SO-19, EN-10, EN-15 and IN-18. Implementation programs should be prepared for Projects SO-1, SO-6, SO-10, SO-21, SO-22, EN-1 and IN-27. Implementing arrangements need to be established or restructured for Projects EN-8, EN-10, EN-12 and IN-15.

Special program

The Special Program for Participatory Development should be implemented in the nearest future. Some projects may be further developed by extending the efforts

during the master planning, involving concerned local communities and NGOs supported by respective LGUs.

Sector projects

Most sector projects and programs are expected to be implemented by relevant sector agencies. For most of them, further project development including feasibility studies and design can also be conducted by the sector agencies.

For inter-agency and inter-provincial projects as well as local projects, DIDP PMO should coordinate with LGUs for further project development. For this purpose, a consultative workshop should be convened to select projects to be implemented in the nearest future. For each selected project, roles of various actors should be clarified, including LGUs, NGOs/POs, government agency regional offices, and the private sector. For those projects to be implemented by the LGU initiative, local financing should be clarified.

For some projects particularly in the infrastructure sector, it is recommendable that external assistance should be sought for technical and/or financial supports. The priority should be given to the following:

- (IN-2) Intra-Regional Roads Development (technical and financial aids),
- (IN-12) Davao City Urban Arterial Roads Development (technical and financial aids),
- (IN-13) Davao Metropolitan Area Light Rail Transit (technical assistance for F/S),
- (IN-14) Davao Urban Transportation Development (technical assistance for M/P),
- (IN-22) Davao City Water Supply System Development (financial aid), and
- (IN-30) Samal Island Integrated Area Development (technical assistance for M/P).

Implementation by the private sector initiative is expected to follow for the Davao Metropolitan Area Light Rail Transit and the Samal Island Integrated Area Development.

(4) Special DIDP promotion package

While continued priority policy and commitment by the Government for Mindanao are expected to apply to the DIDP Area development, the stronger local initiative will be essential for the DIDP Master Plan implementation from the early stage. Given the limited financial and administrative capacities of the DIDP LGUs, the local initiative should be supported by external assistance both directly for the LGUs and through DIDP PMO.

For this purpose, a special DIDP promotion package may be implemented with the support of any donor agencies. The package may be called the DIDP Socio-Economic and Environmental Development Program or the DIDP SEED Program. The Program may comprise the following anchor projects proposed by the DIDP Master Plan:

- (SO-1) Poverty Alleviation and Community Transformation Project,
- (EN-1) LGU Environmental Capacity Building Program, and
- (GO-1) MBN-based Bottom-up Planning System Establishment Project.

Other related elements may also be included in the Program.

Table 6 Immediate Actions to be Taken for Anchor Projects

| | Project/Program | Immediate Actions |
|---------|---|--|
| (EC-1) | Small Irrigation Development | • Implementation of identified priority schemes; study to identify more schemes |
| (EC-2) | Commercial Farms Convert ARBs Support | • Identification of subject ARBs by LGUs in cooperation with DAR followed by I/P preparation |
| (EC-3) | Abaca Industry Revitalization | • I/P preparation by FIDA and identification of abaca expansion area by LGUs |
| (EC-14) | Fisherfolks Livelihood Enhancement | • F/S by a consortium of NGOs in cooperation with LGUs and RFTC |
| (EC-24) | Integrated SMEs IE Development | • F/S by PAIC alliances or the private sector |
| (SO-1) | Poverty Alleviation and Community Transformation | • I/P preparation by DSWD in cooperation with NGOs and LGUs |
| (SO-6) | Special Indigenous People's Education | • I/P preparation by DECS XI in cooperation with NGOs and NCIP XI |
| (SO-10) | Common Service Laboratory Facilities Development | • Preparation of I/P and aid proposal by the HEIs and CHED |
| (SO-19) | Regional Skills Training Center | • F/S by TESDA XI |
| (SO-21) | Hospital Services Delivery System Improvement | • Project design and budgeting for high priority hospitals improvement |
| (SO-22) | Health Financing | • I/P preparation by LGUs and PHIC |
| (EN-1) | LGU Environmental Capacity Building | • I/P preparation by DENR and DILG |
| (EN-8) | Comprehensive CADC-Forest Management | • Setting up of task force to prepare ADMP |
| (EN-10) | Integrated Watershed Management | • Organization of basin council and F/S of multi-purpose dams |
| (EN-11) | Upland Farming Model Villages Establishment | • Identification of model villages by LGUs in cooperation with NGOs and DENR |
| (EN-12) | Comprehensive Davao Gulf Management | • Restructuring of DGMB |
| (EN-15) | Davao City Integrated Waste Management System Development | • Establishment of new sanitary landfill site and F/S |
| (IN-1) | Inter-Regional Roads Upgrading | • Continual implementation |
| (IN-5) | Special Purpose Roads Improvement | • F/S on identified road sections |
| (IN-6) | Davao Port Development | • Continual implementation and F/S on new container port |
| (IN-8) | Davao International Airport Development | • Continual implementation of Phase 1 |
| (IN-15) | Rural Electrification and Renewable Energy | • Establishment of renewable energy council; F/S on solar energy development |
| (IN-18) | SWIM Expansion | • F/S on identified schemes by LGUs |
| (IN-27) | PAIC Support Infrastructure | • I/P preparation by project packaging by PAIC alliances |
| (GO-1) | MBN-based Bottom-up Planning System Establishment | • MBN survey by LGUs and NGOs |
| (EC-22) | BIMP-EAGA Construction Materials Merchandising Center | • No action during Phase 1 other than continual dialogues between member countries |
| (EC-29) | BIMP-EAGA R & D Triad Linkage | • -ditto- |

Source: JICA Study Team

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