

SAN CARLOS CITY

COMPREHENSIVE DEVELOPMENT PLAN

Executive Summary

The Comprehensive Development Plan provides the direction in terms of City's development within the period of 10 years. The CDP supports the requirements of the CLUP as it relates to the key Sectoral Development focused namely Social, Economic, Infrastructure, Environment and Institutional. Implementing the Plan will ensure water, power, transport and telecommunication facilities are available in advance of development needs.

The Bio-Energy 22 megawatts and Solar Power 20 megawatts has started already their ground preparation. These power supplies will be available next year and these establishments will guarantee small and medium industrial manufacturing companies for their continuous electrical supply. These developments will generate massive employment to the City of San Carlos.

The water system of the City is managed by LGU water department, yearly allocation for exploration of new sources has been appropriated to prepare the increasing demand of water for various usage.

Road Network has been completed connecting Bacolod - San Carlos – Cebu through Negros Trans-links Highways. These will make mobilization of goods and services easier and faster. Telecommunications of all networks are already in place.

San Carlos Corridor of the City are areas from the shoreline to two kilometers going to the mountain are already CARP Free. It is about 5,600 hectares that gives priority for export processing and domestic industries, together with supporting service, commercial and housing areas. The potential range of locators is expected to include agro-industries, food processing, light manufacturing, marine industries, industrial equipment, domestic products, and warehousing and logistics.

The city also offers business incentives and tax holidays. City Ordinance No. 198 of 1998 entitled Investment Incentive Code of 1998 gives exemption from payment of permits and taxes for several years in any Registered Enterprises that will establish in the city.

The Comprehensive Land Use Plan, Comprehensive Development Plan and Forest Land Use Plan are already completed to serve as guide for the overall development plan of the city. Formulated by the LGU Planning Team, Consultants and REGALA Experts, supervised by the Chief Executive Hon. Gerardo P. Valmayor, Jr. and supported by the Sangguniang Panlungsod of the city.

INTRODUCTION

The Comprehensive Development Plan (CDP) proposes to develop San Carlos city into modern agro-industrial zone and new town that will be distinct, economy viable, socially responsible and in balance with the environment. This community will set a standard of excellence in sustainable development that few in Asia have achieved through intelligent growth planning, it is expected to provide future generation a better quality of life.

Planning standards and parameters are proposed that include a community of neighborhoods where services, jobs and housing are balanced to increase the quality of life – a community where green and open spaces are not left overs, but are well integrated as a featured amenity. It is to be a community where business is encouraged to grow and expand; where education is a way of life; and where the culture and traditions of the people will flourish. In essence, this will be a community where there is pride of place and the ingredients for a community worthy of the 21st century.

The San Carlos Development Project aims to develop San Carlos into a modern 45,000 hectare agro-industrial zone with a 5,000 hectare new town built along 18 kilometers of coastline. San Carlos possesses great potential for various types of development given its abundant natural resources and available land for development; its strategic location at the core of several economic growth centers and the Visayas, its improving transportation linkages; and its high levels of government support and private sector participation, To transform potential into reality, the impetus for development has been launched by a joint private sector, local government, non-government organization consortium.

VISION

“A modern agro-industrial processing city, a model green city on good governance, a renewable hub for Asia, an a sustainable tourism destination with strong, diverse and viable economy, and ecologically balanced and sustainable environment with functional, appropriate and accessible infrastructure where citizens are healthy and well educated, living in a harmonious and peaceful, community, under a dynamic, competent, and reliable leadership in a safe, adaptive and resilient city.”

MISSION

To achieve food self-sufficiency and security, resource-based diversification and balanced agro-industrial and tourism opportunities with educated, healthy and empowered citizenry in a livable, resilient community, providing opportunities for economic development through sustainable renewable energy investments complemented with efficient and effective delivery of basic socio-economic services with infrastructure support, and strong public-private partnership for suitable and environmentally friendly development programs under a dynamic leadership.

SECTORAL GOALS

Economic Development – to promote agricultural diversification and agro-forestry, promote industry and tourism plus accompanying infrastructure

Social Services – to expand programs in health, housing and community facilities

Environmental Conservation – to conserve forestry and watershed areas, coastal resources, and control environmental pollution

San Carlos Urban Form – to provide for a series of well-planned neighborhoods with opportunities for living, working, social and cultural areas with open spaces for active and passive leisure

Rural Development – to promote high-priority Rural Growth Centers to serve as new locations for housing, community facilities, public transport, and commercial activity

OVERALL STRATEGY

The projects identified in the CDP puts forward a practical and sustainable development strategy for new town development over a period of 10-years. It is envisioned to provide the necessary infrastructure and development opportunities to effect the shift from a traditional and historic sugar-based economy to new commerce and industry in the areas of diversified agriculture, export processing, manufacturing and tourism. It encourages a mutually supportive mix both large and small business, offering, a broad range of investment opportunities to attract local and international funding, investors, joint-venture partners and developers to catalyzed the development plans. This will be supported be integrated port planning and development, airport provision, road and land transport improvements, water and power supply, and improved telecommunications as the basis for economic and industrial development, and ultimately, improvement in social conditions.

SECTORAL STRATEGY

ECONOMIC DEVELOPMENT

INDUSTRY

The project gives priority to the development of the 5,600.00 hectares Special Development Zone, for export and domestic industries, together with supporting services, commercial and housing areas.

The potential range of locators is expected to include agro-industry, food processing, light manufacturing, marine industries, industrial equipment, domestic products and warehousing and logistics.

Two further industrial areas are proposed. The first, in association with port development, will accommodate port-related and waterfront industries. A second area, in the rural uplands from Quezon to Prosperidad, will accommodate agro-processing and other light manufacturing activities.

TOURISM

The project focuses attention on developing a sustainable tourism and recreation strategy, which will include a resort complex in the area known as Fortuna.

It is proposed to include hotels and vacation housing, an environment center, golf and other recreation-based activities around its mountain, beachfront and lakeside settings.

The resort component will be complimented by water-based recreation and leisure activities at Sipaway Island. A series of countryside recreation facilities are also proposed along the coastline and in the rural upland areas, which include a Countryside Visitor Center, a cultural village, participation in the traditional fiestas and visits to the volcano, virgin forest and other natural attractions.

AGRICULTURE and FOREST

The project includes an intensive agriculture and forestry improvement program geared provide a strong sense of commercial viability and hence better incomes and living conditions for farmers. The program will initially be focused on three major schemes.

A lowland agribusiness scheme will be developed in the larger plantation environments of the coastal areas to demonstrate the profitability of high value Plantation crops as a more commercially viable option to traditional sugar cane farming.

An upland smallholder-farming scheme will organize and develop the commercial potential of the upland farms. The initial emphasis will be on vegetable production, to be followed by

other high value crops. These will then feed into packinghouses for processing or distribution. The Quezon-Codcod plateau is chosen as the first area for the upland scheme.

A reforestation and watershed management scheme will be developed in mountain areas. Commercial plantation forestry will be introduced in tandem with community based mixed forestry/inter-planting. Initial investment is proposed on the Rizal, Palampas and Bagonbon mountain slopes.

INFRASTRUCTURE

The project will ensure water, power, transport and telecommunications facilities are available in advance of development needs. In particular, utility services will be provided at attractive per unit consumption rates.

Continued investment in essential infrastructure support facilities includes a new commercial airport, the ongoing expansion of the deepwater port, a second port for increased cargo levels, the completion of new Cebu and Negros Trans-link Highways, the strengthening of the sealed road network in the urban and rural areas, and the provision of regular public transport services to the rural communities.

SOCIAL DEVELOPMENT

SOCIAL PROGRAMS and EDUCATION

Infrastructure and investments will be matched by a program of social progress, with special emphasis on skills development and training programs, family development and support initiative, youth development projects and pre-school education and daycare programs.

The programs will capitalize on existing initiatives by the City government and NGOs and will expand their capability. The existing “Healthy Start” program for your families, for instance, will be further developed and new family support programs, including a reproductive health initiative will be introduced.

In order to upgrade human resource capability, existing educational institutions will be encouraged to provide the formal training required by new investments. Continued improvements to the government and numerous private high schools will serve as a foundation areas three colleges and future institutions. A new Computer College has just opened at the CBD and this will be followed by an Agricultural Productivity Canter to cater to agricultural training needs and a Human Development Center to provide for industrial training need.

HOUSING AND HUMAN SETTLEMENTS

The project proposes a wide range of new housing to match the anticipated population growth and to meet the demands of all social groups, including low income families. An urban renewal program is being developed in the old City through a combination of local resettlement housing and in-situ upgrading of existing squatter areas.

COMMUNITY FACILITIES

Population and housing growth will be supported by a full range of community facilities. This will include new schools, health centers, community centers and sports and recreation facilities to cater to the needs and aspirations of a more prosperous community in the future.

ENVIRONMENTAL CONSERVATION

WATERSHED MANAGEMENT

Watershed area will be conserved as part of a comprehensive and integrated approach that will include river basin management and flood control. Priority will be given to programs in areas draining towards centers of population and other areas where there is extensive soil erosion.

COASTAL RESOURCE MANAGEMENT

Areas of mangroves and off-shore coral environments will be protected from ill-planned development and non-sustainable human activities. Program emphasis will be focused on rehabilitating damaged coastal environments, with priority being given to a community based Coastal Resource Management and Mariculture Project.

POLLUTION CONTROL and MANAGEMENT

Stringent environmental controls will be applied on all new developments, particularly in relation to solid waste management practices, liquid waste discharges and air pollution control standards.

Action will be taken to solve existing population problems including better sewage collection and treatment facilities. A comprehensive community based Solid Waste Management Plan will be developed with an emphasis on environment friendly practices and waste minimization. Importantly, a new and less sensitive landfill site will be developed.

SAN CARLOS URBAN FORM

The San Carlos Urban Form new town is to be unique and memorable compared to competing developments in the Philippines. Organized around a series of neighborhoods and land use anchor, the development responds to the natural terrain and existing site conditions. Each neighborhood will contain opportunities for, living, working, social and cultural nourishment, along with access to open spaces to active and passive leisure use.

There are two main employment anchors, one in the north and in the south of the new corridor development. In the north is the San Carlos Industrial Park which includes an Economic Zone, industrial and warehouse parks, service and utility areas, the new airport and commercial and residential zones. In the south is an industrial development oriented around a new cargo port.

Centered between these two employment anchors is the existing city proper and the new Central Business District. Next to the existing city and the employment anchors are new residential neighborhoods each with centrally located local commercial districts. Twelve kilometers south is an integrated tourism estate set within an extraordinary with high quality landscapes. All these lands uses are linked by a road network and rail corridor which will provide a seamless transition from place to place and an orderly development pattern.

RURAL DEVELOPMENT

To provide a focus for investment in the rural areas, the project proposes high priority Rural Growth Centers at Barangay Quezon-Codcod, Bagonbon and Prosperidad. The Rural Growth Centers will serve as nodes for housing, community facilities, public transport services and will also be the focus of commercial activity for agricultural development and primary processing.

At Quezon-Codcod, the project will combine the Rural Growth Center with the upland agricultural priority scheme. At Barangay Bagonbon, there is a similar opportunity to develop the Rural Growth Center in parallel with the reforestation scheme.

Another Rural Growth Center is proposed at Barangay Prosperidad, taking advantage of its location alongside the Negros Tran-link Highway route and with the potential for longer-term development as a Secondary Urban Growth Center.

CHAPTER I

GENERAL INTRODUCTION

1. BACKGROUND

The first TOWN PLAN of the City of San Carlos was formulated in 1977 and was updated as Comprehensive Land Use Plan (CLUP) and Zoning Ordinance in 2001. Twelve (12) years later at this time the CLUP of 2001 has been effective, that most of the developments and progress which the city realized were in accordance of the formulated plan of that CLUP.

Presently the CLUP of 2001 need a review and updating considering the inclusion of the Water Use and Disaster Risk Reduction and Management (DRRM) of the city. It was timely then that the Support to Local Government Revenue Generation and Land Administration Reform (REGALA) Project funded by the ADB-JFPR provided technical assistance to the City. Thru the Land Management and Investment Planning Team of the REGALA composed of Mr. Godie J. Amper and Professor Ernesto E. Serote extended their services to the City. Capability building in Local Development Planning to the technical working Group (TWG) in the preparation of CLUP and CDP. The Guidelines/Manual on CDP preparation issued by the DILG serves as a main reference in the CDP preparation.

The Comprehensive Development Plan of the City is quite advance because the Private Sector strong participation and is very supportive to the LGU. They participated in the planning process and hired consultants to assist the different Sectoral Committes of the LGUs in formulating the Development Plan. This CDP is a product of the combined efforts of the different Consultants and the REGALA assistance.

2. RATIONALE

As a Declaration of Policy, the State and the Territorial and Political Subdivisions of the State shall enjoy genuine and meaningful local autonomy to enable them to attain their fullest development as self-reliant communities and make them more effective partners in the attainment of national goals.

In Section 16, RA 7160 the Statement of General Welfare to all inhabitants of the community, every local government unit shall exercise the powers expressly granted, those necessarily implied therefrom, as well as powers necessary, appropriate, or incidental for its efficient and effective governance, and those which are essential to the promotion of the general welfare. Within their respective territorial jurisdictions, local government units shall ensure and support, among other things, the preservation and

enrichment of culture, promote health and safety, enhance the right of the people to a balanced ecology, encourage and support the development of appropriate and self-reliant scientific and technological capabilities, improve public morals, enhance economic prosperity and social justice, promote full employment among their residents, maintain peace and order, and preserve the comfort and convenience of their inhabitants.

Under Section 106, RA 7160, states that each Local Government Unit (LGU) shall have a comprehensive multi-sectoral development plan to be initiated by its development council and approved by its Sanggunian. For this purpose, the Development Council shall assist the Sanggunian in setting the direction of economic and social development, and in coordinating development efforts within its territorial jurisdiction.

In the promotion of the General Welfare of the city's inhabitants, the LGU and the Private Sector created a Special Economic Zone to satisfy the provision of Sec. 16, RA 7160. The Private Sector Partners will promote the city to foreign locators. As of the last quarter of 2013, there are Several industries who already established their industry in this city through the efforts of private sector, namely; San Carlos Bio Ethanol, Inc., San Carlos Solar Energy, San Carlos Bio Energy and Japan Wig Factory.

The strong private sector presence in the city is a clear manifestation that the San Carlos City investment environment is favorable to locators.

CHAPTER II

PLANNING PROCESS

2.0 Approach and Methodology

San Carlos City employed a participatory and consultative approach among the public sector for governmental and non-profit agencies, and in the private sector for businesses related to land, community, and economic development. Through research, design, and analysis of data, a plan can be created for some aspect of a community. This process typically involves gathering public input to develop the vision and goals for the city and its community. A six (6)-month workshop on CLUP is facilitated that involved a diverse set of stakeholders in the planning process including government and private sectors to ensure that the final plan comprehensively addresses the study area. A combination of quantitative and qualitative research techniques were adopted to generate a more comprehensive and accurate data. A Geographic Information Systems, or GIS, was utilized as a very useful and important tool in land-use planning particularly for quantitative methods. On the other hand, a qualitative method deals more on the analysis of the city's strengths, weakness, opportunities and threats or what we call the SWOT. The results of the quantitative and qualitative methods served as basis for policy recommendations put forward in the revised plan. Furthermore, the series of workshops conducted also enabled all stakeholders to assess and evaluate all aspect of the plan.

The orientation and series of workshops for CLUP formulation started in June 2012. This involved a participatory process with full teams from the staff representing the different departments of the San Carlos City Government and organized in five (5) sectors comprised of Social, Economic, Environment, Institutional and Infrastructure tasked for data gathering and inputting of information leading to the development of the CLUP. Each of the above groups met to provide input for questions and data for the development of the plan and each group reported during a plenary session. In the initial stages of the process, the sectors reviewed the existing CLUP document, revisited the city's vision and goals and develop new plans and strategies in a participatory and consultative approach.

The first objective of the CLUP workshop involves goal formulation and visioning. The goals were based on the national vision for LGUs as stipulated in Section 2(a) of RA 7160: "...that (LGUs) attain their fullest development as self-reliant communities and become more effective partners in the attainment of national goals." The identified goals by the sectors are properly analyzed to serve as an *end* toward which all future actions specified in the plan are directed. They act as *criteria* for evaluating alternative strategies, approaches and policies and as *standard* against which success of each action is measured. These goals and vision were then compared with the results of the data gathered to determine if such vision is attainable.

The Development Programs and Project that are the major component of the CLUP will be further analyzed by the sector planning team and form part of the City Comprehensive Development Plan (CDP). The CDP is the bases for the LGU investment programs and project.

2.1 Major procedural steps/guide in the making CLUP and CDP

The vision contained in this document (the CLUP) relates to the goals of the national government on physical planning which are intended to be carried in all physical development plans at all levels of jurisdiction from the National down to the City levels, making local goals consistent with and supportive of national goals. This ensures that local government units are true and effective partners of the national government in the attainment of national development.

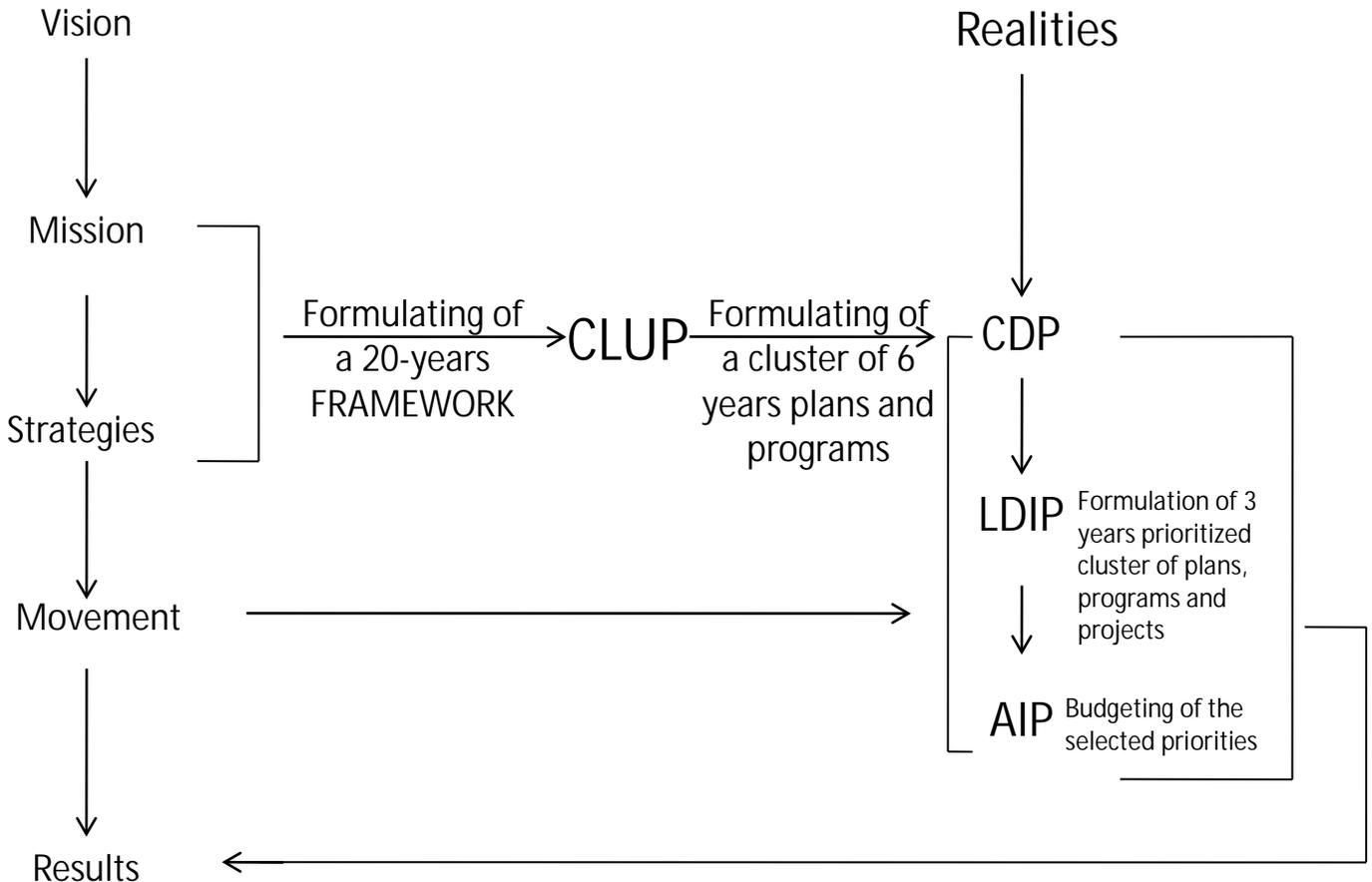
2.2 Designing and characterizing alternative spatial strategies.

A spatial strategy is an abstract conception of the desired pattern of physical development of the city which is realized through creative combination of built-up areas and open spaces. It is the organizing concept that guides the location and allocation of spaces for different land-use activities, the regulation of public and private investments, and the preservation of resources that ought to be protected against unscrupulous and inimical human intrusion and other agents of destruction. Designing and selecting appropriate spatial strategies for the City of San Carlos with its continuous advocacy for, and being a long-time practitioner of environmental conservation has been a major challenge to planning the city's physical development.

2.3 Detailing the preferred spatial strategy.

The preferred spatial strategy is a multi-dimensional framework, a conceived skeletal frame that defines the desired scope of future development. Additional detailed elements and components are included in the CLUP. To wit, are the proposed and detailed plans for the Coastal and territorial waters of the city from the municipality of Vallehermoso in Negros Oriental which is located at its southern portion and up to the north, the demarcation line between the city and the Municipality of Calatrava then from the coastline of this stretch it goes outward for seven and a half (7.5) kilometers on Tañon Strait facing the island of Cebu. This distance of outward lay-out is the quotient of dividing the total distance between the island of Cebu and the City of San Carlos. This lay-out describes the extent of development that the city has tasked to improve. This not only includes the surface of the sea but also beneath its surface (the cultural development at the seafloor). As a product of this plan, the City is able to produce Coastal Water Zoning Plan.

Figure 1.1 Simplified CLUP - CDP – LDIP- AIP Process



2.4 Formulation of land and water use policies.

For effective land use regulation, the CLUP must be comprehensive in terms of territorial and policy coverage. In order that every portion of the city's territory is covered with appropriate policy, the four land use policy areas adopted by the National Land Use Committee namely, the settlements, the infrastructure, the production and the protection, are used to organize all proposed policy interventions. These policy proposals were generated from the application of various analytical techniques in the course of the planning process notably the Problem-Solution Matrix; map overlay analysis, and the Upstream-Downstream Impact analysis. The local implications of relevant national laws and other administrative issuances were likewise taken into account in the formulation of these policies. To facilitate their implementation the proposed policies are further

classified into programs and projects, services or non-projects, and regulatory measures. The proposed programs and projects of the city are to be reflected generally in the CDP and specifically in the Local Development and Investment Program (LDIP) and finally in the Annual Investment Program (AIP) for funding by the development funds under the annual budget. The identified services needed to carry out aspects of the plan are incorporated into the regular functions of existing local government departments or offices of the City, or will serve as basis for the creation of new executive bodies. The services or non-project components of the proposed policy interventions may also guide the crafting of capability building programs for personnel of the executive branch of the City Government.

2.5 Revision of the existing Zoning Ordinance.

As far as revision of the existing CLUP (2000-2020) is concerned, the inclusion of the following; the Coastal Water Zoning Plan and the Disaster Risk Reduction Plan (DRRP) on identified critical sites are being inserted thus affecting only slightly the Salient features of the amended Zoning Ordinance include the integration of Assumed Environmentally Critical Areas Network (AECAN) Zoning. The Coastal Water Zoning and the revised Urban Land Use Zoning which are erstwhile separate documents and are enforced by two separate bodies. The integrated ordinance will now be enforced by a single regulatory body. Another important feature of the amended Zoning Ordinance is the consideration it gives to the total catchment concept wherein policies for certain upstream areas are tested for the sensitivity to their potential impact on downstream areas. A necessary extension of the total catchment concept as a salient feature of the amended zoning is the incorporation of the municipal waters under one use regulatory regime. Since the National Government has devolved its authority to the LGU to manage its off-shore areas of up to 15 km from the shoreline, the coastal LGU like the City of San Carlos is expected to manage and protect their respective portions of the national territorial sea for the benefits of small fisher folks and coastal communities. As for the City of San Carlos, it has 7.5 km wide offshore territory.

2.6 City Status

San Carlos City no matter what its positive outcome could be in the next twenty (20) years (2012-2032) remains to be a component City in the Province of Negros Occidental. Thus its three (3) rural barangays (note: 15 are in the urban area) remain rural for the specified period of time.

VISION Statement:

We envision San Carlos City as a modern agro-industrial processing city, a model green city on good governance, a renewable energy hub for Asia, and a sustainable tourism destination with strong, diverse and viable economy and an ecologically-balanced and sustainable environment with functional, appropriate & accessible infrastructure whose citizens are healthy and well-educated, living in a harmonious and peaceful community, under a dynamic, competent, and reliable leadership in a safe, adaptive and resilient city.

I. ***Outward Looking Component:***

- a. The City today has imposed the increase in production and harvest of various agricultural products like sugar, rice, corn, peanuts, ginger, cabbage, various root crops etc. both in volume and in quality five times better and bigger compared to 2007 data. If all these products could increase further up to 10% better than its 2010 record and consistently maintained the rates per annum for the next twenty (20) years, the exportation of these products to outside of the City is highly imminent and likewise the establishing of a processing plant for all of the above agricultural products could be well economically feasible. These processing plants modern in its operation and management system could make the City's economy and living conditions sound and healthy.
- b. Though the City is thriving to be an agro-industrial hub of various agricultural products and its value added products, it shall remain highly protective of its environment especially its forested area and forest reserve, its rivers, springs and its waterways. It shall strengthen its flood gate and its waterways. It shall continue to discourage mining activities for heavy minerals and to curb/control the activities on sand and gravel excavations.
- c. The City is now known in the country as a renewable energy hub*. For the next twenty (20) years it intends to remain as such and to improve in capacity while becoming more environmentally friendly.
- d. The current tourism hub of the City is the Island of Refugio because of its good shoreline and white-sand beaches plus the inhabitants in the Island who are only few, but peaceful and friendly. The coastal waters of the Island is now rich with the variety of fishes and other living invertebrates because of its living coral reefs, sea grasses and even mangroves. The Island's entire coastal circumference is almost planted with mangroves. Please refer to the Revised Zoning Plan for detail information regarding this topic.

There are also mountain resorts at the upper rural area in the city targeting to attract all kinds of tourists. These will serve as models for the development of more mountain resorts at Barangay Codcod, Barangay Quezon or Barangay Bagonbon.

II. ***Inward-looking component:***

- a. As the City has improved and keeps on improving, the status of its natural wealth and on educating its people about the importance and conservation of its natural resources, a light coming out of the horizon has begun to shine. Correct or proper planting of agricultural crops on the part of the

farmers and settlers have been well and fully guided by the government in such a manner that the sanctity of the environment would be preserved. Rehabilitation of the watershed has been sustained and reforestation activities are constantly on-going. Rivers, springs and creeks have been strengthened, cleared and improved. Flood waterways have also been improved. The City by 2025 and beyond could become more beautiful and healthy City to live on.

- b. The City also plans to attract more Universities to come-in to make the movement of the youth in the City just within and healthy, productive and literate without having to go out of the City to obtain good education and employment. The City has begun attracting some big private schools to come in at the same time inspiring the local schools to improve their delivery of educational services to the public.

At present, the City has improved its health services by hiring more medical doctors, nurses and other related health workers from outside of its territories. It also purchased bigger volume of primary drugs for various illnesses. Currently, the City is building a new and improved hospital which is located about 1 kilometer from the highway to accommodate more patients not only in the City but also in its neighboring municipalities. The City Hospital has been one of the City's sources of income.

- c. The City has been concentrating most on its capacity to produce various agricultural products in greater quantity paired with high level of quality to obtain better market for its products. Processing of these agricultural products has also been one of the goals of the LGU in order to be a highly-competitive agro-industrial hub in the country.
- d. More farm-to-market roads have been constructed annually and more have also been improved. The City is targeting about 44 kilometers more of Barangay roads to be done within 20 years. The intention is to build not just feeder roads but reliable roads of concrete, equipped with good drainage system or spillways. Bridges are to be constructed also as the need arises. The City is also keeping its potable water needs reliable and bountiful. Budget allocation for annual research and development activities for more potable water in the City is done and have been one of the major programs/activities.

III. *Resiliency*

By fully re-enforcing its flood-waterways, by fully reforesting its forested area and its watershed and by fully educating its inhabitants on all kinds of natural disasters like flooding, earthquake and volcanic eruption. The Citizens in the City would be transformed into a pliant and resilient

inhabitant in the country. This could be done by constant education by the government to its inhabitants. The Local Risk Reduction Program (LRRP) has been launched in 2010 in joint partnership with many NGOs. Various trainings, orientation and preparedness have been done. More practicum has yet to be done to make preparedness perfect. In addition to this training, tools, equipment and even financial assistance have been extended not only to the urban groups but also to the groups in the rural area. This has now become one of the major policies in this government.

CHAPTER III

The City's Vision and the National Goals of Physical Planning and DRRM/CCA Resiliency

3.1 Introduction

The San Carlos City's vision and the national goals of physical planning are reflected in two ways. One is through the outward looking component where the City's vision statement reflects its role as an effective partner in the attainment of national goals. Through the "outward looking" component of the vision statement, San Carlos City identifies itself as the modern agro-industrial processing City, a model green City on good governance, a renewable energy hub for Asia and a sustainable tourism destination in health and wellness. These identities and services are unique contributions to the development of Negros Occidental and Region VI of which San Carlos is a part, and to the nation at large. The other

way is the "inward looking" component of having a strong, diverse and viable economy and an ecologically balance and resilient environment with functional, appropriate and accessible infrastructure whose citizens are healthy and well educated, living in a harmonious and peaceful community under a dynamic and reliable leadership where the San Carlos City's vision and sectoral goals are consistently aligned and supportive of the national goals.

This chapter demonstrates how the vision of San Carlos City relates to the national goals of physical planning as adopted by the National Land Use Committee and the Disaster Risk Response Management Office.

3.2 National Physical Planning Goals

All local government units are enjoined by the National Land Use Committee to carry on physical planning goals in their respective physical development plans as follows:

- 3.2.1 ***Access to social services and economic opportunities.*** This goal is achieved if appropriate social services are provided in adequate amounts at reasonable proximity to the intended users and if jobs and livelihood opportunities exist to enable the people to earn sufficient income to pay for the goods and services they need, and where opportunities are open to all regardless of race, ethnicity, gender, or political and religious affiliation.
- 3.2.2 ***Sustainable utilization of resources.*** Resources are sustainably utilized if food security is assured for all, when production processes are cost effective, when there is waste minimization and all forms of wasteful practices carefully avoided,

and when every household, firm or establishment practices recovery, reuse and recycling of waste.

- 3.2.3 ***Maintenance of environmental integrity.*** This goal is attained through:
- a) The rational distribution of the population
 - b) Access by the population to social services and economic opportunities
 - c) Sustainable utilization of resources all combined and orchestrated well.

Rational population distribution. This goal of physical planning can be pursued at different levels. At the national level, this goal is being implemented through the long-running policy of “national dispersion through regional concentration”. This entails the development of the cities of Cebu and Davao as counter-magnets to Metro Manila and the re-population of sparsely populated regions through agricultural resettlement programs. At the regional and provincial levels, rational population distribution is achieved by maintaining a functional hierarchy of urban centers, ranging from major to minor and satellite centers. Through these urban centers government services and economic opportunities are being delivered more efficiently to the regional population.

At the city or municipal level, rational distribution of the population can be achieved through a properly conceived and designed urban form where there is a clear balance between the built and unbuilt environments, minimized impervious surfaces in the built-up areas, maximized use of renewable energy, when public and private places are litter free, and high level of biodiversity in flora and fauna is maintained.

3.3 Relating the City's vision to the national goals

The city of San Carlos has cultivated the vision of a “modern agro-industrial processing city, a model green city on good governance, a renewable energy hub for Asia, and a sustainable tourism destination with strong, diverse and viable economy, and an ecologically balanced and sustainable environment with functional, appropriate and accessible infrastructure where citizens are healthy and well educated, living in a harmonious and peaceful community, under a dynamic, competent, and reliable leadership in a safe, adaptive and resilient city. The city’s inhabitants desire to keep the vision into the future, not only as an ideal to aspire for but as a reality to live with.

The vision of a modern agro industrial processing city, a model green city on good governance, a renewable energy hub for Asia that is ecologically balanced and sustainable best encapsulates the city’s vision articulated years earlier:

“San Carlos City: A model green city, exhibits the character of a city that has functional, appropriate and accessible infrastructure, whose citizens are healthy, well-educated and living in a harmonious and peaceful community, under a dynamic, competent, and reliable leadership demonstrates the proper balance between sustainable development, human habitat and an ecologically sound environment.”

What does it mean for San Carlos City to be a model green city in sustainable development and balanced ecosystems? To determine the full answer is to split the question into two: 1) What services, lessons or experiences can San Carlos City offer as its unique contribution to regional and national development? 2) What kind of environment for living and for making a living can San Carlos City assure its present and future inhabitants? The first pertains to the desired roles that the city can perform in its regional context. This is known as the outward-looking component of the vision. The second embodies the desired qualities of the city as a human habitat. This part is called the inward-looking component of the vision.

3.3.1 *Desired Regional Roles of San Carlos City.* Notwithstanding its acquired status as an urbanized city (HUC) which confers San Carlos City political independence from the province of Negros Occidental, the city's geographical, economic and cultural ties with the province and with the rest of the country remaining strong. Considerations of what the city can best contribute to the development of the province and the wider region are purposive and imperative. It fulfils one of the main objectives of devolution according to the Local Government Code (Sec. 2, a): to enable LGUs "to become effective partners in national development."

Four major roles for San Carlos City to play in the region, derived from the vision of a model green city in sustainable agro-industrial development and renewable energy have been identified, namely:

- a. *As a modern agro-industrial processing city.*
- b. *A model green city on good governance,*
- c. *A renewable energy hub,*
- d. *A sustainable tourism destination catering to health and wellness,*

3.3.1.1 *A sustainable tourism destination catering to health and wellness.* The increasing tourist traffic, both local and foreign, is contributing no doubt to increased volume of business for the local economy. San Carlos has chosen to specialize in health and wellness eco-tourism because this type of tourism is the most environment-friendly and sustainable. Among other benefits, health and wellness eco-tourism offers pleasurable experiences with minimal tourist impact upon the natural environment. Moreover, eco-tourism especially of the community-based variety, accords mutual benefits to both the tourists and the host communities.

To ensure minimal tourist footprint the provision and positioning of support facilities are non-intrusive. Facilities for tourist accommodation are kept at a safe distance from the tourist resource while transport and communication facilities are laid out with the most unobtrusive alignments. Visitor's welfare and security are assured through professional service-oriented workers, maintenance of peace and

order, adequate supply of food, water and power, and effective enforcement of standards and regulations. Finally, consistent with the role of San Carlos as a model green city, good practices are continuously documented for replication by other LGUs elsewhere.

Relative to the national goals of physical planning, this desired role of San Carlos City is seen to contribute directly and substantially to providing access to economic opportunities, to sustainable utilization of the city's resources, and to the maintenance of environmental integrity. It will, however, have a minimal contribution to the goal of rational distribution of population.

3.3.1.2 Health and wellness tourism destination. Consistent with and complementary to its espousal of environment- and community-friendly tourism San 'Carlos City prides itself in being a promoter of wholesome and healthful wellness and recreation. Examples of recreational activities that are very much welcome in San Carlos include nature-oriented sports like biking, mountaineering, nature trekking, eco-camping, rock climbing, rappelling, caving, island hopping, hiking butterfly and bird watching, monkey trailing, para-sailing, snorkelling, SCUBA diving; active indoor sports like basketball, volleyball, badminton, swimming; outdoor sports like football, tennis, golf; simple outdoor recreation like picnicking, beach swimming, and similar pursuits. Competitive sports that expose the protagonists to extreme risks such as motocross racing and sports activities that encourage heavy betting and habitual gambling such as horse racing, cockfighting, jai-alai, casino, lottery in its many forms and the like are not actively promoted in the city.

The active promotion of healthful recreation and healing wellness centers is achieved by positive programs such as infrastructure support, provision of ample space and facilities to host regular sports events, spa clinics and fitness centers, public funding for multi-level inter-jurisdictional athletic meets and competitions, as well as policies formulated and implemented to prevent unwholesome activities from taking place in the city.

*This desired role of San Carlos is seen as having minimal impact on the goal of rational population distribution because the types of recreational activities **being promoted are not likely to induce migration.** On the other hand, it will open substantial access by the local residents and visitors alike to social services and provide the former with job opportunities. Similarly, it will redound to sustainable utilization of resources and maintain the integrity of the environment provided proper safeguards are put in place.*

3.3.2 Model Agro-industrial centre for Renewable Energy.

Model Agro-industrial centre for renewable energy supports activities on climate change, sufficient energy, crop and biomass production (sugarcane, sorghum, trees, SRC, grasses), rice, corn, vegetables and fruits sufficiency level, sufficient production of high

valued fruits and vegetables, sufficient agro processing facility for agro-forestry, livestock and marine products, electrical power of 50MW from renewable energy sources (solar, biomass, wind, etc.) and renewable energy to displace fuel.

A more systematic approach to playing out its role as model in sustainable development is the establishment of a “Biomass ethanol plant for renewable energy.” The ethanol plant is seen functioning as the hub for the collection and exchange of scientific information in the areas of renewable energy and sustainable agriculture, climate change adaptation, ecology and ecosystems, biomass production and the application of renewable energy. The establishment of an City Environment Management Office under the city office offers scientific information in regulating natural resources development, management, preservation and other aspects of environmental governance and ecosystems. Researches in the utilization of scientific knowledge are conducted in-house by the ethanol plant staff, through collaboration with the city environment committee, ENRO and existing non-government organizations in environmental protection, watershed development, renewable energy and climate change adaptation.

Some visible outcomes of the effectiveness of this role of San Carlos City, is a more precise zoning of environmentally critical area networks (ECAN), more green forest trees and parks in protected areas established, watershed management, forest land use planning, ancestral domain delineation and management, and more relevant environmental friendly policies enacted. More extensive documentation of forestry and parks management in areas close to Kanlaon through joint environmental projects with national and international funding agencies is also an outcome, as with the number of such environmental governance initiatives that found replication, adoption or adaptation among other local government units in the province, the region and the National Capital.

This desired role of San Carlos City strongly supports the fourth goal of national physical planning, namely, maintenance of environmental integrity. To a certain degree, especially when applied researches on renewable energy can lead to improvements in their settlement patterns and quality of life, this desired role will also contribute to the attainment of the goals on rational population distribution and ensuring access to social services. However, it is seen to contribute slightly to the goal on sustainable utilization of resources.

3.3.3 Model Green City on Good Governance.

3.3.3.1 Model green city on good governance. The other half of what San Carlos City can do as a green city model on good governance and sustainable development is to secure awards and accolades from national and international bodies, accessible information on local government plans, programs, policies, events and records, participation of different sectors in local governance and development and effectiveness of the financial management system. To secure for its own inhabitants the qualities of a desirable human habitat known as the inward-looking component of the vision, it is concerned with describing the future scenario in terms of desired qualities of the various sectors comprising the totality of local development. Thus, each of the five development sectors generated a set

of descriptors or desired qualities that best describe what they want their sector to be like in the future. By putting together the descriptors for the social, economic, environment, infrastructure and multi-institutional sectors, a composite picture of San Carlos City as a model green city of good governance is derived.

To further facilitate monitoring and evaluation to determine progress toward attainment of the vision each descriptor is translated into measurable and observable indicators of success. *Each success indicator is then matched with each of the national goals to determine whether it is directly or indirectly supportive of the national goal, or whether it has no contribution to, or worse, it is in conflict with the national goal.*

3.3.3.2 *Desired qualities of the city's inhabitants.* Under the old vision of the city the inhabitants are looked upon as disciplined and responsible stewards of the City's ecosystems and resources. In the view of the Social Sector, for the people to be disciplined they must be Healthy; to be responsible they have to be harmonious and peaceful; and to be able to do all these they must be well educated.

These more specific traits envisioned for the city residents are said to have been attained if the following indicators are observed to obtain:

a. Peaceful and Harmonious

- § Reduced crime incidence
- § Reduced drug related crimes
- § Zero number of children in conflict with the law (CICL)
- § Zero number of dysfunctional families
- § 100% compliance with the Anti-Illegal Drug Law
- § 100% compliance with various laws protecting children, women, and the family
- § 100% compliance with "No Smoking in Public Places"
- § 100% observance of curfew hours by minors
- § Zero illegal gambling
- § No tax delinquents, evaders and cheats
- § Full participation in spiritual and religious activities

b. Well Educated

- § Intensified garbage education in school and barangays
- § All 13-16 year old youth are in secondary school
- § Decrease drop rate to 0%

- § Decreased percentage of severely wasted
- § Men and women are equal partners in development
- § All households have decent housing
- § All differently-abled persons avail of privileges and social services due them.

c. Healthy

- § Control of preventable and water- born communicable
- § Reduction of maternal death
- § Reduction of childhood illnesses due to malnutrition
- § Sustained socialized housing program
- § Strengthened social services for senior citizens, person with disabilities and out of school youth

3.3.4 ***Desired character of the local economy.*** The old vision has drawn up a directly or indirectly the bounties of nature and the fruits of their labor with appropriate facilities for tourism, agriculture, commerce and environment-friendly industries.”

The Economic Sector has summarized this scenario into three adjectives namely, *Diverse*, *strong* and *viable* and generated corresponding success indicators as shown below.

a. Diverse

- § Ideal site for secondary economy such as Industry sector i.e. manufacturing and construction
- § Competitive manufacturing and processing firms
- § Potential tourism attractions developed
- § Tourist attractions diversified and fully utilized
- § Small businesses and social enterprises

b. Viable

- Sustained economic growth in old and new investments from both governmental expenditures and private investments

c. Strong

- Increased production of agricultural crops
- Appropriate farming technologies

- Competent agricultural extension work
- Accessible post-harvest and processing facilities
- Available irrigation system
- Adaptable climate smart agriculture based Integrated Farming System & Technologies

3.3.5 ***Desired quality of the built environment.*** The old vision of desirable cityscape pictures San Carlos with developed boulevards, promenades and stretches of tree-lined and coastal highways interspersed with parks and resorts. The Infrastructure Sector completes the vision with the descriptors **functional, appropriate and accessible.**

a. *Functional* is described as

- Established irrigation systems
- Improved and increased communication system and services
- Adequate stable reliable water supply

b. *Appropriate* is described as:

- Enhanced flood control facilities
- Effective drainage and sewerage systems
- Adequate and efficient water supply
- Sufficient supply of potable water at the city proper

c. *Accessible* is described as:

- Improved environmentally sustainable circulatory system of internal and external transport linkages (roads and bridges)
- Effective traffic management plan to decongest and increase the level of service roads
- Established seaport and airport facilities

3.3.6 ***Desired quality of local governance is featured in the vision statement on institutional development.*** The task of generating the desired qualities of local leadership and governance process falls on the institutional sector. To determine the level of attainment of these ideals, the sector came up with the following descriptors: Dynamic, competent, reliable.

a. Dynamic is described as:

- Adopted innovative and updated technologies in management systems, operations and communications
- Consulted with different sectors in the formulation of policies in line with the provision of services in consonance with its priority trust
- Established clear and enforceable awards, incentive and disciplinary scheme in the implementation of policies and programs
- Continued linkages with partner NGO's and PO's in program implementation

b. Competent

- Enhanced skills and training of government employee
- Participation of stakeholders in developing programs and projects
- Venue for feedback mechanism is readily accessible

c. Reliable is seen as:

- Self-sufficiency in the city's finances through increase in local revenue generation (RPT and business taxes)
- Communities needs and requirements are the basis in the utilization of the city's resources
- Honest, clean accountable and transparent delivery of services where there is no bureaucracy, absence of red tape and graft and corruption.

Relating the foregoing success indicators for each sectoral descriptor to the four national goals of physical planning yielded the following results. (See Annex 2.1 for details.)

Of the total of 120 success indicators, an overwhelming 100% are deemed directly supportive of goals no. 1 and 2 of the national goals. One hundred per cent (100%) directly support national physical planning goals no. 3, 4 and 5. Most indicators relate to the goals in direct ways and some indirectly. A significant number of indicators have clear relation to and have no underlying conflict with the national goals.

On the whole, the vision statement of San Carlos City is strongly supportive of the national goals of physical planning.

Table 1. THE LGU VISION AND NATIONAL GOALS

| DESCRIPTOR | SUCCESS INDICATORS | NATIONAL PHYSICAL PLANNING GOALS | | | |
|---|---|-------------------------------------|--------------------------------------|--------------------------------------|---|
| | | Rational Distribution of Population | Access to Social & Eco Opportunities | Sustainable Utilization of Resources | Integrity of the Environment Maintained |
| Modern Agro-Industrial City | Sufficient Energy Crop & biomass Production (sugarcane, sorghum, trees-SRC, grasses) | ü | ü | ü | ü |
| | Attained rice, corn, vegetables and fruits sufficiency level | ü | ü | ü | ü |
| | Sufficient production of high valued fruits and vegetables | ü | ü | ü | ü |
| | Sufficient processing facility for agro-forestry, livestock and marine products | ü | ü | ü | ü |
| Model Green City in Good Governance | Awards and Accolades Received from National & International bodies | ü | ü | ü | ü |
| | Accessibility of Information on Local Government Plans, Programs, Policies, Events and Records | ü | ü | ü | ü |
| | Participation of Different Sectors in Local Governance and Development | ü | ü | ü | ü |
| | Effectiveness of the Financial Management System | ü | ü | ü | ü |
| | Effectiveness of Basic Delivery Services (particularly health, education and social services) | ü | ü | ü | ü |
| Renewable Energy Hub | Electrical power of 50MW from renewable energy sources (solar, biomass, wind, etc.) | ü | ü | ü | ü |
| | Renewable energy to displace fossil fuel | ü | ü | ü | ü |
| Sustainable Tourism catering to Health & Wellness | Number of Tourism Facilities passing DOT standards | ü | ü | ü | ü |
| | Number of tourists | ü | ü | ü | ü |
| | Attractions (Natural: waterfalls, caves, hills & beaches/Man-made: People's Park, Eco-Center, Boulevard and Marina) | ü | ü | ü | ü |
| | Number of events and sports activities & outdoor adventure (ex. Football, motocross racing & mountain biking, trekking) | ü | ü | ü | ü |
| | Number of Health & Wellness Centers | ü | ü | ü | ü |

Table 2. THE LGU VISION AND INDICATORS OF RESILIENCE

| LGU VISION | | NATIONAL PHYSICAL PLANNING GOALS | | | |
|---------------------------------|---|-------------------------------------|---|--------------------------------------|---|
| | | Rational Distribution of Population | Access to Social and Economic Opportunities | Sustainable Utilization of Resources | Integrity of the Environment Maintained |
| ECONOMIC SECTOR | | | | | |
| DESCRIPTOR 1: STRONG | | | | | |
| 1 | Increased Production of Agricultural Crops per hectare (sugar, sorghum, fruits, vegetables, rice & corn) | ü | ü | ü | ü |
| 2 | Appropriate Farming Technologies | ü | ü | ü | ü |
| 3 | Competent Agricultural extension workers | ü | ü | ü | ü |
| 4 | Accessible Post-harvest and Processing Facilities | ü | ü | ü | ü |
| 5 | Available Irrigation System | ü | ü | ü | ü |
| 6 | Adaptable Climate Smart Agriculture-based Integrated Farming System & Technologies | ü | ü | ü | ü |
| DESCRIPTOR 2: DIVERSE | | | | | |
| 1 | Ideal site for secondary economy such as Industry Sector i.e. Manufacturing, construction | ü | ü | ü | ü |
| 2 | Private investments flowing into the local economy | ü | ü | ü | ü |
| 3 | Creation of economic multiplier effect from Modern Agro Processing Centers i.e. (RE and construction Industries) operations | ü | ü | ü | ü |
| 4 | Diverse Livelihood Cropping Systems (Viable Cropping Systems) | ü | ü | ü | ü |
| 5 | Sustained Economic Growth from Increased Household Income and Diverse Livelihood | ü | ü | ü | ü |
| DESCRIPTOR 3: VIABLE | | | | | |
| 1 | Sustained economic growth in old and new investments from both private and governmental expenditures | ü | ü | ü | ü |
| SOCIAL SECTOR | | | | | |
| Descriptor 1: Healthy | | | | | |
| 1 | Control of preventable and water- born communicable diseases | ü | ü | ü | ü |
| 2 | Reduction of maternal death | ü | ü | ü | ü |
| 3 | Reduction of childhood illnesses due to malnutrition | ü | ü | ü | ü |
| 4 | Sustained socialized housing program | ü | ü | ü | ü |
| 5 | Strengthened social services for senior citizens, person with disabilities and out of school youth | ü | ü | ü | ü |
| Descriptor 2: Harmonious | | | | | |

| | | | | | |
|---|--|---|---|---|---|
| 1 | Compliance of ordinance and pertinent laws | Ü | Ü | Ü | Ü |
| 2 | Access to programs and social services | Ü | Ü | Ü | Ü |
| 3 | Decrease number of cases of unregistered birth, death and marriage | Ü | Ü | Ü | Ü |
| Descriptor 3: Peaceful | | | | | |
| 1 | Reduced crime incidence | Ü | Ü | Ü | Ü |
| 2 | Reduced drugs related crimes | Ü | Ü | Ü | Ü |
| Descriptor 4: Well Educated | | | | | |
| 1 | Intensify garbage segregation in school | Ü | Ü | Ü | Ü |
| 2 | Decrease drop-out rate to 0% & increase Completion Rate to 100% | Ü | Ü | Ü | Ü |
| 3 | Decrease percentage of severely wasted pupils | Ü | Ü | Ü | Ü |
| ENVIRONMENT AND NATURAL RESOURCES SECTOR | | | | | |
| Descriptor 1: Ecologically-balanced | | | | | |
| 1 | Prevented/Minimized pollution (land/water/air/noise) | Ü | Ü | Ü | Ü |
| 2 | Prevented/Minimized soil erosion and siltation | Ü | Ü | Ü | Ü |
| 3 | Minimum forest cover of 40% | Ü | Ü | Ü | Ü |
| 4 | Conserved / Maximized bio-diversity | Ü | Ü | Ü | Ü |
| Descriptor 2: Sustainable | | | | | |
| 1 | Abundant domestic and industrial water supply | Ü | Ü | Ü | Ü |
| 2 | Sufficient energy sources | Ü | Ü | Ü | Ü |
| 3 | Air quality meets the standards | Ü | Ü | Ü | Ü |
| 4 | Abundant urban green spaces | Ü | Ü | Ü | Ü |
| 5 | Environmentally-sound practices are the norm | Ü | Ü | Ü | Ü |
| 6 | Maximum waste reduction, recycling and reuse; all hazardous waste properly managed | Ü | Ü | Ü | Ü |
| 7 | Maximum renewable energy utilization | Ü | Ü | Ü | Ü |
| 8 | All residents have a high sense of environmental responsibility and awareness | Ü | Ü | Ü | Ü |
| Descriptor 3: Resilient | | | | | |
| 1 | Zero casualty during natural disasters | Ü | Ü | Ü | Ü |
| 2 | Zero damage to infrastructures | Ü | Ü | Ü | Ü |
| 3 | Uninterrupted food, water and medical supply | Ü | Ü | Ü | Ü |
| 4 | Full adaptive capacity to climate change and limited resources | Ü | Ü | Ü | Ü |
| 5 | All residents have a high awareness and involvement in DRRM and CCA and limited resources initiatives | Ü | Ü | Ü | Ü |
| INSTITUTIONAL SECTOR | | | | | |
| Descriptor 1: Dynamic | | | | | |
| 1 | Adopted innovative and updated technology in the management systems, operations and communications | Ü | Ü | Ü | Ü |
| 2 | Consulted with different sectors in the formulation of policies in line with the provision of services in consonance with its priority trust | Ü | Ü | Ü | Ü |
| 3 | Established clear and enforceable awards, incentive and disciplinary scheme in the implementation of policies and programs | Ü | Ü | Ü | Ü |
| 4 | Continued linkages with partner NGO's and PO's in program implementation | Ü | Ü | Ü | Ü |

| Descriptor 2: Competent | | | | | |
|---------------------------|---|---|---|---|---|
| 1 | Enhanced the skills and training of government employees | ü | ü | ü | ü |
| 2 | Participation of stakeholders in developing programs and projects is an established practice | ü | ü | ü | ü |
| 3 | Venues for feedback mechanism is readily accessible | ü | ü | ü | ü |
| Descriptor 3: Reliable | | | | | |
| 1 | Self sufficiency in the city's finances through increase in local revenue generation (RPT and business taxes) | ü | ü | ü | ü |
| 2 | Communities needs and requirements are the basis in the utilization of the city's resources | ü | ü | ü | ü |
| 3 | Discard bureaucracy, red tape, graft and corruption in the delivery of services | ü | ü | ü | ü |
| INFRASTRUCTURE SECTOR | | | | | |
| Descriptor 1: Functional | | | | | |
| 1 | Established irrigation systems | ü | ü | ü | ü |
| 2 | Improved communication services and increased coverage to boost economic opportunities in the City | ü | ü | ü | ü |
| 3 | Attained adequate/stable/reliable power supply | ü | ü | ü | ü |
| Descriptor 2: Appropriate | | | | | |
| 1 | Enhanced flood control facilities | ü | ü | ü | ü |
| 2 | Effective drainage and sewerage systems | ü | ü | ü | ü |
| 3 | Attained adequate and efficient water supply | ü | ü | ü | ü |
| 4 | Sufficient supply of potable water and services at the city proper | ü | ü | ü | ü |
| Descriptor 3: Accessible | | | | | |
| 1 | Improved environmentally sustainable circulatory system of internal and external transport linkages (roads and bridges) | ü | ü | ü | ü |
| 2 | An effective traffic management plan is being adopted to decongest and increase the level of service of roads | ü | ü | ü | ü |
| 3 | Established sea port and airport facilities | ü | ü | ü | ü |

THE LGU VISION AND INDICATORS OF DISASTER RESILIENCE

| INDICATORS OF "DISASTER RESILIENT" | CURRENT REALITY | LEVEL OF ATTAINMENT | VISION-REALITY GAP | WHAT TO DO TO FILL THE GAP | |
|---|--|---|--------------------|----------------------------|---|
| OUTWARD-LOOKING COMPONENT | | | | | |
| Modern Agro-Industrial Processing City | | | | | |
| 1 | Sufficient Energy Crop & Biomass Production (sugarcane, sorghum, trees-SRC, grasses) | Large sugarcane farms in support for Biomass Production/Trees for coppice | 6 | 4 | Extensive campaign and support to farmers in their production inputs especially on sorghum, trees SRC including marketing |
| 2 | Attained rice, corn, vegetables and fruits sufficiency level | Developed Post Harvest & Storage Facilities | 3 | 7 | Promote scaling-up of multi-sectoral linkages to increase production and income of farmers in natural & organic farming, likewise promote consumption by the public & marketing of fresh & processed products |
| 3 | Sufficient production of high valued fruits and vegetables | Introduction of Organic Farming in support to production | 6 | 4 | Enhance farming capabilities of farmers in the adoption of Organic Farming/Natural Farming |
| 4 | Sufficient processing facility for agro-forestry, livestock and marine products | Limited food processing & storage facilities & marketing logistics | 3 | 7 | LGU, POs & NGOs active participation in the establishment of such services |
| Model Green City on Good Governance | | | | | |
| 1 | Awards and Accolades Received from National & International bodies | Received a total of 36 Awards from provincial, regional, national & international award giving bodies | 7 | 3 | Aspire to achieve 14 more awards to reach a cumulative total of 50 recognitions/awards from various award-giving bodies locally, nationally & internationally |
| 2 | Accessibility of Information on Local Government Plans, Programs, Policies, Events and Records | Available information through functional website, weekly local television program & city's quarterly publication - Tribute. | 7 | 3 | Enhance the existing tri-media to continually communicate the information to all users locally & worldwide |
| 3 | Participation of Multi-Stakeholders in Local Governance and Development | Representation of different sectors from GAs, NGAs, CSOs, POs | 6 | 4 | Agreements with multi-sectoral stakeholders in their participation & contribution to the development of the city |
| 4 | Effectiveness of the Financial Management System | Transparency in financial management with no adverse findings of COA | 7 | 3 | Promote & strengthen transparency by publishing financial statements through various venues like the city's website, city hall bulletin boards and compliance of COAs findings |
| 5 | Effectiveness of Basic Delivery Services (particularly health, education and social services) | Addressed basic services of the constituents with recognition from various award giving bodies | 8 | 2 | Strengthen delivery of health & social welfare services & improve education in safer schools. |
| Renewable Energy Hub | | | | | |
| 1 | Electrical power of 50MW from renewable energy sources (solar, biomass, wind, etc.) | Existing biomass and proximity to geothermal | 4 | 6 | Promote & scale-up multi-sectoral linkages for investor location at San Carlos City |
| 2 | Renewable energy to displace fossil fuel | Existing bioethanol production | 2 | 8 | Advocacy for sourcing & utilization of RE |

| | | | | | |
|--|---|---|---|---|---|
| 3 | Readiness for disaster support in contiguous outlying areas | Experience in supporting neighboring LGUs | 5 | 5 | Establish MOAs with neighboring LGUs to collectively implement LGU's Disaster Risk Reduction Programs |
| 4 | Strategic location of ports and proximity to Bacolod and Cebu | Natural spatial location of ports facilities & coastal protection | 6 | 4 | |
| 5 | Available human resources and generous attitude of citizenry to help neighboring LGUs | Trained/experienced multi-sectoral volunteers | 5 | 5 | |
| Sustainable Tourism Destination Catering to Health and Wellness | | | | | |
| 1 | Number of Tourism Facilities & destinations passing DOT standards | Tourist attractions & destinations are safe | 5 | 5 | Strengthen coordination with Government Agencies and establishments to ensure safety of tourists |
| 2 | Number of tourists | Local & international tourists are increasing every year | 5 | 5 | |
| 3 | Attractions (Natural: waterfalls, caves, hills & beaches/Man-made: People's Park, Eco-Center, Boulevard and Marina) | Endowed with natural & man-made attractions | 5 | 5 | Institutionalized disaster programs & guidelines in all tourism attractions, events & activities in place |
| 4 | Number of events and sports activities & outdoor adventure (ex. Football, motocross racing & mountain biking, trekking) | Supportive to events & various sports activities participated by players all over the country | 7 | 3 | |
| 5 | Number of Health & Wellness Centers | | | | |
| INWARD-LOOKING COMPONENT | | | | | |
| Economic Sector | | | | | |
| 1 | Sufficient Agricultural Production Output | Agri-production output is sizable enough with the San Carlos Agri-Consumption Per Capita i.e., 100 kgs of rice per person | 5 | 5 | Organizing the major and peripheral crops that can be scaled up within San Carlos Territory (Major Crops: Sugarcane, Coffee/Cacao, Mango, SRC-Trees and Coconut - Peripheral: High Value Vegetables, Mixed High Value Fruit Trees, Rice and Corn) |
| 2 | Available Irrigation System | Irrigation facilities' availability and accessibility to covered farming communities | 4 | 6 | Scaling up advocacy work and negotiation with National authorities for governmental support thru NIA in constructing and establishing additional irrigation facilities. Private sector involvement through "drip-irrigation" establishment and installation is also being encouraged. |
| 3 | Adaptable Climate Smart Agriculture-based Integrated Farming System & Technologies | Application of CSA-based farming system is being encouraged and used in a number of farming communities | 4 | 6 | Provide incentives among farmers and the next generation of farmers thru basic education in adopting CSA-based farming system. |
| 4 | Cohesive Farmers' Organizations and Network | Operational and functional farming organizations collaborating with LGUs' agri-development priorities | 5 | 5 | Creation of an effective communication program that would encourage organizational cohesiveness synthesizing governmental policies on agri-development priorities such as village level agri-enterprise implementation and operation |

| | | | | | | |
|---|---|--|---|---|---|--|
| 5 | Creation of economic multiplier effect from Modern Agro Processing Centers i.e. (RE and construction Industries) operations | Multiplier effect of RE-related industries in terms of business creation is still being worked-out | 2 | 8 | Ensure (both National and Local Policy Support) that existing RE industries shall be further enhanced making the industry viable in creating more down-stream industries and enterprises. | |
| Social Sector | | | | | | |
| 1 | Control of preventable and water- borne communicable diseases | Available resources and supplies to address outbreak of diseases and other medical condition | 8 | 2 | Continuity of available funds to address the requirements & needs | |
| 2 | Sustained socialized housing program | Continued efforts to address the homelessness problem of the city are on-going. | 2 | 8 | In consulting the hazard map it should be taken into consideration the location of the housing program | |
| Environment and Natural Resources Sector | | | | | | |
| <i>Ecologically-balanced</i> | | | | | | |
| 1 | Prevented/Minimized pollution (land/water/air/noise) | Multipartite Monitoring Teams formed | 4 | 6 | Creation of the ENRO office, adopt policies, public information (IEC) and drills, program implementation of mitigating and adaptive strategies | |
| 2 | Prevented/Minimized soil erosion and siltation | Strengthen initiatives directly addressing soil erosion | 3 | 7 | | |
| 3 | Minimum forest cover of 40% | Strengthen initiatives directly addressing soil erosion and land slides | 3 | 7 | | |
| 4 | Conserved / Maximized biodiversity | City's active participation in conservation through 2 Natural Parks | 4 | 6 | | |
| <i>Sustainable</i> | | | | | | |
| 1 | Abundant domestic and industrial water supply | Barangays and City proper vulnerable to loss of supply if main pipe is severed | 2 | 8 | | |
| 2 | Sufficient energy sources | Limited access to alternative power when main source is cut | 2 | 8 | | |
| 3 | Air quality meets the standards | Solely reliant on LTO vehicle emissions testing and industry's MMT | 3 | 7 | | |
| 4 | Abundant urban green spaces | Old city proper has limited urban green space | 2 | 8 | | |
| 5 | Environmentally-sound practices are the norm | Limited advocacy for environmental awareness for waste management | 4 | 6 | | |
| 6 | Maximum waste reduction, recycling and reuse; all hazardous waste properly managed | Exceeded the mandatory 25% waste diversion target and operating SLF and MRF in place | 7 | 3 | | |
| 7 | Maximum renewable energy utilization | Limited local source of renewable energy | 2 | 8 | | |
| 8 | All residents have a high sense of environmental responsibility and awareness | Most policies in place, lack of enforcement | 6 | 4 | | |
| <i>Resilient</i> | | | | | | |
| 1 | Zero casualty during natural disasters | Lack of community awareness for disaster readiness | 2 | 8 | | |
| 2 | Zero damage to infrastructures | Lack of disaster proof infrastructure | 2 | 8 | | |
| 3 | Uninterrupted food, water and | Lack of redundancy to | 2 | 8 | | |

| | | | | | |
|------------------------------|---|---|---|---|--|
| | medical supply | address disaster related consequences | | | |
| 4 | Full adaptive capacity to climate change and limited resources | Lack of community awareness and support system | 2 | 8 | |
| 5 | All residents have a high awareness and involvement in DRRM and CCA and limited resources initiatives | Lack of community awareness for disaster readiness | 2 | 8 | |
| Institutional Sector | | | | | |
| 1 | Continued linkages with partner NGOs , Pos, NGAs and International Donor Agencies (WB/ADB) | Existence of disaster programs in coordination with partner NGO's and PO's. | 5 | 5 | Improve coordination with other support groups in the disaster programs especially in the additional funding source |
| 2 | Comprehensive System on Disaster Risk Reduction and Management (preparedness, prevention/mitigation, response, relief/rehabilitation) | Multispectral groups in placed trained and experienced | 5 | 5 | Enhancement of existing system for further improvement |
| 3 | High level commitment of LCE and City Officials in disaster risk reduction programs and thrust | LGU Officials are leading in the implementation of the disaster programs | 9 | 1 | Continued support of both executive and legislative bodies in formulation of disaster programs and legislations |
| 4 | Presence of active Disaster Council and Secretariat | Existence of CDRRMC | 9 | 1 | Continuous training of council members, office staff and volunteers |
| 5 | Availability of funds to finance the disaster programs | Built-in funding in the budget for disaster programs | 9 | 1 | Proper monitoring on the utilization of resources; consistent implementation of the DRRMM Plan |
| Infrastructure Sector | | | | | |
| 1 | Established Disaster Operation Center | Disaster Centers In Placed | 4 | 6 | Fully operationalization of the Disaster Risk Reduction & Management Office with Policy Guidelines, Programs, Structure & Budget |
| 2 | Established Evacuation Centers with Nursing Stations | Evacuation Centers In Placed | 5 | 5 | |
| 3 | Guidelines and Standards for Construction for Earthquake Proof Buildings | Existing Policy Guidelines | 5 | 5 | |
| 4 | Provision of Container Vans for Mobile Clinic & Portable Toilets & separate Bath Facilities for men, women and children | Available Container Vans, Mobile Clinics and Portable Toilets | 2 | 8 | |
| 5 | Provision of Amphibian boats & Scuba Gears for Disaster Response | Amphibian Boats and Scuba Gear (budget appropriated) | 4 | 6 | |
| 6 | Availability of Tents for Relief/Rehabilitation and Settlement | Canopies Tents in placed (Overnight tents for budget request) | 4 | 6 | |
| 7 | Availability of Water Delivery System for Relief (Water Tankers) and Power Generators | Water Delivery System (water tanks) in placed | 4 | 6 | |
| 8 | Availability of Power Generators for Relief | Power Generator (budget to be requested) | 2 | 8 | |
| 9 | Availability of School Building/Rural Health Centers for Relief Operation and Evacuation | School Building/Rural Health Centers in placed | 9 | 1 | |

| | | | | | |
|----|--|------------------------------|---|---|--|
| 10 | Availability of Multipurpose Halls for Relief Operation and Evacuation | Multipurpose Halls in placed | 5 | 5 | |
|----|--|------------------------------|---|---|--|

CHAPTER IV

DEVELOPMENT CHALLENGES

4.0 Introduction

On the basis of the different Sectoral Committees and the REGALA Technical Assistance Team appreciation of planning issues in the City of San Carlos, this chapter sets out a plan vision and associated assumptions and objectives to be incorporated in the CDP. It further specifies the anticipated population and employment levels over a ten (10)-year plan period, together with the resultant land use budget for housing. Finally the chapter highlights a number of major development opportunities and constraints to the achievement of the CDP objectives.

4.1 The Plan Vision

The Vision for the City is clear and well developed by the City Government and by the key stakeholders. It is well specified in the Comprehensive Land Use Plan prepared by the City Planning Team assisted by REGALA.

Central to the Vision are the twin objectives of decentralisation and agricultural/rural development. To achieve these objectives, the City Government has developed a series of farm to market roads and proposed Rural Growth Centres (RGCs) to provide a basic range of commercial and community facilities, together with essential utility infrastructure within easy reach of farmland areas. To further assist the farming community the City government has invoked its own micro-credit lending facility through the Land Bank. This counter-magnet approach is already meeting with some success. New farmland is being opened up and the priority RGC's are proving to be the focus for new housing development in the countryside.

At the same time, urban congestion, expressed through a proliferation of temporary housing and squatters, is being eased through the City's resettlement program, which has already resulted in the clearance of majority of the squatters from government lands. Program extension to cater for those occupying private land areas and the remainder on government land is continuously pursued, along with the upgrading of associated urban services and community facilities.

In parallel, there is a determination to diversify the City's economic base primarily through industrial development, together with taking up any realistic opportunities for visitor and tourism development. The granting of Special Economic Zone (SEZ) status for industrial 450 hectares of land to the north of the Poblacion is the first step in the direction of employment growth and diversification, where it is expected to combine agro-industrial and other general industry. Phase 1 of the SEZ development is always utilized by some investors. There is expansion on this particular purpose for the next twenty years starting CY 2012.

The Vision has anticipated the need for a range of new and improved infrastructure support services. Essential first steps have already been made in the form of the Trans-Link Highway and through the port upgrading and expansion scheme, together with a new

port access road. More upland Barangay roads on the plan list for construction and more existing Barangay/upland roads are all in the list for improvement. Implementations of this plan have already begun since 2010. Soon construction of the new airport (north of the Poblacion) will commence, with an initial design capability to accommodate turbo-prop commercial aircraft. Further priorities may include a new independent power plant.

Image is also an important part of the Vision and the development of the new Central Business District (CBD) is a bold venture to create investor confidence. Where land has been marketed in the CBD it has a high level of residential and commercial lot uptake. The imaginatively designed City Hall is a symbol of the CBD's success. In the agricultural and industrial sectors, there is already a significant level of investor interest and there is commitment from some investors in the industrial sector. Re-opening of the sugar mill will restore confidence in the economic sector but this time to be installed as the Special Zone (Industrial) Providing the right investor climate is created (e.g. serviced land and incentives), there is every reason to believe that similar success will be achieved in these areas as well.

At the same time, there is a real concern that economic development and the expansion of San Carlos is seen to be sustainable and will retain the City's "clean and green" character. There is a concern that urban growth should be carefully located and not lead to further congestion of the existing Poblacion. Nor should economic development lead to further deterioration of the City's vulnerable coastal resources (e.g. corals and mangroves) and its forestland/watershed areas. To this extent, the Vision retains a strong rural characteristic and a desire to involve the community in the conservation of the City's natural resources.

Finally, the Vision developed within the City is geared, first and foremost, to help the people of San Carlos and in the achievement of the central goal; improved living and working conditions. To that extent, the Plan has been developed in close liaison with the community; a process reflected in the preparation of the CDP.

The Vision is considered a valid planning concept for the future. It is for the CDP therefore to further add, improve and define the Vision in the form of a comprehensive and integrated program of action, together with a specification of priority projects to be implemented.

4.2 Plan Objectives

From the context provided by the Plan Vision a number of CDP objectives have been formulated in the form of three interrelated modules; Economic Development, Social Development and Environmental Sustainability.

Economic Development Objectives:

The optimisation of the **natural resource potential** of San Carlos, primarily through the intensification and diversification of agriculture and through reforestation and agro-forestry schemes. The revitalisation of the mariculture industry is also an aim.

Key Objectives include:

- Identifying market opportunities for more productive agriculture relevant to the circumstances of San Carlos.

- In conjunction with expanding market opportunities, identify the potential to establish an agro-processing industry in San Carlos.
- Identifying the means to optimise the potential for reforestation and agro-forestry in the upland areas.
- Identifying the potential to re-establish and expand the mariculture industry.

*The maximisation of **inward investment** in industry and other employment related activities, initially through planned industrial park provision.*

- Identifying the market opportunity for inward investment in (non-agricultural) industry.
- The development of a complimentary marketing strategy, taking into account the areas SEZ status.
- Identifying the market potential and focus for the exploitation of the areas for visitor and tourism development.

*A number of fundamental **support conditions** which are to be incorporated in the CDP.*

- Ensuring there will be sufficient support infrastructure in place (e.g. roads, bridges, and water supply) as an essential pre-requisite to investment. The priority short-term concern will be the means for improved power generation and distribution capability to serve the SEZ.
- Ensuring the institutional structures and incentives maximise the potential for private sector investment in the economic development.
- Developing a government investment program as an integral part of the wider economic development initiative for San Carlos.
- Developing a human resource development program, this maximises the potential for economic development to be sourced from within San Carlos and the surrounding municipalities. In particular ensuring that education curricular are relevant, and that there are and there will be appropriate
- Tertiary education facilities and training opportunities in this city..
- Defining RGC potential as a catalyst for decentralisation from the main urban area of Poblacion.

Social Development Objectives:

*The creation of **better housing conditions** for the existing and future population of San Carlos.*

- In response to economic growth in the City, ensuring sufficient housing land can be accessed by the community in response to the forecast demand.
- Ensuring that the planning and development of housing areas meet the needs of

all social and income groups.

- Providing the conditions and incentives for improved housing conditions for the existing urban poor, either through in-situ-upgrading, urban resettlement and/or rural decentralisation incentives.

Building a better social infrastructure in key sectors.

- Improve and develop education, health, recreation and other community facilities in response to forecast population growth levels.
- By taking a preventative approach, reduce the incidence of poor health condition (particularly the high rates of diarrhoea, dermatitis and gastritis), by an improved potable water supply, better sanitation, and improved solid waste management.
- Provide the conditions for a socially stable community and reduce out-migration of the young through the provision of employment opportunity, together with the essential capability support programs, community and recreation facilities.

Environment Objectives:

*The protection of **vulnerable environments** and implementing proper **pollution control and prevention schemes***

- Defining an appropriate strategy for the collection and treatment of liquid wastes, which will meet the needs of new development and improve conditions in the existing urban area (Poblacion).
- Developing an integrated solid waste management program, including the priority identification of a new sanitary land fill site capable of meeting forecast demand
- Developing an appropriate and affordable program on flood control and land drainage particularly in the affected existing and planned urban areas. Ensuring non-buildable areas are clearly defined.
- Prioritising the need for the approval of the Coastal Resource Management Plan, this will ensure protection of the mangrove areas and corals that will come under pressure from planned development of the lowland corridor, for instance new airport construction.
- Ensuring adequate protection of the watershed areas.
- Taking an integrated and comprehensive approach to land use planning and land management, through the implementation of a Comprehensive Land Use Plan and Zoning Ordinance, this ensures sustainable land development and development control.

4.3 Development Opportunities and Constraints

From the information contained in the Baseline Profile the following Development Opportunities and Constraints have been identified.

Table 4.3.1 Development Opportunities and Constraints

| SECTOR | OPPORTUNITIES | CONSTRAINTS |
|------------------------|--|--|
| Land Use | <ul style="list-style-type: none"> • The coastal Corridor area contains large tracts of classified urban land (i.e. exempt from the Comprehensive Agrarian Reform Program). • Land in the coastal Corridor is owned by a few families, thus providing the potential for comprehensive development of the area. • In accordance with the Sec 20 LGC 10% or 1,902 hectares of classified agricultural land (within San Carlos) can be reclassified as urban land. • The construction of the Northern Negros Translink Highway has opened up more upland areas for agricultural production and other related land uses. | <ul style="list-style-type: none"> • With 27% of the population occupying less than 1% of the total land area of the City, congestion problems are apparent in the 6 barangays that make up the Poblacion • Most of the City's upland agricultural land is covered by the Comprehensive Agrarian Reform Program (CARP), thus restricting and regulating its use for other purposes. • With over 700 landowners on Sipaway Island, the development of a comprehensive and integrated eco-tourism master plan for the island will be a challenge. • Flooding in low-lying areas within the Poblacion is a common occurrence. Most of these flood-prone areas are heavily populated by squatters. |
| Economic Sector | <ul style="list-style-type: none"> • The locational advantages of the City can be marketed in Manila and Cebu, as well as in the international market. • Availability of native raw materials in San Carlos and its environs can remove at least one layer in the cost structure of goods. • Boat building and other high value added economic activities might be compatible with the locational characteristics of the City. | <ul style="list-style-type: none"> • Potential deficiency in water supply may pose problems to planned industries. • Lack of a stable power supply for large industrial demand. • Mono-crop agriculture hinders the development of a diversified agro-industrial economy. • Underdeveloped public transport infrastructure. • Underdeveloped service and utility sector. • Inclination of the private sector to prefer traditional risk-free, low return economic initiatives. |

Table 4.3.2 Development Opportunities and Constraints (cont.)

| SECTOR | OPPORTUNITIES | CONSTRAINTS |
|---------------------------|--|--|
| Agriculture Sector | <ul style="list-style-type: none"> · The soils, climate, and geographic location of San Carlos favour production of high-value crops including corn, palay, mungo bean, black pepper, mango, peanut, carrots, cabbage, tomato, among others. · The City still has large areas of undeveloped rural land with agricultural capability. · The City has a good agricultural development, management and investment capability. | <ul style="list-style-type: none"> · Until recently, a lack of low interest credit facilities for small holders has deterred farmers from investing in improved farming techniques and diversifying crop production. · Lacks of production coordination and market information deter farmers from agricultural improvement, diversification and long-term production planning. · Lack of processing and post-harvest facilities deter farmers from being able to achieve high quality farm produce and obtain good prices. · Inadequate production of any single commodity in the upland area makes it financially unfeasible to establish large scale common processing facilities. · Lack of access to production technologies, hinders efficiency in agricultural production. · Uncompleted sections of the farm-to-market road network in some areas and the inadequate number of cargo vehicles hinder the efficient flow of agricultural produce. · Absence of trading centres for upland vegetables and fruits, discourage their widespread production. · Rigid application of protection measures in Mt. Kanlaon may unnecessarily restrict agriculture in the marginal areas of Brgy. Codcod and elsewhere. |
| Social Sector | <ul style="list-style-type: none"> · There is an existing housing program for the urban poor and local government employees that the City can sustain. · Active and well-financed NGO structure to aid and assist in | <ul style="list-style-type: none"> · High unemployment rate due to lack of opportunities for displaced sugar farmers, particularly during the recent period of the sugar mill's closure. |

| | | |
|--|--|---|
| | social development programs and community development. | <ul style="list-style-type: none"> Exodus of educated and skilled residents to neighbouring cities (Bacolod, Cebu, Silay). |
|--|--|---|

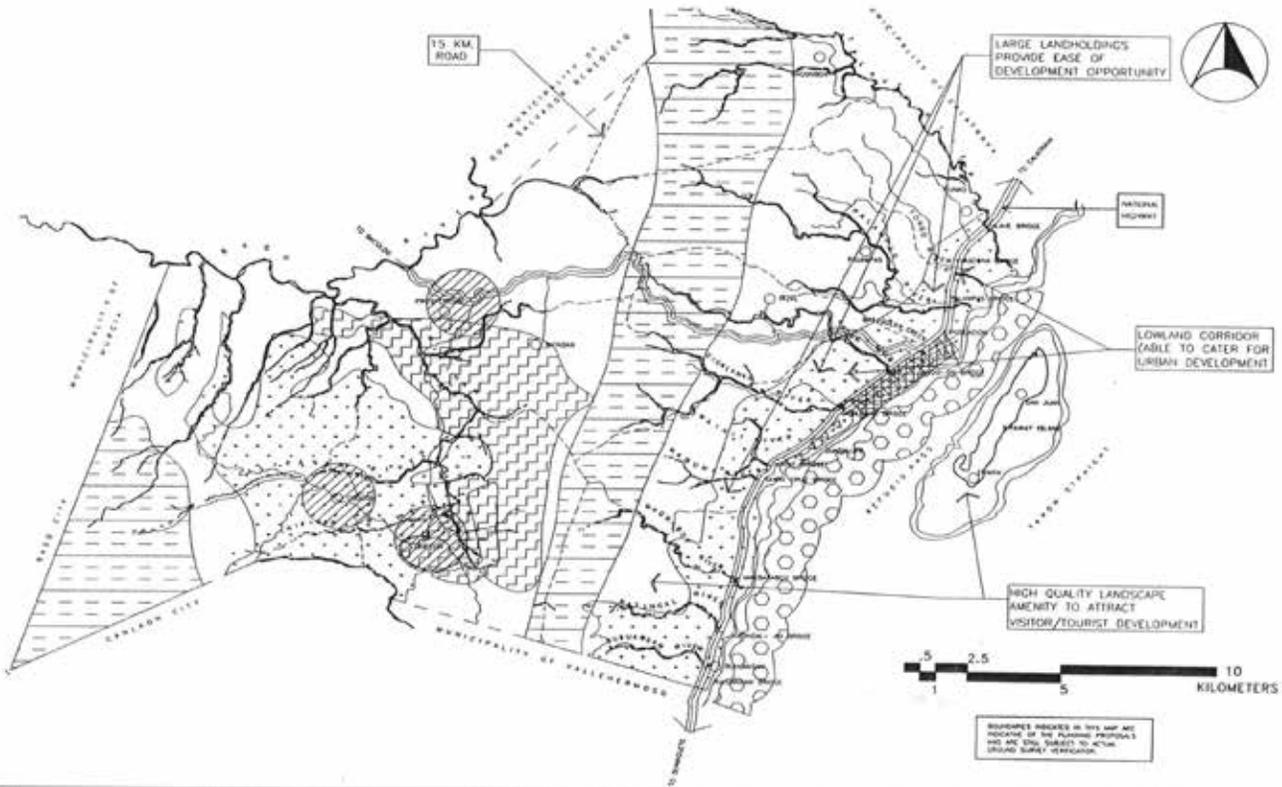
Table 4.3.3 Development Opportunities and Constraints (cont.)

| SECTOR | OPPORTUNITIES | CONSTRAINTS |
|-----------------------------------|---|---|
| <i>Social Sector</i> | | <ul style="list-style-type: none"> Poor housing and environmental conditions (characterised by temporary structures, poor sanitation, inadequate utilities, etc.) present in the urban Barangays Proliferation of squatting in the urban as well as in the rural barangays. Alarming number of school dropouts especially at the elementary level, which can be attributed to high poverty incidence. High incidence of diarrhoea, dermatitis and gastritis due to poor sanitation and the lack of potable water supply in some areas. Poor location of facilities that serve as potential health hazards (e.g. proximity of garbage dumpsite to housing sites and fish spawning ground; and the waste water treatment site next to the slaughterhouse). |
| <i>Roads and Transport</i> | <ul style="list-style-type: none"> The Translink Highway will increase opportunities for economic development in the City, including the upland plateau. Completion of the farm to market road development and upgrading will further encourage agricultural development in the upland plateau and hill slope areas. Port expansion provides deep water berthing facilities to serve the economic growth of the City and for San Carlos to take on a shipping hub role for much of Negros island. Airport development in the near future will provide direct passenger and freight access for | <ul style="list-style-type: none"> Mountain road closure during prevent during landslide and heavy rainfall due to soil stability not yet formed. Potential urban road congestion occurring as a result of economic growth. Poor public transport connections to much of the rural upland area. |

| | | |
|--|---|--|
| | turbo-prop aircraft from Cebu, Metro Manila and other destinations. | |
|--|---|--|

Table 4.3.4 Development Opportunities and Constraints (cont.)

| SECTOR | OPPORTUNITIES | CONSTRAINTS |
|---|--|--|
| <i>Infra-structure and Utilities</i> | <ul style="list-style-type: none"> • Potential investment opportunity for BOT (Build-Operate Transfer) proponents in utility and infrastructure. | <ul style="list-style-type: none"> • Potential water and power supply and distribution capability constraints affecting the achievement of better living and working conditions |
| <i>Environment</i> | <ul style="list-style-type: none"> • Potential visitor/tourism areas include Sipaway Island; Mountain View, in Barangay Nataban; Forest Park, in Barangay Codcod, and Mountain Resort, in Barangay Nataban. • Extensive areas of denuded forestland in government ownership have the potential for reforestation and better watershed management. • Strong levels of community interest provide a basis for better coastal resource conservation. | <ul style="list-style-type: none"> • Mt Kanlaon poses potential lava flow and lahar hazards, particularly to Brgys. Codcod, Quezon, Prosperidad, Nataban, and Rizal. • The flood plains of Talave, Tungo, Palampas, Andon, Gigalaman, Mabuni, Magbaboy, Katingal-an, Buluangan, Inithan, and Iliranan rivers will constrain development potential. • The nature, scale, and costs of flood control works required in the coastal Corridor area may seriously restrict development potential in some areas. • Areas with critical slopes are found in the highlands of Brgys. Codcod, Prosperidad, Nataban, Rizal, Buluangan and Bagonbon. • Uncertainty of financial allocations for government forests and watershed management projects may hinder reforestation progress and the treatment of soil erosion in vulnerable areas. • Absence of functional forest protection and fire management systems increase the risks of forest and grassland fires. • The social and economic difficulties and politically motivated transgressions in the forests and watersheds are serious concerns hampering rehabilitation efforts. |



| | | |
|--|---|-------------------------------|
| LEGEND: | ROADS: | ECONOMIC GROWTH POINTS |
| STRUCTURE: | PRIMARY ROAD NETWORK | BARANGAY BOUNDARY |
| SUGAR CANE LAND WITH OPPORTUNITY FOR HIGHER VALUE AGRICULTURE | DEVELOPMENT OPPORTUNITY | CITY BOUNDARY |
| UPLAND PLATEAU WITH OPPORTUNITY FOR AGRI. DEVELOPMENT PROGRAM | DEEP WATER CHANNEL / POTENTIAL FOR HIGH SPEED PORT DEVELOPMENT / CORRECT TO Cebu | MINOR ROAD |
| HILLSLOPES WITH OPPORTUNITY FOR RECREATION | POTENTIAL FOR HIGH SPEED CORRECT TO Cebu | |
| | SUGAR RAILWAY - POTENTIAL VISITOR ATTRACTION | |

PROJECT TITLE: SAN CARLOS CITY COMPREHENSIVE PLAN
 DRAWING TITLE: OPPORTUNITIES MAP

FIGURE NO.2.1

CHAPTER V

ECONOMIC DEVELOPMENT FRAMEWORK

5.1 Introduction

The purpose of this chapter is to set out an Economic Development Framework, which will serve as a context to guide the direction of investment in the City. It consists of both a broad economic strategy, together with more detailed sectoral strategies for agriculture, industry and tourism.

5.2 Economic Background

As the millennium approaches, those concerned with the economy of San Carlos City face a number of challenges and choices that will significantly affect the future of the City well into the next century. The key stakeholders in the economy include its businesses, its workforce, its residents, and those organisations in the public and private sector charged with the management of the City's infrastructure and resources. All need to be consulted and included in the strategy and programs for the development of San Carlos City.

The local economy is primarily agricultural, with agricultural land comprising about 98 percent of taxable land. The majority of the lowland area is devoted to sugar. Although the sugar industry's contribution to the local economy is substantial, it has been in decline for some years and this has had a major impact upon the City.

Business and Industry are focused mainly on sugar, alcohol and power supply. The major facilities in San Carlos City are the San Carlos Bioethanol, San Carlos Solar Energy and San Carlos Bio Power which contributed the employment of the City. Other major business developments are not evident, except for a number of construction projects in the residential and non-residential sectors. The formal service sector is dominated by government service, retailing and banking.

At the same time the upland areas have an extensive fabric of smallholder farms, producing mainly, rice and corn, together with a range of vegetables and other cash crops. The economic potential of this vast upland resource has yet to be fully realised, although the efforts now being made by the City government are impacting the area. New land areas are being brought into production and cash crop schemes, cassava for instance, are now coming on stream.

Nevertheless, the City has a substantial informal sector of unskilled work, engaged as agricultural labourers, in small trading, transport-related and household-based activities, all on very low wages. A considerable number of people are partially employed in such activities.

The major problem areas to be addressed are:

- The sugar industry that has acted as the main driver the economy in the past, has been closed as a result of intense local and international competition. Major new sources of employment are needed to counter this decline.
- The potential attraction of new industry is hampered by the presence of nearby competing centres of Bacolod and Metro Cebu with their more highly skilled labour force and better access and communications with the Philippine and overseas markets.
- Constraints are evident in the labour force with a short supply of highly qualified and skilled workers. Long-term unemployment and underemployment persists throughout the City.
- Major constraints to development of the City economy relate to limitations of physical infrastructure in the rural areas, poor electricity supply and distribution, and less than satisfactory telecommunications services.

5.3 The Sectoral Challenge

The economic development of the City potentially comprises of activities in three key sectors. It is these three sectors, which will form the main areas of challenge in transforming the economy as the base for the development and expansion of the City:

- Agriculture and Forestry
- Business and Industry
- Tourism

There are opportunities for change and improvement in each of the three sectors, but equally there are some fundamental constraints to be overcome.

5.4 Agriculture and Forestry

5.4.1 The Vision

- San Carlos City within the next five to ten years will become a thriving agro-industrial centre within the Philippines.
- It will do this by basing economic development of the city on diversification of its productive agricultural base and integration of that base into an agro-processing system that adds value to all of the agricultural commodities produced in San Carlos before they are shipped to domestic and foreign markets.
- The agro-processing system will be based around a number of large, medium and small-scale agro-processing enterprises that will introduce modern technologies for agricultural production, post harvest handling, processing and marketing.

| Opportunities | Constraints |
|---|---|
| <p><u>Agriculture</u></p> <ul style="list-style-type: none"> · Complete farm-to-market road network, the complete Translink Highway (with concrete pave) connecting the City to Bacolod, new port and a proposed airport project in San Carlos. · Favourable agro-climatic conditions and rich, fertile soils in San Carlos make the land suitable for almost any type of crop. · Existing plantation support systems and extensive management experience. · Industrious smallholder population with experience in growing at least one high value crop, namely rice, vegetables. · Easy, rapid and improving transport access to Cebu, which is a major market centre and international port and airport. · Local proponents with the capability to source and mobilise investment capital. | <p><u>Agriculture</u></p> <ul style="list-style-type: none"> · Possible psychological resistance to shift from sugarcane to new crops and the lack of financial resources to accommodate the shift on a large scale in some areas. · Difficulty in identifying and evaluating alternative crops. · There is no security of land tenure for the residents near Mount Kanlaon National Park. · There has until recently been a dearth of formal credit facilities for the small upland landholders · Shortage of water for irrigation in some areas during the summer months. · The lack of post-harvest facilities. |

| Opportunities | Constraints |
|--|---|
| <p><u>Business and Industry</u></p> <ul style="list-style-type: none"> · The City may offer a location where water resources are not as constrained, compared to Cebu and other traditional growth centres. · Opportunities abound for private sector participation in the area of power generation in San Carlos City. · San Carlos City is a source of native raw materials in abundance and foreign manufacturers from Japan and Europe can undertake direct sourcing of raw materials and semi-finished products for a competitive edge. · Boat building and other high value added economic activities might be compatible with the locational characteristics of the City. · There is an opportunity to invite private educational institutions and Technical Education and Skills Development Authority (TESDA) to expand in the City. <p><u>Tourism</u></p> <ul style="list-style-type: none"> · The environment surrounding the water impounding facility in Barangay Buluangan is a potential tourism resource that could be the centrepiece of tourism development in the short-term. | <p><u>Business and Industry</u></p> <ul style="list-style-type: none"> · The locational advantages of San Carlos City must still be marketed outside of the city, principally in Manila and Cebu, as well as in the international market. · Underdeveloped service sector. The City population does not have the education and specialist skills to supply the labour demand of potential target industries. · Inclination of the private sector to traditional risk-free, low return economic initiatives. · Competitiveness in the world market requires efficiencies of scale. <p><u>Tourism</u></p> <ul style="list-style-type: none"> · The basic constraint for tourism development is the distance of the city to the major urban centres of Dumaguete and Bacolod. |

Development Opportunities and Constraints (cont.)

| Opportunities | Constraints |
|--|--|
| <ul style="list-style-type: none"> · Over the medium term, completion of the mountain road linking the city through the mountains offers the opportunity to target local and international tourists from Bacolod. · Sipaway Island offers a potential for a tourism estate development integrating water, beach, and leisure activities. · The Mt. Kanlaon National Park and the Northern Negros Natural Park (NNNP) offer 9,000 hectares of land with vast potential for Eco-tourism. · Several locations, notably in the upland areas and Buluangan, have the potential to be developed into convention, meeting and seminar facilities. | <ul style="list-style-type: none"> · In the past, the coral formation has suffered extensive damage due to dynamite fishing. Rapid growth in tourism may compromise the regeneration of damaged coral. · Major portions of the Mt. Kanlaon National Park and the NNNP are denuded need extensive reforestation and development work. · The development of the City as a regional convention destination is severely hampered by the lack of complementary recreational and tourism destinations and other related points of interest. |

- At the same time, the agro-processing system will enable the small-scale farmers of San Carlos to enhance the productivity of their farms and increase the value of their farm products.
- The agro-processing system will foster prosperity for all by converting the plantation owners to agro-industrialists, by providing profitable outlets for the commodities produced by the farm families and by creating jobs for the remainder of the San Carlos population.
- The systems, technologies, investment funds and markets are all available, San Carlos needs only to adopt an agribusiness development system that will have the capability of acquiring and applying the technologies and investment funds and accessing the markets.
- The alternative cropping and agro-industrial systems put in place in San Carlos to enable diversification away from sugar will serve as a pilot for the entire Negros sugar industry, with San Carlos providing the leadership.

5.4.2 The Market Context

Until recent times both business and industry have been based on economies of scale. As a result, large tracts of land have been planted with one crop, and this process has relied on transient labour. While this succeeded for some time, it has created uncertainties. First, land is finite and needs to support the diverse demands of people that depend on it. Second, the capacity of land to produce and supply the needs of people on a sustainable basis is restricted. Third, the natural tendency of economies to fluctuate in relation to supply and demand (*'boom and bust'* phenomena) has compromised its most important factor of production, which is labour.

Recent economic thought, however, has seen diversification of agricultural and industrial production as the only option for sustainable development. Within this context, the diverse needs of people could be met while stabilising the economy such that it is not affected by *'boom and bust'* cycles.

Given the economic structure of San Carlos City, which for a long time had been reliant on the sugar industry, and given the changes that had been affecting this industry for the last three decades, there is a need to venture into the diversification of these sugarlands into other more profitable and export-oriented production ventures and value-added agro-processing.

Since local consumption cannot absorb all produce, where there is efficient production, the agricultural sector must look outside of the local context to optimise the value of produce. This requires a different level of efficiency where high value is placed on the efficiency of the patterns of distribution to external markets as well as the efficient and cost effective sourcing of factors of production.

There are two key criteria that can be used to determine the market niche opportunities in San Carlos. First, it is the agro-physical condition in the city that determine the kind of crops that can be produced in the area. The second is the existence of a market for the produce.

The DA listing of potential crop development has been examined closely in the local context and as a response to current and anticipated market circumstances. A summary of this analysis is given below in Table 3.2 and the full account provided in Annex B.

Diversification Options for Agricultural Commodities

| Crops | Potential Market | Comments |
|--|---|--|
| 1. Lowland Agriculture Areas | | |
| Fruit Trees – Rambutan, jackfruit, papaya, lanzones, banana, atis | Production is mostly for domestic consumption. | The choice is in determining which fruit crop has the best market potential. |
| Lakatan bananas | | Inter-cropping fruit crops while awaiting fruit trees to mature for production. |
| Mangoes | Export market to Hong Kong, China, Japan, Korea and Taiwan Fresh fruit, dried and pruned | VHT treatment required for Japan, Korea and Taiwan. China and HK do not require VHT treatment. |
| Mangosteen | Local demand for table consumption and for candies | |
| Durian | Large domestic market and larger Southeast Asian market. | |
| Annual Crops – Production volume should depend entirely on entering market tie-ups and producing the required volume for these markets. | | |
| Okra | Japan and other regional markets | Requires good shipping arrangements to overseas markets. |
| Peanuts | Large domestic demand | Rising cost of imported supplies make local peanut prices attractive. |
| Cashew | Local demand. Profitable market niche noted for kernels in attractive packaging. | Current production volume is too small and quality unsuitable for export. |
| Melons – honeydew, watermelon, | Good domestic and export market earner. | Good prospective crop even for the San Carlos uplands. |

| | | |
|---|---|---|
| cantaloupes, muskmelons, | | |
| <i>Eda mame</i> (Edible green soybean) | Mainly the Japanese market. Very high demand for frozen eda mame. Limited seasonal demand for fresh eda mame | Requires cold storage/freezing facilities and quick shipping arrangements. |
| Baby corn, fresh sweet corn, straw mushrooms | Baby corn has a large world market, with the current major supplier being Thailand. Canned sweet corn is also saleable in the world market. | New US varieties have a longer shelf life, allowing for shipping to HK and Singapore as well as the Manila and Cebu markets. |
| Iceberg lettuce, bell peppers, beefsteak tomatoes | High demand in the domestic and international fastfood market | Production would require the establishment of greenhouses which is a major investment, but the market potential is high. |
| Asparagus | Japan is the current major market but new export markets must be identified prior to large scale planting. | |
| Plantation Crops – other promising substitutes for sugarcane | | |
| Kenaf – for use in paper and cartons | Worldwide demand for kenaf. Demand currently outstrips supply and many buyers welcome to the idea of diversifying supply sources. | Suggested marketing strategy is to approach current buyers and offer new supply coming onstream. |
| Cassava | Primarily for High-Fructose production as sugar substitute | High initial investment cost but offers potential as a sugar substitute in confectioneries and soft drinks |
| Alcohol Distillation | Large domestic market potential | Alcohol processed from molasses or cassava. Substantial investment cost but Additional income can be gained from distillation by- products including: acetic acid, vinegar, carbon dioxide, methane, fertilisers. |
| Aquaculture | | |
| Mangrove crabs | High domestic market demand for crabs, but current supply of crablets is sparse | Technology for commercially viable crablet hatching in captivity has |

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| | | been perfected and available from SEAFDEC, Iloilo. |
| Tilapia | Asia and North American markets for fastfood operations, airline catering and institutional feeding | Commonwealth Dev't Corporation (CDC), a major tilapia producer, is looking for a potential site in the Philippines |
| 2. Upland Agriculture Areas | | |
| Rice/Palay | Overall, the Visayas is deficient in palay and corn. Almost 5,000 hectares planted at present in San Carlos. | Technical and marketing assistance needed especially to produce higher-yielding hybrid rice varieties. |
| Corn | Aside from local consumption, corn is utilised by feed millers in the Philippines. Possible market niches in premium quality corn for premium feeds. | Technical assistance required to improve variety and planting technology. |
| Temperate-climate Vegetables including tomato, sayote, Baguio beans, onions, bell pepper, head lettuce, potatoes and chili | Mainly marketed locally by <i>viajeros</i> to nearby municipalities or to Bacolod, Iloilo or Cebu. Cebu has a huge potential market for vegetables. | Potential to establish a separate marketing system under the auspices of a nucleus production site in the uplands. |
| Black Pepper | Local demand and export markets in Asia, US and Europe | Nucleus farm production set up in place in High Grains Farms in Codcod. |
| Potatoes | Potentially profitable crop for local table use or further processing into chips, etc. | Input of new planting method using the True Potato Seed (TPS) system. Planting costs are reduced. |
| Cardaba bananas (for banana chips) | Domestic and export demand. Processors seek supplies which are already fried and ready for packaging. | High labour costs made banana chip processing expensive. |

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| Fruits | Market: Japan, Italy, Europe, Australia, Hong Kong, and China There is an increasing demand not only for fresh fruits but also for dried and processed fruits as well. | In terms of fruit production, mangoes are sure export earners due to the large demand. Other viable fruits to be grown in San Carlos include other tropical fruits such as banana, calamansi, melon, papaya, pineapple and rambutan. Until the trees start producing, it is important for the farmer not to rely fully on income from fruit trees, and inter-cropping is suggested. |
| Honey | Large domestic and international market for high quality honey. | A honey grower's group should be formed to help provide, supervise and market honey production in San Carlos. |
| Sericulture (utilising mulberry plants to feed silkworms) | Niche market for high quality silk in garments and woven products. | Examine sericulture technology prior to widespread adaptation. If a silk industry is created, the next linkage would be to introduce a silk spinning operation to utilise raw silk. |

Marketing Considerations

Prior to production, buyers who are willing to sign purchase agreements must be identified and agreements arrived at. Only that, volume of production which will satisfy assured markets should be grown.

The key local markets will be Cebu and metro Manila. For instance the first and foremost market for fresh vegetables will be Metro Cebu, which has an annual deficit of more than 100,000 tons of vegetables. In Metro Manila, most fresh vegetables have traditionally been supplied by Baguio and the Mountain Provinces, but this area is losing its market edge, so that opportunity exists for San Carlos to compete.

5.4.3 Agricultural Diversification-Sugar

The diversification plans put in place in San Carlos should be viewed as pilot programs for the entire Negros sugar industry. It is not necessary to go into detail here concerning the problems of the Negros sugar industry. Suffice it to say that it is unlikely that the sugar industry in Negros can compete with other Asian producers such as Thailand in coming years, particularly as tariff rates for imported sugar are lowered further. This makes it critical for the community as well as for the individuals and corporate entities concerned that the sugar plantation owners shift to other crops.

The selection of viable crops for diversification will be a key decision for the present sugarcane producers. This selection should be based on several considerations. The crops selected should meet the following criteria:

- They have an assured market;
- They can be grown competitively in San Carlos;
- They have the potential for providing an equal or higher return than sugarcane;
- They can be replicated elsewhere in Negros without saturating market demand.
- Production of the majority of the crops selected for the diversification program should also be able to effectively utilise the plantation-based facilities and systems that have been developed for producing sugar cane;

The primary targets for a diversification program that satisfies the above criteria should consist of plantation crops. As mentioned above, however, the selected crops should in most cases also lend themselves to agro-processing. It would not be advisable, however, to continue the present mono-cropping system, or sole dependence on a single crop, even with a crop other than sugar.

Consideration of the above criteria, with the addition of the multiple use factor, result in a recommendation for an incremental approach to the introduction of new crops, to build land owner confidence in the shift away from sugar and to establish good markets. Within this content it is suggested that good areas for early investment would be high value crops such as okra, black pepper and chillis. Once established fruit crops such as melons, and mangoes, together with tomatoes, cucumber and sweet corn could also be grown. All of these crops can initially be grown in fairly small production modules and expanded if successful. The crops also have the capability to be linked to local agro-processing.

A more ambitious option for the lowland areas is to venture unto starch and fibre crops, such as kenaf and cassava. However, to be associated with viable local processing will require a commitment to large production modules, of 1,000 hectare plus. At least for the time being this option is not favoured.

5.5 Industry and Commerce

The business and industrial sector in the City is still largely focused on sugarcane plantation. With the establishment of Bioethanol Plant in the City which also process sugarcane into alcohol, the Bio Power Inc. and the San Carlos Solar System, the City is still on the stable status.

Other large commercial and industrial enterprises are primarily oriented towards rice, corn, sugar trading, and fish farming. Big business developments are not evident except for several housing projects seemingly dominated by local government socialised housing initiatives.

The vision of the city in terms of agro-industrial development, however, offers infinite possibilities for the city. Envisaged agricultural diversification coupled with economies of scale on choice cash crops other than sugar would create a critical mass of economic activity if handled properly. Nonetheless support and down stream industries need to be developed in conjunction with agriculture in order for development to be sustained.

Current expansion constraints of industries in the established growth centres in the region in relation to resource limitations offer a palpable opportunity for the city.

Cebu for instance, is already suffering hindrances in relation to the expansion of existing industries and to the entry of new industrial locators. One of the major resource gaps is the deficiency in the water supply available to industry. Industries that are large water users therefore find it difficult to expand in Cebu and are looking for other locations to expand production capacity. These industries are focused mainly in the areas of food processing and electronics.

Other cities and municipalities already recognise this trend and have put up their own industrial projects. However, the proximity of San Carlos to Cebu and its largely underutilised water resources could be an element to attract locator industries into the city.

However, in view of the planned agricultural diversification of the city and the development of under-utilised arable land, it is the impression that agro-processing industries would be the best choice for industrialisation in the short and medium term. This would also reinforce the growth of the agricultural sector in relation to the envisaged agricultural diversification. It would likewise enhance the evolvement outgrowth of downstream agriculturally related service industries in the short term.

The *Sangguniang Panlungsod* or San Carlos City Council has promulgated an ordinance providing incentives to eligible companies to encourage their relocation to the City and to encourage the setting up of new industries as well. Aside from affirming the incentives provided by the national government, this investment codes mainly focused on 4 key issues:

- (1) City taxes are waived or paid at a discount for several years;
- (2) Free use of city government-owned land for 25 years;
- (3) Assurance of local government policies favourable to private business; and
- (4) Settlement of labour-related disputes would have the assistance of the City government.

At a glance, the incentives are significant enough to encourage the setting up of new businesses. However, several issues need to be addressed in order for the benefits to be fully realised

Numerous opportunities are open to the city in terms of inward investments. It has already been noted earlier that severe resource constraints in the traditional regional growth centres, specifically in Cebu, have forced business and industry to rethink expansion plans in these areas. San Carlos may offer a location wherein resources are not as constrained. However, several business concerns need to be addressed first if the locational advantage of the city is to be enhanced. This is evident from the result of a recent survey in Cebu, wherein the preferences of the business sector in relation to the location of new businesses and the expansion of existing ones were evaluated. Key areas for San Carlos to address will be the quality of its labour force, water and power supply and external transport connections.

5.5.1 Economic Strategy

In the light of the above it is recommended that the Economic Development Framework should be set within the context of achieving the following broad goal:

San Carlos will become a driving force of the local and regional economy of Negros Occidental, and will strive to be competitive in the context of not only the Philippines but also in international terms. This will be achieved by integrating the needs of business and agriculture with a high quality and skilled labour force, the maximum development of the informal sector, the maintenance of a high quality environment that together will create an improved quality of life in the City.

From the context of this goal, strategy objectives are set, upon which it has been possible to develop a number of “economic themes” to support accomplishment of the objectives. The themes in turn form the starting point for the development of the principles, programs and actions needed to achieve economic growth in the City. Individual projects can be identified and subsequently tested as to their capacity to achieve the objectives.

Strategy Objectives

Supporting the goal, a number of objectives have been formulated for the economic development strategy. These are:

- To ensure that the needs and potential of San Carlos's business, workforce and resources are recognised as key factors for wealth creation in the regional and national economy, for the protection of the environment and improvement of the quality of life for the people of the City.
- To strengthen the employment base of the City by encouraging new enterprise, promoting diversification, making local companies competitive for locally generated business, attracting a higher local share of national and international business and employing more local resources.
- To encourage the growth and productivity of San Carlos's businesses and workforce in order to promote the City's contribution to the Visayan and Philippine economies to improve the City's relative position in the Philippines.
- To create a dynamic labour market that matches local skills and occupations and provides adequate support for informal occupations.
- To ensure that the City's physical infrastructure and property requirements are met in an environmentally sensitive manner and are consistent with planning and social policies.
- To raise the local, national and international perception of San Carlos and its communities as a place to live, work, visit and invest in.
- To encourage the productivity and diversification of the rural economy whilst at the same time securing the resources to maintain and protect the environment for the benefit and quality of life of those living and working in the countryside.

Strategy Themes

In order to meet these objectives, implementation of the economic strategy will require co-ordination across a range of various activities. These will include:

- Business and enterprise development;
- Training, careers and employment support;
- Supplying land and premises for employment purposes;
- New infrastructure, communications and transport facilities;

- Marketing and promotion for investment;
- Landscaping and environmental improvement;
- Environmental and land use planning;
- Community development; and
- Education, research, innovation and technology.

Within this context the economic development strategy comprises seven themes.

5.6 Economic Development Model for San Carlos

Within the context of the above strategy the CDP has been built around an Economic Development Model custom built to meet the needs of the City.

Resource Based Development, through the intensification and diversification of agriculture, agro-forestry, the development of agro-processing and the revival and development of mariculture.

Opportunity Based Development, by optimising the potential for inward investment in industry and the commercial/service sectors.

Support Infrastructure Development, required to secure the successful implementation of the economic development initiatives. Support infrastructure will include a wide range of assistance to the optimise investment potential and would include basic hardware, such as community facility, transport and utility provision, together with software, such as human resource development, health and education programs.

The Seven Economic Development Strategy Themes

| Theme 1 Maximise the potential of current business, the workforce and resources within the context of wealth creation and environmental protection. | Theme 2 Strengthen the employment base of the City by increasing business and local employment. | Theme 3 Promote competitiveness through productivity and innovation | Theme 4 Create a dynamic labour market |
|--|--|---|---|
| <ul style="list-style-type: none"> • Disseminate this economic development strategy to the widest possible audience of residents and agencies. • Set up an Economic Development Forum to “own and promote” this Strategy in behalf of business, the labour force, and the community. • Develop linkages between the business community and local and national government agencies to encourage the business community to organise itself and voice it’s collective needs. | <ul style="list-style-type: none"> • Promote business activity within clusters of businesses in key growth and high value-added sectors by encouraging networking and joint business initiatives. • Encourage the development of new and the enhancement of existing small-scale business and informal activities. • Promote entrepreneurship, new enterprises, and micro-business initiatives, targeting people displaced by the decline of the sugar industry. • Implement marketing and trade development initiatives with small businesses and informal activities. • Improve access to telecommunications and information technology (IT) services. • Promote local private sector participation in activities of local and national government. • Develop labour force targeting programs with local employers. | <ul style="list-style-type: none"> • Support sector targeting of initiatives in business development, new enterprise initiatives and inward investment promotion to attract labour intensive and high value-added growth sectors. • Link into regional and national initiatives on technology and innovation • Develop outreach programs to increase the impact of education services on the local economy. • Support training and re-training initiatives to increase the level of labour productivity and provide the labour force for higher value-added industries. • Promote export markets, business standards and quality control within local industry and services. | <ul style="list-style-type: none"> • Develop training and other measures to encourage new entrants, re-entrants (including unemployed and underemployed persons) into the labour market. • Develop programs to improve skills and develop core skills on a continuing basis for existing workers. • Encourage education initiatives in schools and further education institutions to equip the emerging labour force with a better understanding of business. Business sponsorship of courses is to be encouraged. • Improve training providers to meet demands of local businesses and trainees. • Develop education and business partnerships. |

The Seven Economic Development Strategy Themes (cont.)

| <p>Theme 5 Facilitate the development of adequate physical infrastructure, communications and transport facilities.</p> | <p>Theme 6 Increase the marketing and investment promotion of the San Carlos area.</p> | <p>Theme 7 Enhance the rural economy.</p> |
|--|--|--|
| <ul style="list-style-type: none"> • Improve the generation, supply and distribution of electricity. • Expand the coverage of the water supply system, and consider measures to introduce better sanitation and sewerage services. • Encourage private sector investment in the power and water supply businesses. • Encourage the improvement of telecommunications and IT activities in the City. • Develop a private sector-based solid waste management system comprising community-based collections at the local level, private sector collection and disposal co-ordinated by the local government. Particular emphasis should be for industrial and business waste products. • Strengthen the system for environmental audit of the economy and its businesses. • Maintain new farm-to- market roads • Prepare a feasibility study for new seaport and airport to include positive economic growth demand estimates. | <ul style="list-style-type: none"> • Prepare urban and environmental management plans for the City area. • Implement a marketing and image campaign for the City. • Develop “civic pride” and identity campaign through community and non-government organisations in association with the local government. • Improve opportunities for networking through membership in local, regional and national organisations for trade and business. | <ul style="list-style-type: none"> • Carry out area-based rural development initiatives targeting communities and environments in need and co-ordinating community, social and economic investment. • Promote the establishment of rural growth centres and market trading areas to stimulate rural economies and increase farm activity. • Promote multi-crop ventures to assure year-round agricultural activity and farm employment. • Encourage the growth of rural co-operatives to better negotiate farm gate prices and market agricultural produce in the open market. |

5.6 Agriculture and Forestry - The Agribusiness Systems Approach

5.6.1 The Approach

Planning for the improvement of the agricultural sector in San Carlos must be positioned within the context of the development of effective agribusiness systems. The key requirements for successful agribusiness systems development are the identification of specific markets for each crop; and the design of production, post-harvest and agro-processing programs that satisfy market specifications, as well as mobilisation of the investment capital required to install these programs. An effective agribusiness development strategy must be shaped to meet these requirements.

The agribusiness development strategy for San Carlos Municipality embodies several elements. The first of these is the development of a number of nucleus production sites in order to test and demonstrate measures to increase crop productivity and improve product quality, in the case of the small scale upland farmers; and to provide commercially viable alternative crops for the lowland sugar producers.

Each of the nucleus production sites in effect becomes a demonstration zone. The demonstration zones under this concept, however, are not test plots nor pilot projects. They are to be developed and operated as commercial-scale, profit-making enterprises. Thus, anyone desiring to replicate the demonstrations can easily determine the requirements and profit potential of the various crops included.

The only limitations imposed on the number of nucleus production sites are the capability of the project proponents and the farmer participants to implement the nucleus production programs. It is recommended that the upland program consist initially of one vegetable production site where the approach can be validated; and that the lowland demonstration program consist initially of the introduction of an area planted to high value fresh market products, termed a “truck gardening” enterprise. A second phase would introduce alternative plantation crops, such as cassava, abaca and others, together with associated processing facilities.

The testing of measures to enhance crop productivity and improve product quality should be differentiated from testing of crop species. There is a sufficient knowledge base at San Carlos concerning soil types and agro-climatic conditions as well as a varied enough selection of types of crops grown successfully to preclude any necessity for initial testing of new crop species for suitability. There will however be a necessity for variety testing of certain high value crops such as vegetables. These tests should be based on market demand.

Crop diversification and productivity improvement will address the requirement that the large landowners shift out of sugar and will provide better living standards than at present for smallholders. These measures, however, have a very limited ceiling in terms of attaining maximum economic development for San Carlos. One of the major underlying

themes of the agribusiness portion of this development plan is that production and marketing of crops, no matter how high in value these crops are, is not sufficient to attain true agricultural development. Occupying the position of raw material supplier leaves the San Carlos agricultural sector at risk from market forces and competitive suppliers.

The only way to lessen this risk and to maximise economic development based on agriculture is to install agribusiness systems based on producing, processing and marketing value-added, branded products, instead of selling commodities. These measures are well within the capability of those within the extended San Carlos community who has a stake in the successful implementation of the San Carlos development plan.

Irrigation

San Carlos City features more irrigated area than is common in many areas of the Philippines. An extensive area, primarily planted to rice and sugarcane, is presently irrigated. Additional irrigation systems may be needed, however, particularly for some of the higher value upland crops.

The choice of irrigation, whether gravity, flooding, sprinklers or drip irrigation, depends on the type of crop, terrain, water sources and availability and the comparative economics of each system.

The decision as to whether or not to install irrigation facilities and of what type will be made by one of three entities, the municipal government, where public or donor funds are available for this purpose, the nucleus enterprise and the farmer groups themselves. This implies that some support may be available for extending irrigation facilities in the upland areas provided attention is paid to identifying funding sources and requirements. The nucleus enterprises should provide capital for the irrigation systems that they require increasing their raw material supplies. If these supplies originate with smallholders and the direct benefits of the irrigation system accrue to these smallholders, a scheme might be worked out for medium to long-term repayment of the irrigation capital costs by the farmers to the nucleus enterprise.

Training

Technical farmer training will be an important component of the upland smallholder development program. Ideally, this should be planned around a core centralised training facility, or Agricultural Productivity Centre (APC), including library, nursery, laboratory, and machinery, equipment, implements and tools. Emphasis should be on training in the field, utilising farmer co-operators. Most of the classroom training should be short-term and supplementary to the practical field training.

5.6.2 Application of the Agribusiness Systems Approach

Context

There are two distinct agricultural production zones within the borders of the municipality, in addition to the mountain areas primarily suited to tree crops. These include the following:

A. The Lowland Area

At present is mostly planted to sugarcane grown on large plantations (“*haciendas*”) which are exempt from the Comprehensive Agrarian Reform Program (CARP). The cropping strategy to be pursued here will be to identify crops that are suited to the prevailing agro-climatic conditions, that have access to known market outlets and that offer potential for equal or, preferably, greater profits than can be earned from sugarcane. Ideally, these will be a mix of longer gestating fruit tree crops, high value annual crops and perennial plantation crops that can effectively utilise the existing management skills, irrigation facilities and mechanisation base of the present sugarcane plantations. The exact location of the nucleus production sites in the lowlands will depend on the interest of the sugarcane plantation owners in diversifying into the suggested crops while the scale of production will depend on the requirements of the agro-processing enterprises concerned.

B. The Upland Area

The area consists of the mountain plateau portions of San Carlos where the initial emphasis will be on increasing productivity and enhancing the quality of the corn, rice, vegetables and other crops currently grown by smallholders in the area. Once the productivity, farming skills and family incomes of the small-scale farmers in the area are brought to a satisfactory level, new types of higher value crops will be gradually introduced. The overall goal will be to foster the adoption of diversified, multi-crop farm family operations which will enhance family incomes and buffer the farmers against a price drop in any one crop.

The uplands cover three main areas, including Quezon/Codcod, Prosperidad and Bagonbon. Location of the first nucleus production zone will depend on which of the areas include farmers or farmer groups that are willing to work with the project sponsors and are organised well enough to do so. A site at Quezon, the High Grains Farm, is available for locating an agricultural service centre incorporating a farmer training school. Satellite services centres may be established in other upland production areas.

One of the benefits of the agribusiness development program as recommended in this report is that it can be initiated immediately. The plan as designed requires no further overall project-based research or studies prior to initiation. Any further information gathering and validation will be accomplished in connection with the establishment of the

commercial nucleus enterprises called for in the plan and will represent normal business practices for these enterprises.

Another aspect of the plan that should be clearly understood is that it does not utilise pilot programs for testing individual crops or cropping systems. Rather, the procedure to be followed under the plan is to model and develop agribusiness systems in a commercial enterprise environment. The selection of specific cropping systems and production and post harvest practices is determined by market demand, agro-climatic suitability and the financial, technical and management capabilities of the nucleus enterprises. In other words, these are the results of business considerations rather than being dependent upon further non-enterprise related research and experimentation.

C. The Mountain Area

The area consists of the steeply sloping forest areas of the Balabag mountain range and the western-most area of Mt. Kanlaon. Most of the area is denuded, with only a thin layer of soil remaining in many areas. Soil erosion is common. Most of the area is government or un-alienated land. The emphasis will be on developing effective programs of reforestation, to both increase livelihood opportunity and to provide effective watershed management. Implementation can be either through community based schemes, or by sustainable private sector led ventures.

· Forestry Project Area

It is recommended that a forestry project is developed to facilitate a commercially viable approach to re-forestation of the denuded hill slopes.

The recommended areas are both Rizal/Palampas and Bagonbon. A project for Rizal/Palampas can address the problems of soil erosion and rapid run-off in areas directly affecting watercourses running towards the Poblacion and the planned areas of urban growth. A scheme for Bagonbon can be linked to the proposed Rural Growth Centre. Reforestation should also be a priority for the Mt. Kanlaon footslopes, in association with the management plan for the National Integrated Protected Areas System (NIPAS) area.

5.6.3 Aquaculture

Aquaculture represents a large potential for profitable diversification. There are a total of 153 hectares of fishponds in San Carlos, of which the majority are currently utilised for production of bangus. About 45 hectares of ponds have been abandoned.

Technology breakthroughs have recently occurred for several high value aquaculture species. *Mangrove crabs* are in great demand for both domestic and foreign markets. The limiting

factor has been the supply of crablets, which are caught in the wild. Due to market demand, the supply of wild crablets has been largely decimated in many areas.

Production costs for a one-hectare crab pond with a stocking density of 1,000 crablets is about P7,810. Net income per hectare per crop at a farmgate price of P187.50 per kg. would be P39,253. With four crops a year, annual net income becomes P157, 010.

Other aquaculture species also represent a good potential for crop diversification.

Other Key Services

These will include Technology Acquisition and Transfer, Liaison Services (e.g. government agencies), Image Enhancement and Professional Management.

5.6.4 Implementation

Realisation of the goals set forth by the San Carlos Comprehensive Development Plan will require building on the agricultural strengths possessed by the city. This can be most effectively accomplished by installing commercially viable agribusiness systems. A lead entity will be required to develop and implement such systems. The type of entity best suited to accomplishing these tasks will be a commercial firm. This firm in addition to pursuing profit-making enterprises should also imbued with parallel developmental goals.

Ownership of the lead firm will depend on the interest and capabilities of local investors. It is suggested herein that these include the major landowners in San Carlos, for the reasons expressed above.

Development Factors

Development of agribusiness systems encompasses integrated production, post harvest handling, processing and marketing of higher value commodities. In the lowlands, this translates mainly to plantation crops, specifically starch and fibre crops. The initial thrust in the uplands involves high value vegetables with other crops to follow.

5.7 Industrial Development Strategy

5.7.1 Development Context

San Carlos is moving rapidly towards establishing the basic support infrastructure conditions to form a real catalyst to attract investment in industry and commerce.

The essential communications environment is in place, or will be in place shortly. Good road connection to Bacolod already exist and completion of the all weather surface to the Trans-Link Highway is realized. Regular passenger and Ro-ro ferry connections to Cebu are in place, although standards of provision would benefit from improvement. The new

road connection between Toledo and Metro Cebu, will further enhance the link connection to this key market and international sea trade and airway routes.

Within San Carlos the expansion of the port will provide a vital deep water port and port back-up facilities capable of serving the City and with the potential to act as a shipping hub for much of Negros Island. The telecommunications environment is good, with both fixed and mobile operators operating in the City.

Land availability is not a constraint. Planned industrial land can be provided to cater to the long-term expansion needs of the City, including areas close to potential port locations. In the short-term, serviced industrial land will be developed to commence the industrial growth process. Significantly much of the planned industrial land will have Special Economic Zone (SEZ) status. Thus the City (through the developer) will be able to offer a mixed general industrial and SEZ environment and with City government assistance be able to offer a good range of investment incentives. There are no expected insurmountable utility constraints, provided there is early planning of the power supply.

It is envisaged that much of the general labour training requirement for industries locating in the City will be met on an individual basis by each company. This is common practice in the Philippines and other Southeast Asian countries. In this way the new locators will be in a strong position to take advantage of the readily available labour force of the City and beyond. Initially at least it would be anticipated that management and other key workers would be brought into the area from outside. In this context it is expected that in the short-term, local training would best be orientated to general skills development (e.g. computer literacy) to support the non-specialist labour needs of both industry and the spin-off service and commercial sector. There is some evidence of this need already being addressed by the private sector, through the opening of a computer training school for instance. The City however, is proposing to take skills development a stage further through the introduction of a Human Resource Development Centre concept which will both directly expand the City's training capability and act to encourage and co-ordinate the training programs of other private and public sector agencies.

Managers and highly skilled workers re-locating to San Carlos will require good quality housing, which the City is able to supply. They will also require access to high quality education and health services, two areas, which need to be addressed at the early stages of the development program.

5.7.2 Development Strategy

In the light of this development context there is every confidence in promoting an industrial development strategy, which should be based on the following areas of investment:

- *Agri-Industry and Agro-Processing*

Through the proposed implementation of a strategy for the intensification and diversification of agriculture there is potential to increase both employment and prosperity at the farm level. There is also the potential to capitalise further through the retention of the processing arm of agriculture within the City. To this extent the development of a major industrial area within the City offers the prospect of serviced land for major agri-industry and processing plants, whilst the development of the Rural Growth Centres provide prospects for smaller scale investments in serviced agro-processing (e.g., rice and corn mills) facilities.

The port and airport transshipment facilities will broaden the City's agricultural hinterland and offer the prospect of a larger agricultural market to support agri-industry and agro-processing investment in San Carlos.

- *General Industry (Light to Medium)*

This very broad-based category is intended specifically to provide as wide a marketing opportunity as possible to attract potential investment, at least in the short-term. At the onset of industrial park development, limitations to park users would not be imposed in the interests of investment confidence. Further this would enable early returns for park development investors. The only real constraints for light/medium industrial locators would be environmental (i.e. meeting environmental standards) and satisfying market imagery criteria. In respect of this latter point there may be certain industries, which could act as a disincentive to the marketing of the park to others.

The initial market for industrial development is likely to be towards a wide range of labour intensive light industries, reflecting typical Cebu/Mactan and other island scenarios and the relatively unskilled, low cost nature of the labour force. Industrial re-location of labour intensive industry from Metro Manila and Metro Cebu may be possible. Example target industries would include Fashion/Textiles, Domestic and Household Products.

In the medium to long-term it is anticipated that the nature of the industrial market would change to a more sophisticated high value/high tech environment, including electronics and IT (Information Technology). This would be reflective of general industrial trends in the Philippines, particularly in Metro Manila and Region IV, where major changes in the industrial structure are underway.

New investment in particular is reflective of the trend into high/value high tech industries in these areas where labour costs are already too high (in comparison to its competitors) to support labour intensive industry. This trend may take some time to impact provincial areas such as San Carlos, but will be a real consideration for medium/long-term development planning and needs to be reflected in the marketing strategy. It will also be important for the human resource/training programs to reflect this need.

- *Port Related and Waterfront Industry*

The availability of a deep water location will clearly be an attraction for Port Related and

Waterfront Industry. Already there is evidence of developer interest, in boat building, for instance. However in the short-term, the potential to attract investment in port related and waterfront industry will be restricted by the lack of land

5.7.3 Environmental Control

The strategy should be selective to the extent of preventing environmentally damaging industries and hazardous enterprises from establishing in the City.

There are two main considerations in exercising this approach:

- Performance Criteria

The core consideration will be setting an effective set of environmental performance criteria for all new industries compliance, both in initial setting up and operation. The guidelines should incorporate national guidelines and standards (e.g. DENR emission and discharge standards) and where appropriate, be strengthened to suit local circumstances. Liquid discharge into coastal waters for instance, is a particularly sensitive issue for San Carlos. It is envisaged the performance criteria can be embodied as supporting regulations to a Local Environment Ordinance.

- Zoning Ordinance and Regulations

The performance criteria will form the core element of environmental control, but it is also proposed these criteria be supplemented by the Zoning Ordinance and other associated regulations, including the Local Environment Ordinance. The objectives are twofold:

Restrict Industry Type – for the avoidance of doubt and risk it is recommended that heavy industry (e.g. ship breaking, oil refining) is generally not permitted.

Restrict Industrial Location – it is further recommended that industrial development be restricted sites/zones as specified in the revised San Carlos Zoning Ordinance.

By way of example, Port Related and Waterfront Industries inevitably include environmentally sensitive uses, either because of their pollution risk, or their appearance. In this respect, it will important for the majority of such uses to both rigidly conform to environmental control standards and for their location to be contained in comprehensively planned industrial environments, primarily at San Antonio. Indiscriminate use of the coastline for waterfront industrial uses should generally be prevented through the Zoning Ordinance, particularly in ecologically sensitive mangrove areas.

Potential Range of Industries

| A. Fashion, Textiles and Accessories | B. Computers and Electronics | C. Precision Manufacturing and Optics |
|---|---|---|
| <p>Sewing Baskets</p> <p>Bags</p> <p>Fashion Jewellery</p> <p>Safety Pin and Needle manufacturing</p> <p>Leather Gloves and Bags</p> <p>Leather and Sheepskin Coats and Jackets</p> <p>Men's and Ladies RTW</p> <p>Novelty Items</p> <p>Garments and Bags</p> <p>Sports Wear</p> <p>Children's Wear</p> <p>Luggage and Bags</p> | <ul style="list-style-type: none"> · Electronics · Network Control Units and Transformer Coils · Communications Radio Assembly · Design, Development and Production of Software Technology · Pressed Steel Parts for Floppy Disks · Electric Lighting Fixtures · Medical Instruments · Computer Assembly and Parts · Cellular Phone Covers and Accessories | <ul style="list-style-type: none"> · Fine Gold Binding Wire · High Precision Lenses · Cameras · Sub-assembly of Camera Parts · Optical Lenses · Optical Glass Filters · Zooming Prismatic Power Binoculars · Binocular Components · Camera Paraphernalia · Cassette Components, Disks, and Component Parts · Watch and Clock Parts |

| | | |
|--|--|---|
| Embroidered Linen | | <ul style="list-style-type: none"> · Watch Assembly |
| <p>D. Industrial Equipment</p> <ul style="list-style-type: none"> · Industrial Cotton Buds · Pallets (metal, wood, and plastic) · Industrial Cotton Gloves · Medical/surgical gloves · Rubber Components · Iron Rods and Springs · Patrol Lights and Red Beam Controllers · Hemp, Wire Rope and Steel Cables · Carbide Tipped Saws · Wiping Rugs, Wool Polyester Materials · Convoluted Conduit Tubing · Rubber Seals, Sash Rollers, and Bearing related Products | <p>E. Domestic and Household Products</p> <ul style="list-style-type: none"> · Health Care Products · Plastic Industrial Products · Cotton Buds · Plastic Laundry Hangers · Plastic Moulded Furniture · Furniture Design and Manufacture · Kitchen Equipment · Bath and Beauty Items · Cosmetics | <p>F. Vehicle Parts and Accessories</p> <ul style="list-style-type: none"> · Car Accessories and Seat Covers · Auto Wire Harnesses · Seat Belt and Airbag Manufacture · Motorcycle Parts · Steering Wheels · Magwheel Manufacturing · Hydraulic Filter Elements |

CHAPTER VI

SOCIAL DEVELOPMENT FRAMEWORK

6.1 Introduction

The purpose of this chapter is to set out a Social Development Framework (SDF), which will serve as a context for policy and program development, both to improve living conditions in the City and to provide essential support initiatives to economic growth, particularly in the area of human resource development.

6.2 The Social Development Model

Human development has many aspects, including employment, income, education, health, nutrition, housing, peace and security. A good understanding of the interrelationships of such aspects provides a clear and comprehensive insight of a community, and hence, enables planners to develop relevant, effective, efficient and equitable development plans (Figure 6.1 refers).

The SDF model presented in this report is derived from the population-development interaction model of Alejandro Herrin, which illustrates the interrelationships between population and development variables. In broad terms, Herrin's model illustrates that population processes (fertility, mortality, and migration) produce population outcome (level, growth, age-sex structure, and spatial distribution). These in turn, influence socio-economic processes that produce economic outcomes. The model is further expanded here to develop a framework that explicitly illustrates the role of policies and programs in the achievement of social/human development objectives.

Changes in fertility, mortality and migration would affect the size, growth, age-sex composition and spatial distribution of population. Consequently, a more rapid growth of population would mean rapid growth in population of working age (constituting both the potential supply of labour and demand for work) and generally, increased demand for housing and all forms of social services. A very young population will mean greater investment in education, health and nutrition services for children, while a high urban-rural population ratio will spell a greater demand for urban services and utilities.

Policies and programs influence both demographic and economic processes, resulting in various demographic, economic and social sector outcomes. Social sector outcomes and social objectives are broadly categorised into the principal indicators of human development: employment, education, health/nutrition and housing.

The SDF suggests that economic outcomes will directly determine the social sector outcomes. At the household level, for instance, income level and savings will define the status of the household in terms of educational attainment, health and nutrition status as well as the quality of housing. At community level, the revenues and savings of a local government unit will have a fundamental bearing on the quantity and quality of social services/facilities that will be available to its constituent population.

A typical interaction between the social sector outcome and employment is demonstrated by how improvements in education and health over time usually result in a greater supply of healthy and skilled labour, greater labour force participation and eventually, in better employment and higher wages. Better employment and income enable people to afford basic goods and services, thus improving their health, nutrition or education. With better health, nutrition and education, their productivity and chances for better income increase.

Interactions between demographic and economic outcomes similarly affect employment and wages through labour demand. The kind of economic activity (agriculture versus manufacturing), the location of investment (urban versus rural) as well as the choice of technology (labour intensive versus capital-intensive) determine the labour demand both in terms of quantity and quality (skills). However, the law of supply and demand dictates that a fast growing labour supply, if not coupled with a fast growing labour demand, tends to depress real wage rates. Education and training will control the ability to meet labour demand.

Policies and programs will, on the whole, impact upon both the demographic, social and economic processes. They can likewise influence the socio-political environment that dictates social structure and organisation in the community. Such structure and organisations pertain to whether people in the community consider themselves key players in the development process through participation in development activities, rather than pursuing their own individual goals. The social sector outcomes, particularly education, also play a significant contribution in raising the degree and quality of individuals' participation in community affairs.

The SDF traces the interrelationships of demographic and economic processes and outcomes. Translating these interrelationships into an action-oriented framework produces an illustration of the processes involved in pursuing the derived social or human development goals (Figure 2.0 refers).

The process starts with an analysis of the baseline conditions, utilising various socio-economic indicators. Social or human development indicators may be categorised broadly as: quantity and quality of human resources (e.g. education and skills, health/nutritional status), settlement patterns and housing standards, accessibility and quality of social services/facilities and level of community participation in project implementation. These indicators comprise the criteria for identifying the various opportunities for, and constraints to, social development.

The next step involves the formulation of sectoral goals, objectives and targets. It is at this stage that the desired social outcomes are specified by addressing the priority problems and concerns identified in the situation analysis. This is followed by the identification of the Sectoral Strategies and Projects. Sectoral Strategies present broad directions and actions needed to attain the stated goals, objectives and targets. Programs and Projects, on the other hand, are the translation of the strategies into implementation activities. Given a specified resource base and time frame, some of these projects may be classified as either Priority Projects or

CHAPTER VII

ENVIRONMENT

7.0 ENVIRONMENT

7.1 Introduction

The purpose of this chapter is to establish an Environment Framework for a sustainable environment taking into account both the existing environmental problems (e.g. coral loss) and problems that may directly arise or be risks from planned urban growth (e.g. watercourse pollution). Three broad ecosystems are of environmental concern; 1) Forestland/Upland; 2) Urban; and 3) Coastal and Marine. Strategies are recommended for each, together with sectoral environmental programs for liquid and solid waste management and flood control and drainage.

The essence is in the harmonious integration of a sound and viable economy, responsible governance, social cohesion/harmony and ecological integrity to ensure that development is a life-enhancing process.

7.2 Forestland / Upland Ecosystem

Issues affecting the forestland/upland ecosystem include the following: 1), marginal, denuded and unproductive land areas; 2) unsustainable management of remaining forest; and 3) weak institutional capability for forest management.

The following strategies have been identified to address these concerns:

Restoration, Expansion and Management of the Forestland Areas.

- Confirm delineation of forest boundaries and establish a permanent forest line.
- Enhance forest conservation, protection and sustainable management efforts, through forest rehabilitation and re-forestation.
- Expand implementation of community-based forestry programs and projects.
- Seek investment in sustainable commercial plantation forestry not only in classified forest land areas but also in A and D areas.
- Implement erosion control measures on critical slopes, roads and stream banks, fill slopes, rills and gullies.
- Introduce technology and support infrastructure appropriate to on-ground conditions.

Improve Forestry Management Capability

- Introduce organisational structures, which secure a plantation economy into community based forestry.
- Introduce commercial forestry management practice into the forestland areas.

- Strengthen the capability of the LGUs and the participating communities on sustainable upland forest practice.
- Encourage the participation of youth and women in community based forest development activities
- Develop capabilities to monitor and control pests and diseases
- Institutionalise community-based information systems using local resources/technology for information generation, packaging, marketing and exchange.
- Shift forest protection strategy from purely police work to extension/education/community organising. Institutionalise effective multi-sectoral Forest Protection Committees.

From the environmental perspective priorities in the development of this broad strategy should be given to two key risk areas:

1. Protection of the Urban Area – priority should be given to reforestation schemes in catchment areas which directly affect the Poblacion and the planned urban growth areas of the coastal lowland, through flood risk. The denuded hill/mountain slopes (where the run-off pattern is orientated to streams/rivers flowing through the urban area), particularly areas which are the subject of soil erosion, should identified as the 1st priority reforestation project areas.
2. Watershed Management – priority should be given to reforestation projects in other areas where the watershed is seen to be vulnerable.

These priorities have been incorporated into the recommended priorities for Demonstration Projects in Reforestation/Watershed Management. (Volume 4 Chapter 2 refers).

Marginal Land

Substantial areas of marginal upland have the potential to be brought into agricultural use. In this respect it is important that integrated community based schemes are developed to ensure sustainable agricultural practice is introduced to compliment the reforestation projects.

7.3 Urban Ecosystem

Issues affecting the environmental quality of this ecosystem include: 1) watercourse and air pollution; 2) management of hazards, disasters and risks; 3) efficiency and capability in urban administration;

Watercourse pollution is yet to be a major problem in San Carlos, but the risk levels will increase in response to the process of urbanisation and to the planned areas of industrial and port development. In this respect it is inevitable that the pollution load entering the sea will increase. It is essential therefore that the City introduces a comprehensive strategy to minimise pollution loads as far as possible and at least meet national government discharge standards.

Air pollution is yet to be a major factor in San Carlos, but will become so as a response to urban growth. Industrial development will be required to meet national emission standards. The greatest air pollution risk will emanate from the increased traffic load in the City and regarding this aspect there will be a need for the City to take a long-term view. A number of measures should be considered, including:

- Establish air quality monitoring network.
- Enforcement of vehicle emission standards and anti-exhaust belching campaign.
- Air emission inspection, enforcement and monitoring for industrial premises.

Regarding the management of *environmental risk* again the City government is recommended to take a long-term view, taking into account the potential impacts of industrial development and urban growth. There is a need to consider both policy development for industrial risk and hazard management and the better management of hazardous and toxic waste.

To support these improvements to environmental management in the City, is has strengthened City government's *environmental management and enforcement capability*, by the establishment of the CDRRRMO (City Disaster Risk Reduction Management Office) both in terms of staff numbers and capability levels. Focused vocational training of environment staff will be an important component of resource development in the future.

7.4 Coastal and Marine Ecosystem

There are several issues affecting coastal and marine ecosystems, which need to be addressed. Although, there are national laws governing fisheries, there is an inadequate area/site specific policy context and unco-ordinated and conflicting use of the coastal and marine ecosystems, given weak law enforcement and the use of unsustainable fishing and mariculture practice. There has been loss of corals and mangrove areas are under threat. A more visible concern is the deterioration of shore and water quality due to pollution, sedimentation and coastal erosion. Issues such as poverty, lack of viable livelihood options and lack of appreciation of the importance of coastal resources/ecosystems are factors in this process of degradation.

The capacity to manage coastal and marine ecosystems is of prime importance, but there have been inadequate resources and technical capability; a lack of long-term monitoring and research programs; a lack of local community involvement; and an absence of a comprehensive database on which to build an integrated coastal resource management strategy.

The following strategies are recommended:

Policy and Legal Issues

- prepare a Comprehensive Coastal Zone Management Plan with genuine participation of communities (delineating areas for household, residential and

business) in all phases of the planning, implementation, monitoring and evaluation processes.

- formulate local policies, based on national laws, regarding nearshore areas which can be delineated for various purposes, including mangroves, reclamation and tourism.
- identify priority areas and set targets for coral reef rehabilitation, mangrove reforestation, and seagrass rehabilitation.
- develop anti-poaching/illegal fishing plans funded by City resolutions and developed in a participatory manner.

Uncoordinated and Conflicting Uses of the Coastal and Marine Ecosystems

- adopt and utilise an ecosystem approach in the management of coastal and marine areas/resources.
- conduct environmental impact assessments for coastal and marine development projects.
- strictly enforce protection measures for the coastal/marine ecosystem
- penalise violators of marine and fisheries laws.

Deterioration of Shore and Water Quality due to Pollution, Sedimentation and Coastal Erosion

- include adjacent catchment areas in the delineation of marine reserves and coastal areas.
- formulate an appropriate action plan for protection of marine environment from land-based activity.
- establish monitoring of pollution and sedimentation patterns and rates.

Socio-economic Issues

- conduct research and development for identification/provision of alternative livelihood.
- provide training for business enterprise management and technology transfer.
- develop mechanisms that provide equity in access to coastal resources.
- promote the active participation of all sectors in planning for the management of coastal resources/ecosystems.
- conduct extensive and intensive IEC on coastal/marine resources conservation.
- integration of coastal/marine ecosystem on both formal and non-formal education curriculum.

Lack of Capacity to Effectively Manage Coastal and Marine Ecosystems

- co-ordinate with research institutions/academe on upgrading skills of staff and workers on the management of coastal and marine resources.
- organise a multi-sectoral monitoring team to regularly assess the status of the area and to evaluate impacts of activities/projects on the resources and the environment.
- train communities to gather data/information on simple coastal and marine attributes, especially coastal and marine diversity.
- develop and maintain databases for assessment and management of coastal and marine ecosystems.
- develop and enhance capability in the use of planning and management tools such as GIS, GPS, etc.

7.5 Biodiversity

Mt. Kanlaon National Park and the other forestland areas have seriously deteriorated through many years of neglect, denudation of the forest areas, marginal agriculture and other unsustainable activities. As a consequence there has been a loss of biodiversity and bio prospecting. The latter involves the patenting of biological and genetic resources, their products and derivatives for commercial purposes.

The following strategies are recommended to reverse this trend. Within the Mt. Kanlaon National Park, strategy development should be a matter for the Park administration:

Improved Biodiversity

- Increase biodiversity conservation awareness and establish and implement information program for local communities.
- Popularise educational materials on biodiversity conservation ethics and strategies.
- Conduct technical competency training on biodiversity research for local communities.

Bio-prospecting

- Formulate local policies on bio-prospecting based on existing regulations.
- Raise the level of awareness of local and indigenous communities.
- Set up monitoring and enforcement procedures.

| OUTPUT-ENVIRONMENT SECTOR | | | | | |
|--|-----|------------------------|--|--|-----------------|
| VISION REALITY GAP-GENERATED SECTORAL GOALS | | | | | |
| GOALS | | | | | |
| To institutionalize prevention and mitigation measures to protect and conserve the local environment. | | | | | |
| To promote soil and water conservation measures and water ingress for aquifer recharge. | NO. | Outcomes | PROGRAM Ouputs | ACTIONS/INTERVENTIONS | CLASSIFICATI ON |
| To have adequate and sustainable access to safe water for domestic , agricultural and industrial uses. | | Increased forest cover | Establish a comprehensive reforestation program | Identification & establishment of tree nursery sites | Project |
| | | | | Adopt watershed pilot areas | Project |
| | | | | Collaborate activities in line with the National Greening Program | Service |
| | | | | Strict enforcement of forestry laws | Service |
| | | | | Craft appropriate local environmental user's fee ordinance | Regulatory |
| | | | Institutionalize environment friendly agricultural practices | Promotion of Integrated Farming scheme to upland farmers | Project |
| | | | | Regulation on the use of synthetic fertilizers and pesticides | Regulatory |
| | | | | Implementation of Agricultural friendly practices (i.e SALT technology)projects | Project |
| | | | | Craft a policy regulating the extent of grazing in highly sensitive pasture lands and other agricultural areas | Regulatory |

| | | | | | |
|---|------------|---|--|---|-----------------------|
| | | Identified heritage sites & other natural geologic formation for protection intensified | | Develop IEC materials on Heritage advocacy & protection | Project |
| | | | | Propose co-management of natural tourism sites with active public-private partnership and community involvement through sustainable and responsible eco-tourism | Regulatory |
| | | | | Propose an enabling ordinance to strengthen and localize the enforcement of RA 9072 | Regulatory |
| | NO. | Outcomes | PROGRAM Outputs | ACTIONS/INTERVENTIONS | CLASSIFICATION |
| | | Legitimization & enforcement of the city's Forest Land Use Plan (FLUP) ridge to reef approach | | | |
| To institutionalize a City FLUP ridge to reef approach. (Integrating PAMB plan re: MKNP & NNNP) | | | Formulate FLUP thru Spatial Data Gathering methodology | Conduct Indicative mapping utilizing textual data | Service |
| | | | | Facilitate preliminary ground survey/walkthrough | Service |
| | | | | Conduct community mapping | Service |
| | | | | Preparing thematic maps for Forest Land Use Planning | Service |
| | | | | Map Overlay Analysis | Service |
| | | | | Passage of an ordinance for the legitimization of FLUP | Regulatory |
| | | | | Legislate policy for the integration of Forest Land Use Plan (FLUP) to CLUP | Service |

| | | | | | |
|--|---|----------------------------|---|---|----------------------------|
| | | | FLUP Implementati on | Initiate programs for MKNP & NNNP conservation & protection | Project |
| | | | | Provide a resettlement site w/ comprehensive livelihood programs outside the protected areas | Project |
| | | | | Strengthen existing laws in the protection and preservation of the MKNP & NNNP and its flora and fauna | Service |
| | | | | Formulate policy on Park zoning that enhances community participation w/ concerned LGU's | Service |
| | | | | Lobby co-management of protected areas; LGU-DENR | Service |
| | | | | Coastal Resource Management program/projects – Bantay Dagat | |
| | | | | Mangrove reforestation project-Bantay Katunggan | Project |
| | | | | Intensify mangrove reforestation | Service |
| | | | | | |
| | | | | | |
| To have adequate and sustainable access to RE for domestic , agricultural and industrial uses. | | | | | |
| To enhance Renewable Energy Generation in San Carlos City | STRATEGY 1 : Develop the supply chain. | | | | |
| | NO. | Outcomes | PROGRAM Ouputs | ACTIONS/INTERVENTIONS | CLASSIFICATI ON |
| | | 1. Increased RE sources | 1.1 Establish & improve production support services | 1.1.1 Develop road networks and other infra support | Project |
| | | | | 1.1.2 Identify potential sites for RE sources | Service |
| | | | | 1.1.3 Promote appropriate energy crops to farmers | Service |
| | | | | 1.1.4 Institutionalize RE initiatives | Service |

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|---|------------|---|--|---|------------------------|
| To achieve the internatization of sustainable and sound environmental practices in the various aspects of the city's programs for society, engineering/infrastructure, policies, education, health. | | | | | |
| To maximize the use of biodegradable and reusable packaging and containers. | | Land,air & water pollution minimized | | Implement pollution control measures along coastlines & marine water bodies due to domestic wastewater & solid waste | Service |
| | | | | Regulate the use of pesticides & other inorganic chemical contamination along coastal waters and other water bodies due to massive agricultural production inputs | Service |
| | | | | Regulate domestic waste water contamination i.e. <i>presence of fecal coliform, ecoli contamination</i> | Service |
| | | | | Regulate contamination of water bodies due to the marine vessel e,g, oil spillage, solid waste | Service |
| | NO. | Outcomes | PROGRAM Ouputs | ACTIONS/INTERVENTIONS | CLASSIFICATI ON |
| To intensify community awareness and involvement on government's initiative in reducing vulnerability among natural and unnatural hazards | | Community awareness on DRRM intensified | | | |
| To consistently ensure that all structure are built and managed within the prescribed standards | | | Establish incident command system for disaster vulnerability reduction | | Project |
| To integrate and activate Incident Command Systems before, during and after a disaster for a systematic crisis | | | | Promote advocacy and active involvement among community members in the protection of coastlines | Service |

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|--|------------|---|--|--|-----------------------|
| management | | | | | |
| To intensify community awareness and involvement on government's initiative in reducing the impacts of climate change | | | | Integrate disaster risk reduction measures in the affected HH | Service |
| To effectively incorporate DRRM & CCA in the city's CLUP & strengthen its implementation | | | | Amend existing Zoning Ordinance through provision of relocation sites of affected HH | Service |
| | | | | | |
| LDI-GENERATED SECTORAL GOALS | | | | | |
| To institutionalize sustainable soil and water conservation strategies in agriculture, forestry, climate change adaptation and mitigation, and infrastructure development. | | | | | |
| To establish an enforceable FLUP. | | | | | |
| To institutionalize implementation of the FLUP. | | | | | |
| To create a mechanism for the reduction of negative impact due to pollution brought by light & heavy industries | | | | | |
| To establish an organizational infrastructure to support data base relative to early warning detection vis-à-vis land, water & air pollution | NO. | Outcomes | PROGRAM Outputs | ACTIONS/INTERVENTIONS | CLASSIFICATION |
| | | Water and Soil conservation/ protection program institutionalized | Established program on water and soil protection/ conservation | Expedite creation of Local ENRO | Service |

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|---|--|---|------------------------|--|-----------------------|
| | | | | Erosion & flood control projects with the utilization of bio-engineering technology | Project |
| | | | | Formulate the Implementing Rules & Regulations (IRR) of the local environment code (to include easement) | Regulation |
| | | | | Legislate policy for waste water management | Regulation |
| | | | | Strict implementation of Sanitation Code | Service |
| | | | | Establishment of an on-site & centralized septage treatment facility | Project |
| | | | | Draft policy concerning maintenance of linear park, green corridors along business district | Regulation |
| | | | | Introduce bio-engineering measures for alternative flood & erosion control system | Project |
| | | | | | |
| | | Outcomes | PROGRAM Outputs | ACTIONS/INTERVENTIONS | CLASSIFICATION |
| To enhance preservation and conservation of biodiversity of flora and fauna. | | | | | |
| To implement short and medium term strategic programs for sustainable impacts and outcomes to conservation of natural resources and biodiversity. | | Improved Bio-diversity condition thru IEC & conservation measures | | Citywide IEC on Biodiversity awareness | Service |
| | | | | Strict enforcement of biodiversity related laws including city's enabling ordinance related to biodiversity conservation | Service |
| | | | | Strict enforcement of zoning ordinance and environment code | Service |
| | | | | Strict enforcement of RA 8550 (National Fisheries Code) & other enabling | Service |

| | | | | | |
|--|--|--|--|--|---------|
| | | | | ordinance e.g. environment code | |
| | | | | Intensify implementation of existing policies towards marine biodiversity protection | Service |
| | | | | Rehabilitate coral reefs and continue initiatives against infestation of crown of thorns "salanay" | Project |
| | | | | Strengthen existing laws in the protection and preservation of MKNP & NNNP and its flora & fauna | Service |
| | | | | Provide alternative livelihood to fisherfolks and coastal communities | Project |
| MAP OVERLAY ANALYSIS-GENERATED SECTORAL GOALS | | | | | |
| To formulate and strengthen risk reduction programs through structural and non-structural measures; To research measures mitigating soil erosion | | | | | |
| To capacitate local communities on initial disaster response; To institute engineering innovations, e.g. Tramline | | | | | |

CHAPTER VIII

INFRASTRUCTURE DEVELOPMENT

8.0 Infrastructure Development

8.1 Liquid Waste Management

The rivers in San Carlos City have not been classified by the Department of Environment and Natural Resources (DENR). Thus, there is no monitoring of water quality, although the principle sources of watercourse pollution are generally domestic waste (and industrial waste in specific watercourses).

The following strategies are recommended:

- Review existing policy on water pollution control and formulate revisions and amendments as appropriate.
- Monitor policy on water pollution control enforcement and adopt changes to facilitate monitoring and enforcement.
- Develop public awareness to promote sustainable waste management activities and encourage community involvement in proper liquid waste disposal.
- Provide a sewerage system and strengthen sewerage/sanitation system management to reflect differing situations, is affordable and reflects community needs and aspirations.
- Ensure all industrial waste is treated on the “polluter pays” principle, to meet the required discharge standards.
- Ensure that all liquid hazardous/toxic waste discharges are separately treated and discharged.
- Strictly implement a 20-metre easement along major rivers and tributaries as provided for in PD 705 and prepare/implement resource management and environmental upgrading scheme.
- Relocate all squatters living on the easements of major rivers and their tributaries.

8.2 Solid Waste Management

Development and urbanisation will bring about a rapid increase to solid waste generation in the City. There is an existing perfectly located and managed dumpsite. It is a properly managed landfill site, able to cater for both the existing and future development level. At the same time there is a good garbage collection and disposal practice set within the context of a Comprehensive Solid Waste Management Plan, geared to long-term sustainability for the City and including strong measures to achieve a high degree of waste minimisation and recycling.

Reduced Waste Generation

To include waste avoidance, recycling, education of households, commercial and industrial establishments on the benefits of waste minimisation and the provision of better recycling services. Sorting at source as a concept should be introduced in the urban areas.

Recycling

A resource recovery centre, strategically located at the existing dumpsite or future landfill site is established. One main activity is the institutionalisation of waste exchange wherein suppliers and buyers of “wastes” can trade. Another example is identifying waste that can be processed further (e.g. composting) to have a valuable use (e.g. fertiliser). Market identification will be an essential component for the development of a recycling initiative.

Improved Collection System

An improved collection system will aim at greater reach and bagged garbage at generation source. Greater reach should mean that the majority of urban households (say at least 80%) will be serviced. For households, or door-to-door collection, the minimum collection should be done three times a week. Garbage trucks should be upgraded and able to accommodate sorting at source.

Institutional Strengthening/Capability Building

Organisational management and technical training needs should be strengthened. Participants should include community representatives, the NGOs and industry representatives, aside from LGU personnel. Exposure trips to successful solid waste management models can had been a great factor in the achievement of the goal of an excellent waste management program.

Information, Education and Communications (IEC) Program

An integral part of the Comprehensive Solid Waste Management Plan will be the parallel implementation of an IEC program. This will involve seminars, workshops, public consultations/meetings and the design and distribution of primers, brochures, and posters to all identified program components, including the participating communities, the schools and both industry and commerce.

Program Administration

It is recommended that the Office of the Mayor be responsible for overseeing both formulation and implementation of the Comprehensive Solid Waste Management Plan. Further it is appropriate to consider setting up a special solid waste management committee to co-ordinate the interests of all the stakeholders, including the other

barangay units, the national line agencies, the industrial and commercial sector, NGOs, and the community. At implementation stage this may take the form of a solid waste task force.

8.3 Flood Control and Drainage

Existing Situation

The rainfall pattern in the region is characterised by very heavy, short duration rainfall events. These events result in significant quantities of surface runoff, which will be collected and conveyed to the regional drainage system through the development floodways, river and stormwater drainage system.

The 17 rivers and streams in the City have sharp falls from the mountains onto a wide gravel/alluvium plain. Each river has an unstable course and extensive gravel loading, which has built-up the floodplain.

There are a number of identified floodways built by the LGU and a recent addition of a 5th floodway to the flood protection scheme. The floodways are concrete lined as they transit through urban areas. Maintenance of the river courses primarily consists of gravel removal.

Flood Control

Flood control and drainage is a very real problem. The costs and technical solutions will have major impacts on scheme viability and design.

Floods must be contained in the floodways and land areas will need to be zoned accordingly. This will probably require some armouring of flood channels, which will be costly.

Similarly essential services such as the airport runway, perimeter arterial road embankments and bridges and culverts need to have specific attention to their armouring and the routing of floodways such that these infrastructure assets remain intact during high flood return periods.

The major floodways will be incorporated into the proposals for greenways between the proposed villages for the main area of urban growth around the Poblacion. The floodways should incorporate this philosophy into the engineering design.

Stormwater Drainage

The Stormwater Drainage system concept will be developed to control surface runoff to:

- Avoid significant erosion of landscaped and natural areas.
- Prevent flood damage to buildings and other infrastructure assets.
- Minimise, within practical limits, the impact of surface runoff on industry and agriculture
- Achieve maximum economy by making full use of existing land drainage systems, including rivers and streams.
- Utilise monsoon drains in industrial areas.

During the site development process the natural or existing drainage network consisting of small streams and other surface drainage features will be interrupted by roads, housing, public buildings and other infrastructure. New pipelines and channels will be required to collect stormwater from the degraded areas and convey it to the nearest river or watercourse.

It is considered neither practical, nor necessary to design a stormwater drainage system to cope with the maximum possible rainfall. A return period concept will apply, such that the system will be designed to allow overflows in high intensity rainfall periods, with minimum damage.

8.4 Environmental Impact

A critical component in the realisation of the growth concept for San Carlos will be the enactment of a sensible environmental resource management strategy, which ensures the safety and continued availability of natural resources to assure food security, water resources, and effective solid waste management. There is a need to achieve a sustainable balance between development activity and the conservation of the environment and ecological balance must be maintained.

As a matter of policy, any and all major development projects will have to comply with Environmental Clearance Certificate (ECC) Procedures and include an Environmental Impact Assessment (EIA) as part of the proposal to government, both in relation to locational clearances and the preliminary approval process for subdivisions. Appropriate environmental mitigation measures to counter environmental degradation will be a feature of most developments.

This process should be expanded to include Drainage Impact Assessments, where development proposals are likely to impact the drainage system, particularly the flood prone areas associated with the river basins crossing the coastal lowland.

For major development proposals it is recommended the City government introduce a Traffic Impact Assessment (TIA) procedure to ensure that proposals do not result in overloading of the road network. There may be a requirement for developers to take responsibility for off-site road/traffic improvement works, where the TIA shows problems will occur if the development proposal is implemented.

In addition, existing environmental laws are to be implemented, in particular the provisions of NIPAS under the Department of Environment and Natural Resources (DENR) and the Protected Areas Management Bureau (PAMB). Of prime concern would be the conservation of the mangrove areas on the shorelines north of the Poblacion and the protected forestland.

CHAPTER IX

PLAN IMPLEMENTATION/IMPLEMENTATION STRATEGY

9.0 PLAN IMPLEMENTATION

9.1 Introduction

The final chapter CDP, sets a framework on how the Development Plan should be implemented. The chapter includes recommendations in three key areas. First it makes recommendations on an organisational and resource structure to secure long-term project management of the CDP, which can transgress political time slots. Secondly the chapter includes a Community Action Plan, which explains how the community can be involved in plan and project implementation. Finally it sets the Further Action that will be required to implement the CDP and in particular the LDIP.

9.2 Private Sector Participation

Success of the CDP hinges on a high level of private sector participation, not only in terms of support, but also in terms of capital, technical capability and marketing the city as a sub-regional centre for trade, industry and tourism. With the private sector as the driving force, it is proposed that the SCDF be established outside the structure of government and led by the private sector, but with the full support of the City government.

It is recommended that the SCDF, together with the PMO will be set-up as a distinct legal entity and that it should be a non-stock and non-profit making body, possibly in the form of an NGO.

· **Composition of the Foundation**

The Foundation shall comprise:

- 1) The City Mayor who represents the citizens of San Carlos City and the City government.
- 2) The Vice-Mayor, representing the Sangguniang Panglunsod.
- 3) Two private sector representatives elected by, and from among private sector representatives on the Advisory Council.
- 4) One NGO representative elected by, and from among, NGO representatives on the Advisory Council.

It is proposed that the SCDF president be elected “en banc” from its members who are not currently civil servants.

The Executive Director of the PMO shall be a non-voting member of the SCDF, provide technical services to the SCDF, and manage secretariat functions of the

SCDF.

· **Duties and Responsibilities of the Implementing Body**

The shall be granted executive powers and will take the lead in guiding implementation of the CDP. The primary role of the Implementing Body would focus on co-ordination, integration and in pooling together resources available for the Plan. More specifically it will:

- 1) Ensure that the essential programs and projects of the CDP are implemented and carried out, and ensure that all programs and projects implemented in the City are in line with the overall vision and plan for development.
- 2) Facilitate the creation of an environment where development initiatives, especially those of the private sector, would thrive.
- 3) Guide and co-ordinate investments where they are needed.
- 4) Provide assistance in consolidating / sourcing, and in certain cases facilitate the provision of investments.
- 5) Market San Carlos as a destination and a place to move to for business, and market the products San Carlos ultimately manufactures.
- 6) Lobby for support from and with the national government.

It should be stressed that the central role of both the SCDF and the PMO will be to co-ordinate and assist the various bodies and funding agencies implementing the plan. It is unlikely to do the implementing itself. The duties and responsibilities set out below should be understood within this context.

San Carlos Development Advisory Council

The SCDAC shall be set up within the private sector. Its membership shall be from various stakeholders in San Carlos City. The City Mayor shall be the Chairman of the Advisory Council.

· **Membership**

The SCDAC shall have fifteen members elected by the organisations that they represent. Additional membership may be invited through the approval of a formal SCDAC. The SCDAC may also invite non-voting members onto the council. These could include the regional directors or representatives of concerned national government agencies whose presence and advice may be critical to the achievement of the objectives of the CDP.

Membership will comprise the following from the LGU and Government:

1. Mayor
2. Vice Mayor
3. Representative-Association of Barangay Captains of San Carlos City
4. City Administrator
5. Congressman of the District
6. Provincial Board Member from the District

From the Private Sector:

1. Representative – San Carlos City Chamber of Commerce
2. Representative – Sugar Planters
3. Representative – Real Estate Developers
4. Representative – Agricultural Farm Integrators
5. Representative – Banking Sector
6. Representative – Industry

From Non-government Organisations / People's Organisations

1. Representative – Association of San Carlos City Small Farmer Co-operatives
2. Representative –Foundations for Sustainable Environment
3. Representative –Civic Organisations
4. Representative –Foundations for Socio-economic Development
5. Ex-Director of the PMO

· **Functions of the Council**

The SCDAC shall serve as the forum where various concerns of all stakeholders relative to plan implementation will be discussed and resolved. More specifically it will:

- 1) Serve as a forum whereby the city government can monitor and evaluate the concerns of all stakeholders in relation to economic development and CDP implementation.
- 2) Encourage dialogue, consultation and the formulation of draft policy initiatives,
- 3) Facilitate stakeholder convergence on key matters relating to CDP implementation.
- 4) Ensure that the concerns of the general public and interest groups are represented in the Council.

8.2.2 The Roles of Stakeholders

· *The Role of the Local Government of San Carlos City*

The LGU shall be an integral participant of the Council with a primary role focused on:

- 1) Providing an environment where development initiatives, especially those of the private sector would thrive.
 - 2) Guiding and co-ordinating investments where needed.
 - 3) Facilitating investments where the private sector is unwilling/unable to invest.
- *The Role of Private Sector Stakeholders*
 - 1) Determine markets and market demands for specific products, which may be produced in the City and secure SCDF and SCDAC, as well as LGU, support.
 - 2) Negotiate with markets and integrate /consolidate supply.
 - 3) Facilitate the provision of technical assistance to farmers and fisherfolks oriented towards efficiency of production and entrepreneurship.
 - 4) Provide assistance in consolidating / sourcing, of investments.
 - *The Role of NGO's/PO's*
 - 1) Ensure that the concerns of the general public and interest groups are represented on the SCDAC.
 - 2) Assist in the implementation of various social interventions.
 - 3) Secure NGO/PO funding for certain interventions.

9.3 Community Action Plan

9.3.1 Introduction

Purpose

The CDP has been prepared within the spirit of ownership and support from the community. Community participation has been an integral part of the plan-building process so far and it is essential that this spirit of consultation and liaison be carried forward into plan implementation. The Community Action Plan (CAP) sets out recommendations on how this can be achieved.

Rationale and Objectives

The CAP will provide a context for community development and stakeholder participation and will identify the key areas of on-going community involvement. It will have a number of objectives:

- To allow for the formulation of projects that are advantageous not only to the economy of the City as a whole but also beneficial to each target individual
- To develop an active community by providing a mechanism for participation
- To foster community spirit through projects that deal with common community concerns

- To solicit community support and ensure participation in project implementation
- To ensure the sustainability of programs and projects

Key Areas for Community Involvement

The CAP identifies the need for community participation at all levels of CDP implementation, ranging from the strategic elements, including the Comprehensive Land Use Development Plan, through to micro level project development and implementation. Three specific levels of participation are identified:

- **The Comprehensive Development Plan** – where there will be an emphasis on community involvement in macro-planning for the City, through participation in the plan approval process and its subsequent review.
- **Major Development Plans** – which will focus on the community involvement in representations and participation in the principles and implementation of major development proposals (e.g. power station). A number of legal requirements in the approval of major projects are also discussed.
- **Project Development** – which will be concerned with community involvement in the implementation of specific projects, primarily those identified as priorities in the MTIP. The emphasis will be on the micro planning, involving the community in the conceptualisation, design, implementation, and monitoring of each project.

9.3.2 The Comprehensive Development Plan and Major Development Proposals

Introduction

Overall direction of the City is based on the CDP and other future development proposals. It is therefore necessary to apply the principles of community participation not only at project level, but also in macro planning. However, at this level, the direct participation of the grassroots community is limited due to the context of planning in the country.

Several legislative and government regulations guide the process of CDP implementation and other major developments. The LGU plays a central role in this process.

Comprehensive Development Plan

- *Plan Implementation*

The local government unit of San Carlos City, an autonomous entity, is empowered by several legal issuances such as the Local Government Code and Executive Order No. _____, to enforce and implement local programs and projects supportive of its development thrusts.

The Comprehensive Development Plan of San Carlos City will be implemented through various tools that include its Zoning Ordinance and the Local Development Investment Program (LDIP).

The City Chief Executive or the Mayor shall spearhead the implementation of the San Carlos Master Development Plan. He shall be assisted by the various offices within the local government such as the City Planning and Development Office, City Engineering, Office of the Building Official, City Environmental Office, Budget Office, and the Assessor's Office among others. National Line Agencies (e.g. Department of Health, Department of Agriculture, Department of Education, Culture and Sports) are tasked with executing sectoral projects at the local level in relation to national programs and targets. These agencies assist in a more focused effort to project implementation and shall co-ordinate with the local government in the delivery of services.

Prior to full implementation, the Zoning Ordinance has to be approved by the Sangguniang Panlungsod (local council). A series of public hearings is mandatory in the approval process to allow for the plan to be presented to the public. Once again, representatives of the community are given a chance to review the plan that is a result of consultation and validation activities conducted during the plan preparation stage.

- *Plan Review*

The local government unit shall review the San Carlos City Master Development Plan every five years as prescribed under the guidelines on the preparation of Comprehensive Land Use Plans. However, the LGU may conduct periodic review when needed, especially if the trend of development in the city is outpacing the plan. Participation of experts from various fields of expertise may be engaged to review and determine the applicability of the plan.

The local government unit has the option when to conduct program or project monitoring. They may conduct monitoring and evaluation during project implementation or after. In the conduct of project monitoring and evaluation the local government should establish its set of criteria to determine the success of the project. Some factors that may be considered in project monitoring and evaluation are the following:

- Determine if the project objectives have been or are being achieved
- If the targeted beneficiaries received the intended benefits to be derived from the project

Major Development Proposals

- *General*

The two central concerns in the formulation of the San Carlos Comprehensive Development Plan are the people where the development process aims to uplift and

benefit and the resources, which make development efforts possible. The significance of these two central factors provides an indication of general areas of concern as the basis to define the city's growth directions.

In the implementation of this CDP, project proponents have to follow and comply with technical and documentary requirements as prescribed and set by existing laws, rules and regulations.

A. Statutory Procedures

The various programs and projects listed in the CDP, especially those that entail land development, have to ensure several permits prior to the commencement of physical development. Future proposals, outside of the CDP, must also comply with these requirements. Key permits to be secured include the following:

1. Locational Clearance

This permit is issued for a proposed project that is an allowed use within a specified zone or district within the city. These "allowed uses" are spelled out in the city's Zoning Ordinance. In the absence of an approved zoning ordinance, the local government unit may allow a development proposal based on the existing land use within the project location, development trend and the willingness to provide measures by the proponent to mitigate the environmental impacts of the project. Other conditions may be imposed by the local government unit which it may deem necessary. A Locational Clearance is always a prerequisite and an essential requirement for many different types of development.

2. Building Permit

Aimed with a Locational Clearance or approval from the City Planning or Zoning ordinance, the proponent will then proceed to the Office of Building Official to secure a building permit if and when a structure is needed for his proposed activity. The proponent at this stage will be asked to submit his or her detailed technical or engineering plans for review.

3. Environmental Compliance Certificate (ECC)

An Environmental Compliance Certificate (for which the Environmental Impact Assessment serves as a basis for grant) is a major requirement especially for projects with greater impact on the environment such as extractive industries, pollutive and hazardous industries, and projects that will be located within areas classified as critical. The Department of Environment and Natural Resources through the Environmental Management Bureau is tasked to execute this function.

4. Other Permits at the Local Level

The local government unit has its own development control process implemented through its permit system. Other permits will include the following:

- a) Clearance from the City Environmental Office
- b) General Service Office
- c) Local Fire Department
- d) Engineering Office
- e)

9.3.3 Project Development

Objectives for Community Action

It is at the level of project development that the need for and benefits of community action are normally most pronounced. Action is normally participatory rather than consultative and within this context the project development should normally fulfil four key objectives:

- To inform and educate the community on the nature and benefits of the project concept (*Project Education - PE*)
- To engage the community in project development and preparation (*Project Preparation - PP*)
- To seek community participation in project implementation (*Project Implementation - PI*)
- To work with the community in project monitoring, review and adjustment (*Project Monitoring - PM*)

The CDP, through the means of a Medium-term Investment Program, sets out a comprehensive and integrated project development program for a twenty-year period. The comprehensive program is multi-sectoral and includes diverse projects such as port and airport development and the implementation of a Special Economic Zone, where the emphasis may be on reaching community endorsement rather than participation. There are, however, many social (e.g. improvement to health care) and economic projects (e.g. community forestry project), which have a strong community foundation to them. This is particularly the case for the Demonstration Projects.

The purpose of this part of the CAP is therefore to set out clear guidelines as to the principles to be applied in community project development, the roles of the key stakeholders, together with an indication of how the principles can be applied to two of the Demonstration Projects.

General Principles

Two basic principles should serve as a guide to community action in project development. First, the need to recognise the resource potential of the community that can effectively participate in the project, and secondly, a recognition of the need for inter-agency collaboration to develop and bring into operation the concept of people's

participation.

Stakeholder Roles

An effective program of project development requires the concentrated and functional co-ordination of all the various stakeholders affected by the plan. This includes the community, other affected parties (e.g. landowners), the NGOs and POs, the City government and the various line agencies of national government.

Establishing and strengthening community-based organisation is essential in sustaining project operation. This entails building the capacity of the community organisation's leaders and members to take on roles required by the project. The conduct of capability building tasks normally requires expertise acquired over time and through formal training. If such expertise is not available in the City Government, NGOs and educational institutions could be tapped for leadership training programs.

Each sector in the City has a role to play in pursuit of the goals of the CDP and the priority programs and projects. Table 8.2 identifies the potential primary tasks of each stakeholder in project development.

Table 8.2 Stakeholders and Primary Roles

| STAKEHOLDER | PRIMARY ROLES |
|---|---|
| <p>1. The Office of the Mayor</p> | <ul style="list-style-type: none"> • Provides vision and mission of government, and overall development framework for the City, ensures social marketing of these ideals, assemble the various sectors in the City, and mobilise the City's resources for vision's realisation • Performs review and oversight functions to further inter-agency or inter-sectoral co-operation, community participation, resource optimisation, and allocation efficiency • Provides incentives (e.g. awards) for excellent performance among sectoral programs |
| <p>2. The Sangguniang Panlungsod</p> | <ul style="list-style-type: none"> • Spell-out policies, standards and regulations for service delivery and office/project performance • Prioritise areas of investment and allocate necessary resources • Issue necessary instructions, orders or memoranda on roles of each department in project implementation • Ensure financial, manpower, and community support for projects |

Table 8.2 Stakeholders and Primary Roles (cont.)

| STAKEHOLDER | PRIMARY ROLES |
|---|--|
| <p>2. The Sangguniang Panlungsod</p> | <ul style="list-style-type: none"> • Establish, re-vitalise or activate local development structures (e.g. Puroks) • Operate sectoral projects |

| | |
|--|--|
| 3. Various LGU Departments | <ul style="list-style-type: none"> · Start social preparation stage through social marketing and information · Recommend policies · Establish technical co-ordination with each other or with concerned offices and structures regarding responsibilities for various project activities · Review and refine the project design and concepts · Identify and mobilise resources in support of projects · Assist actively in identifying project beneficiaries · Support the establishment of community organisations · Social marketing of the project concepts and various components, and perform advocacy work for community participation |
| 4. The Sangguniang Barangay | <ul style="list-style-type: none"> · Introduction of project to elected and recognised leaders of the community for mobilisation of resources · Make referrals to determine project acceptability to target area or beneficiaries Gather project area-based workers, community groups and Barangay committees, to provide support for project implementation, monitoring and impact evaluation Share elements of project success in a specific area to other barangay leaders |
| 5. Barangay Development Councils | <ul style="list-style-type: none"> · Identify common community concerns and problems, and establish priorities; · Plan and program community development activities Stimulate and educate people to undertake self-help program · Mobilise human and material resources |
| 6. The Non-Government Organisations | <ul style="list-style-type: none"> · Provide inputs for refinement of project design, community organising, and expertise in training · Organise groups to ascertain community residents' readiness to accept responsibilities and accountability in project initiatives Catalyst to mobilise people into action · Create local expertise in research, planning and project implementation · Act as project manager and funding agency for selected projects |
| 7. Community Organisations/ Groups | <ul style="list-style-type: none"> · Strengthening and expansion of their organisations · Operate project activities Monitoring of project activities and providing regular feedback |

| | |
|-----------------------------------|--|
| 8. The Project Secretariat | <ul style="list-style-type: none"> · Manage and administer resources for the project and ensure accomplishment of the benchmarks that would be set for the project components Prepare regular project monitoring reports |
|-----------------------------------|--|

The recommended approach to community development and participation is applied on a case-by-case basis.

9.4 Further Action

The purpose of this final section of the DFR is to set out the steps required to take the CDP, and in particular the LDIP from inception to on-ground implementation.

In setting out this course of Further Action, it is clear that there will be multiple linkages between the various LDIP components and with the Preparatory Action and Feasibility Studies. For instance RGC development planning in Prosperidad and Bagonbon cannot effectively proceed without action first being taken to prepare appropriate topographical and cadastral mapping. Implementation of APP2 (Upland Agriculture) is dependent on the provision of support facilities (e.g. Agri-business Centre) in the RGCs. The situation can be multiple and complex. In addition to the RGCs, successful implementation of APP2 will also respond better to the parallel provision of both the Agricultural Productivity Centre, the Rural Bank and the possible establishment of the NAC. Further the value of the APP may benefit from the general marketing / promotion of the City as an area to invest, which in turn implies the setting up of the PMO.

This kind of inter-dependability between projects illustrates the need for the PMO to take the lead in LDIP co-ordination and to prepare detailed implementation schedules and work programs as a priority activity once the office is set-up.

CHAPTER IX

PLAN IMPLEMENTATION/IMPLEMENTATION STRATEGY

9.0 PLAN IMPLEMENTATION

9.1 Introduction

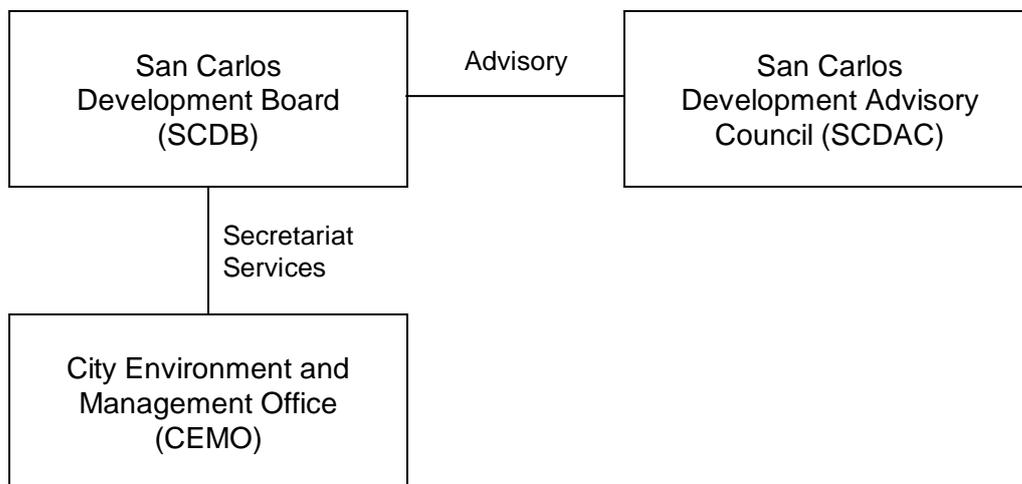
The final chapter CDP, sets a framework on how the Development Plan should be implemented. The chapter includes recommendations in three key areas. First it makes recommendations on an organisational and resource structure to secure long-term project management of the CDP, which can transgress political time slots. Secondly the chapter includes a Community Action Plan, which explains how the community can be involved in plan and project implementation. Finally it sets the Further Action that will be required to implement the CDP and in particular the LDIP.

9.2 INSTITUTIONAL DEVELOPMENT

9.2.1 Organisational Arrangements

The working arrangement to implement the Master Development Plan is recommended to consist of three main bodies. The San Carlos Development Board (SCDB), which will be assisted by a San Carlos Development Advisory Council (SCDAC) together with a City Environment and Management Office (CEMO), which provides technical and secretariat services.

Fig. 9.2.2 Institutional Structure



The SCDB will have final decision-making powers on aspects of MDP implementation that are within its mandate. The SCDAC will be a consultative body to give advice and feed information to the Foundation on sectoral concerns.

9.3 Private Sector Participation

Success of the CDP hinges on a high level of private sector participation, not only in terms of support, but also in terms of capital, technical capability and marketing the city as a sub-regional centre for trade, industry and tourism. With the private sector as the driving force, it is proposed that the SCDB be established outside the structure of government and led by the private sector, but with the full support of the City government.

It is recommended that the SCDB, together with the CEMO will be set-up as a distinct legal entity and that it should be a non-stock and non-profit making body, possibly in the form of an NGO.

· Composition of the Foundation

The Foundation shall comprise:

- 1) The City Mayor who represents the citizens of San Carlos City and the City government.
- 2) The Vice-Mayor, representing the Sangguniang Panglunsod.
- 3) Two private sector representatives elected by, and from among private sector representatives on the Advisory Council.
- 4) One NGO representative elected by, and from among, NGO representatives on the Advisory Council.

It is proposed that the SCDB president be elected “en banc” from its members who are not currently civil servants.

The Executive Head of the CEMO shall be a non-voting member of the SCDB, provide technical services to the SCDB, and manage secretariat functions of the SCDB.

· Duties and Responsibilities of the Implementing Body

They shall be granted executive powers and will take the lead in guiding implementation of the CDP. The primary role of the Implementing Body would focus on co-ordination, integration and in pooling together resources available for the Plan. More specifically it will:

- 1) Ensure that the essential programs and projects of the CDP are implemented and carried out, and ensure that all programs and projects implemented in the City are in line with the overall vision and plan for development.
- 2) Facilitate the creation of an environment where development initiatives,

especially those of the private sector, would thrive.

- 3) Guide and co-ordinate investments where they are needed.
- 4) Provide assistance in consolidating / sourcing, and in certain cases facilitate the provision of investments.
- 5) Market San Carlos as a destination and a place to move to for business, and market the products San Carlos ultimately manufactures.
- 6) Lobby for support from and with the national government.

It should be stressed that the central role of both the SCDB and the CEMO will be to co-ordinate and assist the various bodies and funding agencies implementing the plan. It is unlikely to do the implementing itself. The duties and responsibilities set out below should be understood within this context.

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- 2) Encourage dialogue, consultation and the formulation of draft policy initiatives,
- 3) Facilitate stakeholder convergence on key matters relating to CDP implementation.
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- 1) Providing an environment where development initiatives, especially those of the private sector would thrive.
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- 1) Determine markets and market demands for specific products, which may be produced in the City and secure SCDB and SCDAC, as well as LGU, support.
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- 1) Ensure that the concerns of the general public and interest groups are represented on the SCDAC.
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9.4 Community Action Plan

9.4.1 Introduction

Purpose

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Rationale and Objectives

The CAP will provide a context for community development and stakeholder participation and will identify the key areas of on-going community involvement. It will have a number of objectives:

- To allow for the formulation of projects that are advantageous not only to the economy of the City as a whole but also beneficial to each target individual
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- To solicit community support and ensure participation in project implementation
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representatives of the community are given a chance to review the plan that is a result of consultation and validation activities conducted during the plan preparation stage.

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- If the targeted beneficiaries received the intended benefits to be derived from the project

Major Development Proposals

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In the implementation of this CDP, project proponents have to follow and comply with technical and documentary requirements as prescribed and set by existing laws, rules and regulations.

A. Statutory Procedures

The various programs and projects listed in the CDP, especially those that entail

land development, have to ensure several permits prior to the commencement of physical development. Future proposals, outside of the CDP, must also comply with these requirements. Key permits to be secured include the following:

1. Locational Clearance

This permit is issued for a proposed project that is an allowed use within a specified zone or district within the city. These “allowed uses” are spelled out in the city’s Zoning Ordinance. In the absence of an approved zoning ordinance, the local government unit may allow a development proposal based on the existing land use within the project location, development trend and the willingness to provide measures by the proponent to mitigate the environmental impacts of the project. Other conditions may be imposed by the local government unit which it may deem necessary. A Locational Clearance is always a prerequisite and an essential requirement for many different types of development.

2. Building Permit

Aimed with a Locational Clearance or approval from the City Planning or Zoning Ordinance, the proponent will then proceed to the Office of Building Official to secure a building permit if and when a structure is needed for his proposed activity. The proponent at this stage will be asked to submit his or her detailed technical or engineering plans for review.

3. Environmental Compliance Certificate (ECC)

An Environmental Compliance Certificate (for which the Environmental Impact Assessment serves as a basis for grant) is a major requirement especially for projects with greater impact on the environment such as extractive industries, pollutive and hazardous industries, and projects that will be located within areas classified as critical. The Department of Environment and Natural Resources through the Environmental Management Bureau is tasked to execute this function.

4. Other Permits at the Local Level

The local government unit has its own development control process implemented through its permit system. Other permits will include the following:

- a) Clearance from the City Environmental Office
- b) General Service Office
- c) Local Fire Department
- d) Engineering Office

9.4.3 Project Development

Objectives for Community Action

It is at the level of project development that the need for and benefits of community action are normally most pronounced. Action is normally participatory rather than consultative and within this context the project development should normally fulfil four key objectives:

- To inform and educate the community on the nature and benefits of the project concept (*Project Education - PE*)
- To engage the community in project development and preparation (*Project Preparation - PP*)
- To seek community participation in project implementation (*Project Implementation - PI*)
- To work with the community in project monitoring, review and adjustment (*Project Monitoring - PM*)

The CDP, through the means of a Medium-term Investment Program, sets out a comprehensive and integrated project development program for a ten (10)-year period. The comprehensive program is multi-sectoral and includes diverse projects such as port and airport development and the implementation of a Special Economic Zone, where the emphasis may be on reaching community endorsement rather than participation. There are, however, many social (e.g. improvement to health care) and economic projects (e.g. community forestry project), which have a strong community foundation to them. This is particularly the case for the Demonstration Projects.

The purpose of this part of the CAP is therefore to set out clear guidelines as to the principles to be applied in community project development, the roles of the key stakeholders, together with an indication of how the principles can be applied to two of the Demonstration Projects.

General Principles

Two basic principles should serve as a guide to community action in project development. First, the need to recognise the resource potential of the community that can effectively participate in the project, and secondly, a recognition of the need for inter-agency collaboration to develop and bring into operation the concept of people's

participation.

Stakeholder Roles

An effective program of project development requires the concentrated and functional co-ordination of all the various stakeholders affected by the plan. This includes the community, other affected parties (e.g. landowners), the NGOs and POs, the City government and the various line agencies of national government.

Establishing and strengthening community-based organisation is essential in sustaining project operation. This entails building the capacity of the community organisation's leaders and members to take on roles required by the project. The conduct of capability building tasks normally requires expertise acquired over time

and through formal training. If such expertise is not available in the City Government, NGOs and educational institutions could be tapped for leadership training programs.

Each sector in the City has a role to play in pursuit of the goals of the CDP and the priority programs and projects. Table 9.4.4 identifies the potential primary tasks of each stakeholder in project development.

Table 9.4.4 Stakeholders and Primary Roles

| STAKEHOLDER | PRIMARY ROLES |
|---|---|
| <p>1. The Office of the Mayor</p> | <ul style="list-style-type: none"> • Provides vision and mission of government, and overall development framework for the City, ensures social marketing of these ideals, assemble the various sectors in the City, and mobilise the City's resources for vision's realisation • Performs review and oversight functions to further inter-agency or inter-sectoral co-operation, community participation, resource optimisation, and allocation efficiency • Provides incentives (e.g. awards) for excellent performance among sectoral programs |
| <p>2. The Sangguniang Panlungsod</p> | <ul style="list-style-type: none"> • Spell-out policies, standards and regulations for service delivery and office/project performance • Prioritise areas of investment and allocate necessary resources • Issue necessary instructions, orders or memoranda on |

| | |
|--|--|
| | roles of each department in project implementation Ensure financial, manpower, and community support for projects |
|--|--|

Table 9.4.4 Stakeholders and Primary Roles (cont.)

| STAKEHOLDER | PRIMARY ROLES |
|--------------------------------------|---|
| 3. The Sangguniang Panlungsod | <ul style="list-style-type: none"> · Establish, re-vitalise or activate local development structures (e.g. Puroks) · Operate sectoral projects |
| 4. Various LGU Departments | <ul style="list-style-type: none"> · Start social preparation stage through social marketing and information · Recommend policies · Establish technical co-ordination with each other or with concerned offices and structures regarding responsibilities for various project activities · Review and refine the project design and concepts |
| | <ul style="list-style-type: none"> · Identify and mobilise resources in support of projects · Assist actively in identifying project beneficiaries · Support the establishment of community organisations · Social marketing of the project concepts and various components, and perform advocacy work for community participation |
| 5. The Sangguniang Barangay | <ul style="list-style-type: none"> · Introduction of project to elected and recognised leaders of the community for mobilisation of resources · Make referrals to determine project acceptability to target area or beneficiaries Gather project area-based workers, community groups and Barangay committees, to provide support for project implementation, monitoring and impact evaluation Share elements of project success in a specific area to other barangay leaders |

| | |
|--|--|
| 6. Barangay Development Councils | <ul style="list-style-type: none"> · Identify common community concerns and problems, and establish priorities; · Plan and program community development activities Stimulate and educate people to undertake self-help program · Mobilise human and material resources |
| 7. The Non-Government Organisations | <ul style="list-style-type: none"> · Provide inputs for refinement of project design, community organising, and expertise in training · Organise groups to ascertain community residents' readiness to accept responsibilities and accountability in project initiatives Catalyst to mobilise people into action · Create local expertise in research, planning and project implementation · Act as project manager and funding agency for selected projects |
| 8. Community Organisations/ Groups | <ul style="list-style-type: none"> · Strengthening and expansion of their organisations · Operate project activities Monitoring of project activities and providing regular feedback |
| 9. The Project Secretariat | <ul style="list-style-type: none"> · Manage and administer resources for the project and ensure accomplishment of the benchmarks that would be set for the project components Prepare regular project monitoring reports |

The recommended approach to community development and participation is applied on a case-by-case basis.

9.5 Further Action

The purpose of this final section of the DFR is to set out the steps required to take the CDP, and in particular the LDIP from inception to on-ground implementation.

In setting out this course of Further Action, it is clear that there will be multiple linkages between the various LDIP components and with the Preparatory Action and Feasibility Studies. For instance RGC development planning in Prosperidad and Bagonbon cannot effectively proceed without action first being taken to prepare appropriate topographical and cadastral mapping. Implementation of APP2 (Upland Agriculture) is dependent on the provision of support facilities (e.g. Agri-business Centre) in the RGCs. The situation can be multiple and complex. In addition to the RGCs, successful implementation of APP2 will also respond better to the parallel provision of both the Agricultural Productivity Centre, the Rural Bank and the possible establishment of the NAC. Further the value of the APP may benefit from the general marketing / promotion of the City as an area to invest.

This kind of inter-dependability between projects illustrates the need for the CEMO to

take the lead in LDIP co-ordination and to prepare detailed implementation schedules and work programs as a priority activity.

9.6 Monitoring and Evaluation

Tracking progress is important to know whether the joint implementation of CDP achieved its desired targets and outcomes and institute efficiency schemes in the utilization of capital inputs in the process. There are existing tools that may be used in monitoring and evaluation of progress of CDP implementation performance.

Two schemes may be used:

- a. Target –based M & E. The CDP set the objectives and targets and shall be monitored to determine accomplishments and milestones achieved. Such type of monitoring can be done in a more frequent manner. The result of M & E complements or is an input to Results –Base Monitoring discussed below.
- b. Results –Based Monitoring. How the LGU and stakeholders perform with regards to CDP implementation will be measured on the results or outcome on the social, economic, and environmental aspects. Initial or baseline data are available which should serve as basis for comparing changes, outputs, and outcomes. The following key indicators may be considered:
 - Compliance to proposed management zones
 - Promote agricultural diversification and agro-forestry
 - Promote industry and tourism plus accompanying infrastructure
 - Expand programs in health, housing and community facilities
 - Conserve forestry and watershed areas, coastal resources, and control environmental pollution
 - Provide for a series of well-planned neighborhoods with opportunities for living, working, social and cultural areas with open spaces for active and passive leisure
 - Promote high-priority Rural Growth Centers to serve as new locations for housing, community facilities, public transport and commercial activity
 - Others

9.7 Frequency of Assessment

Monitoring og accomplishments based on target shall be done quarterly. Discussion and reporting shall be done based on the targets provided in the CDP. There may be some projects implemented from the CDP that inquires a third party monitor to ensure a fair and balance results.

9.8 Reporting and Feed –backing of M & E Results

A quarterly report of accomplishments shall be properly recorded and filed and provide a copy to the Mayor, Sangguniang Panglungsod as necessary. An annual CDP implementation review shall also be undertaken to determine specific achievement in an annual basis, of which result shall be used as input to action planning for the succeeding year of implementation. Such shall cover among others:

- Presentation and discussion of results quarterly assessment on various components and sectors;
- Reporting on the Achievement/Milestones completed based on CDP;
- Review of Expenditure's status and performance
- Presentation of results of impact-based monitoring (if already available)
- Information and dissemination to every offices/department concerned and involved in the implementation of the projects

Use of some milestones or criteria will provide yardstick on CDP effectiveness where gaps identified in the assessment will be the subject of improvement.

| Economic Sector | | | | | | |
|---------------------------------------|----------------------|---|-----------------------|-----------------------|------------------|-----------------------|
| NAME OF PROJECT | CDP 2014-2022 | <i>TIMETABLE FOR COMPREHENSIVE DEVELOPMENT PLAN</i> | | | AIP 2014 | SOURCE OF FUND |
| | | LDIP 2014-2016 | LDIP 2017-2019 | LDIP 2020-2022 | | |
| Animal Disease Control | 8,836,848 | 2,945,616 | 2,945,616 | 2,945,616 | 981,872 | LGU |
| Artificial Insemination | 2,251,800 | 750,600 | 750,600 | 750,600 | 250,200 | LGU |
| Dispersal of Large Farm Animals | 7,938,000 | 2,646,000 | 2,646,000 | 2,646,000 | 882,000 | LGU |
| Disp. & Upgrading of Native Goats | 2,632,500 | 877,500 | 877,500 | 877,500 | 292,500 | LGU |
| High Value Commercial Crops | 6,318,000 | 2,106,000 | 2,106,000 | 2,106,000 | 702,000 | LGU |
| Vegetable Production | 3,098,574 | 1,032,858 | 1,032,858 | 1,032,858 | 344,286 | LGU |
| Technical & Market Support for IFS | 15,693,660 | 5,231,220 | 5,231,220 | 5,231,220 | 1,743,740 | LGU |
| Agric'l Center & Integrated Demo Area | 6,013,440 | 2,004,480 | 2,004,480 | 2,004,480 | 668,160 | LGU |
| Rabies Eradication | 5,960,088 | 1,986,696 | 1,986,696 | 1,986,696 | 662,232 | LGU |
| T O T A L | 58,742,910 | 19,580,970 | 19,580,970 | 19,580,970 | 6,526,990 | |

| Environment Sector | | | | | | |
|--|----------------------|---|-----------------------|-----------------------|---|-----------------------|
| NAME OF PROJECT | CDP 2014-2022 | <i>TIMETABLE FOR COMPREHENSIVE DEVELOPMENT PLAN</i> | | | AIP 2014 | SOURCE OF FUND |
| | | LDIP 2014-2016 | LDIP 2017-2019 | LDIP 2020-2022 | | |
| Conservation & Protection of Protected Areas (MKNP, NNNP & TSPS) | 45,000,000 | 15,000,000 | 15,000,000 | 15,000,000 | Specific Programs for CY 2014 in attached sheet | LGU |
| Resettlement w/ livelihood programs outside PA's | 45,000,000 | 15,000,000 | 15,000,000 | 15,000,000 | | LGU |
| Coastal Resource Mgmt. Program | 45,000,000 | 15,000,000 | 15,000,000 | 15,000,000 | | LGU |
| Training on renewal energy (RE) crop production | 3,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | | LGU |
| Erosion/flood control w/ bio-engineering application | 9,000,000 | 3,000,000 | 3,000,000 | 3,000,000 | | LGU |
| On site/Off site Wastewater treatment installation & | 30,000,000 | 10,000,000 | 10,000,000 | 10,000,000 | | LGU |
| Environmental IEC | 18,000,000 | 6,000,000 | 6,000,000 | 6,000,000 | | LGU |
| Ecological Sanitation & Protection Program | 108,000,000 | 36,000,000 | 36,000,000 | 36,000,000 | | LGU |
| TOTAL | 303,000,000 | 101,000,000 | 101,000,000 | 101,000,000 | | |

| Infrastructure Sector | | | | | | |
|--|----------------------|---|-----------------------|-----------------------|-------------------|-----------------------|
| NAME OF PROJECT | CDP 2014-2022 | <i>TIMETABLE FOR COMPREHENSIVE DEVELOPMENT PLAN</i> | | | AIP 2014 | SOURCE OF FUND |
| | | LDIP 2014-2016 | LDIP 2017-2019 | LDIP 2020-2022 | | |
| Repair and maintenance of existing irrigation facilities | 3,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | NGA |
| Development of new irrigation facilities where necessary | 12,000,000 | 4,000,000 | 4,000,000 | 4,000,000 | 4,000,000 | NGA |
| Launching of solar dryers (Post-harvest facilities) | 1,250,000 | 1,250,000 | | | 1,250,000 | NGA |
| Creation of storage facilities | 2,000,000 | 2,000,000 | | | 2,000,000 | NGA |
| Setting up of cold storage facilities | 5,000,000 | 5,000,000 | | | 5,000,000 | NGA |
| Development of farm-to-market roads from far-flung sitios and puroks to barangay centers | 54,000,000 | 18,000,000 | 18,000,000 | 18,000,000 | 9,000,000 | NGA/LGU |
| Improvement and maintenance of existing farm-to-market roads | 10,800,000 | 3,600,000 | 3,600,000 | 3,600,000 | 1,200,000 | NGA/LGU |
| Procurement of IT Equipment for internet connectivity of Barangay Centers | 500,000 | 500,000 | | | 500,000 | LGU |
| Procurement of solar panels, battery and other equipment | 500,000 | 500,000 | | | 500,000 | NGA/LGU |
| Construction of centralized septage treatment plant | 6,000,000 | 6,000,000 | | | 6,000,000 | LGU |
| Encourage natural water catchment / impounding system | 750,000 | 750,000 | | | 750,000 | NGA |
| Establishment of small water impounding | 1,500,000 | 1,500,000 | | | 1,500,000 | NGA |
| Installation of pedestrian-friendly facilities | 2,000,000 | 2,000,000 | | | 2,000,000 | LGU |
| T O T A L | 99,300,000 | 46,100,000 | 26,600,000 | 26,600,000 | 34,700,000 | |

| Social Sector | | | | | | |
|---|----------------------|---|--------------------|----------------|-----------|-------------------|
| NAME OF PROJECT | CDP 2014- 2022 | TIMETABLE FOR COMPREHENSIVE DEVELOPMENT PLAN | | | AIP 2014 | SOURCE OF FUND |
| | | LDIP 2014-2016 | LDIP 2017- 2019 | LDIP 2020-2022 | | |
| Purchase of equipment for the establishment of bacteriological laboratory. | 1,400,000 | 1,400,000 | | | 1,400,000 | LGU |
| Construction of cluster septage for informal settlers | 1,000,000 | 1,000,000 | | | 1,000,000 | LGU |
| Purchase of equipment for birthing facilities of rural health stations | 1,000,000 | 1,000,000 | | | 1,000,000 | LGU |
| Construction of rural health centers for Sitio Maragoos, Cabugan & Rizal Proper | 3,000,000 | 3,000,000 | | | 3,000,000 | LGU |
| Establish toilet with waterless system type for rural upland settlements. | 1,000,000 | 1,000,000 | | | 1,000,000 | LGU |
| Propelling of all school age children to school and facilitate pupils/ student who are at risk of dropping out. | 98,100,000 | 32,700,000 | 32,700,000 | 32,700,000 | 5,384,000 | NGA - DepEd |
| Education campaign on Child Labor | 450,000 | 150,000 | 150,000 | 150,000 | 50,000 | LGU |
| Expansion of MDG-FACES Project in all 18 barangays | 900,000 | 300,000 | 300,000 | 300,000 | 300,000 | LGU |
| Construction of Additional Day Care Center | 3,200,000 | 3,200,000 | | | 3,200,000 | LGU |
| Upgrading of Day Care Workers and Day Care Center | 600,000 | 600,000 | | | 600,000 | LGU |
| Upgrading of facilities of existing women and children crisis center including guidance center | 1,500,000 | 1,500,000 | | | 1,500,000 | LGU |
| Livelihood skills Training for Disabled persons | 1,800,000 | 600,000 | 600,000 | 600,000 | 600,000 | LGU |

| | | | | | | |
|--|-----------------|-------------------|-------------------|-------------------|-------------------|-----|
| Livelihood, education, medical assistance to solo parents and their children | 1,800,000 | 600,000 | 600,000 | 600,000 | 600,000 | LGU |
| T O T A L | 115,750, | 47,050,000 | 34,350,000 | 34,350,000 | 19,634,000 | |

| Institutional Sector | | | | | | |
|---|----------------------|---|-----------------------|-----------------------|-----------------|-----------------------|
| NAME OF PROJECT | CDP 2014-2022 | <i>TIMETABLE FOR COMPREHENSIVE DEVELOPMENT PLAN</i> | | | AIP 2014 | SOURCE OF FUND |
| | | LDIP 2014-2016 | LDIP 2017-2019 | LDIP 2020-2022 | | |
| Archive System of Reports and database Generated from Offices Concerned | 1,500,000 | | 1,500,000 | | | LGU |
| Improvement of Local Area Network (LAN) system already established and installation of safety measures to guard the system | 800,000 | | 800,000 | | | LGU |
| Installation of Wide Area Network (WAN) system to connect and access records from offices outside the vicinity of City Hall | 4,000,000 | | 4,000,000 | | | LGU |
| Creation of Audit Manual & Task Force Unit | 500,000 | 500,000 | | | | LGU |
| T O T A L | 6,800,000 | 500,000 | 6,300,000 | | | |

| Gender And Development (GAD) | | | | | | |
|--|----------------------|---|-----------------------|-----------------------|-----------------|-----------------------|
| NAME OF PROJECT | CDP 2014-2022 | <i>TIMETABLE FOR COMPREHENSIVE DEVELOPMENT PLAN</i> | | | AIP 2014 | SOURCE OF FUND |
| | | LDIP 2014-2016 | LDIP 2017-2019 | LDIP 2020-2022 | | |
| City Scholarship Program | 1,600,000.00 | | | | 1,600,000.00 | LGU |
| SCC Children and Women's Affairs Program | 500,000.00 | | | | 500,000.00 | LGU |
| San Carlos City Anti-Drug Abuse Council (SCCADAC) | 350,000.00 | | | | 350,000.00 | LGU |
| San Carlos Integrated Housing Authority | 295,000.00 | | | | 295,000.00 | LGU |
| Youth Welfare And Development Program | 500,000.00 | | | | 500,000.00 | LGU |
| Employment Program Implementation Thru PESO | 2,000,000.00 | | | | 2,000,000.00 | LGU |
| City Sports Development Program | 1,700,000.00 | | | | 1,700,000.00 | LGU |
| Tourism Promotion & Cultural Development Program | 1,800,000.00 | | | | 1,800,000.00 | LGU |
| Sangguniang Kabataan (SK) Federation Fund | 135,000.00 | | | | 135,000.00 | LGU |
| Consuelo Community Center | 1,200,000.00 | | | | 1,200,000.00 | LGU |
| Hospitalization Assistance for the Indigents | 5,000,000.00 | | | | 5,000,000.00 | NGA/LGU |
| Scholarship Assistance for Teachers (public and Private Schools) | 495,000.00 | | | | 495,000.00 | LGU |
| Ecological Improvement Programs | 9,625,000.00 | | | | 9,625,000.00 | LGU |
| Environmental Improvement Programs | 15,675,000.00 | | | | 15,675,000.00 | LGU |
| Agricultural Improvement Programs | 6,080,880.00 | | | | 6,080,880.00 | LGU |
| Cooperative and Livelihood Programs | 4,853,768.00 | | | | 4,853,768.00 | NGA/LGU |
| Honoraria (500 BHW's) | 3,640,000.00 | | | | 3,640,000.00 | LGU |
| Maternal And Child Health Program | 150,000.00 | | | | 150,000.00 | LGU |
| Trainings on Lifestyle Diseases | 75,000.00 | | | | 75,000.00 | LGU |

| | | | | | | |
|--|--------------|--|--|--|--------------|-----|
| Continous Training Program for BHWs and Population Development | 100,000.00 | | | | 100,000.00 | LGU |
| Honoraria (59 DCW's) | 2,313,600.00 | | | | 2,317,600.00 | LGU |
| Honoraria (BNS) | 484,985.00 | | | | 484,985.00 | LGU |
| Honoraria (OSCA Head) | 180,000.00 | | | | 180,000.00 | LGU |

| Gender And Development (GAD) | | | | | | |
|--|---------------|--|----------------|----------------|--------------|----------------|
| NAME OF PROJECT | CDP 2014-2022 | TIMETABLE FOR COMPREHENSIVE DEVELOPMENT PLAN | | | AIP 2014 | SOURCE OF FUND |
| | | LDIP 2014-2016 | LDIP 2017-2019 | LDIP 2020-2022 | | |
| Other Subsidies - Malnutrition Rehabilitation Center | 33,211.00 | | | | 33,211.00 | NGA/LGU |
| Senior Citizens & Veterans Affairs Program | 890,000.00 | | | | 890,000.00 | LGU |
| Country Program For Children (Including Early Childhood Development Program) | 986,400.00 | | | | 986,400.00 | LGU |
| Continuing Implementation Of Pantawid Pamilya of 18 Barangays | 535,680.00 | | | | | |
| City Inter-Agency Council Againsts Trafficking | 82,000.00 | | | | 82,000.00 | LGU |
| San Carlos City Nutritin Council | 98,000.00 | | | | 98,000.00 | LGU |
| Medicare Para Sa Masa | 4,410,000.00 | | | | 4,410,000.00 | LGU |
| Operation of the Curfew Center | 200,000.00 | | | | 200,000.00 | LGU |
| Donations - Emergency Assistance | 100,000.00 | | | | 100,000.00 | LGU |
| Newborn Screening Program | 600,000.00 | | | | 600,000.00 | LGU |
| Nutrition Program | 65,000.00 | | | | 65,000.00 | LGU |
| Health Information System (HIS) Program | 25,000.00 | | | | 25,000.00 | LGU |
| Community Health Based Rehabilitation Program | 100,000.00 | | | | 100,000.00 | LGU |

| | | | | | | |
|---|----------------------|--|--|--|------------|---------|
| Program On Comprehensive Anti-Smoking Ordinance of San Carlos City | 75,000.00 | | | | 75,000.00 | LGU |
| Medium Development Goal - Family Based Actions for Children and their Environment in Slums (MDG-FACES) | 300,000.00 | | | | 300,000.00 | NGA/LGU |
| JFLFI (CSA Early Education Program for SCC Children & Livable Habitat Community Integrated Among Rural- Urban Population | 706,667.00 | | | | 706,667.00 | LGU |
| TOTAL | 67,960,191.00 | | | | | |

NAME AND TYPE OF PROJECT

COMPUTER INFRASTRUCTURE IMPROVEMENT OF THE LOCAL GOVERNMENT OF SAN CARLOS CITY, NEGROS OCCIDENTAL

ACTIVITY COMPONENTS

Archive System of Reports and Database Generated from Office System

Timeline: 2017-2019

Improvement of Local Area Network (LAN) system already established and installation of safety measures to guard the system

Timeline: 2017-2019

Installation of Wide Area Network (WAN) system to connect and access records from offices outside the vicinity of City Hall

Timeline: 2017-2019

ESTIMATED COST OF RESOURCE INPUTS PER ACTIVITY COMPONENTS

Archive System of Reports and Database Generated from Office System

Project Cost: 1,500,000

Improvement of Local Area Network (LAN) system already established and installation of safety measures to guard the system

Project Cost: 800,000

Installation of Wide Area Network (WAN) system to connect and access records from offices outside the vicinity of City Hall

Project Cost: 4,000,000

JUSTIFICATION FOR THE PROJECT

Archive System of Reports and Database Generated from Office System

Archiving, storage and retrieval of various official records and reports in different offices using manual retrieval can cause delay in delivering services to the public especially in retrieving old files way back to past years. Aside from retrieving the hard copies of the documents, the paper will be deteriorated caused by mishandling and eventually lost by the records personnel. In case of turn-over of duties as records/archives personnel, the newly designated personnel will be having difficulties in orienting himself to the documents especially when the present records personnel has her/his own style in records/archive management .

In putting up a new system of archiving, all official records/transactions of the city government will be turned in digital copies with corresponding folder and cabinets where to find the hard copies.

Using the new system, there will be an application software that will be used to check the contents, how to find by chronological order, by subject or by year in a fast way.

In this case, the user will be able to preview the first few pages of the document without opening the hard copies, thus it will help the documents from tearing or damaging hard copies of government records. Aside from that, bar codes or unique codes will be implemented to avoid falsifying the digitally produced printed files from the original hard copy.

Turn-over of duties from the any newly-designated personnel will be easy and in fact it will just take a day for him/her to orient from the present designated personnel from his new job.

In case of clients looking for any documents related to public services and governance, it easy for the clients to retrieve the files from the designated personnel and looking the documents without getting the whole hard copies and it will cut the time searching for documents, thus it will avoid inconveniences and burden to the clients.

The new system will help the image of the city government by providing transparent governance by providing fast and efficient services to the public.

Improvement of Local Area Network (LAN) system already established and installation of safety measures to guard the system

Sharing files and opening files to a system of networks through local area networks is essential in daily activities in the government service. It will also helps in reducing paper costs and time. Thus it will help in the efficiency of public service.

In the advent of network and computers, security is essential in daily needs in the office especially government offices. Sharing files into the network is very efficient yet it includes the risk of getting it lost, infected by virus and also modified without the knowledge of the owner.

In putting up the safety measures and guarding them proper security protocol and system, the files on the network will be not in jeopardy or infected and worst, deleted by any user in the network.

Installation of Wide Area Network (WAN) system to connect and access records from offices outside the vicinity of City Hall

Sending files from Public Market Building, City Health Office and other offices to the city hall is not efficient and it costs fuel, paper costs and workload to government employees in bringing hard copies and soft copies to the City Hall and back to their respective offices.

Putting up a Wide Area Network system, all soft copies of the documents will be shared into one network at the City Hall transfer it easily without a cost. Easy transfer of documents is also very convenient to the employees.

TARGET BENEFICIARIES

Archive System of Reports and Database Generated from Office System

Clients that needs information and records from any government records from the city in relation to his needs with abeyance from the office concerned department heads.

Present government employees in his own offices or concerned personnel that need records.

Improvement of Local Area Network (LAN) system already established and installation of safety measures to guard the system

City government employees

Installation of Wide Area Network (WAN) system to connect and access records from offices outside the vicinity of City Hall

Public Market and Slaughterhouse Department Office, Integrated Terminal Office, City Health Office, Bantay Dagat Office, City Agriculture Offices and other separate offices from the City Hall.

TARGET OUTPUTS OR SUCCESS INDICATORS

Archive System of Reports and Database Generated from Office System

It will help in maintaining the record system of the city without compromising the lost of important documents.

It will also cut the retrieval time of documents.

Improvement of Local Area Network (LAN) system already established and installation of safety measures to guard the system

It will not compromise the security of government records from any external attacks and it will improve the credibility of the network system.

Installation of Wide Area Network (WAN) system to connect and access records from offices outside the vicinity of City Hall

Ease of transferring files from other satellite offices to the City Hall and cutting the time of bringing soft and hard copies to the city hall. Sharing of files from one office to the satellite offices is very accessible.

POSSIBLE RISKS OR EXTERNAL FACTORS THAT COULD FRUSTRATE THE REALIZATON OF THE PROJECT

Archive System of Reports and Database Generated from Office System

Possible risks involve mishandling and mislabeling of records from designated personnel in providing the data for the archiving system.

Since the archiving involves computers, possible virus attacks and data error is also imminent.

Improvement of Local Area Network (LAN) system already established and installation of safety measures to guard the system

The networking system is still vulnerable to attacks and virus infection yet it will minimize the effect in improving the security of the networks.

Installation of Wide Area Network (WAN) system to connect and access records from offices outside the vicinity of City Hall

The possibility of virus/malware attacks to the network system is inevitable, yet it will be minimize by putting up a security system that will be implemented in the application of Wide Area Network.

EXPECTED PRIVATE SECTOR RESPONSES

Archive System of Reports and Database Generated from Office System

Putting the archiving system in place, it will provide opportunities not only to the private sectors but also the public which is the main client of the government in providing relevant, fast and efficient delivery of government records/transactions to the public.

Impression will be good one in providing transparent public service.

Improvement of Local Area Network (LAN) system already established and installation of safety measures to guard the system

The responses will be minimal because the main affected of the system is the government employees yet it will also be the private sector will be benefitted because it will improve the delivery of public service to the clients.

Installation of Wide Area Network (WAN) system to connect and access records from offices outside the vicinity of City Hall

It will streamline the transaction of public documents from other satellite offices to the city hall. Thus, it will eliminate the slow processing of documents for the clients.

Project Brief

Name of Project: Rabies Eradication Program

Brief Description: Prevention and Control of Rabies free Massive Rabies vaccination, impounding of Stray dogs Information Education campaign and implementation of existing Laws and Ordinances.

Components:

Purchase of Vaccine

Materials

Labor

Implementation

Contingency

Proponents: City Government – Agriculture, C H , Dep Ed, BAI, OPV.

Format and Contents of a Project Brief

Name of Project: Rabies Eradication Program

Justification: The City of San Carlos Has a 12,000 dog population which may be at risk of Rabies infection and could harm and infect also our city residents. Death from rabies can be prevented thru massive Rabies vaccination in dogs, immediate treatment of exposed patients, Information Campaign and implementation of existing **National Law and Rabies ordinances.**

Target Beneficiaries:

City Dog Owners

Estimated Cost: 1 M

Program Term: Continuing

Target output: 0 incidence of rabies in Dogs

Possible risks: Lack of funds/Lack of Political will

Expected private sector response:

Investments

Prepared by:

Noted by:

DR. JEFF B. REONAL, DVM
Veterinarian III

DEVITT C. DOLLOSA, SWRDO
OIC/ City Agriculture Office

Project Brief

Name of Project: **ARTIFICIAL INSEMINATION ON LARGE ANIMALS**
Brief Description: Genetic improvements of large animals in the City of San Carlos thru the use of Artificial Insemination for the farmer's benefits. An improved bred of large animals could command higher price in the market thus an additional income to farmers.

Components:

1. Acquisition of AI Materials like liquid nitrogen, cattle and carabao semen and other materials needed.
2. IEC to the different barangays on the pros and cons of using the AI method.
3. Then conduct of Pregnancy Diagnosis and actual AI to the large animals.
4. Then monitor as to the success of the said project.

Proponents: City Government – City Agriculture Office, Philippine Carabao Center and
The NABC, Dept. of Agriculture RFU # VI

Justification: Rearing of pure bred bull is very expensive on the part of the gov't., In particular and on the farmers in general. There's a need to improve genetically the bred of large animals of our farmers because an improved bred could command a good price in the market thus giving an extra income to our farmers. This dream can be achieve only thru the use of A.I.

Target beneficiaries: All farmers and animal raisers in the City of San Carlos shall have an opportunity to avail themselves of a good quality breeds of animals.

Estimated Cost: P 137, 280.00/yr.

Program Term: long term

Target Output/Success Indicator:

Increased number of farmers/animal raisers availed the services.
Increased number of genetically improved animals produced for the local market.

Possible Risks:

1. Lack of funds and service vehicles to reach the different Barangays.
2. Wait and see attitude of some farmers
3. Increment weather that would hamper the implementation of the program.

Expected private sector response:

More farmers especially big time farmers in the private sector would engage in large animal raising.

Project Brief

Name of Project: **VEGETABLE PRODUCTION PROGRAM**
Brief Description: Development of 1,000 hectares of various vegetable planted in San Carlos as a vegetable basket of Negros Occidental.

Activity Components:

1. Gulayan Sa Barangay at sa Paaralan
2. Various vegetable seeds dispersal
3. Rearing Facility of Bio-agents such as trichogramma, Diadegma and Earwig.
4. Vermicomposting and Composting
5. Showcase on organically grown vegetable
6. Organizing of Vegetable Association namely the Apog-Apog and Nagalao Vegetable Growers Association at Brgy. Codcod

Estimated Cost of Resource Inputs:

| | | |
|-----------------|---|-----------------|
| Material | - | 60,000.00 |
| Manpower(labor) | - | 583,250.00 |
| Contingency | - | <u>6,800.00</u> |
| Total | - | 650,000.00 |

Justification for the Project:

1. The high value crops are grown in our area due to favorable climatic condition.
2. The vegetable is one of our delicacy in our daily food.
3. Source of livelihood and income of our framers.

Target Beneficiaries:

1. Gulayan sa Paaralan (Private and Public Schools)
2. Gulayan sa Barangay (18 Barangays of San Carlos City)
3. Farmers and clients engaged in vegetable production.

Target output/Success Indication:

Increase income and improve the production of vegetable.

Possible Risks

1. Lack of Funds
2. Importation of vegetable products
3. Pest and diseases outbreak

Expected Private Sector Response

1. Organically grown vegetable for health and environment consciousness.

Project Brief

Name of Project: **DISPERSAL and UPGRADING OF NATIVE GOATS**

Brief Description: The City had originally dispersed 120 heads of female goats and five superior bucks (boer) to 60 recipients and presently reaching 490 recipients due to redispersal of female kids which were polished off as payment for the does (female goat) received, and will certainly increase perpetually in the years come. For the city, to eventually become a role model in the opening of portals of progressive goat farming, a contributory pillar of livestock industry, with humble beginning of small-scale based farming.

Activity Components:

Equip the raisers with modern techniques in care and management through conduct-seminars and trainings and other knowledge-generating activity. After the animal's dispersed to farmers, monthly supplementation of vitamins, treatment of diseased goats, deworming and vaccination are all provided free from the proponent of the program.

Estimated Cost of Resource Inputs: CY - 2014

| | | |
|--------------|---|-------------------|
| Labor | - | 322, 620.00 |
| Materials | - | 80, 000.00 |
| Ins. Premium | - | 130, 000.00 |
| Contingency | - | <u>20, 000.00</u> |
| | | 552, 620.00 |

Justification for the project:

Dispersal and upgrading of Native Goats, aims to open the frontier less opportunities for interested goat raisers to maximize the genetic potentials of the superior buck needed to improve the frequency of desirable genes in order to beef up production of superior progenies. Goat dispersal program helps to our farmers and less opportunities to acquire better and improved breeds of goats that can be integrated into crop agriculture.

Target beneficiaries:

All individuals in coastal and mountain barangays as long as formally endorsed by their respective Barangay captain and have a basic background on care and management of goat and have enough forages and grasses on their area to serve as feeds.

Target Outputs or success indicators:

- Increased the number of upgraded goats
- Increased goats population
- Dictate good price upon marketing

Possible risks or external factors that could frustrate the realization of the project:

- Disease outbreak
- Lack of and high cost quality breeder stocks
- Land ownership
- Lack of trained and know ledgeable manpower
- Mobility

Expected private sector response:

- Augment farmers income

Project Brief

Name of Project: **HIGH VALUE COMMERCIAL CROPS**
Brief Description: This program aims to develop, promote and sustain mango industry in San Carlos City, Also hopes to increase income of farmers.

Project Proponent: Local Government Unit of San Carlos City

Target beneficiaries: All Barangays except for Codcod, Quezon and Prosperidad

Source of Fund : 20% Development Fund

Appropriation : P 666, 100.00 (CY – 2014)

Estimated Cost For:

| | | |
|-----------------------|---|---------------------|
| Agricultural supplies | : | P 125, 080.00 |
| Manpower / Labor | : | P 531, 020.00 |
| Contingency | : | <u>P 10, 000.00</u> |
| | | P 666, 100.00 |

Target output or success indicator:

- Improved quality and increased production and expand hectarage of mango in San Carlos City.
- Enhancing mango growers through trainings / application of improved mango production and post production operation / site visitation.
- Job opportunities and strengthen linkages towards stakeholders.

Possible risks:

- Bad weather condition
- Unstable pricing, in-efficient marketing system
- Expensive freight cost and inadequate transport facility.
- Preference to other fruits due to high price of mango
- Climate change affecting production

Expected private sector response:

- Help conduct research to address climate change.
- Help in negotiation / coordination with exporters and market matching.

Project Brief

Name of Project: **AGRICULTURAL CENTER AND INTEGRATED DEMONSTRATION AREA**

Brief Description: This project is located at So. Medina, Brgy. Rizal with an area of 3 hectares consisting of different fruit trees, vegetable gardens, vermin-house and offices. The areas were primarily planted with different crops and herbs for the purpose of showcase.

Project Proponent: Local Government Unit of San Carlos City

Format and contents of a project brief

Target beneficiaries: The community living in San Carlos and the people from other places may avail or have the opportunity to visit themselves directly of our area.

Budget appropriation: P 1, 603, 080.00 (CY – 2014)

Estimated budget:

| | | |
|-------------|---|---------------------|
| Labor | : | P 1, 539, 720.00 |
| Materials | : | P 53, 360.00 |
| Contingency | : | <u>P 10, 000.00</u> |
| | | P 1, 603, 080.00 |

Target output or success indicator:

- a. There will be an increase in number of farmers to become productive in implementation.
- b. Additional knowledge, information, education through sites visits

Possible risks:

- a. Lack of capital
- b. High cost of Agricultural inputs
- c. Climate change affecting production

Expected private sector response:

- a. Help in the establishment of post harvest facilities.
- b. Negotiate / Coordinate with local and export during market

Project Brief

Name of Project: **TECHNICAL AND MARKET SUPPORT FOR INTEGRATED FARMING SYSTEM**

Brief Description: Project was created year 2005, thru the recommendation of recent retired City Agriculturist. It is designed to address technical assistance/advised to farmers engaged in rice farming to increase productivity yield, wet and dry season. Technology demonstration and Farmer Field School has been a part of this project showcasing the good agricultural practices and variety demo to enhance awareness of farmers. Five barangays Codcod, Nataban, Quezon, Prosperidad and Bagonbon has been closely monitored as these were the rice granaries of the city. Nine Agricultural Technicians assigned stationeries to date thru continuous education and information campaign still on going to 2200 farmers masterlisted.

Activity components:

- a. It is a continuing project addressing the 2200 farmers.
- b. Information and education campaign on Biomass utilization like infield composting, carbonized rice hull usage, vermicomposting and concoctions, enhancing natural enemies population for insect pest control measures.

Estimated cost of resource Inputs / Activity components

| Seeds | Labor | Supplies & materials |
|---|---|---|
| 600 bags@ P1,200.00 Total to P720,000.00 | 9 AT's @ P250/day @ 22 mandays = 594, 000.00 2 utility workers @ P250/day@ 22 mandays = 132, 000.00 Total labor = 726, 000.00 | Agricultural Supplies Vermicast, CRH, Carbonizer – 314, 350 |

Justification of the project:

To be able to have a sufficiency level of 100%.

Target beneficiaries:

1. Rice farmers
2. Conduct farmer field school palaycheck system (FFS-PCS) in sixteen weeks.

Success indicator:

Yield production from 3.5 – 4.5 tons per hectare in irrigated areas.
2.5 – 3.5 tons per hectare in rainfed areas
Improve standard of living, children enrolled back to school and improved health status/per household

External factors:

1. Natural calamities occurrence
2. Flood prone areas
3. Sub-lease area to capitalist due to financial constraints
4. Man made destruction of vegetation resulting to water supply scarcity
5. Adverse weather condition
6. Peace and order instability

Private sector response:

- Investors establishes business in the locality
- Generate income and employment

Project Brief

| | |
|---|---|
| Name of Project | Creation of Internal Audit |
| Brief Description: | Formulation of Audit Manual as guide and legal basis for Internal Audit Unit which will be stationed at the City Mayor's Office and Creation of Task Force |
| Components: | Establishment of the IAU (1 month) a) Approval from the Sangguniang Panlungsod Office for the creation of the IAU (which includes appropriation, organizational structure, and the like)- 2 months B) Recruitment and Selection - 2 months c) Procurement of necessary equipment and accessories - 2 months d) Formulation of Audit Team - 1 month |
| Proponents: | City Government of San Carlos , City Mayor's Office |
| Name of Project: | Creation of Internal Audit |
| Justification | Legal basis per Administrative Order No. 70, series of 2003 issued by the President Gloria Macapagal -Arroyo |
| <u>Target Beneficiaries:</u> | City Government and the Taxpaying Public |
| <u>Estimated Cost:</u> | P500,000.00 |
| <u>Program Term:</u> | 12 Months |
| <u>Target Output / Success Indicator</u> | <ol style="list-style-type: none">1. Strengthen System/program/project implementation2. Enhance service delivery |
| <u>Possible Risks:</u> | <ol style="list-style-type: none">1) Manpower Fitness and Competence2) Resistance from some office concerned |
| <u>Expected Private Sector response:</u> | Transparency and Accountability Public trust and Confidence |

CITY HEALTH OFFICE

Project Brief

Name of Project Delivery of Basic and Preventive Health Services for the San Carlos City Populace

Brief Description: Construction of one (1) unit DOH Standard Barangay Health Station at So. Maragoos, So. Cabugan and Rizal Proper, including the purchase of equipment for facility based deliveries at our BHS, and to answer the sanitation concern for our informal settlers, thru the construction of cluster septage, and for our rural upland Barangays the establishment of waterless type is also recommended.

Components: Site Acquisition for the construction of BHS- 4 months

Plan Preparation: - 24 months

a) Site inspection

B) Documentation

c) Detailed Engineering design (for BHS and Cluster septage)

d) Social preparation

1) Dialogue with community

2) Information dissemination

E) Procurement Process

1) Materials

2) equipment

Implementation : Twenty four (24) months

Proponents: City Health Office, Task Force on Housing and City Environmental Management Office

Name of Project: Delivery of Basic and Preventive Health Services

Justification Health is wealth, and is continually changing and evolving a process. As man interacts with his environment, his health adopts, reconciles and integrates with varying influence. The health adopts, reconciles and integrates with varying influence. The health care system deliver system on a growing city like San Carlos should be dynamic and responsive to the needs to its populace. Thus the objective of this project are:

- 1) Reduce maternal mortality by equipping our BHS with equipment for facility based deliveries
- 2) To promote clean and healthy environment among our informal settlers
- 3) To bring to the grassroots level the delivery of basic health programs with a DOH standard Barangay Health Station

Target Beneficiaries:

San Carlos City Populace, Women of Reproductive Age, and Informal settlers

Estimated Cost:

- | | |
|--|-------------|
| 1) Construction of 3BHS (1 million each) | - 3 million |
| 2) Purchase of equipment for Birthing facilities | - 1 million |
| 3) Construction of cluster septage for informal settlers | - 1 million |
| 4) Establishment of toilet with waterless system type for rural upland Barangay | - 1 million |

Program Term:

Twenty Four Months (24)

Target Output / Success Indicator

1. Zero maternal mortality
2. Availability at all times the basic health services
3. Decrease by 15% HH without sanitary toilet
4. Increase the no. of HH who will avail waterless type toilet at our rural upland Barangay, thus increasing the total number of our HH with sanitary toilet

Possible Risks:

- 1) Lack of Funds
- 2) Delayed in bidding (for materials/ equipment)

Expected Private Sector response:

Social acceptance among private is expected, since the programs, address the health and welfare at San Carlos City populace, including residents of upland Barangays.

Name of Project : San Carlos City's Conservation & Protection of Protected Areas (Mt. Kanlaon Natural Park- MKNP; North Negros Natural Park- NNNP; The Integrated Bago River Watershed;

Brief Description : Conservation & Protection of protected areas covering 20,000 hectares of 8 upland barangays

Components :

- Mt. Kanlaon Natural Park (MKNP) Reforestation Program
 - Rainforestation & Agroforestry
 - Protection of remaining forest cover
- Integrated Bago River Watershed Dev't. Program
 - Rainforestation & Agroforestry
 - Watershed management
- North Negros Natural Park (NNNP) Reforestation
 - Rainforestation & Agroforestry
 - Watershed management

Proponents : City Government –City Environment Management Office, CPDCO

Justification : Due to the mandate of NIPAS Act and other Forestry related laws, local government unit is being required to maintain the integrity of major and sub-watersheds through protection, conservation and rehabilitation of remaining forest cover within its territorial jurisdiction.

Target beneficiaries : 133,000 inhabitants of San Carlos City

Estimated Cost : ■ Php 5 Million

Target Output / Success Indicator :

- 3 identified sub-watershed rehabilitated & protected
- Improved recharge capacity and increased vegetative @ least 40%

Possible Risks :

- Opposition from affected stakeholders e.g., landowners, informal settlers

Expected private sector Investments in sustainable agroforestry e.g. intercropping of high response : valued fruits, coffee, fuel wood & charcoal etc.

Name of Project : San Carlos City's Coastal Resource Management Program

Brief Description : Coastal resource management and protection program covering 4 coastal and 2 island barangays within the city's 24 km coastlines of San Carlos City

Components :

- Bantay Dagat Program
 - Patrol Work
 - Apprehension & enforcement
- Marine Protected Area
 - Maintenance of 2 marine protected Areas
 - Corral reef protection
- Fisheries Aquatic Resources Mgm't. Council
 - Organizational strengthening for marine conservation
- Coastal Resource Management
 - Mangrove reforestation

Proponents : City Government –City Environment Management Office

Justification : Due to the mandate of RA 8550 or the Fisheries Act, local government unit is being required to protect and conserve the coastal waters within the city's jurisdiction.

Target beneficiaries : 40,000 inhabitants along coastal and island barangays of San Carlos City

Estimated Cost : ■ Php 5 Million

Target Output / Success Indicator :

- Maintained the integrity of the 2 MPA's as to corral & other marine biodiversity condition
- Improved fish population

Possible Risks :

- Opposition from affected stakeholders, e.g., informal settlers along coastlines

Expected private sector Investments in mariculture and other alternative livelihood for the response : affected fisherfolks

Name of Project : San Carlos City's Ecological Sanitation & Protection Program
Brief Description : Maintenance of the city's sanitation and protection relative to garbage collection, landfill operation & maintenance of city lanes

Components :

- Sanitation Program
 - Daily garbage collection & transport
- Eco-Center operation
 - Landfilling & other waste processing operation and treatment
- Maintenance of city lanes
 - Maintenance of city lanes (street sweepers)

Proponents : City Government –City Environment Management Office,

Justification : Due to the mandate of Ecological Solid Waste Management Act of 2000 or R.A. 9003, local government is being required to achieve source segregation, segregated collection and establishment and operation of an ecologically sound final disposal facility

Target beneficiaries : 133,000 inhabitants of San Carlos City

Estimated Cost : ■ Php 12 Million

Target Output / Success Indicator : ■ Achieved 50 % waste diversion target
■ Reduced waste contamination within the urban centers

Possible Risks : ■ Low compliance of household segregation at source

Expected private sector Investments in recycling and other waste treatment e.g. waste to fuel and other alternative waste processing technologies
response :

Name of Project : Training on renewal energy (RE) crop production

Brief Description : Capacity building for upland farmers on energy crop plantation to support private initiative on renewal energy.

Components :
■ Trainings & seminars on energy crop cultivation
■ Provide marketing support to farmers engaged in energy crop plantation

Proponents : City Government –City Environment Management Office, San Carlos Bio-Power, Inc.

Justification : Due to the current huge foreign investments relative to renewal energy in San Carlos City, the City Government supports the sustainability of these independent power producers by encouraging upland farmers to engaged in energy crop plantation to support the required bio-mass feedstock for the energy plants.

Target beneficiaries : 24,000 households within identified public land & Alienable and Disposable areas of San Carlos City

Estimated Cost : ■ Php 0.35 Million

Target Output / Success Indicator : ■ Capacitated 100% of upland farmers on renewal energy crop production

Possible Risks : ■ Negative attitude among farmers on energy crop production

Expected private sector response : Support from corporate groups on farmer’s training relative to energy crop through their CSR funds

Name of Project : San Carlos City's Environmental IEC Program

Brief Description : San Carlos Citywide information, education and communication campaign covering the entire environmental programs of the 18 barangays

Components :

- Initiate search for environment friendly barangays and schools
- Biodiversity information drive
 - Wildlife month celebration
- Other environmental advocacy
 - Sponsor various events e.g. world water day, Earth Day celebration, environment week, earth hour, climate change and disaster risk related information and among others

Proponents : City Government –City Environment Management Office

Justification : Due to the mandate of various acts on environmental compliance, local government unit is being required to promote advocacy awareness among constituents on the importance of protecting the environment.

Target beneficiaries : 133,000 inhabitants of San Carlos City

Estimated Cost : ■ Php 2 Million

Target Output / Success Indicator : ■ Reached 100% of city's population to environmental protection related information drive

Possible Risks : ■ Negative attitude among constituents on the importance of environmental protection and climate change mitigation and adaptation

Expected private sector response : Support from corporate groups on IEC drive through their CSR funds and other civic organization through volunteerism

Name of Project : Erosion/Flood Control with Bio-Engineering Application

Brief Description : Introduction of bio-engineering technology to rain induced land slide area and other hazards due to steep slope.

Components : ■ Erosion control measures utilizing geo-nets specifically areas with steep slope without the presence of vegetative cover

Proponents : City Government –City Environment Management Office, City Engineering Department

Justification : Most areas in the upland are hazard prone due to rain induced land slide since those areas lack vegetative cover with slope ranging from 30 to 50% or more. There is a need reduce the hazard by providing alternative solution through bio-engineering technology instead of the usual traditional concrete retaining walls other flood control structures which ineffective and much more expensive.

Target beneficiaries : 24,000 households within identified public land & Alienable and Disposable areas of San Carlos City

Estimated Cost : ■ Php 1 Million

Target Output / Success Indicator : ■ Reduced hazards due to rain induced landslide of upland areas ranging from 30 to 50 % slope

Possible Risks : ■ Technology acceptance on alternative flood control through the utilization of bio-engineering by key implementers

Expected private sector response : Support from corporate groups on bio-engineering technology through purchase of geo-nets for application in pilot areas to showcasing bio-engineering technology

| | |
|-------------------------------------|--|
| Name of Project : | Resettlement with Livelihood Programs outside Protected Areas |
| Brief Description : | Relocation of identified 24 households inside MKNP and less than 200 households along North Negros Natural Park with housing and livelihood assistance. |
| Components : | <ul style="list-style-type: none"> ■ Preliminary Engineering – 2 months <ul style="list-style-type: none"> – Survey – Documentation – Detailed Planning & Engineering – Social Preparation ■ Site Development –6 months ■ Implementation – 12 months |
| Proponents : | City Government – City Eng'g. Department, City Environment Management Office, CPDCO |
| Justification : | There is a need to relocate households inside protected areas to minimize exploitation and further damage of the remaining forest and vegetative cover. |
| Target beneficiaries : | 224 households within MKNP & NNNP of San Carlos City |
| Estimated Cost : | ■ Php 5 Million |
| Target Output / Success Indicator : | ■ 224 HH's relocated outside protected areas with housing & livelihood assistance |
| Possible Risks : | ■ Some opposition from affected stakeholders, e.g., landowners, informal settlers |
| Expected private sector response : | Provision of alternative financing for housing and possible livelihood assistance through technical, financial and marketing assistance |

| | |
|-------------------------------------|---|
| Name of Project : | San Carlos City's Centralized Septage Treatment Facility |
| Brief Description : | Development of a 1,000 sq.m. site in Barangay Rizal for centralized septage treatment facility covering 18 brgys. Of San Carlos City |
| Components : | <ul style="list-style-type: none"> ■ Preliminary Engineering – 2 months <ul style="list-style-type: none"> – Survey – Documentation – Detailed Architectural & Engineering – Social Preparation ■ Site Development – 3 months ■ Implementation – 8 months |
| Proponents : | City Government – City Eng'g. Department, City Environment Management Office, CPDCO |
| Justification : | Due to the mandate of Clean Water Act or R.A. 9275, local government unit is being required to treat waste water and establish wastewater treatment e.g. sewerage, septage treatment facility to comply DENR standards for effluent prior to release to water bodies within its jurisdiction. |
| Target beneficiaries : | 133,000 inhabitants of San Carlos City |
| Estimated Cost : | ■ Php 6 Million |
| Target Output / Success Indicator : | <ul style="list-style-type: none"> ■ 50 % of households covered by septic desludging activity within the 1st - 2 years of operation. ■ Reduced concentration of key pollutants within the urban centers |
| Possible Risks : | ■ Opposition from affected stakeholders, e.g., landowners, informal settlers |
| Expected private sector response : | Investments in enterprises that will service the needs of desludging activity and future privatization of desludging service |

PROJECT BRIEF

Name of Project: Development of Farm-to-Market Road from Far-Flung Sitios and Puroks to Barangay Centers

Brief Description: Improvement of farm to market road that provides access for farmers in transporting their agricultural products to the market and efficient road network that are very essential in the effective delivery of basic social services.

• Components:

Plan Preparation – 2.5 months

- a) Survey
- b) Documentation
- c) Detailed Engineering

Implementation - 8 months

Proponents: City Government – CMO, CEO and CPDCO

Justification:

The existence of these new roads increases the growth of rural economy. Thus, it will encourage farmers to produce more crops, improve access of rural constituents to find jobs in urban areas and will speed up the delivery of basic social services.

Target Beneficiaries:

Farmers, residents of the area and San Carlos City

Estimated Cost:

| | | |
|------------------------------|---|-------------|
| Road Concreting | - | Php. 8.7M |
| Government Expenditures | - | <u>0.3M</u> |
| Total Estimated Project Cost | | Php 1.2M |

Program Term:

One (1) year

Target Output / Success Indicator:

Production of more crops for farmers

Easy access to basic social services

Increase employment opportunities of rural constituents to urban areas

Possible Risk:

Lack of Funds

Construction Hazards

Expected Private Sector Response:

Increase business opportunities influenced by improved mobility

Prepared and Submitted by:

FRANUEL P. LARANAS

Assistant City Engineer/OIC

PROJECT BRIEF

Name of Project: Improvement and maintenance of Existing Farm-to-Market Roads
Brief Description: sustaining of farm to market road that provides access for farmers in transporting their agricultural products to the market and efficient road network that are very essential in the effective delivery of basic social services.

• Components:

Plan Preparation – 2.5 months

- a) Survey
- b) Documentation
- c) Detailed Engineering

Implementation - 8 months

Proponents: City Government – CMO, CEO and CPDCO

Justification:

The existing roads should be improved and maintained to be able to sustain the benefits in promoting rural economy. It will continue to encourage farmers to produce more crops, help access rural constituents to find jobs in urban areas and the delivery of basic social services increases because of the improved accessibility.

Target Beneficiaries:

Farmers, residents of the area and San Carlos City

Estimated Cost:

| | | |
|------------------------------|---|-------------|
| Road Concreting | - | Php. 1.1M |
| Government Expenditures | - | <u>0.1M</u> |
| Total Estimated Project Cost | | Php 1.2M |

Program Term:

One (1) year

Target Output / Success Indicator:

Production of more crops for farmers
Easy access to basic social services
Increase employment opportunities of rural constituents to urban areas

Possible Risk:

Lack of Funds
Construction Hazards

Expected Private Sector Response:

Increase business opportunities influenced by improved mobility

Prepared and Submitted by:

FRANUEL P. LARANAS
Assistant City Engineer/OIC

Project Brief

Name of Project : Upgrading of Facilities of Existing Women and Children Crisis Center, including guidance center.

Brief Description : Facilities of the existing Women and Children crisis Center and the Guidance Center for Minors, must be upgraded NOW!. This is said to be the second home and respite for battered Women, abused children and minor offenders.

Proponent : CSWDO, CEO San Carlos City, Negros Occidental

Justification : Poverty, lack of educational attainment, ignorance of the law, vulnerability, fear and confused mind are most of the reasons why these women and children got battered, abused, bullied and in the use if the CICL, neglect of parental care, guidance and discipline are the roots of these misdemeanor of these minor offenders. With complete facilities, they feel that they are safe here. Here, they can rest their weary bodies and confused minds, as they are far from the people who harmed and hurt them physically and mentally, through the able monitoring, counseling and caring of our experienced social workers.

Target Beneficiaries : Abused women and children in San Carlos City

Estimated Cost : P1,500,000.00

Activity Components:

| | |
|---|--------------|
| Upgrading of amenities in both Women and Children Crisis and Guidance Center for Minors | 1,100,000.00 |
| Purchase of Equipments and other supplies & materials for the center | 400,000.00 |

Target Output/ Success: Minimized cases of women and children abused and minor offenders

Possible Risks : Opposition from husbands/ guardians of CICL, total abandonment of parents of abused child.
Over staying in the center because of child status

Expected private sector response : Police intervention counseling, seminar of parents, follow-ups, close monitoring of families of clients.

Name of Project : Construction of Cluster Septage for informal Settlers

Brief Description : The construction of Cluster septage is recommended for informal settlers relocated in one area. Likewise, it will also answer the problem of household who don't have access to clean and sanitary toilets.

Components :  Preliminary Engineering:

- Ø Survey
 - § To determine the number of HH who don't have access to sanitary toilets
 - § Clustering of HH for one Septage Tank
- Ø Documentation
- Ø Detailed Architectural & Engineering
- Ø Social Preparation
 - § Advocacy
 - § HH commitment
-  Site Development – 4 months
-  Implementation – 4 months

Proponents : City Government – City Eng'g. Department, CWD, CHO

Justification : Clean and sanitary toilets are mandated by the DOH to prevent the increase of water-borne diseases such as cholera, diarrhea, typhoid fever and other waterborne diseases

Target beneficiaries : 4,118 informal settlers of San Carlos City

Estimated Cost :  Php 3 Million

Target Output / Success Indicator :  50 % of informal settlers provided with cluster septage tank shall reduced the incidence of waterborne diseases thus reducing them from the 10 causes of morbidity.

Possible Risks :

- Opposition from affected stakeholders, e.g., landowners, informal settlers

Expected private sector response :

Investments in enterprises that will service the needs of sanitary toilets thus reducing the incidence of waterborne diseases.

Project Brief

Name of Project : Construction of additional Day Care Center

Brief Description : This project is the provision of temporary care to 2.6-4.11 years old pre-schoolers during part of the day which their parents are out for work. They will be provided with early childhood development, physically, socially, emotionally and intellectually. The center is open from 8:00 in the morning to 4:00 in the afternoon. Sixty children will be served, 30 per session, morning and in the afternoon.

Proponent : CSWDO & CEO San Carlos City

Justification : Child-rearing should be the sole responsibility of parents. However, due to the needs of the times, some parents need to work for a living oftentimes leaving their children in the care of substitute caregivers such as day care workers. Thus, provision of additional Day Care Center in the area is a response of the call to the needs our pre school children specifically in So. Cabunao, Brgy. Palampas, So. Malindog, Brgy. Bagonbon, & So. Iliranan, Brgy. Codcod

Target Beneficiaries : 3 Day Care Centers - Cabunao, Brgy. Palampas, Malindog, Brgy. Bagonbon, Iliranan & Brgy. Codcod

Estimated Cost : **P 3,200,000.00**

Activity Components:

Construction of 3 units Day Care Centers

Target Output/ Success

Indicator : Increase number of preschool children in Day Care Centers

Possible Risks : Insufficient funds
Lack of papers for Deed of Donation of lot

Expected private sector response : Improvement of the Day Care Centers

Project Brief

Name of Project : Expansion of MDG-FACES Projects in all 18 Barangays

Brief Description : Millennium Development Goal-Family –based Actions for Children and their Environs in the Slums also known as MDG-FACES Project is all about anti-poverty program that implemented in the city. EO #50 also known as the “ Creation of the City Core Team For the Implementation of MDG-FACES Project in the City of San Carlos”. This Executive Order further elaborates the roles and function of the City Core Team. The project aims to provide the family with skills & knowledge which enable them to be well-equipped individuals & improved the living conditions of children in the slums.

Proponent : CSWDO, City Core Team, San Carlos City, Negros Occidental

Justification : FACES is committed to the achievement of the goals of MDG in mitigating hunger & poverty in the poorest corners in the country. Its intervention focuses on children in urban poor communities in the cities. The most recent initiative of these more laudable anti-poverty programs implemented in the country

Target Beneficiaries : 16 barangays at 120 beneficiaries per barangay

Estimated Cost : **P 900,000.00**

Activity Components:

| | |
|---|------------|
| Social Preparation: | 100,000.00 |
| *Meetings/Community Assemblies/Survey | |
| Criteria for selection of community: | |
| Barangay having the most number of squatters | |
| Largest informal settlers in the area | |
| Community accessibility | |
| Criteria for selection of family beneficiaries | |
| With a child aging 3-17 years old | |
| Not a recipient of any assistance/benefits from other externally funded development programs or project | |
| Both parents do not have permanent source of income | |
| Have poor housing condition/ no permanent residence | |
| Family with no vices | |
| Congested household due to large family size | |
| *Program/Project/Activity (PPAs) | 800,000.00 |

Target Output/ Success Indicator: Improved standard of living of families

Possible Risks : Dependent to the Local Government
Lack of participation and cooperation among beneficiaries

Expected private sector response: Investment in Livelihood activities
Networking with other NGOs especially for infrastructure

Project Brief

Name of Project: Education Campaign on Child Labor

Brief Description: There are pupils and students who drop school due to poverty and work to augment their family income.

Proponents: City Government-Dep Ed, DSWD.

Justification: One of the Dep ed problem is the Drop-out Rate of pupils from Elementary to Secondary and work to earn money to supplement the daily income of the family.

Target Beneficiaries: Parents.

Estimated Cost: 50,000.00

Target Output / Success Indicators: Attendance of parents during PTA meetings, Increase enrolment rate, decrease drop-out rate

Possible Risk: Non participation of parents during meeting

Project Brief

- Name of Project : Livelihood Skills Training for Disabled Persons
- Brief Description : In order to avail of livelihood assistance under this scheme, the prospective disabled persons as beneficiaries will organize themselves as a group. The group will be provided with technical trainings, education on community savings, and workshops. One of the features of the project is the institutionalized distribution of materials to the beneficiaries and ensure responsible use and ownership of the materials. On the other hand, the group shall aggressively have a savings mobilization campaign among its members.
- Proponent : CSWDO, CLDO, San Carlos City, Negros Occidental
- Justification : Food insecurity, income poverty, vulnerability and unemployment are therefore large widespread in the rural area particularly the Persons with Disabilities (PWDs), due to various kind of restrictions in their abilities, are possibly the most disadvantaged sector in the society. Most of them even lacked the educational attainment necessary for self-advancement.
- Target Beneficiaries : 150 Persons with Disabilities in San Carlos City @ 3 groups for 50 PWDs per group
- Estimated Cost : **P 600,000.00**
- Components:
- Skills Trainings & seminars
 - Capability building
- Social Preparation 20,000.00
- * Self-Mastery
 - * Participatory Livelihood
- Livelihood skills training seminar
- * Training Cost 75,000.00
 - * Materials 505,000.00
- Target Output/ Success: Enable the target beneficiaries to make their existing livelihood grow into viable and sustainable enterprises.
- Possible Risks : Lack of cooperation among members of the group
- Expected private sector response : Investments in enterprises that will serve the needs of the beneficiaries.

Project Brief

- Name of Project : Livelihood, education, medical assistance to solo parents and their Children
- Brief Description : Livelihood, education, medical assistance to solo parents and their Children is sometimes the only lifeline keeping them from drowning in a sea of debt and poverty.
- Proponent : CSWDO, City Core Team, San Carlos City, Negros Occidental
- Justification : Most people have a lot to deal with in today's economy, but single parents have the additional burden of trying to keep the family afloat all on their own. Added to this is the fact that single parents, especially single mothers, are quite common and can be found in every socio economic bracket. They are often struggling with emotional problems like grief, on top of all the financial issues that are part and parcel of raising a child on your own. Single parents can occur suddenly, as in the case of the death, abandonment & separation there is often an adjustment in finances and living arrangements that can come as something of a shock. Livelihood, education and medical assistance are very essential to them
- Target Beneficiaries : 100 solo parents
- Estimated Cost : **P 900,000.00**

Activity Components:

| | |
|--|------------|
| Education assistance for High School and College education | 300,000.00 |
| Livelihood assistance | 300,000.00 |
| Medical assistance | 300,000.00 |

Target Output/ Success Indicator: Children obtain education
Less financial burden of the solo parents

- Possible Risks : Misuse of funds
Lack of funds
- Expected private sector response : Investment in Livelihood activities
Education support from private sector

Project Brief

Name of Project: Propelling of all school age children to school and Facilitate Pupils/Student who are at risk of Dropping out.

Brief Description: There are pupils and students who are in San Carlos City who are drop from School. 2.4% of the total elementary and 4.9% of the Secondary population who dropped from school.

Proponents: City Government-Dep Ed, CHO, DSWD.

Justification: One of the Dep ed problem is the Drop-out Rate of pupils from Elementary to Secondary and those pupils/students who are at risk of dropping out.

Target Beneficiaries: All school age students who drop-out from school and those children whose schooling are endangered to be stopped due to some reasons.

Estimated Cost:

- Ø Survey through questionnaires;
 - To determine the number of School age children 6-17 years old who are not in school
 - Identify pupils/students who are at risk of dropping out.
 - Ø Advocacy
 - Ø Documentation
 - Ø Consolidation
 - Ø Enrolment to the Program
 - Ø Implementation of the program
- 5,384,000** for the first year
10,900,000 for the succeeding year

Target Output / Success Indicators: Increase enrolment rate, Decrease Drop our Rate in the division.

Possible Risk: Opposition of parents to the program. Non-compliance of the requirements needed to the program

Project Brief

- Name of Project : Upgrading of Day Care Workers and Day Care Centers
- Brief Description : The upgrading of Day Care Workers will surely enhance their knowledge, ability and skills in conducting Day Care Sessions which will also promote the total development of the preschoolers under their care. The Day Care Centers must also be upgraded on order to meet the needs and interests of the preschoolers, and thus increased their well being and encouragement to attend Day Care Sessions in their Day Care Centers, which has a complete area as a toll on developing their spiritual, personal, social and cognitive aspects.
- Proponent : CSWDO, San Carlos City, Negros Occidental
- Justification : For many a times, it was proven and tested that upgraded Day Care Worker and Day Care Centers are the main factors in the successful evaluation of Day Care Workers and Day Care Centers, conducted by child specialists from the DSWD, Region VI. The evaluation includes the better performance of the Day Care Workers and the Positive response and wholistic development of the preschool in their respective Day Care Centers.
- Target Beneficiaries : 58 Day Care Workers & 61 Day Care Centers
- Estimated Cost : **P 600,000.00**
- Components:
- | | |
|---|------------|
| Trainings & seminars | 100,000.00 |
| Capability building | 100,000.00 |
| Supply and Materials for Day Care Centers | 400,000.00 |
- Target Output/ Success: Increase number of pre-school children
Enhance skills and knowledge of Day Care Workers
- Possible Risks : Lack of coordination with Barangay Officials.
- Expected private sector response : Positive; as most of the donors to the Day Care Activities are from the private sectors.