

TACLOBAN NORTH GROWTH AREA

(Economic Development Framework and Investment Roadmap)

VISION

North Tacloban is linked to and contributes to a vibrant, resilient Metro Tacloban Regional Growth Hub, building wealth and prosperity for its citizens (and the region)

PRINCIPLES / ASSUMPTIONS

This is a framework document.

The socio-economic, ecological, and cultural impacts have to be assessed on a per-project basis.

The economic feasibility of the mentioned industries require project-specific feasibility studies.

	Agriculture/Fisheries	Industry/Manufacturing/Process	Trade and Services
Long term (Over 6 years)	<ul style="list-style-type: none"> • Ongoing commercial-scale natural farming operations (integrated: including livestock, eggs, organic fertilizers) 	<ul style="list-style-type: none"> • Further development and expansion of light agro-industrial zone, in support of inter-regional full processing and export centers (Cebu, Manila, Davao) 	<ul style="list-style-type: none"> • Target (increase share of) international tourists • Evolution of the cruise industry into a marina industry • Developed tourism sites, expanded tourism infrastructure within a couple of hours from Tacloban
Mid-term (Up to 6 years)	<ul style="list-style-type: none"> • Expand coverage to a wider area in Region 8, develop strategic local and consolidation hubs supportive to regional market development and agri-aqua processing operations • Cultivation of idle lands, e.g., optimized lands under coconut farmlands • Attract agriculture support industries on commercial scale (seed bank, fertilizers) 	<ul style="list-style-type: none"> • Establish value-adding activities/ processing for appropriate climate-resilient agri and fisheries products and existing potentially competitive industries (electric power generation) • Babatngon Port operating at full capacity meeting international standards (100,000 MT/day), with automated container, cold storage, fuel depot, fresh water supply among others) – with good manpower support (agency organized by the community) 	<ul style="list-style-type: none"> • Further development of Magsaysay Blvd. as centerpiece for local and national tourism (MICE: Meetings, Incentives, Conferences, Exhibits) • Strengthening and expansion of banking services, development of large retail centers
Short-term (Up to 3 years)	<ul style="list-style-type: none"> • Consolidation and upscaling of successful, acceptable, and profitable projects and approaches (e.g., commercial-scale organic farms); initial focus: Tacloban City and neighboring municipalities • Agri-tourism (combining agriculture with tourism) • Strengthened R&D for agri/aqua production (universities, large corporations through their CSR and core business) 	<ul style="list-style-type: none"> • Light manufacturing (garments, electronic, assembly, light agriculture processing, focusing on raw agriculture and aqua output) • Investment in technology for <u>water</u> supply services, communications 	<ul style="list-style-type: none"> • Development of Tacloban North coastal areas as tourist destination sites • Social enterprises among the skilled workers (manpower cooperatives) • (P.I.) Tourists stay for two nights • UNESCO Heritage Site
Immediate (now to 2 years)	<ul style="list-style-type: none"> • Natural farming and aquaculture for Tacloban and intra-regional markets • Explore more climate-resilient crops and technology for agriculture (energy crops/renewable energy, more climate-resilient uses of coconut trees, livestock industry) • Consider specialization and branding strategies 	<ul style="list-style-type: none"> • Initiate basic port facilities and operations in Babatngon Port (25,000 MT/day) • Development of food grade standards e.g., bangus processing (deboning, bottling) • Energy supply: Renewable and other alternative source – industry to household level 	<ul style="list-style-type: none"> • Local tourism (e.g., cruise business) Service-oriented livelihood (hotel housekeeping, laundry, food services; transportation, skilled workers for construction in Tacloban, from hotels to major tourist spots) • Redevelopment of Magsaysay Blvd. (P5M food park from DOT, picnic grove, bike rentals) with preferential treatment for Tacloban North residents

	<ul style="list-style-type: none">• Livelihood insurance policy to climate vulnerable sectors: adaptation and risk reduction measures• Provision of basic utilities: water for drinking and supply• Start-up to consistent supply of raw materials like fish and agro products for processing• Productivity improvement• Policy ordinance/resolution for 12 hectares land exclusive use of livelihood activities of IDPs• Investment capitalization and allocation of government plans from local to national level <p>Establish knowledge management system (value chain and market study)</p>	<ul style="list-style-type: none">• Jobs creation / employment linking to government and private infrastructure: promoting to localized employment with gender responsive way managing employees• Business incentives in promoting CSR works• Promoting and practice CSR works	<ul style="list-style-type: none">• Weekend farmer's market selling naturally-grown produce <p>Establishment of small markets within resettlement sites link to consolidator</p>
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CLASSIFICATION/PRIORITIZATION CRITERIA AND STRATEGIC OPTIONS

SECTORS	PRIORITIZATION CRITERIA			STRATEGIC OPTIONS	
	COMPETITIVE ADVANTAGE	INCLUSIVENESS & CONTRIBUTION TO HOUSEHOLD INCOME	CLIMATE CHANGE RESILIENCE	TYPE OF ACTION	SPECIFIC ACTIONS
AGRICULTURE / FISHERIES Natural farming and aquaculture	Medium	Medium/Low	Medium		IMMEDIATE TERM
	<p>Vast areas of delineated agricultural land.</p> <p>Low minimum wage levels (labour cost advantage).</p> <p>Allocated government budget for agriculture</p> <p>Large potential for improvement in agricultural productivity through training and technology</p> <p>Current high cost of imported goods in the region (Region is an importer of agricultural produce). Marketing could start at local markets. products</p>	<p>Supports basic household needs and nutrition needs</p> <p>Inclusive - Low entry threshold. Operations can start with basic skills and limited capital investment</p>	<p>AGRICULTURE: Climate resilience must be determined per crop and location (using multi-hazard maps, rain patterns, wind patterns, exposure time, recovery time)</p> <p>Potential for systematic risk mitigation exists. Specific crop risks can be identified and mitigated by crop (there is information available, crop covers)</p> <p>Example:</p> <ul style="list-style-type: none"> -Vegetable crops are vulnerable to strong rains and winds. -Root crops are vulnerable to flooding. -Short rotation crops have limited exposure time to climate risk -Short rotation crops production can be recovered in a relatively short period of time (after a climate event) 		<p>Integration of comprehensive natural catastrophe (life and asset) insurance to climate vulnerable sectors: adaptation and risk reduction measures (micro-insurance road show)</p> <p>Provision of basic utilities for domestic and industrial use</p> <p>Start-up to consistent supply of raw materials like fish and agro products for processing</p> <p>Increased productivity (to full potential) of all existing economic activities</p> <p>Policy ordinance/resolution for 12 hectares land exclusive use of livelihood activities of IDPs</p>

	<p>AQUACULTURE: High vulnerability to climate risk. Can be mitigated through extensive use of existing data and technology.</p>	<p>Investment capitalization and allocation of national government budget to Region 8</p> <p>Establish knowledge management system, and disseminate (value chain and market study)</p> <p>---</p> <p>Identify local and regional market demands for specific products, in close cooperation with the local business community.</p> <p>Assess opportunities to increase productivity in existing areas based on specific pre-identified market requirements (increase productivity through: organisational development consolidators/cooperatives, training marketing/production, new technology, carry out climate resilience studies to determine optimal crop in each location).</p> <p>Assess opportunities to align existing donor initiatives to this short, medium, and long-term economic master plan</p>
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		<p>Expand production to new areas with allocated agricultural land</p> <p>SHORT TERM</p> <p>Out of all the businesses that have been supported, identify the specific businesses with potential for commercial upscaling. Businesses to be ranked based on:</p> <ul style="list-style-type: none">- Existing linkages to local and regional markets- Suitability for light agriculture processing in the region <p>Encourage mentoring from large businesses and universities that are already in the agri-fisheries business</p> <p>Establish basic infrastructure for agriculture support industries</p> <ul style="list-style-type: none">• Pursue pre-FS and FS funding opportunities for Babatngon Port, slaughterhouse, light agri-industrial zone (e.g. JICA, USTDA – all options, all takers) <p>Sustain the involvement and support of the urban, provincial, and regional</p>
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		<p>leadership (conductive policy environment, designated committee/structure that functions to sustain momentum)</p>
		<p>Strengthen private sector support at the national level (PCCI)</p>
		<p>MID TERM</p>
		<p>Develop Metro Tacloban as consolidation hub for Region 8 for existing export hubs (Cebu, Manila, Davao)</p>
		<p>Out of those crops developed, identify those with regional and national market processing and processing potential.</p>
		<p>Encourage and develop a local trade and consolidation hub in support of the light agricultural processing zone</p>
		<p>Attract investments for agricultural support industries starting with strengthening the production side and initiate wholesale/retail marketing and processing, i.e. actively promote chosen</p>

				<p>priority industries, e.g. livestock, energy crops; support LGUs with policy recommendations on how to attract business and industries, e.g. JFC's recommendations)</p> <p>LONG-TERM</p> <p>Evolve Tacloban North as direct export hub for Region 8</p>
<p>INDUSTRY / MANUFACTURING / PROCESSING</p>	<p>Competitive minimum wage Availability of trainable labor Availability of agricultural training institutions Availability of public funding for technical training (DA, TESDA, PESO) Surplus power (renewable energy)</p>	<p>Inclusiveness High because low skills required only No management skills required for daily wage earners Contribution to household income Minimum wage reached or exceeded, with benefits (PhilHealth, SSS, etc.)</p>	<p>Less exposure to natural hazards (landslides, storm surge) in Tacloban North based on multi-hazard maps</p>	<p>IMMEDIATE TERM</p> <p>Gather and review existing (old) documents on port and economic zones, for update and resubmission (e.g. 1998 Babatngon Port proposal to JICA, Eastern Visayas Regional Agri-Industrial Growth Zone 1998, Tacloban City Ordinance of 1971 and 2000, Tacloban North Urban Master Plan)</p> <p>Update CLUP to ensure land is designated Development of Tacloban North basic infrastructure and utilities (water, electricity, communications)</p> <p>Create development guidelines (to complement</p>

				<p>the CLUP and CDP) to set the design parameters for and ensure congruency of future developments (considering local hazards)</p> <p>Babatngon Port as trading gate (25,000 MT/day starting capacity, pre-FS and FS with JICA or USTDA)</p> <p>Prepare for compliance to national and international markets, e.g. development of food grade standards (bangus processing, deboning, etc.), FDA standards (basic), AAA certification for slaughterhouse</p> <p>Advocate compliance to labor laws to national and international processing companies and to include their supply chains</p> <p>SHORT-TERM</p> <p>Initiate FS on light manufacturing (JICA, USTDA and other development partners)</p> <p>Revisit existing PEZA certification for possible updates and amendments</p> <p>Engage, attract investors</p>
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					<p>for private sector-led PEZA site development, operations and management (PPP) – agri-industry and basic infrastructure and utilities and services (including solid, liquid and gasified waste management)</p> <p>Prepare investor’s brief and initiate road shows e.g. light manufacturing (garments, electronic, assembly, light agriculture processing, focusing on raw agriculture and aqua output)</p> <p>Explore forms of localized manpower services, e.g. federalized, community-based manpower cooperatives</p> <p>Investment in technology for water supply services, communications</p> <p>MEDIUM TERM</p> <p>Explore waste incineration as part of the Regional energy / power generation portfolio</p> <p>Intensify and expand value-adding activities/ processing for appropriate climate-resilient agri and fisheries products</p>
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				<p>Cooperate with, encourage local training providers and senior high schools (K-12) to align curriculum to possible career paths in promoted industries</p> <p>Babatngon Port operating at full capacity meeting international standards (100,000 MT/day), with automated container, cold storage, fuel depot, fresh water supply among others)</p> <p>Advise municipalities on attractive, conducive policy environment (JFC)</p> <p>Explore opportunities for local processing and semi-processing in close cooperation with TNGA locators</p> <p>LONG TERM</p> <p>Develop Metro Tacloban as consolidation hub for Region 8 for existing export hubs (Cebu, Manila, Davao)</p> <p>Further development and expansion of light agro-industrial zone, in support of inter-regional full processing and export centers (Cebu, Manila,</p>
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					Davao)
TRADE & SERVICES	<p>Competitive minimum wage</p> <p>Availability of trainable labor (exposure and education of the people make for better service?)</p> <p>Availability of service training institutions and corresponding graduates</p> <p>Availability of public funding for technical training (DA, TESDA, PESO)</p> <p>Surplus power (renewable energy)</p> <p>Underdeveloped tourist spots</p> <p>Tacloban as staging point for tourism destinations and activities</p>	<p>Inclusiveness</p> <p>High inclusiveness because of high manpower requirements with low entry requirements</p> <p>No management skills required for daily wage earners</p> <p>Contribution to household income</p> <p>Minimum wage reached or exceeded, with benefits (PhilHealth, SSS, etc.)</p>	<p>Suitable for risk-mitigation measures because of flexibility in terms of timing/scheduling and location for tourism</p> <p>Service resilience determined by the quality and location of the infrastructure</p>		<p>IMMEDIATE TERM</p> <p>Develop local tourism sites and activities - traditional, commercial (MICE), and eco-tourism; e.g. tour packages, cruise business</p> <p>Clarify permits and licensing with marina, PPA, and DOT</p> <p>Review existing tourism development plans at regional, provincial, and city/municipal level</p> <p>Through the DOT, create the tourism “packaging”, the image and branding for the Region (already done for Samar)</p> <p>Conduct one-day orientation and engagement workshop with local tours operators and service providers (hotels, etc.)</p> <p>Promote service-oriented livelihood (hotel</p>

					<p>housekeeping, laundry, food services; transportation, skilled workers for construction in Tacloban, from hotels to major tourist spots)</p> <p>Align trainings to possible career paths in existing businesses and industries</p> <p>Build awareness and capacity for business continuity and contingency planning</p> <p>Explore opportunities to strengthen dualized mode of training delivery in publicly funded training</p> <p>Redevelopment of Magsaysay Blvd. (P5M food park from DOT, picnic grove, local tourism, bike rentals) with preferential treatment for Tacloban North residents (provision of manpower, participation in auxiliary services), talk to commercial land developers in Manila, Cebu</p> <p>Weekend farmer's market</p>
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					<div><div>SHORT TERM</div><div>Development of Tacloban North coastal areas as tourist destination sites (map potential tourist spots, develop investment briefs); invite local and national (Manila, Cebu) developers</div><div>Promote social enterprises among the skilled workers and local manpower cooperatives in the tourist spots (cooperatives for tour guides, transport services, hotel and restaurant service crews)</div><div>Agri-tourism - integrate tourism infrastructure and activities in existing farms, e.g. harvest and buy, tours of processing facilities</div><div>Talk to developers to package each resettlement community as a tourist destination (part of the DOT regional packaging – as a business proposition to the local community)</div><div>Position Region as a hub for naturally grown</div></div>
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					<p>agri products in the Philippines (part of the packaging led by DOT)</p> <p>MEDIUM TERM</p> <p>Development of large retail centers.</p> <p>Talk to large players, and ensure the CLUP captures large commercial zones in Tacloban North and corresponding development guidelines</p> <p>Expand/intensify local tourism sites and activities - traditional, commercial (MICE), and eco-tourism; e.g. tour packages, cruise business</p> <p>Talk to / partner with big players to invest in bigger hotels</p> <p>Further development of the Magsaysay Boulevard area as centerpiece for local and national tourism</p> <p>Identify local tourism assets that can be promoted nationally, continue technology development for Tacloban's distinctive competence (lechon, kilawin with gata, other native delicacies)</p>
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					<div><div>LONG TERM</div><div>Target (increase share of) international tourists</div><div>Improve communications infrastructure for IT and BPO investors</div><div>Expand large retail and banking services</div><div>Evolution of the cruise industry into a marina industry. Prepare investment brief and talk to big players (part of DOT regional packaging)</div><div>Expand infrastructure for developed tourist sites within two hours of Tacloban</div><div>Create some premium for local products, market as fresh, healthy, helpful to local recovery – “regional branding”</div></div>
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