

Building Legacy Islands on Water by 2022

77-day Report of the New PRA

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This 77-day report (November 16, 2016 to February 1, 2017) contains 15 sections:

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3. Organizational Readiness
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(1) 2017 as Platform Year. Building on the past 40 years. The new leadership at the Philippine Reclamation Authority (PRA) has set in motion the building of Legacy Islands on Water (LloWs) by 2022. PRA, taking off from the gains of the past 40 years, has laid down the foundation, both internally and externally, to make this happen. We, at PRA, have branded 2017 as our platform year to make this commitment and vision a reality.

(2) New Vision and Mission; Vision Logo. PRA recently adopted its new vision, mission and value statements that will propel PRA to new heights in the next five (5) years and beyond. The statements capture the juridical characterization of the agency, its tri-mandate, the purpose of reclamation and its responsibility to current and future generations in furtherance of *Ambisyon 2040* and the country's development goals. We are now driven by these:

Mission. We are the lead government instrumentality mandated to reclaim land, regulate reclamation activities, develop government properties using environmentally sound estate development and

management approaches to serve as platforms for innovative and sustainable socio-economic growth centers. Working with our stakeholders, we create legacy islands on water for the country's coastal defenses and sites for residential, commercial and industrial enterprises to achieve stable and comfortable lives and advance the country's development goals.

Vision. In 2040, Filipinos will enjoy greater access to additional and improved land areas through reclamation and estate development, following rigorous environmental standards to strengthen coastal defense and to provide well-planned, integrated infrastructure and facilities necessary to promote community collaboration, in a resilient and high trust society enjoying better quality of life.

Values (PRA REAP). **P**rofessionalism and **T**eam Work, **R**espect for the environment; **A**ccountability, **R**esponsive to society's needs, **E**xcellence, **A**daptable, **P**artnership driven

To reflect these statements, a "vision logo" which embodies the LloWs was approved.

(3) Organizational Readiness. PRA will not be able to perform its tri-mandate of reclaiming land, regulating reclamation activities undertaken by other government agencies and utilizing government properties if it will not aggressively engage the market through the introduction of innovative business models. This is the path PRA wants to embrace.

In two surveys (i.e., Organizational Lifecycle of *Adizes* and Organizational Cultural Assessment of *Cameron and Quinn*) of the PRA workforce, the results showed that:

1. Even at 40, PRA is still a *growing*, not an *aging*, organization;
2. It is at its *Prime* but it must be vigilant so that it will not age and become irrelevant;
3. Today and in the future, PRA values/ shall value itself as a *Clan* where relationships take a premium role;
4. Yet, it wants to explore the *External/* outer world where stakeholders and communities matter; and
5. PRA, in order to continually grow, must engage the *Market* and innovate (*Adhocracy*) and be more flexible and be less stymied by rules.

(4) Public-Private Partnerships (PPP). To guide the agency and its partners and stakeholders, the PRA will soon issue its PPP Guidelines. Using this, PRA shall,

award contracts for its new office, the operations and maintenance of Manila-Cavite Toll Expressway Project, and two long-term lease arrangements in Naic, Cavite and Panglao, Bohol. Unsolicited proposals are now being vetted for these projects. Hopefully, there will be more. Modalities such as joint ventures, lease, usufruct, corporatization and operations and management arrangements are being looked at.

(5) Public-Public Collaboration. PRA intends to combine PPPs with Public-Public Collaboration. It will not sit idly by and simply await requests for approvals and evaluation of reclamation initiated or needed by local governments and government corporations. Engaging the external world calls upon PRA to be proactive.

To date, since November of last year, it has signed six (6) agreements. namely:

1. Three (3) Memorandums of Understanding with the City of Manila for the 79-hectare port facility of the Manila Harbour Centre, City of Bacoor and Municipality of Minglanilla, Cebu;
2. Two (2) Expressions of Collaboration with Province of Aklan and City of Puerto Princesa for the implementation of infrastructure development projects through reclamation; and
3. One (1) Expression of Partnership with Philippine Economic Zone Authority) to explore opportunities for cooperation in pursuing land reclamation projects for possible establishment of regional economic zones.

There will be others. PRA hopes to sign similar collaborative agreements with the Cities of Manila (for another project), Mandaue, Catbalogan, Naga (Cebu), Masbate, Sorsogon, Baybay, Ormoc, Samal and Panabo, and the Municipality of Consolacion (Cebu).

PRA is set to sign an Expression of Partnership with the Metropolitan Manila Development Authority (MMDA). PRA plans to initiate discussions with the Department of Public Works and Highways, Laguna Lake Development Authority, Philippine Fisheries Development Authority, Philippine Ports Authority, National Housing Authority, Civil Aviation Authority of the Philippines, Bases Conversion Development Authority, Tourism Infrastructure, Philippine Retirement Authority, Subic Bay Metropolitan Authority, Philippine Veterans Investment Development Corporation, National Power Corporation, Union of Local Authorities of the Philippines, among others, for possible partnerships.

(6) Specific Projects in the Pipeline. PRA has identified 96 reclamation projects at various stages of the evaluation and approval stages, and 487 unauthorized

projects which the agency is in the process of securing reimbursement and/ or forfeiting the land. PRA recognizes there are opportunities from these. PRA likewise expects some 20 reclamation projects to come on board in the immediate future, either undertaken by or under the regulatory authority of PRA.

Focusing on specific projects, PRA:

1. Is studying options for the Sangley Airport Development Project and has convened the Executive Committee created under Executive Order No. 629, s. of 2007;
2. Is looking at alternatives for the BASECO reclamation;
3. Is ready to issue the Notice to Proceed for the Manila Gold Coast Project and Navotas Coastal Bay Reclamation and Development Project once all requirements are submitted;
4. Will present options for a “green island” or solid waste management facility to the MMDA;
5. Is facilitating the titling of reclamation projects in the Provinces of Aklan and Palawan, and Cities of Batangas, Bacolod, Iligan, Tagum and Bogu;
6. Negotiated and agreed to enter into a compromise agreement with the Naga City, Cebu for the payment of the government share on the illegal reclamation;
7. Is mediating for the successful settlement between the Province of Batangas, Municipality of Mabini, Batangas, and Seoil relative to the Mabini Reclamation Project; and
8. Shall assist the Aboitiz Group in the registration of the Phase 2 of the reclamation project as part of the West Cebu Industrial Park – Special Economic Zone (SEZ) in the Municipality of Balamban, Cebu where the Tsuneishi Ship Building facility is located.

(7) Institutional and Cross-Boundary Projects. At the integrated level, PRA has resumed the bidding and will soon award the consultancy contract for the Programmatic Environmental Assessment, Planning and Engineering Studies for the Coastal Adaptation Strategy Formulation in the Manila Bay Area, a decision support system for the area to assess climatic scenarios, and prescribe impact and adaptation strategies.

PRA intends to replicate this master planning approach in Davao Gulf, Cebu coastline and Laguna Lake. To support its reclamation mandate, PRA will soon have its own Geographic Information System. It will also bid out the consultancy services for the Exploration and Geo-scientific Survey and Investigation of three (3) prospective marine sand sources.

(8) Purposive Reclamation: Legacy Islands on Water. During the recent visioning and planning session of PRA, the concept of LIoWs was presented. The

participants agreed that reclamation has a purpose. PRA will not reclaim for the sake of reclaiming land.

As stated in the vision statement, “better quality of life” is the purpose of reclamation. An LloW must be liveable, resilient, safe, sustainable, green, generative, pro-people, future-proofed and innovative, and a smart community. On LloWs and related developments, built with nature, we foresee the integration or combination of economic zones, smart community infrastructure, mangroves, flora and fauna eco-systems, renewable energy facilities, coastal protection structures, green landscapes and blue water, socialized housing units, water collection systems, waste management methodologies, public access networks, and mixed-used development.

(9) Protective Reclamation: Coastal Defense. As underscored in its Mission Statement, coastal defense, now more than ever, is a core responsibility and for us, a performance indicator. After the study funded by the Kingdom of Netherlands for the Coastal Protection Strategy for the City of Tacloban and Municipality of Palo, Leyte, PRA will seek assistance from donor and multi-lateral agencies, foreign governments and partner organizations to finance and conduct other studies for storm surge and coastal flooding-prone areas identified in the study. Preliminary inspection in and assessment of the Cities of Butuan, Bislig and Surigao have been conducted.

Regarding the Coastal Defense Strategy for Tacloban City, discussions are underway with the City Officials to operationalize the recommendations in the study. One Resilient Team: Tacloban has been shortlisted to proceed to Stage Two of the Global Resilience Water Challenge.

(10) Capacity Development. To achieve our Mission and Vision, Team PRA has to be capacitated. The PRA Learning Ecology has been established. Capacity development programs, at the professional and personal levels, have been identified in another survey. Directors, officers and staff will be enrolled in programs and study tours organized by Ecoshape, Deltares, International Association of Dredging Contractors, International Federation of Consulting Engineers (FIDIC), Coordinating Committee for Geoscience Programmes in East and Southeast Asia, Institute for Public-Private Partnership, Trueventus, among others.

To gain technical knowledge and to keep abreast with latest reclamation and dredging methodologies, resource persons from foreign and local organizations, consulting groups and experts will be tapped.

PRA-wide and department- and division-level continuing education programs will be designed. Based on the survey, the workforce desires to learn more about

trends in land reclamation and geo-engineering, coastal defense and protection, PPPs and procurement, urban planning, environmental law and real estate management, to name a few. They also want to attend courses on corporate governance, effective communication, business and technical writing, computer training, financial management, accounting and auditing, leadership and management, career path and personality development, among others.

(11) Reclamation 101 and Multi-Stakeholder Conference on Sustainable Reclamation. To educate others, PRA will soon publish a pamphlet titled “Reclamation 101.” It will also organize a multi-stakeholder conference on “Sustainable Reclamation by Building with Nature and Geo-Engineering” in April, current year. Professor Ronald Waterman, the originator and lead proponent of Building with Nature and Aquapuncture, will be invited as principal resource person. Other topics are geo-engineering, adaptive delta planning, environmental dredging methods and equipment, ecological compensation methodologies, coastal protection and case studies of sustainable and responsible reclamation projects.

(12) Innovation and Participation. Innovation and participation are now by-words within the organization. The above accomplishments would not have been possible without these. As a testament to this, the PRA Innovation Award will be conferred this February to the intra-departmental aggrupation who submits the Best Business Model.

(13) Bureaucratic Commitments and Regulatory Compliance. Mindful of its character as a government institution, PRA:

1. Adopted its 2017 Php6.5B Corporate Operating Budget for submission to the Department of Budget and Management;
2. Passed its Manual of Operations;
3. Is about to submit its Strategic Objectives and Measures to the Governance Commission for GOCCs;
4. Issued its Freedom of Information Manual in compliance with Executive Order No. 2, series of 2016;
5. Approved the new appraised values of its properties;
6. Launched its Corporate Video which showcases the socio-economic benefits of reclamation projects; and
7. Ratified the Terms of Reference for the procurement of consultancy services for the preparation and development of a Quality Management System (QMS) for PRA, which will eventually lead to its ISO 9001:2015 Certification.

(14) New Home. PRA will soon have a new home. It envisions that under a PPP arrangement, the office of PRA will be transferred to PRA's lot at Central Business Park 1A, Pasay City. PRA has full faith on the reclaimed land constructed under its auspices.

(15) Aspiration. PRA and the people it serves have a bright future. LloWs will no longer remain a plan or dream. The current leadership in PRA aspires that we can bring our President, H.E. Rodrigo R. Duterte, on new reclaimed LloW on or before 2022.

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