



**MINDANAO 2020**  
**PEACE AND DEVELOPMENT**  
**FRAMEWORK PLAN 2011-2030**  
Executive Summary

© 2011 by Mindanao Development Authority  
All rights reserved.

No part of this book may be used or reproduced without prior consent of the publisher.

Mindanao 2020 Peace and Development Framework Plan 2011-2030

Published by:

Mindanao Development Authority  
4F SSS Building, Bajada, Davao City  
Tel No. (+63 82) 221-1345  
Telefax No. (+63 82) 221-8108  
E-mail: [info@minda.gov.ph](mailto:info@minda.gov.ph)  
Website: <http://www.minda.gov.ph>

Printed in the Philippines

**Photo Credits:**

Bobby Timonera  
Joemarie Escovilla  
Jasper Cristobal  
Malacañan Photo Bureau

# **MINDANAO 2020**

## PEACE AND DEVELOPMENT FRAMEWORK PLAN (2011-2030)

### Executive Summary



**MALACAÑAN PALACE**  
Manila



It is my pleasure to greet our fellow Filipinos in Mindanao, and I also convey my warmest greetings to the Mindanao Development Authority, for the publication of the Mindanao 2020 Peace and Development Framework.

In light of our goal to establish stability and progress, we must act as one people and be earnest in fulfilling these ideals. The 20-year roadmap for peace and development in Mindanao is a great challenge, but one that we can tackle if we are to sustain our collective efforts, for in this framework are the voices of the Mindanawons, all yearning for the renewal of their region. I am thus heartened by the resolve to effect holistic growth in Mindanao among our government and our people.

May the Mindanao Development Authority remain as among our steadfast partners in the promotion of significant inter-regional developmental programs in Mindanao. And it is my wish that the diverse ethno-cultural, sectoral, and socio-economic background of the Mindanawons will serve as a profound inspiration for the revitalization of the land of promise.

A handwritten signature in black ink, appearing to read 'Benigno S. Aquino III'.

BENIGNO S. AQUINO III

Republic of the Philippines  
**MINDANAO DEVELOPMENT AUTHORITY**



I commend all Mindanawons for rallying behind a common Mindanao agenda as embodied in this Mindanao 2020 Peace and Development Framework Plan for 2011-2030.

While Mindanao's economic performance in the past years has been encouraging, we know that there is much more that can be achieved for this island-region if its people are to reap the benefits of development widely and equitably.

This 20-year peace and development roadmap for Mindanao addresses the various challenges and opportunities of the island-region not only within the context of securing peace amid a history of conflict but also in terms of harnessing its inherently rich socio-economic potentials for the benefit primarily of Mindanawons.

It should be emphasized that this blueprint for Mindanao's future goes well beyond economic and infrastructure development, and addresses the other key dimensions that are integral to Mindanao's holistic sustainable development, such as peace and security, human development and social cohesion, and governance and institutions.

As a development framework, this holistic, integrative and multi-dimensional plan is hoped to transform Mindanao into a peaceful, integrated, cohesive and dynamic island-economy that will be at the forefront of our country's sustainable development within the next twenty years.

We, at the Mindanao Development Authority (MinDA), together with key stakeholders from across Mindanao enjoin all our fellow Mindanawons to set aside our past divisions based on ethnic, historical, religious, socio-economic and political lines, and work in partnership towards the common good of Mindanao.

As the overall coordinator for inter-regional development, MinDA will sustain its unwavering commitment in consolidating the island's socio-economic development necessary to achieve a long-term peace and security in Mindanao.

Together, let us build on the gains of peace and development in the past years and look forward to a peaceful and more progressive island-region in the years ahead.

  
LUWALHATI R. ANTONINO  
Chairperson

# COMMITMENT OF SUPPORT

to the

## MINDANAO 2020

Peace and Development Framework Plan (2011-2030)

We, the people of Mindanao from all across cultural and socio-economic backgrounds, have forged a collective effort to define our goals and chart our future through the formulation of the Mindanao 2020 Peace and Development Framework Plan,

We, as Mindanawons, pledge our unwavering commitment and support to this long-term roadmap that will guide serve as a 20-year blueprint for Mindanao's peace and socio-economic development.

We, from the government, private sector, NGOs/civil society, academe, interfaith groups, women, youth and media in Mindanao, took part in the participatory process that led towards the formulation of this plan, particularly during the assessment, consultation, focus group discussions, validation, finalization, quick survey, scenario building workshop and advocacy activities carried out by the Mindanao Development Authority (MinDA) together with key partners and stakeholders in Mindanao.

We recognize and appreciate the value of this Plan for Mindanao, as it embodies the priorities for the island-region and aims not only for enhanced trade and economic activities, greater mobility of people, goods and services within and across national boundaries, but also for the promotion of a true and sustainable peace among Mindanawons.

We will continue to champion the cause of Mindanao and bring Mindanao's development issues to national government priorities.

We aim for Mindanao to be valued as an island with rich socio-economic potentials necessary for our national development.

We, as stakeholders of Mindanao, will intensify efforts in building peace and development in the island-region and enjoin others for a more meaningful participation and stronger influence in shaping the future of Mindanao.



**REP. ARNULFO GO**

Chair, House Committee on Mindanao Affairs



**PROF. RICARDO DE UNGRIA**

Chair, Mindanao Studies Consortium Foundation Inc.



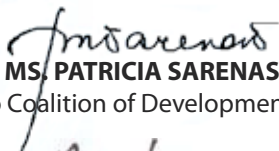
**MR. VICENTE LAO**

Chair, Mindanao Business Council



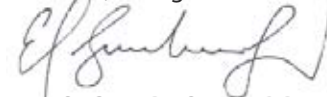
**FR. ELISEO MERCADO**

Chair, Kusog Mindanaw



**MS. PATRICIA SARENAS**

Chair, Mindanao Coalition of Development NGO Networks



**ASEC. EARL SAAVEDRA**

Commissioner for Mindanao,  
National Youth Commission



**OLIVIA SUDARIA**

President, Mindanao Communicators Network



**EDWIN B. CAPILI, CPA**

Vice President for Mindanao

Philippine Chamber of Commerce and Industry



**GOV. RODOLFO DEL ROSARIO**

President, Confederation of Governors, City Mayors,  
and Municipal Mayors League Presidents of Mindanao  
(CONFED)



# TABLE OF CONTENTS

<b>I</b>	<b>INTRODUCTION.....</b>	<b>14</b>
<b>II</b>	<b>WHAT WE MUST BUILD ON.....</b>	<b>16</b>
	A. Background, Context and Directions	
	B. The Environment in Mindanao's Past, Present, and Future	
<b>III</b>	<b>WHERE ARE WE NOW: SITUATION AND CHALLENGES.....</b>	<b>21</b>
	A. Peace and Security	
	B. Human Development and Social Cohesion	
	C. Economy and Environment	
	D. Governance and Institutions	
	E. Enabling Conditions	
	F. Financing and Development	
<b>IV</b>	<b>WHERE WE WANT TO GO: A RENEWED VISION FOR MINDANAO.....</b>	<b>33</b>
	A. Overall Vision	
	B. Overall Goals and Objectives	
	C. Overall Target	
<b>V</b>	<b>PEACE ONCE AND FOR ALL.....</b>	<b>39</b>
	A. Vision	
	B. Goals and Objectives	
	C. Strategies and Initiatives	
<b>VI</b>	<b>A MINDANAO FREE OF WANT, FREE OF FEAR.....</b>	<b>40</b>
	A. Vision	
	B. Goals and Objectives	
	C. Thrusts	
	D. Strategies and Initiatives	
<b>VII</b>	<b>IN QUEST OF A DYNAMIC, INCLUSIVE AND GREEN MINDANAO ECONOMY.....</b>	<b>42</b>
	A. Vision	
	B. Goals and Objectives	
	C. Thrusts	
	D. Strategies and Initiatives	



**VIII SELF-RELIANCE AND SELF-DETERMINATION FULFILLED.....44**

- A. Vision
- B. Goals and Objectives
- C. Strategies and Initiatives

**IX REQUISITES FOR REALIZING MINDANAO 2020.....46**

- A. Vision
- B. Goals and Objectives
- C. Strategies and Initiatives

**X THE WAY FORWARD.....51**

**LIST OF FIGURES**

- Figure 1 The Mindanao Problem
- Figure 2 Scenario Quadrants
- Figure 3 Poverty Incidence among Families, 2006
- Figure 4 Human Development Index Map of Mindanao, 2006
- Figure 5 Gross Regional Domestic Product (GRDP) Growth Rate, Mindanao vs. Philippines, 1995-2009
- Figure 6 Mindanao Transport Infrastructure Map

**LIST OF TABLES**

- Table 1 GRDP of Mindanao Regions
- Table 2 Mindanao's Share of Total Government Budget in Key Sectors and in GDP, 1995-2007

**ANNEX**

Alternative Scenarios Defined by the Scenario Building Workshop

# ACRONYMS

ACT for Peace	Action for Conflict Transformation for Peace
ADB	Asian Development Bank
ADZs	Area Development Zones
AFMP	Agriculture and Fisheries Modernization Program
AFP	Armed Forces of the Philippines
AFRIM	Alternative Forum for Research in Mindanao
AFTA	ASEAN Free Trade Area
AIM	Action-Impact Matrix
AO	Administrative Order
ARMM	Autonomous Region in Muslim Mindanao
ASEAN	Association of South East Asian Nations
ASG	Abu Sayyaf Group
AusAID	Australian Agency for International Development
AUTO – Mindanao	Association of Unified Tourism Officers – Mindanao
AVLDA	Allah Valley Landscape Development Alliance
BAS	Bureau of Agricultural Statistics
BAWASA	Barangay Water and Sanitation Association
BDA	Bangsamoro Development Authority
BIMP-EAGA	Brunei-Indonesia-Malaysia-Philippines - East ASEAN Growth Area
BLGF	Bureau of Local Government Finance
BOT	Build-Operate-Transfer
BOI	Board of Investments
BOSS	Business One-Stop Shop
BPO	Business Process Outsourcing
BRIC	Brazil, Russia, India and China
BSP	Bangko Sentral ng Pilipinas
BUC	Bishop-Ulama Conference
CAAP	Civil Aviation Authority of the Philippines
CADT	Certificate of Ancestral Domain Title
CAHRIHL	Comprehensive Agreement on Human Rights Law and the International Humanitarian Law
CALT	Certificate of Ancestral Land Title
CASER	Comprehensive Agreement on Socio-Economic Reforms
CBET	Community-Based Ecotourism
CBRM	Community-Based Resource Management
CCPD	Caraga Council for Peace and Development
CCT	Conditional Cash Transfers
CDA	Community Development Approach
CDD	Community-Driven Development
CDPs	Comprehensive Development Plans
CEC	Community e-Center
CEPALCO	Cagayan Electric Power and Light Company
CHED	Commission on Higher Education
CHS	Commission on Human Security
CICT	Commission on Information and Communication Technology
CLIC	Computer Literacy and Internet Connection
CLUPs	Comprehensive Land Use Plans
CMEP	Comprehensive Mindanao Education Program
CMT	Cellular Mobile Telephones
CO <sub>2</sub>	Carbon Dioxide
COA	Commission on Audit
COMELEC	Commission on Elections
CPP	Communist Party of the Philippines
CSO	Civil Society Organization
CTI	Coral Triangle Initiative
DA	Department of Agriculture
DAR	Department of Agrarian Reform
DDR	Disarmament, Demobilization and Re-integration

DENR	Department of Environment and Natural Resources
DepEd	Department of Education
DFA	Department of Foreign Affairs
DGMC	Davao Gulf Management Council
DILG	Department of Interior and Local Government
DIPO	Directorate for Police Operation
DNA	Deoxyribonucleic Acid
DOE	Department of Energy
DOF	Department of Finance
DOH	Department of Health
DOJ	Department of Justice
DOLE	Department of Labor and Employment
DOST	Department of Science and Technology
DOT	Department of Tourism
DOTC	Department of Transportation and Communications
DPWH	Department of Public Works and Highways
DSWD	Department of Social Welfare and Development
DTI	Department of Trade and Industry
DUs	Distribution Utilities
EGCs	Economic Growth Clusters
ENR	Environment and Natural Resources
EO	Executive Order
EPIRA	Electric Power Industry Reform Act
ERIA	Economic Research Institute for Asia
ERC	Energy Regulatory Commission
ESSC	Environmental Science for Social Change
EU	European Union
e-NGAS	Electronic New Government Accounting System
FELCRA	Federal Land Consolidation and Rehabilitation Authority
FELDA	Federal Land Development Authority
FGD	Focus Group Discussion
FIES	Family Income and Expenditure Survey
FPA	Final Peace Agreement
FPIC	Free, Prior and Informed Consent
FTAAs	Financial and Technical Assistance Agreements
GAA	General Appropriations Act
GDF	Global Development Finance
GDI	Gender-related Development Index
GDP	Gross Domestic Product
GEM	Growth with Equity in Mindanao
GIS	Geographic Information Systems
GOP	Government of the Philippines
GRAM	Generation Rate Adjustment Mechanism
GRDP	Gross Regional Domestic Product
GPH	Government of the Republic of the Philippines
GVA	Gross Value Added
GWH	Gigawatt-Hour
HDI	Human Development Index
HDR	Human Development Report
HEIs	Higher Education Institutions
HIV/AIDS	Human Immunodeficiency Virus/ Acquired Immunodeficiency Syndrome
IAG	Institute for Autonomy and Governance
IBRA	Illana Bay Regional Alliance
ICERA	Incremental Currency Exchange Rate Adjustment
ICT	Information and Communication Technology
IDP	Internally Displaced Person
IEC	Information, Education and Communication
IFAD	International Fund for Agricultural Development
IFC	International Finance Corporation
IHL	International Humanitarian Law
IMR	Infant Mortality Rate
IPs	Indigenous Peoples
IPRA	Indigenous Peoples Rights Act
IRA	Internal Revenue Allotment
ITH	Income Tax Holiday

IUCN	International Union for Conservation of Nature
JBIC	Japan Bank for International Cooperation
JICA	Japan International Cooperation Agency
Kalahi-CIDSS	Kapit Bisig Laban sa Kahirapan-Comprehensive and Integrated Delivery of Social Services
KFAED	Kuwait Fund for Arab and Economic Development
LBDA	Lanuz Bay Development Alliance
LGC	Local Government Code
LGU	Local Government Unit
LTO	Land Transportation Office
MCT	Mindanao Container Terminal
MDGs	Millennium Development Goals
MDP	Multi-Donor Assistance Program
MEDCo	Mindanao Economic Development Council
MFO	Major Final Output
MGB	Mines and Geosciences Bureau
MICE	Meetings, Incentives, Conferences, Exhibitions
MILF	Moro Islamic Liberation Front
MinBC	Mindanao Business Council
MinDA	Mindanao Development Authority
MinTC	Mindanao Tourism Council
MinTVET	Mindanao Technical-Vocational Education and Training Association
MISP	Multistakeholder Integrative Sustainability Planning
MNLF	Moro National Liberation Front
MOA-AD	Memorandum of Agreement on Ancestral Domain
MPSAs	Mineral Production Sharing Agreements
MSMEs	Micro, Small and Medium Enterprises
MW	Megawatt
MWH	Mega Watt Hour
M&E	Monitoring and Evaluation
NAP	National Action Plan
NCIP	National Commission on Indigenous Peoples
NCMF	National Commission on Muslim Filipinos
NCR	National Capital Region
NDCC	National Disaster Coordinating Council
NDF	National Democratic Front
NEDA	National Economic Development Authority
NG	National Government
NGA	National Government Agency
NGCP	National Grid Corporation of the Philippines
NGOs	Non-Government Organizations
NIA	National Irrigation Administration
NorminVeggies	Northern Mindanao Vegetable Producers' Association, Inc.
NPA	National People's Army
NPC	National Power Corporation
NPR	Net Participation Rate
NREB	National Renewable Energy Board
NSCB	National Statistical Coordination Board
NSO	National Statistics Office
NTC	National Telecommunications Commission
NTDP	National Tourism Development Plan
NUC	National Unification Commission
NWRB	National Water Resources Board
NZAid	New Zealand Aid Program
ODA	Official Development Assistance
OFW	Overseas Filipino Workers
OMA	Office of Muslim Affairs
OPAPP	Office of the Presidential Adviser on the Peace Process
PALMA	Pigcawayan, Alamada, Libungan, Midsayap and Aleosan
PCCI	Philippine Chamber of Commerce and Industry
PCID	Philippine Council for Islam and Democracy
PCDA	Peace, Conflict and Development Analysis
PDAAs	Peace and Development Advocates
PDAF	Priority Development Assistance Fund

PDCs	Peace and Development Communities
PEACE	Partnerships Enabling Active Community Empowerment
PES	Payments for Ecological Services
PHDR	Philippine Human Development Report
PhP	Philippine Peso
PIP	Public Investment Program
PMO	Program Management Office
PNP	Philippine National Police
PNVSCA	Philippine National Volunteer Service Coordination Agency
POs	People's Organizations
POC	Peace and Order Council
PPA	Philippine Ports Authority
PPP	Public-Private Partnership
P-PIP	Public-Private Investment Program
PRIMED	Peace and Reconstruction Imperatives for Mindanao's Enhanced Development
PSALM	Power Sector Assets & Liabilities Management Corp
RAM	Rebolusyonaryong Alyansang Makabansa
RA	Republic Act
RD	Regional Director
RDC	Regional Development Council
RDIP	Regional Development Investment Program
RDP	Regional Development Plan
RORO	Roll-on Roll-Off
RPM-M	Rebolusyonaryong Partido Mangagawa – Mindanao
RPOC	Regional Peace and Order Council
R&D	Research and Development
S&T	Science and Technology
SB	Scenario Building
SFP	Soldiers of the Filipino People
SLAM	Southwestern Ligawasan Alliance of Municipalities
SME	Small and Medium Enterprises
SMI	Sagittarius Mines, Inc.
SPCPD	Southern Philippines Council for Peace and Development
SPDA	Southern Philippines Development Authority
SPF	Special Purposes Funds
SPTC	Southern Philippines Tourism Council
SRA	Social Reform Agenda
SRNH	Strong Republic Nautical Highway
SRI	System of Rice Intensification
SSR	Security Sector Reform
StRiDe	Strengthening Response to Internal Displacement
SUCs	State Universities and Colleges
SZOPAD	Special Zone of Peace and Development
TESDA	Technical Education and Skills Development Authority
TEZs	Tourism Enterprise Zones
TIEZA	Tourism Infrastructure and Enterprise Authority
TMC	Taganito Mining Corporation
TVET	Technical-Vocational Education and Training
UN	United Nations
UNESCAP	United Nations Economic and Social Commission for Asia and the Pacific
UNDP	United Nations Development Programme
US	United States
USAID	United States Agency for International Development
VAWC	Violence Against Women and Children
VC	Value Chain
VECO	Visayan Electric Company
VFA	Visiting Forces Agreement
VIDA	Volunteer for Information and Development Assistance
WB	World Bank
WESM	Wholesale Electricity Spot Market
WTO	World Trade Organization
YOU	Young Officers Union

## Introduction

Mindanao must change. This is an imperative aspired for by every well-meaning citizen of Mindanao.<sup>1</sup> The pockmarked and turbulent history of Mindanao that is marred by division, dashed hopes, fear and frustration must give way to a future marked by unity, optimism, pride and contentment. This is a future that will not come to Mindanao from without, but one that Mindanawons must work together to secure for themselves under an empowering national governance environment.

This need for a better future for Mindanao and its people is the impetus for the formulation of the Peace and Development Framework Plan for Mindanao, timeframe 2011-2030 (Mindanao 2020), which was spearheaded by the Mindanao Development Authority (MinDA). The process was designed and undertaken in a highly participatory process, consisting of countless forums, workshops, focus group discussions, interviews, surveys and consult of writings in various forms; to forge ownership, hence strengthen support and commitment to plan implementation.

Mindanao 2020 covers the next 20 years up to the year 2030. The name connotes a clear vision for the future, one that is not difficult for Mindanawons to define in the context of their long history of peculiar difficulties and challenges. Mindanao 2020 is, at the outset, envisioned to provide a holistic and multi-dimensional framework, with greater emphasis than heretofore given to

Mindanao history, culture and social development. As a plan for both peace and development, it aims to integrate the work from a wider range of disciplines than previously undertaken, and by a wider range of social actors.

As a framework plan, Mindanao 2020 is not intended to be a detailed blueprint, but a guide that puts in coherent form the aspirations and imperatives expressed and espoused by Mindanawons regardless of ethno-cultural, sectoral and socio-economic backgrounds; sets general directions; defines broad strategies; and identifies a number of key concrete initiatives for the short, medium and long term, without any claims for comprehensiveness or exhaustiveness. As such, it will serve as basis for more detailed plans and budgets of shorter duration within its 20-year time frame. It will also help guide more geographically specific regional or local plans to ensure consistency and coherence within a Mindanao-wide perspective. Notwithstanding its intent to be a broad long-term framework, it also captures, out of respect for the participatory process undertaken, a number of specific and shorter-term initiatives that were espoused by Mindanawons in various consultations.

<sup>1</sup> "Minnanawon" is the term used in this document to refer to the citizens and inhabitants of Mindanao. This has been observed to be a widely-accepted version of the word that others have spelled as "Mindanaoans" or "Mindanaons."



## In the formulation of Mindanao 2020, the following guiding principles were adhered to:

1. Holistic and integrative planning, which addresses the social, economic, environmental, cultural, political/institutional and spiritual dimensions of human welfare as interrelated and mutually reinforcing concerns.
2. Environment and natural resources as the foundation for the peace and development roadmap to the future of Mindanao, implying that these must endure and be judiciously sustained into the future.
3. Consideration for the larger national, regional and global context, i.e. planning with full consideration of the dynamic changes in the national and international landscapes.
4. Subsidiarity, asserting that units of governance closest to the people must be the primary determinants of actions and interventions to address problems and issues that begin in communities.
5. Pluralism and cultural diversity as a strength that can be harnessed through appropriate attitudes and motivation.
6. Paramount importance of good governance in effectively addressing injustice and poverty, and in promoting sustainable development.
7. Participation of women and youth as essential elements for the success of various peace and development interventions.
8. Affirmative action and a preferential option for Mindanao to redress traditional injustices and restore conflict-damaged facilities and institutions.
9. Sensitivity to the various dimensions of conflict in addressing traditional challenges.
10. Wide ownership secured through a participatory plan formulation process, critical to gaining wide support towards its successful implementation.





# What We Must Build On

## Background, Context and Directions

Mindanao is, for the most part, a beautiful place of peaceful and prosperous communities, with lands and waters blessed with abundant natural resources and rich cultures; reaping the fruits of vast plantations, pioneering entrepreneurship, and a full range of resource-based economic activities. But it is also a place known for areas of extreme poverty, stark inequalities, wanton natural resource destruction and depletion, and violent conflict. The contradictions of Mindanao are so stark, and the possibilities for reconciling these extremes so elusive, that any initiative toward yet another round of analysis and planning is burdened by a history of very mixed results.

Numerous analyses and prescriptions have been put forward to reconcile these extremes. In the 1990s, it was a popular notion that poverty lies at the root of the Mindanao peace and

development challenge<sup>2</sup>, prompting interventions that were dominantly economic in nature. Without underestimating the destructive impact of poverty, historical injustice is now commonly regarded as the underlying root of the Mindanao challenge.<sup>2</sup> This injustice has come in various forms: social, political, economic, cultural and environmental (Figure 1). Thus, attainment of lasting peace and development in Mindanao must hinge on addressing and redressing these various forms of injustice.

Meanwhile, Mindanao must position itself to adequately meet the challenges of and tap opportunities from key global trends that have important implications on its strategic directions. Among these are threats from climate change, aging populations in affluent countries, continued migration of Filipinos abroad,

**Figure 1** The Mindanao Problem



<sup>2</sup> World Bank (2005), Joint Needs Assessment for Reconstruction and Development of Conflict-Affected Areas in Mindanao, World Bank Manila Office.

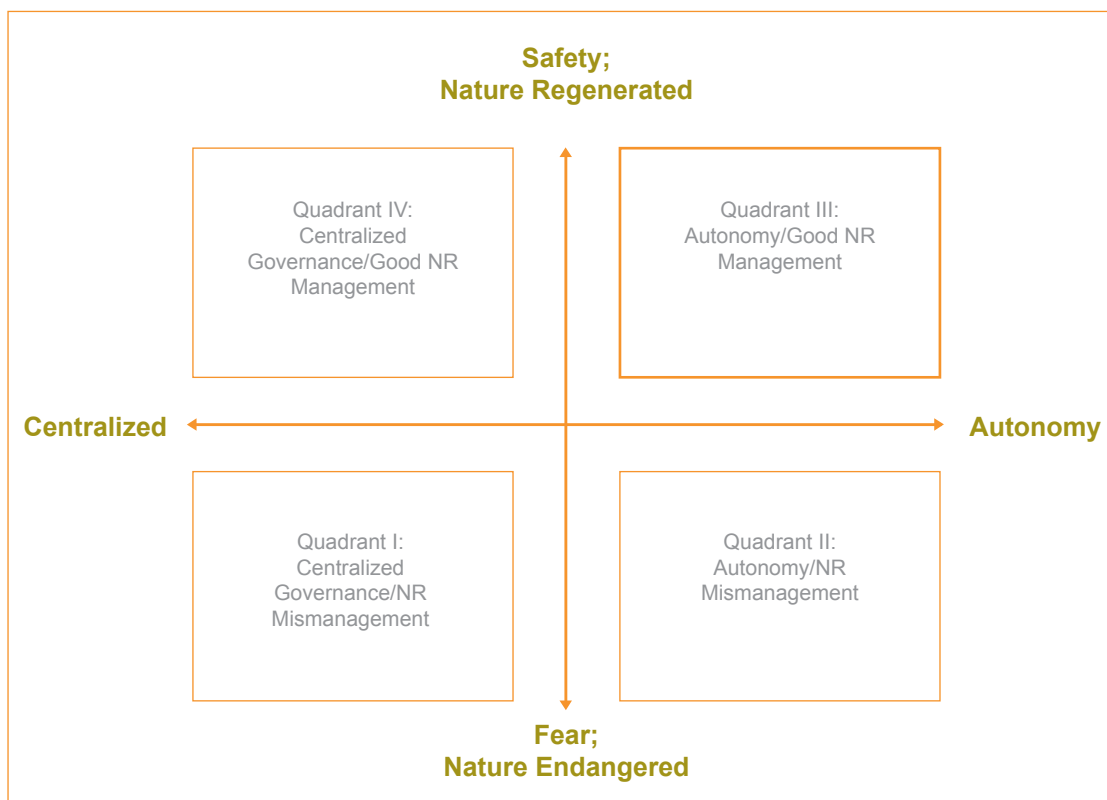
technological change, changing resource availabilities, evolving market preferences, growing regional economic integration, longer-term implications of the outcomes and responses to the 2008-2009 global financial crisis, and the shifting of global economic fulcrum to Asia.

The Mindanao 2020 process employed a tool that lends the plan flexibility to adjust to new developments and respond to unforeseen risks or disruptive events. This is in recognition of the fact that long-term planning for a complex, highly diverse and often volatile area like Mindanao is far from being straightforward. More than 60 learned Mindanao scholars were

gathered for a scenario building exercise to define alternative trajectories that Mindanao could conceivably take within the next 20 years. The exercise identified governance, human security and natural resources as key peace and development drivers, with governance at all levels tagged as the most critical driver.

The exercise identified four possible scenarios (Figure 2; also see Annex) that were considered in the planning exercise, with a view towards, (a) maximizing the likelihood for realization of the positive scenarios; and (b) preventing the negative scenarios from transpiring.

**Figure 2 Scenario Quadrants**



## The Environment in Mindanao's Past, Present, and Future

Mindanao is endowed with rich natural resources, highly diverse cultures, and strategic location in a complex and rapidly growing region. Its economy has traditionally been based on primary resource-using production activities, dominated by agriculture and agribusiness. While there are pockets of industrial development, these are also mostly based on exploiting primary resources especially forests and minerals, often located within ancestral domains. Large numbers of Mindanawons, especially indigenous peoples (IPs), live in abject poverty and substantially rely on natural resources for subsistence and livelihood. In many instances, they find themselves in a losing competition with large investors for use of their own resources. Mindanawons also suffer the consequences of environmental degradation caused by unsustainable management and use of resources by enterprises introduced and owned by outsiders. This development path is clearly unsustainable due, among other things, to the social and environmental tensions it creates and exacerbates through time.

Against this background, Mindanao 2020 provides due focus on environment and natural resources and recognizes that Mindanao's future development rests on it. Mindanao 2020 thus espouses an ecosystem-based approach to planning for the island-region's future development and economic activities. This approach would translate into interventions that transcend administrative boundaries, impelling cross-cultural and cross-border communication and cooperation in the process, and better promote human security and social cohesion by situating all development initiatives within a holistic framework. Such







ecosystem-based approach means that planning must build on the tangible and intangible natural endowments of Mindanao, i.e. its human and natural wealth.

Mindanao's human and ENR base has faced serious challenges over decades of resource-using economic activities that had brought substantial gains to a relatively narrow segment of the population. While certain business interests prospered, the wider majority of Mindanawons were left behind, evidenced by high levels of poverty that are among the worst in the entire country. At the same time, the welfare of future generations of Mindanawons had also been compromised in the course of reaping present gains from extracting wealth out of a rich but fragile environment.

**The economy-environment tradeoff has been manifested in several common economic resource-use patterns that typify development at the cost of environmental degradation, deterioration and destruction, to wit:**

- Construction of river dams for hydroelectric power generation that led to massive disruptions in the natural ecology of river systems; submerged human settlements in affected areas; and complicated the downstream problems associated with logging and deforestation (i.e., siltation of dams leads to significant reduction in power generation capacity of hydroelectric power plants);
- Unsustainable agriculture practices (e.g. slash-and-burn) relied upon by upland populations for subsistence, that further exacerbated forest destruction;
- Mining activities without requisite environmental safeguards, leading to release of large amounts of toxic chemicals and mine and mill wastes into the environment, and to soil erosion, degraded lands and landslides;

- Excessive fishing activity beyond sustainable catch levels, leading to depletion of fishing grounds and drastically reduced fish catch;
- Manufacturing activities built on extractive industries and/or groundwater use without proper consideration of resource carrying capacities or groundwater recharge rates; and
- Large scale monoculture plantation agriculture that has led to long-term soil degradation and forested ever increasing dependence on harmful inorganic fertilizers and chemical pesticides.

**In light of the above, the following considerations and approaches should characterize Mindanao's journey into the next 20 years:**

1. Agriculture and agriculture-based industries will continue to be the most prominent driver of the Mindanao economy well into the future, for inherent reasons. The optimum balance between large plantation agriculture and smallholder farming needs to be sought, for reasons of both social inclusiveness and environmental sustainability. There must be stronger effort to move deliberately toward non-traditional high value crops, with corresponding greater value-adding through processing, as required by their highly perishable nature. At the same time, Mindanao will inevitably be looked upon for production of the traditional staples of rice and corn, given its superior agro-climatic conditions. Further research must increasingly target sustainability concerns as an explicit objective (e.g., more efficient use of water), apart from increasing yields.
2. Organic farming and Halal food production will be an expanding component of Mindanao's farm sector, given its natural suitability for these specialty niche segments of the market. As these are inherently associated with sustainable production practices, their expansion will also be in keeping with the imperative of planning Mindanao's future around an increasingly fragile environment.
3. The forestry industry can no longer rely on logging of old growth forests, which are close to depletion in Mindanao. Forest products must henceforth be derived from sustainable forestry based on well-managed commercial tree farming. Such reforestation can present substantial employment and livelihood opportunities for communities, especially if mechanisms for payments for ecological services (PES) are expanded.
4. Coastal and marine fisheries will have to be pursued in more carefully measured steps, to avoid the further depletion of fishery resources that has already impacted on the lives of millions of Mindanawons. Mariculture will figure more prominently in Mindanao's fisheries sector, particularly as efforts to rejuvenate marine fisheries via fishing moratoriums will reduce production from that source in the short to medium term.

5. Mining is in Mindanao to stay; there is no room for extreme positions on this. A number of large mining projects are just starting or are in the pipeline, and it is widely agreed that the key imperative is to ensure responsible mining operations, whether by large, medium or small firms. Defining clear parameters for responsible mining is an immediate imperative. There is also need to pursue greater domestic value adding in the industry, by encouraging more processing of mineral and metal products within the country and minimize if not avoid the direct export of raw mineral ores.



6. The prospects for manufacturing, particularly beyond those based on processing of agricultural and other primary products (fish canning, minerals processing) will be severely constrained by energy availability and cost through the medium term. Large hydroelectric dams and power plants are now faced with greater risks to efficiency and profitability by siltation and loss of surface water. Thus, there must be a move towards smaller hydroelectric plants, along with other renewable energy facilities (solar, wind, biomass).



7. Tourism development, particularly ecotourism, can be a win-win for the economy and environment, and must be pursued vigorously through policy reform and public investments. Much has been done in preparing the groundwork for this under a tourism cluster approach. A Mindanao-wide consensus must be reached on the prioritization of tourism development initiatives, as well as in packaging tourism attractions.

8. Finally, peace and security is likely to be compromised anew within the next 20 years in the face of tightening water supplies; competing claims over agricultural and mineral lands; depleting fisheries; air, soil and water degradation due to pollution from mining and industrial activities; and the effects of climate change. This makes it even more imperative that ecosystems and economic activities are planned and managed in a way that will prevent such pressures from even arising.





## Where We Are Now: Situation and Challenges

### Peace and Security

Historical injustices lie at the root of the conflict in Mindanao: from colonization, annexation of the Moro homeland to the Philippine state; a series of government policies that led to the minoritization of the Moro and indigenous inhabitants; and on to newer and various forms of injustice, whether real or perceived, coupled with the politics of exclusion and years of neglect have exacerbated these divides that add volatility to the struggle for ancestral domain and self-determination. The Bangsamoro assertion of their right to self-determination has been central to the peace negotiations with both the Moro National Liberation Front (MNLF) and Moro Islamic Liberation Front (MILF).

Mindanao's multi-ethnic inhabitants and multi-faith communities are usually categorized into the three groupings of indigenous peoples (IPs) or Lumads, the Bangsamoros, and the Christian settlers from the Visayas and Luzon. Unfortunately, this same ethnic diversity has become a key element in the conflict,

creating divides between and among these groups more marked than elsewhere in the Philippines.

Armed conflict with Muslim groups began with the outbreak of the separatist war waged by the MNLF in the early 1970s and evolved in the last 40 years. Efforts to solve the conflict started with the signing of the Tripoli Agreement in December 1976 between the Republic of the Philippines (GPH) and the MNLF. However, the parties could not agree on the implementation of the agreement, particularly on the processes and the structure of autonomy. The GPH thus undertook measures such as including a provision creating an Autonomous Muslim Mindanao in the Constitution; and creating the Autonomous Region in Muslim Mindanao (ARMM) through R.A. 6734. Further negotiations led to the signing of the Final Peace Agreement (FPA) between MNLF and the GPH in 1996. The FPA mandated the crafting of the Organic Act for ARMM (RA 9054), which expanded the



territory and devolved more powers to the ARMM. Again, due to differences in understanding of the proper implementation of the FPA, past efforts have had little impact on resolving the conflict. Meanwhile, the MILF gained prominence after the promised peace and development had remained unfulfilled, and has assumed the role of 'vanguard' of the Bangsamoro struggle.

The struggle of the Lumads receives far less attention and their claims remain largely hidden from the public view. The Lumads do not have an organized armed liberation front to assert their ancestral domain and right to self-determination in their local affairs but this does not diminish the legitimacy of their claims. The conflicts in IP communities arise mainly from conflicting and overlapping tenurial instruments and worldviews, exacerbated by the entry and use of resources by foreign and local investors in ancestral domains without having obtained genuine free, prior and informed consent (FPIC).



The ideological struggle of the National Democratic Front, Communist Party of the Philippines and New People's Army (NDF-CPP-NPA) has also been a long-standing issue. This basically involves two sectors – the workers in the urban areas, and the peasants in the rural areas. Part of the resolution process was the signing of the Comprehensive Agreement on Human Rights Law and the International Humanitarian Law (CAHRIHL) between the GPH and the NDF, but its implementation has remained contested.

There are many other lines of conflict that lead to violence such as the terroristic acts of the Abu Sayyaf Group, and clan feuds (rido). All these have sowed fear, displaced people, cost lives, limbs and properties, driven away investment and economic opportunities, restricted service delivery, etc. in conflict-ridden areas, leading to an atmosphere of fear, poverty and social division. Unfortunately, even if affected areas are just a small fraction of Mindanao, the entire island region has suffered from the adverse effects.

Apart from conflicts, there are other natural and man-made factors that compromise people's security. Foremost of these is climate change whose impacts have been exposing people to health and safety risks such as droughts, sea-level rise, and more and stronger typhoons. The last one is compounded by the destruction of forests and natural resources leading to devastating typhoons, landslides and further displacement of people.

There have been numerous efforts to address the peace problem, including peace negotiations and all out war. The administration of President Benigno S. Aquino III is formulating a comprehensive National Security Policy that focuses on good governance, delivery of basic services, economic reconstruction and sustainable development, and Security Sector Reform (SSR). The SSR is built on a framework that hinges on the emerging concept of soldiers as peacebuilders, and expands the concept of security to include physical safety, economic and social well-being, respect for dignity and worth as human beings and most of all, the protection of human rights and fundamental freedoms.



## Human Development and Social Cohesion

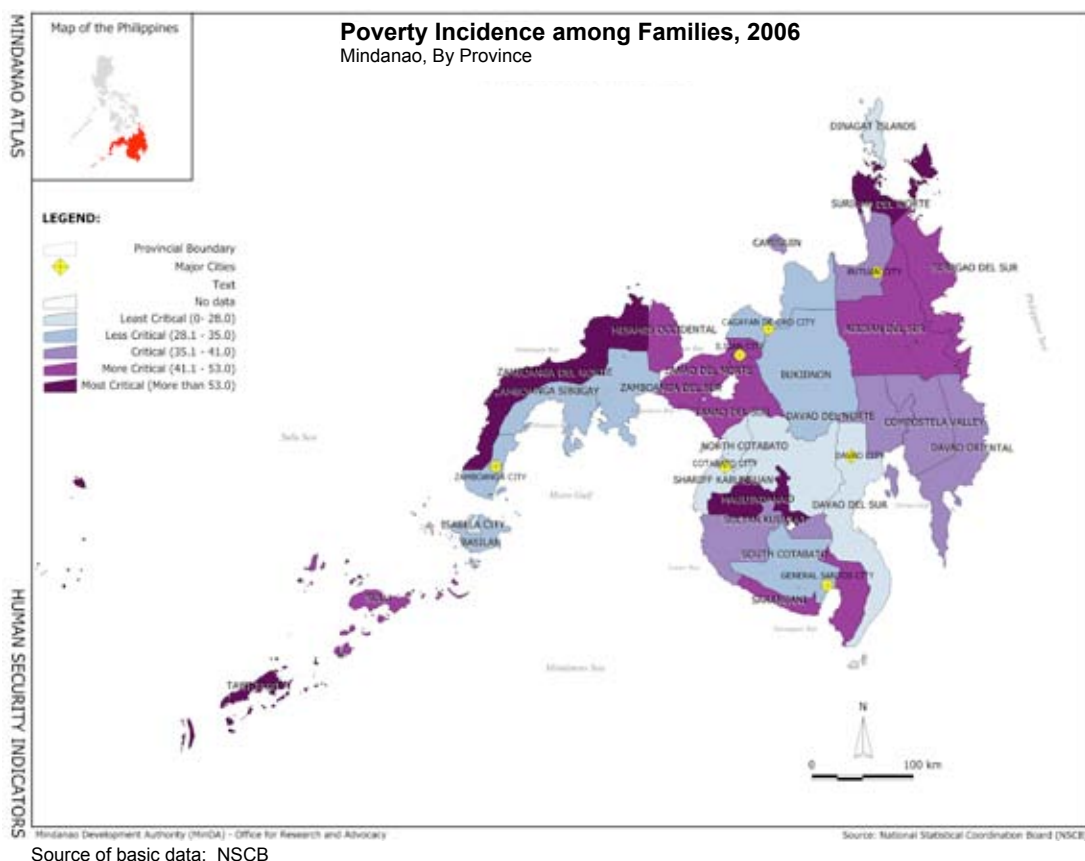
Poverty and deprivation remain the single most important human challenge in Mindanao (see Figure 3). Most of its provinces have a human development index (HDI) below the national figure (See Figure 4), with ARMM provinces, especially Tawi Tawi and Sulu, having the lowest. Through most of the past decade, about half of Mindanawons have lived below the poverty line, well beyond the national average of 33%. In 2009, six of the country's 10 poorest provinces were in Mindanao, with Zamboanga del Norte being at the bottom with 52.9% poor families. Life expectancy is shorter at an average of 65 years against the national average of 70 in 2006. Five of the 10 provinces with the lowest life expectancies nationwide are in the ARMM, with Sulu registering the lowest at 55.5 years. In education, Net Participation Rate (NPR) in the elementary level stood at 78.5% in 2006-2007, well below the national NPR of 83.2%. Mindanao accounted for six out of 10 provinces with the lowest high school completion ratio in 2006, with Sulu again at the bottom with a ratio of 23.1%.

Income and consumption disparities are particularly wide. Lanao del Norte registered the highest consumption inequality in the country in 2003, with the richest 10% accounting for 41.4% of consumption, while the poorest 20% accounted for only 5.6%. The complexity of the challenges in Mindanao may be discerned

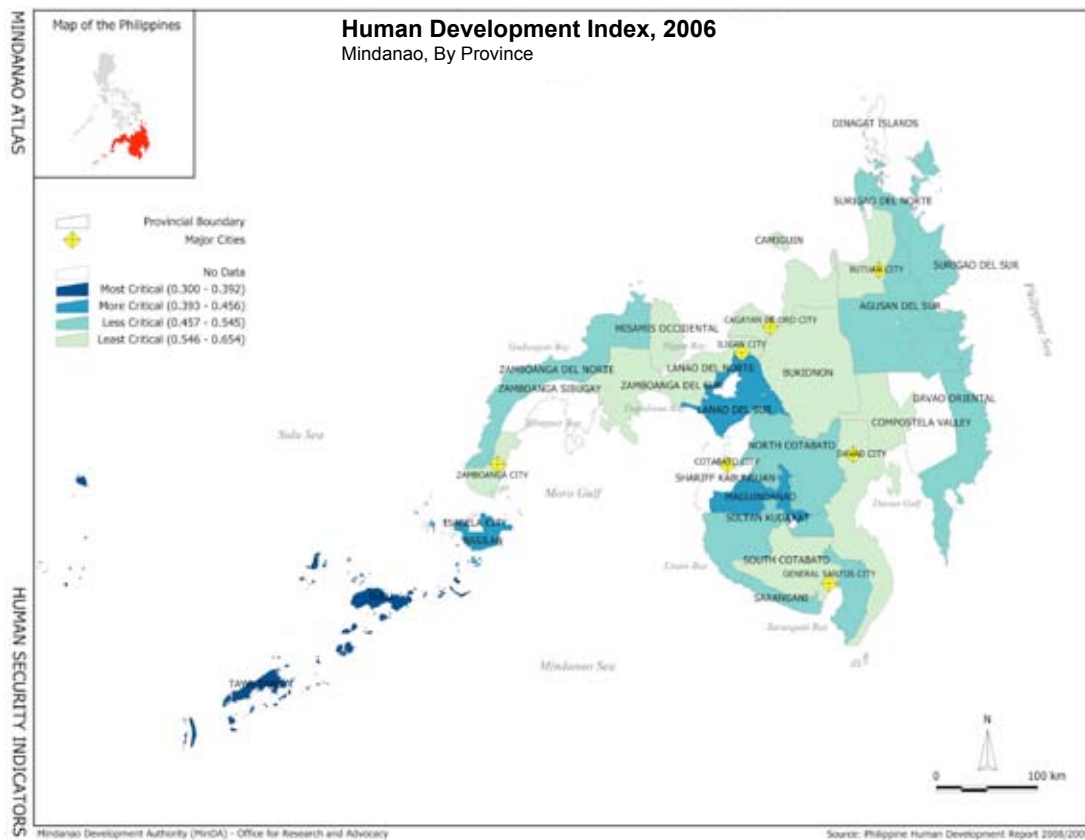
from wide variations and apparent paradoxes in reported human development indicators. For example, ARMM provinces, while among the poorest, also posted low levels of consumption inequality, with Sulu posting the lowest consumption inequality in the country. With worst poverty accompanied by lowest inequality, the picture that emerges is one of equity in adversity.

The high poverty situation is exacerbated by armed conflicts in certain areas, displacing around 985,412 persons in 2000-2001 alone. Most adversely affected are women and children whose health suffer from poor and unsafe living conditions. Mindanao women have the highest fertility rates in the country, averaging five children per woman. Maternal mortality rates are also high, birth spacing is short, and access to reproductive health services is limited and sometimes totally absent. For the same reasons, infant mortality rates are also very high especially in far-flung areas. In ARMM, only 16 out of every 100 women had births attended to by health professionals. On top of these basic difficulties, women and children contend with constant violence in the form of physical abuse, rape, incest, illegal recruitment, and involuntary prostitution. Mindanao has 8 out of the 10 provinces with lowest gender sensitivity and equality rankings nationwide.

**Figure 3** Poverty Incidence among Families, 2006



**Figure 4** Human Development Index Map of Mindanao, 2006



Source: Philippine Human Development Report 2007/2008

Social cohesion, defined as the capacity of a society to ensure the well-being of all its members, minimizing disparities and avoiding marginalization, has been weak in Mindanao. This is largely due to the prevalence of fear, arising from protracted conflicts, land grabbing, family feuds, proliferation of private armies, hunger, environmental degradation, human rights violations, and displacement due to disasters. The uneven relations of Muslim Filipinos with the State, and the lack of harmony among the various ethno-linguistic groups in the island, especially between Muslims and Christians, are linked to high poverty levels and inequality in the ARMM. Mindanao's social fabric is impaired by feelings of offense, hurt and consequent mistrust that have persisted and grown through time among various groups.

Also palpable is a common lack of trust for political leaders, certain government agencies, and other institutions, bred by many years of perceived government insincerity towards Mindanao. The mistrust for leaders is manifested in recurring calls for greater sincerity and public accountability not only on the part of the government but also on the Moro Islamic Liberation Front and its leaders. Lack of cultural cohesiveness, marked by cultural insensitivity and ethno-centrism has been seen as a formidable obstacle to efforts to uplift human welfare and security in the island group.

Lumads commonly lament being left out of discussions, negotiations and agreements, and initiatives for Mindanao. For the Lumads in general, their concept of peace is equated with food adequacy, cohesive family and clan relations, and self-governance – all anchored on their right for self-determination and land ownership. Consultations with Lumads often lead to assertions that the National Commission on Indigenous Peoples (NCIP) needs to improve its capacity in attending to their ancestral domain claims.

Notwithstanding the above challenges, consultations consistently indicate that Mindanawons as communities and individuals are eager to take part in peace and development initiatives. Indigenous communities have strengthened their own mechanisms for providing basic services to their populace. Artists and musicians dedicate their art to peace; business groups have invested in conflict affected areas; academics direct more relevant research toward Mindanao challenges; parents resolve to teach their children respect for other groups; along with many other demonstrations of goodwill. All these reflect a continuing hope that the common aspiration of peace and general well-being is possible in Mindanao in the foreseeable future.

3 The nationwide average poverty incidence of 33 percent is for 2006. The methodology for calculating poverty incidence has been changed in 2009; thus the 2009 figures subsequently cited are not comparable to this.

## Economy and Environment

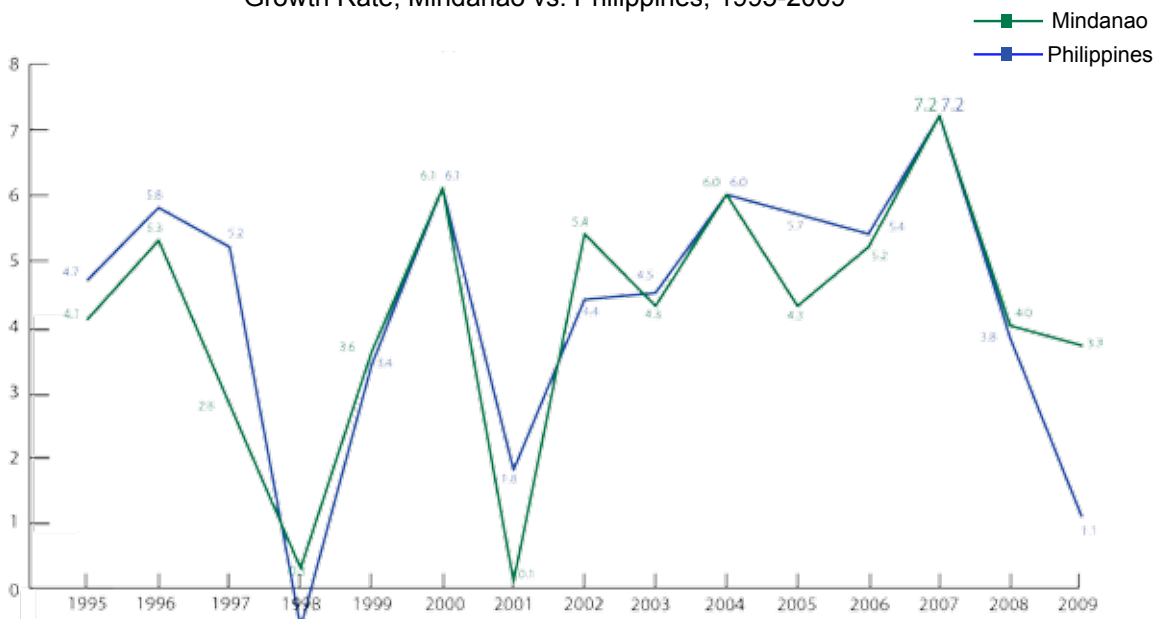
Mindanao's economy, which contributes 18% to the national economic output, has kept pace with growth in the rest of the country, even exceeding the latter in 2009 (Figure 5). Agriculture has traditionally been the dominant sector, where its comparative advantage comes from favorable agro-climatic conditions, fertile soils, even tropical climate largely insulated from typhoons, rich biodiversity, and extensive river systems. There has been little industrial development through the decades, mainly driven by manufacturing, dominated by food manufacturing (agricultural processing and fish canning). The services sector has grown rapidly in recent years, absorbing a larger portion of the Mindanao labor force evidenced by an increased employment share from 33.1% in 1994 to 42.3% in 2006.

There remains wide scope for further and faster growth in the Mindanao economy, particularly from the following:

- Mindanao has consistently been a net exporting economy, with export earnings, mostly from agri-based exports, reaching US\$2.19 billion in 2009. It has had a long tradition of export orientation, possesses strong market shares in key products, and is a world player in the agricultural export markets for products such as coconut, rubber, pineapple, and banana, among others. Its prospects for further expansion of various export products remain wide.
- Tourism has great potential in Mindanao given its rich and varied array of tourist attractions for various interests, including history and culture, natural beauty and adventure.
- The huge and growing Islamic market in Asia and the Middle East provides opportunities for Halal industries, especially for producers in Muslim Mindanao. The same trend raises prospects for wider opportunities in Islamic finance.
- The potentials for ICT-based industries have been enhanced with the installation of the necessary information infrastructure in recent years; still, there remains much scope for improvement. More public and private investments are being programmed in support of the requirements of the business process outsourcing (BPO) industry, which promise to give Mindanao a stronger role therein.
- Mining is seen to have strong growth potential, given abundant mineral resources in Mindanao. There is strong interest in Mindanao from foreign investors especially in mining, but due care must be taken to ensure that (1) social and environmental responsibility is the norm among all mining enterprises, (2) the state obtains its due share in the value of the natural resource, and (3) there is sufficient domestic value-adding to the benefits from mining development.

The prominence of plantation enclaves and the historical lack of road interconnections among the regions had contributed to a fragmented development in Mindanao, leading to extremes of economic performance and very wide disparities. In 2008, Northern Mindanao (Region X) was the fastest growing region in the country and the biggest regional economy in Mindanao

**Figure 5** Gross Regional Domestic Product (GRDP) Growth Rate, Mindanao vs. Philippines, 1995-2009



Source of primary data: NSCB

**Table 1** Gross Regional Domestic Product (GRDP)  
in Million Pesos at Constant Prices, Mindanao Regions, Year 2008-2009

REGION	2009 GRDP	2008 GRDP	Growth Rate	Share in Mindanao Total (%)
IX	38,197	35,762	6.81	14.65
X	73,207	71,133	2.92	28.08
XI	67,367	63,928	5.38	25.84
XII	50,556	49,897	1.32	19.39
Caraga	18,958	18,466	2.66	7.27
ARMM	12,409	12,099	2.57	4.76

Source of raw data: NSCB

(Table 1). At the other extreme, ARMM had the second slowest growth nationwide and the slowest in Mindanao; it also contributed the least to the Mindanao economy.

As indicated above, high levels of poverty, income inequality and wide disparities persist in Mindanao. The pace of poverty reduction has been slow, and as in the rest of the country, poverty incidence has actually risen since 2003, while income distribution has not improved in the face of high economic growth. Meanwhile, environmental degradation has continued unabated, and environmental disasters are occurring with alarmingly increasing frequency. The basic challenge, then, is to stimulate broad-based economic activity that would have wide benefits across the geographical, social and cultural divides prevalent in Mindanao, while avoiding irreparable damage to the environment. Given Mindanao's peculiar history, context and

needs, much higher levels of investment are needed to stimulate not just more economic growth, but to attain quality growth that is both inclusive and sustainable.

As indicated above, high levels of poverty, income inequality and wide disparities persist in Mindanao. The pace of poverty reduction has been slow, and as in the rest of the country, poverty incidence has actually risen since 2003, while income distribution has not improved in the face of high economic growth. Meanwhile, environmental degradation has continued unabated, and environmental disasters are occurring with alarmingly increasing frequency. The basic challenge, then, is to stimulate broad-based economic activity that would have wide benefits across the geographical, social and cultural divides



prevalent in Mindanao, while avoiding irreparable damage to the environment. Given Mindanao's peculiar history, context and needs, much higher levels of investment are needed to stimulate not just more economic growth, but to attain quality growth that is both inclusive and sustainable.

The most crucial impediments to attaining this goal are well known, but are also very difficult to overcome. These are the following:

- A generally negative peace and order image for most of Mindanao;
- Remaining wide gaps in infrastructure in many places, notwithstanding the progress made in the last 15 years, with energy now a binding constraint;
- Weak or lopsided value chains that effectively lead to the exclusion of certain areas or sectors, higher costs, inequitable benefits and concentrated market power.
- Inhospitable local political and business climate, particularly where the local economy is dominated and controlled by powerful political leaders;
- Low levels of productivity due to poor access to inputs, weak infrastructure, lack of farm credit, environmental degradation, weak technology support
- Unresponsive government programs due to excessively top-down governance while LGUs are ill-equipped to address persistent development challenges.







## Governance and Institutions

Mindanao is at a crossroads in governance. On one hand, there is the lingering prospect of the resumption of armed conflict. On the other, opportunities are emerging to improve governance and to address the roots of conflict and persistent poverty once and for all. In the end, it is appropriate and responsive governance that would usher in peace and security, and in turn, economic and social development in Mindanao. There is great potential for the establishment of a new governance model in Mindanao that offers a pragmatic response to the formidable logistic, administrative and political challenges facing it.

A key governance challenge concerns the conflict over Moro lands and other ancestral domains. Competing claims over land will continue to have a powerful inhibiting effect on private investments, even if peace accords are successfully concluded. Settlers, whose families have invested labor into the land for two or three generations, and the indigenous peoples, whose attachment to the land reaches back through the centuries, will need to be assisted in reaching an acceptable settlement of claims.

Policy overlaps and inconsistencies engendered by laws relating to natural resource management complicate the governance challenge over conflicting land claims. Provisions of IPRA and the Philippine Mining Act of 1995 disagree with respect to the mandated process and the authority over resource permits and land use development. Similar conflicting provisions may be found with the Integrated Protected Areas Act.

Lack of capacity and weak institutions undermine quality of governance in Mindanao, as in other parts of the country. These weaknesses have fostered corruption, which is aggravated by the proliferation of armed groups, political warlordism, undue

domination of local business by political leaders, the Muslim secessionist movement and extreme poverty. In particular, some studies on ARMM showed that the region is faced with governance challenges that would require capacitating the region in the areas of transparency and accountability, and efficiency to deliver basic services.

Lack of state and local capacity to intervene at critical points of escalation of conflict is a major challenge. Clan conflicts with deep-seated historical and cultural origins (exemplified by rido) have led to armed confrontations on the ground that have little to do with the larger state-insurgency conflict. There is thus need to strengthen the capacity of civil society and community-based leaders to manage conflict, arrest their escalation, and formulate effective responses and interventions.

In many cases, effective governance in Mindanao is impeded not so much by the lack of developmental vision and plans, but rather by complex institutional arrangements with too many actors involved. President Corazon C. Aquino created the Mindanao Economic Development Council (MEDCo) in 1992, recognizing the need for a governance mechanism to coordinate government development initiatives across the Mindanao regions. Congress upgraded it into the Mindanao Development Authority (MinDA) in 2010 through R.A. 9996, to “address the need for a coordinated and integrated approach to island-wide development challenges.” It is a sub-national governance mechanism envisioned to forge a working partnership with the national government on one hand and the regional and local government structures on the other, as it charts and guides efforts to secure the future of Mindanao.

Achieving the envisaged effective coordination of Mindanao-wide initiatives remains an outstanding challenge, inasmuch as other similar coordinating bodies albeit with more limited geographical or sectoral scope have been existing and operating with varying degrees of effectiveness, even prior to MEDCo and MinDA. These include the Regional Development Councils, NEDA Regional Offices, along with the Mindanao regional offices of other central government line departments and agencies, ARMM, Southern Philippines Development Authority (SPDA), among others. Deliberate efforts are thus needed to clarify and affirm MinDA’s institutional mandate and authority relative to such other coordinative bodies.

Through the years, the calls for autonomy and self-determination have not been confined to the Muslim insurgency, but has come from a wider base of Mindanao constituents who lament the perceived neglect of Mindanao by “imperial Manila.” Calls for Mindanao autonomy have included outright secession, and proposals for a federal form of government via Constitutional amendment that would define (a) separate state(s) for Mindanao. It is clear that Mindanao cannot move forward unless such clamor for self-determination and self-reliance is satisfactorily addressed. Planning for the future of the island group will thus entail achieving wide consensus on a governance structure that will guarantee a level of autonomy and self-determination to the satisfaction of the wide mass of Mindanawons.

◀ President Benigno Simeon Aquino III speaks before the Mindanao stakeholders during the launching of the Mindanao 2020 Peace and Development Framework Plan (2011-2030) in Malacañang on 30 November 2010.



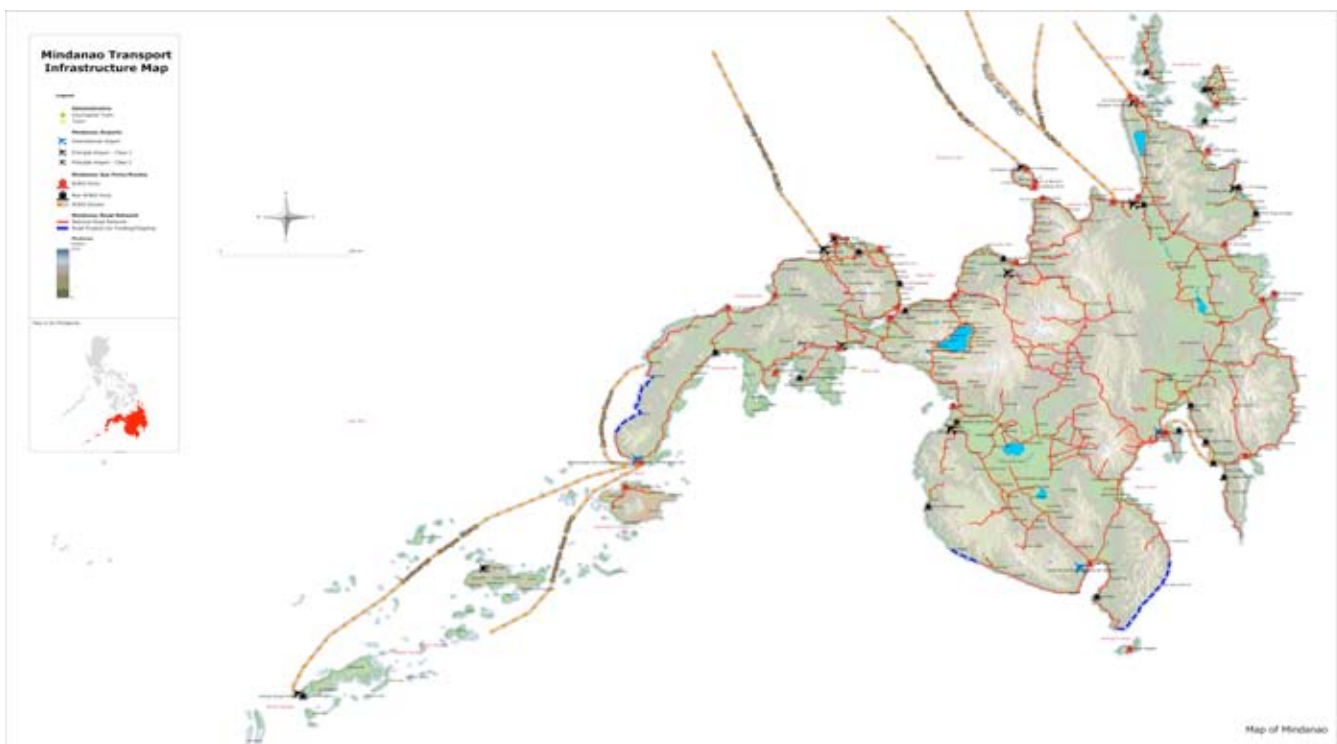
# Enabling Conditions

## 1. Infrastructure

Mindanao has achieved much in infrastructure development, but remains deficient relative to actual needs for various reasons that include the following:

- Lack of coherent plans (e.g., integrated roads, bridges and logistics; water resource management, etc.);
- Inadequate government financial resources for infrastructure development and maintenance;
- Underinvestment by the private sector, due to a weak policy environment for implementation of development projects under public-private partnerships;
- Criminality such as pilferage and vandalism of service infrastructures, and peace and order problems in some parts of Mindanao.

**Figure 6 Mindanao Transport Infrastructure Map**



Major challenges and opportunities facing infrastructure development in Mindanao include the following:

- A serious power shortage persists in Mindanao, with little relief anticipated in the short term, but requiring at least 1,000MW of new capacity by 2020 and still another 1,500MW by 2030. The outlook for cheap hydroelectric power is compromised by siltation of river systems and dams tracing to deforestation, compounded by climate change impacts. The share of fossil fuels in the energy mix is thus rising, contrary to the desired direction toward clean, renewable and indigenous power sources to minimize foreign exchange and environmental costs. Meanwhile, there is strong need to manage electricity consumption growth and address substantial losses due to inefficiencies (system loss), pilferage, and wasteful use.
- Large portions of national roads (34.8%) and barangay roads (95%) remain unpaved, while 39.2% of paved roads are in poor condition.
- There is wide clamor for a circumferential railway system, whose economic feasibility is under question



given its substantial investment requirement. An 82.5 km stretch between Cagayan de Oro and Iligan City is deemed warranted and is being pursued with external financing.

- Ship calls are declining on Mindanao's 128 ports of various categories, in spite of steady growth in cargo traffic (2.5% annually). The decline is attributed to inappropriate policies (e.g., cabotage law), unduly high shipping and handling costs, and safety issues due to aging vessels.
- Expansion and replication of "Roll-On, Roll-Off" (RO-RO) facilities would widen its benefits, manifested in heightened economic activities in the traversed depressed areas, substantial reduction in transport time

(up to 10 hours) to/from Luzon, and more convenient transport at reduced cost.

- Existing airports need to be improved and rationalized in consideration of short- to long-term natural risks (e.g., geologic and climate change phenomena) and requirements of inland areas that are located up to 4 hours of land travel away from the nearest airports lying at the coast.
- Interdependent challenges face the ICT sector such as relatively low access and usage tracing to low average incomes, keeping costs high thereby further limiting access including by schools. This in turn impairs their ability to produce the necessary skilled human resources to support the sector's growth;

## 2. Knowledge Support

Science & technology and research & development are critical drivers of growth and development, and yet receive very little attention especially in Mindanao. Mindanao 2020 thus seeks to address the following in order to attain its goals and objectives:

- Dearth of basic research and weak adaptation and transfer of advanced technologies required by the production sector, tracing to lack of financial, physical and human resources; inadequate and unresponsive research agendas; restrictive bureaucratic rules and regulations that impair the responsiveness of the research system, and constrain R&D partnerships with the private sector and knowledge generation in general.
- Inability of higher education institutions to produce enough scientists, and their tendency towards courses that cater to needs of other countries (e.g., nurses and seamen). On the other hand, many have focused on social and political sciences, which may be of value in clarifying and addressing the complex social and political issues in Mindanao, but often at the expense of science and technology.



## Financing Peace and Development

On average, LGUs are 80% dependent on national government for their income, with the IRA persisting as the one main source of income for provinces and municipalities. This dependence compromises Mindanao LGUs' advocacy for self-determination, especially regarding their budgets and expenditures.

Program funds and Special Purpose Funds going to Mindanao have steadily increased at an annual average of 11.3%, much faster than Luzon's 8.8%. In 2010, the total allocation for Mindanao came up to P148.1 billion, further augmented by an allocation P 1.1 billion per year from the Priority Development Assistance Fund. Other sources of funds and incomes are fees and taxes, official development assistance (ODA), and borrowings. OFW remittances are also a potential pool of resources for development financing. Thus, there appear to be ample sources for development funds; the issue is whether LGUs are able to properly manage resources efficiently and effectively towards

maximum upliftment of their constituents' welfare.

It had been a traditional lament that Mindanao was not getting its due share of the government budget and of official development assistance (ODA) given its contribution to the economy. More recent data suggest that deliberate efforts have been made to correct this. Table 2 shows that Mindanao's share in key components of the national budget has actually exceeded its contribution to overall GDP since at the least the mid-1990s.

Except for a few, Mindanao LGUs generally report surpluses every year. Many provinces had double-digit surpluses for the period 2006-2008. Municipalities almost always had excess incomes; only about 5% overspent in 2008. A very high 97% of cities underspent in 2008; 61% of them incurred double digit surpluses. These surpluses appear to be indicative of weak planning and financial management capabilities, hence low absorptive capacity.

**Table 2** Mindanao's Share of Total Government Budget in Key Sectors and in GDP, 1995-2007

Sector/Year	1995	1997	1999	2001	2003	2005	2007
Economic <sup>a</sup>	28.7	25.62	27.24	26.73	27.41	26.79	26.58
Social <sup>b</sup>	20.55	21.51	22.36	21.84	22.23	21.77	21.69
Infrastructure <sup>c</sup>	20.69	33.58	25.49	27.65	24.62	19.56	22.59
Mindanao GDP Share	17.95	17.87	18.07	17.80	18.12	17.70	17.70

Source of Basic Data: General Appropriations Act (GAA)

<sup>a</sup> comprises budget for DAR, DA, DTI, and DOT

<sup>b</sup> comprises budget for DepEd, CHED, SUCs, DOH, DSWD, and DOLE

<sup>c</sup> comprises budget for DPWH and DOTC

# Where We Want To Go: A Renewed Vision for Mindanao

## Overall Vision

Mindanawons have spoken in countless consultations, forums, surveys and conversations, and their overall aspirations may be captured in the following shared vision for their homeland twenty years hence, i.e., by year 2030:


**Mindanawons of all cultural or socio-economic backgrounds have attained a sustainably uplifted quality of life through their collective achievement of a peaceful, developed, autonomous and integrated Mindanao that is the vanguard for the country's sustainable development.**

## Overall Goals and Objectives

To be able to lead long, productive and happy lives, the following goals must be achieved for all Mindanawons regardless of age, class, gender, faith or ethnic origin:

- 1. Definite and lasting peace**, with all combatants and private armies demobilized and rendered non-existent; with families, communities and institutions rebuilt and healed from conflict and past natural disasters.
- 2. Overall well-being marked by good health, ample education and social cohesion**, evidenced by:
  - People enjoying wide and easy access to responsive health care systems and health financing;
  - Widest access, especially for the young and the marginalized, to quality formal, non-formal, alternative, and indigenous education;
  - Respect for Mindanawons' personal and communal dignity and for their individual and collective human and cultural rights;
  - Families, communities, ethnicities, institutions and organizations capable of growing according to their best traditions and innovations.
- 3. A unified, dynamic and sustainable Mindanao economy** that is technology enabled, characterized by synergy and complementation among its various economic centers, and true to its appellation as food basket in the country and the Asia-Pacific region. Its hallmarks shall be:
  - A world-class infrastructure system; and
  - Responsible and sustainable management of Mindanao's natural and cultural resources.
- 4. A participatory and culture-sensitive Mindanao governance and political framework that asserts self reliance and self-determination**, marked by:
  - Stable, self-reliant, responsive and responsible Local Government Units (LGUs);
  - Effective coordination and monitoring mechanisms at the Mindanao-wide, regional and inter/ intra-provincial levels;
  - A responsible and empowering central government that allows local governments and communities to direct development directions and initiatives;
  - Indigenous peoples being able to exercise self-determination in managing and governing their respective ancestral domains; and
  - Wide respect for the rule of law and human rights;
- 5. Active and synergistic international economic, cultural and political linkages**, with ASEAN and Asian neighbors, the Middle East, and the rest of the world.





### C. Overall Targets

## By 2016,

1. Peace agreements have been completed and signed between the government and the MILF and NDF respectively.
2. Income poverty incidence is down to 30 percent of the Mindanao population.
3. Average life expectancy in Mindanao has improved to 67 years, and elementary and high school enrollment and completion rates have improved by 50 percent over their 2010 levels.
4. Forest cover in Mindanao has been restored to at least 30 percent of land area.
5. The Mindanao economy is growing at an average annual real GDP growth rate of 7-8 percent, average annual income of Mindanawons.<sup>5</sup>

<sup>5</sup> GDP per capita exceeds P16,000 in constant 2009 prices, and unemployment rate is no more than 3 percent.



6. At least 80 percent of Mindanao LGUs have up-to-date comprehensive development plans (CDPs) and comprehensive land use plans (CLUPs) that incorporate climate change adaptation measures; and Mindanao LGUs have at least 17 percent of their budgets funded by locally-generated revenues.
7. Working alliances or formal collaborative mechanisms among municipalities are present in at least 50 percent of Mindanao provinces.
8. At least 90 percent of national roads in Mindanao are paved and in good condition, and water-based (river, lake and coastal) transport services are in more active use for transport within Mindanao.
9. LGUs have made deliberate moves to promote distinctive Mindanao art and culture in the design and landscape of buildings, houses and various structures and facilities.



## By 2020,

1. A consolidated political settlement has been attained that is consistent across the different agreements reached with the MNLF, MILF and NDF.
2. Complete disarmament and reintegration of all combatant forces has been achieved, and all former conflict areas have been completely rehabilitated.
3. Income poverty is down to 25 percent of the Mindanao population.
4. Average life expectancy in Mindanao has improved to 69 years, and elementary and high school enrollment and completion rates have improved by 75 percent over their 2010 levels.
5. Forest cover in Mindanao has increased to at least 40 percent of land area
6. The Mindanao economy is growing at an average annual real GDP growth rate of 8-10 percent, average annual income (GDP per capita) of Mindanawons exceeds P22,000 in constant 2009 prices, and unemployment is no more than 2 percent.
7. All (100 percent) Mindanao LGUs have up-to-date comprehensive development plans (CDPs) and comprehensive land use plans (CLUPs) that incorporate climate change adaptation measures; and Mindanao LGUs have at least 34 percent of their budgets funded by locally-generated revenues.
8. Working alliances or formal collaborative mechanisms among municipalities are present in at least 75 percent of Mindanao provinces.
9. All (100 percent) national roads in Mindanao are paved and in good condition, limited rail transport services are operational; and river, lake and coastal transport services continue to increase all over Mindanao.
10. Most places in Mindanao possess a distinctive Mindanao ambience, manifested landscapes and architectural designs of buildings, houses and public structures and facilities.





## By 2030,

1. A general atmosphere and culture of peace is taken for granted in every part of Mindanao, where cultural pluralism is a widely accepted reality that enriches rather than divides society.
2. Income poverty is down to 15 percent of the Mindanao population
3. Average life expectancy in Mindanao has improved to 72 years, elementary and high school enrollment rates are at 100 percent, with 90-95 percent completion rates.
4. Forest cover in Mindanao has stabilized at no less than 40 percent of land area.
5. The Mindanao economy is growing at an average annual real GDP growth rate of 8-10 percent, average annual GDP per capita exceeds P50,000 in constant 2009 prices, and full employment prevails in Mindanao.
6. All Mindanao LGUs have up-to-date comprehensive development plans (CDPs) and comprehensive land use plans (CLUPs) and are considered climate change-resilient; and Mindanao LGUs have at least 66 percent of their budgets funded by locally-generated revenues.
7. Working alliances or formal collaborative mechanisms among municipalities are present and common in all Mindanao provinces, with the majority of Mindanao municipalities being part of such an alliance.
8. All national and provincial roads in Mindanao are paved and in good condition, rail transport services linking several provinces are in active use, and water-based transport services are a common feature of an integrated multi-modal Mindanao transport system.
9. All places in Mindanao possess a distinctive Mindanao ambience, manifested in landscapes and architectural designs of buildings, houses and public structures and facilities.







# Peace Once and For All

## Overall Vision

**A peaceful and prosperous Mindanao, whose inhabitants feel safe and secure, and live in harmony with and among one another regardless of ethnicity, religion or cultural background.**

## Goals and Objectives

1. Peaceful and negotiated political settlement with MNLF and MILF, and a similar political settlement with NDF, marked by attainment of satisfactory autonomy and genuine self-determination for Mindanawons, and redress and elimination of of age-old injustices in various forms .
2. Successful implementation and completion of a generally acceptable disarmament and re-integration that involves all former combatants from all sides of the conflict.
3. An entrenched policy environment for sustained peace, development and human security in Mindanao, supported by massive public investments and consolidated and effective institu–tions for sustained peace and development.
4. Wholesale reconstruction of conflict areas, with vital social and economic infrastructures and facilities restored and enhanced, thereby transforming them into focal points of development.
5. A firmly-entrenched culture of peace and social healing sustained through the integration of peace education in curricula at all levels.
6. Supremacy of the rule of law within a justice system widely perceived to be fair, responsive and equitably accessible to all.

## Strategies and Initiatives

1. **Make peace a government-wide concern:** Involve all government instrumenta-lities and address all policy and institutional impediments to sustained peace, development and human security in Mindanao.
2. **Pursue a unifying peace:** Secure a consolidated peace agreement with MNLF & MILF that provides for satisfactory autonomy and self-determination for all Bangsamoros; and a definitive political settlement with NDF that satisfactorily addresses fundamental issues on social and economic justice.
3. **Pursue a widely acceptable disarmament and re-integration program** involving all former combatants from all sides of the conflict.
4. **Rebuild lives, livelihoods and communities:** Complete the reconstruction and rehabilitation of conflict-affected areas and the normalization of the lives of affected communities.
5. **Restore justice and the Rule of Law:** Reform and strengthen the justice system towards wide accessibility and responsiveness to peculiar needs of Mindanao societies, and establish and uphold the rule of law.
6. **Firmly implant a Culture of Peace:** Nurture and entrench a culture of peace and security among all Mindanawons.
7. **Widen partnerships for peace:** Harness private sector, civil society and international cooperation in addressing peace, security and development.
8. **Forestall potential new threats to peace and security:** Anticipate and pro-actively manage potential conflicts, particularly those arising from environment and natural resource issues and mismanagement.

## A Mindanao Free of Want, Free of Fear

### Vision

**A Mindanao where no one is deprived – where people are able to develop their potentials as individuals and as communities; build trust and solidarity across regions and diverse cultural identities; and live and work in full respect of the ecological and spiritual systems of which they are part and draw sustenance from.**





## Goals and Objectives

1. Good health and overall well-being among the entire population, where families enjoy easy access to responsive health care systems and financing that are appropriate to local contexts and cultures.
2. Maximum access to quality, relevant, and culturally sensitive education for all, enabling people to affirm both local cultures and universal values, and gain knowledge and skills that are appropriate to real life and global challenges.
3. Empowered communities that assert their distinct identities and share social values that promote the common good; provide opportunities for personal growth and oblige collective accountability; and possess the wherewithal to resolve internal conflict and inspire active participation in the public life.
4. Enhanced geographic linkages that foster harmony and cross-cultural exchange among communities that recognize and respect each others' differences; and help erase the distinction between the "two Mindanaos" by bridging the gap between depressed and vulnerable areas and dynamic growth areas.

## Thrusts

Partnerships and active community empowerment will be the twin thrusts towards human development and social cohesion in Mindanao – summed up as Partnerships Enabling Active Community Empowerment (PEACE).

This is in recognition that no single entity or group, no matter how powerful and endowed, can effectively undertake the needed tasks for securing Mindanao's desired future. The answer lies in harnessing active partnerships: across sectors and stakeholder groups (especially between the public and private sectors, among donor institutions, between donors and government at various levels, etc.); across cultural, religious and ethnic lines; and among communities and localities (e.g., inter-LGU collaboration at barangay, municipal/city or provincial levels). It is also recognized that communities are the appropriate units of intervention for initiatives directed at uplifting the lives of Mindanawons' families, who are in turn the basic units of Mindanao society. Freedom from want and freedom from fear, where everyone's well being equally matters – the essence of human security with social cohesion – are thus best served when initiatives are community-driven.

## Strategies and Initiatives

1. **Focus on the attainment of the Millennium Development Goals (MDGs) and the logical progression therefrom beyond 2015.** Efforts must be intensified toward meeting targets that are lagging behind, by synergizing efforts among LGUs, civil society, and religious organizations in providing and delivering social services

2. **Harness public-private partnerships (PPPs) in the provision of social services:** Develop new and innovative modalities for PPP, particularly in the provision of health, education and other social services and facilities. It is crucial to provide a strong enabling policy environment for fostering and facilitating PPPs of various forms.
3. **Rely on community-led initiatives:** Emphasize and maximize community-led approaches to poverty reduction and social upliftment. This will entail scaling up and providing greater budget support to interventions that are based on and led by communities.
4. **Assert gender sensitivity: Deliberately promote gender sensitivity and balance in all development and social protection concerns.** Women's access to capital and financing facilities, information, technology, technical assistance, and livelihood opportunities needs to be improved. There is also a need to guarantee women's right to protection and security from all forms of gender-based violence.
5. **Practice culture sensitivity and multiculturalism:** Institutionalize and internalize cultural sensitivity and true multiculturalism in governance, education and development work. Peace education promoting cultural sensitivity and solidarity must be integrated into the formal, non-formal and informal education curriculums.
6. **Actively pursue cross-cultural communication, exchange and collaboration, while maintaining and asserting distinctive group identities.** Mindanao's beauty and rich and diverse cultures should be asserted through various modes of artistic expression, such as the conscious application of culture in architectural designs of public and private facilities like buildings, lampposts, gateways, etc.
7. **Harness spiritual leaders: Systematically harness the role of spiritual and moral leaders** and institutions in promoting human security and social cohesion. Apart from inter-faith dialogue, it is particularly important to organize and sustain an intensive program for intra-faith reflection and renewal.
8. **Provide meaningful roles for children and youth: Actively involve children and youth** in development initiatives in ways that fully recognize and harness their potential intellectual and creative contributions. This includes supporting and encouraging creative and artistic initiatives among the youth, and expanding current mechanisms for harnessing volunteerism among the youth.

# In Quest of a Dynamic, Inclusive and Green Mindanao Economy

## Vision

**A vibrant Mindanao economy that is unified and integrated, driven by socially and environmentally responsible enterprises that are internationally competitive, built on judicious and sustainable management of its rich human, natural and cultural endowments, and providing wide employment and broad and equitable benefits to all Mindanawons.**

## Goals/Objectives

1. Self reliance and self-determination in securing a dynamic and sustainable development for the entire Mindanao, where the wide mass of Mindanawons are the prime beneficiaries of a wide range of economic activities that responsibly and sustainably harness its human, natural and cultural wealth.
2. Broad-based entrepreneurship drawing on the unique assets, opportunities and challenges arising from region's rich river basins and archipelagic geography, and enabled by facilitative economic governance marked by creative resource generation and sound fiscal management.
3. A unified and integrated Mindanao economy marked by active interlinkage, synergy and complementation across its regions and various economic centers, along with strengthened integration with the national, regional and international economy. It will be distinguished by:
  - A dynamic and sustainable agriculture and agribusiness sector with world-class, socially and environmentally responsible farms and firms bringing about a progressive and food-secure Mindanao;
  - A vibrant services sector driven by active domestic and international trade, ecologically friendly tourism, and flourishing knowledge-based industries; and

- A widened industrial base built on a range of light, medium and heavy industries appropriate to the peculiar endowments and requirements of the Mindanao regions.

## Thrusts

- Economic & ecological integration and inclusive wealth creation shall be the twin thrusts toward Mindanao's sustainable economic development.
- Economic integration implies pursuing Mindanao's development within the broader national, regional and global contexts (external integration), and with stronger attention towards internal integration of the Mindanao economy, in two dimensions: (1) fostering more complementary relationships among Mindanao's economic growth centers, and (2) linking leading growth centers more strongly to depressed lagging areas through their respective complementary roles in the economic value-chain. Ecological integration implies planning Mindanao's sustainable development based on its rich ecosystems, dominated by marine resources, fertile riverbasins and watersheds. It means planning with full cognizance of the carrying capacity of the environment and natural resource base. Economic and ecological integration implies seeing economic development and responsible stewardship of the environment not as incompatible goals, but as mutually reinforcing objectives that lead to sustainable development. One without the other is shortsighted and of limited benefit. It is only when both ends are jointly served that the ultimate goals of development are attained.
- Inclusive wealth creation recognizes that the key to the upliftment of Mindanawons' lives lies beyond mere income generation, but in wealth creation that builds up the natural, human,



social, physical and financial capital in the island-region. In the context of wealth creation, inclusiveness implies equal access by men and women; Muslims, Christians and Lumad; and rich and poor from all corners of Mindanao to various opportunities for harnessing the various forms of capital in the island-region.

### Strategies and Initiatives

1. **Focus on key strategic economic drivers:** Provide focused attention and resource support to identified sectors, industries and initiatives determined to hold strong potential for propelling high, inclusive and sustainable growth of the Mindanao economy.
2. **Formulate area development plans based on watersheds, riverbasins and other ecosystems as units of planning:** Plan investments in economic activities of all scales with explicit stocktaking of the natural resource base and its carrying capacity in the ecosystem that will host the investments.
3. **Address gaps and weaknesses in the value chain:** Fill gaps, reinforce weak links, and make more inclusive the various key product value-chains, with the end in view of reducing costs, diffusing market concentration, improving producer prices, linking lagging areas to growth centers, and broadening the base of the rural economy.
4. **Pursue massive enterprise development:** Undertake a massive and government-wide effort supported by non-government sectors for enterprise development, especially of micro, small and medium enterprises all across Mindanao.
5. **Broaden and deepen the agriculture/agribusiness sector:** Promote greater diversity and increased value-adding in the range of agricultural and fishery products produced in Mindanao, as continuing linchpins for broad-based Mindanao development.
6. **Promote a vibrant services sector via trade, tourism and ICT-based services:** Undertake focused initiatives to strengthen these three strategic services subsectors as key job generators, and hence drivers of inclusive growth in Mindanao.
7. **Widen Mindanao's industrial base:** Provide the enabling environment for increased industrial activity over the medium to long-term.
8. **Pursue win-win approaches towards ecological integrity and economic development:** Consciously pursue environmentally-friendly production and consumption, and promote mechanisms for payments for ecological services (PES).



## Self-Reliance and Self-Determination Fulfilled

### Vision

**A culture-sensitive, self-reliant, responsive and accountable governance with each political unit at various levels able to assert self-determination, while integrated by a soundly defined relationship of complementarity with each other and with the national government.**



## Goals and Objectives

1. Empowered, self-reliant, accountable and responsive LGUs
2. A stable, autonomous, self-reliant and effective governance mechanism for the Bangsamoro people that is widely acceptable and finds active support from its citizenry
3. Effective coordination and monitoring mechanisms at the Mindanao-wide, regional and inter/intra-provincial levels
4. An empowering relationship with national government that is supportive of local development plans and initiatives
5. Indigenous peoples with the ability to exercise self-determination in managing and governing their respective ancestral domains, within a framework that respects boundaries, history and cultures.
6. Wide respect for the rule of law, human rights and hallmarks of good governance, such as transparency and social accountability.
7. An active and empowered citizenry and effective law enforcement that maintains integrity and a high regard for human rights, working together to break the backbone of corruption, criminality and impunity in Mindanao.

## Strategies and Initiatives

1. **Strengthen and empower Mindanao LGUs and communities** who shall be the prime-movers of a bottom-up development, and whose leaders shall become the foremost champions of Mindanao 2020;
2. **Address the traditional weaknesses of the ARMM government** towards definitive achievement of a stable and effective autonomous governance mechanism for the Bangsamoro people that is widely accepted, actively supported by its citizenry, and finds strength in its complementary relationship with the remainder of Mindanao;
3. **Tighten Mindanao-wide coordination** with a view towards eliminating duplication and overlaps and maximizing complementation;
4. **Facilitate inter-LGU cooperation and collaboration** towards managing a shared resource base, furthering historical and cultural ties, and/or tapping opportunities for synergy through pooling of assets and resources;
5. **Optimize the mix of modern and traditional elements of governance** that is respectful of history and culture while responsive to contemporary governance challenges;

6. **Reform the electoral system** towards improving the quality of candidates for local public office and ensures the integrity of the electoral process;
7. **Provide a favorable enabling environment for harnessing and scaling up creative public-private partnership schemes** in various contexts and to meet various development objectives.
8. **Maximize opportunities for citizen participation** in governance and development management.
9. **Ensure responsive and supportive national institutions** such as the National Commission on Indigenous Peoples and the National Commission for Muslim Filipinos.





# Requisites for Realizing Mindanao 2020

## Vision

**Infrastructure, knowledge and financing support systems are well in place, effectively propelling a wide array of peace and development initiatives in Mindanao towards successful outcomes beneficial to all Mindanawons.**

## Goals and Objectives

1. Reliable, efficient and climate-resilient infrastructure featuring:
  - An integrated inter-modal transport and logistics network, with high-standard highways and strategically-located, climate-resilient ports, airports and land transport stations that allow faster movement of people, goods and services; reduce logistics costs; promote productivity and competitiveness; and seamlessly connect Mindanao with the rest of the country and the world;
  - A dependable power system that optimizes the use of renewable energy, minimizes adverse impacts on environment and ecosystems, and ensures reliable transmission and efficient distribution of affordable electric power up to the most remote barangays;
  - Widely accessible water supply systems with the capacity to provide water for drinking and hygiene, complemented by environment-friendly sewerage and sanitation systems that protect public health and promote well-being;





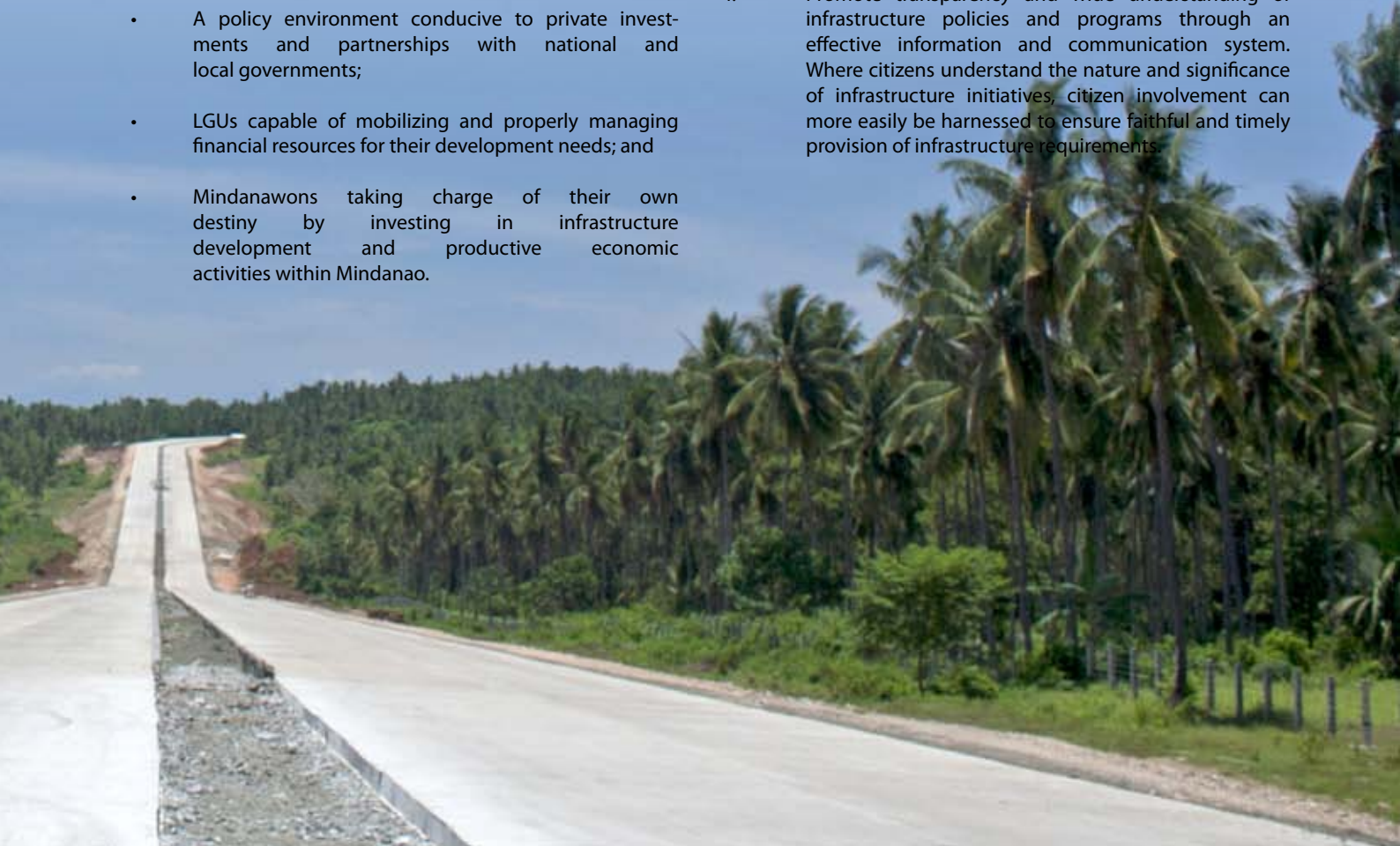
- State-of-the-art ICT infrastructure that provides reliable, affordable and high speed connectivity; links peoples and systems; allows efficient exchange of information and knowledge; and ensures universal access; all for purposes of promoting economic growth, strengthening institutions and governance, and empowering common people and communities;
  - Ample and reliable support infrastructure for education, health, agriculture, tourism and disaster risk management.
2. A responsive knowledge support system from a strong and well-equipped Mindanao S&T community that (a) undertakes active and relevant R&D generating new knowledge to address the region's peculiar challenges and requirements through innovative and adaptive technologies; and (b) features an active network of centers of excellence from which continuously emerge highly-acclaimed scientists and technologists.
  3. Ample financial resources that effectively tap a variety of local and external fund sources, and assert Mindanao's self-reliance both in the sourcing of funds and in the development activities that they support. The financial environment will be marked by:
    - A policy environment conducive to private investments and partnerships with national and local governments;
    - LGUs capable of mobilizing and properly managing financial resources for their development needs; and
    - Mindanawons taking charge of their own destiny by investing in infrastructure development and productive economic activities within Mindanao.

## Strategies and Initiatives

### Infrastructure and Logistics

The following strategies are common to all infrastructure sub-sectors:

1. Formulate a Mindanao-wide long-term infrastructure development plan and infrastructure sub-sector development plans. These must be done simultaneously and interactively to ensure internal consistency, and founded on reliable data and scientific knowledge.
2. Promote self-reliance, cooperation and sustainability in infrastructure provision. LGUs must be equipped and capable of providing most of their infrastructure requirements individually or collectively, in a way that is both responsive and forward-looking.
3. Establish an effective M&E system complemented by a mechanism of rewards and sanctions for good and bad performance respectively. A participatory M&E mechanism will particularly help ensure quality and responsiveness of infrastructure projects to actual needs.
4. Promote transparency and wide understanding of infrastructure policies and programs through an effective information and communication system. Where citizens understand the nature and significance of infrastructure initiatives, citizen involvement can more easily be harnessed to ensure faithful and timely provision of infrastructure requirements.



Strategies that are specific to each infrastructure sub-sector include:

#### *Transportation and Logistics System*

- Widen the role of inland, coastal and inter-island water-based transport in the Mindanao transport and logistics system.
- Reform policies and regulations that have rendered the transport and logistics system inefficient and costly (e.g. cabotage law and high import tariffs on steel products), along with industries linked to them.
- Integrate land, air and water transport systems into a coherent and interactive array of interdependent networks.
- Upgrade main arterial roads into world-class all-weather highways, and build new ones where necessary (e.g., Mindanao's east and west links).
- Promote alliances among LGUs and partnerships among government and community in the construction of municipal and barangay roads through the provision of an enabling legal environment and a system of incentives.
- Prepare a long-term plan for a railway system that is closely coordinated with the other infrastructure plans mentioned above, to complement the proposed inter-modal transportation and logistics superhighway.
- Prioritize the upgrading, expansion or modernization of existing airports, particularly the community airports located inland, and pursue construction of a state-of-the-art airport in the Mindanao heartland out of one of such existing inland airports.
- Strengthen implementation of policies on user payments for infrastructure facilities to address inefficiencies in resource mobilization and utilization.



#### *Information and Communications Technology Support*

- Formulate a coherent long-term ICT plan for Mindanao.
- Develop a coherent information infrastructure program.
- Establish an island-wide multi-level and multi-stakeholder information governance structure.
- Update and rationalize the national policy and regulatory framework.
- Foster centers of excellence in IT education.
- Ensure wide access by small producers to ICT tools and the Internet.





### *Energy and Power*

- Formulate a Mindanao Power and Energy Development and Sustainability Plan that would set the stage for the long-term reliability of power.
- Reform energy pricing policies to rectify infirmities that inhibit investments in further energy development in Mindanao.
- Deliberately address losses in power generation, transmission and distribution systems with clear targets for reduction through time.
- Strengthen mechanisms for attracting private power investments and public participation.
- Further diversify the energy mix by expanding the share of renewable and indigenous power.
- Prioritize the building of small hydroelectric plants over large ones in order to maximize the use of hydropower without adversely compromising environmental integrity.
- Prioritize the development of renewable energy facilities by providing dedicated funds for the conduct of exploratory and feasibility studies.
- Foster a competitive electricity market by laying the groundwork for establishment of the Mindanao Wholesale Electricity Spot Market by 2014.
- Undertake a comprehensive strengthening of Rural Electric Cooperatives.
- Strengthen and sustain an information and education campaign on energy conservation and energy policies and programs.



### *Water Supply, Irrigation and Sanitation*

- Adopt an integrated approach to watershed planning and management.
- Develop a coherent Mindanao-wide program for establishing, upgrading and maintaining water supply systems and services.
- Capacitate BAWASAs to be able to upgrade themselves into viable economic enterprises or cooperatives.
- Adopt and adapt irrigation methods or technologies that are economical and environment-friendly, and consistent with local cultures and contexts of the farmers and irrigable lands served.
- Provide needed infrastructure for sewerage and sanitation systems.
- Embark on a sustained mass education program on watershed protection and rehabilitation.

### **Science & Technology and Research & Development**

1. Build and sustain a strong Mindanao-focused scientific and R&D community and culture, and improve capabilities for undertaking scientific and empirical researches and analyses that support the region's peculiar development needs.
2. Set up an independent, multi-disciplinary and state-of-the-art Mindanao Research and Development Center to be professionally run as a corporate entity, to (a) provide evidence-based policy analysis and advice; (b) serve as coordinating entity and clearing house for all Mindanao-pertinent knowledge resources; and (c) emerge world-class Mindanao scholars.
3. Establish a Mindanao Knowledge Network as an organic part of the above research center, that will have nodes in various academic or research institutions at national, regional, provincial, municipal levels.
4. Enhance technological support for Mindanao-based industries and to serve overall economic and human development.

### **Financing**

1. Strengthen fiscal decentralization, responsibility and accountability through improved local revenue generation and expenditure management by LGUs.
2. Address bottlenecks and issues confronting access and utilization of ODA funds in the medium-term, and plan for the eventual downplaying if not phase-out of ODA as a critical source of development financing.
3. Provide LGUs and their communities greater leeway in determining the uses and in managing funds for local programs of national government agencies.
4. Establish a multi-stakeholder monitoring and evaluation mechanism to ensure that funds are optimally utilized and graft and corruption curtailed.
5. Build capacities of LGUs for entrepreneurial governance so that they may manage their offices like a business enterprise that balances and optimizes the triple bottom line comprised of people (social responsibility), profit (economic development) and planet (environmental integrity).



## The Way Forward

Translating Mindanao 2020 into appropriate action and ensuring that what was set out to be accomplished will be done so in a faithful and timely manner will entail a number of key activities that form part of the complete planning cycle. These include (a) policy reforms that could be effected by administrative action or via legislation, (b) a private-public investment program that embodies program and project interventions that will help achieve identified development objectives, (c) implementation mechanisms that will define needed inter-agency coordination, responsibilities and accountabilities, and timeframes of accomplishment and (d) a monitoring and evaluation (M&E) system.

The long-standing challenge for Mindanao and the Mindanawons is to unite and rally behind a widely-shared vision, and collectively and collaborative work in its pursuit across the cultural, political, economic and social divides that have fragmented the island group since time immemorial.

It is hoped that the participatory and consultative exercise that led to the articulated vision, goals, thrusts, strategies, and initiatives embodied in this Mindanao 2020 document will impel Mindanawons to bridge those divides, and with 20/20 vision, set their sights on the common goal 20 years hence that they have herein articulated: That of a peaceful, developed and integrated Mindanao that makes a sustainably uplifted quality of life a reality for all Mindanawons.





## Annex

### Alternative Scenarios Defined by the Scenario Building Workshop

**Scenario 1** is characterized by greater fear and centralization marked by intolerance and endangered natural environment. Armed conflict resumes due to the permanent stalling of the peace process. Violence spills over other Mindanao areas resulting in a Mindanawon diaspora. “Imperial Manila” dictates development planning, allocation of resources and war against rebels and terrorists are directed from Manila. Local government is synonymous with warlord reigns. Natural resources are endangered, waterways run dry, potable water is scarce. Similarly, basic requirements like medicine and food are scarce. With depleted natural wealth, poverty is high and there is violent competition for resources.

**Scenario 2** is marked by greater fear but also greater autonomy, with the concomitant dynamics yielding bad local governance. There is diversification of communities, warlordism and an open season on killings, general apathy, negative reportage, and disempowered women. There is a total breakdown of governance systems and structures. Local government is synonymous to dynasties, predicated on greater local autonomy combined with greater fear. Mindanao would be controlled by “the highest bidders,” and its resources will be ground down. Violence is an instrument for central control to diffuse uncontrolled local fronts.

**Scenario 3** is characterized by greater safety of the population, and greater and wider autonomy. It is marked by harmonized relationships among locals, greater empowerment, and internally driven growth. Mindanao is peaceful and communities feel secure thus there is multi-ethnic cultural harmony and engagement. Community stewardship of natural resources lead to a healthy environment that provides the food and livelihood requirements of the population. Overseas workers are attracted back by the wide opportunities offered by the Mindanao economy. External assistance is incrementally lessened with the rise of local cooperatives as leading investors. Conflict-affected areas are completely rehabilitated.

**Scenario 4** is marked by greater human security, greater decentralization, with the concomitant dynamics fostering holistic planning and a representative government. It is characterized by a rigid and non-pluralistic educational system, externally driven development, and external exploitation of natural resources. Rights of all marginalized sectors are respected. Tradition-based, indigenous political-social structures are successfully integrated with modern systems. National leadership works to strengthen local leadership. There is peace agreement and Mindanao sub-regions have autonomy. Dynastic arrangements are eroded and clan rivalries diminished. Infrastructure development flourishes resulting in economic dynamism. However, the benefits thereof are not widespread, and income inequities remain distinct.



## List of Co-authors

### Key Informants

Pres. Fidel V. Ramos, Chairman Nur Misuari (MNLF), Vice Chairman Ghadzali Jafaar (MILF), Sec. Teresita Quintos-Deles, Sec. Annabelle Abaya, Usec. Austere Panadero, Gov. Daisy Fuentes, Vice-Gov. Emmanuel Piñol, Mr. Paul Dominguez, Mr. Roberto Sebastian, Mr. Vicente Paterno, Dr. William Dar, Mayor Muslimin Sema, Mayor Celso Lobregat, Mayor Peter Miguel, Dr. Steven Rood, Ms. Amina Rasul-Bernardo, Mr. Rey Teves+, Mr. Vic Lao, Mr. Sebastian Angliongto, Mr. Roger Gualberto, Mr. Rey Cain, Commodore Carlos L. Agustin, Dean Roel Ravanera, Dr. Fermin Adriano, Prof. Moner Bajunaid, Bgy. Capt. Julpikar Ladjahali, Former Bgy. Capt. Dastara Bakki, Mr. John Perrine, Mr. Guido Alfredo A. Delgado, Dr. Rolando T. Dy, Arch. Felino "Jun" Palafox, Jr, Mr. Ed Bullecer, Mr. Rey Quisumbing, Atty. Jose Cabato, Chancellor Marcelo P. Salazar, RD Ma. Lourdes D. Lim (Hadja Sittie Mariam D. Lim), Ms. Irene Santiago, Ms. Nelia Agbon, Ms. Carmencita Cochingco, RD Arturo Valero, RD Leon Dacanay, RD Teresita Socorro T. Ramos

### Conference

*Kusog Mindanaw Conference 2010 – July 08 – 10, 2010:*

Don Mustapha Arbison Loong, Drieza Abato Lininding, Christine Vertucci, Danilo Bustamante, Concepcion Asis, Ibarra "Bong" Malonzo, Paul Paraguya, Saipona Zaman, Col. Diosdado Carreon, Ltc Pat Amata, Ltc Alexei Musñgi, Eileen Ipulan Bautista, Atty. Naguib Sinarimbo, Efen Sissy, Col. Leopoldo Galon Jr., Samira Gutoc-Tomawis, Ben Aspera, Kaloy Manlupig, Benjamin Bagadion, Ismael Abubakar, Jr., Irene Santiago, Jolly Lais, MGen Anthony Alcantara, Lito Lorenzana, Maj Ruben Guinolbay, Migdenio "Dondon" Clamor Jr., Grace Rebollos, Jose Manuel Mamauag, Atty. Camilo "Bong" Montesa, Fr. Jad Calumpong, Cris Cayon, Steve Arquiza, Vice Mayor Alexander Tomawis, Atty. Camar Tago, Edtami Mansayagan, Fairudz ebus, Arthur Tangara Jr., Deng Giguiento, Myla Leguro, Leah Bugtay, Jo Quianzon, Rafael Nabre, Patricia Sarrenas, Karlos Manlupig, Cong. Maximo Rodriguez, Jr., Cong. Maria Isabelle Climaco, Col. Casiano Monilla, Maria Theresa Pia Zamora, April Jhim dela Cruz, Gov. Lala Talinio Mendoza, Alberto Sipaco Jr., Gus Micalat, Efen Elbanbuena, LtGen Raymundo G. Ferrer, Fr. Eliseo R. Mercado Jr., Mary Jacqueline C. Fernandez, Joel D. Dizon, Omar Tadeja, Margo Mercado

### Focus Group Discussions

*Philippine Chamber of Commerce and Industry – November 03, 2009:*

Alan Silor, Bronx Hebrona, Lemuel R. Podadas, Cherrylin Espina, Erlinda P. Suario, Esmelda Yap Quizo, Bernard Haw, Elena Haw, Mario P. Cacabeus, Irene Ang

*FGD with the Peace and Development Advocates League (South Central Mindanao) – November 04, 2009:*

Arsad Landasan, Juvie J. Apit, Marcos N. Gubat, Leah L. Natividad, Danny Salisidan, Baily Guimba, Marani P. Samiana, Wahida Abtahi, Abdullah Blanco Tempolok, Lily Mocles, Johnny P. Akbar, Leopoldo U. Lalang, Cutin Idtug

*Indigenous Peoples in Mindanao – November 09, 2009:*

Dan Mesor Adap, Joe C Macarial, Datu Rodino Ansabo, Noel C. Maningula, Datu Francisco Havana, Datu Payad Sangkuan, Datu Peter S. Insam, Ruben Byawan, Narcos Alexander Oabaro, Herminda B. Mines, Odoy Salahay, Roding B. Awe, Rebecca Dumacan, Eladio A. Lilawan, Susan U. Perong, Datu Danilo B. Apanag, Datu Thomas Corpuz, Datu Lito Omor – MIPCPD, Daniel L. Pagantupan, Jobaisa A. Pandian, Joy C. Segundo,

*FGD with the Members of the Mindanao Working Group, 12 November 2009:*

Howard Cafugauan, Ma. Victoria Maglana, Alghassim Wurie, PSI Verna Cabuhat, Marilyn Muncada, Dir. Mlang Madal, Manolette Mercado, Peter Bartu, Lt. Gen Raymundo Ferrer, Col. Caesar Ronnie Ordoyo, Louie Pacana, Wilfredo Nuqui, Aileen Toohey, Dir. Diamadel Dumagay, Patricia Montemayor- Tan, Dr. Sharon Valdez, Patricia Domingo, Emily Mercado, Nicholas Taylor, Gil Dy-Liacco, Lynette Corcino, Alma Evangelista, Renaud Meyer, Joel Mangahas, Alexander Umpar, Kazuyuki Tsurumi, Nazrullah Manzur, Augusto Rodriguez

*Communicator's Forum – November 27, 2009:*

Marcy Ballesteros, Ma. Theresa Reyes-Castillo, Carlos Conde, Lala Rimando, Albert E. Alejo, SJ, Dax Cañedo, Blogie Robillo, Samira Gutoc Jenny Grace M. Mendoza, Eden L. David, Perlie Ray Bernasori, Evelyn Deligero, Ma. Cecilia Rodriguez, Emmanuel

Garcia, Clarice L. Bautista, Charina Sanz, Heike Staff, Dionisio T. Alave Jr., Zen Darlene Lucero, Mary Bernadette P. Suarez, Monette Parado, Mark Guillermo, Rudolph Ian Alama, Geejay Arriola, Amalia Cabusao, Maya Vandenbroeck, Myra G. Julia, May Che B. Capili, Ferdinand S. Esguerra

*CARAGA Stakeholders/Caraga Conference for Peace and Development – December 8, 2009:*

Rene K. Burdeos, Jonjie Asis, Col. Rodrigo Diapana, Roel Pariza, Sammy S. Suico, Lucena Villagonzalo, Bella Gonzales, Fr. Lito Clase, Ruben Isiderio, Moses Villagonzalo, Bong Mohammad, Ricardo Dequina, Virginia Rosales, Elizabeth Borde, Sr. Mely Genoso, Merlyn Oyoc, Martin Gamisa, Bishop Juan de Dios Pueblos

*Kidapawan IPs and Stakeholders – January 16, 2010:*

Nida B. Fernandez, Datu Andong Takinan, Teodora Gaum, Bebot M. Salingan, Judy B. Fernandez, Datu Quiambao Ayag, Harry M. Lusterio, Elencio Tipunar, Romulo C. Gonzales, Ofelia P. Pangako, Cristina Walan, Marivic Pontongan, Mila A. Ipag, Vic Capilitan, Era Dayate Resa Espana, Ervin Juit, Bo-I Era Espana, Eduardo V. Daquiipa, Amy P. Takinan, Randy A. Diamse

*National Ulama Representatives – January 25, 2010:*

Daguit Abdulhadi, Taharudin Piang Amptuan, Dr. Aboulkhair S. Tarason, Sharif Jul Asiri Abirin, Ust. Ping A. Kasim, Ebra Minalang Moxsir

*Iligan Stakeholders/Iligan Institute of Peace and Development (IPDM) – February 06, 2010:*

Mike D. Taratingan, Jayshree Boot, Jun Tenorio, Elizabeth L. Codilla, Bernabe Q. Sanchez, Divina M. Suson, Butch Alcudia, Cora Jarales, Col. Leo Ferrer, Ted Khan Juanite, Arlieto Berlan, Sultan Ibrahim Camona, Felecitas A. Nillas, Muhda Cacusna, Norodin Lucman, Musa M. Sanguila, Vida S. Ventanilla, Lorry V. Gainile, Karen R. Veloso, Norberto Oller, Ustadz Abdulbayaw Regaro, M.J. Ambalong, Mohammad Mon-Em-Abangad, Marilou S. Nanaman, Ph.D., Aileen Chris C. Arellano, Pastor Reu Montecillo, Monalinda E. Doro, Acsani D. Macalawi, Preciosa Derro, Rex Ortega, Regina "Nanette" Antequisa, Gloria Fernando, Alita T. Roxas, Saturnina S. Rodil, Jordan Juanday, Kerslin Proebstel, Farhaidah Abbas, Sarah Jean Delfin, Rocelyn E. Labalan, Myza Karina P. Guinta, Nimfa L. Bracamonde

*Zamboanga Stakeholders – March 09, 2010:*

Alberto Francisco, Rustico Varela, Susan Valerio, Dir. Arturo Valero, Joseph Greganh, Renato Herrera, Dante Corteza, Ma. Pilar Dayaganon, Weng Agudera, Aurora Bulalacao, Ma. Nelida Rojas, Anthony Sabas, Manolette Jude Mercado

*C4D FGD in Davao City – May 06, 2010:*

Amalia Cabusao, Antonio M. Ajero, Walter Balane, Adroel Alcober, Dax Cañedo, Oliver "Blogie" Robillo, Leah Bugtay, Noel Provido, Norodin Lumambas

*FGD with Media in Pagadian City – June 18, 2010:*

Noemi B. Edaga, Giden C. Corgue, Myrna Tubat-Lumacad, Leo Santillan, Nestor Commendador, Mercy Yang-Pañares, Zacarias Digman, Ian Samonte, Vanessa Cagas

*FGD with Media in General Santos City – June 22, 2010:*

Joze Aponesto III, Dodin Delima, Sandino Romero, Jay Dayupay, Alt Tagalogon, Jhun Sucayre, Rejoice Fresco, Cathy Apelacio, Robert Pagadura, Faith Barcelona

*FGD with ICT Practitioners – June 28, 2010:*

Teolulo Pasawa, Chris Bunag, Emmanuel M. Lagare, Fred Nadela, Felix Maminta, Capazao Taban, Eriberto Barriga, Jaime B. Paraliso, Lizabel Holganza, Luz G. Galda, Nelly Sia-Agabin, R. Balondo, Atty. Sam Matunog, Olomadin M. Hadjiazis, Oliver Robillo, Ladislao Tabanao

*FGD with Media in Butuan City – July 08, 2010:*

Loriemae Prudente, Katherine Genn Guerra, Nora Molde, Robert Roperos, Gerie Soco, Nora Molde, Ernie M. Ofianga Jr., Ethel A. Simyunn, Litz TY-Flaviano, Lily Joy Sanchez, Ma. Lourdes Pizarro-Apego, Noel B. Najarro, Rei M. BranGan, Al Villaceran,

Cecil Ybañez, Richmond Hinayon, Rene C. Bucag Jr., Abner Caga, Mike Crismundo, Aurelio Conde

*FGD with Media in Zamboanga City – July 13, 2010:*

Minsara A. Muarip, Hader A. Glang, R.G. Antonet Go, Allen L. Abastillas, Michael Vincent Cajulao, Jewel M. Reyes, Karen Barba, Bernie Concepcion, Sonny Sakilin, Jewel Canuday, Rondell Rey Q. Savella, Darwin Wee, Letty Militante, Dante Corteza, Manz Haril

*FGD with the Youth Sector in Mindanao, 28 August 2010:*

Josiah F. Tuballa, Nieves L. Forti, Nurhida A. Asaali, Richie Cayanong, Matthew A. Lines, Abdul-Alim Alsad, Dyan Aimee Rodriguez, Nora Tortola, Eugin Pol Rubin, Michel Caseros, Aquilino Flores, Rosalie Beliran, Sheena Mae Onlos, Jun Mark Amban, Joan Basoc, Aristotel Casanova, Genevieve Pamaran, Sheryl Mancha, James Ryan Buenacosa, Jaffy Paul Febreo, Marvin Acanto Toralba, Jonamae Gamueta, Mark Vincent Paciente, Lary Lahing, Ethel Simyunn, Karen Grace V. Lim, Marjun R. Encendencia, Charles Jefferson M. Montes, Mary Grace Narvasa, Philip Alvar, Kash Lauto, Bhadria Khara, Jashmine Pagrangan, Pilot Manan, Saminoden Ampaso, Hashmion Aratuc, Richelin Tolones, Myrna Cestina, Bane Agbon, Prof. Nonoy Tomacruz, Steve Lawrence Arquiza, Atty. Marvic Leonen, Iris Mae Ferraris

*MinDA FGD on Mindanao 2020 Agenda – January 15, 2011:*

Anthony M. Penaso, Ting Ngujo, Joel I Fernandez, Amelyn M. Obial, Iso Montalvan, Gregs G. Villanueva, Rosa Virginia Olaya, Marc P. Olaya, Karlwin C. Montana, Enrique Neminzo, Jr., Oscar V. Paule, Virgilio Balansag, M.L. Solim, Angel S. Jimenez, Moises Faeutes, Alexander Bautista, Jou Galar, Glicerio J. "Tatay Boy" Tan, Dante Cuevas, Samuel S. Te, Zenaida Cuevas, Crispin Doldoloza, Joseph G. Pasilan, E. Mikayabal, Andres Villaro, G.L. "Tatay Boy" Tan, Edmundo Garcia, MD, Toefe, Arcadio S. Lanzon, Edwin Mendoza, Nestor C. Bitar, Randy V. Liwanan, Genaro O. Guipetacio, Ananias, Summuel S. Buyas, Ryan L. Nazareno, Anacleto T. Macias, Jaylourd V. Echavez, Emma P. Asok, Jemil, Emmanuel Alkuino, Reyna Alkuino, Kastner Perey Amores

*Meeting with the Tawi-Tawi Mayor and Chamber of Commerce – February 28, 2011:*

Mayor Jasper Que, Lordneal D. Tiozon, Hania H. Aliakbar, Moh. Nur Bahad, Mary Ann L. Adbulmonap, Ma. Vema L. Gatrieles, Hja. Meng B. Rodglal, Rasil S. Inoro

*Ateneo De Zamboanga University - Strategic Planning for Social Development - March 01, 2011:*

Fr. Tony Moreno, SJ. – Pres. ADZU, Fr. Albert Alejo – BTI-Consultant  
\*With Administrators and Social Development Units of ADZU

*Regional Development Council 12 – November 10, 2009:*

Gov. Miguel Rene A. Dominguez, Shahrir B. Duldoco, RD Teresita Socorro C. Ramos, Joy R. Sevilla, Phlorita A. Ridao, Cocoy Sexcion, Karl Vincent M. Queipo, Ladja M. Sapal, Dr. Rolando S. Doria, Maesmen Belisario, RD Buagas B. Sulaik, Bong A. Butiong, Richard Amparo, Mercy Haw, ARD Tomas M. Rodriguez, Bing Gancho, Almanzor M. Dataya, Abdulgamal Dipantar, RD Abdullah B. Dumama, Jr., Marfenio Tan, Engr. David L. Padlan, Joseph Gecosala, Mae Ester Guiamadel, Rene S. Paraba, Helen L. Vestal

*Regional Development Councils 13 Executive Committee – December 8, 2009:*

Governor Ma. Valentina G. Plaza, Ricardo N. Varela, Elvira G. Catuburan, Cecil R. Lopez, Dulmar Raagas, Lucille L. Ytac, Nilo P. Demercy, Jr., Emmanuel Z. Gidacan, Amado M. Posas, Jimmy G. Maquillan Hon. Edna M. Oan, Alvino Atacador, Carlito G. Yebe, Jr., Sandy Barcelon, Alicia B. Millana, Dmianon Uanme, Hector G. Quilang, Rejin Ondo, Elvie C. Ato, Felix R. Espeso, Leo Gerona, ARDO Alejandro S. Otacan, Melanie Maur, Ma. Jazmin M. Sarce, Ruth E. Sanchez, Seldio L. Pilongo

*Regional Development Councils 10 Executive Committee – February 05, 2010:*

Arsenio Sebastian, Almarco Brito, Engr. Leon Dacanay Jr., Linda Boniao, Gil R. Balondo, Liza V.M. Alcantar, Rochelle Mordeno, Nicanor Peralta, Lourdes Pagaduan, Lourdes Rudinas, Nicandro Borja, Frida Fe Ganade, Mamapok Diro, Ma. Theresa Allen, Atty. Evelyn Ramos, Wilson Amad, PSSUPT Lyndel Desquitado, Lordilie Enjambre, Ltc. Jose Leonard Gille, Ariberto Gualberto, Maita Ignacio, Dr. Hector San Juan, Karen Q. Yee, Perigine Cayadong-Encarquez, Jasper Ola, Efen Berbas, Dr. Enrique Ampo, Carmen Bardilas, Abram Abanil, Evelyn Feniza, Juanito Demetrio, Engr. Ferdinand

Asinas, Miriam Fuentes, Engr. Allan Olavides, Marigold Garrido, Leonilla Cajarte, Rey Anthony Molina, Yvonne Evasco, Datu Tommie Labaon, Michael Ignacio, Jordan Ian Apat, Elsa Silfauan, Robinson Ladera, Rio Yonson

*Regional Economic and Development Planning Board (REDPB) (Cotabato City) – February 18, 2010:*

Dr. Carmencita Aquino, PZ Teng Enok, Taha Alibiratur, Hja. Pombaen Kade, Hayat M. Pilas, Calangit D. Macabumbun, Col. Maguidala Diamadden, Abdulhamin Bandahala, Adjuria Kusain, Dha-Rifah S. Kali, Kamaludin Laguiaab, Jr., Rudy So, Lininding Lao, Fredelino Genospe, David Ali, Karsum Astih, Baintan A. Ampatuan, Darwin Unga, Omarhayyam Dalagan, Mussah Halribulla, Dr. Abubacar Datumanoy, Akmad Sali, Romeo Diocolano, Karmina Muhmin, Engr. Mlang U. Madal, Assib Ibrahim, Saripada Pacasum, Jr., Pagras Bihar, Mangondaga Madid, Endatun Talusan, Macapado Benito, Abdulgalib Halud, Sultan Usman Sarangani, Amraida R. Menting, Umalkaise Musa, Abdulgano Cadir, Abdelnazir Mohammad Isa, Gani Petron, Al-Habson Antao, Kanggo Umal, Zenaid Ating, Sammy Ibrahim, E. O. Sapto, Efen Sissay, Ligana Lumaque, Abdulrackman Meuna, Josephine Maukit, Hadja Pambaen Karon-kada, Santiago Siva, Assy. Zia Alonto Adiog, Rebecca Karim, Tati Odasan, Ammia Arsimao, Ansari Andat, Eduardo Chan, Henry Silva, Modariza Hasmin, Juliet Grace de Eyoy, Atty. Ishak Mastura, Gerlita Quito, Bai Henrieta Paglas, Macapagal Nawi, Janimah Pandi, MD, Alminda Ladja, Atty Ashrafia Biruar, Umaya Adil Salik, Majubir Rahman Alonto, Bassit Accoy, Nagwib Sinarimbo, Romeo Sema, Arbaina Tuansi, Raul Paluas, Elizabeth Natano, Nazir Ibrahim, Rosalinda May Bai Sampula, Hamid Bayao, Daisy Angas, Aida Dansao, Evelyn Estorquia, Nenita Estomata, Johan Sinarimbo

*Regional Development Councils 9 Executive Committee – March 08, 2010:*

Elored Fonollera, Joseline Fernandez, Briggs Badon, Dr. Grace Rebollos, Ustadz Abdullah Ibrahim, Fr. Antonio Moreno, S.J., Al M. Alhabshi, Fr. Pedro Rufo Soliven, Roberto Ko, Sr. Emma Delgado, Richard Chan, Violeta S. Alejandro, Efen Wee, Rolando Santos, Fidel Gatasi, Teddy Kahil, Zorayda Infante

#### Roundtable Discussions

*RTD with the planners and stakeholders in Region 10 (Manolo Fortich, Bukidnon) - June 9, 2010:*

Gil R. Balondo, Herculano S. Ronolo, Nena B. Vallecera, Vernie Dalogdog, Yolanda T. Egam, Lourdes P. Rudinas, Eduardo Ego, Rio Yonson, Marlou J. Binyona, Abun Abanil, Lyndian A. Damasco, Leonida Cajarte, Roy S. Magbanua, Andres Ignacio, Rochelle Ysip Mordeno, Pedro Cadulay, Elvie Tan, Paul Ka Paraguya

*RTD with the planners and stakeholders in Caraga (Prosperidad, Agusan del Sur) - June 11 2010:*

Engr. Julio Carlon, Engr. Antenedo Milloren, Rolando Uyan, Jazmin Berido, Paris Raymond Gaballo, Sexto Padua, Raul Orosco, Felisa Laranjo, Leo Gerona, Engr. Samson Hebra, Jean Paul Parajes, Eliseo Tila, Naomilyn Javellana, Dr. Esamel Paluga, Dra. Sandra Yu

*RTD with the planners and stakeholders in Region 9 (Pagadian City) - June 18, 2010:*

Loy Canales, Rosevic Ocampo, Crisanta A. Yamba, Atty. Nicerio Napigkit, Engr. Reynita R. Ebal, Rosemarie Miranda, Engr. Rordigo Sicat, Diego T. Suela, Engr. Adrain Bravo, Board Member John Regala, Engr. Leo Acenas, Sixto Abu, Jr., Adonis Maynard B. Pilonog, Helen S. Singson, Gerardo Parot, Engr. Wilfredo D. Casas, Pablo L. Escuadro, Ma. Socorro Atay, Contancio G. Alama, Ma. Angelica Evasco, Estella Argamino, Engr. Alfonso Tan, Arthur De Guzman, Jennifer Alcazar, Dr. Mary Jocelyn V. Battung, Mercedes Lourdes S. Quisumbing, Bennet D. Santander, Rudy Rojas, Roche B. Varquez, Eldie C. Cañas, Jun C. Angu, Kimberly Amor, Roamme, Radem Giang, Puran, Hermogenes Mejorada, Genafior Magalang

*RTD with the planners and stakeholders in Region 12 (Koronadal City) - June 23, 2010:*

Abner S. Navarro, Edzea Intoy, Celedonio D. Guancia, Victor Rodriguez, Engr. Nael D. Cruspero, Rene M. Formacion, Engr. Dominador S. Escucha, Jr., Engr. David L. Dilangalen, Helen L. Vesta, Renante Nataño, Engr. David L. Padlan, Armin Hautea, Almanzor M. Dataya, Mary Ann R. Transpe, Elaine Nita L. Ferolino, Rommel M. Lagumen, Bayani Fredeluces, Engr. Arturo Zambrano, Ginalyn Fe C. Cachuela, Allan Du Yaphockun, Jenelyn P. Matondo, Allen Estavilla, Naguib A. Guiamal  
*RTD with the planners and stakeholders in Region 11 (Davao City) - June 28, 2010:*

Raymundo Pajarito, Freddie Bendulo, Nelson Plata, Lt. Gen Raymundo Ferrer, Col. Casiano Monilla, Col. Lysander Suerte, Tranquilino Oljol, Ma. Febe Orbe, Virginia Suliguin, Dir. Ma. Lourdes Lim, Naomi So, Catherine Acosta, Mika-Chan Magtulis, Sr. Superintendent. Allan Guisihan, Elsie Mae Solidum, Eden Josephine David, Stephanie Orilla, Engr. Teofila Tan, Judy Ann Diaz, Dante Muyco, Romeo Castañaga, Atty. Geroncio Aguio, Alma Villareal, Jose Jorge Corpuz, Naty Amorillo, Dir. Romeo Lagahit, Ronilo Bajenting, Adolfo Mirasol, Atty. Domingo Duerme, Dr. Sophremiano Antipolo, Dr. Edmundo Prantilla, Dr. Wilfredo Nuqui, Epea Rillo, Miguel Herrera III

*RTD with the Members of SouthCentral Mindanao Peace and Development Advocates - August 5, 2010 (round 2):*

Johnny Akbar, Leopoldo Lalang, Wahida Abtahi, Abdullah Tempolok, Arsad Landasan, Cutin Idugt, Bailyn Guimba, Marani Samiana, Lily, Mocles, Insi Omar

*RTD with ACT for Peace Partners in Caraga, 23-24 August 2010*

## **Workshops**

*Workshop on Min2020 – Mindanao Education Sector – September 21, 2010:*

Dir. Zenaida D. Gersana, Dir. Ofelia Domingo, Dir. Susan Sautap, Dir. Nilda C. Espiritu Santo, Dr. Carmencita B. Aquino, Marilou Olayan, Abram Abanil, John Simborias, Luzminda O. Onoy, Ariyan B. Paana, Hanar H. Masasayon, Bayani Gofredo, Atty. Morakib Maruhomsalic, Deliciosa Males, Virginia Besana, Rolando M. Palencia, Albert Gutib, Abigail Eupena, Dennis V. Bodilles, Jay Camina, Dr. Perlas Funa, Dir. Irene Floro, Dr. Fedelinda Tawagon, Joel N. Sagadal, Prof. Alma Eleazar, Dr. Sophremiano B. Antipolo, Rachel Navarez, Soverina J. Tagubase, Diosita Andot, Genevieve Arcillas, Hazel Lozada, Gil Dy-Liacco, Bermiditta G. Garzon, Nancy Ebuenga, Deborah Moulton,

*Scenario Building Workshop – November 19-20, 2009:*

Usec. Virgilio Leyretana, ARD Mlang U. Madir, Lt. Gen. Raymundo Ferrer, Asec. Bong Montesa, Sec. Jess Dureza, Edgar Bullecer, Sebastian Angliongto, Roberto W. Ansaldo, Michael Angelo Yambok, Datu Mussolini Lidasan, Ruby Andong, Datu Saliling, Irene Santiago, J. Andres Ignacio, Willy Nuqui, Dr. Grace Rebollos, Aileen Toohey, Mr. Peter Bartu, Gi Domingo

*ELECTRONIC SURVEYS – 374 Respondents:*

Gen. Santos-15, Marawi-21, Davao-70, Maguindanao-8, Lanao del Sur-6, Cotabao-2, Cagayan de Oro-11, Iligan-12, Malaybalay-4, Butuan-5, Kidapawan-2, Zamboanga-22, Sultan Kudarat-5, Sarangani 9. Misamis Or-3, Tagum-4, Panabo-4, Koronadal-3, Pagadian-1, Tawi-Tawi-9, Davao DN, 3 Davao Oriental-4, Surigao-7, N. Cotabato-3, S. Cotabato-4, Sulu-14, Basilan Zamboanga del Sur-11, Bukidnon-12, Agusan-3, Digos-1, Palawan-1, Other than Mindanao-72.

## **Facilitators**

MINDANAO DEVELOPMENT AUTHORITY (MinDA formerly MEDCo)

*Secretariat:*

MEDCo Chair Undersecretary Virgilio Leyretana Sr, Executive Director Janet Lopez, Director Corazon Ginete

Core Team: Diosa Mae Andot, Ma. Evelia Ausa, Joan Barrera, Milva Carinan, Rudisa Bathan-Cornita, Ma. Camila Luz Ginete, Hazel Joy Leal, Ernesto Tomas; Core Team-Mancom: Olie Dagala, Helen De Castro, Oibone Enobio, Charlie Escaño, Romeo Montenegro, Perla Pandan, Gemma Dagaas; Support Staff: Kenny Nodalo, Gerardo Reynaldo, June Warren Riogelon, Mario Rojo, Raymond Tejano, Yvette Valderia, Samuel Resma, Klein Fernandez, Norhana Kamid, Ever Abasolo, Paulo Tiangco, Rey Perandos

*Board Members*

Secretary Luwalhati Antonino, MinDA Chairperson; Sen. Juan Miguel Zubiri and Sen. Teofisto Guingona Jr., Representatives from the Senate of the Philippines; Rep. Arnulfo Go, Chairperson of the House Committee on Mindanao Affairs; Rep. Ma. Rachel J. Arenas, Chair of the House Committee on BIMP-EAGA Affairs; Gov. Rodolfo Del Rosario, CONFED Mindanao President; Mayor Evelyn Uy, RDC IX Chair; Mayor Lawrence Cruz, RDC X Chair; Mayor Sara Duterte-Carpio, RDC XI Chair; Mayor Darlene Magnolia Antonino-Custodio, RDC XII Chair; Gov. Sol Matugas, RDC XIII Chair; Gov. Ansaruddin Adiong, ARMM Governor; Sultan Yahya Jerry Tomawis, SPDA

Administrator/CEO; Bai Omera Dianalan-Lucman, Secretary of National Commission on Muslim Filipinos; Johann Jake Miranda, Private Sector Representative-Business; Amina Rasul-Bernardo, Private Sector Representative-NGO; Atty. Rejoice Subejano, Private Sector Representative-Academe

*M2020 Committee Members*

Steering Committee: Chairperson, Mindanao Development Authority (formerly MEDCo); Deputy Director General, National Economic Development Authority (Central Office); Chairperson of the Mindanao Affairs Committee; Undersecretary, Department of Interior and Local Government (Central Office); Presidential Adviser on the Peace Process; Office of the Presidential Adviser on the Peace Process (OPAPP) Secretary, Department of Budget and Management (DBM); President, Confederation of Governors, City Mayors, and Municipal Mayors League (CONFED); Chair, Mindanao Business Council (MINBC); Secretary General, Kusog Mindanaw; Regional Governor, ARMM; Chairpersons, Regional Development Councils in Mindanao and Regional Economic Development and Planning Board-ARMM.

Management Committee: Executive Director, Mindanao Development Authority (formerly MEDCo); Regional Directors, NEDA Regional Offices in Mindanao and Regional Planning and Development Office-ARMM; Regional Directors, DILG Regional Offices in Mindanao; Executive Director, Mindanao Business Council; Executive Director, MINCODE-Caucus of Development NGO Networks; Chairperson, Mindanao Studies Consortium Foundation (MSCFI); Executive Director, Office of the Presidential Adviser on the Peace Process (OPAPP); Confederation of Governors, City Mayors, and Municipal Mayors League (CONFED).

*BRAIN Trust Incorporated*

Cielito F. Habito, Team Leader & Lead-Economy and Environment; Ella S. Antonio, Team Coordinator & Lead-Enabling Conditions; Fr. Eliseo Mercado, Jr., OMI, Lead-Peace and Security; Fr. Albert Alejo, S.J. and Marian P. Roces, Co-Lead-Human Development and Social Cohesion; Antonio G.M. La Viña, Lead-Governance, Institution and Politics; Edtami Mansayagan, Member; Rudy Rodil, Member; Samira Gutoc Tomawis, Member; Irene M. Santiago, Contributor-Gender Dimension; Environmental Science for Social Change represented by Fr. Pedro Walpole, S.J., Contributor-Environment and Natural Resources Dimension; Asian Institute of Journalism and Communication represented by Ramon R. Tuazon, Contributor-Communication for Development Plan

*Partners/Cooperators*

Australian Agency for International Development (AusAID), ACT for Peace Program, Kids for Peace Foundation, Initiatives for International Dialogue (IID), Mindanao Commission on Women (MCW), Mindanao Peace Weavers, Mindanao Peoples' Caucus, Mindanawon Initiatives for Cultural Dialogue, Philippines-Australia Human Resource Development Facility (PAHRDF), The Asia Foundation (TAF), United States Agency for International Development-Growth with Equity in Mindanao (GEM), National Youth Commission and the Mindanao Communicators Network (Mindacomnet).







