

**EDCF Country Program Evaluation**  
**in the Philippines**  
**- Executive Summary -**

**February 2025**

# 1. Purpose of the Country Program Evaluation

## A. Purpose of the evaluation

- ☐ The purpose of the Country Program Evaluation (hereinafter referred to as the "Evaluation") is to analyze the Economic Development Cooperation Fund's (EDCF) strategy for the Philippines in addition to all EDCF-supported projects and their pipeline and conduct a comprehensive performance assessment
- ☐ This evaluation aims to conduct a performance assessment through a comprehensive analysis of the EDCF's strategy for supporting the Philippines, projects that the EDCF has supported in the Philippines, and candidate projects for support
- ☐ To comprehensively review the EDCF's achievements and lessons learned in supporting the Philippines and to make recommendations to the EDCF that consider the scale of the EDCF's support to the Philippines and the trend of increasing support to large-scale development projects

## B. Evaluation description

- ☐ Conduct an analysis and performance evaluation of EDCF's support strategy for the Philippines, projects that the EDCF has supported in the Philippines, and candidate projects for support, with a focus on transport infrastructure
- ☐ Analysis of "Relevance," "Coherence," "Effectiveness (Impact)," and "Partnerships" in the source countries of major projects and candidate projects for support
- ☐ Make recommendations to the EDCF on the future direction of EDCF support to the Philippines by taking into account the scale of EDCF support to the Philippines and the trend of increasing support to large development projects

## 2. Evaluation Methods

### A. Research methods

- ☐ **(Literature Review)** Conduct a literature review to provide recommendations for effective EDCF support to the Philippines and to inform the country portfolio assessment and identification of key project needs
- ☐ **(Stakeholder Interviews)** Conduct stakeholder interviews by categorizing stakeholders through an analysis of domestic and international stakeholders
- ☐ **(Fieldwork)** Visits to organizations and business sites to gather qualitative and quantitative information on which to base assessments and support strategies
- ☐ **(Survey)** A survey was conducted among the local Filipinos, including residents living near the Pangilinan Bridge project site (e.g., Mindanao), stakeholders interested in the project, and the general public
- ☐ **(Online Exposure Survey)** To measure the effectiveness of the Panguil Bridge Project as a landmark through objective indicators, we analyzed the frequency and content of online exposure by the media
- ☐ **(Focused Group Interviews)** In-depth interviews with a group of experts were conducted to analyze the EDCF's performance in large-scale development projects in the Philippines, explore ways to foster partnerships with source organizations, and cross-validate the results of this evaluation

### B. Evaluation principles and criteria

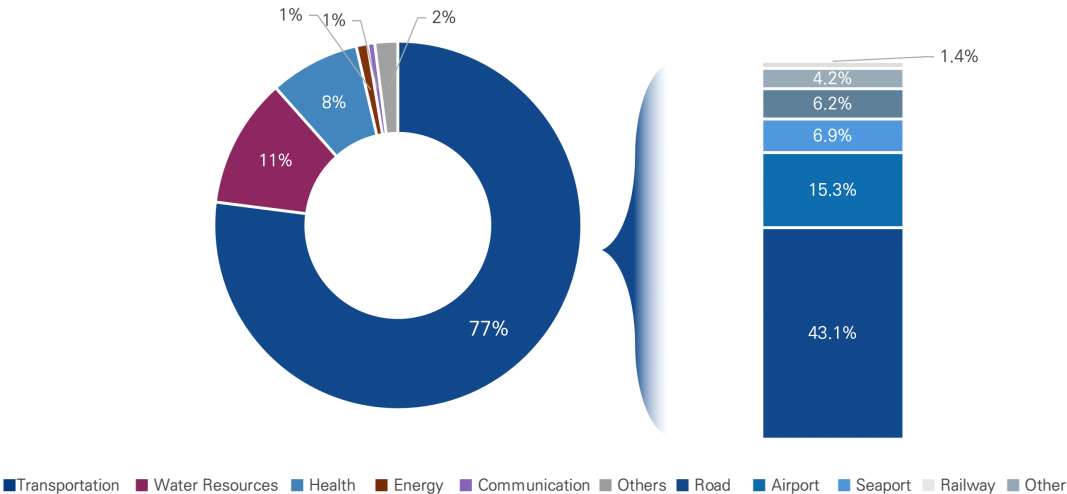
- ☐ As a guiding principle, this country evaluation adheres to the ethical standards and codes of conduct set forth in the Office of the Secretary of State's Development Cooperation Council Code of Ethics for Evaluation of International Development Cooperation and the OECD DAC Evaluation Principles and Six Criteria

- **(Country Evaluation Criteria)** To provide a comprehensive orientation for EDCF support to the Philippines, which is the main objective of this country evaluation, the evaluation focuses on "Relevance," "Coherence," and "Effectiveness (Impact)" among the evaluation criteria proposed by the OECD DAC and reinterprets the criterion of "Human and Institutional Sustainability" as "Partnership" to better define sectoral support strategies for the Philippines
  
- **(Criteria for the Evaluation of Representative Projects)** Given that the Panguil Bridge project is in the pre-completion stage, the evaluation focuses on the "Relevance" and "Coherence" of the OECD DAC criteria; however, it adopts a pragmatic approach to analyzing the success or failure factors by further evaluating the socio-cultural and economic impact as a landmark project and the effect of raising awareness of Korea

### 3. EDCF Philippines Support Portfolio Analysis and Characteristics

#### A. EDCF Philippines support status

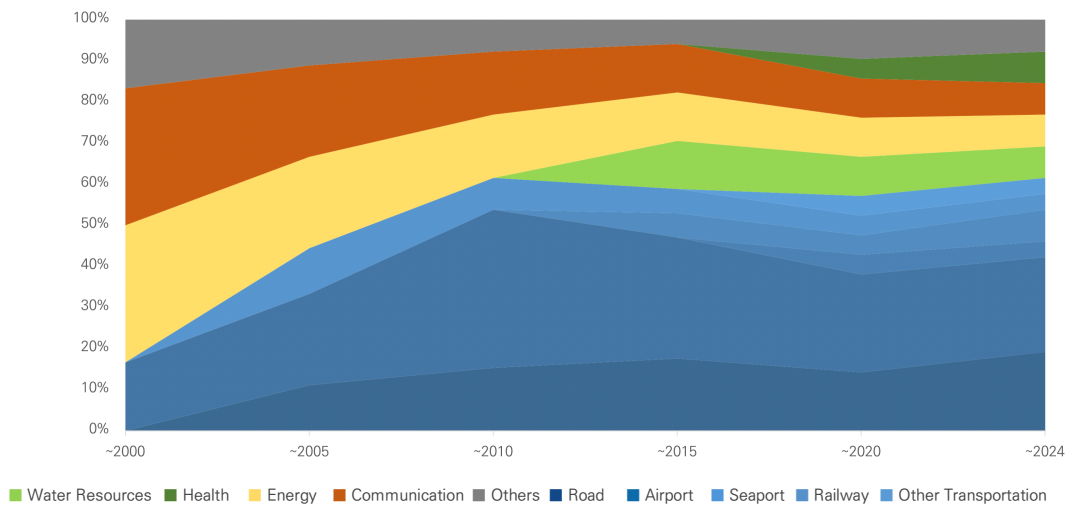
- The Philippines is one of the priority partner countries of the EDCF, and from 1990 to 2024, the EDCF approved a total of 26 projects in the Philippines worth \$2.5242 billion, accounting for 9.0% of the total EDCF approvals (3rd out of 59 countries)<sup>1)</sup>
- **(Sectors supported)** 77% for transportation, 11% for water, and 8% for health, in the order of the support provided
- As the EDCF support to the Philippines has significantly increased, both the governments have decided to pursue large-scale infrastructure and digital and Green New Deal projects and have identified eight candidate projects, including the PGN Maritime Bridge (estimated total cost of \$3 billion), for support in the medium term of 2022–2026.
- While the focus appears to be on the transport sector, we have seen a diversification of projects within the transport sector and portfolios within the transport sector



1) As of December 2024

## B. Features of EDCF support in the Philippines

- **(Change in support strategy)** EDCF's support strategy for the Philippines has significantly evolved over time, passing through different stages of development, and today, EDCF has built an effective model of economic cooperation by adopting a tailored approach to the country's stage of development and specific needs rather than providing mere financial assistance
- As of 2024, the total EDCF support to the Philippines grew from US\$66.2 million in 2000 to US\$2,524.2 million, an increase of nearly 38 times, reflecting the flexibility with which EDCF has extended its support according to the country's stage of economic development and national strategy



□ Alignment with the Philippine National Development Plan (PDP) and Build Better More (BBM) Policy

- EDCF support to the Philippines is closely aligned with the Philippine Development Plan (PDP) and supports the PDP's goals of improving transport infrastructure, increasing connectivity between regions, and bridging the urban–rural divide

Sector	Name of the Project	IFPs	Year	PEA	Alignment with PDP Strategies	
					Major National Strategies	PDPs
Transportation	Laguindingan Airport Development Project (Supplementary Loan)	O	'04	DOTr	• Development of Inter-Island Shipping Networks and Infrastructure	PDP 2004 – 2010  “Presidential Agenda”
Transportation	Widening of GSO Road and Emergency Dredging Project	O	'05	DPWH	• Development of Inter-Island Shipping Networks and Infrastructure	
Transportation	Gapan-San Fernando-Olongapo Road Project, Phase II		'08	DPWH	• Development of Inter-Island Shipping Networks and Infrastructure	
Transportation	Bacolod-Silay Airport Access Road Project		'08	DPWH	• Development of Inter-Island Shipping Networks and Infrastructure	
Transportation	Puerto Princesa Airport Development Project		'09	DOTr	• Development of Inter-Island Shipping Networks and Infrastructure	
Transportation	Laguindingan Airport Air-Navigation System and Support Facilities Supply Project		'10	DOTr	• Accelerating Infrastructure Development	PDP 2011 – 2016  “Top 10 Sectoral Development Priorities”
Transportation	Samar Pacific Coastal Road Project	O	'11	DPWH	• Accelerating Infrastructure Development	
Water Resources	Jalaur River Multipurpose Project-Stage II	O	'12	NIA	• Environmental and Resource Protection	
Water Resources	Integrated Disaster Risk Reduction and Climate Change Adaptation Measures in the Low Lying Areas of Pampanga Bay	O	'13	DPWH	• Environmental and Resource Protection	

Sector	Name of the Project	IFPs	Year	PEA	Alignment with PDP Strategies	
					Major National Strategies	PDPs
Transportation	Panguil Bay Bridge Project	O	'15	DPWH	• Accelerating Infrastructure Development	PDP 2011 – 2016 “Top 10 Sectoral Development Priorities”
Transportation	New Cebu International Container Port Project	O	'17	DOTr	• Accelerating Strategic Infrastructure Development	
Etc	Philippines–Korea Project Preparation Facility		'18	DPWH , NIA	–	
Transportation	Maritime Safety Enhancement Project	O	'19	DOTr	• Accelerating Strategic Infrastructure Development • Promoting peace and security	
Health	Program Loan for COVID–19 Emergency Response Program		'20	DOF	• Reducing Factors That Threaten Individual Lives • Creating a Clean, Integrated, and Healthy Environment	
Health	The Engineering Service for the PGN Island Bridges Project	O	'21	DOF	• Reducing Factors That Threaten Individual Lives • Creating a Clean, Integrated, and Healthy Environment	
Transportation	COVID–19 Emergency Response Program II – Vaccination Program		'21	DPWH	• Accelerating Strategic Infrastructure Development	
Transportation	The New Dumaguete Airport Development Project	O	'22	DOTr	• Accelerating Strategic Infrastructure Development	
Transportation	Samar Pacific Coastal Road Project II (Laoang II and Calomotan Bridges)	O	'23	DPWH	• Promoting Human and Social Development • Promoting Infrastructure Expansion	PDP 2017 – 2022 “Key Focus Areas”

## 4. Comprehensive Evaluation Result

### A. Country evaluation results

Criteria	Categories	Contents
Relevance	Consistency with the partner country's development needs and Korea's assistance strategy	<ul style="list-style-type: none"> <li>• EDCF support to the Philippines is aligned with the country's long-term development vision and medium-term development strategy and is highly relevant to the country's development needs, with a particular focus on physical connectivity and climate change adaptation</li> <li>• It is consistent with the Korea-Philippines Strategic Partnership, the country's CPS, and the EDCF's medium-term operational direction, providing effective support in areas, such as transportation, water management, climate change adaptation, and regional development</li> </ul>
	Adequacy of the business design and organization	<ul style="list-style-type: none"> <li>• EDCF project design and organizational arrangements in the Philippines are consistent with the country's ODA implementation process and are being implemented in collaboration with NEDA, although certain delays in the NEDA approval process need to be addressed</li> <li>• The agency's priorities are consistent with the national policies, and the performance indicators are objective, measurable, and appropriate</li> </ul>
	Response to environmental changes, adequacy of risk management	<ul style="list-style-type: none"> <li>• EDCF project design and organizational arrangements in the Philippines are consistent with the country's ODA implementation process and are being implemented in collaboration with NEDA, although certain delays in the NEDA approval process need to be addressed</li> <li>• The agency's priorities are consistent with the national policies, and the performance indicators are objective, measurable, and appropriate</li> </ul>

Criteria	Categories	Contents
Coherence	Internal co-herence	<ul style="list-style-type: none"> <li>• EDCF assistance to the Philippines is highly consistent with Korea's ODA policy and foreign strategy, focusing on priority areas of cooperation</li> <li>• Major transport infrastructure projects are increasingly interconnected and are expected to create synergies in various areas, including improving regional connectivity and promoting economic growth</li> <li>• The EDCF maintains a consistent support policy in the areas of transport infrastructure, environment, and climate change mitigation and will continue to strengthen its support to the Philippines in the medium to long term</li> </ul>
	External co-herence	<ul style="list-style-type: none"> <li>• EDCF support to the Philippines has a high degree of external coherence with the Sustainable Development Goals (SDGs) and climate change responses and enhances development effectiveness through collaboration with other donors and donor countries</li> <li>• EDCF's focus on transport and disaster risk management minimizes duplication with other donors while contributing to the Philippines' comprehensive development through programmatic alignment, policy alignment, and sector collaboration</li> <li>• EDCF will establish linkages with the other donors' projects, particularly in the transport infrastructure sector, and will also explore the possibility of creating synergies with KOICA through linkages between loans and grants</li> </ul>
Effectiveness (impact)	Social, economic, and institutional impact	<ul style="list-style-type: none"> <li>• EDCF support to the Philippines has a high degree of external coherence with the Sustainable Development Goals (SDGs) and climate change responses and enhances development effectiveness through collaboration with other donors and donor countries</li> <li>• EDCF's focus on transport and disaster risk management minimizes duplication with other donors while contributing to the Philippines' comprehensive development through programmatic alignment, policy alignment, and sector collaboration</li> <li>• EDCF will establish linkages with the other donors' projects, particularly in the transport infrastructure sector, and will also explore the possibility of creating synergies with KOICA through linkages between loans and grants</li> </ul>
	Landmark effectiveness	<ul style="list-style-type: none"> <li>• The EDCF-funded Pangilman Bridge in the Philippines was rated "highly effective" in terms of landmark effectiveness</li> <li>• The project obtained high scores for site and environmental symbolism, public diplomacy effectiveness, and social and cultural impact</li> <li>• In particular, the projects have contributed to increasing awareness, favorability, interest, and trust in Korea, providing a sense of belonging that is highly meaningful to local residents and enhancing the potential for economic and environmental development</li> <li>• These results were attributed to the high alignment of Korea's assistance strategy with the development needs of the Philippines and the synergy among the elements of landmark effectiveness</li> </ul>

Criteria	Categories	Contents
Partnerships	The Philippines	<ul style="list-style-type: none"> <li>The Philippines has the capacity for systematic ODA operations and management through the division of roles between executing and operating agencies, NEDA's oversight of ODA projects and annual reporting, coordination with major donors, and regular performance discussions</li> <li>NEDA takes the lead in project selection based on alignment with the Philippine Development Plan (PDP) and Korea's Country Partnership Strategy (CPS), cost-effectiveness and potential impact, and alignment with regional development goals, such as the SDGs</li> </ul>
	Featured organizations	<ul style="list-style-type: none"> <li>(DPWH Partnership Assessment) DPWH demonstrates good capacity in business planning management and human resource management, including a strategic decision-making framework, data governance program, performance-based budgeting, and effective information sharing mechanisms.</li> <li>(DOTr Partnership Assessment) DOTr has good alignment with strategic objectives, but further improvement and development can be expected in a number of areas, including EDCF business efficiency, speed of project implementation, human resource capacity, data management, and inter-agency collaboration.</li> </ul>
	EDCF	<ul style="list-style-type: none"> <li>EDCF considers the development needs and priorities of the Philippines and strives to reflect local development needs in host countries when identifying and planning suitable projects</li> <li>EDCF has an organized system of project management and monitoring that contributes to the effectiveness and continuous improvement of its projects</li> <li>EDCF's network can be broadly categorized into national and international donor organizations and project implementers, and EDCF has made various efforts to strengthen and maintain partnerships with these different entities</li> </ul>

## B. Results of the representative business case analysis during the country evaluation

- ☐ The evaluation of the representative business case analysis was conducted in accordance with the Integrated Evaluation Guidelines of the Evaluation Subcommittee of the International Development Cooperation Council and the Guidelines for the Preparation of EDCF Post-Evaluation Reports considering the OECD DAC evaluation criteria and landmark elements.
- ☐ The main evaluation criteria were Relevance, Coherence, and Landmark Effectiveness.
- ☐ The score was 3.7/4.0, resulting in an overall rating of "highly successful."
- ☐ The EDCF Panguil Bridge in the Philippines was rated as highly appropriate, and its location, environmental symbolism, and public diplomacy effectiveness were rated very high. Overall, the project was judged to be successful, and in addition to the objective and quantitative indicators, the importance of the project to the local community was significant

Criteria		Weight	Result	Rating
Relevance		20%	3.9	Highly relevant
Coherence		20%	3.3	Coherent
Landmark effectiveness	Location-environmental symbolism	20%	3.7	Highly symbolic
	Public diplomacy effectiveness	20%	3.8	Very effective
	Social and cultural influence	20%	3.7	Very critical
Overall result			3.7	Highly successful

## 5. EDCF Philippines Support Direction

### A. Analyzing the external and internal environment for EDCF support to the Philippines

Internal environment (SPRO) analysis results	
Strategy	<ul style="list-style-type: none"> <li>• Increase the size of the medium-term EDCF approval for 2024–2026, focus on Asia where Korean companies are in high demand, and leverage public-private partnerships and local financial institutions</li> <li>• Focus on large-scale and landmark projects (e.g., \$3 billion F/A completed)</li> <li>• In the past, the project's effectiveness was limited to small-scale projects, but it will be strengthened by expanding to large-scale projects</li> </ul>
Process	<ul style="list-style-type: none"> <li>• Streamline the application process</li> <li>• Project identification and planning process</li> <li>• Regular channel: Review of the Philippine government's development plan and project list, policy consultation</li> <li>• Recurring channel: Interviews and consultations on specific projects</li> <li>• Participation in MDB discovery projects (e.g., Laguna Lake Ring Road Project)</li> <li>• Two deputy directors of the local Project Management and Monitoring Office manage 25 projects, review the adequacy of funds used, provide feedback, and conduct final evaluations</li> </ul>
Resource	<ul style="list-style-type: none"> <li>• Support staff not proportional to the size of the company</li> <li>• Competitiveness and complementarity of human resources</li> <li>• Competitiveness: High level of understanding and commitment for a small workforce</li> <li>• Complementarity: Need to expand workforce and improve working environment</li> <li>• Funding for EDCF projects continues to increase</li> </ul>
Organization	<ul style="list-style-type: none"> <li>• The EDCF divides major project approval decisions between the headquarters and the field offices while field offices identify and follow up on major new projects and use consultative channels to work with donor countries and business-related organizations</li> <li>• Quarterly EDCF corporate meetings</li> <li>• Collaborate with business-related organizations through consultative channels</li> <li>• Regular exchange of information with KIND, KOTRA, and other related organizations through local offices</li> <li>• Conducting frequent seminars led by embassies to build public-private partnerships</li> </ul>

External environment (PEST) analysis results	
Political	<ul style="list-style-type: none"> <li>The Philippines government actively promotes infrastructure development as a key driver of economic growth</li> <li>The Philippines policy direction focuses on transportation infrastructure, water management, and flood disaster response</li> <li>The Philippines policy emphasis on sustainable economic growth, job creation, and improved social welfare</li> <li>Aggressive investment in green infrastructure in the face of climate change</li> <li>The Philippines government is making ongoing efforts to address rural poverty</li> <li>Corruption issues within the government and local government system are prevalent</li> </ul>
Economic	<ul style="list-style-type: none"> <li>Relatively high economic growth, projected at 5.6% in 2023 from 7.6% in 2022</li> <li>The Philippines is expected to join the upper-middle-income group of countries in terms of the GDP per capita by 2024.</li> <li>Inflationary pressures intensified after the war in Ukraine and COVID-19</li> <li>Lower corporate taxes to encourage domestic and foreign investment</li> <li>Major industries, that is, services and manufacturing, are underdeveloped</li> <li>South Korea is the Philippines' fourth-largest trading partner and sixth-largest investor, and economic cooperation between the two countries continues to increase</li> <li>High government debt limits the Philippines' ability to directly invest in large infrastructure projects and encourages foreign investment</li> </ul>
Socio-cultural	<ul style="list-style-type: none"> <li>Inefficient transport links between regions, leading to growing disparities</li> <li>High population growth rate, urbanization, and polarization exacerbate the need for transportation infrastructure improvements</li> <li>As an island nation, the Philippines has a high demand for transportation infrastructure, such as bridges, airports, and ports, to improve internal connectivity</li> <li>Vulnerable to climate change and natural disasters due to its geography</li> <li>Cooperation of the local resident in large-scale development projects is challenging</li> </ul>
Technological	<ul style="list-style-type: none"> <li>The Philippines' technology infrastructure competitiveness is ranked 55th out of 67 countries (based on the IMD 2024 Global Competitiveness Ranking)</li> <li>Advanced technologies are essential for efficiency, cost savings, and safety in infrastructure development</li> <li>The country's geo-climatic characteristics require more advanced construction methods and modernization of construction technologies</li> <li>Foreign investment in infrastructure development enhances skills in the development phase, but there is a shortage of skills and manpower for post-construction maintenance</li> </ul>

## B. Derive the business execution strategy through SWOT analysis

Internal environment (SPRO)	S : Strengths	W: Weaknesses
	<ul style="list-style-type: none"><li>- High ODA support to the Philippines, a priority partner country</li><li>- Support focused on large-scale flagship projects (transport)</li><li>- Administration continues to strengthen diplomatic and economic cooperation with the Philippines</li></ul>	<ul style="list-style-type: none"><li>- The limitations of scarce labor and operational resources at scale</li><li>- The need to expand linkages between loans and grants</li></ul>
External environment (PEST)	O : Opportunities	
<ul style="list-style-type: none"><li>- High population growth, urbanization, and polarization in the Philippines increase the need for improved transportation infrastructure</li><li>- Prioritization of infrastructure development by the Philippine government (BBM Infrastructure Program)</li><li>- Active investment in green infrastructure to address climate change</li></ul>	<ul style="list-style-type: none"><li>- Align the EDCF's capacity to support large-scale transport infrastructure with the Philippine government's infrastructure development policy</li><li>- Actively pursue large-scale, green, digitized transportation infrastructure projects that are climate-smart and climate-responsive</li></ul>	<ul style="list-style-type: none"><li>- Identify strategic projects in line with Philippine policies through integrated ODA management and alignment of paid and unpaid projects.</li><li>- Work with local government to streamline procedures to improve project effectiveness</li></ul>
T : Threats		
<ul style="list-style-type: none"><li>- How corruption and government inefficiency in the Philippines can slow down your business</li><li>- Business delays due to complex procedures</li><li>- FDI inflows expected to increase as the country moves to upper-middle income status and implements policies to encourage domestic and foreign investment</li></ul>	<ul style="list-style-type: none"><li>- EDCF's experience in large-scale landmark projects and its strong bilateral relationship with the Philippines will enable it to effectively respond to the country's administrative inefficiencies and changing investment climate to drive sustainable development cooperation</li></ul>	<ul style="list-style-type: none"><li>- Improve administrative efficiency in the Philippines by establishing an integrated business management system and streamlining procedures</li><li>- Establish a transparent and efficient business management system that enhances the competitiveness of Korean companies through EDCF's operational expertise and locally tailored initiatives</li></ul>

## 6. Lessons and Recommendations

### A. Lessons learned

#### 1) Success factors

- ☐ **(Evolution of the portfolio to meet the needs of the partner country)** Shifting the portfolio toward large infrastructure projects in line with the economic development stage and development needs of the Philippines
- ☐ **(Focus on large infrastructure projects with landmark effects)** The EDCF has successfully implemented several large infrastructure projects in the Philippines that have a transformational impact
- ☐ **(Localized approach)** EDCF identifies and implements projects tailored to the specific characteristics and development needs of each region in the Philippines

#### 2) Limitations

- ☐ **(Limited staffing and resources in the local office)** The EDCF office in the Philippines currently operates with a total of four staff members (with one additional local staff member to be hired in 2025), which makes it difficult to effectively manage and monitor local assistance projects
- ☐ **(Need to strengthen cooperation with other donors and donor countries)** Cooperation and coordination between EDCF projects and other donors and donor countries in the Philippines is improving; however, additional efforts are needed to better harmonize the assistance

## B. Recommendations to the EDCF

- ☐ Focus on the EDCF's Philippine operations in the key areas of cooperation and strengthen climate resilience in its projects
  - While the EDCF's centralization strategy in the Philippines has been highly effective, there is a need to consider diversifying the specific areas of support within the transport sector and expanding into climate change adaptation given the diversity of development needs and risk diversification
  - Climate change considerations are particularly important for the Philippines, an island nation that is extremely vulnerable to climate disasters, such as floods and typhoons, and needs to be prioritized throughout the project
- ☐ Identify landmark projects that consider trends toward larger infrastructure projects in developing countries and the need for stable execution and management in the future
  - The EDCF's large-scale landmark projects contribute to the Philippines' economic development and expand support for improving the transport infrastructure and water management to strengthen adaptation to climate change
- ☐ Strengthening the monitoring of environmental and social impact assessments in recipient countries to ensure the smooth implementation of EDCF projects
  - Improve the understanding of Environmental Compliance Certificate (ECC) and Certificate of Non-Coverage (CNC) certification requirements and procedures to enable EDCF secondary consultants to provide better quality advice on Environmental and Social Impact Assessment (ESIA)
- ☐ Strengthen business linkages through expanding and strengthening collaboration with public and private organizations and MDBs
  - Given the EDCF's strength in the hardware business, it is recommended that it establishes a consultative channel with major domestic development cooperation agencies to identify projects in the Philippines with both physical and digital linkages and develops programs to strengthen the capacity of local residents after the infrastructure is built to promote sustainable development

- Actively explore ways to enhance triangular cooperation to improve the effectiveness of development cooperation, strengthen its role in the international community, and simultaneously pursue Korea's economic interests
- ☐ Increase the visibility of EDCF-completed projects to lay the foundation for expanded cooperation
- To ensure EDCF's competitiveness, it is necessary that it differentiates itself from other donors by branding its projects to highlight the unique value and benefits of its support
- The majority of EDCF projects in the Philippines are large-scale infrastructure construction projects; to emphasize the landmark effect of these projects in the future, they should be presented in a form that is easily understood and remembered by Filipinos through various visual elements

#### **C. Recommendations to the partner country**

- ☐ Upgrading business operations and management systems to maximize business performance
- To improve the effectiveness of EDCF operations in the Philippines and achieve long-term sustainable development, it is necessary to fully upgrade the business operations and management systems
- ☐ Creating a collaborative environment to improve efficiency
- To improve the efficiency and effectiveness of EDCF businesses, it is necessary to create a collaborative environment by establishing an integrated communication system, fostering a culture of cooperation, and establishing a performance-based collaboration system
- ☐ Improving project management capabilities to enhance business sustainability
- To improve the effectiveness and sustainability of projects, it is necessary to establish a comprehensive risk management system, bridge the capability gap between project-implementing organizations, strengthen integrated capabilities, and establish a systematic management structure for consistent project execution

- ☐ Addressing the capacity gaps and strengthening integrated capacities among the implementing agencies
  - The Philippines must address the capacity gaps among implementing agencies and strengthen its integrated capacity to improve the effectiveness of EDCF projects
- ☐ Strengthen the lead role in strengthening linkages between projects
  - To strengthen the linkages between EDCF F/S projects and actual projects, the Philippines must prioritize projects in line with national development plans and thoroughly assess the project feasibility