

Public-Private Tourism Partnerships and Their Role in Promoting Local Economic Development; Optimistic Perspective

Marlene F. Bacon¹, Ionie U. Regis², Denivie A. Dayupay³, Josephine T. Saramosing⁴, Lorens Gibb A. Lapinid⁵, Mary Wonna Leah Blanco⁶

^{1,2} Administrative Officer IV, Carcar City Division, Department of Education

^{3,4,5,6} Administrative Officer II, Carcar City Division, Department of Education

Abstract

In the growing landscape of local governance and tourism, collaboration between the public and private sectors is an important strategy for achieving sustainable economic growth. This study examined the role of Public-Private Tourism Partnerships in promoting local economic development in Carcar City, Cebu. Employing a descriptive research design and it involves 170 respondents such as LGU personnel, private tourism stakeholders, and local community residents who answered a structured questionnaire focused on partnership implementation in terms of policy, investment, infrastructure, participation and monitoring. Data were statistically treated using mean and standard deviation to determine the extent of implementation and the level of economic development. Findings revealed that Public-Private Tourism Partnerships are highly implemented. Respondents recognized improvements in employment opportunities, business growth, income generation and heritage preservation. There are significant barriers such as funding limitation, bureaucratic delays, and weak monitoring system that hinders to achieve full partnership efficiency. An action plan was developed to strengthen collaboration, streamline processes and enhance investment and community participation. This study concludes that effective tourism partnerships can serve as a sustainable framework for inclusive growth to local economy.

Keywords: Public-Private Partnership, Tourism Development, Local economic growth, Carcar City, Cebu

1. Introduction

THE PROBLEM AND ITS SCOPE

Rationale of the Study

Tourism is a vital sector that plays an important economic role in the Philippines growth and community development that contributes significantly to the GDP and employment. It not only generates revenue and taxes but it is also creating jobs, businesses and promotes cultural and historical identity. The Department of Tourism (DOT 2023) highlighted that sustainable tourism is of the country's key strategies in achieving inclusive growth and regional competitiveness. Local Government Units is challenged in developing tourism areas effectively for the concerns over financial constraints, environmental concerns,

and community participation. Public-Private Partnerships (PPPs) is a framework to strengthen tourism initiatives and local economic development.

A PPP in tourism is a win-win collaboration where the LGU provides policy and land, the private sector provides investment and expertise, and the community gains development. It is an arrangement between government and private entities wherein both parties share resources, risks and benefits in implementing projects that serves public interest (Brinkerhoff, 2011). PPP often involve developments of parks, heritage sites, resorts and any other attractions where public sectors provide the policy, land access, and regulation while private sector involves investments, innovation and managerial expertise. Through this, it allows LGU to leverage private resources for economic growth while ensuring that public welfare and local tourism sustainability remains the core goals.

Tourism in the city of Carcar is becoming a growing pillar, known for its rich cultural heritage, historic architecture and local delicacies such as the famous Carcar Lechon and chicharon. Carcar City also attracts both local and international visitor in city's tourist attractions such as Rotunda, Old Spanish houses, and Sta. Catalina de Alejandria Church that draws the attention of visitor for its historical and cultural value. Recent years, initiatives involving public-private partnerships have been undertaken to improve local families, enhance tourism services and encourage business investments, but despite of these initiatives' questions remain about the extent to which these partnerships truly contribute to local economic growth, job creation and the welfare of the community.

The importance of collaboration in achieving long-term success is anchored on the principles of the United Nations Sustainable Development Goals specifically SDG 8 (Decent Work and Economic Growth), SDG 9 (Industry, Innovation and Infrastructure) and SDG 17 (Partnership for the Goals). It aspires to contribute meaningfully to academic discourse and practical governance by offering recommendations that may guide officials and investors in designing effective and transparent tourism partnerships.

This study aims to evaluate how Public-Private Tourism Partnerships promote local economic development in the the city of Carcar, Cebu, focusing on their actual implementation, impact and sustainability. It is also aims to understand collaboration between the City Government of Carcar and its private partners in contributing local employment, infrastructure development and local business opportunities. This study hopes to provide insights into how governance mechanisms can be improved to ensure that tourism-led growth remains sustainable and inclusive.

Theoretical Background

This study is anchored on the theories and legal basis relevant to the Tourism partnership between public and private sectors. It serves as the window through which role of understanding of Public-Private Tourism Partnerships. This study anchors its framework on the three theories namely Public-Partnership Theory, Collaborative Governance Theory and Sustainable Development Theory.

The theory of Brinkerhoff 2011 or the Public-Private Partnership Theory emphasize that collaboration between the public and private sectors can enhance efficiency, innovation, and accountability in public service delivery and development projects. PPPs are structured arrangement of both parties to share resources, responsibilities and risks to achieve common goals. The theory also provides the foundation in understanding LGU and private tourism stakeholders can develop and manage tourism facilities, infrastructure and community services. The Local Government Unit will act as a regulator and policy maker while private sectors provide capital and management expertise, the shared

responsibility will foster economic growth, improved service quality, and community development through tourism. Public-Private Partnership Theory explains the operational framework of tourism-related partnerships in Carcar City, Cebu, and it also assess Collaborations effectively balance public welfare and private profit.

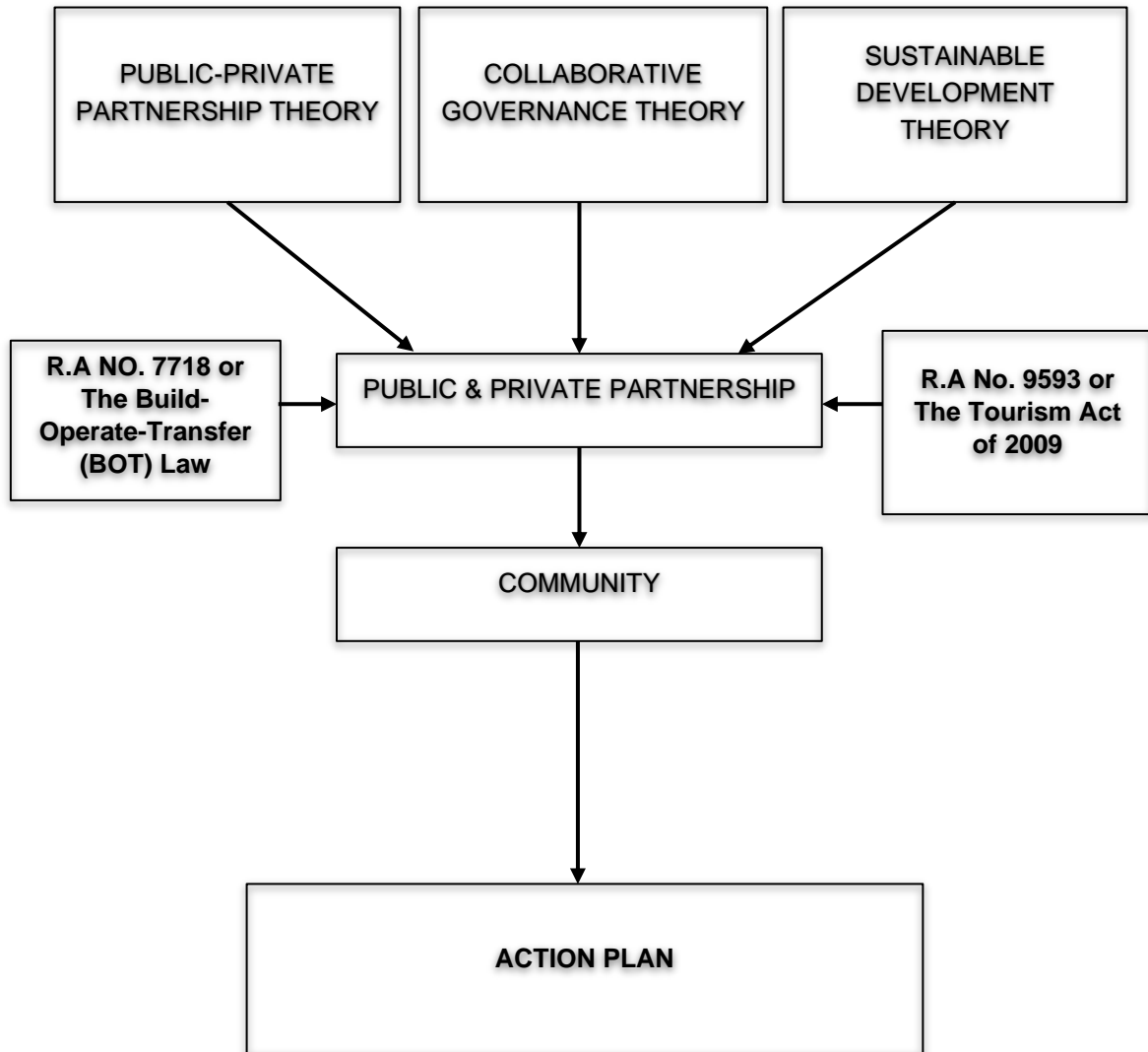


Figure 1

Theoretical Framework

It is also anchored with the theory of Collaborative Governance by Ansell & Gash 2008. The Collaborative Governance Theory asserts that effective governance occurs when public agencies, private stakeholders, and civil society engage in collective decision-making processes to address shared challenges and goals. Ansell and Gash (2008) argue that collaboration must be built on trust, transparency, and mutual accountability to produce outcomes that reflect the interests of all participants. Collaborative governance encourages the inclusion of community, local entrepreneurs and civic organizations in planning and implementation, it is also emphasized that participatory leadership ensuring that development projects are socially accepted and locally relevant. LGU initiatives not only be government-

driven but should also engage local business leaders in planning and decision-making. Effective collaboration makes tourism partnerships become more inclusive, culturally sensitive and responsive to the needs of the community and its residents.

The theory of Sustainable Development Theory promotes the balance of three essential pillars; economic growth, social inclusion, and environmental protection. The Brundtland Report (WCED, 1987) defines sustainable development as “development that meets the needs of the present without compromising the ability of future generations to meet their own needs.” This principle underscores the long-term perspective in development planning and resource management. Sustainable development in tourism management ensures that economic expansion does not lead to cultural exploitation or environmental degradation. It calls for responsible tourism practices, equitable benefit distribution, and the protection of natural and historical resources. Heritage preservation and environmental sustainability are the center of the development of tourist attractions. Integrating principles, partnerships can ensure that tourism growth not only to boosts the local economy but also preserves cultural identity for future generations.

Republic Act No. 9593 or The Tourism Act of 2009 declares “The State declares tourism as an indispensable element of the national economy and an industry of national interest and importance, which must be harnessed as an engine of socioeconomic growth and cultural affirmation to generate investment, foreign exchange and employment, and to continue to mold an enhanced sense of national pride for all Filipinos”. Tourism programs through collaboration with public and private sectors enhance local attraction, infrastructure and community tourism enterprises.

Republic Act No. 7718 or Build-Operate-and-Transfer (BOT) Law which authorizes the private sector to finance, construct, operate, and maintain infrastructure projects. R.A. 7718, passed in 1994, amended the original law to provide more incentives, broaden the scope of projects, and create different modes of contracting to encourage private sector participation in public infrastructure. The law aims to leverage private resources for projects that are typically government-funded. It serves as the primary legal foundation for the implementation of tourism-related PPP projects, this law enables the local government to mobilize private capital for infrastructure such as roads, parks and tourist facilities.

THE PROBLEM

Statement of the Problem

This research evaluated the role of Public-Private Tourism Partnerships (PPTPs) in promoting local economic development in Carcar City, Cebu, during the fiscal year 2025 as basis for the Local Tourism Development Plan.

Specifically, this will answer the following:

1. What is the related information as regards:
 - 1.1 local government unit personnel’s
 - 1.1.1 age and gender,
 - 1.1.2 position/designation,
 - 1.1.3 years in service/Business, and
 - 1.1.4 educational attainment?
 - 1.2 private tourism stakeholders’
 - 1.2.1 age and gender,
 - 1.2.2 position/designation,

- 1.2.3 years in Business, and
- 1.4.4 educational attainment?
- 1.3 local residents'
 - 1.3.1 age and gender,
 - 1.3.2 position/designation,
 - 1.3.3 years in service/Business, and
 - 1.3.4 highest educational attainment?
2. As perceived by the respondent groups, to what extent is the implementation of Public-Private Tourism Partnerships in Carcar City in terms of;
 - 2.1 policy,
 - 2.2 investment,
 - 2.3 infrastructure,
 - 2.4 participation, and
 - 2.5 monitoring?
3. As perceived by the respondent groups, how do Public-Private Tourism Partnerships contribute to local economic development in terms of;
 - 3.1 employment,
 - 3.2 business,
 - 3.3 income, and
 - 3.4 heritage?
4. What are the challenges encountered related to the implementation of Public-Private Tourism Partnerships?
5. Based on the findings, what action plan to strengthen Public-Private Tourism Partnerships toward sustainable local economic development can be developed?

Null Hypothesis

There is no significant relationship between the implementation of Public-Private Tourism Partnerships (in terms of policy, investment, infrastructure, participation, and monitoring) and the level of local economic development in Carcar City (in terms of employment, business, income, and heritage).

Significance of the Study

This study on the Public-Private Tourism Partnership and their role in promoting local economic development provides empirical insights on the collaboration between public and private sectors contributes economic growth, job creation and sustainable tourism development. The results of this research will benefit to the following:

Local Government Officials. This study will guide local policymakers and in identifying effective strategies for implementing tourism-related partnerships. Understanding the strengths and limitations of PPPs will help the City Government of Carcar to develop policies that attract investments, enhance transparency, and improve tourism initiatives.

Private Sector Stakeholders. This study will deepen their awareness of private investors and business owners and enhancing the coordination of local government unit. It can also align their business with local development priorities and promote responsible investments.

Community Members. This study will be the basis on how PPP projects generate employment, livelihood and opportunities that will be benefited by the local residents.

Tourism Sector. This study may serve as a framework for designing tourism programs that balance economic goals and preserve cultural, historical and environmental protection.

Future Researchers. This study will serve as a reference for future academic inquiries on tourism governance, public-private collaboration, and local economic development. It may provide baseline data for comparative studies in other cities or municipalities, policy evaluations, and program interventions aimed at strengthening tourism governance and partnerships.

RESEARCH METHODOLOGY

Design

This study will use a descriptive research design with a quantitative approach. The descriptive design is appropriate because it seeks to determine the extent of implementation of PPP and their relationship to local economic development. It is also used quantitative approach to collect measurable through a structured survey questionnaire distributed among local government officials, private tourism stakeholders and local representatives.

Flow of the study

This study follows the Input-Throughput-Output (ITO) model to illustrate the logical flow and structure of the research study.

The input includes essential information and factors that serve the foundation of the study. It consists of the profile of the respondents as to age, gender, teaching experience, position and relevant trainings attended/seminars/conference attended. It is also includes input on the implementation of PPP in terms of policy, investment, infrastructure, participation and monitoring. The input identifies the Public-Private Tourism Partnership can contribute to local economy in terms of, employment, business, income, infrastructure and heritage.

The throughput of this study includes Descriptive Survey Questions, Actual Observations, Administration of Questionnaire, Statistical Treatment, Analysis of Data and Interpretation of data gathered. The survey is administered to selected local government personnel, private business and a resident of Carcar City, using random sampling. After collecting the data, the responses are encoded, organized and statistically analyzed using tools such as frequency, percentage, mean and standard deviation.

The output of this study will be proposed to come up with an action plan aimed to strengthening the implementation of the PPP and enhancing their contribution to sustainable local economic development.

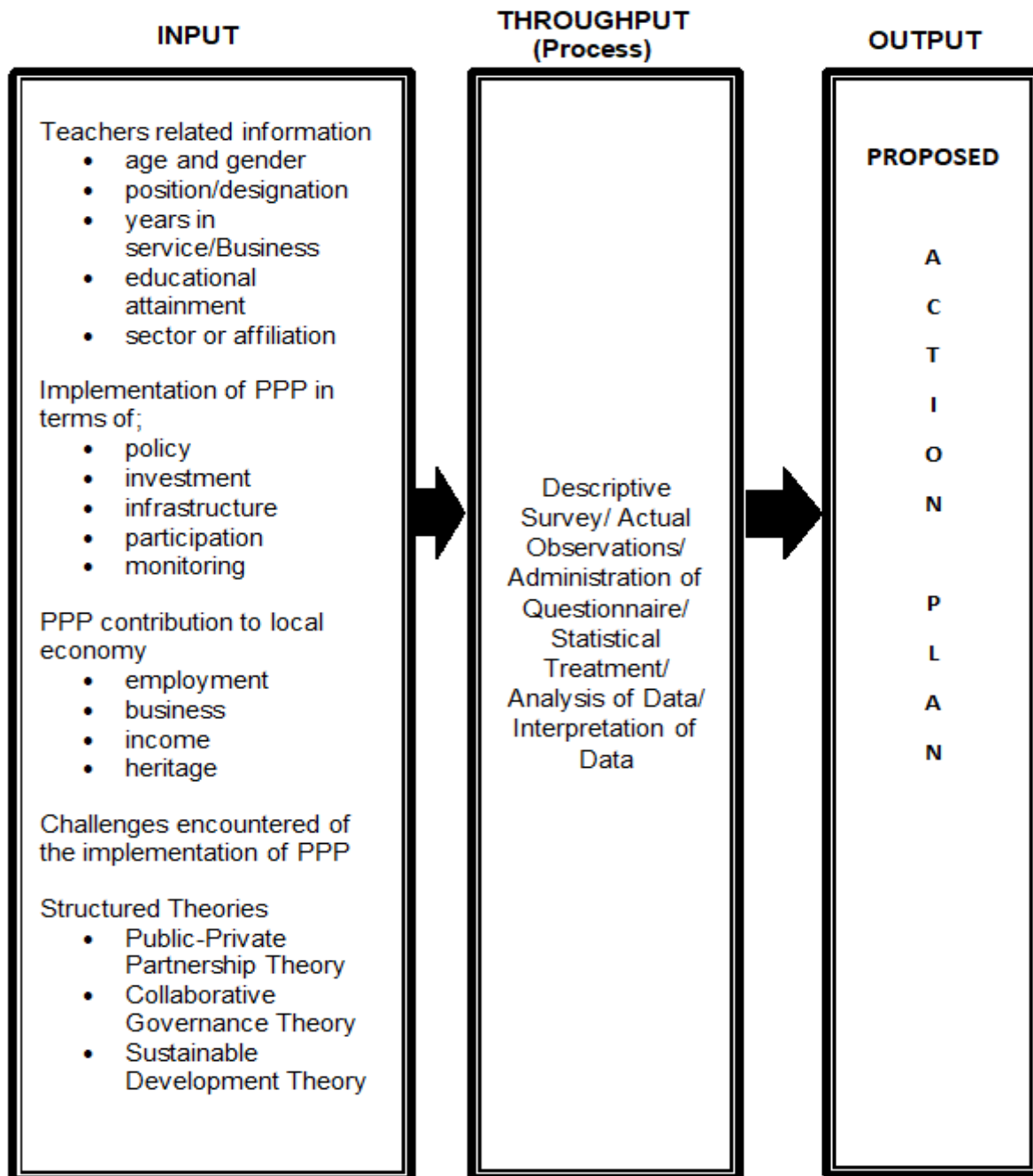


Figure 2

The Flow of the Study

Environment

Carcar City, Cebu, a first-class component city located approximately 40 kilometers south of Cebu City. Known as the “Heritage City of Cebu,” Carcar is one of the province’s oldest and most culturally significant communities. It is bounded by the municipalities of Sibonga in the north, Barili in the west, San Fernando in the east, and the Tañon Strait in the south, covering a total land area of around 116.78 square kilometers. The city’s strategic location makes it a vital commercial and cultural hub connecting the central and southern parts of Cebu.

Historically, Carcar traces its origins to the Spanish colonial period, being founded in 1599 as one of the earliest settlements in southern Cebu. It became a city on July 7, 2007, through Republic Act No. 9436, and has since earned recognition from the National Historical Commission of the Philippines (NHCP) as a Heritage Zone for its well-preserved colonial architecture, ancestral homes, and historical landmarks. These heritage assets—together with the city’s traditional industries—have made Carcar a focal point of tourism and cultural pride for Cebuanos.

Carcar is home to a variety of tourist attractions that reflect its rich history and vibrant local life. Among its most famous sites are the Carcar City Rotunda, the Sta. Catalina de Alejandria Church, the Carcar Museum, and the ancestral houses along Sta. Catalina and P. Gomez Streets. The Mercado Publico (Public Market) is well known for its local delicacies such as Carcar lechon, chicharon, and ampao, which draw both local and foreign visitors. The city also boasts of its thriving shoe industry, earning it the nickname “Shoe Capital of Cebu,” and its colorful Kabkaban Festival, which celebrates its patron saint, Sta. Catalina de Alejandria, through music, dance, and cultural showcases.



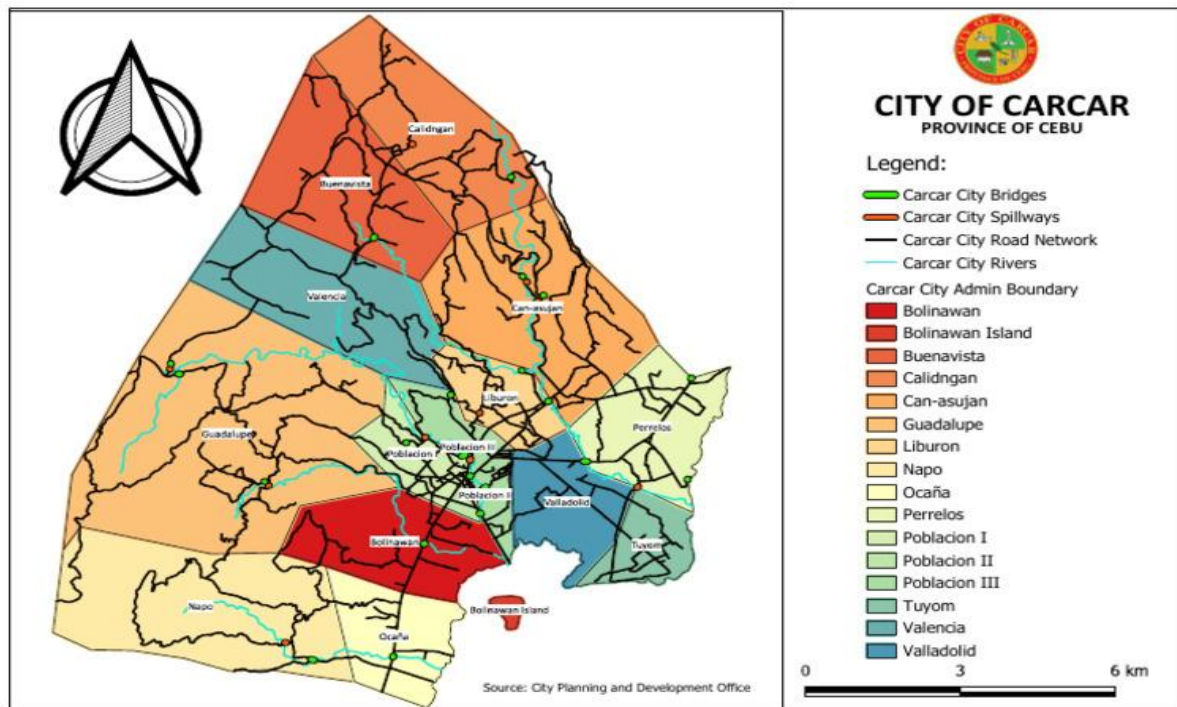


Figure 3

Research Environment

Governance in Carcar City is under the Mayor–Vice Mayor–Sangguniang Panlungsod (City Council) system as mandated by the Local Government Code of 1991 (RA 7160). The City Government of Carcar, through its Tourism Office, City Planning and Development Office, and Economic Enterprise Division, plays an essential role in designing and implementing programs that promote tourism and economic growth. Over the years, the LGU has engaged in various Public-Private Partnerships (PPPs) to improve infrastructure, develop eco-tourism facilities, and enhance community livelihood programs. These collaborations between the local government and private investors have supported road improvements, market rehabilitation, and tourism event management—contributing significantly to the city’s local development agenda.

Economically, Carcar’s growth is driven by a mix of agriculture, handicrafts, trade, and tourism. The city’s people are known for their craftsmanship, entrepreneurial spirit, and strong sense of community. Tourism serves as one of the major economic drivers, generating employment and livelihood through food production, souvenir manufacturing, transportation services, and hospitality businesses. The growing collaboration between the public and private sectors has strengthened the city’s capacity to create inclusive and sustainable economic opportunities for its residents.

Carcar City presents an ideal setting for this study as it embodies the balance between heritage preservation and modern economic development. Its rich cultural assets, active tourism industry, and ongoing public-private collaborations provide a fitting environment to examine how Public-Private Tourism Partnerships (PPTPs) contribute to local economic development. Through the analysis of Carcar’s initiatives, this study hopes to highlight how collaborative governance can serve as a model for sustainable tourism-led growth in other localities across the Philippines.

Respondents

The respondents of this study are composed of selected individuals who are directly or indirectly involved in the implementation of PPP. The personnel of local government of Carcar, private tourism stakeholders and Residents. A total of 135 respondents, they answered the questionnaires that administered to them. Table 1 shows the distribution of the teachers and students respondents.

Table 1
Distribution of the Respondents
(n=1)

Respondents Groups	Population		Total
	Male	Female	
LGU personnel	15	15	30
Private tourism stakeholders	20	20	40
Local resident	50	50	100
Total	85	85	170

Instrument

The questionnaire of this study was based on two sources: (1) Some questionnaires are adapted from the study of Dela Cruz (2020) on Public-Private Partnership Practices in Local Tourism Development and, (2) indicators were derived from the Department of Tourism (DOT) National Tourism Development Plan (2023–2028) and the Philippine Public-Private Partnership Center (PPP Center, 2023) guidelines on partnership implementation and monitoring. The researcher also designed original items to ensure the instrument’s alignment with the specific research questions.

The researcher also creates a survey questionnaire that is designed to be simple, clear and answerable within 10-15 minutes. The questionnaire is divided into four (4) parts namely; Part I is the respondents’ profile that includes age, gender, position, years in service/business, educational attainment and sector or affiliation, Part II is the extent of Implementation of the PPP, this section measures how the PPP is implemented in schools along four key areas: (1) policy, (2) investment, (3) infrastructure, (4) participation and (5) monitoring. Part III is the level of PPP contributes to the local economy in terms of (1) employment, (2) business, (3) income, and (4) heritage. Part IV is the challenges encountered by the LGU and private sector in the Implementation of the PPP, it allows respondents to describe in challenges, innovative and best practices observed in the implementation of PPPs in tourism.

Data Gathering Procedure

Research Preparation. The researcher formally asked permission from the office of the Mayor to conduct the study. The researcher will personally distribute to the respondents and explained to them how to answer every item of the questionnaire to be assured the needed and pertinent data will be gathered.

Research Instrument Administration. To explain the significance of the study the researcher conducted a pre-conference of the respondents. Also, he administered a post conference to verify and clarify some information that needs further investigation.

Statistical Treatment of Data

The data gathered is being tabulated and analyzed as the basis for interpretation.

Simple Percentage. The simple percentage was utilized to get the profile of the respondents. This will be used to describe the demographic profile of the respondents, such as age, gender, position or designation, years in service/business, educational attainment, and sector or affiliation.

Weighted Mean. The weighted mean was utilized to determine the extent of the implementation of PPP in terms of policy, investment, infrastructure, participation and monitoring; and the level of PPP contribution to local economy development in terms of employment, business, income, infrastructure and heritage.

Standard Deviation. will be used alongside the weighted mean to determine the consistency or variability. A smaller standard deviation means the responses are more consistent, while a larger value indicates greater differences in perceptions among respondents.

Scoring Procedure

To interpret and analyze the responses of the respondents accurately, this study uses a standardized scoring procedure based on a 5-point Likert scale.

For assessing the extent of the implementation of Public-Private Tourism Partnership, the following are used:

Weight	Scale	Category	Verbal Description
5	4.21 – 5.00	Highly Implemented	The Public-Private Tourism Partnership is fully and consistently implemented; policies, investments, and coordination between sectors are clear, effective, and regularly practiced.
4	3.41 – 4.20	Implemented	The PPTP is generally implemented; collaboration between the LGU and private sector exists and functions well, though some areas need improvement.
3	2.61 – 3.40	Moderately Implemented	The PPTP is sometimes implemented; there is awareness of partnership initiatives, but consistency and follow-through are limited.
2	1.81 – 2.60	Rarely Implemented	The PPTP is seldom applied; policies and coordination mechanisms are weak or inconsistently observed.
		Not Implemented	The PPTP is not applied or observed; there is little or no evidence of

DEFINITION OF TERMS

To understand the terms used in this study, the following definitions are given considerations.

Public-Private Tourism Partnership (PPTP) – Refers to a collaborative arrangement between the local government and private sector in which both share resources, responsibilities, and risks to develop, promote, and sustain tourism projects that contribute to local economic growth (PPP Center, 2023).

Implementation – Denotes the degree to which Public-Private Tourism Partnerships are carried out in Carcar City, including the extent of policy adoption, investment, infrastructure development, stakeholder participation, and project monitoring.

Local Economic Development – Refers to the process by which public, business, and community sectors work together to improve the economic conditions of a locality through increased employment, business growth, income generation, and infrastructure enhancement.

Policy – Describes the existence and enforcement of local ordinances, guidelines, or institutional frameworks that support and regulate tourism-related public-private partnership initiatives.

Investment – Refers to the financial and material contributions made by private partners and the local government to fund and sustain tourism infrastructure, marketing, and development activities.

Infrastructure – Denotes the physical structures and facilities such as roads, parks, markets, museums, and tourism sites developed or improved through Public-Private Tourism Partnerships.

Participation – Pertains to the level of engagement, collaboration, and involvement of stakeholders—including government officials, private investors, and community members—in tourism planning and implementation.

Monitoring – Involves the continuous process of assessing, evaluating, and reviewing partnership projects to ensure transparency, accountability, and alignment with the goals of local economic development.

Employment – Refers to the generation of job opportunities resulting from tourism initiatives, including both direct employment (e.g., tourism staff, vendors, guides) and indirect employment (e.g., transportation, food production).

Business – Denotes the establishment or expansion of tourism-related enterprises, such as restaurants, accommodations, souvenir shops, and local crafts, driven by PPP-supported tourism activities.

Income – Refers to the increase in financial gains or revenues for individuals, households, and the local government derived from tourism operations and services.

Heritage – Describes the tangible and intangible cultural assets of Carcar City, including historical architecture, traditions, and festivals, that are preserved and promoted as part of sustainable tourism development.

Stakeholders – Refers to individuals, groups, or organizations—public or private—that are directly or indirectly involved in or affected by tourism partnerships and development projects.

Sustainability – Denotes the principle of maintaining a balance between economic growth, social inclusion, and environmental protection to ensure that tourism benefits present and future generations.

Descriptive Research Design – A quantitative research method used to describe characteristics of a population or phenomenon being studied, focusing on the current status of Public-Private Tourism Partnerships and their economic outcomes.

Weighted Mean – A statistical tool used to determine the average response of participants based on assigned weights in the Likert scale, providing a quantitative measure of perception or agreement.

Public-Private Tourism Partnership Development Plan (PPTPDP) – A proposed action plan formulated based on the findings of this study, aimed at strengthening the implementation of tourism partnerships and enhancing sustainable local economic growth in Carcar City, Cebu.

2. PRESENTATION, DATA ANALYSIS AND INTERPRETATION

This chapter deals in presentation, data analysis and the interpretation, the data gathered from the respondents of PPP in the city of Carcar for fiscal year 2025-2026. The result was organized and discussed with the statement of the problem, and it ensures that each question was systematically addressed. Tables and figures were utilized to present findings clearly, while narrative explanations were provided to highlight significant patterns and insights.

PROFILE OF THE RESPONDENT GROUPS

The section describes the respondents’ demographic profile in terms of age, gender, position or designation, years in service/business, and educational attainment and sector or affiliation. This provided context to better understand the background of research respondents participating of the study.

Age and Gender. Presented in this portion is the age and gender profile of the respondent from selected sectors including LGU personnel, private tourism stakeholders and local residents. The age are categorized from lowest to the highest age bracket based on the respondents’ actual distribution, shown in Table 2.

Table 2
Age and Gender

Age	Male		Female		Total	
	F	%	F	%	f	%
21–25	12	7.06	18	10.59	30	17.64
26–30	14	8.24	16	9.41	30	17.64
31–35	17	10.00	18	10.59	35	20.58
36–40	20	11.76	15	8.82	35	20.58
41–45	12	7.06	10	5.88	22	12.94
46 and above	10	5.88	8	4.71	18	10.58
Total	85	50.00	85	50.00	170	100%

The data reveals that most respondents fall within the 31–35 and 36–40 age brackets, indicating that the majority are in their productive and mid-career years, actively participating in tourism and community development activities in Carcar City. The presence of younger respondents aged 21–30 reflects growing involvement of youth professionals and entrepreneurs in tourism ventures, while those aged 41 and above contribute valuable experience and long-term perspectives on local development.

The equal gender distribution between male and female respondents ensures that viewpoints from both groups are equally represented, reflecting inclusivity and balanced participation in the city’s tourism sector. The demographic profile demonstrates a diverse and well-rounded group of participants, providing reliable insights into the role of public-private tourism partnerships in promoting local economic growth.

Position/Designation. Presented in this portion is the distribution of respondents according to their position/designation. It indicates the level of involvement and responsibility in relation to public-private tourism partnerships in Carcar City, Cebu as shown in Table 3.

Table 3
Position & Designation

Position/Designation	Frequency (f)	Percentage (%)
LGU Officer	10	5.88
Tourism Officer & Staff	20	11.76
Business Owner	25	14.71
Barangay Official	30	17.65
Tourism Worker	35	20.59
Local Resident/Vendor	50	29.41
Total	170	100%

Table 3 shows that the largest group of respondents are local residents, vendors, and artisans (29.41%), followed by community leaders and barangay officials (20.59%). Respondents representing the private sector, including tourism employees or workers (17.65%) and business owners or managers (14.71%), account for a significant portion of the sample. Their inclusion emphasizes the essential role of private enterprises in funding, operating, and promoting tourism-related activities. As Brinkerhoff and Brinkerhoff (2011) explained, the private sector provides not only capital but also innovation and efficiency in partnership projects, helping to sustain tourism as a driver of local economic development.

Respondents from the public sector, composed of tourism officers/staff (11.76%) and LGU officials (5.88%), represent the policymaking and administrative side of tourism management. The participation of these local government employees ensures that policies and partnership projects are aligned with governance frameworks and local ordinances (Republic Act No. 7160, 1991). Their roles are consistent with the principles of collaborative governance, where the government acts as a facilitator and regulator of partnerships between the public and private sectors (Ansell & Gash, 2008).

Position/Designation. Presented in this portion is the distribution of respondents according to their years in service or business. The classification according to ranges of service as shown in Table 4.

Table 4
Years in Service/Business

Position/Designation	Frequency (f)	Percentage (%)
1–3 years	40	23.53
4–6 years	45	26.47
7–9 years	50	29.41
10 years and above	35	20.59
Total	170	100%

Data reveals in Table 4 that most of the respondents have been engaged in their respective sectors for 7–9 years (29.41%), followed by those with 4–6 years (26.47%) of experience. This indicates that a considerable portion of the respondents are seasoned professionals or entrepreneurs who have a comprehensive understanding of tourism operations and local partnerships. According to the Philippine

Public–Private Partnership Center (2023), mid-career professionals play a crucial role in ensuring the sustainability of PPP projects as they possess both technical expertise and contextual knowledge of local governance systems.

Respondents with 1–3 years of service (23.53%) represent the new generation of tourism participants, whose entry into the sector reflects the growing interest in public-private tourism ventures. The Department of Tourism (2023) noted that younger entrants contribute innovation and adaptability, particularly in the integration of digital marketing and sustainable tourism practices. The distribution indicates a healthy mix of experienced and new participants in Carcar City’s tourism sector. This balance between innovation and experience enhances collaborative governance (Ansell & Gash, 2008) and supports the United Nations’ (2015) Sustainable Development Goal 17, which underscores the value of partnerships that unite diverse actors in achieving inclusive economic progress.

Educational Attainment. Presented in this portion is the distribution of respondents according to their educational attainment. The classification according to ranges of service as shown in Table 5.

Table 5
Educational Attainment

Educational Attainment	Frequency (f)	Percentage (%)
High School Graduate	25	14.71
Vocational / Technical	20	11.76
College Graduate	70	41.18
Postgraduate (Master’s/Doctorate)	15	8.82
Others (Short Courses / Training Certificates)	40	23.53
Total	170	100%

Data in Table 5 shows that majority of respondents (41.18%) are college graduates, suggesting that most participants possess a higher level of formal education, which is often associated with greater awareness of governance processes, business management, and tourism-related initiatives. According to the Department of Tourism (2023), the increasing number of college-educated individuals participating in the tourism sector enhances the professionalism and service quality of local tourism enterprises. Carcar City’s tourism stakeholders come from diverse educational backgrounds, combining academic knowledge, technical expertise, and grassroots experience. This diversity strengthens the city’s capacity to sustain inclusive and adaptive public–private tourism partnerships, reflecting the collaborative governance approach advocated by Ansell and Gash (2008).

Sector or Affiliation. Presented in this portion is the distribution of respondents according to their sector or affiliation. It helps identifies the group each participant represents and help researchers establish perspective among local government units, private tourism stakeholders and local residents. The classification according to ranges of service as shown in Table 6.

Table 6
Sector or Affiliation

Sector or Affiliation	Frequency (f)	Percentage (%)
Local Government Unit (LGU)	30	17.65
Private Tourism Stakeholder	40	23.53
Community/Resident	100	58.82
Total	170	100%

Table 6, shows the largest proportion of respondents is 58.82% comes from the community sector, it represents local residents who lives and livelihoods are directly affected by tourism developments. The respondents form private sector involve 25.53% includes business owners, tourism operators and employees who contribute to investment, innovation and service delivery. Local government personnel who got 17.65 represents the policymaking and regulatory side to tourism industry. Their involvement provides a governance perspective on how partnerships are initiated, monitored, and evaluated.

The participation aligns with United Nations (2015) Sustainable Development Goal 17 (Partnerships for the Goals), which underscores the importance of multi-sectoral collaboration in promoting inclusive and sustainable local economic growth. The convergence of these sectors in Carcar City’s tourism initiatives demonstrates a collective effort to enhance heritage preservation, employment, and investment through effective public–private partnerships.

EXTENT OF IMPLEMENTATION OF PUBLIC-PRIVATE TOURISM PARTNERSHIPS

Policy. Presented in this section is the assessment of the extent of implementation of Public–Private Tourism Partnerships (PPTPs) in Carcar City as to policy formulation and enforcement. The items focus on the presence of tourism-related ordinances, formal agreements, and regulatory mechanisms that guide partnership initiatives between the public and private sectors. The results are shown in Table 7.

Table 7
POLICY

Indicators	Mean	SD	Verbal Description
1. The local government has established clear tourism partnership policies and ordinances.	4.35	0.68	Highly Implemented
2. Tourism-related PPPs are supported by formal agreements between the LGU and private investors.	4.20	0.74	Implemented
3. The city’s tourism policies promote transparency and accountability among stakeholders.	4.18	0.71	Implemented
4. Local tourism policies are periodically reviewed to address emerging needs.	4.12	0.77	Implemented
5. There is an existing framework that promotes long-term collaboration between the public and private sectors.	4.25	0.69	Highly Implemented
Mean	4.22	0.72	Highly Implement

Table 7 result shows, the extent of implementation of public–private tourism partnerships in terms of policy is highly implemented Mean = 4.22; SD = 0.72. This finding suggests that Carcar City’s local policies are clear, structured, and well communicated among stakeholders involved in tourism development. Respondents generally agree that Carcar City has established clear and functional policy frameworks that guide its tourism partnerships. The highest-rated indicator (M = 4.35; SD = 0.68) affirms that the local government has enacted ordinances supporting tourism collaboration, consistent with the intent of the Local Government Code of 1991 RA 7160 to empower LGUs in promoting local economic initiatives.

The consistently high ratings indicate that Carcar City maintains a strong institutional environment that fosters collaboration between public and private actors, aligning with Sustainable Development Goal 17 of the United Nations (2015) on building partnerships for inclusive and sustainable growth.

INVESTMENT. Presented in this section is the assessment of the extent of implementation of Public–Private Tourism Partnerships (PPTPs) in Carcar City in term of investment. The results are shown in Table 8.

Table 8
INVESTMENT

Indicators	Mean	SD	Verbal Description
1. The private sector provides significant financial investment in local tourism projects.	4.18	0.74	Implemented
2. The LGU offers incentives to attract private investors in tourism development.	4.25	0.69	Highly Implemented
3. Partnerships help mobilize additional resources for infrastructure and marketing.	4.30	0.66	Highly Implemented
4. Investment decisions consider both profitability and community benefit.	4.22	0.71	Highly Implemented
5. The LGU and private sector share costs and risks fairly in tourism ventures.	4.15	0.77	Implemented
Mean	4.22	0.71	Highly Implemented

Table 8 indicate that the extent of implementation of PPTPs in terms of investment is highly implemented (Composite M = 4.22; SD = 0.71). Respondents affirmed that both the LGU and private sector actively contribute financial resources to tourism-related projects, particularly in infrastructure and marketing (M = 4.30; SD = 0.66). This finding highlights Carcar City’s commitment to fostering joint financial ventures that balance profit and public benefit, consistent with the principles outlined in the Philippine PPP Center (2023), which stresses the importance of shared funding responsibilities to ensure sustainable local development. The relatively low standard deviation values indicate a consistent perception among respondents that partnership investments are being managed effectively. However, the slightly lower ratings for cost- and risk-sharing mechanisms (M = 4.15; SD = 0.77) suggest that some stakeholders may experience unequal returns or varying levels of involvement in financial planning.

INFRASTRUCTURE. Presented in this section is the assessment of the extent of implementation of Public–Private Tourism Partnerships (PPTPs) in Carcar City in term of infrastructure. The results are shown in Table 9.

Table 9
INFRASTRUCTURE

Indicators	Mean	SD	Verbal Description
1. PPPs contribute to the construction and improvement of roads leading to tourist sites.	4.32	0.63	Highly Implemented
2. Tourism facilities are jointly developed and maintained by the LGU and private partners.	4.25	0.68	Highly Implemented
3. Infrastructure projects comply with safety and environmental standards.	4.20	0.70	Implemented
4. Facilities are upgraded to meet the growing needs of tourism in Carcar City.	4.28	0.65	Highly Implemented
5. PPPs enhance accessibility and overall visitor experience.	4.35	0.59	Highly Implemented
Mean	4.28	0.65	Highly Implemented

Table 9 indicate that the extent of implementation of PPTPs in terms of infrastructure is highly implemented (Mean = 4.28; SD = 0.65). Respondents agreed that public–private partnerships have significantly contributed to improving roads and facilities leading to major tourist destinations in Carcar City (M = 4.32; SD = 0.63). This implies that infrastructure development, as a product of collaborative governance, has enhanced both accessibility and tourist satisfaction (Department of Tourism, 2023). The indicators of “PPPs enhance accessibility and overall visitor experience” obtained the highest mean (M = 4.35), supporting the Philippine PPP Center (2023) assertion that joint infrastructure projects drive tourism competitiveness in local economies.

The findings confirm that Carcar City’s collaborative investments in infrastructure play a pivotal role in achieving Sustainable Development Goal 9 (Industry, Innovation, and Infrastructure) and Goal 11 (Sustainable Cities and Communities) of the United Nations (2015), strengthening the city’s position as a heritage and tourism hub in Southern Cebu.

PARTICIPATION. Presented in this section is the assessment of the extent of implementation of Public–Private Tourism Partnerships (PPTPs) in Carcar City in term of participation. The results are shown in Table 10.

Table 10
PARTICIPATION

Indicators	Mean	SD	Verbal Description
1. Community members are consulted before implementing major tourism projects.	4.18	0.71	Implemented
2. Public hearings or consultations are held for new partnership initiatives.	4.22	0.69	Highly Implemented

3. Local businesses are given opportunities to participate in tourism activities.	4.25	0.66	Highly Implemented
4. The LGU promotes inclusivity and collaboration among stakeholders.	4.28	0.63	Highly Implemented
5. Partnerships encourage citizen engagement and volunteerism.	4.32	0.61	Highly Implemented
Mean	4.25	0.66	Highly Implemented

Table 10 reveals that the extent of implementation of PPTPs in terms of participation is highly implemented Mean= 4.25; SD = 0.66. This result suggests that Carcar City actively promotes stakeholder engagement through community consultations, business inclusion, and volunteer-driven initiatives. The highest-rated indicator (M = 4.32; SD = 0.61) shows that partnerships effectively encourage citizen involvement, reflecting the participatory governance model emphasized in the Local Government Code of 1991 (Republic Act No. 7160). Similarly, the promotion of inclusivity among stakeholders (M = 4.28) supports the Department of Tourism (2023) framework that calls for shared responsibility and collaboration in achieving sustainable tourism development.

Carcar City’s tourism development model adheres to Sustainable Development Goal 16 (Peace, Justice, and Strong Institutions) and Goal 17 (Partnerships for the Goals) of the United Nations (2015) by ensuring inclusive decision-making and community empowerment through public–private partnerships.

MONITORING. Presented in this section is the assessment of the extent of implementation of Public–Private Tourism Partnerships (PPTPs) in Carcar City in term of monitoring. The results are shown in Table 11.

Table 11
MONITORING

Indicators	Mean	SD	Verbal Description
1. The LGU regularly evaluates the performance of tourism PPP projects.	4.22	0.68	Highly Implemented
2. Monitoring reports are transparent and accessible to stakeholders.	4.15	0.72	Implemented
3. Private partners comply with accountability measures set by the LGU.	4.18	0.69	Implemented
4. The tourism office uses performance indicators to assess project success.	4.25	0.65	Highly Implemented
5. Feedback mechanisms exist to improve future partnership projects.	4.28	0.63	Highly Implemented
Mean	4.22	0.67	Highly Implemented

Table 11 reveals that the extent of implementation of PPTPs in terms of monitoring is highly implemented mean = 4.22; SD = 0.67. Respondents agreed that Carcar City maintains consistent monitoring and evaluation practices for tourism-related PPPs, particularly in using performance indicators (M = 4.25) and establishing feedback mechanisms (M = 4.28). These findings demonstrate that the LGU actively upholds transparency and accountability, which are vital for effective governance and project sustainability.

The strong implementation of monitoring mechanisms supports Sustainable Development Goal 16 (Peace, Justice, and Strong Institutions) of the United Nations (2015), which promotes accountability and responsive institutions in achieving sustainable development.

LEVEL OF ECONOMIC DEVELOPMENT

This part aims to determine how tourism partnerships have contributed in improving key dimensions of local economic progress in terms of employment, business growth, income generation and heritage preservation. Evaluating these dimensions provides a holistic understanding of how public and private collaboration contributes to the city’s socioeconomic advancement.

EMPLOYMENT. Presented in this section is the assessment of how Public–Private Tourism Partnerships (PPTPs) contribute to local employment generation in Carcar. The results are shown in Table 12.

Table 12
EMPLOYMENT

Indicators	Mean	SD	Verbal Description
1. Tourism partnerships generate stable jobs for local residents.	4.32	0.61	Very High Development
2. Employment opportunities are fairly distributed among community members.	4.18	0.70	High Development
3. Tourism projects increase demand for both skilled and unskilled labor.	4.28	0.64	Very High Development
4. Partnerships support professional development of tourism workers.	4.22	0.66	High Development
5. Tourism-driven employment helps reduce local poverty.	4.35	0.58	Very High Development
Mean	4.27	0.64	Very High Development

Table 12 shows that the contribution of PPTPs to local economic development in terms of employment is very high $Mean = 4.27$; $SD = 0.64$. This implies that tourism partnerships have substantially increased job opportunities, both skilled and unskilled, within Carcar City. The highest-rated indicator ($M = 4.35$; $SD = 0.58$) shows that tourism-related employment significantly reduces local poverty levels — supporting the Department of Tourism (2023), which emphasized that inclusive tourism development is a key driver of rural livelihood and economic recovery. Likewise, the finding that PPPs generate stable jobs ($M = 4.32$) aligns with the Philippine PPP Center (2023), which highlights employment creation as one of the central socioeconomic benefits of public–private collaborations.

The results affirm that Carcar City’s tourism partnerships advance Sustainable Development Goal 8 (Decent Work and Economic Growth) of the United Nations (2015), by creating stable employment, supporting professional growth, and promoting inclusive local prosperity.

BUSINESS. Presented in this section is the assessment of how Public–Private Tourism Partnerships (PPTPs) contribute to the development of local businesses in Carcar city. The results are shown in Table 13.

Table 13
BUSINESS

Indicators	Mean	SD	Verbal Description
1. Tourism partnerships encourage the growth of local micro-, small-, and medium-scale enterprises.	4.30	0.62	Very High Development
2. Local products and services are promoted through tourism events and programs.	4.35	0.59	Very High Development
3. Partnerships enhance competition and innovation among local entrepreneurs.	4.25	0.65	Highly Developed
4. The LGU provides support and permits for small business participation.	4.20	0.68	High Development
5. Local enterprises benefit from increased tourist arrivals.	4.38	0.58	Very High Development
Mean	4.30	0.62	Very High Development

Table 13, shows that the contribution of PPTPs to local economic development in terms of business is very high Mean = 4.30; SD = 0.62). The highest-rated indicator (M = 4.38; SD = 0.58) shows that local enterprises greatly benefit from increased tourist arrivals, demonstrating how tourism partnerships directly stimulate economic activity and market expansion. The promotion of local products through tourism programs (M = 4.35) underscores how PPP-driven initiatives enhance community branding and cultural identity — a strategy that supports the Philippine PPP Center (2023) recommendation of leveraging tourism events to empower local MSMEs.

The findings affirm that Carcar City’s tourism partnerships successfully promote entrepreneurship, competitiveness, and innovation, advancing Sustainable Development Goal 8 (Decent Work and Economic Growth) and Goal 9 (Industry, Innovation, and Infrastructure) of the United Nations (2015).

INCOME. Presented in this section is the assessment of how Public–Private Tourism Partnerships (PPTPs) to income generation and fiscal growth in Carcar City. The results are shown in Table 14.

Table 14
INCOME GROWTH

Indicators	Mean	SD	Verbal Description
1. Tourism partnerships increase the city’s local revenue.	4.35	0.60	Very High Development
2. Household income has improved through tourism-related activities.	4.28	0.63	Very High Development
3. The LGU allocates a portion of tourism income for community development.	4.20	0.68	High Development
4. Partnerships contribute to higher tax collections and economic stability.	4.30	0.61	Very High Development
5. Tourism activities improve the standard of living in Carcar City.	4.32	0.59	Very High Development
Mean	4.29	0.62	Very High Development

Table 14 indicates that the contribution of PPTPs to local economic development in terms of income is very high Mean = 4.29; SD = 0.62. Respondents strongly agreed that tourism partnerships significantly increase Carcar City’s local revenue (M = 4.35) and enhance residents’ household income (M = 4.28). This finding supports the Department of Tourism (2023), which reported that local tourism partnerships often generate multiplier effects that boost employment, microbusiness profits, and household purchasing power.

The findings affirm that tourism PPPs play a vital role in uplifting the economic condition of Carcar City’s residents and supporting the local government’s financial stability.

HERITAGE. Presented in this section is the assessment of how Public–Private Tourism Partnerships (PPTPs) contribute to the preservation and promotion of Carcar City’s cultural and historical heritage. The results are shown in Table 15.

Table 15
HERITAGE

Indicators	Mean	SD	Verbal Description
1. Partnerships support the preservation of Carcar’s historical landmarks.	4.38	0.57	Very High Development
2. Cultural festivals and heritage events receive support from public and private sectors.	4.35	0.59	Very High Development
3. Traditional crafts and local products are promoted as part of tourism programs.	4.32	0.61	Very High Development
4. Heritage sites are maintained and protected through PPP initiatives.	4.25	0.65	Highly Developed
5. Tourism partnerships strengthen Carcar’s identity.	4.40	0.56	Very High Development
Mean	4.34	0.60	Very High Development

Table 15 reveals that the contribution of PPTPs to local economic development in terms of heritage is very high Mean = 4.34; SD = 0.60. Respondents affirmed that partnerships play a vital role in preserving Carcar City’s historical landmarks (M = 4.38) and supporting cultural festivals and heritage events (M = 4.35). This demonstrates the strong alignment of Carcar’s tourism efforts with heritage conservation, consistent with the Department of Tourism (2023) framework promoting culture-based tourism development. This finding supports Brinkerhoff and Brinkerhoff (2011), who argued that enduring partnerships depend on shared responsibility and community stewardship.

The results affirm that tourism partnerships in Carcar City strengthen civic pride, cultural continuity, and place identity—contributing to Sustainable Development Goal 11 (Sustainable Cities and Communities) and Goal 8 (Decent Work and Economic Growth) of the United Nations (2015).

CHALLENGES AND BARRIERS ENCOUNTERED

This part identifies the existing gaps and problems that hinder the full realization of partnership goals. It focuses on recurring issues related to policy coordination, funding limitations, bureaucratic processes, stakeholder’s participation and sustainability measures, gathered through respondent’s survey responses and their observations.

Challenges and Barriers. Presented in this section is the assessment of how Public–Private Tourism Partnerships (PPTPs) challenges and barriers encountered. Ranking this challenge helps identify which areas require the immediate interventions. The results are shown in Table 16.

Table 16
CHALLENGES AND BARRIERS

Indicators	Mean	SD	Verbal Description
1. Lack of clear tourism partnership policies	3.85	0.72	Moderate Challenge
2. Limited coordination between LGU and private sector	4.10	0.65	High Challenge
3. Insufficient funding and investment support	4.25	0.63	High Challenge
4. Bureaucratic delays in project approval	4.18	0.67	High Challenge
5. Low community participation and awareness	3.95	0.70	Moderate Challenge
6. Inadequate infrastructure and facility maintenance	4.12	0.68	High Challenge
7. Weak monitoring and evaluation systems	4.05	0.69	High Challenge
8. Limited technical expertise in tourism management	3.88	0.73	Moderate Challenge
9. Environmental and heritage preservation issues	4.20	0.62	High Challenge
10. Unequal distribution of benefits	4.15	0.65	High Challenge
Mean	4.07	0.67	High Challenge

Table 16 reveals the overall level of challenges encountered in the implementation of PPTPs in Carcar City is high Mean = 4.07; SD = 0.67. The most pressing barriers identified include insufficient funding and investment support (M = 4.25), environmental and heritage preservation issues (M = 4.20), and bureaucratic delays in project approval (M = 4.18). These findings indicate that while Carcar City’s tourism partnerships are well established, stakeholders still face resource and process-related constraints that slow down project implementation.

These findings emphasize the need for Carcar City to adopt a more streamlined approval process, enhance local capacity building, and ensure equitable benefit-sharing among stakeholders.

3. SUMMARY, FINDINGS, CONCLUSION AND RECOMMENDATION

This chapter presents the summary of the entire study which served as the basis for findings, conclusion and recommendation.

SUMMARY

This study assessed the role of Public–Private Tourism Partnerships (PPTPs) in promoting local economic development in Carcar City, Cebu for the fiscal year 2025–2026 as the basis for a proposed Tourism Development Action Plan. Specifically, it aimed to evaluate the extent of implementation of tourism partnerships in terms of policy, investment, infrastructure, participation, and monitoring; determine the level of economic development as reflected in employment, business, income, and heritage, and identify the challenges and barriers encountered by both the local government unit and the private sector in implementing these partnerships.

The study used a descriptive research design utilizing a validated survey questionnaire as the main data gathering instrument. A total of 170 respondents participated in the study, composed of LGU personnel, private tourism stakeholders, and local residents of Carcar City. Data were analyzed using

weighted mean and standard deviation to measure the extent of implementation, level of development, and magnitude of challenges. Descriptive analysis was used to interpret the results and identify key areas for improvement.

Findings revealed that the implementation of PPTPs in Carcar City was highly implemented, particularly in areas of policy formulation, investment mobilization, and infrastructure development, which significantly contributed to very high levels of local economic development across employment generation, business growth, income improvement, and heritage preservation. However, the study also identified high challenges related to funding limitations, environmental preservation, bureaucratic delays, and unequal benefit distribution among stakeholders. These results emphasize the importance of strengthening coordination, enhancing local capacity, and ensuring transparent and sustainable tourism governance through effective public–private collaboration.

FINDINGS

The findings of the study revealed that Public–Private Tourism Partnerships in Carcar City are highly implemented in various dimensions of collaboration between the Local Government Unit (LGU) and the private sector. Results showed that tourism partnerships are effectively guided by clear policies, shared investments, and inclusive participation in tourism projects. Specifically, high implementation levels were recorded in Infrastructure ($M = 4.28$), Participation ($M = 4.25$), Policy ($M = 4.22$), Investment ($M = 4.22$), and Monitoring ($M = 4.22$). These findings indicate that Carcar City has established a strong institutional framework for promoting tourism development through joint planning, financing, and community collaboration. This demonstrates that public private partnerships have become an essential strategy in strengthening tourism governance and improving service delivery within the city.

In addition, the respondents strongly agreed that tourism partnerships significantly contribute to local economic development, particularly in generating employment, supporting businesses, increasing income, and preserving heritage. A very high level of development was observed in Heritage ($M = 4.34$), Business ($M = 4.30$), Income ($M = 4.29$), and Employment ($M = 4.27$). These results affirm that PPTPs play a vital role in driving inclusive economic growth by creating jobs, promoting local enterprises, and enhancing Carcar’s identity as a cultural and historical destination. Respondents perceived that partnership-led tourism projects stimulate local spending, boost government revenues, and improve the overall quality of life in the community.

Despite these positive outcomes, the study also identified several high challenges that hinder the full implementation of tourism partnerships. Respondents agreed that insufficient funding and investment support, environmental and heritage preservation issues, and bureaucratic delays in project approval remain key barriers (Composite $M = 4.07$). Other notable concerns include limited technical expertise, weak monitoring mechanisms, and low community participation. These challenges suggest that while Carcar City’s tourism partnerships are effective, structural and institutional constraints still affect efficiency and sustainability. Addressing these issues through increased funding, capacity building, and streamlined governance processes will help ensure the long-term success of partnership initiatives.

The findings indicate that the Public–Private Tourism Partnership framework in Carcar City is a viable mechanism for achieving sustainable and inclusive economic development. Stakeholders generally maintain a positive perception of the partnership model and recognize its importance in promoting innovation, cultural preservation, and shared prosperity. However, the sustainability of these partnerships largely depends on the city’s ability to enhance policy consistency, financial transparency, and community

engagement. Strengthening these areas will not only improve local governance but also advance Carcar City's contribution to the goals of Sustainable Development, particularly SDG 8 Decent Work and Economic Growth and SDG 11 Sustainable Cities and Communities.

CONCLUSIONS

Based on the findings of the study, it is concluded that Public Private Tourism Partnership are effectively implemented and have a significant contribution to the city's local economic development. The outcomes demonstrate that tourism partnerships serves as a strategic mechanism for inclusive and sustainable development by enhancing economic opportunities, strengthening community involvement and promoting cultural identity.

RECOMMENDATION

Based on the findings and conclusions of the study, it is recommended that the Local Government Unit of Carcar City strengthen the implementation of Public-Private Tourism Partnerships by enhancing coordination mechanisms and streamlining bureaucratic processes to ensure timely approval and monitoring of tourism projects. Increased financial support and resource mobilization should be pursued through the establishment of a local tourism investment fund or incentive packages that attract sustainable private investments. The private sector is encouraged to expand its participation beyond funding by engaging in community-based programs, capacity-building activities, and environmental conservation initiatives to ensure that economic benefits are inclusive and socially responsible. The community should be more actively involved through public consultations, tourism education, and volunteer programs that strengthen civic ownership of tourism initiatives and heritage preservation. Furthermore, continuous monitoring and evaluation systems should be institutionalized to track partnership outcomes, ensure transparency, and guide policy refinement. The collaborative efforts among all stakeholders should align with the principles of Sustainable Development Goals 8, 11, and 17, emphasizing decent work, sustainable cities, and effective partnerships that promote equitable and lasting progress for Carcar City's tourism and local economy.

4. OUTPUT OF THE STUDY

Rationale

This study assesses the extent of partnerships implementation and its contribution to local economy and challenges encountered by the local government unit, private tourism and local residents. Findings revealed that while public-private collaborations are highly implemented, particularly in the areas of policy, investment, infrastructure, participation, and monitoring, several constraints still hinder their full potential. These include insufficient funding and investment support, bureaucratic delays in project approval, limited technical expertise, and unequal benefit distribution. Such challenges affect the continuity, inclusiveness, and sustainability of tourism projects that are intended to drive Carcar's economic and cultural advancement.

To address these issues, this study proposes a Tourism Development Action Plan that seeks to strengthen the implementation of Public-Private Tourism Partnerships in Carcar City. The plan outlines specific strategies that enhance policy formulation, investment mobilization, infrastructure improvement, community participation, and monitoring mechanisms. It also supports the realization of Sustainable Development Goals (SDGs) 8, 11, and 17 which promote inclusive economic growth, sustainable cities,

and effective partnerships for development. This output serves as a practical framework that translates the study's findings into actionable and measurable solutions for sustainable tourism and local economic progress in Carcar City.

Objectives

The Tourism Development Action Plan specifically aims to:

1. Strengthen the policy and institutional framework governing Public–Private Tourism Partnerships (PPTPs) to ensure accountability, transparency, and consistency in implementation.
2. Enhance investment promotion mechanisms by developing incentive programs and funding options that encourage sustainable tourism ventures and heritage-based enterprises.
3. Improve tourism infrastructure and accessibility through collaborative resource-sharing between the LGU and private stakeholders.
4. Promote inclusive stakeholder participation by expanding community engagement, awareness, and capacity-building programs.
5. Institutionalize monitoring and evaluation systems to track tourism project performance, environmental compliance, and partnership outcomes.

Target Participants

The target participants of this action plan are the Local Government Unit LGU, Private Tourism stakeholders, local residents, and other tourism related functions of the Carcar City, Cebu. Their collaboration is vital in implementing training programs.

Scheme of Implementation

The successful implementation of this Action Plan requires the collective commitment and collaboration of all stakeholders in Carcar City's tourism sector. The Local Government Unit (LGU) through the City Tourism Office, shall spearhead the planning, policy formulation, and coordination of all partnership activities. It will also oversee the allocation of resources and the monitoring of project outcomes to ensure transparency and accountability. The private tourism stakeholders including investors, entrepreneurs, and business operators will play a vital role in providing financial investments, technical support, and innovative solutions that enhance the quality of tourism services and facilities.

The proposed Tourism Development Action Plan will be submitted to the City Mayor and the Sangguniang Panlungsod for evaluation, endorsement, and integration into the city's tourism and economic development agenda. Upon approval, the plan will be implemented under the supervision of the Carcar City Tourism Council, with quarterly reviews to assess progress, identify gaps, and recommend adjustments. Its implementation is expected to strengthen public–private collaboration, promote sustainable tourism, and preserve Carcar's cultural heritage. Ultimately, this plan aims to create a more inclusive and economically vibrant tourism sector that aligns with the goals of Sustainable Development Goals 8, 11, and 17, emphasizing decent work, sustainable communities, and effective partnerships.

ACTION PLAN

No.	Areas of Concern	Objectives	Strategies / Activities	Persons Involved	Budgetary Requirements	Source of Budget	Time Frame	Expected Outcome	Actual Accomplishment	Remarks
1	Lack of clear tourism partnership policies	To strengthen policy framework and governance structure for PPPs	Review and update city tourism ordinances; establish clear PPP guidelines and approval processes	City Mayor, Sangguniang Panlungsod, City Tourism Officer, PPP Center	₱150,000	LGU Budget / DOT Assistance	June–August 2025	Updated tourism policy and PPP framework adopted		
2	Insufficient funding and investment support	To increase tourism-related investments and financial sustainability	Create Local Tourism Investment Fund; design incentives and tax holidays for investors	City Treasurer, City Tourism Officer, Private Sector	₱500,000	LGU Development Fund / Private Partnerships	July–December 2025	More investors engaged and new tourism projects funded		
3	Inadequate tourism infrastructure	To improve accessibility and quality of	Upgrade access roads, public restrooms,	LGU, DPWH, Private Stakeholders	₱2,000,000	LGU Infrastructure Fund / PPP	January–December 2026	Improved infrastructure and visitor		

		tourism facilities	signage, and lighting in heritage zones					satisfaction		
4	Limited community participation	To increase citizen involvement and ownership of tourism programs	Conduct training, workshops, and volunteer programs on heritage and tourism management	City Tourism Office, NGOs, Barangay Councils, Schools	₱120,000	LGU / NGO Support	August–December 2025	Empowered communities actively engaged in tourism		
5	Weak coordination between LGU and private sector	To enhance collaboration and communication among stakeholders	Establish Carcar Tourism Partnership Council; hold quarterly consultations	City Mayor, Private Sector Representatives, DOT	₱50,000	LGU / DOT	Continuous	Strengthened cooperation and project alignment		
6	Limited technical expertise in tourism management	To build skills and capacity among tourism staff and	Conduct training and seminars on sustainable tourism, marketi	DOT, City HR Office, Tourism Officers	₱80,000	DOT / LGU Capacity Fund	Quarterly	Skilled personnel capable of managing tourism		

		operator s	ng, and PPP manage ment					project s		
7	Enviro nmenta l and heritag e preserv ation issues	To promote sustaina ble and responsi ble tourism practice s	Implem ent eco- tourism policies; conduct clean- up drives and conserv ation project	LGU, DENR, Private Groups, Local Resident s	₱100,0 00	LGU / DENR / CSR Initiati ves	Marc h– Octob er 2026	Heritag e sites maintai ned and preserv ed		
8	Unequa l distribu tion of benefits	To ensure equitabl e econom ic gains from tourism	Develop livelih od and microen terprise program s for local vendors and artisans	City Tourism Office, DTI, Coopera tive Office	₱200,0 00	LGU / DTI / Cooper ative Grants	Janua ry– June 2026	Increas ed income opport unities for local residen ts		
9	Weak monitor ing and evaluati on system	To instituti onalize data- driven decision -making and transpar ency	Create Tourism Monitor ing Commit tee; publish annual tourism perform ance report	City Tourism Office, Planning and Budget Office	₱30,00 0	LGU / PPP Center	Conti nuous	Data- based monito ring and improv ed accoun tability		
1 0	Bureau cratic delays	To streamli ne PPP	Adopt digital filing	City Adminis trator,	₱60,00 0	LGU ICT Fund	July– Octob	Reduce d approv		

	in project approval	processes and speed up project implementation	and tracking systems for PPP project documentation	IT Department, PPP Committee			er 2025	al delays and efficient project processing		
--	---------------------	---	--	------------------------------	--	--	---------	--	--	--

Bibliography

1. Asian Development Bank. (2021). *Public–private partnership monitor: Philippines* (2nd ed.). Asian Development Bank. <https://www.adb.org/publications/public-private-partnership-monitor-philippines-second-edition>
2. Ansell, C., & Gash, A. (2008). Collaborative governance in theory and practice. *Journal of Public Administration Research and Theory*, 18(4), 543–571. <https://doi.org/10.1093/jopart/mum032>
3. Brinkerhoff, D. W., & Brinkerhoff, J. M. (2011). Public–private partnerships: Perspectives on purposes, publicness, and good governance. *Public Administration and Development*, 31(1), 2–14. <https://doi.org/10.1002/pad.584>
4. Department of Tourism. (2023). *National Tourism Development Plan 2023–2028*. Department of Tourism, Republic of the Philippines. <https://www.tourism.gov.ph>
5. Dela Cruz, M. R. (2020). *Public–private partnership practices in local tourism development in selected municipalities of the Philippines* [Unpublished master’s thesis]. Polytechnic University of the Philippines.
6. National Historical Commission of the Philippines. (2015). *Heritage zones and cultural preservation guidelines*. NHCP Publications.
7. Philippine Public–Private Partnership Center. (2023). *PPP knowledge corner: Guidebook for local government units on public–private partnerships*. PPP Center of the Philippines. <https://ppp.gov.ph>
8. Republic Act No. 6957. (1990). *An Act authorizing the financing, construction, operation and maintenance of infrastructure projects by the private sector, and for other purposes (Build–Operate–Transfer Law)*. Congress of the Philippines.
9. Republic Act No. 7718. (1994). *An Act amending certain sections of Republic Act No. 6957, otherwise known as the Build–Operate–Transfer Law*. Congress of the Philippines.
10. Republic Act No. 7160. (1991). *The Local Government Code of 1991*. Congress of the Philippines.
11. Republic Act No. 9436. (2007). *An Act converting the municipality of Carcar in the province of Cebu into a component city to be known as the City of Carcar*. Congress of the Philippines.
12. Republic Act No. 9593. (2009). *The Tourism Act of 2009*. Congress of the Philippines.
13. United Nations. (2015). *Transforming our world: The 2030 agenda for sustainable development*. United Nations. <https://sdgs.un.org/2030agenda>



14. United Nations World Tourism Organization. (2022). Tourism and sustainable development report. UNWTO Publications. <https://www.unwto.org>
15. World Bank. (2020). Public–private partnerships for sustainable development. World Bank Publications. <https://www.worldbank.org>
16. World Commission on Environment and Development. (1987). Our common future. Oxford University Press.