CITY GOVERNMENT OF NAGA
City Planning and Development Office

Comprehensive Development Plan, 2011-20

June 2012
RESOLUTION ADOPTING THE CDP

Resolution No. 2012-

"ADOPTING THE 10-YEAR COMPREHENSIVE DEVELOPMENT PLAN OF THE CITY OF NAGA"

Whereas, the Comprehensive Development Plan (CDP) sets the city government’s strategic directions for the next 10 year action and details its priority sectoral and cross-sectoral programs and projects consistent with the vision for “Maogmang Naga”;

Whereas, the formulation of the CDP involved the participation of various stakeholders in the local community in its various stages, from visioning, situational analysis, and the crafting of policy responses and interventions to development challenges facing the city;

Whereas, it also underwent a series of sectoral reviews both at the local and national levels that helped enhance the document, including a pioneering effort to mainstream migration and development (M&D) in local development planning;

Whereas, the CDP represents the collective aspiration, needs and priorities of the local society and therefore enjoys broad-based support;

Whereas, the CDP is the city government’s call to all its constituents, resource institutions and stakeholders, both in and out of Naga, to be its proactive partner in the city’s continuing progress and sustainable development;

Now therefore, on motion duly seconded, be it

Resolved, as it is hereby resolved, to adopt the Comprehensive Development Plan, 2011-20, of the City of Naga.
RESOLUTION NO. 2012-001

RESOLUTION ENDORSING THE COMPREHENSIVE DEVELOPMENT PLAN (CDP) FOR CY 2011-20 TO THE SANGGUNIANG PANLUNGSOD FOR APPROVAL

WHEREAS, the City Development Council (CDC) is mandated by the 1991 Local Government Code to formulate long-term, medium term, and annual socioeconomic development plans and policies;

WHEREAS, the Comprehensive Development Plan (CDP) is the multi-sectoral plan formulated at the city level, which embodies the vision, sectoral goals, objectives, development strategies and policies for Naga City;

WHEREAS, the CDP also contains the corresponding programs, projects and activities (PPAs) which serve as primary inputs to investment programming and subsequent budgeting and implementation of projects for the growth and development of the city;

WHEREAS, the CDC believes that the strategies, programs and projects and policies identified in the CDP are necessary for the sustainable development of Naga and beneficial to its constituents;

NOW, THEREFORE, on motion duly seconded, be it,

RESOLVED, as it is hereby resolved, to endorse the Comprehensive Development Plan (CDP) for CY 2011-20 to the Sangguniang Panlungsod for approval.

LET COPIES of this resolution be furnished the City Mayor, the Chair of the Naga City People’s Council (NCPC), as well as the regional offices of the Department of the Interior and Local Government (DILG), Department of Budget and Management (DBM) and the National Economic Development Authority (NEDA) for their information.

APPROVED: June 29, 2012.

I HEREBY CERTIFY to the correctness of the foregoing resolution.

WILFREDO B. PRILLES, JR.
City Planning and Development Coordinator and
Head, CDC Secretariat

Noted:

JOHN G. BONGAT
City Mayor and Chairman
FOREWORD

Naga, the “Heart of Bicol” that aspires to become a happy place for its people, is at the crossroads. The fastest growing city in Bicolandia, it faces the internal challenge of maintaining high level of human development even as its population is projected to double within the next two to three decades. Externally, it must, as has been over the last 20 years, continue to outdo itself and rise above limitations and constraints, including the formidable challenges of climate change, to build a livable and competitive city which can stand alongside other urban centers in the Asia-Pacific region.

In the face of these challenges, it can opt to take the path of least resistance and approach urban governance with a business-as-usual attitude. Or, it can be a little more ambitious, dream a little bigger and come up with a more audacious plan that will position Naga as the Philippines’ best little city that not only does things right, but also does them well.

This Comprehensive Development Plan, 2011-20, has chosen the second option. Tapping its internationally-recognized participatory planning processes, which welcomed and debated both official and unofficial indicators of city development in a serious effort to define Naga’s sectoral and cross-sectoral development challenges more fully and accurately, and informed by available good urban development practices in the Philippines and abroad, it addresses four fundamental challenges: (1) reducing poverty incidence, (2) Improving access to basic services, (3) enhancing quality of life thru livable communities, and (4) promoting good governance and responsible citizenship.

Moreover, it has also pioneered the mainstreaming of Overseas Filipinos (OFs) in the local development process, giving them a voice, and once fully organized as envisioned in the plan, a seat in the table as we manage the city’s continuing growth and development.

Fully confident that this plan enjoys broad-based support of Nagueños, having captured the collective aspiration, needs and priorities of our society, I am calling on call our people, partners and stakeholders of Naga’s continuing progress and sustainable development to join us in making it work.

John G. Bongat
City Mayor
ACKNOWLEDGEMENTS

The long overdue completion of this planning document was made possible through the invaluable support of the following:

- City Mayor John G. Bongat who provided the City Planning and Development Office (CPDO) staff with both the resources and moral support required by the planning process;

- The Sangguniang Panlungsod, led by Vice Mayor Gabriel H. Bordado, Jr., who provided the sense of urgency and exhibited exceptional patience and understanding when finalization of the draft was taking unexpected twists and turns;

- The various departments of the Naga City Government who willingly shared their data that helped build up the sectoral white papers. These papers helped anchor the debates and deliberations during the five key sectoral workshops that helped flesh out the draft plan;

- The following institutions whose indicators and performance management programmes have been essential in defining a richer and more meaningful state of development in the city, as well as the unique challenges it faces during the planning period: the United Nation’s Millennium Development Goals (MDGs), the World Health Organization’s Urban Urban Health Equity Assessment and Response Tool (Urban HEART), the Institute for Solidarity in Asia’s Public Governance System (PGS), and the Department of the Interior and Local Government’s Local Governance Performance Management System (LGPMS); and

- The following public and private agencies who answered our invites for the workshops, without whose vital presence and valuable inputs the plan would never have materialized at all:

  o **City government agencies**: Individual city councillors, City Engineer’s Office, Public Safety Office, Liga ng mga Barangay, Task Force Tubig, City Environment and Natural Resource Office, City Population and Nutrition Office; Arts, Culture and Tourism Office; Metro PESO, City Agriculturist’s Office, City Veterinary Office, Naga City Visitors Center, City Health Office, Naga City Hospital, City Social Welfare and Development Office, Naga City School Board, City Budget Office, City Accounting Office, City Treasurer’s Office, City Human Resources and Management Office, City Assessor’s Office, and the City Mayor’s Office.

  o **Other local and national government government agencies (NGAs) in Naga**: 2nd Engineering District, Department of Public Works and Highways; Philippine National Railways, Land Transportation Office, Metro Naga Water District; Department of the Interior and Local Government - Naga City; DepEd Division of City Schools - Naga City; National Statistics Office - Camarines Sur; Naga City Police Office; Camarines Sur Provincial Environment and Natural Resources Office; Department of Trade and Industry - Camarines Sur; Department of Agrarian Reform; Naga City Fire Station, and Department of the Interior and Local Government - Camarines Sur.


  o **Local and non-local civil society organizations**: Naga City People’s Council; Kapisanan ng mga Brodkaster sa Pilipinas - Camarines Sur; Ladies in Green Foundation, Inc.; Materials Recovery Facility Cooperative, Metro Naga Chamber of Commerce and Industry, Naga City Tourism Council, Camarines Sur Medical Society, Mother Seton Hospital; St. John Hospital; Naga City Women's Council, Naga City Senior Citizens Federation, Naga City Federation of Persons with Disability; COPE Foundation, Inc.; Camarines Sur Council of Personnel Officers;
Ateneo Institute for Environmental Conservation and Research; Ateneo Social Science Research Center; Central Bicol State University for Agriculture; and the University of Nueva Caceres, On the other hand, a representative from ICLEI - Local Governments for Sustainability also attended as an observer.

- And finally, the hardworking CPDO staff who toiled to push the planning process towards their logical conclusion. In particular, I would like to acknowledge the work of in-house specialists Norman Paul Posugac (social), Rosario Reodique (economic), Cecile Daplin (infrastructure), Angel Gonzales (environment), Rosemarie Ciudadano (institutional), Nephthali Pabines (who has moved over to the Market Enterprise and Promotions Office) and Job Oliva (demographic) for their critical role in crafting the sectoral plans, eventually making this key planning document a reality.

Wilfredo B. Prilles, Jr.
City Planning and Development Coordinator
January 31, 2011
THE CDP PLANNING PROCESS

Preparation and approval of the 2011-20 CDP went through the following steps:

- **Ecological profiling.** It started late in the 2nd quarter of 2010 when the CPDO drafted an updated ecological profile for Naga, using data from various agencies, local and national; results of the 2007 national census and local surveys; as well as annual operating reports prepared by the executive department.

- **Preparation of sectoral white papers.** From June to mid-August, CPDO sectoral specialists prepared white papers for their respective sectors, drawn mainly from the ecological profile and the 2000 Comprehensive Land Use Plan and the PGS Naga City Roadmap for 2015. These white papers contain a situationer and preliminary SWOT analysis for the sector.

- **Sectoral planning workshops.** Skipping the visioning phase of CDP preparation, anchored on the fact that the city still has a compelling and valid vision statement crafted under the 2015 City Roadmap, five sectoral planning workshops were held from August to September 2010, right before the busy Penafrancia festivities.
  - These workshops, aimed at generating foundational inputs to the plan, covered the following sectors: Local Government; Demographic and Environment; Infrastructure; Economic; and Social.
  - Participants to the workshop were drawn from members of the five sectoral committees of the City Development Council (CDC), augmented by representatives of City Government departments and offices, concerned National Government agencies, and additional representatives from Civil Society, particularly the academe and other interest groups.
  - Inputs to the workshops included the following: (a) the Naga City Roadmap 2015; (b) the sectoral white papers which were attached to the letter-invitation; (c) researches, studies and other reference materials; (d) the LGPMS e-reports for Naga (covering local governance, financial performance, and state of development); (e) the initial SWOT analysis prepared by CPDO staff, and (f) the local knowledge, perceptions and expertise by the invited workshop participants themselves.
  - Through a streamlined yet responsive event design, the workshops covered Steps 2 to 5 of CDP preparation – from determination of vision-reality gaps; to formulation of sectoral goals, objectives and/or targets; to the development of policy responses.
  - Finally, an important factor that enlivened proceedings, enhanced the quality of outputs and differentiated it from other similar activities was the critical need for validation of baseline data. The facilitator emphasized the need for truth-telling and encouraged participants to challenge the data by offering better information, whether from official or unofficial sources. In regard to the initial SWOT analysis prepared by CPDO staff, they were given the option to (a) throw it away, (b) affirm, or (c) revise and enhance the analysis.

- **Consolidation of workshop outputs.** This took place in October, delayed by the Penafrancia festivities and other subsequent activities that followed.

- **Drafting of the CDP.** This phase was underestimated, and actually took two full months to complete.

- **Initial presentation to the CDC.** On January 25, 2011, the plan was then formally presented during a regular, full-council meeting of the CDC.

- **Sectoral reviews.** This took place between February 2011 to May 2012, involving several projects that looked at the draft planning document from various perspectives, including Gender and Development (the Great Women Project of the Philippine Commission for Women), Climate Change (under the Greenhouse Gas inventory and accounting undertaking of the USAID-funded Climate Change and Clean Energy Project [Cenergy] Project), Migration and Development (under
the International Organization for Migration [IOM]-funded Mainstreaming Migration in Local Development Planning Project), and Capital Investment Prioritization and Programming (using the City Infrastructure and Investment Prioritization and Programming [CIIPP] Toolkit of Cities Development Initiative for Asia Project [CDIA]).

This was capped by a series of sectoral reviews mandated under Executive Order No. 2011-026 which created five Sectoral Committees (SecComs) that will assist the regular CDC in its work. These events took place on May 16-18, 2012 and involved a participative investment project prioritization exercise using a combination of the CIIPP toolkit and Dotmocracy.

- **Endorsement.** On June 29, 2012, right after a final public presentation to various stakeholders of society that yielded minor revisions, a special session of the regular CDC called by Mayor John G. Bongat endorsed the final draft of the CDP to the Sangguniang Panlungsod through Resolution 2012-001.
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Chapter 1

Quick Facts about Naga City

This chapter presents the basic statistical facts and figures about Naga City.

Brief Historical Background

- Even before the coming of the Spaniards, Naga was already a flourishing community off the riverbanks of Naga River. The name “Naga” is said to have derived its origin from the narra trees, which were then in abundance. The late Fr. Raul Bonoan, S.J. however advanced an alternative theory linking the name to the Nagas, a serpent-worshipping northern Indian tribe that settled near or around water springs,

- In 1573, Spanish troops led by Capt. Juan de Salcedo were amazed to find a community with a fairly well-advanced culture. “Naga was then a premier village with a comparatively sophisticated weaponry and surprisingly advanced technology,” the book Naga City—The Birth and Rebirth of a City said. The following year, Captain Pedro de Chaves founded Ciudad de Nueva Caceres in honor of Don Francisco de Sande, then governor of the province and a native of Caceres in Extramadura, Spain.

- Nueva Caceres served as capital of Ambos Camarines and later of Camarines Sur province. In 1919, the Americans reclassified the city into a town and restored it to its former name. It regained its status as an independent component city by virtue of Republic Act No. 305, which was enacted on June 18, 1948 through the efforts of Rep. Juan Q. Miranda. On June 6, 1955, it ceased to become provincial capital when the Camarines Sur provincial government moved its seat to neighboring Pili pursuant to RA 1336.

Geophysical Characteristics

LOCATION AND AREA

- Naga City is centrally located in the province of Camarines Sur, about 377 kms south of Manila and 100 kms north of Legazpi City, Albay, Nestled at the foot of Mt. Isarog, the city has a total land area of 8,448 hectares.

Figure 1. Location Map of Naga City. Base map from Google Maps, city boundaries from Comprehensive Land use Plan 2000.
On the Philippine Map, it is placed between 13 to 14° North Latitude and between 123 to 124° East Longitude. It is bounded on the North by the towns of Canaman and Magarao; on the East by Mt. Isarog and the capital town of Pili; on the South, by the town of Milaor; and on the West by the town of Camaligan. (See Fig. 1.)

TOPOGRAPHY
- The city’s terrain generally slopes upward from west to east. Its city center, trisected by the Bicol and Naga rivers which are fed by creeks and riverines that crisscross the city, is located near its lowest point, making it susceptible to flooding when heavy rainfall causes these waterways to overflow.
- The low flatlands from the city center up to the upper barangays of Pacol and San Isidro at foot of Mt. Isarog, which accounts for 58% of the total land area, have slopes of 0-3 percent (almost level) to 3-8 percent (nearly level to slightly sloping). On the other hand, the easternmost part covering barangay Carolina has slopes of 8-18 percent while Panicuason, which includes the Forest and Parks Reserve (under NIPAS) has the steepest from 18-30 percent and above.

CLIMATE AND RAINFALL
- Naga’s climatic type falls under Type II. This condition is characterized by a definite absence of dry season and a very pronounced maximum rain period from November to January. The city had an average annual rainfall of 2,104 mm, although this has increased by around 12% to 2,361 mm over the last five years. September and October are usually the wettest, while February and April are the driest. During the same period, average temperature ranged between 26.5 to 27.0º C.
- Naga, as is the whole of Bicol Region, is susceptible to typhoons, lying in usual east-to-northwest path taken by these weather disturbances that regularly visit the Philippines. Between 2000-10, an average of 18 typhoons entered the Philippine area of responsibility – from a high of 25 in 2003-04 to a low of 11 in 2010. More worrisome is the information from the National Statistical Coordination Board (NSCB), which is shown in Table 1: five of the strongest typhoons that hit the Philippines from 1947-2006 all passed through Bicol, the last and strongest one being “Reming” (Durian) on November 30, 2006, whose winds peaked at 320 kph.

Population and Demographic Profile

<table>
<thead>
<tr>
<th>Year</th>
<th>Population Count</th>
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<tbody>
<tr>
<td>1903</td>
<td>100,000</td>
</tr>
<tr>
<td>1918</td>
<td>101,650</td>
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<tr>
<td>1939</td>
<td>102,280</td>
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<tr>
<td>1948</td>
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<td>1960</td>
<td>103,640</td>
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<td>1970</td>
<td>104,370</td>
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<td>1980</td>
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<td>112,550</td>
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<tr>
<td>2050</td>
<td>113,210</td>
</tr>
</tbody>
</table>

*Figure 2. Historical and Projected Population of Naga City.*
• According to the 2010 Census, Naga City has a population of 174,931. This translates to a household population of 33,384 based on a 5.24 average household size. Of the total, 49% are male while 51% are female. The latter’s share has been steadily growing: in 1995, there were only 95 females for every 100 male population; in 2007, there were already 104 females for every 100 males.

• Between 2000 and 2010, Naga’s population grew by 26.9% or an average of 2.41% compounded annually. By 2020, the city’s population is projected to hover between a low of 206,035 (based on an annual population growth of 1.65% recorded between 1995 and 2000) to a high of 233,046 (based on a 2.91% annual growth recorded between 2007 and 2010). (See Fig. 2 and Tables 2 and 3.)

• The current 2010 population will double in 43 years (reaching 353,577 by 2053) under the low-growth scenario of 1.65% annually; it will however take only 25 years to reach the same level under the 2.91% high-growth scenario (when the city population reaches 358,349 in 2035).

AGE-SEX STRUCTURE
• Naga is a city of young people. Children and the youth (those aged 24 and below) comprise more than half (55%) of the total population. About a third (32%) is of school age, with preschoolers accounting for 7%, elementary 16% and secondary 9% of the total. Male make up 51% of the total school-age population in the lower years, the situation is reversed at the secondary level where females outnumber males, 51-49%. (See Fig. 3)

LABOR FORCE
• Of the total population, 62% (around 99,520 in 2007) are of working age. Again, working-age females outnumber males, 52 to 48%. Of the total labor force, about 57% (around 56,726) are considered economically active. The balance comprise of full-time students, housewives, retirees and other similarly situated people. Unemployed labor force was estimated at 3,116 persons or about 5.8% of the economically-active population. Overall, this puts Naga in a favorable situation of reaping the demographic dividend (where economically active members of the population far outnumber the young and the aged), indicated by a progressively shrinking age dependency ratio (0.63 in 2007, from 0.66 in 2000 and 0.76 in 1990). (See Fig. 4)

MOTHER TONGUE AND RELIGIOUS AFFILIATION
• The city remains predominantly Bikolano by ethnicity (95.5%) and Roman Catholic by faith (94.5%). Bikol remains the most common language used in the households, although other ethnic groups, like Tagalogs (1.6%), Kankaney (0.3%), Bisaya-Cebuano (0.2%), Ilokano, Ilonggo and
Chinese are also comfortable in using their respective languages, especially at home. Other religious affiliations include Iglesia ni Kristo (1.3%), Evangelicals (1.1%), Adventists (0.4%) and other smaller denominations which account for the balance.

### POPULATION DENSITY
- Based on NSO standards, Naga is 100% urban. At 1,900 residents per sq km, it is also the most densely populated city in Bicol, using the land area of 84.48 sq kms as base. But in its website, the regional office of the National Statistical Coordination Board (NSCB) puts the city’s land area at 119.6 sq kms. Nonetheless, Naga’s resulting population density of 1,342 remains higher than Legazpi’s 1,168.

### POVERTY INCIDENCE
- According to NSCB estimates, poverty incidence in Naga ranged between 19-23% using its 2000 and 2003 family income and expenditure surveys. These official figures represent the lower limit of the city’s poverty situation. The higher limit is represented by the 61% who rated themselves as poor in the 2007 Ateneo SSRC survey, which used the self-rated approach to measuring poverty.

### Migration Profile
#### INTERNAL
- In 1990, 39% of the city’s population were considered migrants. In the 2007 Ateneo de Naga University SSRC survey, results showed that 43% of city residents are born in Naga, 38% are from Camarines Sur, 9% are from other Bikol provinces, and 11% from outside Bikol. Their average length of stay in Naga is 28 years.
- The pace of migration can be inferred from the 2000 census, which showed that only 6.7% of the household population aged five years old and above moved their place of residence: almost all (93.3%) remained within the city. Of the migrant population, 2.1% moved in from other cities or towns of Camarines Sur, 1.8% from other provinces, and 0.2% percent from other countries; the remaining 3.5% did not indicate their former place of residence.

#### EXTERNAL
- According to OWWA data, as of 2011, there were 3,896 overseas Filipino workers (OFWs) who are from Naga (see Table 4); this represents a 17% annual increase over the 2,588 recorded in 2008. As a percentage of the city’s household population, around 11% have an OFW member. The figure is consistent with results of the 2007 ASSRC survey which said that 11% of the city’s household population relies on "remittances, pensions, retirement" as source of income.
- Within Bicol, Naga City has the highest number of OFWs, accounting for accounting for 18% of total regional total, followed by Iriga City, Legazpi City and Nabua. This is substantially higher than the 2009 NSO data placing the share of Bikolano OFWs to the Philippine total at only around 3%.
- In terms of destination, 55% of the OWFs originating from Naga are working in the Middle East, followed by Southeast Asia (22%), Europe (8%), North Asia (6%), the Americas (4%), Oceania (3%), and Africa and Central and Western Asia (1% each). In terms of specific countries, U.A.E. (22%), Saudi Arabia (20%), Singapore (7%), Hong Kong (6%), and Japan

![Figure 5](image.png)

**Figure 5.** Comparative share of Public and Private Schools across education levels in Naga City.
(5%) are the top five destinations, accounting for 61% of the total.

Social Services

EDUCATION

- As a center of education in Bicol, Naga offers quality education from preschool to graduate courses. In 2009, its educational institutions, including day care centers which provide preschool training, totaled 181. Of these, 112 are public and 69 private. (See Fig. 5.)

- Both government and the private sector in Naga provide preschool services. For school year 2009-10, the city government’s 73 EduCare Centers (including its flagship SEED school) accommodated 2,853 preschoolers; DepEd-Naga’s 27 preschools admitted 2,874; and 20 private preschools enrolled 2,485, for a total of 8,212. This translates to a 67% participation rate when measured against the 12,166 projected preschool age (3-5 years old) population. For EduCare Centers, 54% of the pupils are male while 46% are female. In public preschools, 52% of the pupils are male while 48% are female. For private preschools, male and females both have a 50% share of the total.

- Elementary education is being provided by 29 public and 21 private schools. For school-year 2009-2010, public elementary schools admitted 25,530 enrollees while private schools had 5,249 for a total of 30,779 pupils. Against the projected elementary school age (6-12 years old) population of 27,686, this translates to a 111% participation rate. Average dropout rate for elementary public schools was recorded at 0.86%; of this number, males logged a higher rate of 0.98% compared to 0.74% for females. In terms of enrolment share, males outnumbered females, 52-48% in public schools and 51-49% in private schools.

- Secondary education is provided by 8 public and 12 private schools. Last school year, public secondary schools accommodated 12,783 enrollees while private schools welcomed 5,330 for a total of 18,113. Against the projected high school age (13-16) population of 15,305, this translates to an even higher 118% participation rate. These data however includes enrolment of non-city residents, which can mask access issues, especially at the secondary school level. (See Fig. 6.) Dropout rate for secondary public schools stood at 4.87%, built around the 6.6% rate among males and 3.3% among females. In terms of enrolment share, females have outnumbered males, 51-49%, both in public and private schools.

- Naga City has 18 schools at the tertiary level, 16 of which are privately-owned and two (the Naga campus of the Camarines Sur Polytechnic Colleges (CSPC) and the Camarines Sur Community College) are state-owned. These institutions offer various courses ranging from 2-year secretarial course to a 4 to 5-year academic degree course such as nursing, engineering, law, arts and sciences. They also offer graduate and post-graduate courses. For school year 2009-10, their combined enrolment reached 17,539. Of the total enrollment, 54% are male students while 46% are female.

HEALTH

- As of 2010, Naga is home to a total of five hospitals, two of which are government-owned with the rest private. The two government hospitals are the 500-bed Bicol Medical Center (BMC) along Panganiban Avenue and the 29-bed Naga City Primary Hospital owned and operated by the Naga City Government.

- On the other hand, the three private hospitals – Mother Seton, St. John and
Dr. Nilo Roa Memorial – boast of a combined 240 beds which, together with the two government hospitals’ 529, bring Naga's total number of hospital beds to 769. The recent closure of the 60-bed Ago Foundation Hospital has reduced the city’s total bed capacity. This translates to a bed-to-population ratio of 1:4,000, lower than to the standard ratio of 1:2,000. (See Table 3.) For 2010, 2,249 mothers (57%) delivered their babies at home, 1,654 (42%) in the hospital and 43 (1%) elsewhere.

- In addition, there are 116 clinics in the city, 88 of which are medical and 28 dental. The number of physicians and dentists practicing their profession reached 271 and 76, respectively, which translate to a ratio of 2 physicians per 1,000 and 1 dentist per 1,000 population. Against the standard of 1 physician and 1 dentist per 20,000 population, this means that Naga has more than enough physicians and dentists to serve its residents.

HOUSING

- Based on the 2000 NSO Census on Housing, there were 25,674 housing units in the city. Of these 83.5% were single-detached, 8.6% were multi-unit residences (apartments, rowhouses, condominiums, townhouses), 6.2% duplex-type, and 0.4% were institutional living quarters, other housing units, and commercial, industrial and agricultural buildings being used for dwelling. The classification of 1.2% of the housing units was not reported.

- The same survey showed that 83.1% of the housing units had outer walls and 77.8% had roofing made of strong materials. Moreover, 71.6% of the housing units do not need repair, or if at all only needs minor repairs. Almost 4 of every 5 units (78.8%) were built within the last 30 years.

- In terms of tenurial status, 48.9% of the households either own or are amortizing their housing units, 15.9% are renting, while 26.6% are occupying the lot rent-free with the owner’s consent. On the other hand, 2.4% are squatters, occupying the lot without the owner’s consent. The remaining 6.1% were unclassified.

- As to mode of acquisition, 50.5% of the housing units were constructed by the owner-households themselves, while only 13.3% were purchased. On the other hand, 28.3% had their house built either by hiring skilled workers or engaging a contractor, while 2.7% said their units were either inherited or given by others. The balance (5.3%) chose not to disclose how their units were acquired.

- In terms of financing, 83% of those who chose to respond to the survey built their house using their own resources; 10.5% using funds from government housing programs; 2% from private banks and other financial institutions; 1% with the help of employers; and 3.6% from private persons and other sources.

- Many of the new housing stock in the city were built in the 77 subdivisions covering a combined area of 643.2 hectares that were issued development permits by the City Government and completed over the last 10 years.

- On the other hand, according to the Naga City Disaster Mitigation Plan, areas that are considered as danger zones for housing are those located along the Naga and Bicol Rivers and those areas that are perennially flooded during heavy rains and typhoons. Severely flooded areas, which cover approximately 60 hectares, can be found in low-lying parts of barangays Abella, Calauag, Dayangdang, Igualdad Interior, Peñafrancia, Sabang, San Francisco, Sta. Cruz, Triangulo and Tinago. Records of the Urban Poor Affairs Office (UPAO) also indicate that about 55% of urban poor families covered by its Kaantabay sa Kauswagan (KSK) Program are located in these flood-prone barangays.

- To address the needs of Naga’s urban poor, the city government has been implementing the Naga Kaantabay sa Kauswagan (KSK) which focuses on helping urban poor communities obtain security of tenure either by helping them acquire their homelots on-site or providing them new ones in off-site government-owned relocation sites. Twenty years after its launching in 1989, KSK program beneficiaries have reached 8,285 (representing 25.8% of the projected household population for 2009), more than twice the 4,000 households originally targeted for coverage.
PROTECTIVE

- The 218 person-strong Naga City Police Office handles the daily peace and order situation of the city. Protective services in Naga, though, is further enhanced by the presence of 50 police aides and 26 volunteers hired by the city government through the Public Safety Office (PSO), as well as 24 private security agencies.

- In keeping the peace, the local police force has two finger-printing equipment, one intra-station radiocom system; five police vehicles; six motorcycles and assorted PNP-issued firearms at its disposal. These are complemented by Closed Circuit Television (CCTVs) equipment installed throughout the city which are being monitored by the PSO.

- For more effective response time in case of emergency, two sub-stations and four police assistance centers were established in different strategic places in Naga. These stations are located in Barlin Street (which houses the NCPO headquarters) and in Concepcion Pequeña (near the intersection of Panganiban Drive and Magsaysay Avenue). PACs are located in Peñafrancia Avenue, Tabuco, Cararayan and Carolina.

- On the other hand, fire protection services in Naga are provided mainly by the local branch of the Bureau of Fire Protection (BFP) which falls under the operational control and supervision of the BFP Regional Office. As of 2009, the local firefighting force is composed of 108 personnel. The BFP unit is complemented by 40 volunteers from the Progressive Mason Club (Chin Po Tong) Fire Brigade and 18 from Naga White.

- Firefighting facilities and equipment being used by the local fire bureau consist of 4 fire engines, 2 emergency transport vehicles, and 1 service vehicle. On the other hand, Chin Po Tong has 2 pumper tankers and 1 super tanker while Naga White has 2 fire trucks.

- The Naga City District Jail (NCDJ) located in barangay Del Rosario houses all inmates of MTC and RTC and detainees/prisoners of the third and fourth districts of the province. As of 2009, there were 263 inmates at the NCDJ, 25 of which are female and 2 are juvenile delinquents. During the same year, 37 were transferred to the national penitentiary in Muntinlupa while 20 were convicted. To date, the NCDJ has only one serviceable vehicle.

Economy

STRUCTURE

- According to the 2000 ADB Cities Databook, Naga has a primarily trading and service-driven economy. “The service sector employs the bulk of the city’s labor force, accounting for 71% of the total. The secondary and infrastructure sector (manufacturing, utilities and construction at 14%) and others (agriculture and government at 15%) account for the rest.” The service sector is further broken down into wholesale and retail trade (32%), consumer services (15%), financial and real estate services (9%), and social services (15%). (See Fig. 7.)

TRADE, COMMERCE AND SERVICES

- As of December 2009, Naga City has a total of 5,754 business establishments (1,091 new and 4,663 renewals). This is 43% higher than the 4,025 firms registered in 2000 (889 new, 3,136 renewals), which translates to a 4.8% annual growth of the formal business sector for the last decade. Major types of business or trade comprise wholesale and retail trade, banking and finance, insurance, real state and services.

- Wholesale and retail trading firms account for 52.9% of the total businesses registered. Records from the Business License Division of the City Treasurer’s Office (CTO) show that there are 64
business establishments that are engaged in wholesale trading while 2,979 are engaged in retail trading.

- The business registry of the Metro Naga Chamber of Commerce and Industry (MNCCI) however shows that the local economy is in fact more robust than what official figures show. In 2007, a total of 1,217 new firms opened (49% higher than the 817 recorded by the City Treasury), bringing the registry’s total to 8,303. Compared to the 5,013 businesses listed with City Hall, it shows that 40% of the firms in Naga belong to the informal sector, indicating a thriving underground economy.

- In 2010, 46 banks were operating in Naga – six more than the 40 recorded ten years ago -- making it the regional financial center of Bicol. Of these, 23 are commercial banks, 15 thrift banks, 5 rural banks and 3 government banks. Joining them in the financial services subsector are 37 insurance firms of varying sizes, as well as recent entrants in the growing money remittance industry like M Lhuillier, Cebuana Lhuillier, Smart Padala, Globe G-Cash, Western Union and LBC Padala.

AGRICULTURE

- In terms of land use, Naga remains primarily an agricultural city. Of the city’s total land area of 8,448 hectares, 4,550 hectares (54%) are allocated to agriculture. Data from the City Agriculturist’s Office show that the sector employs a total of 4,447 individuals, 31% of which are into farming while 69% work for the livestock and poultry industry. This means that on the whole, the sector provides employment for as much as 14% of the city’s household population.

- In terms of crops being planted, 52% of the local farming subsector is into rice production, 27% corn, 7% sugarcane, 6% vegetable, 4% abaca and 3% coconut farming. Nonetheless, Naga’s projected food requirements over the next five years (2011-15) show that the city will register a surplus only in corn, and will be deficient in the 10 other major food commodities, including rice, vegetable, fruits, rootcrops, livestock and poultry meat, eggs and fish. (See Table 4.)

- On the other hand, Naga has a thriving livestock industry where 8 commercial farms are the main players together with 2,040 backyard swine, cattle, carabao, goat and sheep raisers. In 2009, the City Abattoir processed a total of 62,863 heads, with hogs comprising 92%, cow and carabao had 4% each, with goats accounting for the remaining 1%.

MANUFACTURING

- Naga has a relatively small industrial base. In 2009, 876 manufacturing firms were registered, representing 12.5% of the total number of business establishments in the formal sector.

- While a handful of specialized manufacturing activities such as bottling (Pepsi and Coca Cola), chicken dressing and cooking oil processing exist, most other firms are engaged in small to cottage-scale food processing, metalworks, furniture manufacturing, jeepney bodybuilding, auto shops, warehousing and storage that fall under one of 17 key industry classifications in the city.

TOURISM

- The local tourism industry in Naga continues to grow side by side with the province of Camarines Sur, which is evident notwithstanding the absence of disaggregated data from the Department of Tourism. In 2009, the Naga-Camarines Sur tandem posted a total of 1.56 million foreign and domestic tourist arrivals, a 117% increase over the comparable period in 2008. Domestic visitors increased by 140% while foreign arrivals rose by 146%. A NSCB fact sheet issued in December 2009 said that six of every ten tourists visiting Bicol go to Camarines Sur, with the remaining four divided among the remaining other five provinces.

- The city’s accommodation facilities have increased substantially over the last 10 years, from only 22 hotels, lodging and pension houses and resorts in 2000 to a total of 34 as of 2010 – an increase of 54%. In terms of combined room capacity, the expansion is more pronounced, reaching 112% from only 551 in 2000 to 1,169 in 2010.

- On top of the 13 socio-cultural and 3 historical tourism assets, including the renowned devotion to the Lady of Peñafrancia which celebrated its tercentenary in 2010 and continues to draw millions of pilgrims to Naga every year, another emerging draw is the City Government’s governance
innovations that regularly attract both domestic and foreign visitors. In 2009, it welcomed
delegations from 6 provincial, 10 city and 15 municipal governments; one barangay council, and
one provincial civil society federation.

HOUSING AND PROPERTY DEVELOPMENT

- Another key driver of local economic growth in the city is its vibrant construction and property
development subsector. In 2009, building construction grew by 125% in terms of volume (from 86
to 193) compared to 2008, although a 15% reduction in the aggregate project cost was also
booked, mainly due to the construction of SM City Naga mall that inflated the 2008 figures.

- Owing to Naga’s strategic location in the Bicol peninsula, with influence extending as far as
southern Quezon, the property development subsector accounts for 79% of new investments
infused into the local economy. In 2009, six new subdivision permits were also issued, twice the
number approved for 2008 and 123% higher in terms of project cost (from P376 to P840 million).

Infrastructure

ROADS AND BRIDGES

- As of December 2009, Naga’s road network has expanded to 184.1 kms, 19.8 more than the
164.3 kms recorded in 2000 – an increase of 12%. Of these roads, a total of 31.8 kms (17%)
were built by the national government.

- In terms of road type, 147.7 kms (or 80% of the total) are concreted; 14.6 kms (8%) are concreted
with asphalt overlay, 4.1 kms (2%) are asphalted; 11.9 kms (7%) are gravel surfaced; while 5.8
kms (3%) are still earth road/unsurfaced.

- Within Naga City are 11 city bridges spanning 223 meters, five national bridges with a total length
of 272 meters, and two barangay bridges with a total length of 31 meters. Most of these bridges
are found in the city center which is trisected by the Bicol and Naga Rivers.

LAND TRANSPORT

- Naga’s public transportation system is mainly provided by some 5,007 units, broken down into the
following:
  
  o Around 300 aircon and non-airconditioned buses that ply inter-provincial routes within Bicol,
as well as trips between Naga and Metro Manila. They account for 6% of the total;
  
  o 291 Filcab vans, 203 of which cover intra-provincial routes while the remaining 88 ply inter-
provincial routes, mainly to Camarines Norte and Albay. These vans account for 6% of the
 total;
  
  o 931 public utility jeepneys (PUJs) and multicabs, 608 of which cover routes to other towns in
Camarines Sur, with the remaining 323 plying intra-city routes. PUJs and multicabs account
for 19% of the total;
  
  o 1,500 trimobiles serving mainly intra-city routes, whose number is fixed by a city ordinance,
representing 30% of the total;
  
  o 50 taxi units, which resumed operating in Naga after the opening of SM City Naga mall,
accounting for 1% of the total;
  
  o 1,925 units of pedicabs, more popularly known as “padyaks,” which are supposed to cover
only barangay and subdivision roads but have contributed to congestion by entering certain
city and national roads. This is the biggest form of public transport in terms of number,
accounting for 38% of the total; and
  
  o Around 10 units of calesas, mostly operating in Barangay Abella, which account for 0.2% of
the total.

- As of June 2010, the total number of registered vehicles in Naga reached 19,740 units, 19.7%
higher than the 16,494 registered in 1998. Of these, 17,947 (91%) are private, 1,522 (8%) are
public utility, and 271 (1%) are government-owned vehicles. (See Table 5.)
• In terms of vehicle type, motorcycles dominate city roads, accounting for 57% or almost 3 of every 5 registered in the city. Utility vehicles, which are mostly jeepsneys, comprise the next biggest group at 24%, followed by cars and SUVs at 10%, trucks and buses at 5%, and trimobiles at 4%.

AIR TRANSPORT
• By plane, Naga is about 45-55 minutes away from Metro Manila via Naga Airport which is located in the capital town of Pili, Camarines Sur, about 12 kilometers from the city proper. Air Philippines and Cebu Pacific field regular morning and afternoon flights to and from the national capital. Every week, around 30 flights serve the Naga-Manila route which allows greater flexibility to connect with other national and international destinations.
• Legazpi Airport, which is about two hours drive from Naga, can also be utilized in going to Manila or Cebu, largely because of the availability of jet service to and from the national capital.

RAIL AND WATER TRANSPORT
• Daily commuter trains of the Philippine National Railways (PNR) have resumed operations and are now plying the Naga-Ligao and Naga-Sipocot routes for as low as P33 to P66 per trip. Presently, revitalization activities are being undertaken by the PNR which may soon restore the regular Bicol-Manila run, all the way to Legazpi City.
• At present, only one motorized banca provides water transport services, handling the Naga-Libmanan route.

COMMUNICATION
• Bayantel and Digitel are the two major telecommunication companies that provide basic and advanced fixed-line telecommunication services in the city. Their combined subscriber base of almost 11,500 subscribers has pushed the city's fixed line telephone density to one for every three households.
• The entry of the wireless telecommunication companies led by Smart, Globe and Sun Cellular has accelerated growth of the local telecommunication industry. The 2007 Ateneo SSRC research shows that Nagueños have greater access to cellular service than landline, with every household owning two mobile phones on the average.
• Internet access has also been increasing, powered by more accessible and affordable broadband services being offered by Smart, Globe, Bayantel, Digitel and Sun Cellular, as well as bundled offerings by local cable TV operators SkyCable and Caceres Cable. Cybercafes offering cheap internet services and games have also been mushrooming in the city, further enhancing greater access by local residents and visitors alike. Some service and commercial establishments, particularly hotels and restaurants, even offer free wi-fi internet service to customers as a value-added amenity.
• The broadcast media in Naga has continued to grow over the decade. These are being provided by 20 AM and FM radio stations, and four local television stations, ABS-CBN, GMA, PTV and UNTV. Also, two local cable TV companies provide up-to-date news, relevant information and entertainment to Nagueños. National dailies and local weekly newspapers are also available in the city.
• Postal services are being provided by the Philippine Postal Corporation (PhilPost) whose 42 staff and personnel handle a monthly average of 42,560 outgoing and 742 incoming mails and packages, and 2,000 foreign and domestic printed matters. It also operates a mailing station located at Emall along Penafrancia Avenue. Complementing it are seven messengerial companies namely JRS Express, LBC Air Cargo, DHL, Daily Overland Express, FedEx, OCS and 2Go (formerly Aboitiz Express). However, the advent of internet-based technologies and social networking sites like Yahoo, Hotmail, Gmail, MSN, Skype, Facebook, Twitter and Friendster have affected these traditional communication services.

WATER
• The waterworks system run by the Metro Naga Water District (MNWD) supplies the requirements of Naga and their four neighboring towns of Canaman, Camaligan, Gainza and Magarao. Its main
water source comes from 3 springs located in Pili, Camarines Sur—the Anayan, Kalinisan and Rumangrap springs—and 21 deep well pumping stations located in strategic sites within its service area.

- As of 2010, the MNWD water system has a total of 32,769 active connections, which is continuously growing at the rate of 153.3 average new connections per month. Average daily consumption of residential, commercial and government users are 24.51, 54.55 and 110.62 cubic meters, respectively. A cause for concern is a relatively high systems loss estimated at 24.4%, mainly due to pilferage and illegal connections.

- Complementing the MNWD is city government’s own Task Force Tubig (TFT) that installs Levels I and II water systems in key areas of the city. Recently, the city government has institutionalized TFT by incorporating it as a new division of the City Engineer’s Office.

**POWER**

- Electric power services in the city is being provided by the Camarines Sur II Electric Cooperative (CASURECO II), one of the four electric cooperatives engaged in power retail in Camarines Sur. Power is sourced mainly from newly privatized generating plants connected to the Luzon Grid leased to and operated by the National Grid Corporation of the Philippines (NGCP).

- Data from the National Electrification Administration (NEA) show that as of June 30, 2010, CASURECO II has achieved 100% energization of all barangays, 69% of all sitios and 86% of all potential households within its coverage area. In Naga, it has energized all 27 barangays of the city.

- Its finances, as of late, have improved. In 2009, CASURECO II registered a P39.2 million net margin out of P1.37 billion sales, equivalent to 2.8% of the total.

- A lingering cause of concern is its 15.5% systems loss – 7th highest among the 11 electric cooperatives in Bicol – which is only marginally lower than 16.8% registered in 2006. As a result, the electric cooperative failed to meet the 14.8% systems loss target for the year under the DOE Power Development Plan, putting it in danger of missing the 8.8% systems loss level targeted for 2010 and beyond.

- The same NEA data show that in 2009, CASURECO II has the 4th highest average power rate in Bicol – and highest among the four electric cooperatives in Camarines Sur – in spite of being the second biggest market next to Albay Electric Cooperative (ALECO).

- On the other hand, Naga accounts for 66% of CASURECO II’s market. This is reflected in Table 6, which shows the cooperative’s comparative sales in Naga vis-à-vis its total coverage area.

**ADMINISTRATIVE INFRASTRUCTURE**

- Aside from being the regional trade, finance and services center of Bicol, Naga is also a key government center, hosting city, provincial and regional units of 28 national government agencies.

- This list includes the regional offices of the National Irrigation Authority (NIA), the Cooperative Development Authority (CDA), the National Bureau of Investigation (NBI), as well as the pension funds GSIS and SSS. The presence of the latter, combined with the choice of the country’s major government and private banks to put up their regional operations in Naga, further underscores the city’s role as Bicol’s finance center.

**Environment**

**SOLID WASTE MANAGEMENT**

- Total garbage collection by the city government over the last three years has been going down substantially, from 72,275 tons in 2008 to 48,009 in 2009 and recently to only 20,767 for 2010 – an average annual reduction of 36% over the last two years. This was made possible by decentralized waste segregation at the barangay, subdivision and institutional levels, in the process reducing volume being processed at the Balatas MRF.
A profiling done on solid waste generated in the city shows that agricultural waste makes up close to a quarter (24%) of the total volume. Food wastes account for slightly smaller share at 23%. Paper-based materials and plastics each comprise 12%, followed by ash and dirt at 10, while the other materials are spread out in smaller percentages.

Solid wastes are collected via the city’s government’s fleet of 12 garbage trucks which traverses ten routes on a daily basis. Collected wastes are then dumped at the 3.6-hectare Balatas Controlled Dumpsite where they are segregated according to type, i.e. biodegradable and non-biodegradable.

Recently however, the 50-year old Balatas facility has almost reached full capacity, necessitating interventions like the waste-to-energy power plant (which will be fed by solid waste, including those in the dumpsite), and the rehabilitation and expansion of the materials recovery facility (MRF) within the compound – both aimed at extending its life and serviceability.

AIR QUALITY
- As the Pilot Airshed Area of the Bicol Region, weekly air quality monitoring through Hi-volume Sampling were made at Concepcion Pequeña, Magsaysay, and Panganiban crossing beside PNP Substation-1 to measure particulates that go with the air.

- In 2009, air quality reading worsened by 20% from 80 to 96 microgram per cubic meter (μg/m³). This reversed the gain registered in 2008 when the volume of atmospheric pollutants went down from 99 to 80 μg/m³, sending back the city’s air quality rating from Good to Fair. (See Fig. 8.)

WATER QUALITY
- At present, the current environmental situation of the Naga River is quite challenging. Along the urban center, it is classified as Class C, based on intended Water Use Stream Classification Scheme of the Philippine government.

- This qualifies its waters for irrigation of agricultural crops, the propagation and growth of fish and other aquatic resources; boating for recreation; and industrial water supply for manufacturing processes after treatment.

Institutional Machinery

COMPONENT BARANGAYS
- Naga has a total of 27 barangays of varying sizes. In terms of population, Dinage is the smallest with 371 inhabitants as of 2007 while Concepcion Pequeña is the largest with 20,555. In terms of land area, Lerma is the smallest with 5.1 hectares while Carolina is the biggest with 1,777.4. Lerma is also the most dense at 444 persons per hectare while Carolina and Panicuason are the least dense at only 2 persons per hectare.

ORGANIZATIONAL STRUCTURE
- More than 60 years after it was created a chartered city, the Naga City Government has evolved an organizational structure that departs significantly from what was originally provided for under its charter, RA 305. The city had only 15 departments/offices in 1978. This later grew to 25 in 1999, and to 30 in 2009.

- As of December 2009, the city government has 988 employees, broken into 14 elective (1%), 469 permanent (47%), 391 casuals (40%), 95 contract of services including consultancy (10%), 18 job orders and one coterminous employee (2%). This translates to roughly one employee per 170 population.

Figure 8. Historical air quality readings in Naga
• In terms of educational qualification, 2% have masteral/law degrees, 75% graduated from college, 6% are college undergraduates, 8% finished vocational courses, 7% finished high school, and 2% are elementary graduates. (See Fig. 9.)

GOVERNANCE INNOVATIONS

• Naga is also renowned for its governance innovations and best practices, for which it received more than 150 national and international awards. It is the first city in the Philippines to institutionalize people participation and sectoral representation in policymaking with the enactment of the Empowerment Ordinance in 1996. As a result, the Naga City People’s Council (the federation of civil society organizations in city) identifies its own representatives, which account for at least 25% of the total membership, to all local special bodies and the 31 standing committees of the city government.

• It also pioneered the development of the Naga City Citizen’s Charter, a guidebook on 130 key city government services, having already produced three editions of the Charter pursuant to a local ordinance. These documents predated by at least seven years a national law that mandates the development of citizen’s charters by all national and local government agencies (RA 9485, more popularly known as the “Anti-Red Tape Act of 2007”).

FINANCIAL MANAGEMENT

• Over the decade, Naga has consistently topped all Bicol cities in total locally sourced income, business and real property tax collections. This performance enabled the city government to achieve a 50%-50% locally sourced-to-nationally source income ratio, higher than the 33%-67% national standard for cities.

• The city government also remains very liquid. By the end of 2009, it had total of P367.5 million in cash resources, enough to cover 72% of its 2010 budget of P508.9 million.

• In 2009, Naga received a credit rating of “B+,” the highest among eight cities initially rated by Standard and Poor’s, a reputable international rating agency, under a World Bank technical assistance program. It said: “Naga City’s overall financial management assessment (FMA) score is the highest among assessed Philippines LGUs to date, reflecting the city’s more balanced developments in its FMA practices for most key areas, as opposed to some local peers who may demonstrate sound practices in certain elements such as revenue management, but at the same time scoring poorly in other areas like debt management, budgeting etc.”

Figure 9. Educational attainment of Naga City Government employees.
Table 1
FIVE STRONGEST TROPICAL CYCLONES IN THE PHILIPPINES, 1947-2006

<table>
<thead>
<tr>
<th>Name</th>
<th>Period of Occurrence</th>
<th>Highest Wind Speed Recorded</th>
<th>Place Observed</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. REMING (Durian)</td>
<td>November 26-December 1, 2006</td>
<td>320 kph</td>
<td>Virac, Catanduanes</td>
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<tr>
<td>2. SENING (Joan)</td>
<td>October 11-15, 1970</td>
<td>275 kph</td>
<td>Virac, Catanduanes</td>
</tr>
<tr>
<td>3. ROSING (Angela)</td>
<td>October 30-November 4, 1995</td>
<td>260 kph</td>
<td>Virac, Catanduanes</td>
</tr>
<tr>
<td>5. LOLENG (Babs)</td>
<td>October 15-24, 1998</td>
<td>250 kph</td>
<td>Virac, Catanduanes</td>
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Table 2
HISTORICAL POPULATION OF NAGA CITY, 1903-2010

<table>
<thead>
<tr>
<th>Year</th>
<th>Historical Population</th>
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<td>1918</td>
<td>9,396</td>
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<td>1939</td>
<td>22,505</td>
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<td>1948</td>
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<td>1960</td>
<td>55,506</td>
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<td>1970</td>
<td>79,846</td>
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<td>1980</td>
<td>90,712</td>
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<td>1990</td>
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<td>1995</td>
<td>126,972</td>
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<td>2000</td>
<td>137,810</td>
</tr>
<tr>
<td>2007</td>
<td>160,516</td>
</tr>
<tr>
<td>2010</td>
<td>174,931</td>
</tr>
</tbody>
</table>

Source: NSO

Table 3
PROJECTED POPULATION OF NAGA CITY, 2010-50 USING LOW, MEDIUM AND HIGH GROWTH SCENARIOS

<table>
<thead>
<tr>
<th>Year</th>
<th>Growth Rate Scenario</th>
<th>Low</th>
<th>Medium</th>
<th>High</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>1.65%</td>
<td>189,847</td>
<td>195,803</td>
<td>201,909</td>
</tr>
<tr>
<td>2020</td>
<td>2.28%</td>
<td>206,035</td>
<td>219,166</td>
<td>233,046</td>
</tr>
<tr>
<td>2025</td>
<td>2.91%</td>
<td>223,603</td>
<td>245,317</td>
<td>268,986</td>
</tr>
<tr>
<td>2030</td>
<td>1.65%</td>
<td>242,669</td>
<td>274,588</td>
<td>310,469</td>
</tr>
<tr>
<td>2035</td>
<td>2.28%</td>
<td>263,361</td>
<td>307,351</td>
<td>358,349</td>
</tr>
<tr>
<td>2040</td>
<td>2.91%</td>
<td>285,817</td>
<td>344,024</td>
<td>413,613</td>
</tr>
<tr>
<td>2045</td>
<td>1.65%</td>
<td>310,188</td>
<td>385,072</td>
<td>477,400</td>
</tr>
<tr>
<td>2050</td>
<td>2.28%</td>
<td>336,637</td>
<td>431,018</td>
<td>551,023</td>
</tr>
</tbody>
</table>

Table 4
OWWA-REGISTERED OFWS, JANUARY 2011

<table>
<thead>
<tr>
<th>Land-Based</th>
<th>SEA-Based</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>Female</td>
<td>Total</td>
</tr>
<tr>
<td>1,274</td>
<td>1,840</td>
<td>3,114</td>
</tr>
<tr>
<td>750</td>
<td>32</td>
<td>782</td>
</tr>
<tr>
<td>3,896</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Overseas Workers Welfare Administraton (OWWA) Region 5

Table 5
COMPARATIVE BED CAPACITY OF HOSPITALS IN NAGA CITY, 2010

<table>
<thead>
<tr>
<th>Hospital</th>
<th>Type</th>
<th>Category</th>
<th>Pay Ward</th>
<th>Charity Ward</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bicol Medical Center</td>
<td>Government</td>
<td>Tertiary</td>
<td>30</td>
<td>470</td>
<td>500</td>
</tr>
<tr>
<td>Dr. Nilo Roa Memorial Hospital</td>
<td>Private</td>
<td>Secondary</td>
<td>17</td>
<td>13</td>
<td>30</td>
</tr>
<tr>
<td>Naga City Hospital</td>
<td>Government</td>
<td>Primary</td>
<td>0</td>
<td>29</td>
<td>29</td>
</tr>
<tr>
<td>Mother Seton Hospital</td>
<td>Private</td>
<td>Tertiary</td>
<td>135</td>
<td>15</td>
<td>150</td>
</tr>
<tr>
<td>St. John Hospital</td>
<td>Private</td>
<td>Tertiary</td>
<td>60</td>
<td>0</td>
<td>60</td>
</tr>
<tr>
<td>Totals</td>
<td></td>
<td></td>
<td>242</td>
<td>527</td>
<td>769</td>
</tr>
</tbody>
</table>
Table 6
PROJECTED FOOD PRODUCTION AND REQUIREMENT OF NAGA CITY, 2011-13

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Rice</td>
<td>5,497</td>
<td>22,359.85 D</td>
<td>5,222</td>
<td>22,885.25 D</td>
<td>4,960</td>
<td>23,423.10 D</td>
</tr>
<tr>
<td>Corn</td>
<td>2,800</td>
<td>658.78 S</td>
<td>2,660</td>
<td>674.26 S</td>
<td>2,528</td>
<td>690.11 S</td>
</tr>
<tr>
<td>Vegetable</td>
<td>2,400</td>
<td>4,863.36 D</td>
<td>2,520</td>
<td>4,977.64 D</td>
<td>2,444</td>
<td>5,094.62 D</td>
</tr>
<tr>
<td>Rootcrops</td>
<td>597</td>
<td>944.14 D</td>
<td>627</td>
<td>966.32 D</td>
<td>646</td>
<td>989.03 D</td>
</tr>
<tr>
<td>Fruits</td>
<td>1,748</td>
<td>5,825.12 D</td>
<td>1,835</td>
<td>5,961.99 D</td>
<td>1,926</td>
<td>6,102.11 D</td>
</tr>
<tr>
<td>Eggs</td>
<td>39</td>
<td>787.37 D</td>
<td>38</td>
<td>805.87 D</td>
<td>37</td>
<td>829.81 D</td>
</tr>
<tr>
<td>Poultry Meat</td>
<td>267</td>
<td>1,336.94 D</td>
<td>281</td>
<td>1,368.36 D</td>
<td>294</td>
<td>1,400.51 D</td>
</tr>
<tr>
<td>Beef</td>
<td>260</td>
<td>649.98 D</td>
<td>234</td>
<td>665.25 D</td>
<td>211</td>
<td>680.88 D</td>
</tr>
<tr>
<td>Carabeef</td>
<td>2</td>
<td>17.61 D</td>
<td>2</td>
<td>18.03 D</td>
<td>2</td>
<td>18.45 D</td>
</tr>
<tr>
<td>Pork</td>
<td>1,687</td>
<td>2,409.66 D</td>
<td>1,603</td>
<td>2,466.28 D</td>
<td>1,523</td>
<td>2,524.25 D</td>
</tr>
<tr>
<td>Fish</td>
<td>81</td>
<td>4,058.38 D</td>
<td>79</td>
<td>4,153.74 D</td>
<td>77</td>
<td>4,251.36 D</td>
</tr>
</tbody>
</table>

Source: City Agriculturist’s Office

Table 7
REGISTERED VEHICLES IN NAGA CITY, 2010

<table>
<thead>
<tr>
<th>Classification</th>
<th>Private</th>
<th>Public Utility</th>
<th>Government</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Light, Medium &amp; Heavy Cars</td>
<td>1,629</td>
<td></td>
<td>5</td>
<td>1,635</td>
</tr>
<tr>
<td>Sport Utility Vehicle</td>
<td>335</td>
<td></td>
<td>2</td>
<td>338</td>
</tr>
<tr>
<td>Utility Vehicles</td>
<td>3,916</td>
<td>593</td>
<td>162</td>
<td>4,671</td>
</tr>
<tr>
<td>Truck / Bus</td>
<td>808</td>
<td>135</td>
<td>35</td>
<td>978</td>
</tr>
<tr>
<td>Motorcycle</td>
<td>11,255</td>
<td>0</td>
<td>67</td>
<td>11,322</td>
</tr>
<tr>
<td>Tricycle</td>
<td>0</td>
<td>792</td>
<td>0</td>
<td>792</td>
</tr>
<tr>
<td>Light, Medium &amp; Heavy Trailers</td>
<td>4</td>
<td>0</td>
<td>0</td>
<td>4</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>17,947</strong></td>
<td><strong>1,522</strong></td>
<td><strong>271</strong></td>
<td><strong>19,740</strong></td>
</tr>
</tbody>
</table>

Source: Land Transportation Office

Table 8
COMPARATIVE SALES, NAGA CITY AND CASURECO II COVERAGE AREA, 2001-10

<table>
<thead>
<tr>
<th>Year</th>
<th>Naga City Sales</th>
<th>Total Casureco Sales</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>137,658,976.10</td>
<td>212,024,411.33</td>
<td>65%</td>
</tr>
<tr>
<td>2009</td>
<td>125,518,031.77</td>
<td>191,188,214.29</td>
<td>66%</td>
</tr>
<tr>
<td>2008</td>
<td>108,872,815.57</td>
<td>168,534,003.97</td>
<td>65%</td>
</tr>
<tr>
<td>2007</td>
<td>105,330,016.66</td>
<td>158,196,058.60</td>
<td>67%</td>
</tr>
<tr>
<td>2006</td>
<td>100,507,377.71</td>
<td>153,662,330.67</td>
<td>65%</td>
</tr>
<tr>
<td>2005</td>
<td>105,509,053.44</td>
<td>161,820,054.86</td>
<td>65%</td>
</tr>
<tr>
<td>2004</td>
<td>104,081,238.36</td>
<td>156,127,647.56</td>
<td>67%</td>
</tr>
<tr>
<td>2003</td>
<td>100,978,147.44</td>
<td>153,005,091.18</td>
<td>66%</td>
</tr>
<tr>
<td>2002</td>
<td>91,918,753.14</td>
<td>139,664,712.48</td>
<td>66%</td>
</tr>
<tr>
<td>2001</td>
<td>87,464,526.08</td>
<td>133,402,840.44</td>
<td>66%</td>
</tr>
</tbody>
</table>

Average Share 66%

Source: CASURECO II
Chapter 2
Matrix of Local Development Indicators

To monitor and assess the state of development in Naga City, the city government uses a combination of development indicators relevant to its needs. These indicators include the following:

- the United Nation’s Millennium Development Goals (MDGs)
- the World Health Organization’s Urban Health Equity Assessment and Response Tool (Urban HEART)
- the Institute for Solidarity in Asia’s Public Governance System (PGS), and
- the Department of the Interior and Local Government’s Local Governance Performance Management System (LGPMS).

This chapter presents these indicators, which were presented to, debated and validated by the participating stakeholders during the series of sectoral planning workshops conducted in August and September 2010. They are summarized under Table 9.
### DEMOGRAPHIC

<table>
<thead>
<tr>
<th>Source</th>
<th>Indicator</th>
<th>Naga City</th>
<th>National/Regional Average</th>
<th>Local Trend</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>National Statistics Office</td>
<td>Population growth</td>
<td>Between 2.28 to 2.91% annually</td>
<td>1.90% (Philippines), 1.46% (Bicol)</td>
<td>Twice as fast as Bicol’s growth</td>
<td>• Naga is the fastest growing city in the Bicol Region &lt;br&gt; • Took 32 years to double 1990 population of 90,712 &lt;br&gt; • At current pace, it will take only 25 years to double 2010 population of 174,931</td>
</tr>
<tr>
<td>Millennium Development Goals</td>
<td>Poverty incidence</td>
<td>Between 19-23% (official) and 61% (self-rated)</td>
<td>26.9% (Philippines), 40.5% (Bicol)</td>
<td>Lower than both regional and national levels</td>
<td>Needs more regular measurement at city, barangay levels</td>
</tr>
</tbody>
</table>

### SOCIAL

<table>
<thead>
<tr>
<th>Source</th>
<th>Indicator</th>
<th>Naga City</th>
<th>National/Regional Average</th>
<th>Local Trend</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Education</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>State of Children Report</td>
<td>Preschool participation rate</td>
<td>67% as of 2009</td>
<td>60% (Philippines, 2002)</td>
<td>Higher than national level</td>
<td>Needs stronger collaboration between DepEd, city government to attain universal coverage</td>
</tr>
<tr>
<td>Millennium Development Goals</td>
<td>Elementary participation rate</td>
<td>Between 106-130% from 2007-09</td>
<td>84.4% (Philippines), 85.1% (Bicol)</td>
<td>Consistently exceeds target</td>
<td>Needs better data. Non-city resident enrolment in public schools can mask access problems for some Nagueño children</td>
</tr>
<tr>
<td></td>
<td>Elementary survival rate</td>
<td>Between 70-78% from 2007-09</td>
<td>69.9% (Philippines), 67% (Bicol)</td>
<td>Better than regional and national levels</td>
<td>Some improvements have been made over last few years, but city remains off from 2015 target</td>
</tr>
<tr>
<td>State of Children Report</td>
<td>Mean percentage score in Regional, National Achievement Test (RUAT, NAT)</td>
<td>From 2005-09:  • Between 50-55% for elementary, 45-49% for high school in NAT  • Between 59.5-73% for elementary, 48-52% for high school in RUAT</td>
<td>From 2005-09:  • Between 51-62% for elementary, 42.5-43% for high school in NAT (Bicol Region)  • Between 59-64% for elementary, 42-46% for high school in RUAT</td>
<td>Deteriorating performance for elementary in NAT, secondary in RUAT</td>
<td>• Erratic performance has plateaued in recent years &lt;br&gt; • City still off from 75% minimum MPS to be considered passing</td>
</tr>
<tr>
<td><strong>Health</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td></td>
</tr>
<tr>
<td>Millennium Development Goals</td>
<td><strong>Under 5 mortality rate</strong></td>
<td>From 5.55 (2007) to 2.33 per 1,000 live births (2009)</td>
<td>32.0 (Philippines), 6.1 (Bicol)</td>
<td>Significantly lower than both regional and national levels</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Infant mortality rate</strong></td>
<td>Decreased from 0.30 (2007) to 1.91 per 1,000 live births (2009)</td>
<td>24.0 (Philippines), 9.3 (Bicol)</td>
<td>Substantially lower than both regional and national levels</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Maternal mortality ratio</strong></td>
<td>Increased from 0.30 (2007) to 0.78 per 100,000 live births (2009)</td>
<td>162.0 (Philippines), 1.2 (Bicol)</td>
<td>Substantially lower than national, marginally lower than regional levels</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Fully immunized children</strong></td>
<td>Increased from 85% (2007) to 90% (2009)</td>
<td>83% (Philippines), 87% (Bicol)</td>
<td>Marginally higher than both regional and national levels</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>MDG, State of Children Report</strong></td>
<td>Preschool malnutrition</td>
<td>Between 4-5% from 2007-09</td>
<td>24.6% (Philippines), 22.6% (Bicol)</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>State of Children Report</strong></td>
<td>Grade school malnutrition</td>
<td>Reduced from 19% (2005) to 11% (2009)</td>
<td>No data available</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Urban HEART</strong></td>
<td>Incidence of road traffic injuries</td>
<td>17</td>
<td>8.3 (Philippines)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Social health insurance enrolment</td>
<td>13%</td>
<td>79%</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Housing</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>MDG, Public Governance Scorecard (PGS)</strong></td>
<td>Proportion of urban poor households enjoying secure tenure</td>
<td>63%</td>
<td>No data available</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>City Profile</strong></td>
<td>Proportion of KSK beneficiaries to total city household population</td>
<td>25.8%</td>
<td>Not applicable</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Protective</strong></td>
<td>Police-to-population ratio</td>
<td>1:758 (2010)</td>
<td>1:737 (Philippines, 2008), 1:970 (Bicol, 2006)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Fireman-to-</td>
<td>1:3,307 (2010)</td>
<td>1:5,214 (Bicol, 2006)</td>
<td>A little worse than national, but better than the regional level</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>Does not take into account contribution of the 76-man strong city-funded PSO</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>Still off from ideal 1:500 ratio</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>Does not take into account</strong></td>
</tr>
<tr>
<td>Source</td>
<td>Indicator</td>
<td>Naga City</td>
<td>National/Regional Average</td>
<td>Local Trend</td>
<td>Remarks</td>
</tr>
<tr>
<td>--------</td>
<td>-----------</td>
<td>-----------</td>
<td>---------------------------</td>
<td>-------------</td>
<td>---------</td>
</tr>
<tr>
<td>LGPMS</td>
<td>Unemployment rate</td>
<td>5.8%</td>
<td>7.5% (Philippines), 5.4% (Bicol)</td>
<td>Marginally higher than regional, lower than and national levels</td>
<td>Unemployment is relatively low</td>
</tr>
<tr>
<td></td>
<td>Underemployment rate</td>
<td>5-15%</td>
<td>18.1% (Philippines)</td>
<td>Underemployment exists, but situation is not yet alarming</td>
<td>That 40% of business establishments are in the informal sector can worsen the situation</td>
</tr>
<tr>
<td>Poverty incidence for LGUs outside Metro Manila</td>
<td>Between 19-23%</td>
<td>26.9% (Philippines)</td>
<td>Poverty incidence is relatively low compared to the national benchmark of 26-35%</td>
<td>Needs more regular measurement at city, barangay levels</td>
<td></td>
</tr>
<tr>
<td>Income per capita</td>
<td>P36,000-P50,000 annually</td>
<td>P34,600 (Philippines)</td>
<td>Income per capita is marginally higher than the national average</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**ECONOMIC**

**INFRAPRUCTURE**

<table>
<thead>
<tr>
<th>Source</th>
<th>Indicator</th>
<th>Naga City</th>
<th>National/Regional Average</th>
<th>Local Trend</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>LGPMS</td>
<td>Percentage of households with electricity for LGUs outside Metro Manila</td>
<td>94-97%</td>
<td>92.1% for urban areas (Philippines)</td>
<td>Local situation is better than the national average for urban areas</td>
<td>Water pollution due to domestic wastes and its effects on public health is somewhat less threatening</td>
</tr>
<tr>
<td></td>
<td>Percentage of households with sanitary toilets for LGUs outside Metro Manila</td>
<td>91-96%</td>
<td>75% (Philippines, Urban HEART data)</td>
<td>Local situation is significantly higher than the national average</td>
<td>Many households have access to piped-in water supply. Easy access to this service is available to more than 90% of the population.</td>
</tr>
<tr>
<td></td>
<td>Percentage of households with access to piped-in water</td>
<td>91-95%</td>
<td>83% (Philippines, Urban HEART data)</td>
<td>Local situation is better than the national average</td>
<td></td>
</tr>
</tbody>
</table>
### ENVIRONMENT

<table>
<thead>
<tr>
<th>Source</th>
<th>Indicator</th>
<th>Naga City</th>
<th>National/Regional Average</th>
<th>Local Trend</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>• <strong>Solid Waste</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PGS</td>
<td>Proportion of city’s residential areas whose garbage is collected at least four times a week</td>
<td>85%</td>
<td>No data available</td>
<td>City roadmap targets raising it to 99% by 2015</td>
<td>Garbage collection and disposal is a big financial burden to the city government, which is spending around P38 million (roughly 8% of its annual budget) in providing the service. Cost recovery is only 5%.</td>
</tr>
<tr>
<td>• <strong>Air Quality</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>City Profile</td>
<td>Ambient air quality reading</td>
<td>“Fair” - 96 microgram per cubic meter (μg/m³) in 2009</td>
<td>No data available</td>
<td>City roadmap targets raising it to “Good” by 2015</td>
<td>In 2008, the city already achieved “Good” rating after achieving 80 μg/m³ reading</td>
</tr>
<tr>
<td>LGPMS</td>
<td>Percentage of polluting industries</td>
<td>All industries have pollution control facilities</td>
<td>No data available</td>
<td>Better air quality in urban areas is expected</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Absence of smog, odor and noise in urban areas</td>
<td>Smog, odor and loud and uncomfortable noise level are absent.</td>
<td>No data available</td>
<td>Better air quality in urban areas is expected</td>
<td>From time to time, foul odor coming from the Balatas Controlled Dumpsite has become an issue due to capacity problems</td>
</tr>
<tr>
<td>• <strong>Water Quality</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PGS</td>
<td>Average water quality rating of Naga River</td>
<td>Class C</td>
<td>No data available</td>
<td>City roadmap targets raising it to “B+” by 2015</td>
<td></td>
</tr>
<tr>
<td>LGPMS</td>
<td>Freshwater quality</td>
<td>Water is turbid (light brown to brown color) with some floating wastes</td>
<td>No data available</td>
<td>Freshwater quality is poor</td>
<td>Water should be clear, without water lilies and/or floating wastes</td>
</tr>
<tr>
<td></td>
<td>Fish catch in river or lake</td>
<td>Fish catch in river or lake remains the same</td>
<td>No data available</td>
<td>Average freshwater productivity</td>
<td>Should be stable or increasing</td>
</tr>
<tr>
<td></td>
<td>Presence of polluting industries in riverside or lakeside</td>
<td>1 or more industries have no pollution control facilities</td>
<td>No data available</td>
<td></td>
<td>All industries should have pollution control facilities</td>
</tr>
<tr>
<td></td>
<td>Extent of riverside or lakeside squatters</td>
<td>6-20 houses per km stretch on riverside or lakeside</td>
<td>No data available</td>
<td>The probability of pollution load on freshwater areas is</td>
<td>Should not be more than 20</td>
</tr>
</tbody>
</table>
relatively low due to the tolerable number of squatter HHs.

<table>
<thead>
<tr>
<th>INSTITUTIONAL MACHINERY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Source</td>
</tr>
<tr>
<td>---</td>
</tr>
<tr>
<td><strong>Revenue Generation</strong></td>
</tr>
<tr>
<td>LGPMS</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td><strong>Revenue Generation</strong></td>
</tr>
<tr>
<td>LGPMS</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>-----------------------</td>
</tr>
<tr>
<td>Debt service ratio</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>

- **Financial Management**

<table>
<thead>
<tr>
<th>Standard and Poor’s Credit and FMA Analysis</th>
<th>Credit rating</th>
<th>BB-</th>
<th>Pilot implementation of a World Bank technical assistance project</th>
<th>Highest among eight cities initially rated by the international rating agency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial management assessment</td>
<td>Intermediate</td>
<td>No data available</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>


Chapter 3
Comprehensive Development Plan

This chapter describes Naga City’s plan for comprehensively responding to the development challenges faced by the city as described by the indicators summarized in Chapter 2. It takes off from a discussion of the city vision – the “future state” that its citizens and their leaders aspire Naga to become well into the future.

Then it identifies the gaps between that vision and current realities, which the development indicators describe, and summarizes the main themes that emerge – the so-called cross-sectoral challenges it faces during the planning period.

Finally, it documents the five sectoral plans crafted by stakeholders that seek to respond, both to these major challenges facing society as well as those facing their respective sectors.

Vision-Mission
To avoid reinventing the wheel, the CDP adopts a fine-tuned version of the city vision-mission statement contained in the Naga City Roadmap 2015 crafted under the Public Governance System (PGS) project conducted in partnership with the Institute for Solidarity in Asia (ISA).

The vision-mission statement (see box) remains compelling, having been crafted in 2005 through a highly participative process involving representatives of various sectors of Naga’s society facilitated by experts on the “Balanced Scorecard” scheme which underpins the PGS.

In addition, what makes it relevant in the current context is the emphasis placed on the pursuit of happiness, which is recognized as one of the sovereign rights of man. Contemporary development literature has also increasingly recognized the need to measure the state of happiness of a society, giving rise to such measures as the so-called “Gross Happiness Index” that seeks to complement traditional metrics like the GNP and GNP.

Communicating the vision
In 2007, then Mayor Jesse M. Robredo sought to communicate the vision statement to ordinary citizens in a better way. Several meetings with public school heads impelled this, as

VISION
Naga: “An Maogmang Lugar”

By 2015, Naga City shall be the recognized model of:
- Good governance and responsible citizenship
  – driven by a shared development direction crafted, implemented and continually improved in an inclusive manner
  – sustained by a citizenry that asserts their rights and accepts their roles and responsibilities in nation-building
- People-centered development
  – anchored on quality and accessible services in health, education and other social services, especially for the marginalized and the vulnerable;
  – that enables the private sector to generate the best value from local talents, technology and resources, and provide gainful jobs and entrepreneurial opportunities for the Nagueno; and
- Abiding faith
  – that expresses itself in social solidarity and a culture of excellence flourishing in a city that is peaceful, safe and in accord with nature; where cultural values are nurtured and religious diversity respected; and where technology enables the Nagueno to be part of a global community of people and nations.

MISSION

To make Naguenos
- happy and proud of their city and of their living faith
- thru continuous improvement and innovation
- in inclusive governance and responsible citizenship.

the audience failed to connect with the vision as worded at the time.

Adopting key messages from an e-group, and refining it to suit local needs, the vision was restated into the so-called “12 Elements of ‘Maogmang Lugar.’” This operational definition of the vision statement was first deployed in a planning document when CPDO crafted a draft three-year investment program for 2007-10, which unfortunately failed to advance in the approval process.

Refining the vision statement
When Mayor John G. Bongat assumed office in July 2010, his administration affirmed its promise to the city electorate to prioritize key programs and projects. This electoral campaign promise is captured by the “HELP your CITY” executive agenda which became an integral component of succeeding planning exercises involving city government managers.

The executive agenda stands for:
- Health and Nutrition
- Housing and the Urban Poor
- Education, Arts and Culture, and Sports Development
- Livelihood, Employment and Human Development
- Peace and Order and Public Safety
- Cleanliness and Environmental Protection
- Transparency, Accountability and Good Governance

Moreover, the new administration refined the vision statement by adopting “Maogmang Naga” in lieu of the one popularized by the late Sen. Raul Roco and inspired by an Ateneo de Naga publication in the 1970s.

Ensuring internal harmony and consistency
These changes notwithstanding, harmony and consistency exist between the PGS Roadmap, the HELP Your CITY executive agenda of the Bongat Administration, and the suggested structure of the CDP document. This can be inferred from Table 10 which maps out the elements of these various key documents that informed and shaped this plan.

### Table 10
**COMPATIBILITY MAP**
Between City Vision, Agenda, PGS Roadmap and CDP Structure, Naga City

<table>
<thead>
<tr>
<th>“MAOGMANG NAGA” Vision Statement</th>
<th>HELP YOUR CITY Agenda</th>
<th>PGS Roadmap</th>
<th>CDP Themes</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Available health service every time it is needed</td>
<td>Health and Nutrition</td>
<td>Improve access and quality of social services</td>
<td>Social</td>
</tr>
<tr>
<td>• Decent house to live in</td>
<td>Housing and the Urban Poor</td>
<td>Reduce poverty incidence</td>
<td>Social</td>
</tr>
<tr>
<td>• Good schools</td>
<td>Education, Arts and Culture, and Sports Development</td>
<td>Improve access and quality of social services</td>
<td>Social</td>
</tr>
<tr>
<td>• Vibrant city of history, music, culture and arts</td>
<td>Livelihood, Employment and Human Development</td>
<td>Increase employment and entrepreneurial opportunities</td>
<td>Economic</td>
</tr>
<tr>
<td>• Three meals a day</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Gainful jobs</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• A place where one can realize his full potentials</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Being able to walk streets at night unafraid</td>
<td>Peace and Order and Public Safety</td>
<td>Enhance livability of communities / Improve public</td>
<td>Social / Infrastructure</td>
</tr>
</tbody>
</table>
Vision-Reality Gap Analysis

After comparing the above with the city profile described in Chapter 1 and the key development indicators summarized in Chapter 2, the following are the vision-reality gap for Naga City, representing the key development challenges it faces over the next 10 years:

<table>
<thead>
<tr>
<th>VISION STATEMENT</th>
<th>CURRENT REALITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Available health service every time it is needed</td>
<td>Key MDG indicators have already been met. Major policy to be resolved is social health insurance, Philhealth vs. City Hospital-based localized health service delivery. Rising incidence of road traffic injuries noted, mainly due to the fast rise of motorcycles as dominant vehicle type (3 of every 5 registered vehicles)</td>
</tr>
</tbody>
</table>
| • Decent house to live in             | • Major strides were made in ensuring secure tenure for the urban poor. But there are issues on managing expansion, with high population growth and weak collection efficiency threatening long-term sustainability  
  • There is also a need to address the vulnerability of existing KsK communities to flooding, and ensure that new developments are located from disaster-prone areas in the context of climate change |
| • Good schools                        | • City gained some ground toward universal preschool participation, and in ensuring children survival in school. Erratic academic performance remains an issue, still off from 75% minimum passing score  
  • There is renewed interest on culture and the arts, and need for indicators to measure performance |
| • Three meals a day                   | • Unemployment, underemployment and malnutrition remain relatively low  
  • Job quality remains a concern, owing to large informal sector  
  • Food security an issue, as city is self-sufficient only in one of 11 major foodstuffs  
  • Addressing needs (especially in regard to livelihood and employment) of the 20% who are income-poor remains a challenge, especially in the context of high migration-driven population growth |
| • Being able to walk streets at night unafraid  
  • Well-paved roads, working drainage and orderly streets | • Improvements in police manpower, organizational status have been made. But public safety remains a lingering issue due to perceived rise in criminality, in spite of positive official figures.  
  • Private transport has increased in volume, bringing about an inefficient transport system characterized by delays and congestion. There is need to improve quality of public land transport to encourage shift and promote efficiency.  
  • High system losses in water and power remain a concern, which can impact prices of these key services. |
| • Cleaner Naga                        | • Poor cost recovery in garbage collection and disposal is adding budgetary pressures to service provision.  
  • Capacity problems of the Balatas Controlled Dumpsite have become a serious concern, emitting foul odor every time stored garbage is moved.  
  • The Class C rating and other allied problems associated with the Naga River remains a continuing challenge to society. |
| • City of trees                       | • City government continues to perform well as an institution, both at the revenue and expenditure sides. Good financial management practices have been affirmed by favorable credit rating from Standard and Poor’s.  
  • Sustaining governance innovations and quality of public service delivery are long-term challenges. |
| • Clean and honest government         |                                                                                                                                                                                                                 |
Cross-Sectoral Challenges
Informed by the PGS Roadmap, the city therefore needs to address four key cross-sectoral or major development challenges for the current planning period to deliver on its “Maogmang Ciudadano sa Maogmang Naga” vision. These are:

- **Reducing poverty incidence**
  - At the demand side, this requires greater efficiency and effectiveness in harmonizing existing poverty programs of government, and ensuring that they are targeting the same clientele, i.e. the 20% income-poor households in Naga. This requires putting in place a database of these households, and ensuring that they are prioritized in terms of all poverty programs of the city government, i.e. housing, education, microfinance, skills training, livelihood and enterprise development, health and nutrition, etc.
  - At the supply side, this requires creating employment and entrepreneurial opportunities that will keep pace with, if not exceed, the city’s increasing migration-driven population growth.

- **Improving access to basic services.** Similarly, in the face of an increasing population, it requires government to strategically manage investments in the delivery of social services to ensure that they will maintain, if not exceed, the current performance levels described in Section 3.

- **Enhancing quality of life thru livable communities.** This requires well crafted government policies, programs and projects on transport and urban development that will operationalize “smart growth” and a “compact city” development in Naga – built around revitalizing public transport, developing and protecting vibrant public spaces (which includes Naga River), promoting mixed-use development, and reducing travel time and transportation costs between home and work.
  - Moreover, to further strengthen Naga’s proven resilience in the face of climate change, there is a need to adopt and implement local policies that will reduce exposure to hazards, lessen vulnerability of people and property, better manage land and the environment, and improve preparedness for disasters.

- **Good governance and responsible citizenship.** This requires government to bring its governance innovations to the next level, anchored on a strong civic education program that promotes the virtues of responsible citizenship – which is the fundamental value and vision behind the HELP Your CITY agenda.
  - At the same time, it requires continuously broadening participatory and collaborative governance mechanisms that will encourage individual citizens, households, organized groups, local institutions and even neighboring municipalities to partner with the city government in realizing mutually beneficial goals.

**Strategic Responses**
To respond to these major development challenges, the PGS Roadmap specifies six basic strategies, which were adopted to underpin the CDP and provide the underlying logic to its sectoral components. These are:

1. Reduce poverty incidence
2. Enhance livability of communities
3. Increase employment and entrepreneurial opportunities
4. Improve public infrastructure and facilities
5. Broaden access to participatory mechanisms, and
6. Improve access and quality of social services

Figure 10 below captures the interrelationships between these strategies that will realize the "Maogmang Naga” vision for city residents. On the whole, they require the city government to “do more with less” (i.e. forge partnerships with civil society aside from increasing its revenues and using internal resources more efficiently), provide “fast and responsive services” to customers (made possible by better programs and information flow within the bureaucracy) through its corps of “motivated and competent employees” (who are mission- and performance-driven, having embraced a culture of transparency).
Sectoral Development Plans

SOCIAL

Introduction
This sector tackles the issues on education, health, social welfare, children and youth, migration and overseas Filipinos, protective services, housing, sports and recreation. This compendium of proposed activities is designed to deal with these issues and concerns relative to the well-being of local residents and upgrading the quality of social services such as health, education, welfare, housing and the like. Questions of equity and social justice and gender sensitivity are also addressed by this sectoral plan. Many programs and projects in this sector are of the “soft” capital type but are as important as capital investment of “hard” projects.

SUBSECTOR: Education

Goals
• Improve the quality of education of the school-going population.
• Promote equitable, affordable and accessible education for all Nagueños.

Objectives and Targets
At the end of the planning period, the Education subsector shall attain the following objectives:
• To consistently improve National Achievement Tests results so that Naga will exceed the minimum passing MPS of 75% on all subject areas
• To cut the number of dropouts by 50% by 2013, and raise cohort survival and completion rates to 100% by 2020
• To increase tertiary completion rate from 25% to 35% by 2015 and 50% by 2020

Strategies
• Enhancing partnership between allied agencies in the promotion of affordable and quality education.
• Immediate passage of a scholarship system
• Increase scholarship fund to cover continuing professional development of public school teachers
• Establish a tertiary public institution operated by the city
• Improve classroom to pupils ratio especially in secondary schools
• All classrooms should have CRs for male and female
• New classrooms should be built and ready for vertical expansion
• Implementation of 12-year Basic Education program
• Establishment of Naga City Training Center Academy offering short term and TESDA accredited courses (i.e. welding, auto mechanic and butchering)
• Reproduction and provision of modules for public elementary schools in preparation for the implementation of DepEd’s K+12 Program
• Universal provision of NAT reviewers
• Provide trainings and seminars for public teachers based on their Individual Plan for Professional Development (IPPD)
• Progressively improve the pay and benefits of locally-funded public school teachers

Programs and Projects
• Feeding Program
• Expand/Strengthen SANGGAWADAN/QUEEN programs
• Additional Instructional Materials
• CommuniTEACH
• Review and make more dynamic the Summer Enrichment and Enhancement Program (SEEP)
• Community Dunong centers
• Scholarship program for tertiary students and public school teachers
• Tertiary Public Institution operated by the city
• Construction of additional classrooms, comfort rooms for male and female
• Construction of additional school buildings with provision for vertical expansion
• BRIDGE Program
• Scholarship programs in partnership with state colleges and universities
• Naga City Training Center Academy
• Millennium Development Goal Fund programs
• Gender-Sensitivity Trainings for communities/schools
• Social support within communities/play groups
• Feeding program (inclusive of lunch for students/pupils at risk of dropping out [SARDOs/PARDOs] and severely wasted pupils or those in the third degree category)

Proposed Legislations
• Enhancement of the city scholarship program to include a separate window and guidelines for persons with disabilities (PWDs)
• Ordinances establishing and institutionalizing Naga City Training Center Academy, bridge programs, CommuniTEACH, and strengthening of the QUEEN programs

Project Ideas
• Naga City Training Center Academy – the academy will be the city's premier public tech-voc school providing an alternative schooling for OSYs, college dropouts and underprivileged students
• Bridge Program – will facilitate career guidance for high school students before enrolling for tertiary education
• CommuniTEACH – will provide accessible education to less privileged youth in the community
• Summer Enrichment Programs – will provide supplementary education for students while enjoying their summer vacation
• QUEEN – includes the provision of free tuition fees and miscellaneous fees to less privileged elementary pupils and high school students

SUBSECTOR: Health

Goals
• Improve the health status of the constituency.
• Provide affordable, quality and accessible health services to all Nagueños.

Objectives and Targets
At the end of the planning period, the Health subsector shall have attained the following objectives:
• To improve health indicators by 10 percent
• To establish a DENR-accredited health care waste disposal facilities
• To strengthen quality assurance in every health facility
• To ensure continuous availability of blood supply
• To secure representation of private hospitals in the LHB membership
• To attain the ideal bed-to-population ratio (1:2,000)
• To maintain zero Maternal Mortality Rate
• To reduce teenage pregnancy
• To expand coverage of indigent families to Philhealth by 100 percent.
• To provide affordable and quality over-the-counter medicines to the community

Strategies
• Coordinate with DENR regarding the accreditation of health care waste disposal facilities
• Strengthening of quality assurance in every health facility through strict monitoring
• Ensure continuous availability of blood supply thru Blood Bank Program
• Include representative from private hospital as member of LHB
• Attain the ideal bed-to-population ratio (1:2,000) by establishing additional tertiary hospitals
• Maintain zero MMR by providing affordable and quality maternal and child care services in the barangays
• Reduce teenage pregnancy by providing reproductive health care services
• Inviting Philhealth to a conference aimed at expanding coverage to indigent families.
• Provide affordable and quality over-the-counter medicines to the community through Botica ng Barangay

Programs and Projects
• Integration of health services under one government institution
• Establishment of waste storage facilities by private sector
• Training on quality improvement activities for health providers
• Conduct training on blood donor recruitment
• Campaign/IEC programs for blood donation
• Invite private sector representatives (hospitals) as members of LHB
• Expansion of NCH to secondary level
• Encourage private and public hospitals to expand their facilities through investment incentives
• Training of midwives
• Establishment of lying-up clinics in barangays
• Develop incentives for hilots for referral
• Coordinate with private Ob-Gyne regarding awareness training on reproductive health
• Conduct training on Reproductive Health
• Tap NGOs for additional health services
• Organize women’s health team
• Expansion of Philhealth Programs
• Expansion of certified DOH Botica ng Barangays esp. to upper barangays
• Orient/train project holders and BNB operators on BNB
• Millennium Development Goal Fund Programs (distribution of weighing scale, formation of peer counselors for nutrition, feeding programs)

Proposed Legislations
• Requiring/urging Membership of private hospitals into the Local Health Board
• Urging/requiring private sector to put up waste storage facilities
• Strengthening the “Sandugo” blood donation program by providing incentives to mass blood donation (MBD) hosts and organizers and allocating sufficient funds to support its implementation
• Establishing lying-up clinics in barangays
• On training programs: health providers, women’s health team, hilots, midwives, teenage reproductive health, BNB operators
• Establishing Botica ng Barangay
• Expansion of PHILHEALTH coverage to all barangays

Project Ideas
• Establishment of lying-up clinics in barangays – this will reduce the incidence of child and maternal mortality in the city
• Recruitment of male health workers
• Enhanced Sandugo Blood Donation Program – will ensure the steady of blood supply
• Training programs for health workers – this will upgrade their capabilities on basic health remedies
• Training for BNB operators – this will enable BNB operators become aware of basic pharmacy operations (inventory, bookkeeping, etc.)
• Establishment of Botica ng Barangay – BNBs will provide immediate access to basic medicines at affordable prices
• PHILHEALTH for all barangays – the expansion of PHILHEALTH coverage will ensure quality and affordable medical services to the barangays.
SUBSECTOR: Vulnerable Groups – Senior Citizens and Persons with Disability

Goals
- To promote and protect the rights of vulnerable groups, i.e. senior citizens and persons with disabilities (PWDs)

Objectives and Targets
At the end of the planning period, the city would have:
- accessible buildings (public and private)
- transport facilities with reserved seats for PWD passengers (air, water and sea transport)
- available PWDs’ data bank (including senior citizens with disability, women, children and adult with disability)
- free medicines provided for senior citizens and PWDs
- enrollment of senior citizens and PWDs to Philhealth
- masterlist of senior citizens
- Gender-sensitive programs and projects that address the needs of women and children (Operation: TAKIPSILIM, Gender Sensitivity Trainings in communities and schools, children’s rights movement, etc.)
- Comprehensive monitoring on the accessibility feature of all infrastructure projects

Strategies
- Intensify information, education and advocacy campaigns on gender and disability issues and concerns
- Strengthen/expand collaboration and partnership between and among PWDs, government and private sector
- Strict implementation of 1% fund allocation for senior citizen and PWD programs and services by the city, barangays
- Establish data base on disability thru survey, research and PWD profiler
- Operationalize PDAO
- Passage of local ordinances in support of the PWD program and services/activities
- Coordinate/ dialogue with concerned establishments re discounts for PWDs and senior citizens
- Purchase of equipment, tables, chairs and others
- Provision of additional women’s desk (literate on sign language)

Programs and Projects
- IEC on women and disability affairs
- PWD database
- Seminars on rights of senior citizens, women and PWDs.
- Establishment of City Coordinating and Monitoring Board
- Seminars and Training
- Cooperatives
- Financial Support

Proposed Legislation
- Ordinance supporting programs and projects for senior citizens, PWDs and women.

Project Ideas
- PWD Database – an information system containing pertinent data on the number of PWDs in the city -- their disabilities and their personal needs.
- IEC on Women’s rights, Senior Citizens and PWDs – a lecture seminar which encourages the marginalized sector to fight for their basic rights as mandated by law.
**SUBSECTOR: Children and Youth**

**Goals**
- Promote children and youth’s participation in governance
- Enhance the development of children and youth and realizing their full potentials
- Ensure the survival of children, especially those with disabilities
- Establish a protective system for children and youth

**Objectives and Targets**
At the end of the planning period, the city shall have attained the following objectives:
- To minimize number of delinquent minors and CICL
- To establish children/youth center and additional manpower
- To increase participation of pre-school enrolment in barangay levels
- To provide additional knowledge and skills on OSYs’ fields of interest
- To lessen access of school children to computer shops, video games and irrelevant recreational games
- To enhance awareness of parents on their roles and responsibilities

**Strategies**
- Identify/ survey pre-school children in all barangays
- Conduct survey to identify OSYs per barangay
- Provide additional knowledge and skills on OSYs’ fields of interest
- Better access to ALS, especially for children with disabilities
- Lessen access of school children to computer shops, video games and irrelevant recreational games
- Enhance awareness of parent’s roles and responsibilities
- Strict monitoring and implementation of existing laws and ordinances

**Programs and Projects**
- Construction of additional pre-school centers and hiring of additional teachers
- Seminars on parenting
- Seminars for OSYs
- Improvement of Alternative Learning System
- Provision of children/youth center and additional manpower

**Proposed Legislations**
- Provision of financial support to scholarship programs
- Parents’ accountability and imposing penalties on failure of child-rearing
- Additional appropriations, fund sourcing
- Ordinance regulating porn films in internet shops and moviehouses
- Ordinance regulating ads which provoke sexual connotations
- Ordinance strengthening Naga City Council for Youth Development by creating dedicated youth coordination office in the city government

**Project Ideas**
- Establishment of children/youth center
- OSY seminars
- Alternative Learning System
- Seminars on effective parenthood
- Regulation of Internet shops

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**SUBSECTOR: Women**

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32
Goal
• To promote women’s empowerment and gender equality, protect women’s human rights, and ensure a gender-responsive development.

Objectives and Targets
At the end of the planning period, Women subsector shall have attained the following objectives:
• To address gender issues by mainstreaming gender and development in all plans, programs, policies, services and activities
• To integrate gender perspective in planning processes and plan through the conduct of gender-analysis using sex-disaggregated data, including gender in project management and design and ensuring women’s participation in these processes
• To fully utilize the GAD budget for gender mainstreaming undertaking
• To ensure that women and men equally contribute to and benefit from all programs, projects and services
• To institute affirmative actions for women as a critical strategy to enhance the participation of women, especially the marginalized
• To monitor and evaluate the gender responsiveness of programs and projects.
• To eliminate gender biases in all processes, systems and procedures, and maintain these to be non-discriminatory and sexist, and
• To develop and strengthen mechanisms for oversight, technical support, consultation and coordination on GAD.

Strategies
• Improve collection and use of sex-disaggregated data for gender analysis and programming
• Enhance participation and representation of women in governance
• Enhance existing mechanisms to ensure that all women shall be protected from all forms of violence.
• Develop and implement a gender-responsive and rights-based work and financial plan in all phases of relief, recovery, rehabilitation and reconstruction efforts in cases of disasters, calamities, and other crises
• Equal access and elimination of discrimination in education, scholarships, training and sports
• Ensure non-discriminatory and non-derogatory portrayal of women in media, including advertisements and billboards.
• Promulgate and implement gender-responsive, rights-based and culture-sensitive policies that promote the comprehensive health of girls, adolescents, women and elderly women
• Promote equal rights in all matters relating to marriage and family relations.
• Enhance the accessibility of women to the city’s housing programs
• Promote safe and healthy workplace for women.
• Promote and protect the right of women to livelihood, credit, capital and technology.
• Creation of a Gender and Development office and/or the appointment of a GAD Focal Point person

Programs and Projects
• Inclusion of women in 40% of the local development councils, including barangays
  o Representation of women in all SP standing committees and executive bodies
  o Implementation of local sectoral representation ordinance to enable membership of woman representative in the legislative council.
• Improvement of present rescue-protocol on VAW. Provision of temporary shelters to victim-survivors of VAW. Continuous updating and monitoring of the barangay VAW desks as established.
• Participation of women in the local disaster management councils that would help ensure a more coordinated and gender-sensitive response in all stages of emergency, especially in decision-making processes
In the provision of relief supplies, due consideration shall be given to the specific requirements of pregnant women, lactating mothers, sick people, senior citizens, persons with disabilities and children.

- Proactive adoption of measures to prevent sexual violence in evacuation centers and relocation sites.
- Develop programs and policies to prevent VAW in school settings, including institutional mechanisms for complaints
  - Conduct trainings for teachers and students in gender-sensitivity and gender-responsiveness.
  - Ensure that 50% of the beneficiaries of the scholarship and other training programs offered by the city government are women and girls.
  - Promote equal training and participation of women and girls in sport activities.
- Gender-sensitivity trainings for members of the local media. Establishment of a local media board or similar mechanism.
- Formulation of a health human resource development plan that will ensure the (a) sufficient number of skilled professionals to attend to all deliveries and (b) availability of qualified capable health service providers
  - Development of health programs that (a) encourage constituents to access and demand services for women and girls (b) involve women and girls in planning health programs and decision-making (c) allocate budget or resources for implementing programs for women and girls (d) monitor progress of programs for women and girls through implementation review and research (e) enhance parent effectiveness services and programs to include continuing education on gender-based violence.
  - Participation of women in local health board to respond to the needs of girls, female adolescents, women and women senior citizens.
- Trainings and seminars on the popularization of rights and obligation of spouses towards each other, management of household and parental authority to impede stereotyping of roles, multiple burden, marginalization and subordination of women.
  - Gender-sensitive pre-marriage counseling programs to promote family planning, responsible parenthood, equal relations and shared responsibility between spouses in parenting and household management.
  - Advocate that spouses have the moral obligation and responsibility in assuring the rights and well-being of their children, regardless of sex.
  - Ensure that the couples and individuals shall be given the full range of information and services for them to exercise rights to decide over the number and spacing of children.
- Ensure women’s participation in the development of land use plans, implementation of zoning ordinances and housing board. Ensure that female-headed household are not discriminated in the provision of relocation and resettlement sites and that access to basic services, facilities, employment, and livelihood opportunities are responsive to the needs of women.
  - Ensure that forms and documents are gender-responsive especially those involved in transactions of (a) married couples, (b) persons in unions without marriage, and (c) single individuals.
  - Monitor and evaluate gender design features in housing and urban development and all other kinds of infrastructure plans and strategies to ensure that all housing projects are able to secure the privacy and safety of women and children.
- Provision of facilities for women employees, such as, but not limited to breastfeeding stations, child-minding centers, and separate comfort rooms. Close coordination with private sector, employers and unions, to promote safe and healthy workplace for women.
- Enhancement of women’s accessibility to city’s livelihood programs (GREAT Women Project) by targeting 50% of beneficiaries of livelihood, credit, capital and other services are women. In addition, support services for women microentrepreneurs shall be provided, including organizing, training, and improving mechanisms for their social protection.

**Proposed Legislation**

- Enactment of a Gender and Development Code
SUBSECTOR: Migrant/Overseas Filipinos

Goals
- Integrate migration and development issues in local governance processes
- Build local capacity to respond to issues and concerns of overseas Filipino (OF) sector in the city
- Network with local, national and international migrants and migration organizations in implementing the city’s plans, programs and projects for the local OF sector

Objectives and Targets
At the end of the planning period, the Migration/Overseas Filipinos subsector shall have attained the following objectives:
- To organize the local OF sector down to the barangay level
- To ensure that the local OF sector will have a voice in governance processes in Naga
- To develop and implement policies, plans, programs and projects that responds to the needs of the local OF sector, especially their families staying behind, and
- To mobilize OF resources in financing mutually-beneficial local development projects

Strategies
- Sector organizing in partnership with national government agencies, other partner institutions
- Operationalization of the “Anduyog Fund” ordinance
- Local-national government partnership to realize OF one-stop-shop
- Identify flagship projects for diaspora investments
- Build up local OF database, with inputs from OWWA, CBMS, etc

Programs and Projects

Pre-departure
- Counseling services for OFWs (on pre-departure, pre-employment, remittance channels, etc.)
- Institution building
  - Quality migration data (disaggregated at barangay level)
  - Organization of OF sector. Celebration of annual OF Day
  - Partnerships/networking with national, international migration organizations
  - Establishment of OWWA/POEA regional office in Naga

In-service
- Establishment of One-stop-shop OF center
  - Bring together OWWA, POEA, DFA, TESDA, PESO/NCIB, MNCCI, REBAP, etc. under one roof
  - Offer travel services, passport renewal, money changing, real estate brokerage, training services, Internet and communications, etc.
- Improved remittance services (accreditation)
- Regularization of illegal migrants
- Counseling services for OF families and children (financial literacy, available social services/networks). Using various modes of delivery: center, school, etc.
- Housing, education, health services for families staying behind

Return and reintegration
- Emergency reintegration programs
- Development of specific investment projects, products and services: focusing on tourism, agriculture, retirement
- Sound financial advice (building on the TWG for mainstreaming project, establish OF advisory council)
• More effective, efficient land titling and administration. Establishment/operationalization of Land Management Council
• Mechanisms for financing local development projects. Tapping support of Overseas Bicolano associations

**Proposed Legislations**
• Amendment of the “Anduyog Fund” Ordinance to address weak areas identified
• Institutionalization of local OF council, representation in local special bodies

**Project Ideas**
• Adopt and localize local and global good practices in promoting diaspora investment/philanthropy, especially in funding social programs, e.g. Atikha’s partnership with Hometown Associations, Mexico’s “Tres Por Uno”

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**SUBSECTOR: Sports and Recreation**

**Goals**
• To ensure provision of parks, plazas, greenery at relocation area
• To conserve areas for recreational purposes
• To implement meaningful sports and recreational activities for the constituency.

**Objectives and Targets**
At the end of the planning period:
• Parks and plazas would have been maintained (cleanliness, orderliness, conserved)
• More meaningful activities for sports and recreation would have been identified and enjoyed by the community.

**Strategies**
• Public-private consultations/partnerships in the establishment of recreational parks and plazas
• Enforce and monitor compliance of housing developers to 2% of land area for greeneries

**Programs and Projects**
• Identification of open spaces for recreational purposes
• Promotion of meaningful sports and recreational activities
• Naga River Rehab Project (NRRP)

**Proposed Legislations**
• Ordinances identifying and promoting the development of areas where people can enjoy recreational activities

**Project Ideas**
• Naga River Rehab Project – beautification of river walkway

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**SUBSECTOR: Housing**

**Goals**
• To increase collection efficiency rate (50%) for the KSK program
• To access LCMP Fund at the SHFC (P50 M)
• To realize the approval of five KSK Subdivision Plans per year
• To secure approval of a Comprehensive City Shelter Plan
• To expedite land conversion of land acquired by LGU for resettlement purposes
Objectives and Targets
At the end of the planning period:
• Collection efficiency of the KSK program would have increased by 20 percent
• LCMP Fund of P50M would have been utilized by the city for its housing programs
• 5 sites per year would be approved for subdivision development
• Comprehensive City Shelter Plan would have been approved
• Land conversion for resettlement purposes would have been expedited

Strategies
• Implementation of the Comprehensive City Shelter Plan
• Strict enforcement of UDHA Compliance on 20% Balanced Housing
• Issuance of Monthly Bill for KSK collection
• Encourage and authorize local organization to collect monthly amortization
• Provision of livelihood opportunities aside site development
• Convene UDHB and re-activate committees in monitoring erring KSK beneficiaries
• All applicants must be screened / evaluate and approved by the UDHB
• Conduct Urban Poor Seminar-orientation to qualified / potential urban poor beneficiaries re: rules and regulations
• Establish systematic data base: e.g. List of beneficiaries, list of applicants, list of lot owners/status, cost of acquisition
• Strict compliance to BP 220
• Reporting of actual expenditures of KSK Fund (10% of City Budget less Personal Services)

Programs and Projects
• Seminar orientation for qualified / potential urban poor beneficiaries re: rules and regulations
• Issuance of KSK monthly bills
• Establishment of child-minding centers in resettlement sites
• Installation of electricity and Level III water system in relocation sites

Proposed Legislations
• Amendment of Ordinance No. 98-033 (Kaantabay sa Kauswagan Program)
• Adoption & approval of the SP of the Comprehensive City Shelter Plan
• Ordinance enforcing the collection of amortization through homeowners’ organizations, use of monthly KSK bills

Project Ideas
• Monthly Bill issuance – akin to CASURECO and MNWD system, the issuance of monthly bills for KSK amortizations will ensure prompt payment and systematic recording of payments.
• Establishment of relocation areas – identified relocation sites will decongest the perennial problem of the proliferation of squatters in the city

SUBSECTOR: Protective Services

Goals
• Improve the peace and order situation of the city
• Enhance security of the constituency in a proactive manner

Objectives and Targets
At the end of the planning period, the city shall have attained the following objectives:
• To increase assignment of 20 personnel annually
• To undergo continuous mandatory basic and advance courses/training
• Procurement of communication equipment with replacement program every three years
• Issuance of one-is-to-one firearm ration
• Enhancement and upgrading of office equipment
• Construction/repairs of all police buildings and transfer of current office to CSPPO compound
• Elevate NCPO as permanent police office with standard logistical budget
• Provide sufficient gas allocation
• Increase budget for fixed expenditures
• Sufficient budget for OPN support
• Procurement of restraining devices
• Provision for sufficient ammos
• More responsive District Jail with separate cells for sick and unhealthy inmates
• Sufficient medical supplies
• Increase of assignment of 5 personnel annually
• Increase of assignments of 10 personnel every year
• Attainment of firetrucks
• Attainment of ambulances
• Issuance and purchase of radios
• Attainment of standard fire hydrants to strategic places

Strategies
• Prioritize acquisition of motorcycles instead of automobiles to help respond to riding-in-tandems
• Upgrading and increase in budget for the maintenance of support from LGU
• Persistent request to cope up with the standard police-to-population ratio
• Consistent police-related trainings
• Request from national headquarter and LGU’s support
• Compliance to the mandate of laws
• Request from NHQ and LGU’s support
• Undertake necessary repairs
• Request approval of PNP-CHQ and with representation from DBM
• Donation of lots for construction of cells and infirmary
• Request LGU for additional personnel to cope up with much needed personnel to man the facilities
• Persistent request from NHQ thru the RHQ to cope-up with the standard fireman-to-population ratio (for BFP)
• LGU lot donations for the construction of fire sub-station (for BFP)
• Request for issuance of fire-fighting gears and equipment (for BFP)
• Installation of fire hydrants
• Request from NHQ for incorporation to the national budget (BFP)
• Appropriation of budget thru SP resolution

Programs and Projects
• Establishment/construction of fire stations at Barangays Peñafrancia and Pacol
• Issuance/procurement of fire-fighting gears and equipment
• Procurement of firetrucks, ambulances, radios and ammos
• Construction/establishment of fire hydrants
• Procurement of FSI vehicles
• Request/purchase of medical equipment/supplies
• Gender-sensitivity trainings for police officers
• Trainings on handling Violence Against Women (VAW) complaints
• Legal services for women (e.g. SALIGAN)
• Orientation programs for Lupong Tagapamayapa
• Establishment of women’s desks in barangays
• Issuance of restraining orders in barangays
Proposed Legislations
- Ordinance institutionalizing allotment of funds for the procurement of firetrucks, ammos, radio, medical equipment and supplies, establishment of fire stations at Barangays Penafrancia and Pacol

Project Ideas
- Fire Station Projects – establishment of fire stations at barangays Peñafrancia and Pacol
- Purchase of fire-fighting gears, ammo, firetrucks, ambulances, radios
- Establishment of fire hydrants
- Procurement of vehicles for PNP/BFP/BJMP
- Purchase of medical supplies and equipments
ECONOMIC

Introduction
This sector covers the issues on the core subsectors of agriculture, tourism, commerce and trade. It leverages the city’s vibrant economy to sustain its growth and create new opportunities for expansion, especially through targeted government investments in both existing and emerging industries.

SUBSECTOR: Agriculture

Goals
• Reverse land conversion
• Produce healthful food
• Promote appropriate technology on crop diversification to maximize the utilization of land area
• Conduct training to farm family members with skills capability building on small scale entrepreneurs to increase farm incomes and profitability
• Increase farmer’s net income by establishing a stable market for their produce.

Objectives and Targets
At the end of the planning period, the city shall have attained the following objectives:
• To provide technical assistance to farmers with improved crop production technology with emphasis on low cost production techniques
• To enhance the productivity and increase farm incomes through the Diversified Farming Systems Approach
• To promote the organic farming techniques for sustainable agriculture
• Increase tax collection on real property

Strategies
• Intensify and diversify crop production within the existing prime agricultural lands
• Increase farm and livestock production by protecting key agricultural areas from land conversion and promotion of production boosting methods
• Encourage participation of the private sector in the provision of support facilities to meet future agricultural demands, prevent pollution and top soil deterioration
• Minimize land conversion to ensure continuity of local food supply
• Increase access of households to healthful food through urban agriculture/community gardens
• Promotion of Diversified Farming Systems

Programs and Projects
• Sustainable Agriculture for Rural Income Growth (SARIG)
• Dairy Production
• Swine weaning production for dispersal and fattening
• Cutflower Production Project
• Establishment of Livestock Auction Market
• Farm-to-market road from (funded by DA) plus additional roads
• Marketing of Agricultural produce
• Rehabilitation of existing irrigation facilities
• Postharvest facilities

Proposed Legislations
• An ordinance mandating the City Agriculturist Office to manage implementation of the Sustainable Agriculture for Rural income Growth (SARIG) Program
• An ordinance providing funds for the procurement of equipment necessary for milk production and providing funds thereof for the training in the care of animal
• An ordinance mandating the City Agriculturist Office to provide cutflower producers access to appropriate technology in cutflower production
• An ordinance establishing a Livestock Auction Market that will be under the management of the Naga City Abattoir Office
• Ordinance to prohibit the burning of rice straw.
• Implementation of RA 10068 or Organic Act
• Issuance of separate tax declaration based on approved subdivision plans for CARP-covered lands (tax delinquents)
• Policy implementing proper monitoring to ensure that the conditions on granting permit to quarry on agricultural lands have been satisfied.

Project Ideas
• **Sustainable Agriculture for Rural Income Growth** – An agricultural loan assistance program that significantly help the farming sector financial needs to increase their income.
• **Dairy Production** - Involves the procurement of equipment for milk production, dairy cows and goats and training of beneficiaries in the care of the animal particularly on grazing, milk extraction, preservation or storage and the making of other dairy products.
• **Swine weaning production for dispersal and fattening** – Involves the dispersal of piglets for fattening to deserving beneficiaries/constituents of Naga City.
• **Cutflower Production Project** - Involves the enhancement of cutflower production by giving producers access to appropriate technology through the City Agriculturist Office.
• **Establishment of Livestock Auction** – Involves the establishment of a Livestock Auction Market within the existing slaughter house compound which shall serve as the center of livestock trading activities.

**SUBSECTOR: Tourism**

**Goals**
• Be globally competitive vis-à-vis major tourism destinations in the world
• Promote Naga as a premier tourist destination to encourage tourist arrivals, brand Naga as a center for culture, arts and education; and, solicit support for the improvement of tourism services.
• Improve Tourist Destinations
• Increase support for tourism infra and facilities; solicit support both from the private and national government agencies for its development and improvement
• Collaborate and coordinate with both private and public, national and local agencies for inter-agency partnership in the promotion of tourism
• Evaluate and allocate tourism areas in line with R.A. 9593
• Promote Bikol Culture as primary tourism product and activity
• Promote Naga as a center for heritage and culture, education, MICE hub and Agro-Ecotourism harmoniously collaborating with both private and public, national and local agencies in line with R.A. 9593

**Objectives and Targets**
At the end of the planning period, the city shall have attained the following objectives:
• To engender an agro-ecotourism friendly ambience that shall advance, promote and develop tourism as a viable and sustainable socio-economic activity in the city
• To generate employment opportunities and increased productive undertakings without sacrificing the moral values of the community
• To ensure the recognition of the city as a world class and leading agro-ecotourism destination where foreign and domestic tourists and visitors alike are assured with a safe, convenient and pleasurable stay
• To assist the creation of a solid and dynamic government-private entities-non government organizations synergy
• To attain 20% to 30% increase of inbound tourists/visitors/study tours

Strategies
• Develop/promote tourist attractions and tourism products, especially the Malabsay Falls area as an ecotourism attraction
• Establish tourist trade center
• Redirect focus of barangay officials towards tourism activities
• Compromise with residents to allow opening of tourism activities as a leverage for more funds and investments
• Encourage barangay officials to initiate/be involved in tourism activities
• Crafting of Tourism Code to strengthen relations with private/public national and local agencies/organizations/establishments
• Reorganizing TOES/Associations
• Budget for holistic tourism training qualification (licensing)
• Tourism subjects for elementary and high school
• Host national and international conferences on heritage and culture

Programs and Projects
• Naga River Rehabilitation Project
• Malabsay Falls Ecology Park
• Transport Sector Tourism Education Project
• Education/enhancement trainings for TOES
• Bicol Culture
• MICE tour packages online
• Coordinate training for service, security and sales points

Proposed Legislations
• An ordinance regulating development along Naga River
• An ordinance requiring the beautification/improvement of Malabsay Falls Ecology Park
• An ordinance requiring the transport sector to undergo basic tourism education.
• Heritage and culture ordinance. An ordinance prohibiting the destruction of historical buildings as well as preserving its historical value
• An ordinance prescribing the rules for the use and maintenance of Plaza Rizal and penalizing violations thereof
• Tourism Code. Legislation for eco-tourism projects to be offered to private investors. Ordinance guiding the development/construction of enterprise in tourism zones

Project Ideas
• Naga River Rehabilitation Project – An urban governance initiative to revitalize the Naga River through physical rehabilitation, water pollution control and greenway development
• Malabsay Falls Ecology Park - Involves the beautification/improvement and construction of tourism-related facilities at the Malabsay Falls in barangay Panacesas
• Transport Sector Tourism Education Project – Involves training/education on tourism destinations/ethics and values formation for the transport sector particularly the drivers
• Training/education of TOES. Bicol culture subject for primary and secondary education
• Barlin Heritage beautification project

SUBSECTOR: Commerce and Industry

Goals
• Be strongly competitive with other fast growing cities in the Philippines as a destination
• Increased income and employment
• Growth of local micro and small enterprises

Objectives and Targets
At the end of the planning period, the city shall have attained the following objectives:
• To develop the city’s industrial potential
• To encourage product and market development for micro and small enterprises
• Enhance the city’s potential as the commercial and educational center of Bicol
• To encourage commercial land development that is compatible and complementary to neighboring areas
• Put up investment campaign/promotion retention team

Strategies
• Utilize “Build-Operate-and-Transfer” (BOT) schemes in exploring alternative energy sources
• Maximize/optimize/maintain present infrastructure
• Review and amend Investment Code, with provision on Corporate Social Responsibility (CSR)
• Provision of job opportunities through industries
• Require all industries to put their own anti-pollution services
• Put up industrial zones
• Put up “Power Commission”
• ICT/BPO development
• Allocated sufficient marketing funds
• Enhance Investment Code by amending incentives and investment priority projects and activities

Programs and Projects
• Infrastructure Support for Investment Incentive Program (INVEST)
• Accounts management plus review of previous procedures to enhance efficiency
• Programs and facilities for Barangay GROW Program

Proposed Legislations
• An ordinance on tax credits/incentives on infra that the project sector can put up
• An ordinance providing funds for infrastructure facilities to new establishments as part of the business incentive program of the city.
• An ordinance creating a Power Commission

Project Ideas
• Infrastructure Support for Investment Incentive Program (INVEST) – A yearly infrastructure program that provides infrastructure facilities to new establishments as part of the business incentive program of the city.
• One Stop Shop Business Assistance Center – Involves the establishment of a center as frontline services for business assistance and information to interested investors in Naga City.
• Establishment of a Metalcraft Village - Involves the establishment of a common service facility and procurement center to all those engaged in metalcraft business.
Introduction
This component deals with the transportation and utilities development program which involves the opening of new roads and bridges to open up new urban expansion areas or new growth centers, as well as the development and expansion of communication, water and power projects.

Naga City, having a vibrant land and air transportation industry, also takes pride in having major telecommunication companies that provide services at par with international standards.

SUBSECTOR: Transportation

Goals
• Provision of efficient and adequate road system for easy movement of people, services and goods.

Objectives and Targets
At the end of the planning period, the city shall have attained the following objectives:
• To improve and expand/widen existing road network and linkages to major economic areas;
• To open up new roads that will hasten economic, agricultural, industrial and tourism development.
• To decongest CBD I and II
• To save lives and properties, and
• To upgrade the railroad system in Naga City.

Strategies
• Strict implementation of existing laws and ordinances. Prohibit “padyaks” along national roads.
  Gradual phase-out of trimobiles and “padyaks” along major roads
  o Prohibit the operation of “habal-habal” in Naga
• Minimize/regulate trimobiles. Stop issuance of new franchises. No more than one rider at the back of driver. Ordinance to make a common design for trimobiles for hire and also one for private use. Limit number of passengers. Ordinance on no riders below seven years old
• Ordinance increasing penalty for violators on refusal to convey passengers (operators and drivers)
• Monitor motorcycles with “For Registration” plates. Remove helmet in city roads
• Construction of additional circumferential roads
• Ordinance on creating taxi lanes at CBD I
• No sidewalk vendors at CBD I. Regulate sidewalk vendors
• Designate loading and unloading areas, in at least one road strip (adopt the Singapore traffic approach)
• Push on the adoption of Green Walk at Mayon, Panganiban, Magsaysay and Penafrenacia Avenues, etc. Create pedestrian malls/open air commercial area, ex. Bugis Street in Singapore
• Roadsides should not be used as terminal. No 24-hour parking on roadsides
  o Regulate parking area for tricycles.
  o Designate with-pay parking areas at CBD I.
  o Require all future commercial and industrial building owners to provide off-street parking for their customers
• Open-up new jeepney routes to minimize traffic congestion along major streets
• Enter into financing agreements for infrastructure projects with external funding sources
• Rehabilitation of bridges
• Adoption of Bus Rapid Transit (BRT)
• Implement volume reduction program for tricycles

Programs and Projects
• Widening of Magsaysay Avenue (Penafrancia-Bagumbayan)
• Concreting of Calauag (Villa Karangahan)-San Felipe Road
• Concreting of Concepcion Grande (Ramaida Village)-Balatas Road
• Concreting of Leon Aureus (Gimenez Subdivision)-Balatas Road
• Construction of Dinaga-Lerma Bridge
• Repair of national bridges, especially the Balatas-Cararayan bridge
• Volume Reduction Program
• Implementation/Enforcement of existing ordinances, laws

Proposed Legislations
• Ordinance establishing a common design for trimobiles for hire and also one for private use
• Ordinance increasing penalty for violators on refusal to convey passengers (operators and drivers)
• Ordinance prohibiting use of “habal-habal”
• Ordinance prohibiting motorcycle riders below seven years old
• Ordinance creating taxi lanes at CBD I
• Ordinance adopting of Green Walk at CBD I
• Ordinance creating bicycle lanes (slow-moving vehicles)

Project Ideas
• Magsaysay and Roxas Avenue (Diversion-Bagumbayan). Widening of certain road sections to upgrade them to four-lane highway
• Villa Karangahan)-San Felipe Road. Road opening and concreting, connecting Calauag and San Felipe.
• Concepcion Grande (Ramaida Village)-Balatas Road. Road opening and concreting to link Balatas to Concepcion Grande.
• Leon Aureus (Gimenez Subdivision)-Balatas Road. Completion of key road construction project connecting Balatas Road and Magsaysay Avenue, via Leon Aureus Street.
• Dinaga-Lerma Bridge-Bridge. New bridge construction linking CBD I and II.
• Volume Reduction Program. Implementation of schemes to reduce the volume of vehicles plying city roads.

SUBSECTOR: Communication

Goals
• Continuous upgrading of communication system in Naga City

Objectives and Targets
At the end of the planning period, the city shall have attained the following objectives:
• To provide efficient service with improved facilities
• To minimize interconnection problems between telecommunication companies.

Strategies
• Digitalization of TV/media/maximize use of bandwidths
• Wireless technology/underground
• Wi-fi zone Naga
• Promotion of digital technology/incentive
• Promotion of wireless technology/incentive
• Promote wi-fi technology/provide incentives/all government establishments wi-fi zone
• Availability of data of telephone companies
• Encourage other communication companies to operate in the city.
• Coordination of all telecommunication companies.

Programs and Projects
• Installation of new telephone lines
• Upgrading and rehabilitation of existing telephone lines
• Introduction of new services and products
• Underground connection of telephone lines

Proposed Legislation
• Ordinance mandating the underground installation of lines

Project Ideas
• **Installation of new telephone lines.** Involves the of additional telephone capacity in the entire city in the event demand outstrips supply
• **Rehabilitation of existing telephone lines.** Involves the upgrading and repair of existing telephone lines in the entire city
• **New products and services.** Involves the introduction of new telecommunication products and services that will meet changing market demands
• **Underground telephone, cable and power lines.** Involves the installation of underground lines at CBD II

SUBSECTOR: Water

Goals
• Provision of adequate and potable water supply for domestic and industrial use.

Objectives and Targets
At the end of the planning period, the city shall have attained the following objectives:
• To efficiently distribute potable water to the various barangays within the city.
• To increase the water supply proportionately with the increase of the population of the city.
• To increase number of service connections.

Strategies
• Continuous monitoring of water system
• Ensure a well-managed water system
• Continuing investment in additional capacity (supply)
• Reduce system loss (NRW) to 20% or below (demand side)
• Ensure high level of water quality

• Protect the site/water source
• Restore MNWD or LGU deputation over private well extraction
• Implementation of the MOA turning over management to MNWD
• Install 1-2 additional pumping stations per year
• Replace 3 kilometers of old lines over the next ten years (lower pilferage)
• Require cistern tank from all buildings/establishments with booster pump (quality)
• Maintenance/protection of Naga River/Mt. Isarog Watershed

• Improve financial management, personnel and general services.
• Improve billing collection, customer services and control water pilferage.
• Construction of additional water sources and other facilities for water system expansion.
• Effective development and protection of the MNWD production area watershed.
• Effective operation and maintenance of the system.
• Ensure water quality and supply.
• Repair/Rehabilitation of existing water pumps

Programs and Projects
• Water Source Development
• Service Area/Distribution Line Extension
• Construction of Dam and Treatment Plant
• Construction of Pumping Stations
• Installation of Shallow Wells
• Wastewater Treatment

Project Ideas
• **Water Source Development.** Involves the installation of transmission lines, construction of pump house and transformer platform, perimeter fence, drilling of exploratory/production well, construction of concrete ground reservoir, booster pump house, etc.
• **Service Area/Distribution Line Extension.** Installation of additional pipelines to meet demands in additional service area
• **Dam and Water Treatment Plant.** Construction of Dam and Treatment Plant
• **Pumping Stations.** Construction of additional pumping stations at various strategic locations
• **Installation of Shallow Wells.** Installation of shallow wells, especially in low-income households in Naga with no access to potable water

**SUBSECTOR: Power**

**Goal**
• Provision of sufficient, quality and accessible electric power services

**Objectives and Targets**
At the end of the planning period, the city shall have attained the following objectives:
• To provide adequate, quality and sufficient power supply to meet the growing demands of the city and attract investments
• To minimize systems loss

**Strategies**
• Advocate for reasonable power rate that will attract investments
• Develop other options for other power distributors aside from CASURECO II
• Identify, encourage and develop local power sources
• Improve/expand mini-hydro power plant at Panicuason. Exploration of the possibility of establishing other potential mini-hydro plants in other areas of the city. Explore the possibility of developing other renewable power resources in the city
• Pursue Waste-to-Energy Project
• Aggregate power requirement within the city and look for alternative competent provider
• Maximize use of available renewable sources or energy (solar for street lights and government offices)
• Restructuring/privatization of the cooperative
• Organize a task force to study local power generation viability (invite DOE and NEDA)
• Tap the resources of non-government technical organizations (PICE, EEs) available locally
• Identify from among the cost components items that would bring down power rate
• Tap existing foreign and local entities for fund sourcing through Build-Operate-Transfer/Build-Operate-Own (BOT/BOO) schemes.
• Impose power disconnection to LGUs, residential and commercial establishments with unpaid bills
• Member-consumer empowerment to promote changes in the electric power industry

**Programs and Projects**
• Power connection expansion program
• Rehabilitation/upgrading of power lines
• Electrical power add-ons
• Logistics support
• Underground connection of electric lines
• Sitio electrification in the city

Proposed Legislation
• Ordinance mandating the underground installation of lines in new business districts/commercial areas
• Explore the possibility of exempting electric cooperatives from franchise and real properties impositions of the city government

Project Ideas
• Power Connection Expansion Program. The extension of power lines to meet new/unserviced areas of the city
• Rehabilitation of Existing Power Lines. Repair and upgrading of existing power lines by replacing various line materials and hardware to meet additional capacity and reduce system loss.
• Electrical Power Add-Ons. Involves the installation of service drop wires and meters to fully provide electric power service.
• Logistics Support. The provision of support facilities, vehicles and communication equipment
• Underground Electric Line Connections. Involves the installation of underground power connection at CBD II and other future growth areas of the city.
ENVIROMENTAL

Introduction
This sector consolidates the environmental implications of all development programs and projects within the city and provides mitigating and preventive measures for their anticipated impacts, especially in the context of climate change and global warming. It embodies initiatives for maintaining cleanliness of air, water and land resources and rehabilitating or preserving the quality of natural resources to enable them to support the requirements of economic development and ecological balance across generations.

Goals
• **Solid waste management** – Improve the waste disposal system in the city and promote and implement RA 9003 particularly cleanliness, orderliness, waste reduction and waste diversion.
• **General water quality** – Improve the drainage and sewerage system in the city, improve the condition of the Naga River and preserve the watershed area of the city.
• **General air quality** – Achieve “Good” Ambient Air Quality.
• **Environmentally constrained areas** – Improve the condition of the environmentally constrained areas.

Objectives and Targets
At the end of the planning period, the city shall have attained the following objectives:
1. **Solid waste management**
   - To keep the streets, sidewalks, gutters, vacant lots, canals, esteros and river free from garbage;
   - To reduce waste that will require disposal;
   - To provide adequate collection services to all the barangays and 95% of the population;
   - To keep collection vehicles roadworthy all the time; the physical appearance of the collection vehicles clean and pleasing.
   - To divert at least 90% of waste by 2017;
   - To rehabilitate the Balatas dumpsite according to the requirements of the law;
   - To improve the organization in-charge of solid waste management;
   - To provide continuing capability building opportunities to all the solid waste management personnel;
   - To operationalize and strengthen the organizational structure of SWMO and city Motorpool;
   - To actively enforce regulations on solid waste management.
2. **General water quality**
   - To conserve and protect the watershed area of the city;
   - To upgrade the quality of water through the installation of anti-pollution devices in industrial establishments;
   - To minimize dumping of solid and liquid wastes into the Naga River.
3. **General air quality**
   - To achieve in the next three years “Good” Ambient Air and maintain that condition for the rest of the planning period.
4. **Environmentally constrained areas**
   - To address the problem of flooding through construction of adequate drainage system by 2013;
   - To increase awareness of the residents with regards to disaster preparedness and Disaster Risk Reduction;
   - To reduce illegal construction of structures through proper implementation of city zoning ordinances.

Strategies
1. **Solid Waste Management**
2. General Water Quality
   - Integrated drainage and sewerage system
   - Riverbank stabilization to control water run-off
   - Establishment of Water Treatment Facility by MNWD and commercial/industrial establishments
   - Implement Septage Ordinance
   - MOA between LGU Naga/MNWD/DENR relative to the co-management of Mt. Isarog Natural Park
   - Regulate water extraction by getting permit to water extract from MNWD
   - LGU-Naga to assist in monitoring various underground sources - almost 50% of which have no permit

3. General Air Quality
   - Immediate transfer of the Air Quality Monitoring Station
   - Strict implementation of the Emission Testing of Vehicles for Registration (LTO/PETC)
   - Operationalize the Naga City Anti-Smoke Belching Unit (NASBU)
   - Procure the required machines for the Emission Testing (Gas Analyzer and Opacimeter)
   - Implement Local Ordinance penalizing violators
   - Conduct of massive tree planting and Information and Education Campaign
   - Sustained Activities/Programs of the Naga City Airshed Board
   - Close monitoring of local transport sector towards the eventual phase-out of 2-stroke vehicles and prohibition of R12 (freons)
   - Strengthen partnership with private sector

4. Environmentally constrained areas
   - Proper implementation of Disaster Preparedness and Disaster Risk Reduction measures and policies
   - Strengthen monitoring of illegal construction
   - MOA with LTO on the implementation of noise pollution ordinance

Programs and Projects
- Finalization of the Comprehensive Solid Waste Management Plan
- Establishment of a sanitary and controlled dumpsite
- Waste to Energy Project
- Sustained pollution prevention and control by households, commercial establishments and institutions
- Watershed vegetative cover restoration and maintenance
- Physical rehabilitation of Naga River and waterways
- Naga River Revitalization Project

Proposed Legislations
- *An Ordinance establishing a Septage Management System in the City of Naga*. Septage Management refers to the comprehensive programs for managing septic tanks and the procedures...
for desludging, transportation, treatment and disposal of septic tank contents. Improper handling of septage may lead to environmental damage and severe impacts to public health. For these reasons, septage management activities within Naga City shall be highly regulated by the city government.

- **An Ordinance setting the policy on quarrying.** The common practice within Naga City is quarrying within private lands. The city can opt to require the permittee aside from securing ECC from DENR to put up an Environment Guarantee Fund for the immediate rehabilitation of the would be abandoned quarry site and for over extraction of allowable volume and quarrying outside the permitted area.

- **An Ordinance regulating the use of chemicals in agricultural activities.**

- **An Ordinance setting the policy on water conservation.** Extreme caution should be given to the permitting process for the extraction of ground water. This scarce resource needs to be strictly regulated.

- **An Ordinance increasing garbage fees by 100%**

- **An Ordinance on the proper zoning of private emission testing centers (PETCs)**

- **An Ordinance regulating noise pollution in the city**

**Project Ideas of Project Briefs/Profiles**

- **Naga River Revitalization Project**
  - Physical Rehabilitation – built around Naga Riverwalk from Magsaysay Bridge to its mouth in Tabuco; 1.5 km. one-lane green river walk on both banks.
  - Water pollution control – introduction of wastewater treatment within project area. Provides treatment facilities in key outfalls of existing drainage system.
  - Greenway development – City wide network of public corridors that interconnect CBD 1, CBD 2, and government and educational facilities.
  - Construction of a mini dam to control the flow of water downstream.

- **Waste to Energy Project**
  - Establishment of a five-hectare waste to energy facility located in the upper portion of Naga City
  - Production of electricity through the gasification process
  - Production of hot water, steam and hydrogen and methanol which can be used as LPG for households and transport vehicles
INSTITUTIONAL

Introduction
This focuses on strengthening the capability of the local government bureaucracy as well as elected officials to plan and manage the development of the city. Manpower development, fiscal management and program/project development are the vital components of this sectoral plan. This sectoral plan likewise promotes the involvement of voluntary groups of civil society organizations in the preparation, implementation, monitoring and evaluation of the different sectoral programs, projects and activities.

Goals
- Develop an efficient and effective city administration responsive to the needs of its constituents
- Be the top Sangguniang Panlungsod in the Philippines in a consistent basis
- Institutionalize a model development planning regime, with strong stakeholder participation as key feature, for the Philippines consistent with national and international standards
- Ensure that the completed program/project management cycle is fully implemented in the city
- Determination of actual number of business establishments and their gross receipts. 90% collection of tax base
- Maximize debt financing, minimize debt servicing cost
- Reduce government subsidy, reduce operating cost, raise operating revenue, improve services
- Projects which match NGA priorities be funded thru transfers
- Increase projects funded through grants and liberalized credit facilities

Objectives and Targets
At the end of the planning period, the city shall have attained the following objectives:
- To prepare and implement a continuing program of systematic improvement in operating procedures or methods in the whole system of organization
- To prepare and administer a continuing program of training to improve employees job performance.
- To intensify collection of city revenues
- To adopt policies on cost consciousness and cost effectiveness.
- To maintain quality service at the optimum level regardless of whoever assumes the rein of governance.

Strategies
LOCAL LEGISLATION AND DEVELOPMENT PLANNING
- Develop, implement effective tracking of local legislation (status of resolutions, execution of ordinances
  o Regularize meetings of the local Executive-Legislative Council
  o Pursue, complete codification of existing ordinances by category, incl. Code of General Ordinances
- Pursue, complete computerization of Sangguniang Panlungsod processes and services
  o Establish SP’s own dedicated website linked to www.naga.gov.ph: features legislative tracking, minutes of meetings, schedule of public hearings and consultations, searchable database of local legislation, wiki-type legislation formulation and development
- Establish, operationalize Naga City’s own Legislative Building
- Promote more participative, empowered City Hall departments, especially in developing their own PPAs
- Strengthen annual State of the City Reporting by adding the Annual Legislature Report (by the Vice Mayor), and departmental reports (by cluster before the appropriate SP committee) – with the approved CDP, CDIP and AIPs as key reference documents
- Institutionalize semestral NCPC-PMC-City Budget Office monitoring of departmental plans, programs and activities – with the approved CDP, CDIP and AIPs as key reference documents
• Promote the development of departmental websites to strengthen reporting and monitoring
• Promote regular evaluation of local programs, projects and activities – to be coordinated by the NCPC in partnership with members from the academe

HUMAN RESOURCE MANAGEMENT AND CUSTOMER SERVICE
• Increase the number of productive and qualified employees
• Install/establish computerized system
• Fill-up permanent positions (vacant) to reduce hiring of casuals
• Establish linkages with other schools and universities for OJT's
• Accounts management plus review of previous procedures to enhance efficiency
• Establish information desk manned regularly by knowledgeable personnel
• Install directory of city hall offices
• Strengthen employee incentives program

REVENUE GENERATION AND RESOURCE ALLOCATION
• Target 50% of 25% delinquents for tax campaign within the next 3 years
• Create a debt management unit to tap opportunities to reduce debt service cost
• Match LDIP projects with donor priorities
• Strengthen project packaging capacity of staff
• Leverage city’s reputation in tapping donor
• Increase income of city thru revenue generation (RPT, Business Tax, Other Fees)

Programs and Projects
• Updating of the CLUP
• Community Based Monitoring System
• Codification of General Ordinances
• Revisit "PSEP"
• Tax Mapping

Proposed Legislations
• Ordinance mandating that at least 50% of the city’s Real Property Tax collection shall be reinvested in capital expenditure projects to promote continuous wealth creation in Naga City
• Resolution mandating the conduct of a study on the continuing viability of existing component barangays of Naga, particularly those with consistently contracting population, with the end view of merging small and splitting larger barangays of the city
• Ordinance amending last Paragraph of Sections 4, 5 and 6 and first paragraph of Section 19 of Ordinance 95-092 otherwise known as the Empowerment Ordinance of Naga City
Chapter 4
Local Development Investment Program

Based on Chapter 3, this chapter draws up a 10-year local development investment program (LDIP) containing a list of sectoral programs and projects in support of the City Development Plan. Essentially, the LDIP aims to help realize the “Maogmang Naga” vision, especially on the four cross-sectoral challenges identified in the PGS Roadmap:

1. reducing poverty incidence  
2. improving access to basic services  
3. enhancing quality of life thru livable communities, and  
4. promoting good governance and responsible citizenship.

Fundamentally, the program consists of either **new projects** or **expansion of existing initiatives** aimed at addressing the development indicators in the vision-reality gap analysis. Thus, it assumes that spending on current programs, projects and activities in the 2010 and previous year budgets that are delivering the current indicators shall be maintained.

Moreover, another key feature of the program is its **responsiveness to the projected increase in Naga’s population**; consequently, the various population-indexed socio-economic initiatives it contains have been adjusted to meet the additional requirements that more people brings to society.

**Sectoral Investments**

By sector, the LDIP will comprise of the following priority undertakings:

**SOCIAL**

To promote social development, the following priority programs and projects shall be pursued:

- **Universal Preschool Coverage.** This calls for the establishment of 25 additional Educare centers over the next five years (on top of the existing 73), and the hiring of the required teaching staff that will run these centers. Together with the expected expansion of both DepEd and private schools, this will put the city in a good position to attain 100% participation rate by 2015.

- **Naga City Children’s Home.** To comply with existing laws and further strengthen the city’s children programs, the Naga City Children’s Home for children in difficult situations will also be operationalized in partnership with civil society organizations.

- **Nutri-Dunong.** This involves the expansion of the existing program to cover all school children coming from the 20% low-income households living below poverty line. This will put the city in a good position to eliminate grade school malnutrition by 2015.

- **QUEEN and QUEEN Plus.** This, on the other hand, calls for the expansion of the existing QUEEN initiatives of the city government aimed at ensuring that school children will stay in school, thereby addressing the city’s problems on cohort survival and completion. It adopts the ASSRC self-rated poverty line as benchmark, thus targeting the lower 61% of the city household population for coverage of the subsidized school fees, school supplies and rice incentives being extended to beneficiaries.

- **Summer Enrichment.** Similar to the QUEEN initiatives, this calls for the regular conduct of summer enrichment classes for school children belonging to the lower 61% of the city’s household population, aimed at preparing them for and improving their academic performance during the regular school year.

- **Tertiary Scholarship Program.** This involves the progressive expansion of the city’s Iskolar kan Ciudad program, targeting the city’s college-going population (aged 17-24, which accounts for around 11% of the total city population). By offering access to college and technical-vocational programmes under a study-now-pay-later scheme, the city – in concert with other existing scholarship programmes – should be able to raise the percentage of its population with post-secondary degrees from 25 to 50% by the end of the planning period.
• **Development of Public Tertiary Institutions.** Side by side the above, the city government shall also progressively invest in developing its capability to offer both college and tech-voc programmes, anchored on the establishment of the Naga City TechVoc Academy and/or the expansion of the Camarines Sur Community College (which should be renamed Naga City Community College, catering exclusively to city residents).

• **Upgrading of the Naga City Hospital to Secondary.** This involves adding additional bed capacity to the primary-level Naga City Hospital, and its upgrading into a full-fledged secondary hospital by adding a surgery unit, including complementary staff. This will also put the city hospital in a better position to provide subsidized full-service hospital care to low-income families in Naga.

• **Establishment of an Infirmary at the Uplands.** To address the needs of the growing population in the upland areas (consisting of part of Upper San Felipe and Cararayan, Pacol, San Isidro, Carolina and Panicuason, a full-service infirmary will be established to reduce demand at the Naga City Primary Hospital.

• **PhilHealth Coverage.** This initiative relies on national government funding to provide coverage to the lowest 12% of the city household population (half of the higher end of official data on poverty incidence in Naga) by 2013 and beyond. In case it is not made available, the city will focus on strengthening its Naga City Hospital-based health service provision.

• **Upgrading Social Housing Capability.** This involves upgrading of the Urban Poor Affairs Office (UPAO) into a department-level Housing and Settlements Development Office (HSDO), strict delimitation of program coverage only to the lower 23% of the city’s household population who are living in poverty, and additional infusion of capital for social housing development starting in 2016 when existing number of beneficiaries exceed this baseline due to population growth.

• **Shelter Upgrading Project.** This will provide housing material support to some 2,000 urban poor households who said they are currently living in makeshift housing, according to the 2011 Community Based Monitoring System (CBMS).

Over the next 10 years, it will require a total of P1.6 billion to implement these programs and projects, of which P947.3 million (59%) will be put up by the city government, with the balance (P650.7 or 41%) to be sourced from the national government. These are detailed in Table 12.

<table>
<thead>
<tr>
<th>Programs/Projects</th>
<th>Total Requirements</th>
<th>CGN</th>
<th>NGP</th>
<th>Private/External</th>
<th>Borrowings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Universal Preschool Coverage</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Physical Plant - 25 new DCCs + Additional Staff</td>
<td>55.3</td>
<td></td>
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<tr>
<td>Operationalization of Naga Children’s Home</td>
<td>10.0</td>
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<tr>
<td>Nutri-Dunong</td>
<td></td>
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<tr>
<td>Feeding Program</td>
<td>76.8</td>
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<td></td>
<td>19.2</td>
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<tr>
<td>QUEEN</td>
<td></td>
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<tr>
<td>Pupil Retention Program</td>
<td>146.3</td>
<td></td>
<td>146.3</td>
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<tr>
<td>Summer Enrichment</td>
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<tr>
<td>Tertiary Scholarship Program</td>
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<tr>
<td>College</td>
<td>130.8</td>
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<td>130.8</td>
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<tr>
<td>Techvoc</td>
<td>29.6</td>
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<tr>
<td>City Tertiary Institutions</td>
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<tr>
<td>Naga City TechVoc Academy</td>
<td>26.0</td>
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<tr>
<td>Expansion of Naga City Community College</td>
<td>26.0</td>
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<td>26.0</td>
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<tr>
<td>Conversion of NCH to Secondary</td>
<td></td>
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<td></td>
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<tr>
<td>Infra - Additional Capacity + Additional Staff</td>
<td>36.5</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Naga City East Highlands Infirmary</td>
<td>10.0</td>
<td></td>
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<td>10.0</td>
</tr>
</tbody>
</table>
ECONOMIC

To sustain and speed up economic development in Naga, four priority programs and projects will be implemented during the planning period:

- **SARIG Naga Program.** To enhance productivity, this flagship agricultural program will be expanded to progressively cover all families comprising the agricultural subsector, representing 14% of the city household population. This aims at primarily opening up access to input financing for everyone regardless of the crop they plant or the animals they raise. By 2015, all agricultural households shall have been covered, with repayment to be rolled over for the second half of the planning period to ensure sustained financing.

- This will be complemented by progressive investments in agricultural infrastructure, especially farm-to-market roads, and construction and/or rehabilitation of irrigation systems and related facilities.

- **Urban Agriculture.** At the same time, the establishment of urban community gardens will be promoted as a means of increasing food supply at the household and community levels, in the process addressing the incidence of hunger.

- **Tourism Subsector Development.** To promote sustained growth in the tourism subsector, the city government will invest on developing the “Naga” brand, establishing a fully functional, full-service visitors center as well as a city museum (preferably at the current Naga City Police Office headquarters once the NCPO moves its operations to the Camarines Sur Provincial Police HQ in Concepcion Grande), and further improving access to the East Highlands area.

- **Fair Trade and Commerce.** To promote livelihood and enterprise development, targeted interventions for micro and small entrepreneurs will be pursued. These include the allocation of seed capital for microlending exclusively for livelihood ventures of the lower 20% of the city’s household population living below the poverty line; the “Grow Negosyo” initiative aimed at developing one product per barangay; as well as the establishment of a “bagsakan” center that will ensure more competitive prices for the agricultural produce of local farmers and livestock growers.

In all, it will require government to invest a total of P316.5 million for these programs and projects, of which P91.7 (29%) will be provided by the city. The balance of P224.9 million (71%) will be secured from the national government, especially for its counterpart to SARIG Naga and the infrastructure requirements identified above. Table 13 provides the specific breakdowns.

<table>
<thead>
<tr>
<th>Programs/Projects</th>
<th>Total Requirements</th>
<th>CGN</th>
<th>NGP</th>
<th>Private/External</th>
<th>Borrowings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture</td>
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</tr>
<tr>
<td>SARIG Program</td>
<td>50.2</td>
<td>37.7</td>
<td>12.6</td>
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<tr>
<td>Urban Gardens Development Project</td>
<td>2.0</td>
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<tr>
<td>Construction/Repair of Diversion Dams,</td>
<td>17.0</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Irrigation Canals</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>East Highlands Farm-to-Market Roads</td>
<td>80.0</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>
Tourism
Heritage Tourism Zone (Branding, Visitor Center, City Museum) 16.0 16.0
East Highlands Access Roads:
   Malabsay Falls 30.0 30.0
   Pan Suicide-Yabo, Carolina Road 30.0 30.0

Commerce and Trade
Micro-lending Program 15.9 15.9
Loan Assistance Program for Agricultural Sector 4.0 4.0
Naga City Bagsakan Center 30.0 30.0
Grow Negosyo Program 13.4 2.1 11.3

Industry Development Support 25.0 15.0 10.0

Subtotals 316.5 91.7 224.9 0.0 0.0

Percentage Share 100% 29% 71%

INFRASTRUCTURE AND PHYSICAL DEVELOPMENT

To boost the livability, competitiveness and economic vitality of the city, the following priority infrastructure programs and projects will be pursued over the next 10 years:

- **Universal Water and Sanitation Access.** This seeks to progressively provide water and sanitation services to the remaining 5% of city households who, according to Urban HEART data, do not have direct access to these services. By targeting 1% each year, the city will be in a good position to fully achieve this key MDG indicator.

- **Waste-to-Energy Power Plant.** This project, which has already broken ground, is a partnership between CJ Global, Inc. and the city government that seeks to put up a 19-MW power plant to be powered by solid waste being generated within the city and its neighboring towns. At P3.15 billion, it will be the single biggest foreign direct investment in Naga, and is expected to be operational by 2013.

- **Electric Power Aggregation.** This seeks to encourage private investors to operationalize electric power aggregation in Naga City, an innovation under the EPIRA Law, thereby introducing competition in the retail of electricity in local markets.

- **CBD I Urban Renewal.** This involves the continuing revitalization of Centro Naga, and will be anchored on the provision of adequate quality parking services in strategic sites within the district, as well as the construction of pedestrian bridges that will enhance connectivity between CBD I and its adjacent areas.

- **Enhanced Trunk Roads.** This involves the widening of key trunk arteries of the existing road network, specifically road links along Magsaysay Avenue (i.e. Melchor Villanueva Street) and Roxas Avenue (more popularly known as Diversion Road). This lays down the groundworks for a four-lane trunk route that will allow dedicated lanes for public transport conveyances.

- **Circumference Road 2 (C-2).** This involves the construction of three new road links and a bridge – with a combined length of around 2 kms connecting Barangays Calauag, San Felipe, Balatas, Concepcion Pequeña, Tabuco and Mabulo – that will comprise the Naga City section of its second circumferential or ring road. (See Fig. 11.)

- **New Road Links.** These are projects that seek to enhance radial and circumferential connectivities between key areas of the city, as well as with its neighboring towns. They include CBD I and II, especially through the PNR property between Lerma and Triangulo; Concepcion Grande (via Ramaida Village) and Balatas; completion of the Maogmang GK-Leon Aureus Road connection; and a new roadlink between Upper Pacol and Carangcang, Magarao.

- **Integrated Naga River Revitalization Project (inRRP).** This flagship project seeks to implement a multi-pronged strategy to raise Naga River’s water quality rating from C to B+ by 2015, and finally to A by 2020 based on the recommendations of the inRRP Pre-Feasibility Study (PFS): (a) physical rehabilitation through the construction of a Riverwalk on both banks; (b) water pollution control through the introduction of sewerage services in the city, complemented by the progressive
upgrading of septic tanks to mandated standards; (c) implementation of flood control interventions to mitigate flooding and protect the city center; and (d) redevelopment of the “Isla Sison” riverfront area; and revitalization of river transport in the Naga and Bicol rivers; and (e) greenway development through the establishment of a citywide network of public corridors that interconnect CBD I, CBD II and government and educational facilities.

- **BRT Study.** This feasibility seeks to determine the optimal configuration of the local transport system in Naga that would raise service quality and financial viability, in process encouraging residents to shift from private to public transportation.

- **Bicol Riverfront Development and Flood Control Project.** This seeks to accelerate the development of the South CBD II area, anchored on the establishment of flood control structures, public walkways and a river park in the Bicol Riverfront area along Barangay Tabuco. At the same time, the construction of the Naga South District Market and complementary medium-rise housing within the area will anchor this planned development. (See Fig. 11.)

Table 14 details these priority infrastructure programs and projects, which will require total capital expenditures amounting to ₱7.0 billion. The private sector and donor agencies are expected to contribute the bulk of these funding requirements in the amount of ₱4.4 billion or 63% of the total. The balance will be covered by the city (₱560.8 million or 8% through its annual budgetary outlays, and another ₱1.4 billion or 20% through borrowings), and the national government (₱654.8 million or 9%).

<table>
<thead>
<tr>
<th>Programs/Projects</th>
<th>Total Requirements</th>
<th>CGN</th>
<th>NGP</th>
<th>Private/External</th>
<th>Borrowings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Water Services</td>
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<td></td>
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<tr>
<td>Universal access to WatSan Services</td>
<td>17.9</td>
<td>7.9</td>
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<tr>
<td>Power</td>
<td></td>
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</tr>
<tr>
<td>Waste-to-Energy Power Plant</td>
<td>3,150.0</td>
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<td>3,150.0</td>
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<tr>
<td>Retail Energy Aggregation</td>
<td>70.0</td>
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<tr>
<td>Urban Development</td>
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<tr>
<td>CBD I Urban Renewal (including Parking)</td>
<td>130.0</td>
<td>30.0</td>
<td>100.0</td>
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<tr>
<td>Pedestrian Bridges (2 units)</td>
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<td>25.0</td>
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<tr>
<td>Enhanced Road Links</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Widening, Maysaysay-Roxas Avenue (incl ROW)</td>
<td>31.3</td>
<td>31.3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>C-2 Network</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Calauag (Villa Karangahan)-San Felipe, 1.032 km</td>
<td>5.2</td>
<td>5.2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balatas-Concepcion Road, 0.987 km</td>
<td>4.9</td>
<td>4.9</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Almeda Highway-Mabolo Bypass, 2.099 km</td>
<td>10.5</td>
<td>10.5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>RROW acquisition (3 road links)</td>
<td>30.9</td>
<td>30.9</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>New Tabuco-Mabulo Bridge</td>
<td>150.0</td>
<td></td>
<td>150.0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>New Road Links</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Enhanced CBD 1 &amp; 2 connectivity</td>
<td>7.5</td>
<td>7.5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Concepcion Grande (Ramaida Village)-Balatas</td>
<td>6.0</td>
<td>6.0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maogmang GK-Leon Aureus Road</td>
<td>6.0</td>
<td>6.0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Upper Pacol-Carangcang Road</td>
<td>2.5</td>
<td>2.5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Integrated Naga River Revitalization Project</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Riverwalk</td>
<td>250.5</td>
<td>50.1</td>
<td>100.2</td>
<td>100.2</td>
<td></td>
</tr>
<tr>
<td>Drainage and Flood Control</td>
<td>512.4</td>
<td>51.2</td>
<td>204.9</td>
<td>256.2</td>
<td></td>
</tr>
<tr>
<td>Sanitation - Rehabilitation of Septic Tanks</td>
<td>932.0</td>
<td>93.2</td>
<td>838.8</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sanitation - Sewerage System</td>
<td>822.0</td>
<td></td>
<td>822.0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Isla Sison Redevelopment</td>
<td>111.8</td>
<td></td>
<td>111.8</td>
<td></td>
<td></td>
</tr>
<tr>
<td>River Transport Revitalization</td>
<td>20.0</td>
<td></td>
<td>20.0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>BRT Study</td>
<td>5.0</td>
<td>1.5</td>
<td>3.5</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Figure 11. The Proposed C-2 and South CBD II Development.

**Legend:** C-2 Roadlinks | South District Market | Medium-Rise Housing | River Park and Flood Control Structures

**ENVIRONMENTAL MANAGEMENT**

To promote environmental integrity and sustainability, one project is being lined up as key priority, especially as a contingency measure in case the CJ Global waste-to-energy project does not push through. This is largely due to the fact that the Naga River Revitalization Project, which can easily form part of the Environmental Sector plan, has already been incorporated among the urban development projects listed above.

The construction of a **Sanitary Landfill** that will meet the city’s need for the proper disposal and recycling of its daily solid waste generation will require around P90 million to realize. Of the amount, the city is expected to put up 75% or P67.5 million through a combination of borrowings and internal cash generation, with the balance to be secured from the private sector or donor agencies.

It will be complemented by the rehabilitation and upgrading of the city’s MRF facilities and the establishment of barangay MRFs – the latter to be co-financed with host barangays of the city. These
facilities should ensure that Naga’s environs will remain clean and its air quality in good condition, thereby ensuring livability and long-term sustainability.

**Table 15**  
ENVIRONMENT SECTOR INVESTMENT PROGRAM, 2011-20  
In Million Pesos

<table>
<thead>
<tr>
<th>Programs/Projects</th>
<th>Total Requirements</th>
<th>CGN</th>
<th>NGP</th>
<th>Private/External</th>
<th>Borrowings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sanitary Landfill</td>
<td>90.0</td>
<td>22.5</td>
<td>22.5</td>
<td></td>
<td>45.0</td>
</tr>
<tr>
<td>Upgrading of City, NCPM MRFs</td>
<td>136.2</td>
<td>136.2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Establishment of Barangay MRFs</td>
<td>12.5</td>
<td>7.5</td>
<td>5.0</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Subtotals</strong></td>
<td><strong>238.7</strong></td>
<td><strong>166.2</strong></td>
<td>0.0</td>
<td><strong>27.5</strong></td>
<td><strong>45.0</strong></td>
</tr>
<tr>
<td><strong>Percentage Share</strong></td>
<td><strong>100%</strong></td>
<td><strong>70%</strong></td>
<td>0.0</td>
<td><strong>11%</strong></td>
<td><strong>19%</strong></td>
</tr>
</tbody>
</table>

**INSTITUTIONAL**

Finally, to ensure that the City Government will continue to grow strong and mature as a public institution, the following priority projects (detailed in Table 16) are lined up for implementation, which will require a total of P121.1 million – mostly coming from its annual budget:

- **Civic Education.** To be pursued in partnership with the Naga City People’s Council and other civil society organizations, including the academe, this seeks to encourage citizens – especially the youth – to more actively do their part in community building, pursuant to the vision for a “citizensry that asserts their rights and accepts their roles and responsibilities in nation-building.”

- **Taxmapping.** To be pursued over the next three years, this seeks to give the City Treasury the wherewithal needed to attain its target of collecting half of the 25% uncollected revenues by 2013.

- **Human Resource Development.** This involves the development and implementation of capacity development interventions that will strengthen the knowledge, skills and practices of city government employees, and prepare second liners for leadership position within their respective departments.

- **Operationalization of “Anduyog Fund,” Strengthening of City OF Federation.** These twin measures seek to mainstream the local OF sector in governance and financing of local development projects.

- **Physical Plant Improvement.** This involves the upgrading of existing offices, facilities, installations, and equipment of the city government – including the acquisition of replacement vehicles in lieu of outdated, fuel-inefficient units in its fleet.

**Table 16**  
INSTITUTIONAL DEVELOPMENT SECTOR INVESTMENT PROGRAM, 2011-20  
In Million Pesos

<table>
<thead>
<tr>
<th>Programs/Projects</th>
<th>Total Requirements</th>
<th>CGN</th>
<th>NGP</th>
<th>Private/External</th>
<th>Borrowings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Civic Education Program (with focus on the Youth)</td>
<td>6.0</td>
<td>6.0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Taxmapping/Updating of CLUP</td>
<td>8.0</td>
<td>8.0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operationalization of ‘Anduyog Fund’</td>
<td>3.0</td>
<td>3.0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strengthening of City OF Federation</td>
<td>1.0</td>
<td>1.0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>HR Development</td>
<td>7.5</td>
<td>7.5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Document Management System</td>
<td>5.0</td>
<td>5.0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Codification of General Ordinances</td>
<td>2.0</td>
<td>2.0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Physical Plant Improvement</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>City Health Office Building and Lab</td>
<td>20.2</td>
<td>20.2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SWMO Office, Workbay, Bio-inoculant Lab, IEC</td>
<td>14.4</td>
<td>14.4</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LAM/OFW One-Stop-Shop</td>
<td>10.0</td>
<td>5.0</td>
<td></td>
<td>5.0</td>
<td></td>
</tr>
<tr>
<td>Acquisition of new equipment, service vehicles</td>
<td>44.0</td>
<td>44.0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Subtotals</strong></td>
<td><strong>121.1</strong></td>
<td><strong>116.1</strong></td>
<td>5.0</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td><strong>Percentage Share</strong></td>
<td><strong>100%</strong></td>
<td><strong>96%</strong></td>
<td>4%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Projected Cost of the CDP
In sum, Table 17 presents the highlights of the LDIP:

Table 17
LOCAL DEVELOPMENT INVESTMENT PROGRAM, 2011-20
By Sector and Source of Fund, In Million Pesos

<table>
<thead>
<tr>
<th>Sector</th>
<th>Total</th>
<th>%</th>
<th>CGN</th>
<th>%</th>
<th>NGP</th>
<th>%</th>
<th>Private/External</th>
<th>%</th>
<th>Borrowings</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social</td>
<td>1,598.0</td>
<td>17%</td>
<td>947.0</td>
<td>50%</td>
<td>651.0</td>
<td>42.4%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Economic</td>
<td>316.5</td>
<td>3%</td>
<td>91.7</td>
<td>5%</td>
<td>224.8</td>
<td>14.6%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Infrastructure/</td>
<td>7,029.2</td>
<td>76%</td>
<td>560.8</td>
<td>30%</td>
<td>654.7</td>
<td>42.6%</td>
<td>4,408.5</td>
<td>99%</td>
<td>1,405.2</td>
<td>97%</td>
</tr>
<tr>
<td>Physical</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Environmental</td>
<td>238.7</td>
<td>3%</td>
<td>166.2</td>
<td>9%</td>
<td>27.5</td>
<td>1%</td>
<td>45.0</td>
<td>3%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Institutional</td>
<td>121.1</td>
<td>1%</td>
<td>116.1</td>
<td>6%</td>
<td>5.0</td>
<td>0.3%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Totals</td>
<td>9,303.6</td>
<td>100%</td>
<td>1,881.8</td>
<td>100%</td>
<td>1,535.5</td>
<td>100%</td>
<td>4,436.0</td>
<td>100%</td>
<td>1,450.2</td>
<td>100%</td>
</tr>
<tr>
<td>% Share</td>
<td>20%</td>
<td>17%</td>
<td>48%</td>
<td></td>
<td>16%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- On the whole, the CDP, executed through the LDIP, will cost P9.3 billion over the next 10 years. Of the total, the City Government will assume P1.8 billion (or 20% of the total cost) using its budget, the national government P1.5 billion (17%), and the private sector and international development agencies P4.4 billion (48%, with the former contributing 35% and the latter 13%). The balance of P1.4 billion (16%) will be financed through borrowings.
- In terms of sectoral spending, Infrastructure and Physical Development takes the lion’s share at 76%, followed by Social Development at 17%, Economic Development and Environmental Management at 3% apiece, and Institutional Development at 1%.
- Three-quarters of the LDIP will be poured into capital expenditures projects, all aimed at boosting the livability, competitiveness and economic vitality of the city. In terms of value, the planned waste-to-energy power plant of CJ Global accounts for close to half (45%) of these projects.
- Consistent with the thrust to leverage the city’s borrowing capacity to finance revenue generating capital investments that have outstanding economic benefits and/or can pay for themselves, the construction of the Riverwalk, the sanitation component of the iNRRP, the planned Naga South District Market, as well as the planned sanitary landfill (with a combined project cost of P2.1 billion), are mostly being proposed for funding through borrowings to lessen pressure on its budget.

Financing the Plan
Based on the above, the city government is eyeing four major sources of financing for the CDP. These are:

1. Internally generated cash. These are drawn from local incomes and national transfers that comprise its annual budget.
2. National government outlays. These are grants from the annual budget of the national government, either through the executive departments or legislative earmarks facilitated by friendly senators or congressmen.
3. External sources. These are program or project fund outlays by donor agencies to support specific line items in the CDP. They also include public and private sector investments in support of the city’s priority projects.
4. Borrowings. These are loans taken out by the city government from local or international financing institutions to be repaid by its future earnings.

Internally Generated Resources
Can the city government generate sufficient revenues to support the investment requirements of the CDP, or specifically its 20% share of the proposed financing mix, as spelled out under its LDIP?

Projected Resources of the City Government, 2011-20
From 2004 to 2011, the City Government’s budgetary resources are summarized in Table 18:
Table 18
HISTORICAL REVENUES OF NAGA CITY BY SOURCE, 2006-10
In Million Pesos

<table>
<thead>
<tr>
<th>Year</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>Average Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local Taxes</td>
<td>110.8</td>
<td>124.3</td>
<td>143.9</td>
<td>155.6</td>
<td>161.8</td>
<td>178.5</td>
<td>210.7</td>
<td>266.5</td>
<td>14%</td>
</tr>
<tr>
<td>Permits and Licenses</td>
<td>8.0</td>
<td>9.3</td>
<td>9.0</td>
<td>10.7</td>
<td>14.4</td>
<td>14.0</td>
<td>12.1</td>
<td>12.4</td>
<td>8%</td>
</tr>
<tr>
<td>Service Income</td>
<td>5.0</td>
<td>7.3</td>
<td>6.7</td>
<td>8.5</td>
<td>10.1</td>
<td>11.6</td>
<td>11.9</td>
<td>16.4</td>
<td>20%</td>
</tr>
<tr>
<td>Business Income</td>
<td>36.0</td>
<td>39.4</td>
<td>41.3</td>
<td>44.4</td>
<td>14.4</td>
<td>14.0</td>
<td>12.1</td>
<td>12.4</td>
<td>7%</td>
</tr>
<tr>
<td>National Transfers</td>
<td>183.2</td>
<td>197.7</td>
<td>220.9</td>
<td>237.1</td>
<td>318.8</td>
<td>362.8</td>
<td>362.4</td>
<td>10%</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>343.0</td>
<td>378.0</td>
<td>421.8</td>
<td>456.2</td>
<td>489.8</td>
<td>576.6</td>
<td>657.9</td>
<td>714.5</td>
<td>11%</td>
</tr>
</tbody>
</table>

Source: Audited financial statements of Naga City from the Commission on Audit (COA)

Based on the above, Table 19 presents the city’s projected budgetary resources for the planning period, using the following conservative assumptions:
- local taxes will grow by 9% annually;
- permits and licenses by 5%;
- service income by 13%;
- business income by 5%, and national transfers by 7%.

Annually, this assumes an average annual growth of 7%, which is four percentage points lower than its historical performance from 2006-10.

Table 19
PROJECTED REVENUES OF NAGA CITY BY SOURCE, 2011-20
In Million Pesos

<table>
<thead>
<tr>
<th>Year</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>5-Year Total</th>
<th>10-Year Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local Taxes</td>
<td>266.5</td>
<td>290.5</td>
<td>316.7</td>
<td>345.2</td>
<td>376.2</td>
<td>1,595.1</td>
<td>4,049.4</td>
</tr>
<tr>
<td>Permits and Licenses</td>
<td>12.4</td>
<td>13.1</td>
<td>13.7</td>
<td>14.4</td>
<td>15.1</td>
<td>68.7</td>
<td>156.4</td>
</tr>
<tr>
<td>Service Income</td>
<td>16.4</td>
<td>18.5</td>
<td>20.9</td>
<td>23.6</td>
<td>26.7</td>
<td>106.1</td>
<td>230.3</td>
</tr>
<tr>
<td>Business Income</td>
<td>56.7</td>
<td>59.5</td>
<td>62.5</td>
<td>65.6</td>
<td>68.9</td>
<td>313.3</td>
<td>626.3</td>
</tr>
<tr>
<td>National Transfers</td>
<td>362.4</td>
<td>387.8</td>
<td>415.0</td>
<td>440.4</td>
<td>475.1</td>
<td>2,084.3</td>
<td>4,167.5</td>
</tr>
<tr>
<td>Total</td>
<td>714.5</td>
<td>769.4</td>
<td>828.7</td>
<td>892.8</td>
<td>962.0</td>
<td>4,167.5</td>
<td></td>
</tr>
</tbody>
</table>

Base year

Projected CapEx Ceilings

In terms of capital spending, the city government should be able to mobilize between P1.0 to 1.6 billion from its annual budgets over the next 10 years. (Table 20.) The lower end is based on using the Local Development Fund (LDF, which is 20% of the Internal Revenue Allotment) as the sole source for capital expenditures.

The higher end will be realized if the city adopts the policy proposal of allocating 50% of real property tax collection as additional source of capital spending, based on the premise that RPT (or at least part of it) should be reinvested in projects that will drive up property values, which will then enable government to collect more taxes, thereby creating a virtuous cycle.

Table 20
PROJECTED CAPITAL EXPENDITURE FUNDS OF NAGA CITY BY SOURCE, 2011-20
In Million Pesos

<table>
<thead>
<tr>
<th>Year</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>5-Year Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>LDF</td>
<td>72.5</td>
<td>77.6</td>
<td>83.0</td>
<td>88.8</td>
<td>95.0</td>
<td>416.9</td>
</tr>
<tr>
<td>RPT - CapEx</td>
<td>40.0</td>
<td>43.6</td>
<td>47.5</td>
<td>51.8</td>
<td>56.4</td>
<td>239.3</td>
</tr>
<tr>
<td>Total Potential CapEx</td>
<td>112.5</td>
<td>121.1</td>
<td>130.5</td>
<td>140.6</td>
<td>151.5</td>
<td>656.1</td>
</tr>
</tbody>
</table>

62
Projected Spending by Type
As a result, CapEx spending under the more optimistic scenario is expected to take up a constant 16% of the city’s annual budget during the planning period.

For personal services, the city is projected to continue maxing out the 45% mandatory ceiling for the next three years as it completes the implementation of Salary Standardization 3 and creates more accountable operating units aimed at enhancing the responsiveness of the local bureaucracy. This is projected to progressively go down to 43% from 2015-17; to 41 from 2018-19, before settling at 40% by 2020. This conservative stance takes cognizance of the fact that the city government is not just a corporate but also a political entity.

Consequently, the city’s projected budgetary resources in terms of major expenditure type over the next 10 years are broken down as follows:

### Table 21
**PROJECTED SHARE OF BUDGETARY RESOURCES BY TYPE OF EXPENDITURE, 2011-20**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>CapEx</td>
<td>16%</td>
<td>16%</td>
<td>16%</td>
<td>16%</td>
<td>16%</td>
<td>16%</td>
<td>16%</td>
<td>16%</td>
<td>16%</td>
<td>16%</td>
</tr>
<tr>
<td>PS</td>
<td>45%</td>
<td>45%</td>
<td>45%</td>
<td>45%</td>
<td>43%</td>
<td>43%</td>
<td>43%</td>
<td>41%</td>
<td>41%</td>
<td>40%</td>
</tr>
<tr>
<td>MOE, Social, Others</td>
<td>39%</td>
<td>39%</td>
<td>39%</td>
<td>39%</td>
<td>41%</td>
<td>41%</td>
<td>41%</td>
<td>43%</td>
<td>43%</td>
<td>44%</td>
</tr>
</tbody>
</table>

In view of the above, the city government can confidently assume that it has sufficient budgetary resources to support its 20% share of the LDIP financing mix. This is based on the following reasons: (1) It has a substantial CapEx budget that can cover between 54-87% of the required amount. (2) Its social spending, boosted by reliable sources like the Special Education Fund and its robust business tax collections, will increase by 12% during the planning period. This puts the city on solid footing to fund social development projects in the LDIP – which account for 51% of its 20% share in the mix.

The second point is bolstered by Table 22 below, which summarizes the historical and projected statement of fund operations of the city government. Using a 10% annual average growth as basis (instead of the 7% used above), the city will have at its disposal almost P2 billion in spending for social services – which is double than the P937 million it is supposed to spend for the social sector during the planning period.

### Table 22
**HISTORICAL AND PROJECTED STATEMENT OF FUND OPERATIONS, 2011-20**

<table>
<thead>
<tr>
<th>Particulars</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>Average Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Administration</td>
<td>177.3</td>
<td>180.4</td>
<td>237.4</td>
<td>249.0</td>
<td>258.3</td>
<td>268.0</td>
<td>306.7</td>
<td>364.9</td>
<td>11%</td>
</tr>
<tr>
<td>Social Services</td>
<td>58.6</td>
<td>54.7</td>
<td>38.3</td>
<td>40.9</td>
<td>42.9</td>
<td>51.1</td>
<td>49.1</td>
<td>101.9</td>
<td>14%</td>
</tr>
<tr>
<td>Economic Services</td>
<td>83.1</td>
<td>83.8</td>
<td>82.4</td>
<td>118.1</td>
<td>114.9</td>
<td>141.5</td>
<td>161.1</td>
<td>142.2</td>
<td>9%</td>
</tr>
<tr>
<td>Grand Total</td>
<td>319.0</td>
<td>318.9</td>
<td>358.2</td>
<td>408.0</td>
<td>416.0</td>
<td>460.6</td>
<td>516.9</td>
<td>609.0</td>
<td>10%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
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<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>General Administration</td>
<td>406.2</td>
<td>452.2</td>
<td>503.3</td>
<td>560.2</td>
<td>623.6</td>
<td>694.1</td>
<td>772.6</td>
<td>860.0</td>
<td>957.3</td>
<td>6,194.6</td>
</tr>
<tr>
<td>Social Services</td>
<td>116.2</td>
<td>132.4</td>
<td>150.9</td>
<td>171.9</td>
<td>195.9</td>
<td>223.3</td>
<td>254.4</td>
<td>289.9</td>
<td>330.4</td>
<td>1,967.2</td>
</tr>
<tr>
<td>Economic Services</td>
<td>155.4</td>
<td>169.8</td>
<td>185.6</td>
<td>202.8</td>
<td>221.6</td>
<td>242.2</td>
<td>264.7</td>
<td>289.3</td>
<td>316.2</td>
<td>2,189.8</td>
</tr>
<tr>
<td>Grand Total</td>
<td>677.7</td>
<td>754.3</td>
<td>839.7</td>
<td>935.0</td>
<td>1,041.2</td>
<td>1,159.6</td>
<td>1,291.8</td>
<td>1,439.3</td>
<td>1,604.0</td>
<td>10,351.7</td>
</tr>
</tbody>
</table>

Source: City Budget Office

*Base year*
Borrowings
Is the city also capable of raising the P1.4 billion balance through borrowings?

Table 23 presents the city government's projected borrowing capacity and other related metrics during the planning period. Offhand, it must be stated that the Bureau of Local Government Finance’s (BLGF) certification of Naga’s borrowing capacity of P343 million for 2011 is very conservative – based on a fixed interest of 5.5% and a loan tenor of 5 years. By contrast, the PFS for the iNRRP, using an interest rate of 9% and a loan tenor of 15 years, places the city’s maximum loanable amount for 2011 at P519 million.

For big-ticket development projects, the latter is more realistic. The loan that funded the Naga City Coliseum, for instance, bore an interest rate of 8.75% and a loan tenor of 15 years.

<table>
<thead>
<tr>
<th></th>
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<th></th>
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</thead>
<tbody>
<tr>
<td>Average Locally Sourced Income</td>
<td>220.2</td>
<td>301.7</td>
<td>342.9</td>
<td>382.5</td>
<td>414.7</td>
<td>449.9</td>
<td>488.1</td>
<td>529.7</td>
<td>575.1</td>
<td>624.5</td>
</tr>
<tr>
<td>Internal Revenue Allotment</td>
<td>341.1</td>
<td>387.8</td>
<td>415.0</td>
<td>444.0</td>
<td>475.1</td>
<td>508.3</td>
<td>543.9</td>
<td>582.0</td>
<td>622.7</td>
<td>666.3</td>
</tr>
<tr>
<td>Annual Regular Income</td>
<td>561.3</td>
<td>689.5</td>
<td>757.9</td>
<td>826.5</td>
<td>889.8</td>
<td>958.2</td>
<td>1,032.0</td>
<td>1,111.7</td>
<td>1,197.8</td>
<td>1,290.8</td>
</tr>
<tr>
<td>Maximum Debt Service Capacity</td>
<td>112.3</td>
<td>137.9</td>
<td>151.6</td>
<td>165.3</td>
<td>178.0</td>
<td>191.6</td>
<td>206.4</td>
<td>222.3</td>
<td>239.6</td>
<td>258.2</td>
</tr>
<tr>
<td>Amortization of Existing Loan*</td>
<td>32.0</td>
<td>45.1</td>
<td>45.4</td>
<td>41.2</td>
<td>39.2</td>
<td>33.0</td>
<td>19.5</td>
<td>18.5</td>
<td>17.5</td>
<td>16.2</td>
</tr>
<tr>
<td>Net Debt Service Ceiling</td>
<td>80.3</td>
<td>92.8</td>
<td>106.2</td>
<td>124.1</td>
<td>138.8</td>
<td>158.6</td>
<td>186.9</td>
<td>203.8</td>
<td>222.0</td>
<td>242.0</td>
</tr>
<tr>
<td>Borrowing Capacity</td>
<td>342.7</td>
<td>396.2</td>
<td>453.4</td>
<td>529.8</td>
<td>592.7</td>
<td>677.5</td>
<td>798.3</td>
<td>870.5</td>
<td>948.2</td>
<td>1,033.4</td>
</tr>
</tbody>
</table>

Actual Sources: Bureau of Local Government Finance (BLGF) certification of Naga City’s borrowing and debt capacity for 2011. City Treasurer’s Office data. Methodology based on the BLGF certification
*Includes the short-term loans used to pay the Casureco II arrearages

Nonetheless, even using BLGF’s conservative assumptions, it is clear that the city government, if its political leadership so decides, can resort to borrowings within the planning period to fund the bulk of its big-ticket projects identified above.

A recommended strategy is to pursue this in two phases:
1. The first phase involves borrowing around P200 million to fund the completion of the Riverwalk component of the iNRRP and the Sanitary Landfill beside the Waste-to-Energy (WTE) power plant site in Lower San Isidro.
2. The second phase would be to go through the process of full feasibility study and detailed engineering design recommended in the iNRRP Pre-FS, with the end view of negotiating a P1.25 billion long-term concessional loan (with a loan tenor of at least 20 years) from international financing institutions. The amount will be used to implement the sanitation (i.e. progressive citywide rehabilitation of septic tanks) and flood protection components of the iNRRP, as well as the proposed Naga South District Market.

By spreading payments over a longer period of time, the city government will hew to its conservative strategy of maintaining total debt servicing below 50% of its ceiling. For instance, a P1.25 billion loan, at 5% fixed interest rate over a 25-year term, will require only amortizations totalling P90 million annually.
National Government, External Financing
The city’s success in mobilizing the remaining two-thirds (64%) of the LDIP – which goes down to a more manageable 30% if the CJ Global WTE project materializes in the short term – is predicated on the following:
1. It maintains and cultivates good working relations with decisionmakers and gatekeepers of the national government, both at the executive and legislative departments. This is a challenge that the political leadership of the city government must embrace.
2. It is successful in convincing the leadership and management of the Metro Naga Water District, its primary partner and co-implementor of the INRRP, to invest or welcome external investors for the P822-million sewerage system recommended for the river project. The ideal situation would be to use it (as well as the proposed Naga South District Market) as flagships for diaspora investments by the local overseas Filipinos (OF) sector.
3. It continues to sustain and strengthen its good governance and innovations traditions, thereby ensuring that it will maintain interest of the international donor community.

Project Programming
As a strategy to manage risk in plan implementation, the individual projects comprising the 10-year local investment plan were also ranked participatively.

Using a combination of tools, the sectoral workshops that reviewed the revised draft of this planning document went through project prioritization exercise. Its results can guide the city leadership in allocating its internal resources and borrowing program should envisioned funds from the national government or international development agencies do not materialize.

Annex “A” summarizes the results of these prioritization workshops.

Conclusion
The proposed 10-year spending program of the city government to implement the CDP described in this chapter responds to the challenge of building a resilient, globally competitive city consistent with its “Maogmang Naga” vision.

It is responsive, in the sense that the programs and projects are population-indexed and addresses the multi-sectoral demands of society, particularly in the context of climate change induced by global warming.

It is likewise realistic and feasible, in the sense that its financing mix calls for equitable sharing of the burden between the city government (38%), the private sector (35%), the national government (16%), and the international donor community (13%). Moreover, it is doable since the city has both the internally generated resources and borrowing capacity required to support its share in the financing mix.

Finally, it is proactive in providing for a prioritized list of development projects that the city leadership can use as guide in crafting its annual budgets – in the event external funding support from the national government and the donor community does not materialize as planned.
Annex “A”
Ranking of Development Projects, By Sector

<table>
<thead>
<tr>
<th>SOCIAL SECTOR</th>
<th>PRIORITIZATION CRITERIA</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>PROJECT PURPOSE</td>
<td>PUBLIC RESPONSE</td>
</tr>
<tr>
<td>Tertiary Scholarship Program</td>
<td>14</td>
<td>13</td>
</tr>
<tr>
<td>Conversion of NC Hospital to Secondary</td>
<td>14</td>
<td>9</td>
</tr>
<tr>
<td>Upgrading of UPAO to HSDO</td>
<td>4</td>
<td>7</td>
</tr>
<tr>
<td>Operationalization of Naga Children’s Home</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>Universal Pre-School Coverage</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Queen/Sanggawadan</td>
<td>5</td>
<td>3</td>
</tr>
<tr>
<td>PhilHealth Coverage</td>
<td>6</td>
<td>4</td>
</tr>
<tr>
<td>Nutri-Dunong</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Summer Enrichment</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>City Tertiary Institutions</td>
<td>3</td>
<td>0</td>
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<table>
<thead>
<tr>
<th>ECONOMIC SECTOR</th>
<th>PRIORITIZATION CRITERIA</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>PROJECT PURPOSE</td>
<td>PUBLIC RESPONSE</td>
</tr>
<tr>
<td>SARIG Program*</td>
<td>9</td>
<td>9</td>
</tr>
<tr>
<td>Grow Negosyo Program</td>
<td>7</td>
<td>5</td>
</tr>
<tr>
<td>Urban Gardens Development Program</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Industry Development Support</td>
<td>6</td>
<td>5</td>
</tr>
<tr>
<td>Construction/Repair of diversion dams, irrigation canals</td>
<td>6</td>
<td>5</td>
</tr>
<tr>
<td>Farm-to-Market Roads</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>East Highlands Access Roads: Malabsay Falls, Panicasun-Yabo, Carolina Road</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Naga City Bagsakan Center</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Heritage Tourism Zone (Branding, Visitor Center, City Museum)</td>
<td>0</td>
<td>0</td>
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</tbody>
</table>

*Micro-lending Program and Loan Assistance Program for Agriculture Sector are components of SARIG and were therefore dropped

<table>
<thead>
<tr>
<th>INFRASTRUCTURE SECTOR</th>
<th>PRIORITIZATION CRITERIA</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>PROJECT PURPOSE</td>
<td>PUBLIC RESPONSE</td>
</tr>
<tr>
<td>Drainage and Flood Control</td>
<td>10</td>
<td>8</td>
</tr>
<tr>
<td>Pedestrian Bridges (2 units)</td>
<td>10</td>
<td>9</td>
</tr>
<tr>
<td>Calauag (Villa Karangahan)-San Felipe, 1.032 km</td>
<td>6</td>
<td>8</td>
</tr>
<tr>
<td>Sanitation - Rehabilitation of Septic Tanks</td>
<td>7</td>
<td>8</td>
</tr>
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</table>
### Prioritization Criteria

#### Environmental Sector

<table>
<thead>
<tr>
<th>Project Purpose</th>
<th>Public Response</th>
<th>Socio-Economic Impact</th>
<th>Environmental Impact</th>
<th>Project Implementation Feasibility</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establishment of Barangay MRFs</td>
<td>6</td>
<td>3</td>
<td>2</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Drainage and Flood Control</td>
<td>1</td>
<td>6</td>
<td>4</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Sanitation – Rehabilitation of Septic Tanks</td>
<td>4</td>
<td>0</td>
<td>2</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Sanitation - Sewerage System</td>
<td>2</td>
<td>0</td>
<td>4</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Sanitary Landfill</td>
<td>0</td>
<td>3</td>
<td>0</td>
<td>2</td>
<td>0</td>
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<tr>
<td>Upgrading of City, NCPM MRFs</td>
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#### Institutional Sector

<table>
<thead>
<tr>
<th>Project Purpose</th>
<th>Public Response</th>
<th>Socio-Economic Impact</th>
<th>Environmental Impact</th>
<th>Project Implementation Feasibility</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Taxmapping/Updating of CLUP</td>
<td>7</td>
<td>6</td>
<td>6</td>
<td>0</td>
<td>9</td>
</tr>
<tr>
<td>SWMO Office, Workbay,</td>
<td>3</td>
<td>3</td>
<td>5</td>
<td>14</td>
<td>2</td>
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**Integrating Naga River Revitalization Program (INRRP) component**

**Circumferential Road 2 (C-2) Network component**

**New Road Links component**
<table>
<thead>
<tr>
<th>Project Description</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
<th>2025</th>
<th>Total</th>
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<tbody>
<tr>
<td>Bio-inoculent Lab, IEC</td>
<td>4</td>
<td>6</td>
<td>5</td>
<td>3</td>
<td>6</td>
<td>24</td>
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<td>Civic Education Program (with focus on the youth)</td>
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<td>3</td>
<td>6</td>
<td>7</td>
<td>3</td>
<td>23</td>
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<tr>
<td>City Health Office &amp; Lab</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>0</td>
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<td>17</td>
</tr>
<tr>
<td>Document management system</td>
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<td>3</td>
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<td>3</td>
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<td>11</td>
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<tr>
<td>Operationalization of 'Anduyog Fund'</td>
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<td>2</td>
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<tr>
<td>Codification of General Ordinances</td>
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<td>HR Development</td>
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<td>0</td>
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<td>3</td>
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<tr>
<td>Acquisition of new equipment, service vehicle</td>
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<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
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<td>Strengthening of City OF Federation</td>
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