

## 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.

**Naga City's Vision-Mission Statement from the PGS Roadmap 2015.**

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

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

### The 12 Elements of ‘Maogmang Lugar’

1. Cleaner Naga
2. Good schools
3. Decent house to live in
4. City of trees
5. Three meals a day
6. Gainful jobs
7. Well-paved roads, working drainage and orderly streets
8. Being able to walk streets at night unafraid
9. Available health service everytime it is needed
10. Vibrant city of history, music, culture and arts
11. Clean and honest government
12. A place where one can realize his full potentials

<ul style="list-style-type: none"> <li>Well-paved roads, working drainage and orderly streets</li> </ul>		infrastructure and facilities	
<ul style="list-style-type: none"> <li>Cleaner Naga</li> <li>City of trees</li> </ul>	Cleanliness and Environmental Protection	Enhance livability of communities	Environment
<ul style="list-style-type: none"> <li>Clean and honest government</li> </ul>	Transparency, Accountability and Good Governance	Broaden access to participatory mechanisms	Institutional

## 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 11

### MATRIX OF VISION-REALITY GAP ANALYSIS, NAGA CITY

VISION STATEMENT	CURRENT REALITY
<ul style="list-style-type: none"> <li>Available health service every time it is needed</li> </ul>	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)
<ul style="list-style-type: none"> <li>Decent house to live in</li> </ul>	<ul style="list-style-type: none"> <li>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</li> <li>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</li> </ul>
<ul style="list-style-type: none"> <li>Good schools</li> <li>Vibrant city of history, music, culture and arts</li> </ul>	<ul style="list-style-type: none"> <li>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</li> <li>There is renewed interest on culture and the arts, and need for indicators to measure performance</li> </ul>
<ul style="list-style-type: none"> <li>Three meals a day</li> <li>Gainful jobs</li> <li>A place where one can realize his full potentials</li> </ul>	<ul style="list-style-type: none"> <li>Unemployment, underemployment and malnutrition remain relatively low</li> <li>Job quality remains a concern, owing to large informal sector</li> <li>Food security an issue, as city is self-sufficient only in one of 11 major foodstuffs</li> <li>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</li> </ul>
<ul style="list-style-type: none"> <li>Being able to walk streets at night unafraid</li> <li>Well-paved roads, working drainage and orderly streets</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>High system losses in water and power remain a concern, which can impact prices of these key services.</li> </ul>
<ul style="list-style-type: none"> <li>Cleaner Naga</li> <li>City of trees</li> </ul>	<ul style="list-style-type: none"> <li>Poor cost recovery in garbage collection and disposal is adding budgetary pressures to service provision.</li> <li>Capacity problems of the Balatas Controlled Dumpsite have become a serious concern, emitting foul odor every time stored garbage is moved.</li> <li>The Class C rating and other allied problems associated with the Naga River remains a continuing challenge to society.</li> </ul>
<ul style="list-style-type: none"> <li>Clean and honest government</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> <li>Sustaining governance innovations and quality of public service delivery are long-term challenges.</li> </ul>

## 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).

Naga City Vision for 2020  
*Maogmang Ciudadano sa Maogmang Naga*

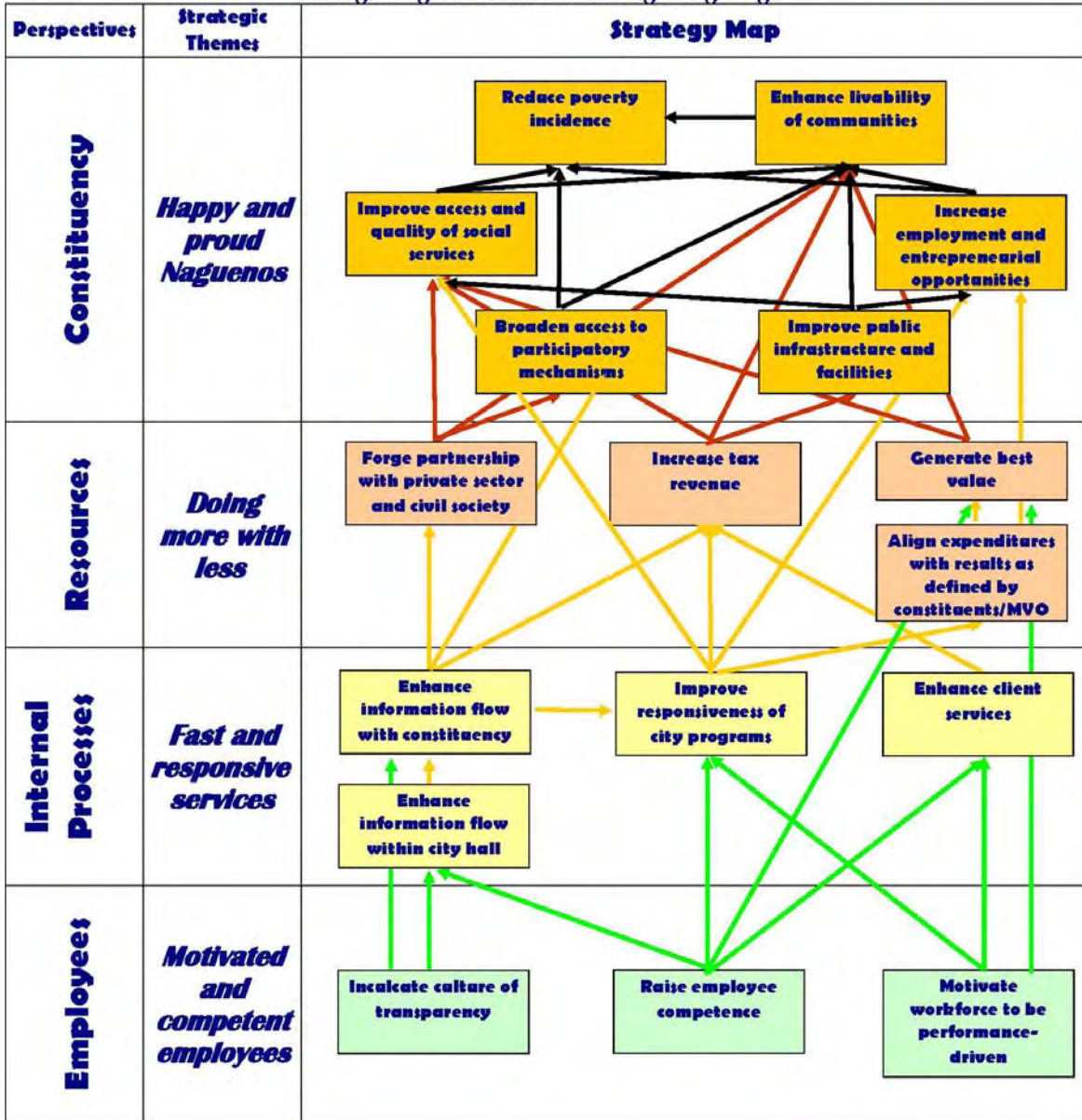


Figure 10. Strategy Map of the Naga City Government, 2011-20. Based on PGS Roadmap for Naga 2015.

## 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

<b>SUBSECTOR: Health</b>
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#### **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

## **SUBSECTOR: Women**

**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
  - Representation of women in all SP standing committees and executive bodies
  - 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”

### **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

### **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

<b>SUBSECTOR: Protective Services</b>
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### **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.

<b>SUBSECTOR: Tourism</b>
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### 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 Panaceas
- 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

<b>SUBSECTOR: Commerce and Industry</b>
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### **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.

## INFRASTRUCTURE AND PHYSICAL DEVELOPMENT

### 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
  - 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 Penafrancia 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
  - Regulate parking area for tricycles.
  - Designate with-pay parking areas at CBD I.
  - 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.

<b>SUBSECTOR: Communication</b>
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#### **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

<b>SUBSECTOR: Water</b>
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#### **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 deputization 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

<b>SUBSECTOR: Power</b>
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#### **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/unserved 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.

## ENVIRONMENTAL

### 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*

- Placement of billboards at strategic areas in the city showing proper waste disposal practice
  - Encourage waste segregation at source
  - Rehabilitate and implement full mechanization with functional composting bins in the Balatas MRF
  - Giving of citation/awards/incentives to model schools/barangays/households/individuals
  - Police power for concerned agencies/citizen to effect citizen arrest
  - Conduct research on leachate generation
  - Efficient collection and disposal of wastes
  - Encourage the practice of recycling
  - Efficient monitoring and evaluation
  - Provide and construct one (1) MRF per barangay
  - Procurement of additional garbage collection equipment and machineries
  - Full implementation of segregation at source and segregated garbage collection
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 I, 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)
  - Regularize meetings of the local Executive-Legislative Council
  - Pursue, complete codification of existing ordinances by category, incl. Code of General Ordinances
- Pursue, complete computerization of Sangguniang Panlungsod processes and services
  - Establish SP's own dedicated website linked to [www.naga.gov.ph](http://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 OJTs
- 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