

Chapter 1

Introduction

I. Introduction

Almost two decades after the implementation of Republic Act No. 7160 or the Local Government Code (LGC) of 1991, the actual value and utility of a multi-sectoral Comprehensive Development Plan (CDP) to a Local Government Unit (LGU) still needs to be finally determined. Independent of what the LGC requires, the City of San Fernando (CSF), a component city of the Province of Pampanga requested the National Economic and Development Authority, Regional Office (NRO)-3 for technical assistance in the preparation of its CDP. Recognizing the local administrative hierarchy, as a general rule, NRO-3 can extend such assistance only directly to the provinces. The engagement thus between CSF and NRO-3 is more of an exception.

The request for assistance came during the last term of Mayor Oscar “Oca” S. Rodriguez as City Mayor. It came after CSF assumed the Hall of Fame stature at the Institute for Solidarity in Asia (ISA) Performance Government System-Balanced Scorecard September 22, 2010; after the City Mayor won the 4th World’s Best City Mayor Award; and, at a time when the *Sangguniang Panlungsod* (SP) emerged as the Most Outstanding SP Awardee for the entire country. Reasons for the City to either rest on its laurels or be more greatly motivated to accelerate its efforts using past gains and lessons learned for a quantum leap.

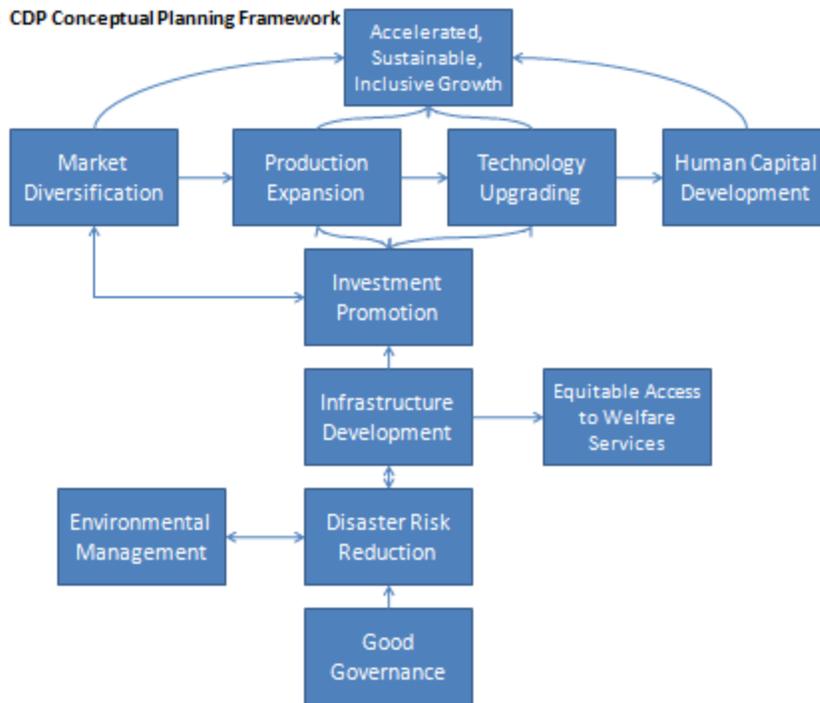
It is a job, the output of which is a gift to the proud *Fernandino* who despite the challenges to his correct understanding of what good local leadership is about continues to cling to the words of a few good politicians, working under a democratic framework with the welfare of the greater number being the ultimate end.

While implementable within the medium-term, this CDP provides the guiding steps to long-term and sustainable growth. It may serve as a political promise, the fulfillment or non-fulfillment of which can be an accountability of the local leadership.

II. Conceptual Planning Framework

Implicit in the Conceptual Planning Framework are the principles embodied in the Roadmap of the City of San Fernando, Pampanga. Their re-alignment along the major topics of the Plan will lend to its organization.

Fig. 1: CDP Conceptual Planning Framework



A. Environmental Management

While Programs and Projects are short-term, their long-term implications on land use must command a dominant position. An assessment of CSF’s natural resource capacity was made, consciously giving emphasis to the anticipated disaster risks they would probably cause from misuse or abuse. Hence, short-term directions and interventions on land-using activities are not only intended to produce goods and services for the present generation, but cognizant of the capacity of land resource to produce for future consumption. This is in harmony with the Sustainable Development framework of the City’s Roadmap.

B. Reducing Disaster Risks

For purposes of long-term and sustainable return on investments and to ensure that sectoral Programs and Projects are situated in relatively safe areas, reliable information on natural hazards and measures on how to mitigate their destructive effect was made an integral part of this document. Administrative Order No. 1 enjoins all Local Government Units (LGUs) in the country to make their plans adapted to climate change and enhanced by Disaster Risks Reduction (DRR) analysis.

C. Infrastructure Development

The location and the types of infrastructures, public and those affected with public interest, that shall be put in place must consider knowledge of the natural resource capacities and the natural constraints to land-using activities. For the market economy, this will sustain the benefits from existing private investments. In support of government’s direct anti-poverty measures, access of the vulnerable and marginalized to basic social services shall be sustained. Quality Infrastructure is one of the strategic objectives identified in the Roadmap.

D. Good Governance

Good governance recognizes that private investment is still the primary moving force for the City’s growth. Within its area of influence, CSF shall ensure that all

actual sources of revenues are exploited and that transparency and accountability in revenue generation and fund safekeeping shall be the primary guiding philosophy for every City official and employee. A relaxed fiscal space shall give priority to long-term capital forming investments. Combined with adequate budget and minimized leakages in accessing welfare services, this will translate to greater social benefits. An Accountable, Participatory and Transparent Government is one of the pillars identified in the Roadmap. A strategic objective identified is Equitable Access to Education, Health and Social Services.

III. Objective

The ultimate objective of the CDP Plan formulation process is to make sure that the individual *Fernandino's* interest and sentiment is reflected in the final plan document. Public consultations participated in by members of the private sector and heads or representatives of the City's various executive offices were held from the problem identification and profiling, to strategy formulation and Program/Project identification and prioritization. Priority Programs and Projects are the concrete translation of the Medium-Term Development Strategies pieced together as means to ease the binding constraints for CSF's accelerated, sustainable and inclusive growth. After an initial assessment of the sector performance and a diagnosis of the proximate and underlying determinants the City encountered through available literature, studies and surveys and insights from key informants, critical constraints were identified.

IV. Plan Formulation Process

After forging the Memorandum of Agreement (MOA) between NRO-3 and CSF, the City Mayor issued an Executive Order creating the different Technical Working Groups (TWGs) on the part of the City, to include the following: (a) Social Development; (b) Economic Development; (c) Physical/Land Use Development; (d) Environmental Management; and, (e) Institutional Development. They were in charge of the data collection, initial technical assessment, plan, program, project implementation analysis and initial strategy formulation.

Five full-blown Sectoral Committees were created to accord the members of the *Sangguniang Panglungsod* (SP) and the private sector partners including those coming from the City's Multi-Sectoral Governance Council (MSGC) the opportunity to share their insights from a legislative and a private sector view point. These committees constituted the smaller fragments for consultation and the discussion on draft outputs completed by the NRO-3 staff in collaboration with the City's various TWGs.

V. Summary and Policy Implications

Below is a summary of the critical constraints believed to have been preventing the City's otherwise faster-paced and inclusive growth. Referred to as development challenges in the CDP, the nuanced strategies and ordering of policy priorities identified to address them are as follows:

1. Flood Hazard and Drainage – variation in the natural elevation between and among CSFP and Angeles City and Bacolor town exposes CSFP to floodwater and other wastes. Maintenance of local drainage canals and San Fernando River to prevent damaging halt in growth pace of the City. Collaboration on interventions is imperative.
2. Physical Access to Production Areas and Social Services – efficient and targeted delivery of social services effective in an urban setting.

3. Business Opportunities and Information for Market Efficiency – maximized use of efficient transport and communication system to create a more efficient production and distribution system and competitive business environment.
4. Basis for Medium-Term Financial Planning – higher dependence on On-Source-Revenues (OSRs) as stable basis for financial planning for a more predictable economic policy environment conducive to investment expansion, upscale production and sustainable growth.

