

Chapter 5

Development Interventions

I. Introduction

Strategies and the Programs and Projects specially designed to implement the strategies make up the medium-term interventions of the CDP. Distinct ways of attaining the medium-term and long-term goals of the City were identified to ensure that the constraints to growth and the development challenges are translated into a concrete outputs and positive development picture for the City.

II. Development Strategies

A. Environmental Management

1. Consistency of policies and actions

The City shall recognize the benefits from vertical linkage and horizontal linkage as far as environmental management. While a definite line is drawn as far as the national government agencies concerned with environmental management such as DENR-EMB, the RDRRMC, and NDRRMC, real institutional and legal gaps on responsibilities shall be identified and resolved. This is to ensure the realization of legislative intent through an attitude of responsibility-taking. Since the City's environmental problems are geographically interconnected with its neighbors particularly Angeles City and Bacolor, the City cannot ill-afford to initiate policy actions independently. Because natural hazards and other external diseconomies know no political boundaries, for greater efficacy of individual efforts the City must work hand in hand with its neighbors. City Government policy initiatives shall be harmonized with *barangay*-level interventions for optimum results.

2. Start at a young age

Environmental management revolves around a Sustainable Development Framework. The inter-generational implication of negative externalities on the City's physical environment has been making the City unwillingly harvest the consequences of the inaction or action undertaken by past generation of *Fernandinos*. To pre-empt external diseconomies and prejudices to future generation from happening, the present generation of *Fernandinos* will instill in the younger generation their responsibility over the natural environment because a culture of concern for the environment shall translate into sustainable development for the City.

3. Community Participation

In view of the inter-connectivity of individual actions, efforts at protecting the environment must be collectively exerted. For equity reasons, since benefit from a healthy and humane physical environment is public shared, the responsibility for sustaining such benefit must also be made communal. This type of action is more reliable and enduring.

4. Collaboration

The City shall work closely with all sectors of society in protecting the environment and preserving its intrinsic character. While personal benefits from running private businesses shall be recognized by the City, the social benefit from the abating the

current and potential threats to it must be the product of commitment among all development stakeholders.

5. Environmental Monitoring

Negative external costs of human actions on the environment shall be tracked. The City shall closely coordinate with EMB, LTO, LTRFB and the prosecutorial agencies of government to make sure that Environmental Laws are followed. Vehicles, factories, and other business establishments shall be required to institute anti-polluting devices, and that infractions shall be met with appropriate legal actions. Air pollution monitoring stations shall be set p in strategic areas. Reports on these will form part of the data base that will be maintained by the City's Environment and Natural Resources Office.

B. Good Governance

1. Robust Dialogue between the City and NGAs

Seamlessness in performance of functions involving private entity's transactions with LGUs and NGAs must be established by the City Government and the BIR as far as business permit application processing. This must also be undertaken as far as protecting personal safety on possible incidences involving crimes against persons and property and exposure to manmade and natural hazards. Dialogue must be anchored on blunt information so that solutions must address the root causes of problems. Lack of transparency in PNP budget poses impediment to adopting a comprehensive and strategic peace and order policy.

An agreement of ways to synchronized efforts between the City and the PNP shall result in a Comprehensive and Targeted Crime Prevention Program sharply focused on a Multi-Stream Approach to Prevention of Crimes against Property. The Program will include capacitating Barangay Peace and Order Councils (BPOCs). An additional responsibility to be given to the BPOC is the close monitoring of the establishment of colonies for informal settlers.

In obtaining permit to operate business, LGUs and national government agencies are involved in the process. From the point of view of business, speed or delay in business processing is attributed to government without distinction as to whether it is local or national. The different governing laws of NGAs and the autonomy accorded to LGUs inevitably induce them to proceed from points of view, structures and processes hence their actions need to be harmonized for purposes of expediting private business transaction with government without any distinction whether national or local.

2. Robust Dialogue between the LFC and Other Department Heads

A dialogue characterized by candor must be conducted regularly not only for the LFC but to include every Department under the principle of simultaneity. The best ideas to make local tax, charge and fee collection stable and predictable might be forthcoming not from people or departments directly in charge of revenue administration and collection. Other non-revenue generation development concerns finding resolution from the LFC. It will accord every player within the City the opportunity to imbibe the value of goals and objectives considered very critical

to the City's growth and development, their roles in realizing it and the possibly adverse effects in case of failure.

3. Robust Dialogue between the City, Other Businesses and Banks and other Financial Institutions

This is intended to enhance the role of banks and other financial institutions in the City in business-financial intermediation. While relevant business information can be accessed through the IPSO, information on finances and possible sources of money for investment shall be obtained from this Dialogue. Involvement of financial service-providers will provide them the correct appreciation of their distinct role in the City's growth and development.

4. Revitalized data banking through tighter plan implementation monitoring

The difficulty in securing data enough to make an approximation of the real situation obtaining in CSFP is borne out by the absence of a sustained effort in monitoring accomplishments from implementation of policies, programs and projects. Ideally, developments from plan implementation are looped back to the Situation Analysis stage concerned with identification development challenges, issues, potentials and opportunities. The lag time within which data were gathered, sorted, consolidated and analyzed to come out with evidence-based problems and potentials for the comprehensive development planning is indicative of the quality of data and the process used in storing the same.

For the medium and the long-term, conscious linkaging of public investment in health and Health Output and Outcome Indicators shall be pursued. This is true for Education and Road Network Budget, for its development opportunity access dimension.

5. Organizational Re-Structuring. Using both CSC PMO-OPES and the City's authority under the scrap and build policy under DBM guidelines. With special focus on strengthening the monitoring and evaluation function of CPDCO on critical data requirements for planning and the creation of an Investment Promotion and Support Office (IPSO) and Disaster Risk Reduction and Management Office (DRRMO) pursuant to R.A 10121. The former provides for data storage and access as part of strengthening the City's data base building objective and a complete production-through-distribution process whereby relevant information can easily accessed by existing and prospective investors. This in support of making doing business in CSFP less costly and expedient.

6. Strengthened capability of the Local Finance Committee (LFC) to widen and stabilize the local tax base for more accurate and reliable financial planning

Coupled with targeted increase in Business Tax, RPT, User Charges and Receipts from Economic Enterprises, are measures to avert target shortfalls in corporate and individual Community Tax, Parking and Terminal Fee collection, and Other receipts particularly Interest Income, which have strong potentials for growth. Planning and close monitoring of revenue collections shall provide a wide and more stable base

for financial forecast which is indispensable in a useful investment programming process.

8. Institutionalized a Tight revenue legislation-revenue collection-public money spending process

The interconnectivity of responsive revenue legislation, and efficient tax administration and government money spending must be institutionalized. Responsive legislation as input to efficient tax administration shall unleash potentials from local revenue sources. Transparency and accountability in government money spending must be sustained and made continuous. A review of the existing analysis of expenditure versus output (value for every peso spent) process must be conducted to address its choke points and bottle necks. Infractions shall be dealt with by the ordinance on the initiation of legal actions against irregularities in the disbursement of government resources.

9. Use regulatory powers as means to generate revenues

Utilize taxing powers into exacting compliance with R.A. 9003 or the Ecological Solid Waste Management Act to increase revenues and protect the environment in harmony with the principle of creating a Habitat of Human Excellence for the City. For indigent households, penalty shall be in the form of community service in LGU projects requiring manpower support as local counterpart. This will save the City government precious financial resource and add on to its existing resource base through non-monetary service delivery from offenders. For the extremely poor requiring government support, the strategy will also be employed as an employment generating measure by the City.

10. Disaster Risk Reduction-Enhanced Planning

The City shall immediately embark on integrating different hazards to which it is exposed in the assessment of its environment. It will start with the preparation of Multi-Hazard Maps, the information derived from which shall characterize the different development challenges of the City. Disaster-based objectives and strategies shall form an integral part of the planning process.

In compliance with Republic Act No. 10121 and its Implementing Rules and Regulations (IRR), the Local Chief Executive has issued E.O. 2011-010 creating the City Disaster Risk Reduction and Management Office (CDRRMO), the institutionalization of which is now with the SP.

11. Leveling of business information through comprehensive, focused and targeted policy support to private investment

A business enterprise that thrives on the basis solely on the lack of access to relevant business information by its competitors is not enduring and sustainable. Its position in the industry is not stable. Better competitors may be forthcoming depending on the time period within which access to such information is realized.

Leveled information in terms of production stages, raw materials used and where they are accessed, and skills required shall input into a competitive pricing system.

Gaps identified in the production processes and the feasible forward and backward linkages shall help prospective investors identify investment opportunities. Product distribution lines shall be surfaced to identify points where efficiency can be established.

In its effort to develop the City into a preferred business and financial center, in 2009 it enacted the Trade and Industry Promotion Code providing for the creation of the Trade and Industry Promotion Office. The City Mayor enacted in 2009, Executive Order No. 2009-14 providing for the creation of a technical working group that shall undertake the study of the proposed investment and incentive code. However, the City still needs to see the fruition of its efforts. A New Local Investment Code must extend its scope to include generation of employment opportunities as priority objective.

Based on the Executive-Legislative Agenda (ELA), July 2010-June 2013, regarded as priority is the enactment of an Ordinance providing for the City Investment and Incentives Code and creating a Tourism and Investment Promotions Office (TIPO) for the purpose. The intensity to create an office exclusively aimed at promoting investment in the City is clearly demonstrated. Some adjustments as to what will be the primary functions of the office need to be considered for optimum and long-term benefits.

Other forms of policy support to private investment in terms of government transaction facilitation, equal market information access, and access to technology and production processes shall be extended.

12. Stronger Private Sector involvement in Public Works, Supplies and Consultancy Services Procurement

To address issues in R.A. 9048 implementation without sacrificing speed in selection of qualified service, works and supply providers, creation of a Ad-Hoc Support Committee the function of which is the adoption of alternative measures to include a credible system of accreditation in case delays become inevitable as a result of the strict application of the laws on the prevention of graft and corruption.

C. Infrastructure Development

1. Public-Private-Partnership as Alternative Financing Mode for Critical Road Projects

The financing of by-passes establishing north-south and east-west *barangay* connections shall be started through the City's general budget. Thereafter, to be developed in phases, other sections shall be constructed by engaging private contractors into Public-Private-Partnership (PPP) form of contractual arrangements to complete the capital projects.

2. Relevant Traffic Management Scheme

Consistent with 'Human Habitat' in the Central Business District (CBD), a relevant traffic management scheme shall complement the construction of by-passes and circumferential roads.

3. Collaboration with Neighboring LGUs re Drainage Measures

Collaboration with Angeles City, Bacolor and Sto. Tomas shall be established to ensure efficacy of the City's drainage system.

D. Social Development

1. Universal Coverage of ECCD

Early Childhood Care and Development (ECCD) is national program and strategy that addresses the psycho-social, health and nutritional and education needs of children aged 3-6. It is an integrated approach for the development of the child, having a long-term effect on his/her capability as the country's future human capital. The City's investment in this strategy and program is expected to have a long-term socio-economic benefit.

2. Intensive Advocacy on the Ill-Effects of Unhealthy Lifestyle

Living a healthy lifestyle is a personal decision which impacts heavy social cost. Poor sick persons would require government support on health and medical services for illnesses which could have been prevented. While less costly, prevention through intensive IEC on the ill-effects of unhealthy lifestyle is more effective and beneficial in the long-run.

3. Improvement of Services of Primary Health Care Facilities

Rundown facilities, poor diagnosis, shortage of medicines and medical supplies, unavailable and incompetent medical staff, long queue, and inconvenient schedules are some of the complaints resulting to the growing unpopularity of RHUs and BHSs. This perception needs to be reversed to optimize the utility and the services provided in these health facilities, plug leakages in good and service provision and minimize public investment in government hospitals. Implementation of this strategy would necessitate the consistent appropriations for Health and its judicious use.

4. Integrated Health Service Delivery

Administrative fragmentation resulting from devolution is taking its toll on coverage and quality of health service and the health status indicators. For more effective service delivery, the City must institutionalize a dialogue with the Department of Health (DOH) to address failures in coordination and resource complementation.

E. Economic Development

1. Sustain the development of the agriculture sector in areas of the City that are highly suitable for agricultural production.

Amidst its fast urbanization pace, the City still has areas considered more suitable for agricultural production. Maintenance of these areas is strategic considering that is reliable good internal route access would result to relatively cheap rice price. Farmers engaged in the enterprise are productively employed. In view the relatively low productivity of the sector, direct anti-poverty measures focused in agricultural communities are expected to produce more effective results.

2. MSME development and expansion focusing on economic base industries

MSME development shall be sharply focused on economic base industries of the City, or those which location advantage. This strategy will yield optimum benefits to the businesses in terms of low production costs from human capital, raw material and intermediate input availability and efficient distribution system because of the City's reliable road network. MSMEs have higher employment capacity than large industries. Intervention through this approach is strategic, responding both to growth requirements and anti-poverty imperatives.

