



QUEZON CITY

COMPREHENSIVE DEVELOPMENT PLAN 2021-2025

NOW
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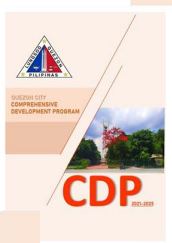


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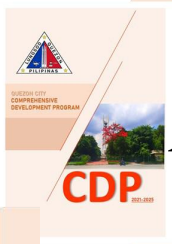
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Sectoral Vision Reality Gaps and Problem Solution Matrices

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List of Projects, Non-Projects and Legislations

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Aligning City's Vision to the Goals of the NCR-PDP

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Alignment of Outward-Looking Components of QC Vision with National (PDP) and Regional (MMG) Goals

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List and Description of Priority Projects for the LDIP 2021-2023

Chapter 1

The Formulation of the Revised Comprehensive Development Plan

1.1 Background and Rationale for this Undertaking

Carrying on the tradition of cordial, smooth and seamless transition from one administration to the next, the newly installed administration of the Honorable Mayor Ma. Josefina “Joy” G. Belmonte has enabled the update of the City’s plans to ensure continuity and stability of policies that have enjoyed strong acceptance by the people as well as to introduce innovative ideas intended to propel the city to greater heights of achievements.

The Quezon City Government through the City Development Council (CDC) has undertaken the revision of the city’s Comprehensive Development Plan (CDP) in view of the significant transformations in the social and ecological conditions of the city since the Plan’s updating and implementation in 2017. The imperative to align the City’s development vision, sectoral goals, objectives, strategies and policies with the local executive and legislative agenda, and regional, national and global development vision and goals was an added impetus for the plan revision.

The plan revision sought to identify development interventions that correspond to the needs and the present condition of the city and its constituents. It also gave priority to the 14-Point Agenda of the present administration: (1) Deliver responsive, efficient and cost-effective social services; (2) Build more homes; (3) Provide better healthcare; (4) Ensure high quality education; (5) Empower citizens of every gender and

social class; (6) Build a safer and more resilient city; (7) Make Quezon City the preferred destination for businesses; (8) Create new jobs across more businesses; (9) Develop growth hubs; (10) Build a livable, green and sustainable city; (11) Build essential infrastructure; (12) Be a model of good governance; (13) Professionalize and strengthen the Quezon City workforce; (14) Listen to our citizens and know what they need.

The following plans at the regional and national levels served as guide to the revision.

(1) The Metro Manila Greenprint 2030: Building A Vision and the 2017-2022 Regional Development Plan for the National Capital Region (NCR) which aims to transform Metro Manila into “a highly competitive East Asian metropolis and targets to address poverty, expand economic opportunities through Trabaho at Negosyo, continuing free basic education and improvement of technical education, implement modern and seamless transportation, and ensure water security”. The regional development framework was patterned after the socio-economic agenda of the Duterte administration.

(2) The Philippine Development Plan (PDP) 2017-2022 which is anchored on the *Ambisyon Natin 2040*, the Filipinos’ vision that “By 2040, the Philippines is a prosperous middle-class society where no one is poor. People live long and healthy lives and are smart and innovative.

The country is a high-trust society where families thrive in vibrant, culturally diverse, and resilient communities”.

The plan identifies the following targets to be achieved in the next six years:

- More inclusive economic growth and lower poverty incidence especially in the rural areas
- High level of human development supported by improvement in education, health outcomes and income
- Lower unemployment rate and more jobs created
- Greater trust in government and in society
- More resilient individuals and communities
- Greater drive for innovation

It also identified strategies clustered under the three pillars: *Malasakit, Pagbabago, Patuloy na Pag-unlad* and cross-cutting strategies supported by a strong foundation in national security, infrastructure development, socio-economic resiliency and ecological integrity.

This national medium-term plan factored in the current administration’s socio-economic agenda and international commitments such as The 2030 Agenda for Sustainable Development and the 17 Sustainable Development Goals (SDGs). The PDP seeks to contribute to the localization of this agenda and the global goals. The agenda aims to eradicate

poverty and achieve sustainable development, which includes the SDGs or global goals, world-wide by 2030, with its main advocacy call “Leave No one behind”. It is a plan of action for people, planet, peace and prosperity and will be implemented by global partnerships.

(3) For its part, the Department of the Interior and Local Government (DILG) has called for the localization of the PDP and the SDGs through various issuances. Upon approval of the PDP, LGUs were mandated to update their CDPs along with their Local Development Investment Programs (LDIPs) to align with the PDP. The General Appropriations Act (GAA) 2018 Special Provision ensures that the Local Development Council (LDC) in LGUs are fully functional and LDIPs are aligned with the PDP. For FY2019 Budget Preparation, Section 2.5 states that, “Pursuant to Section 305 (k) of the Local Government Code of 1991, and in support of the localization of the PDP 2017-2022, only priority programs and projects that can directly contribute to the PDP 2017-2022 shall be considered in the budgets...”. Too, DILG issuances support the SDG Localization in LGU plans and budget through the following (a) Establishment and maintenance of data base for progress monitoring, planning and policy making; (b) Inclusion of SDGs in their long-term vision, medium-term development plan, and sectoral plans (c) Prioritization of SDG-responsive Programs, Projects, Activities (PPAs) in the yearly Budget Priorities Framework of LGUs; (d) Performance assessment, recognition and rewards.

(4) Also, the CDP revision took into account the current DILG directive for LGUs to prepare CDPs that cover six (6) years and its continuing adoption of the Rationalized Planning System (RPS), the planning guideline disseminated by the Bureau of Local Government Development of the

DILG and is fully compliant with the provisions of the Local Government Code. For this revision cycle, the City has continuously adopted the RPS as the guiding framework in the preparation and/or revision of its comprehensive plans, zoning ordinance and investment programs. The City has also engaged the services of the author of the RPS himself, Prof. Ernesto M. Serote of the UP School of Urban and Regional Planning (UP SURP) as in-house consultant to help facilitate the conduct of various activities required.

(5) Further, the plan revision also took consideration the intervening situation brought about by the global pandemic. While the revision process was on-going, a COVID-19 Recovery Plan in the form of an Interim Local Development Investment Program was crafted by the City to address the protocols during the pro-

longed community quarantine and the continuing management of and recovery from the global pandemic in the hope that things would return to as close to normal as possible. Otherwise, all such efforts would define a new norm and establish a heightened level of protection and resilience in all five development sectors.

It was seen as necessary to primarily strengthen the social sector and revive the economy during the post-quarantine period so as to alleviate the challenges confronting Quezon City residents and later develop the needed resilience of the city, its people and the economy amid the risks of an emerging and infectious disease. Infrastructure development, environmental management as well as the institutions of governance would necessarily back-up the interventions as the city transitions to the new ‘normal’.

1.2 Legal Mandate for Planning in Local Governments

1.2.1 The legal mandates of LGUs to prepare their Comprehensive Land Use Plan and the Comprehensive Development Plan

Republic Act (R.A.) 7160 or the Local Government Code (LGC) mandates all local government units (LGUs) to prepare their Comprehensive Land Use Plans (CLUP) and their Comprehensive Development Plans (CDP). “Comprehensive”, in the context of the CLUP, is understood in its geographical, spatial and territorial sense, while for the CDP, it has to be understood in the sense of multi-sectoral development. *See Figure 1.1.*

1.2.2 The Nature and Function of the Comprehensive Development Plan

The CDP is referred to in the LGC as the “medium-term and annual so-

cio-economic development plan” that local development councils are directed to prepare (Sec. 106), or the “integrated economic, social and physical plan” [Sec. 476 (b) (1)]. It is comprehensive in that it covers the five development sectors and their respective subsectors. Each of these sectors has a complete development plan in itself and coincides with the term of local officials so that they can use it as their program of government or their executive-legislative agenda.

1. Social Development Plan

This component of the CDP deals with the identified issues and concerns relative to improving the state of well-being of the local population and upgrading the quality of social services such as health, education, welfare, housing, protective services and the like. Questions of equity and social justice and gender

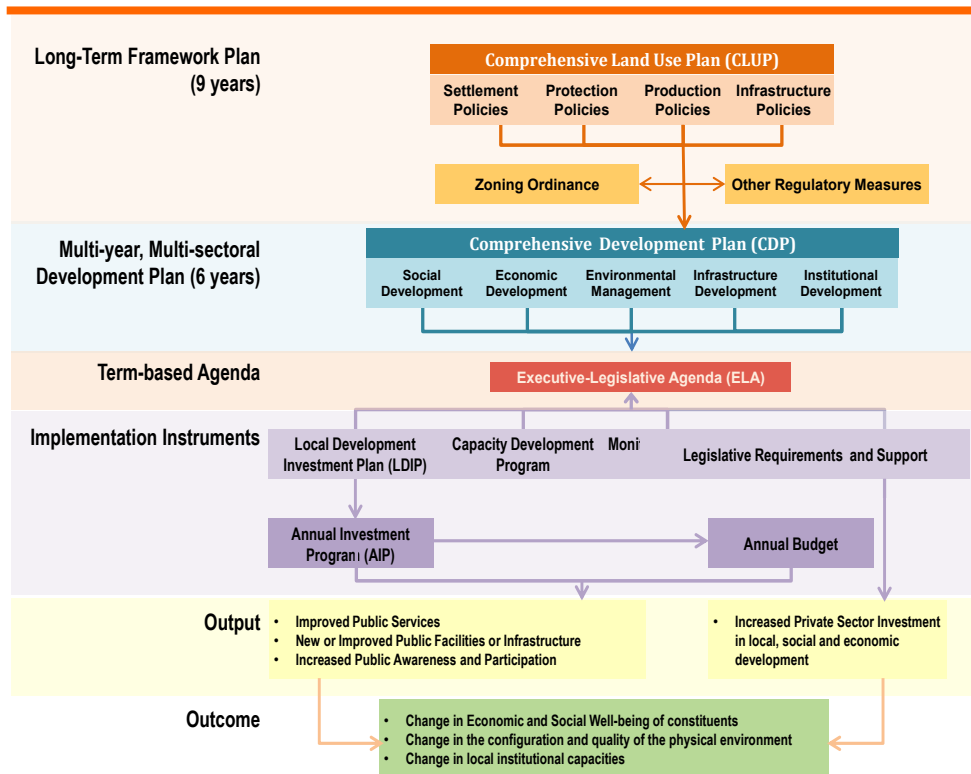


Figure 1.1. Local Planning and Development Model as Mandated by the LGC
From DILG CDP Guidebook; Chart by E.M. Serote

5. Institutional Development Plan

As stated in R.A. 7160, decentralization was legislated with the aim of efficient and effective delivery of public services, thus the plan focuses on strengthening the capability of the local government bureaucracy as well as that of elected local officials to plan and manage their territory and serve their constituency. The focal point of analysis of this sectoral plan is the capability of the LGU in planning, development-oriented public investment programming and budgeting, implementation and monitoring and evaluation. Capability development includes manpower training, scholarships, seminars, work-

equality are also addressed by this sectoral plan.

2. Economic Development Plan

This component embodies what the local government intends to do to create a favorable climate for private investments through a combination of policies and public investments necessary to enable private investments to flourish. Ultimately, this assures the residents of a steady supply of goods and services and of jobs and household income. A very significant component of this sectoral plan is the LGU's support to food production activities to help achieve local and national food security. The status of the local economy also determines to a large extent the amount of locally derived revenues of the LGU.

3. Environmental Management Plan

The enactment of Republic Act 10121 otherwise known as the Philippine Disaster Risk Reduction and Management Act of 2010 and Republic Act 9729 or the Climate Change

Act of 2009 laid the bases for consolidating the environmental implications of all development proposals within the city with the provision of mitigating and preventive measures for their anticipated impacts. It embodies programs for maintaining cleanliness of air, water and land resources and for rehabilitating or preserving the quality of natural resources to support the requirements of economic development and ecological balance across generations.

4. Land Use and Infrastructure

This component deals with the infrastructure building program and the land acquisition program required for use as right-of-way or easements of public facilities. The physical development plan may also involve urban renewal or redevelopment schemes for inner city areas, opening up new urban expansion areas in the urban fringe, or development of new growth centers in conformity with the chosen spatial strategy.

shops, study tours and similar activities. Membership in different functional and sectoral committees and professional leagues and participation in their planned activities is also encouraged and supported by this sectoral program. The involvement of voluntary groups or civil society organizations is likewise promoted in the preparation, implementation, monitoring and evaluation of the different sectoral programs, projects and activities as a vital component of this sectoral development plan.

The outputs of each sectoral plan may be grouped into three forms: project ideas or project briefs, non-projects or new services, and new policies or ideas for new legislations. The first form of outputs will serve as an input to the local development investment program and the annual budget. The second type of outputs will be used in the crafting of the institutional capacity building program, and the third type of outputs will be included in the legislative agenda of the *Sangguniang Panlungsod*.

1.3 Approach and Methodology

Guided by the “Rationalized Local Planning System (RPS)” framework, the CDP revision proceeded with the following activities. *See Table 1.1.*

Table 1.1. Activities for CDP Revision

Schedule	Activity	Participants
16 Oct 2019	Preliminary Workshop <i>Revisiting the city's Vision/Tracking Sectoral Progress</i>	QCG Offices and Departments
8 Jan 2020	Preparatory Meeting	CPDD/CDC Secretariat
17 Jan 2020	Follow-up Workshops	QCG Offices and Departments
29-31 Jan 2020	Orientation Program Election of Sectoral Committee Chairs / Sectoral VRG and PSM Analysis Workshops	Newly Constituted City Development Council & CDC Sectoral Committees
26-28 Feb 2020	Cross-Sectoral Analysis Workshops	CDC Sectoral Committees
Feb – May 2020	Processing of Workshop Results	CPDD/CDC Secretariat
May – Jul 2020	Collation and Processing of List of Interventions for Interim LDIP/Recovery Plan 2020-2021	CPDD
Oct- Nov 2020	LDIP 2021-2023	CDC/CPDD
Nov 2020	Finalization and Adoption of Plan	CDC and SP

1.3.1 Organizing and Tasking the Sectoral and Functional Committees

The Sectoral/Functional Committees, constituted pursuant to Sec. 112 of the Local Government Code, have the most inclusive multi-sectoral composition. The sectoral committees, representing the five development sectors, have a flexible membership structure to enable the CDC to reduce or expand participation in specific activities when the occasion calls for it. Sectoral committees serve as standing committees of the CDC. Functional committees, on the other hand, are ad hoc issues-based multi-sectoral bodies. These are organized as the need arises, with members drawn from the sectoral committees. *See Table 1.2 Composition of the Local Planning Structure*

1.3.2. Capability Building Approach

As in the previous plan preparation and review, the city ensured highly participatory and consultative processes to allow the city's officials

and citizens to feel a strong sense of ownership. This entails approaching the activity in an institutional mode rather than in the usual project mode. An important implication of the institutional capacity building approach is that the organizational structure for participatory planning and governance as envisioned in the Local Government Code, was activated. Accordingly, the planning structure con-

sisting of a deliberative / decision making body and technical working groups (i.e. sectoral/functional committees) as provided for in the Code was put to work in this undertaking.

The deliberative body, viz, the City Development Council (CDC) and the ultimate policy making body, viz, the Sangguniang Panlungsod are the real “planners” of the city. But because these bodies are composed mainly of politicians, they are provided with technical support by the City Planning and Development Department (CPDD), sectoral and functional committees of the CDC, and local special bodies, among others. The CPDD serves as Secretariat to the CDC and coordinates the activities of the various sectoral and functional committees.

Table 1.2.

Composition of the Local Planning Structure

Political Component	Technical Component
Sangguniang Panlungsod	City Planning and Development Department
City Development Council	City Government Department Heads
Congressmen's Representatives	Local Special Bodies
Civil Society Organizations	CDC Sectoral/Functional Committees
	National Government Agency—Chiefs of their local offices
	Private Sector / CSO Representatives

- **Consultation Meetings.** With the facilitation of the CDC Secretariat, and for the purpose of updating the development plans, meetings for each of the five (5) sectoral committees were organized on January 29-31, 2019. The CDC is comprised of 200 members plus one (1) ex-officio member, with each member deployed to one or more of the five sectors. The following are the lists of members of the sectoral committees.

1. Social Development Committee

Name	Barangay / Organization
1 BERNARDO, VICTOR D.	CULIAT
2 NOVILLA, SIGFREDO A.	SAMAHAN NG PINAGBUKLOD NG 99-A SAUYO ROAD (SPSR) NOVALICHES, INC
3 ALCAYDE, ENRICO P.	OB PRIDE COUNCIL INC.

Name		Barangay / Organization	Name		Barangay / Organization	2. Economic Development Committee		
Social (cont.)			Social (cont.)					
4.	ALVAREZ, ROMEO	UNIFIED SENIOR CITIZENS ASSOCIATION OF DISTRICT 3 QUEZON CITY, INC.	28	MENDOZA, AL-EXANDER L.	CAUCUS OF PERSONS WITH DISABILITIES OF THE PHILIPPINES			
5	AQUINO, LEONARDO M.	SENIOR CITIZENS ASSOCIATION, LUZONVILLE CHAPTER, INC.	29	MONTALBO, MA.TERESA V.	BALINGASA	1	LU, BRIAN JAMES J.	NATIONAL ECONOMIC PROTECTIONISM ASSOCIATION, INC.
6	BAETIONG, JOMAR B.	STA. CRUZ		BAETIONG, JOMAR B.	STA. CRUZ	2	FERRER, VIRGILIO S. II	UP VILLAGE
7	BALLAD, ROSALYN R.	BOTOCAN				3	ALCANTARA, MARIO DR. JR.	SAN JOSE
8	BARTOLOME, ROSALINDA L.	KATIPUNAN NG MGA KABABAIHAN SA KULIAT FEDERATION, VARGAS CHAPTER INC.	30	MORTEGA, TELESFORO A.	SAN ROQUE	4	ARCEGA, LAILA C.	ESCOPA IV
9	BUCSIT, EUNICE C.	NAYONG KANLURAN	31	NIETO, EDUARDO S.	SANTOL	5	BUENAVENTURA, LEONARDO C.	SENIOR CITIZEN AKONG BATASAN HILLS KALAYAAN YELLOW INC.
10	CASAJE, GUALBERTO B. JR.	DAMAYAN	32	ONG, FELICIANA B.	MALAYA	6	CORDERO, BENJAMIN JR.	SANDIGAN NG MANGGAGAWA NG QUEZON CITY
11	CASTEL, ARMIDA S.	KAMUNING	33	ORENCIA, DARIO M.	NEW ERA	7	CORRO, RODRIGO A.	ALICIA
12	CHENG, CHRISTOPHER M.	KAUNLARAN	34	PABUSTAN, CORNELIO G.	DEL MONTE	8	CUIZON, ALEJANDRO H.	MILAGROSA
13	DE GUZMAN, ARSENIO C.	AMIHAN	35	RABANAL, ROCKY DC.	KALUSUGAN	9	DALURAYA, LEOLIBETH S.	ESCOPA III
14	DE JESUS, ELIZABETH C.	APOLONIO SAMSON	36	REYNO, JOHN M.	SAN ISIDRO GALAS	10	DATOL, NORMA	ZABARTE NORTH OLYMPIUS SENIOR CITIZENS ASSOCIATION, INC.
15	DE JESUS, EMMA LOURDES C.	SIENA	37	ROSERO, ANA LIZA N.	TEACHERS VILLAGE WEST	11	DE GUZMAN, ARTURO C.	NS AMORANTO
16	DUMO, JEANNETTE R.	PARTNERSHIPS FOR INTEGRATED SERVICES & SOCIAL DEV't INC.	38	SAVILLA, LUZ P.	ALYANSA NG MARALITA SA NOVALICHES (ALMANOVA) INC.	12	DE MESA, CARLO S.	DUYAN-DUYAN
17	DUNGCA, EVANGELINE F.	PASONG PUTIK PROP-ER	39	SINGSON, LOLITA DL.	TEACHERS VILLAGE EAST	13	DEMAYO, EDIVICO JR.	BISTEKVILLE 6 HIGH DENSITY HOMEOWNERS ASSOCIATION INC.
18	FELICIANO, ELEUCITA T.	BAGONG LIPUNAN NG CRAME	40	ULANDAY, MARLOU C.	TANDANG SORA	14	DIONISIO, CESAR C.	RAMON MAGSAYSAY
19	GOTLADERA, MARIA CARMELA R.	ROXAS	41	VALDERAMA, TEODORA S.	PINAGKAISAING LAKAS NG KABABAIHAN NG BARANGAY GULOD	15	FRANZA, ALLAN P.	MATANDANG BALARA
20	GRAFIL, MIRRIAM	CENTER FOR WOMEN'S RESOURCES	42	VALIENTE, KELVIN	LEGAL AID ALLIANCE YOUTH VOLUNTEER (LEGAL AID YOUTH)	16	GONZALEZ, CONCESA B.	JOY BELMONTE VOLUNTEER MOVEMENT KAGANDAHAN LUZVIMINDA
21	LACAD, RICKY B.	UNANG SIGAW	43	VALMOCINA, FELICITO A.	HOLY SPIRIT	17	IBAÑEZ, AMELITA R.	BATASAN WORKING WOMEN'S CLUB INC.
22	LANDINGIN, JOSEFINA L.	VETERANS VILLAGE				18	JORGE, ZARINA YASMINE XENELLE W.	UGONG NORTE
23	LLAVE, JUAN JR.	SAMAHAN NAGKAKAISRA NG MONTINOLA HOMEOWNERS ASSOCIATION, INC.	44	VIRAY, MERVIN	SAN MARTIN DE PORRES	19	LEGASPI, GABRIEL C.	BLUE RIDGE A
24	MAGALONG, MARIA MAURINA F. MALIG, MA. FRANCESCA CAMILLE R.	KRUS NA LIGAS	45	ZOLETA, CARLITO E.	SENIOR CITIZEN ASSOCIATION OF BARANGAY PALTOK, INC.	20	LOBO, RODEL N.	TATALON
25		SACRED HEART				21	MAHUSAY, JOSEPH P.	PANSOL
26	MANALASTAS, MA. THERESA A.	JOY BELMONTE VOLUNTEER MOVEMENT CHAPTER ROAD 2 GREATER HEIGHTS CHRISTIAN WORSHIP CENTER INC.				22	MARGALLO, MA. TERESA	DAMAYAN LADIES ASSOCIATION
27	MARTIN, WILSON C.					23	MEJILA, ROLANDO H.	FREEDOM OF RESPONSIBLE VOLUNTEERS FOR SOCIAL DEVELOPMENT ACTION INC.
						24	MUÑOZ, LOUIE G.	DOÑA JOSEFA

Name		Barangay / Organization		Name		Barangay / Organization		4. Land Use and Infrastructure Development Committee			
Economic (cont.)				Environment (cont.)				Name		Barangay / Organization	
25	NACIONAL, MARIETTA	KONPEDERASYON NG MGA SAMAHAN SA NATIONAL GOVERNMENT CENTER (KOSA) BRGY. BATA-SAN HILLS, COMMONWEALTH, AND PAYATAS		11	GALANG, EVELYN S.	ROTCNA - ROTC HUNTERS NEIGHBORHOOD ASSOCIATION TATALON		1	RAYMUNDO, HUBERT M.	BARANGAY PINYAHAN SENIOR CITIZENS ASSOCIATION INC.	
				12	GLIVANO, LENY LETICIA P.	LIBIS		2	DELA FUENTE, CESAR R. JR.	MANGGA	
26	NITRO, REYNALDO P.	SILANGAN		13	GUARIN, MANUEL N.	PAYATAS		3	ABAD, JOHN M.	BATASAN HILLS	
27	NOLASCO, LAMBERTO	KINGSPPOINT HOMEOWNERS ASSOCIATION, INC.		14	HEFTI, MARIVIC O.	SANGANDAAN		4	ADRANEDA, EDILBERTO	BARANGAY SAN VICENTE MOVEMENT OF Q.C.	
28	ONGTAUCO, JERRY L.	TALAYAN		15	HERMOGENES, SIMPLICIO E.J.	PHIL-AM		5	AGDEPPA, NOEL R.	QUIRINO 2-A	
29	REÑA, DOLORITA	GLOBAL GOLDEN RESOURCES DEVELOPMENT FOUNDATION INC.		16	JUAN, LOTTIE GEMMA D.	BAESA		6	AGUILAR, FRANCISCO M.	HORSESHOE	
30	SAAB, GRAZIELLA C.	PINAGKAISAHAN		17	LEE, ESPERANZA C.	BLUE RIDGE B		7	ALCANTARA, NELSON C.	STA. MONICA	
31	SIOSON, MARY CATHERINE C.	LOURDES		18	LIGON, ELMER TIMOTHY J.	WEST TRIANGLE		8	ANTENOR, SEGUNDO C.	FISHERIES NEIGHBORHOOD ASSOCIATION	
32	SORIANO, DANILO B.	SALVACION		19	LIPNICA, JESUS P. III	PINYAHAN		9	BERROYA, DANIEL LEON S.	SAN ANTONIO	
33	TAMAYO, DIOSDADO E.	NOVALICHES DEVELOPMENT COOPERATIVE		20	LLAMAS, VICENTE HONORIO C. V	PROJECT 6		10	CABOBOY, DENNIS A.	BAHAY TORO	
34	TAMBIS, ARTURO D.	MANRESA		21	MAGLALANG, CATHERINE G.	BALON-BATO		11	CALMA, ANTONIO MA. BENITO T. JR.	DON MANUEL	
35	VELASCO, JOSEPHINE	4K'S SOLO PARENT TASK FORCE		22	MARTINEZ, CELESTINO, Jr	BAGUMBUHAY		12	CHUA, MANUEL A.	NORTH FAIRVIEW	
36	VERDADERO MIRANDA M.	KAPIT-BISIG VENDORS QUEZON CITY ASSOCIATION		23	MOJICA, DANILO C.	VILLA MARIA CLARA		13	CONCEPCION, JUDY A.	DIOQUINO ZOBEL	
37	VISAYA, ASUNCION M.	NOVALICHES PROPER		24	OSORIO, RAMIRO S.	SAN AGUSTIN		14	CRUZ, ALEX V.	BAGUMBAYAN	
3. Environmental Management Committee				25	POBLACION, RITCHE E.	QUIRINO 2-B		15	CURATCHO, ANNABELLA I.	SIKATUNA VILLAGE	
				26	SALMINGO, JULIE C.	VALENCIA		16	CUSTODIO, JOSEPHINE B.	ARLEGUI HOMEOWNERS ASSOCIATION, INC.	
				27	SANTOS, ROSALIE M.	DOÑA AURORA		17	DELA CRUZ, FELICIANO F.	NAGKAISANG NAYON	
				28	SANTOS, TEODULO O.	SOCORRO		18	GARRA, LEO B. JR.	GREATER LAGRO	
				29	SEGOVIA, CATHERINE	SEARICE		19	GILLEGO, CESAR A.	JORDAN PLAINES PHASE 4 HOMEOWNERS ASSOCIATION, INC.	
				30	TAN, ISAAC C. JR.	MAHARLIKA		20	HAYES, DARWIN B.	LOYOLA HEIGHTS	
				31	TANSINGCO, EDWIN S.	ST. IGNATIUS		21	LAGCO, EMILIANO R. JR.	BRGY. FAIRVIEW TRICYCLE OPERATORS AND DRIVERS ASSOCIATION INC.	
				32	TENGKI, EDGAR C.	DAMAR		22	MEJIA, ALEJANDRO Z. JR.	KRISTONG HARI	
				33	TIGLAO, LAWRENCE V.	PAANG BUNDOK		23	MONTOYA, JOSEFINA B.	DAMAYAN SA NAGKAKAISANG ADHIKAIN INC.	
				34	VALDEZ, NENITA C.	MARIBLO		24	MORALES, MARVIN C.	ESCOPA I	
35	YU, MICHELLE ANN L.	STO. DOMINGO		25	NAVERO, RYAN L.	PARAISO					
36	ZERRUDO, NENITA J.	JBVM KAMAGONG CHAPTER									

Name	Barangay / Organization	Name	Barangay / Organization
<i>Land Use (cont.)</i>		<i>Institutional (cont.)</i>	
26 PALMA, RODOLFO S.	BAGONG PAG-ASA	12 FLORES, ARSENIA R.	MASAMBONG
27 PARWANI, MARIA ABIGAIL A.	PAG-IBIG SA NAYON	13 GARCES, OCTAVIO P.	EAST KAMIAS
28 PILAR, EMMANUEL BANJO A.	PASONG TAMO	14 GONZALVO, SERGIO C.	STO. NINO
29 QUEBAL, JOSE ARNEL O.	FAIRVIEW	15 JANORAS, MARLON J.	QUIRINO 2-C
30 QUIMINALES, FLORO B.	BATASAN EVERLASTING HOMEOWNERS ASSOCIATION	16 LAMBERTO, PASCUAL L.	SAN BARTOLOME
31 REAL, WILFREDO E.	SAN VICENTE	17 LECTURA, ZENAIDA P.	UP CAMPUS
32 RODRIGUEZ, JOSE MARIA M.	LAGING HANDA	18 MAGPAYO, ROSA D.	CENTRAL
33 SAHAGUN, JOSELITO D.	SAN ISIDRO LABRADOR	19 MARPA, RUEL S.	STA. LUCIA
34 SALAS, RAMON B.	IMMACULATE CONCEPCION	20 MONTIEL, ROLANDO P.	PEOPLE'S MOVEMENT FOR DEMOCRATIC GOVERNANCE, INC.
35 SAMBERE, CHRISTOPHER C.	URBAN POOR ALLIANCE OF BARANGAY NAGKAIKANG NAYON, INC.	21 NATOR, MARIA TERESA M.	UNITED TRIBU BLOCK 1 HOA, INC
36 SAN MIGUEL, REGINA CELESTE C.	MARIANA	22 NAVARRO, REY MARK JOHN C.	STO. CRISTO
37 TAGLE, RONALD N.	QUIRINO 3-B (CLARO)	23 NON, GERARDO B. Jr.,	ORDER OF THE TRISKELION QC HALL CHAPTER, INC.
38 TENCHAVEZ, RAYMOND MOSES B.	WHITE PLAINS	24 PARAGUA, EDGARDO A. JR.	PALTOK
39 TOLENTINO, REY ALDRIN S.	GULOD	25 REYES V, LORENZO S.	STA. TERESITA
40 ZABALA, EDUARDO M.	ESCOPA II	26 ROXAS, ALFREDO S.	KALIGAYAHAN
		27 SECILLANO, JULIOUS C.	KATIPUNAN
		28 SEGUNDO, JOSE D.	OBRERO
		29 TANYAG, RENATO C.	DAMAYANG LAGI
		30 TIAMSON, CECILIA S.	PALIGSAHAN
		31 TOLENTINO, GREGORY R.	CAMP AGUINALDO
		32 UBALDO, FERNAND C.	DONA IMELDA
		33 VITUG, NOEL F./	SAUYO

5. Institutional Development Committee

Name	Barangay / Organization
1 SANTOS, LOUIE L. / MAGUIGAD, VANESSA Q	LEGAL NA AYUDA PARA SA MGA INAAPI AT DUKHA (LEGAL AID)
2 ADDATU, RAUL C.	MARILAG
3 AMBITA, RICHARD V.	BAGBAG
4 ARROYO, GARY E.	ST. PETER
5 CABIGAS, RODELIO C.	OLD CAPITOL SITE
6 CO, MANUEL A.	COMMONWEALTH
7 DANIEGA, PERLA U.	MASAGANA
8 DELA CRUZ, VERGILIO B.	QUIRINO 3-A
9 ESCOBER, ROBERT FRANCIS	INSTITUTE FOR POPULAR DEMOCRACY, INC
10 ESCOBER, ROMEO E.	MAGKAKASAMA HOA, INC
11 ESCUSA, MARK ANTHONY L.	BAYANIHAN

• Orientation seminar for members of the City Development Council.

The City Development Council of Quezon City, was convened for an Orientation Program in November 2019. The orientation centered on the local planning structure and its respective functions. The important role of CDC and sectoral committees in local development was also emphasized. The composition of the local planning body, which compris-

es of the CDC in plenary, Executive Committee, Secretariat, and sectoral or functional committees: Social, Economic, Infrastructure, Environment and Natural Resources, Institutional was presented. Also discussed were the composition of the sectoral committees and the respective core concerns of each sector. Close to 200 participants attended said orientation seminar.

• Coaching and Outputs Evaluation

The consultants guided the participants in the proper application of analytical tools and techniques to ensure that the outputs were of acceptable quality. On some occasions, the consultants provided additional conceptual inputs in their respective sectoral workshops.

• Modular workshops for the members of sectoral/functional committees.

The formal training was designed for the core technical working groups (TWG) of the Sectoral/ Functional Committees of the City Development Council (*Refer to Table 1.3*). Each core TWG is anchored by the relevant technical staff or sectoral division of the City Planning and Development Department (CPDD). The main rationale for targeting the core TWGs as the recipients of intensive training stems from the need to institutionalize planning knowledge and know-how among the career members of the city government bureaucracy to enable them to spearhead future planning activities by themselves with minimum assistance from external agents.

The contents of the training / workshop included contexts, concepts and analytical techniques of

Table 1.3 Sectoral/ Functional Committees of the City Development Council

SECTOR	CORE TWG	EXPANDED TWG	BLOWN SECTORAL COMMITTEE
Social Development	CPDD SSDD QC Health CDC Rep (Bgy) CDC Rep (CSO) Div of City Schools HCDRD DPOS SANGGUNIAN REP GAD	CPDC NSO CDC SOCIAL SECTOR COMM QCGH NDH CITY LIBRARY QCRO QCPU SYDP QC AMORANTO QC FIRE DEPT HURA OSCA	CDC Other Interested Groups and Individuals
Economic Development	CPDD CTAO SIKAPBUHAY CDC Rep (Bgy) CDC Rep (CSO) BPLD MDAD SANGGUNIAN REP	QCCI PESO DTI TOURISM COUNCIL CDC ECONOMIC SECTOR COMM TRU QCBao LLRB	CDC Other Interested Groups and Individuals
Land Use / Infrastructure Development	CPDD ZONING CED / DBO CDC Rep (Bgy) CDC Rep (CSO) SAU SANGGUNIAN REP	MERALCO MWSS BAYANTEL PLANADES ACADEME AYALA LAND TF COPRISS ARANETA CTR INC CDC LAND USE /INFRA SECTOR COMM	CDC Other Interested Groups and Individuals
Environmental Management	CPDD EPWMD CDC Rep (Bgy) CDC Rep (CSO) PDAD SANGGUNIAN REP	BFAR DENR PIEP LLDA JUNKSHOP ASSN MIRIAM COLLEGE SCHOOL OF ENVI SANITARY INSPECTOR POG INDUSTRY SECTOR REP CDC ENVI SECTOR COMM	CDC Other Interested Groups and Individuals
Institutional Development	CPDD OCM CA HRMD CTO CBD CITY ASSESSOR BCRD CDC(BRGY) CDC(CSO) OVM SANGGUNIAN REP	CDC INST'L SECTOR COMM LGOO DILG SEC. TO THE MAYOR NDC PROCUREMENT DEPT RCSO QC ITDD ACCOUNTING DEPT QC GSD CITY LEGAL DEPT PAISD CITY SEC OFFICE	CDC Other Interested Groups and Individuals

planning. The curriculum is divided into four modules.:

• **Module I** – *Preparation of the Data Base: Sectoral Characterization and the Updated Ecological Profile*

The CDP formulation process benefits from the wealth of data gathered and analyzed for the Ecological Profile, the statistical compendium, maps, and other data outputs. The intra- and inter-area and inter-sectoral analyses surfaced the various sectoral issues and concerns, their explanations, implications and their possible solutions. Given these sectoral concerns and plans, the CDP revision proceeded with tracking of each sector's progress to be inputted for sectoral planning. The planning body including the CDC, Executive Committee and Secretariat and sectoral committees conducted the workshops and the outputs of this module are as follows:

- Updated ecological profile of the planning area
- Accomplished Vision-Reality Gap (VRG) and the Problem – Solution Matrix (PSM)

• **Module II** – *Goal Formulation: Revisiting the City's Vision Statement*

Formulation of new goals or revalidating and/or revising the existing vision statement. The outputs of this module are as follows:

- The revised vision statement
- Performance of the sectors reviewed through the Vision-Reality Gap analysis
- Local goals aligned with the national development goals

• **Module III** – *Further analysis of issues and challenges through the use of the Vision Reality Gap (VRG) and Problem-Solution Matrix (PSM) framework; Structuring Solutions*

Additional analysis was done using the VRG and the PSM framework. Within each sectoral group, the corresponding LDI Table was analyzed to determine which of the suggested indicators are useful to the sector. A next step was transforming sectoral goals into actions or solutions. With the analysis workshops, sectoral goals

were elaborated and proposed interventions were identified. Outputs of said undertaking are as follows:

- a. Sectoral issues and challenges and corresponding policy options
- b. Inter-sectoral issues and challenges and proposed policy interventions through pair-wise round robin consultations
- c. Proposed policy interventions, processed and classified
- d. Consolidated priority projects presented to and adopted by the Sectoral Committees of the City Development Council

• **Module IV – Local Development Investment Programming: Simulated CDC Workshop**

Structuring solutions based on analysis of issues and challenges through the use of the Problem-Solution Matrix (PSM) framework took its temporary halt when Covid-19 pandemic called for a redirection of planning and management processes towards the requirements of immediate response to, and near-term recovery from the effects of the crisis. An Interim Local Development Investment Program addressing the need for continuing management of and recovery from the pandemic was initially prepared and subsequently adopted by the City Council on July 25, 2020.

Although the process of producing the Interim LDIP was held under an emergency situation, it was nevertheless grounded on the perception of the needs of the different stakeholders (CSOs, private sectors, Barangays NGAs, etc.). Just like in the regular planning process, sectoral goals were elaborated and proposed interventions were identified. The actions or solutions were finally classified into any of the three implementable forms, namely:

- a. Programs and projects which serve as inputs to the LDIP/AIP or forwarded for possible funding by the national government or by the private sector.
- b. Non-projects or services which are taken into consideration in the allocation of the MOOE of specific departments or offices or else in crafting the institutional capacity building program.
- c. New legislations which support the implementation of the plan through regulation of certain undesirable actions or encouragement of desirable ones. These are taken up by the SP to form part of their legislative agenda.

With the programs and projects identified as owned by the city, the following steps were done:

• **Pre-LDIP activities -**

- ◊ Selecting priority sectoral projects using alternative tools of prioritization (e.g. CCC Matrix, PRIM Matrix, Urgency Test)-
 - Conduct of initial screening and preparation of inputs to the LDIP
 - Consolidation of redundant or repetitive projects
 - Screening out of obviously impractical or undesirable projects
 - “Parking” of projects that are more appropriately taken up by other levels of government or the private sector.
 - Application of the “Project/Resource Impact Matrix” to shortlist sector projects
 - Preparing project briefs for selected priority projects

As a result of the sectoral project prioritization, a long list of policy options was prepared with corresponding brief project description containing among others, details that briefly described the project such as:

1. the name and type of project (generally, “soft” or “hard”) and the proponent or originator of the project idea
2. activity components
3. estimated cost or resource inputs
4. the justification for the project (derived from the CLUP or CDP)
5. the intended beneficiaries (population sectors or geographical areas)
6. target outputs or success indicators
7. anticipated risks
8. expected private sector response to take advantage of the effects of the project.

This was subjected to plenary project ranking and prioritization via Zoom held on October 16, 2020 where from the long list of 80 program proposals, 51 priority projects were voted upon for inclusion in the Local Development Investment Program 2021-2023.

• **LDIP process proper**

- ◊ *Stream 1* – Selecting and ranking final list of projects and determining cost requirements
- ◊ *Stream 2* – Analyzing the city’s financial performance and projecting funds likely to be available for investment
- ◊ *Stream 3* – Matching fund requirements with available funds and determining alternative funding options

To determine the overall ranking of each of these 51 proposals, a second round of ranking was conducted November 19, 2020 which resulted in the ranked list of proposals to comprise the priority plans for implementation for 2021, 2022 and 2023 annual budgets.

• **Module V – Formulation of the draft Comprehensive Development Plan and the Local Development Investment Program**

Chapter 2

The Revised Vision for Quezon City

2.1 The Reformulated Vision Statement

Quezon City is unique and incomparable in many ways. Gifted with the biggest land area among the cities in Metro Manila, it holds the greatest potential for more diverse and well-planned urban development. It has also the widest expanse of parks and open spaces that provides a natural setting in an urban environment.

The city is likewise home to major hospitals and medical centers, all the media and entertainment networks, top-ranked institutions of higher learning, and key national government agencies and offices.

Quezon City has now the fastest growing ICT industry being the location of choice of business process outsourcing firms. The City's population is generally young, educated and employable and is the biggest market base in the country. A World Bank study noted that "the center of gravity of all commercial activities in the coming years" is in Quezon City.

Given its many assets and comparative advantages, therefore, Quezon City is poised to play a major role in future developments beyond its borders. The revised CDP carries over the validated and identified outward-looking vision from the previous plan:

- **The Green Lung of Metro Manila**
- **The Knowledge Industry Capital of the Country**
- **The Health and Wellness Center in Asia-Pacific**

The inhabitants of Quezon City also perceive their city as a high Quality Community for living, working and playing. They dream of their city as affording them a high quality of living, a more prosperous economy, a safer and more livable cityscape that inspires a good sense of place and civic pride, and a well-governed constituency. The plan revision workshops identified and validated the revised inward-looking vision. It specifically reflected the 14-point agenda of the Belmonte Administration. The current Belmonte Administration likewise retained the sectoral descriptors in the previous plan but added one more descriptor for each sector which are shown underscored below:

Quezon City is a highly desirable place ever blessed with:

- **A healthy, educated, secure, and empowered citizenry**
- **A diverse, strong, vibrant, and inclusive economy**
- **A clean, green, resilient and sustainable environment**
- **A well-linked, balanced, livable, and attractive built environment of the city**
- **A good, dynamic and participative governance**

2.1.1 Quezon City' Desired Roles Outside its Borders

From its very inception, Quezon City has been outward looking. Being the nation's one-time capital its very design and layout, its initial in-

frastructures and investments were oriented to serving a much wider constituency than its local inhabitants. Therefore, it cannot afford to exist entirely for itself even after the national capital has been expanded into the entire Metro Manila, hence, the National Capital Region (NCR). As a city oriented to the outside world therefore, Quezon City does, or intends to project an ever widening spiral of influence first to its immediate regional context – Metro Manila; then to the country as a whole; and finally, to the growth continent of the 21st century – Asia and the Pacific.

2.1.2 Desired Qualities of Quezon City as Human Habitat

The inward-looking component of the city's vision describes the desired characteristics of the city as a place in which to live, work and play. Such characteristics are expressed in terms of choice descriptors for the desired kind of citizens, the local economy, the built and unbuilt environment and the institutions for the city's governance in the future. Each descriptor is further translated into success indicators to facilitate monitoring of progress at any time in the future.

2.1.2.1 In order to attain a developed and high quality community, the city must have a **HEALTHY, EDUCATED, SECURE and EMPOWERED** citizenry.

1) A **HEALTHY** citizenry is characterized by the following:

- **Physical Health**

- Decrease in the number of disease-specific morbidity cases by 5% per year
- Mortality rate lower than Metro Manila
- Incidence of malnutrition lower than Metro Manila

- **Mental Health**

- Incidence and prevalence of the most common mental health disorders lower than Metro Manila or national average, whichever is lower

- **Emotional Health**

- Positive Life Satisfaction Index

2) An **EDUCATED** citizenry can be observed or inferred from:

- **Literacy**

- All residents in Quezon City 10 years old and above can read, write, and understand simple messages

- **School Participation**

- 100% of school aged children/ population excluding persons with disability (PWD) are enrolled in the basic education system
- 5% annual increase of enrollment of school children with disabilities in the basic education system
- 100% Completion Rate of elementary and high school students
- Zero dropout rate

- **School Achievement**

- At least 75% Mean Percentage Score in the National Achievement Test

- **Educational Attainment**

- At least 2% annual increase in the city's adult population who are college undergraduates, bachelor's and post-graduate degree holders every year

- 90% of targeted senior high school students, tertiary education, technical vocational, post graduate students are granted/ subsidized by scholarship program per year

3) A **SECURE** citizenry is shown by or assured of the following:

- **Security of Persons**

- Zero crime rate
- Crime solution efficiency rate higher than that in Metro Manila
- Drug abuse eliminated

- **Security of Property**

- Standard police-population ratio attained (1:500)
- Fire-free city
- Standard firefighter-population ratio attained (1:2000)
- Standard fire station-land area ratio met (1:4 sq.km.)
- Standard jailguard-inmate ratio met (1:7)
- Standard inmate-cell space ratio met (1:4.70sqm)

- **Security of Abode**

- Families in all danger areas relocated to hazard free area
- Informal settlers assured of secure tenure in land and dwellings
- Decent and affordable housing for all provided

- **Social Protection**

- Zero Subsistence Incidence
- 100% of families covered by health insurance

4) An **EMPOWERED** citizenry is attained as shown in the following indicators

- **Socio-Cultural empowerment**

- Tolerant of ethnic, racial and regional differences

- Media and communication technology literate
- Abreast of regional, national and global developments

- **Economic empowerment**

- Full employment for all who are willing and able to work
- Annual household/family income is higher than MM or national level
- Poverty threshold comparable to MM or national
- Strong consumer protection
- Financial literacy (e.g. savings, investments) in every family

- **Political empowerment**

- Aware of individual rights and privileges
- Participates in elections
- Participates in groups/ organizations

2.1.2.2 Desired Character of the City's Economy

A local economy that is **DIVERSE, STRONG, VIBRANT, and INCLUSIVE** ensures prosperity and sustainable growth for all. To attain this goal, the following success indicators were set:

1) The local economy is said to be **DIVERSE**/diversified when it exhibits the following characteristics:

- Quezon City is functioning as "Wellness Capital of Asia-Pacific as shown by:

- All tertiary hospitals have ISO accreditation
- Hospitals, health spas, specialty clinics with high service quality standard in abundance
- Well implemented Health/ Medical Tourism program

- World-class training for health workers
- Quezon City is truly the Knowledge Industry Capital of the Country as characterized by:
 - Number 1 in terms of number of firms per square kilometer of land area devoted to Information Technology (IT) activities
 - Host to nationally and internationally-recognized training institutions providing IT solutions and services
 - As a wi-fi-enabled area
 - Focused area for high-end IT businesses
 - Skilled manpower and human resources are utilized
 - Tertiary level education facilities (top-notch educational institutions), training centers and research institutes in place
 - Scholarship grants for advanced studies sustained
 - Culture and the arts preserved and promoted
 - Public libraries and art galleries established and maintained
 - Historical sites preserved
 - Balikbayan and/or visiting program for foreign-based Filipino artists and scientists implemented
 - Booming ICT and No. 1 in the country's ICT industry
 - Support for investors and innovators sustained
 - Regular arts and science conferences and competitions conducted
 - World-class facilities in animation, sports and performing arts established
 - Ideal site for business investments both for the Service and Industry sectors
 - Leading tourism destination in Metro Manila catering to various types of local and foreign tourists in fields of medical, educa-

tional, political, business/investors, etc.

- A culinary tourism destination

2) A **STRONG** local economy can be inferred from the following indicators:

- Site for the leading businesses in the country
- Locally produced products and services developed, promoted and distinctly branded as QC
- Abundant supply of food and commodities that are affordable to all
- Fully employed human resources with skills relevant to the needs of the industry
- Reduced unemployment rate to a single digit
- Reduced poverty incidence to levels below the national level
- QC as No. 1 in business tax collections in the country
- Institutionalized cooperation/partnership between the city and private sector/NGOs
- Productive and properly regulated informal sector

3) A **VIBRANT** local economy is the generic descriptor of a diverse and strong economy. It is attained when the following indicators can be observed:

- QC as a globally competitive growth center
- Low cost of doing business
- Skilled and abundant human resources
- Well-placed infrastructure support facilities
- Responsive government to business needs
- Healthy and peaceful environment
- Sustained growth in new and old investments
- Near-zero incidence of business

closures

- Steady increase and fully-supported business start-ups and innovations

4) An **INCLUSIVE** economy is enjoyed by all if it can be shown that:

- Jobs are available for everyone willing and able to work
- Mix of economic activities from different economic sectors e.g. urban agriculture, selected manufacturing is allowed
- Incentives provided for underdeveloped sectors
- Informal economy allowed to flourish with the formal sector
- Cooperatives, micro lending facilities readily available
- Micro, small and medium enterprises assisted to grow
- Social enterprises vigorously encouraged
- Equal employment opportunity assured for all
- Affirmative action for marginalized sectors in place

2.1.2.3 Desired Character of the Environment

A **CLEAN, GREEN, RESILIENT AND SUSTAINABLE** environment is conducive to healthy city living and is attractive not only to the local residents but also to visitors. In order to determine success in achieving this goal, certain indicators were set to measure performance in various areas of concern.

1) The city is successful in being **CLEAN** when, in terms of:

• Solid Waste

- Its surroundings are litter free
- Its solid waste generated/disposed daily is reduced to 50%
- Residents are using ecologically-sound waste *management practices*

- Disposal of toxic, hazardous and healthcare wastes is properly registered and monitored

• Air Quality

- Ambient air is maintained at levels within EMB standard (TSP level-90 mg/cu.m)

• Water Quality

- Surface water quality is maintained at levels within EMB standards (BOD-7 mg/l below and DO – 5 mg/l up)
- Groundwater extraction is controlled and minimized

2) The city shall be known as the Green Lung of the metropolis. Its environment is **GREEN** when it has:

- The largest percentage of greenery to total land area among component LGUs in Metro Manila
- Easements and open spaces recovered, restored, developed and protected for the public
- An inter-connected system of parks, green areas and open spaces developed
- Green pedestrian-friendly thoroughfares
- The largest number of green legislations enacted and implemented
- Parks that are well-patronized by local and metropolitan residents alike
- Accessible and resident-friendly parks in all its barangays
- People and all sectors who are proud of their environment and are actively engaged in its care, protection, preservation and promotion

3) The city has a **RESILIENT** environment when:

- Exposed communities are protected from natural and man-

made hazards

- Its residents are adequately prepared to handle disasters and mitigation measures are in place
- The city government can effectively address and efficiently manage all types of emergencies
- Calamity-affected residents are able to rise again and build back better

4) The city is aesthetically pleasing and environmentally **SUSTAINABLE** when:

- The ecosystem is protected, biodiversity preserved
- Its natural landscapes are maintained, regenerated and rebuilt
- Water demand balances with water resources
- Food loss and waste reduced to 50%
- The wildlife flora and fauna attains a level of diversity untypical of a city
- Popular/wide use of renewable energy is promoted
- There is access to and wide use of alternative fuels

2.1.2.4 Desired Character of the Built Environment

A **WELL-LINKED, BALANCED, ATTRACTIVE AND LIVABLE**, cityscape makes city living pleasant and enjoyable. This goal is said to be attained when the following success indicators are observed to be existing:

1) The city is **WELL-LINKED** externally and internally when:

- An observed inter-connected hierarchy of roads and streets
- All-weather roads and bridges are properly constructed and managed
- Roads provide travelling comfort for motorists and commuters

- Walking and other non-motorized modes of mobility can be used safely
- Adequate parking areas, loading and unloading zones are provided
- Utility lines are installed underground
- Underground mass transit system/monorail are in place
- Effective drainage and sewerage systems are installed

2) The city landscape is **BALANCED** when:

- Built-up areas are integrated with the city's open spaces
- Standards on open spaces requirement are complied with
- Urban development is distributed in self-contained communities
- Adequate urban expansion areas are available

3) The city appears **ATTRACTIVE** when:

- Effective drainage and sewerage systems are installed
- Blighted areas are redeveloped
- Open spaces within the built-up areas are greened and developed
- Urban landscape, interlink park system, and streetscapes are enhanced
- Historical sites and landmarks are preserved and maintained
- There is abundance of public art deftly displayed along pedestrian routes

4) The city appears **LIVABLE** when:

- Communities are safe and secure at all times
- Neighbors keep an eye on one another
- Informal spaces for socialization are available at neighborhood levels
- Every resident exhibits pride of place and loyalty to the city

2.1.2.5 Desired Qualities of Local Governance

A **DYNAMIC, PARTICIPATIVE AND GOOD** governance contributes to the city's effort in building a high quality government and community.

1) Governance is **DYNAMIC** when:

- Innovative systems including management, operations, communication are institutionalized.
- Organizational structure and functions are clearly delineated
- Employees are competent, ethical and well trained
- There is a comprehensive manual of operations for the whole city government bureaucracy
- Teamwork is promoted among officers and staff of different offices
- There is adequate data base to support plans and programs
- There is recognition by international and national award-giving bodies

2) There is **PARTICIPATIVE** governance when:

- There is active stakeholder participation in legislation and policy formulation.
- Presence of NGOs/POs in mandated bodies
- There is active participation of civil society groups in public hearings and consultations.
- There is meaningful engagement of CDC members in planning and programming activities.
- Programs and projects are relevant to stakeholders and communities.
- There is strong linkage or partnership with NGOs/POs, academe, research and training institutions at the city and barangay levels

3) **GOOD** governance is indicated by:

- **Financial management**
 - Government income sources effectively collected
 - Resource utilization compliant with legal and administrative limits
 - City finances are relatively self-reliant
- **Local legislation**
 - Enactment of appropriate local laws
 - Executive-Legislative coordination
 - Stakeholder participation in legislation/policy formulation
- **Transparency**
 - Access to information open to the public
 - Reports of accomplishments available online
- **Accountability**
 - Grievance mechanism in place
 - Feedback from the public actively solicited

2.1.3 Quezon City's Vision and the Goals of National Development

Aligning the City's Vision to the higher level development goals formed part of this cycle's updating and revision of Quezon City Comprehensive Development Plan. These higher level goals are articulated, at the national level, in the Philippine Development Plan 2017-2022 (PDP 2022), and at the regional level through the long-term goals embodied in Metro Manila Greenprint 2030: Building A Vision (MMG 2030) and the medium-term goals found in the Regional Development Plan (RDP) 2017-2022 (RDP 2022) of the National Capital Region (NCR).

The Local Government Code calls for local government promotion of the country's development goals.

Specifically, Section 2 (a), RA 7160 states that: "It is hereby declared the policy of the State that the territorial and political subdivisions of the State shall enjoy their fullest development as self-reliant communities and *make them more effective partners in the attainment of national goals...*" (*emphasis supplied*) Furthermore, this process was initiated to support the localization of the PDP that is geared towards the attainment of the *Ambisyon Natin* 2040 and Sustainable Development Goals (SDGs).

In a matrix, the descriptors and success indicators under the outward looking components of the City's vision were analyzed vis-à-vis the corresponding national goals from Philippine Development Plan (PDP) 2022 and regional long-term goals from Metro Manila Greenprint (MMG) 2030.

PDP 2022	MMG2030
• Ensure Peace and Security	• Offering Talent and Opportunity
• Accelerate Strategic Infrastructure Development	• Processing Knowledge
• Ensure Safety and Build Resilience	• Delivering Services at Home and Abroad
• Ensure Ecological Integrity, Clean and Healthy Environment	

Meanwhile, the sectoral descriptors and success indicators of the inward looking component of the City's vision were plotted with the medium-term goals from PDP 2022, some of which were echoed in the NCR RDP 2022.

PDP 2022	RDP 2022
<ul style="list-style-type: none"> Enhancing Social Fabric (<i>Malasakit</i>) Inequality-Reducing Transformation (<i>Pagbabago</i>) Increasing Growth Potential (<i>Tuloy-Tuloy na Pag-unlad</i>) 	<ul style="list-style-type: none"> Fostering a Metropolis of Opportunity (Inclusive) Building a Green, Connected, and Resilient Metropolis
<ul style="list-style-type: none"> Enabling and Supportive Economic Environment 	

To determine the alignment of the city's goals to higher level goals, analysis of how each success indicator relates to the indicated national and regional goals proceeded by identifying with an S (supportive); N (neutral) or X (contradictory). The results of the rating were then summarized.

Given the summative ratings, the following were used to indicate alignment of local goals to higher level goals.

- Supportive indicators should be more than half of total number of indicators
- Neutral goals should be less than

half

- Contradictory indicators should not be more than 10%. If more than 10%, reformulate these to conform with higher level goals or drop the local goals altogether.

As presented in *Table 2.1*, Supportive indicators from the QC vision's outward looking component plotted with national and regional goals comprised of 57%. Forty-three percent (43%) were indicated as Neutral and there were no identified Contradictory indicators. This reflects that the City's vision is aligned with national and regional development goals.

Table 2.1 Alignment of Outward-Looking Components of QC Vision with National (PDP) and Regional (MMG) Goals

Outward Looking Component of Quezon City Vision Indicators (21)	National Goals (4)	%	Regional Goals (3)	%	Total (7)	%
Supportive Indicators (S)	51	60.71%	33	52.38%	84	57.14%
Neutral Indicators (N)	33	39.29%	30	47.62%	63	42.86%
Contradictory Indicators (X)	0	0.00%	0	0.00%	0	0.00%
Total	84	100%	63	100%	147	100.00%

Table 2.2 Alignment of Inward-Looking Components of QC Vision with National (PDP) and Regional (MM) Goals (Summary and Per Sector)

Inward Looking Component of Quezon City Vision Total Indicators (166)	Higher-Level Goals Total (7)	%
Supportive (S)	723	62.22%
Neutral (N)	439	37.78%
Contradictory (X)	0	0.00%
TOTAL	1162	100.00%
Social Development Sector Indicators (45)		
Supportive (S)	135	42.86%
Neutral (N)	180	57.14%
Contradictory (X)	0	0.00%
Sub-Total	315	100%
Economic Development Sector Indicators (49)		
Supportive (S)	204	59.48%
Neutral (N)	139	40.52%
Contradictory (X)	0	0.00%
Sub-Total	343	100%
Environmental Management Sector Indicators (26)		
Supportive (S)	134	73.63%
Neutral (N)	48	26.37%
Contradictory (X)	0	0.00%
Sub-Total	182	100%
Infrastructure Development Sector Indicators (23)		
Supportive (S)	121	75.16%
Neutral (N)	40	24.84%
Contradictory (X)	0	0.00%
Sub-Total	161	100%
Institutional Development Sector Indicators (23)		
Supportive (S)	129	80.12%
Neutral (N)	32	19.88%
Contradictory (X)	0	0.00%
Sub-Total	161	100%

In terms of the inward looking component, the summary ratings also showed general alignment of QC vision with national and regional medium-term goals. Sixty-two percent (62%) were analyzed as Supportive indicators while 38% were identified as Neutral and no indicators were assigned as Contradictory. See *Table 2.2*.

Chapter 3

Development Opportunities and Challenges

3.1 The Reformulated Vision Statement

This chapter summarizes the important issues and observed conditions that each sectoral group has identified from the analysis of various data sources, notably the socio-ecological profile, the LDI Table, and the annual reports prepared by the Bautista Administration. These issues appear on their face value as problems and constraints to the development of Quezon City. However, such perceived problem situations can be turned around into opportunities for promoting the general welfare of the inhabitants. This poses the supreme challenge for the effective governance of the city.

In the first section selected cross-sectoral challenges are discussed. Development challenges specific to the sectors are presented in the second part of this chapter.

3.2 A Brief Profile of Quezon City and the Current Reality among the Development Sectors

3.2.1 Geographical Location and Land Area

Quezon City is situated on the northeast portion of Metro Manila. It is bounded on the north by Caloocan City and San Jose del Monte City in Bulacan Province, on the east by San Mateo and Marikina, on the south by Pasig and Mandaluyong, San Juan and Manila, and on the west by Valenzuela, Caloocan and Manila. Its northeastern and eastern boundaries are defined by the Novaliches Watershed and the Marikina River. It is close to the region's major activity centers like Binondo, Ayala, Monumento, Ortigas, the Ninoy Aquino International Airport (NAIA), the North and South Harbor as well as the newly developed Fort Bonifacio Global City. With an area of 16,112.58 hectares (based on 1995 GIS graphical plot), it is the largest among the sixteen (16) cities and one (1) municipality in the region and is almost one-fourth the size of Metro Manila.

3.2.2 Historical Highlights

For twenty-seven (27) years, Quezon City held the distinct status

of being the nation's capital. However, two Presidential Decrees issued by President Ferdinand E. Marcos would have substantially changed the political stature and landscape of the city. Presidential Decree 824 authorized the creation of the Metropolitan Manila and Metropolitan Manila Commission which would exercise territorial and political jurisdiction over seventeen (17) municipalities and cities, including Quezon City. The Decree was deemed necessary due to "rapid growth of population and...of social and economic requirements in the contiguous communities". Too, the Decree served to address the imperative for integrated development, service delivery, and management in terms of peace and order and eradication of social and economic ills which were considered then as among the reform measures under Martial Law. It was around this period and under the leadership of appointed mayor Norberto S. Amoranto, that the city attained an impressive performance record in terms of financial standing, delivery of services, particularly that of medical and health services, establishment of buildings, and community beautifica-

tion projects which were also supported by then First Lady Imelda R. Marcos.

On June 24, 1976, then President Marcos issued Presidential Decree (PD) 940, which effectively conferred back the role of the nation's capital to the City of Manila and mandated the area prescribed under PD 824 as Metropolitan Manila, now known as the National Capital Region (NCR), to be the permanent seat of national government.

Three months prior to this declaration, Quezon City set another record by having the first lady chief executive appointed to office after Mayor Amoranto resigned from his post. Mayor Adelina S. Rodriguez then led the city during the transition towards the period when it was no longer the nation's capital. During her first year in office, Mayor Rodriguez formulated the now famous City Development Program, which functioned as basis for integrating problem solutions. She underscored the importance of the city's mandate in terms of employment generation and delivery of basic services despite limited resources. With the success-

successful implementation of the city's Seven-Point Management Program that would bring about "community awareness and consciousness of maintaining ecological balance", the city also recorded significant improvements in terms of income generation and crime reduction.

A Letter of Instruction (LOI) No. 473 was issued by President Marcos and under which the Constitution Hills and Reclamation Areas, both situated in Quezon City, were designated as the site of the country's parliamentary building or the Batasang Bayan and other government offices, such as Department of Education and Culture (DEC) and the Civil Service Commission (CSC).

Indeed, even as Quezon City was no longer the capital city, it proved to be a vast and teeming city which by then attained a steadily increasing income and occupied one-third of Metro Manila's total land area. It had implemented its development plan and served as the government center with the national legislature and other important government offices located in its area.

All of these are reminiscent of the same noble dream that brought forth the creation of the City

3.2.3 Population and the Social Services Sector

Home to nearly three million residents, Quezon City also has the largest population in Metro Manila comprising of about 24% of the regional population.

The 2015 official census of the Philippine Statistics Authority (PSA) formerly National Statistics Office (NSO) shows that the city has a population of 2,936,116, an increase of 174,396 persons or 6.31% more over the 2010 population of 2,761,720. Of

the 33 highly urbanized cities (HUC) in the country, the city also ranks first with the largest population.

High population, being not an advantage in itself, will be having a need for stronger social protection policies through an increased access to and faster delivery of social services to the most vulnerable groups in every situation. Healthcare emergency-responsive policies and social insurance systems for external shocks are looked into especially in facing a scenario of emerging infectious disease in the new normal.

3.2.4 The Local Economy

Quezon City having the largest population in Metro Manila is also one of the largest providers of human resources in the country, having shown to have the highest share in the country's total employment figure as it has been known to be the center of major business activities in the country. The top three (3) NCR cities on employment are: Quezon City registering the highest employment (708,369) with 24.0% of the total regional employment (2,949,627), followed by Makati with 19% (567,358) and the City of Manila with 11% (312,707) of the regional total.

The City's population is generally young, with more than 40% belonging to the youth bracket. Hence, it's consumer and employment market is predominantly young, reflective of the city's vibrant, lively and dynamic appeal. Diversified mixed uses of businesses and residential condominiums, restaurants, malls and other recreational facilities create a consortium of conveniences predominant among the major urban growth areas in the city.

The city's economy is dominated by small to medium-scale business

establishments engaged mostly in the distribution of finished products and in the provision of basic services, and manufacturing. Entrepreneurial activities are being developed and supported. Quezon City wants to be the birthplace of ground-breaking, trail-blazing innovations, technologies and businesses. It is promoting cooperativism in order to lessen dependence on the government.

The city continues to create a climate conducive for private investments foremost of which is the development of growth hubs. Currently being undertaken are efforts not only in generating growth in new investments but also maintaining if not sustaining growth of old investments thru more improved and systematic business registration processing, provision of tax incentives, conduct of inspections with apprehension of operators without permits (*Suyod Buwis*), better coordination with the barangays as well as employment generation, promotion and protection.

Tourism is also one aspect of development that the city is pursuing. As embodied in the 14-Point Executive Agenda, incentives for underdeveloped business sectors such as tourism, eco-tourism and the arts and culture are being introduced.

3.2.5 Environment and Natural Resources Sector

Endowed with the biggest land resource in Metro Manila Quezon City boasts of numerous parks and open spaces, both vast and small.

Currently, the city has a total of 589 parks comprising of developed, partially developed and undeveloped parks. These are primarily subdivision open spaces intended for park functions which have been turned over to the City Government by subdivision developers or homeowners' associations. As to major parks, the

city boasts of the Quezon Memorial Circle and the Ninoy Aquino Parks and Wildlife Center which cover a combined area of 42.29 hectares. Too, there are “Special” Parks which include the La Mesa Watershed (2,569.41 has.), the UP Arboretum (3.57 has.), and the recreational greens like the Capitol Golf and Country Club, the QC Sports Complex, the Veteran Memorial Hospital and the Aguinaldo Golf Course. It also includes reserves and potential areas adding to the City’s expansive network of open spaces like corridors or rights-of-way and river easements

Quezon City has actively led the Local Government Unit (LGU) arena in green initiatives and has been working closely with the Department of Environment and Natural Resources (DENR) on various Urban Greening Programs for QC-identified open spaces.

The city’s tree planting initiatives also serve as the blueprint in the promotion of QC’s status as metro’s “green lung” and model garden city. Other efforts are promotion of parks development, introduction of pockets of greenery in center islands and along waterway embankments with the goal to improve the cityscape and work on mitigating the ill effects of climate change especially in the area of reducing carbon emissions.

3.2.6 Infrastructure and Utilities

The City has a total road network of 2,324.40 kilometers as of 2018. This shows a road density of 17.01 km/sq. km. Although this average is much higher than the national average of 10.62 km/sq.km, it is seriously short compared to that of Metro Manila which is 188.24 km/sq.km. as per DPWH Atlas 2018. Being the youngest LGU in Metro Manila and with the biggest land area, Quezon City has a lot of catching up to do in terms of road construction.

The City has eleven (11) telephone companies/mobile service providers including Philippine Long Distance Telecommunications (PLDT), Globe and Smart Communications and at least sixty-one (61) Internet Service Providers with company addresses registered in QC in 2017. These are authorized by the National Telecommunication Commission (NTC) to provide telecom/mobile/internet services nationwide.

As of 2015, the total number of Manila Electric Company (MERALCO) customers was 614,251 of which 558,603 metered connections or 90.94% were residential, 54,309 or 8.84% were commercial, 994 or 0.16% were industrial and 345 or 0.06% were for streetlights. For that same year, the City recorded a total monthly average power consumption of 370,025,611 kwh. Of this total electricity consumption, the biggest share of 196,717,982 kwh or 53.16% went to commercial, followed by residential with 130,337,952 or 35.22% users. Industrial connections consumed 41,508,783 kwh or 11.22 % and 1,460,894 kwh or 0.39 % was consumed streetlights.

Like the rest of Metro Manila, Quezon City gets its water from the Metropolitan Waterworks and Sewerage System (MWSS) through its private distribution concessionaires: Maynilad Water Services, Inc. (MWSI) which serves the western half and Manila Water Company, Inc. (MWCI) which caters to the city’s eastern part. In terms of service connections, data from MWSI and MWCI show a total of 498,727 households served as of 2018. MWSI covers a total of 320,733 water service connections or 64.31% while MWCI has 177,994 water service connections or 35.69%. Total domestic users account for 448,763 connections or 89.98%, semi-business consumers are at 20,936 or

4.20%, commercial users at 25,698 or 5.15% and industrial users at 3,330 or 0.67% of the water service connections. The city consumes an average of 1,808 cu. meters per service connection per month. Commercial users are the biggest consumers at 5,219 cu. meters followed by industrial with 4,288 cu. meters, semi business at 3,715 cu. meters and domestic users 1,404 cu. meters.

3.2.7 Institutional Development

The present organizational set-up of the Local Government of Quezon City comprised of two (2) distinct branches, the Executive and the Legislative.

The Executive Branch

The Executive Branch is composed of thirty-five (35) departments and five (5) offices which are further divided into services, divisions and sections. At the helm of the organization is the City Mayor from whom all executive authority and responsibilities emanate. The City Administrator and the Secretary to the Mayor stand next in hierarchy as they exercise delegated authority to supervise the operations of line and staff departments/ offices and units. There are also program-based units, committees and task forces operating directly under the Office of the Mayor. Three (3) positions for Assistant City Administrator were created to assist the City Administrator in the performance of her or his functions relating to the proper supervision, coordination and monitoring of development programs and other services being delivered by the city. These included the Assistant City Administrator for Operations, Assistant City Administrator for General Affairs, and the Assistant City Administrator for Fiscal Affairs.

The position of Assistant Secretary to the Mayor was renamed as

Assistant Secretary to the Mayor for Internal Affairs, while another position, that of the Assistant Secretary to the Mayor for External Affairs was also created under Council Ordinance 154 -S-90, Sec. 7. The positions of the City Administrator, Secretary to the Mayor, and Assistant Secretary to the Mayor for Internal and External Affairs are co-terminus with the appointing power. Other co-terminus positions are those of the City Legal Officer, the Heads of the Department of Public Order and Safety and Public Affairs and Information Services Department.

The Legislative Branch

Another structural change in the City was by virtue of Republic Act No. 10170 dated July 2, 2012 partitioning the second legislative district of QC. This created two (2) additional districts and twelve (12) Sangguniang Panlungsod seats. By said Act, QC is now comprised of six (6) legislative districts and has now six (6) district representatives and thirty-six (36) city councilors. The City Council, the city's legislative body, is composed of the Vice-Mayor as the Presiding Officer, the 36 regular council members, and the Presidents of the city chapter of the Liga ng mga Barangay and of the Sangguniang Kabataan.

QC Government Manpower Complement

As of December 2018 the Quezon City Government employs a total of 16,326 personnel broken down under the following types and of employment status:

Elective - These are city officials elected by the qualified voters during election period and who hold a term of three years but shall not serve for more than three consecutive years in the same position. They are the City Mayor, City Vice Mayor, the 36 regular members of the City Council and

the two sectoral representatives: the youth and the association of barangay captain (ABC) sectors. These total to 40 elective officials.

Permanent -Status issued to a person who meets all the minimum qualification standards of the position to which an employee is being appointed as prescribed by the Civil Service Commission (CSC). Personnel holding this nature of appointment enjoy security of tenure and all benefits accruing to permanent government employees. The city government has 5,345 employees with permanent appointment.

Temporary – Status issued to a person who meets the education, skills and experience requirements to the position to which the employee is being appointed. The appointee however, has to complete a 12-month period of service before being recommended to a permanent appointment. There are 125 of this kind.

Co-Terminus –Appointment status issued to a person whose entrance and continuity in the service is based on trust and confidence of the appointing authority. The term of the City Legal Officer, the City Administrator, Secretary to the Mayor, Head of the Department of Public Order and Safety (DPOS), Confidential Secretary are co-terminus with the appointing power. The staff of the City Council is also co-terminus with the term of the city councilors. There are 218 co-terminus employees.

Contractual - This refers to employment where the contracts of services are not covered by the Civil Service laws but covered by Commission on Audit (COA) rules. Contractual services rendered are not considered government services. The Executive Branch has 6,702 contractual personnel for special projects, various task forces, committees and

several line departments or offices which also employ personnel with appointment of this kind while the Legislative Branch has 3,416. Contractual personnel totaled to 10,118, as of December 2018.

Consultant - Issued to a person with technical expertise essential to a service. The city has 480 consultants.

Of the 8,894 plantilla positions, 5,728 are filled-up and 3,166 are vacant. Of the filled up slots, 2,671 are females (46.63%) and 3,057 are males (53.37%).

Being a government entity, Quezon City Government operates in accordance with existing laws or guidelines on managing and developing human resources as prescribed by the Civil Service Commission.

Classification of Manpower Support

The existing manpower support in the city government has been classified according to functional hierarchy:

Executive / Managerial. This is the top level executive group performing primarily management functions. This is where policies and objectives that guide the activities of the various departments and offices of the entire organization originate. The group is composed of elected officials and heads of the various departments and offices operating vital units in the organizational structure. Salary grade falls between 25-30. There are 163 of this type.

Second Level. This group coordinates and supervises staff activities of their office. It is responsible in enforcing proper performance of their delegated functions in order to attain the thrusts and objectives of the office or unit and ultimately of the or-

ganization. This group includes assistant office heads, chiefs of other special operating units, division and assistant division heads, and section chiefs. Salary grade is 18-24. The number of personnel under this level is 3,756.

First Level. All positions with salary grade 17 and below belongs to this group. This includes the technical group responsible in translating city plans, programs and projects into implementable forms through research and development. This group consists of the urban planners, statisticians, researchers, computer programmers, analysts, and the administrative group or support staff involved in providing clerical, general services, security, transport, and area maintenance. This group is composed of positions such as staff aides, clerks, drivers, security guards, among others. There are 4,975 personnel under this category.

Government Income

Sources of government revenue can be classified as regular and non-regular income. Regular income covers traditional sources such as taxation, internal revenue allotment, fees and charges and other receipts. Non-regular income, on the other hand, are sources of financing allowed for local government units (LGUs) which include credit financing, bond flotation, privatization of assets, among others.

On a nominal basis, total revenue of Php20.2B as of the end of 2018 was nearly double the income for year 2010 of Php10.3B. The increase in revenues was consistent during the nine-year period 2010-2018, with average annual growth rate of 10.66%. For the period 2011-2018, the average annual incremental rate was 9.04%. The highest annual increment of 16.03% was attained in year 2015 mainly attributed to the increase of 18.96% in tax collections specifi-

cally business taxes which went up by 24.46%.

However, the revenue growth from taxes slowed down in the year 2016 with a mere 3.60% resulting annual increment at its lowest due to the Temporary Restraining Order (TRO) issued by the Supreme Court under G.R. No. 210551. Taxes for socialized housing and garbage fees collection dropped from Php2.39B in the year 2015 to Php2.02B in 2016.

Steadily though, the last two years of 2017 and 2018 recorded growth rates of 8.17% and 8.95% resulting in higher increase of 9.11% in tax revenues

Government Expenditure By Major Function

The city's expenditures increased at an average of 8% annually during the period 2010-2018. The expenditures of Php12.1B for 2018, however, noticeably increased by 20.08% compared with that of the preceding year's total expenditures of Php10.1B.

On a yearly basis, the year 2012 recorded the highest percentage increase in expenditures by 25.57%, which was subsequently reversed in 2013 with a net decrease of 0.54%. Comparing 2010 and 2018 total expenditures, an increase of 71.89% or Php5.0B is registered. Annual increase in expenditures is at 7.99% from 2010 to 2018.

Since 2010, the top two expenditures were for General Public Services and for Health, Nutrition and Population Control. Recently, projects for Housing and Community Development were allocated bigger share since 2016.

While General Services represented 52.60% of total expenditures, its average increase was only 0.34% in 2010-2018 and 9.15% in 2018. It was

on an increasing trend from 2010 to 2014 but started dropping modestly in year 2015 but sharply by 42.91% in 2016 as funds were noticeably shifted to Housing and Community Development. Hence, from Php6.2B in 2010, the figure at the end of 2018 was registered closely at Php6.3B.

Expenditures for Health, Nutrition and Population Control grew annually by 41.83% in 2010-2018 but its increase in 2018 from 2017 level was only at 15.06%. These expenditures registered a sharp increase of 177.06% in 2012 until they reached Php1.5B in the year 2018 or a leap of 375.7% from a meager Php321M in the year 2010. This is in line with the city's being the Health and Wellness Capital of the Asia Pacific region.

Housing and Community Development's increment rate was tremendously high at 12,129.71% from 2010-2018. Its biggest increase by 2,629.35% was in the year 2016. It amounted to Php2.1B or 17.06% for 2018 from Php1.1B in 2017 or an increase by 85.71%. This is a result of the City's aim to provide its residents with low-cost and affordable housing. Other city expenditures with less than 10%, in descending order includes as follows, Economic Service with 7.34% or Php885.75M, Education, Culture and Sports/Manpower with 6.57% or Php793.13M, Social Services and Social Welfare with 3.56% or Php430.10M and Labor and Employment with 0.21% or Php25.42M.

Legislative Outputs

The Quezon City Council, from January 2017 up to December 2018, has passed and approved a total of 986 legislative measures which were classified into 12 areas for planning purposes. However, the classification was further reduced to the five (5) development sectors.

Table 3.1. Legislative Outputs Classified by Development Sectors, 2017-2018

Development Sector	Number of Approved Ordinances	Percent Equivalent	Number of Resolutions Passed	Percent Equivalent
Social	120	47	255	35
Economic	16	6	28	4
Environment	62	24	196	27
Infrastructure	2	1	9	1
Institutional	58	22	240	33
TOTAL	258	100	728	100

People's Participation

The Philippine Constitution of 1987 promotes the involvement of people's groups and the private sector at all levels of government. It is provided in the Local Government Code (RA 7160, Sec. 3 (I), 34, 35, 36) that local government units shall promote the establishment and operation of people's organizations (POs) and non-governmental organizations (NGOs) to become active partners in the pursuit of local autonomy.

All organizations seeking representation to the Local Development Council (LDC) shall apply for accreditation with the City Council through the City Council's Committee on People's Participation in the selection of sectoral representatives to the LDC. Only accredited organizations shall be qualified for representation in the local special bodies.

The city's Barangay Community Relations Department (BCRD) handles coordination with the people's organizations, non-governmental organizations and other community organizations. It also generates feedback from constituents that may help improve local government services.

Local Special Bodies

To enhance the people's active participation in the process of effective governance and development, people's and non-governmental organizations are represented in the local special bodies where they actively participate in the formulation of development plans and investment programs.

Although the Implementing Rules and Regulations of the Local Government Code includes the People's Law Enforcement Board as one among the local special bodies, the provision of

the Code as to the manner of selecting representatives to the local special bodies does not apply to the PLEBs.

In 2016, the Quezon City Council thru the Committee on People's Participation was able to accredit a total of 1081 organizations (SP- Ordinance No. 2524, s-2016), from which 50 sectoral representatives were elected and became members of the Quezon City Development Council (CDC). The City's LDC was first convened and reconstituted on February 27, 2003 with complete membership and has since become a functioning LDC.

The accredited organizations adopt their internal rules of procedure to govern the selection of sectoral representatives to the LDC. The designated sectoral representatives are co-terminus with the mandate of the local chief executive. Should a vacancy arise, the selected POs and NGOs shall designate a replacement for the unexpired term. Through a selection process coordinated by the DILG-NCR, in an assembly enacted for the purpose, the 50 organizations were elected with their duly authorized representative to comprise the 25% requirement of the CDC membership. In the said accredited organizations, there is a big number of active Urban Poor and Home Owners Associations/Neighborhood organizations, hence, this sector posted the biggest representation.

3.2 A Brief Profile of Quezon City and the Current Reality among the Development Sectors

Guided by the latest Ecological Profile and annual reports, the five sectors mapped important achievements, issues, gaps and observed conditions during the sectoral and cross-sectoral planning and analysis workshops and consultations. While

these concerns pose problems and constraints to the development of Quezon City, the same can be translated into opportunities for promoting the general welfare of the inhabitants and can be optimized for effective governance of the city. Vision-

Reality Analysis Workshop Results are reflected in Annex 1 and summarized in the succeeding sections:

3.2.1 Vision-reality gaps and other observed conditions relative to the Social Sector

1) Health

- Prevalence of disease-specific morbidity cases

Continuing cases of Hypertension, Diabetes Mellitus, Tuberculosis Urinary Tract Infection, and Dengue, among others, largely contribute to increased morbidity which can further lead to increased economic burden and decrease in productivity. The prevalence is attributed to the difficulty in delayed treatment, difficulty in sustaining maintenance medicine and treatment as well as unhealthy lifestyle and lack of health and sanitation facilities in public areas. At least one percent or 60,000 informal households who live in makeshift dwellings and/or ambulant street dwellers do not have access to clean water and proper sanitation facilities.

- Incidence and prevalence of the mental and emotional health disorders in the face of scarcity of psychologists or psychiatrists in the city
- Although the rate of malnutrition is lower than that of NCR, the gap of 1.27% is no cause for comfort to a caring society.
- High incidence of animal bite cases and low rabies post-exposure completion rate
- High incidence of adolescent pregnancy and increase in sexually-transmitted diseases largely due to poor housing conditions
- Re-emergence of vaccine-preventable diseases and emergence of new infectious diseases
- Coverage of health insurance is inadequate with only over half (51.81%) of families covered in

2015. This can be traced to lack of information or the failure of employers to enroll their employees.

2) Education

- Gaps in target literacy, school participation, and drop-out rates
- Gap in secondary school completion rate
- Low enrollment of children with disabilities in the basic education system
- Academic performance rating is at “low mastery” level for both elementary and secondary students despite the fact that standard ratios of book per student, teacher-pupil ratio, and student – classroom ratio have already been met, except in District 2 where there is a slight shortage of classrooms.
- Lack of reliable and disaggregated education data
- Limited degree programs offered in the city-managed university

3) Social Welfare/Protection

- High Philhealth insurance coverage but many more families without coverage
- Increasing number of child laborers due to inability of some parents to provide for their families’ needs
- Absence of a standard, integrated, and city-led barangay-level data generation and maintenance system to generate information on vulnerable groups/sectors
- Limited social welfare service and interventions to support needy families, disadvantaged and/or vulnerable groups due to lack of qualified social workers
- Lack of community-based networks that will create substantial social capital on promoting healthy lifestyle alternatives

4) Housing

- Lack of affordable housing due to the fact that most of existing housing stock is market-provided. Commercial developers with projects in Quezon City build their balanced housing compliance projects elsewhere.
- High population density of informal settler families in hazard and poverty-stricken areas. Informal settlers who are relocated are easily replaced by new ones.
- Rampant selling of rights among beneficiaries of public housing projects
- Continued operation of land and squatting syndicates

5) Protective Services

- Unmet targets for crime rate and Annual Crime Solution Efficiency (CSE) rate
- Decreasing number of Persons Who Use (Illegal) Drugs (PWUDs)
- Increasing number of Persons Deprived of Liberty (PDL) resulting in highly congested detention facilities
- Limited number of jail officers/personnel

6) Citizen participation and economic empowerment

- Decreased voter turnout from previous elections
- Low per capita income compared to NCR rate
- Lack of a uniform and sustainable community-based database system
- Low utilization and appreciation of cooperative schemes as an all-inclusive, long term and sustainable strategy towards economic empowerment

3.2.2. The issues and challenges of local economic development

1) Labor and Employment

- Weak local employment facilitation
- More than half unfilled job vacancies in government offices
- Need for Migrant Resource Center
- Absence of social protection for the informal economy sector and child laborers
- Need for registry of job seekers' skills profiles and job market skills requirements
- Skills development programs hardly focused on high-end skills needed by the industry
- Great disparity in income distribution – the average family income in the richest decile is about 5 times that of the income in the poorest decile

2) Industry and Services

- Operation systems for doing business in need of improvement
- Big number of unregistered businesses manage to operate in the city
- Lack of local laws allowing investment in manufacturing and defining what type of industries to promote in Quezon City
- Lack of updated data on the status of public-private partnership agreements
- Need for growth hubs in some districts
- City-owned markets in need of rehabilitation
- Sanitary food handling facilities dwindling in number
- Strong competition experienced by existing public markets from new, modern food establishments (supermarkets,

groceries, etc.)

- Low appreciation for social entrepreneurship and cooperatives
- Linkage with academe and other knowledge industry organizations need to be strengthened
- Limited number of tourist arrivals
- Unregistered/unregulated tourism establishments
- Partnerships for tourism and health tourism industry not optimized
- Lack of regulations on other alternative accommodation facilities
- More tourism districts to be declared
- Unbalanced representation of economic sectors
- Absence of an integrated products and services database

3.3.3. Issues in the management of the environment and natural resources

1) Solid Waste Management

- No updated Waste Analysis and Characterization Study (WACS)
- Increasing solid waste generation
- Potential for waste reduction not maximized resulting in unmet waste diversion target
- Improved city waste disposal system
- Lack of maintenance of sidewalks, center islands and overpass

2) Air Quality

- Pollution from vehicular emissions/ smoke belching rampant
- Unmonitored industrial emissions

3) Water Quality

- Rivers and creeks are cleared of solid wastes
- Lack of city data on water quality indicators
- Recovered waterways and easements unattended

4) Parks and Open Spaces

- Uneven distribution of green spaces
- Inadequate/undeveloped parks and open spaces
- Conflicts between barangays and homeowners regarding appropriation of open space
- Lack of data on parks visitor interchange
- Historical landmarks rehabilitated and maintained
- Absence of greenbelt buffer areas

5) Green governance

- Leadership in enactment of green legislations
- Low compliance with the Green Building Code
- Absence of local legislation for protected areas
- Overlapping of environmental programs and initiatives
- Low level of awareness and monitoring of green fund utilization

6) Biodiversity

- Moderate biodiversity of parks and other open spaces
- Wildlife corridors unconnected

7) DRR/CCA/M

- Threat posed by the presence of the West Valley Fault (WVF)
- Growing number of areas subject to seasonal flooding due to impacts of climate change phenomena such as extreme weather events, change in precipitation pattern, and temperature rise.
- Low rate of assessed public infrastructure for structural integrity for earthquakes
- Complete database on hazard maps for the barangays available
- High number of barangays need to access or create their individual hazard and evacuation maps

- Barangays have different levels of understanding of risks, hazards, early warning systems, insurance mechanisms, BDRRMC functionality
- Lacking enforcement of disaster-resilient structures in the barangay level
- Need for strengthened risk governance and capacities
- Inadequate communication on DRRM plan contents and localization strategies for barangays
- LDRRMF not fully utilized
- Resettlement program not risk-based

3.3.4 Land use and local infrastructure provision

1) Geography

- Quezon City enjoys the advantage of proximity to all major activity centers

2) Topography

- Steep slopes in some areas
- Soil load-bearing capacity excellent
- Drainage and flooding in low-lying areas

3) Land Use Pattern

- Proliferation of informal settlements
- Emergence of growth hubs
- Steady loss of industrial land use
- Growing demand for institutional land
- Parks and open spaces not fully developed
- Urban development zones identified

4) Service Utilities

- Lack of alternative source of water supply
- Power supply adequate but alternative sources need to be developed

- Some drainage and sewage systems not functional
- Cluttered utility lines

5) Social Infrastructure Support

- Lack of internet facilities and services
- Insufficient classroom and school facilities
- Non-inclusion/limited accessibility of facilities for vulnerable groups
- Lack of housing for QC government personnel

6) Road and Transportation

- Missing road segments need to be completed
- Lack of centralized/integrated transport system and terminal
- Mass transport system inadequate
- Traffic gridlock rampant
- Absence of safe pedestrian-oriented network
- Presence of high-impact program for pedestrian corridor network

3.3.5 Institutional capacities to manage planned growth and change

1) Organizational Management

- Many unfilled positions in the local government
- Absence of CODI
- Governance and leadership recognized locally and internationally
- Lack of HR development plan
- Absence of localized incentive program for city personnel
- Absence of comprehensive manual of operations for the whole city government bureaucracy

2) Fiscal Management

- Revenue generation vigorously pursued
- City finances are relatively reliant

- Resource utilization judiciously follows regulations

3) Local Legislation

- Availability of standing committees in local council focusing on service areas
- Computerized tracking system
- Executive-legislative coordination at work

4) People's Participation

- Active CDC members/stakeholder participation in planning, legislation and policy formulation
- More CSOs needing accreditation
- Existing linkage with academic and research institutions

5) Access to information

- Operational QC website
- Utilization of quad media

6) Complaints and grievance mechanism

- Low level of awareness and use of mechanism
- Feedback from public solicited

7) Institutionalization of anti-corruption mechanism

- Updating of Citizen's Charter needed
- Existence of Internal Audit System

8) Data-driven decision-making

- Absence of data sharing and database system linking the city government and barangays
- Automated personnel information management system
- Computerized system for generating financial reports
- Use of online system for storage and retrieval of city data

Chapter 4

Proposed Policy Interventions

For each of the development sectors, respective goals, strategies and programs are presented while the detailed list of interventions are in Annex 2.

4.1 The Social Sector Development Plan

This revolves around the overall objective of realizing the four-fold desired characteristics of Quezon City residents: healthy, educated, secure, and empowered. These desired outcomes are consistent with, or pursuant to the relevant portions of the General Welfare Goals as embodied in the Local Government Code while the policies and intervention measures are a menu of solutions to sectoral issues and to fill the vision-reality gaps identified during the planning workshops.

Goal: Healthy, educated, secure and empowered citizenry

Objective 1: To ensure HEALTHY residents in Quezon City

Strategy 1: Sustain high quality health services and promote public health and sports consciousness to reduce mortality and morbidity

- Healthy Cities Incentive Program
 - Ensuring Universal Access to Medicine, Medical Supplies, Equipment, Services, and Community Facilities
- Maternal Health Care Program
 - Pre-Natal Care Services
 - Natal Care Services
 - Post-Partum Care Services
 - Health Promotion and Advocacy
 - Enhancement of Monitoring and

Evaluation

- Disease Prevention and Control Program
 - Enhancement of Disease Prevention and Control Services
 - Maintaining Isolation Facilities in Cases of Disease Outbreaks
- Child Health Care Program
 - Enhancement of Child Health Care Services
- Environmental Sanitation Program
 - Enhancement of Service Delivery
 - Networking and Advocacy
 - Capacity Building Services
- Oral Health Program
 - Enhancement of Service Delivery
 - Health Education Lectures
- National Tuberculosis Program
 - Case Finding Efforts
 - Case Holding Capability
 - Health Promotion and Advocacy
- National Tuberculosis Program (For Day Care Students)
 - Service Delivery
 - Health Promotion and Advocacy
- Human Rabies Prevention and Control Program
 - Service Delivery
 - Health Information, Education, and Promotion
- Nutrition Program
 - Service Delivery
 - Health Promotion / Advocacy

- Dengue Prevention and Control Program
 - Case Finding and Management
 - Health Education Lectures
 - IEC Materials Production and Distribution
- Laboratory Program
 - Service Delivery
 - Maintenance and Operation of QC Molecular Diagnostic Laboratory
- STD/HIV/AIDS Control and Prevention Program
 - Service Delivery
 - Case Management and Treatment of Sexually-Transmitted Infections
 - Advocacy Campaign
- Non-Communicable Disease Control Program
 - Service Delivery
 - Health Education and Promotion
- Comprehensive Health Care Package for Elderlies Program
 - Service Delivery
- Adolescent Health Care and Development Program
 - Service Delivery
 - Education/Advocacy
- Community-Based Mental Health Program
 - Service Delivery
 - Advocacy and Public Information Campaign
- Epidemiology and Disease Surveillance Program
 - Service Delivery

- Strengthening of Community Disease Surveillance and Response
 - Advocacy Campaign
 - Monitoring and Evaluation of Disease Reporting
 - National Blood Donation Program
 - Service Delivery
 - Health Advocacy
 - Capacity Building Services
 - Expansion of "Batang 1000" Program
 - Service Delivery
 - Health and COVID19 Management Program
 - Health Emergency Response to Infectious Disease Outbreaks or Pandemics
 - COVID 19 Management Strategies and Service Delivery
 - Medical and Medical Support Program for Hospitals
 - Obstetrics and Gynecology
 - Pediatric /Child Health Care
 - Internal Medicine
 - Surgery
 - Ophthalmology and ENT
 - Anesthesia
 - Infection Control
 - Nursing Service
 - Development of Geriatric Service
 - Pharmacy
 - Dietetics
 - Social Service
 - Health Information Management (Medical Records)
 - Dental
 - Laboratory
 - Radiology
 - Meat Inspection Program
 - Intensification of Police Power
 - Intensification of Regulatory Program
 - Animal Rabies Control Program
 - Service Delivery
 - Health Information Awareness
 - Impounding Program
 - Service Delivery
 - Sports Development Program
 - Annual Barangay Sports Festival
 - Annual Sports Festival at TAHANAN
- Strategy 2: Provide and improve health and sports infrastructure*
- Health and Sports Infrastructure Development Program
 - Enhancement of Community Health Facilities
 - Enhancement of Hospital Facilities
 - Maintenance and Upkeep of Sports Facilities
- Strategy 3: Enhance health personnel and software capability*
- Health Human Resource Development Program
 - Augmenting the Personnel Need in Community Facilities
 - Augmenting the Manpower Need for Local Government Hospitals
 - Health Information Management System Program
 - Facility Enhancement
- Strategy 4: Manage population growth*
- Family Planning Program
 - Intensification of Family Planning Services
- Objective 2. To ensure EDUCATED citizenry in Quezon City**
- Strategy 1: Achieve 100% literacy*
- Educational Enhancement Program
 - Enhancement of the existing capability of educational program
 - Strengthen Academic Programs in All Schools
 - Student Service Program
- Research, Extension and Development Program
 - Collection Development and Cataloging Program for Public Libraries
 - Library and Information Program
 - Revival of Reading Centers in All Barangays
 - Expand Community Involvement in Alternative Learning Systems
- Strategy 2: Produce the best quality educational outcomes in basic education*
- Advocacy and Capability Development Program
 - Training and development for Students, Parents/Guardians and Teachers
 - Youth Development Program
 - Community Awareness and Promotional Program
- Strategy 3: Raise the level of cultural awareness, arts and sciences promotion and encourage the pursuit of higher education*
- Scholarship and Financial Assistance Program
 - Scholarship Assistance Services for Senior High School, College, Graduate Schools, and ALS Learners
 - Kalingang QC Financial Assistance for Public Senior High School Students
 - Local Government Assistance to Educational Institutions to Recruit the Best and Brightest Students to Enter the Teaching Profession
- Strategy 4: Improve educational and cultural infrastructure*
- Educational Support Program
 - Upgrading of educational facilities
 - Upgrading of cultural facilities
 - Provision of ICT tools, materials, equipment etc.

- Development of official website and online systems for Academic Information and Management
- KALINGANG QC Program for Public School Learners, Teachers and Staff (for the duration until health and safety against COVID)
- Urban Farming/Gardening Project

Objective 3. To accord citizens a feeling of SECURITY

Strategy 1: Effectively curb crime incidences

- Peace and Order Modernization Program
 - Improvement of Police Facilities and Visibility
 - Intensification of Police Service Delivery
 - Case Investigation and Monitoring Program
 - Case Monitoring Program
 - Research and Analysis Program
 - Intensification of Information and Education Campaign
- Public Order and Public Safety Program
 - Anti-Criminality Program
 - Counter-Insurgency and Terrorism Program

Strategy 2: Provide protection from fire and other disasters

- Peace and Order Modernization Program
 - BFP Modernization Project
 - Fire Suppression and Prevention Program

Strategy 3: Provide social justice and protection and safety nets to the vulnerable members of the population regardless of age and gender

- Social Welfare and Relief Program
 - Child Welfare Program
 - Youth Welfare Program
 - Youth Development Program
 - Women Welfare Program

- Solo Parent Welfare Program
- Welfare for the Differently-abled Program
- Elderly Welfare Program
- Medical, Burial and Other Forms of Social Services for Indigents
- Emergency Disaster Relief Program
- Social Support Services to Deprived Families and Individuals

- Residential and Rehabilitation Program
 - Molave Youth Home
 - Reception and Action Center
 - Halfway Home
 - QC Protection Center
 - Male and Female Dormitories
- Capability Development Program
 - Human Resource Capability-Building Program
 - Enhancement of clients' level of competency /awareness
- Vocational and Skills Development Program
 - Skills Training, Counseling and other Livelihood Support Services
- Referral and Networking Resources
 - Referral linkage to families needing assistance
- Institutionalization of Database Program
 - Data Collection and Analysis

Strategy 4: Ensure effective implementation of traffic rules and other laws

- Public Advisory and Information Dissemination
- Traffic Operation Program
 - Intensification of Traffic Operation
- Communication and Command Control Program
 - Provision of services for immediate response to all contingencies and for monitoring purposes

- Public Order and Public Safety Program
 - Public Safety to address Road Obstruction
 - Equipping of Public Safety Structures of the City Government
 - Communication and Monitoring of Public Safety Concerns
 - Enhancement of Fire Emergency Response Capabilities
 - Organization of fire brigade in barangays
 - Trainings of fire brigade command in barangays
 - Provision of vehicles to service PDLs
 - Intensify Civil Disturbance and Management

Strategy 5: Provide more homes that are decent and affordable in hazard-free location, either thru sale or rental mode

- Comprehensive Housing Program for Quezon City
 - Socialized Housing Program
 - Housing and Community Development Program
- Resettlement Program
 - Land Acquisition for Housing (on-site and off-site)
 - Relocation and Resettlement of ISFs
 - Rehabilitation of Areas Previously Occupied by Informal Settler Families (ISFs) in Quezon City
- Capacity Development Program
 - Provision of Training Program for Institutional Development
 - Awareness-raising and preparedness trainings among clients

Strategy 6: Improve protective and social welfare infrastructure

- Protective and Social Welfare Facilities Development Program
 - Establishment of new/additional social welfare facilities
 - BJMP Modernization Infrastructure Project

- Improvement of Police and Other Law Enforcement Facilities and Visibility

Objective 4. To guarantee a sense of EMPOWERMENT for citizens

Strategy 1: Implement data-driven decision-making and governance practices

- Socio-economic Database Programs

- Computerization Program of the Quezon City Council

Strategy 2: Ensure higher absorptive capacity for employment opportunities

- Capacity Development Program on Employment
- Employment Promotion and Generation Program
- Employment Support Program

Strategy 3: Empower citizens of eve-

ry gender and social class

- Gender & Development Program

Strategy 4: Strengthen social capital formation anchored on families, political participation & socio-cultural identity

- Family Welfare Program
- Enhanced Participation & Awareness Program
- Culture & Values Promotion Program

4.2 The Local Economic Development Plan

The relevant General Welfare Goals of the Local Government Code assume that the pursuit economic growth guarantees employment for everyone who is willing and able to work. Gainful employment is the key to personal and family prosperity. The kind of local economy that is able to realize this twin mandate is one that is **diverse, strong, vibrant and inclusive**.

Goal: Diverse, strong, vibrant and inclusive economy

Objective 1: To bring about a DIVERSE economy that provides wide employment and income opportunities, increases investments and uplifts the standard of living of the city residents.

Strategy 1: Develop further the health and wellness industry

- Development of a Health / Medical and Wellness Integrated Program

Strategy 2: Establish the city as ICT capital, i.e., as user and producer of software

- Master planning and development of the Quezon City Knowledge District as delineated in the CLUP

Strategy 3: Promote QC as tourist destination and increase tourist arrivals

- Tourism Development Program

Strategy 4: Encourage development of SMART (customized, assembly type) and clean (using innovative/improved technology) industries and support growth of local products and services

- Trade and Industry Development Program

Objective 2: To develop a STRONG economic environment that will ensure sustained growth

Strategy 1: Upgrade level of employability of the labor force and raise standard of living of Quezon City families

- Employment Promotion and Generation Program
- Industrial / Labor Protection and Industrial Peace Promotion Program
- Special Programs
- Migration and Development Program
- Technology and Livelihood Development Program
- Cooperative Development Program

Strategy 2: Improvement of economic database

- Business Information Development Program

Strategy 3: Regulate operations of the informal sector

- Informal Sector Regulation Program

Strategy 4: Ensure adequate, safe food supply to all residents

- Economic Enterprise Development Program
- City-wide Food Security Program

Objective 3: To develop a VIBRANT economic climate conducive to doing business both for local and foreign investments

Strategy 1: Develop the city into a globally competitive business center

- New Growth Hubs Development Program

Strategy 2: Increase new investments and retain old existing businesses and encourage them to expand operations on site

- Industry Revitalization Program

Objective 4: To develop an INCLUSIVE economy by expanding opportunities for more broadly shared prosperity

Strategy 1: Support city residents to have access to better opportunities by connecting them to high-quality employment support and to learn new skills, get good quality, well-paid work and progress their career throughout their working life.

- Business Incubation Program
- Planning Development and Monitoring Program

4.3 Environment and Natural Resources Management Plan

The environment sector seeks to create a **clean, green, resilient and sustainable environment** that is conducive to healthy city living and attracts not only the local residents but also visitors from outside the city. This envisioned outcome, when realized, ensures compliance with its General Welfare mandate of the Local Government Code which directs local governments to enhance the people's rights to a balanced ecology.

Goal: Clean, green, resilient and sustainable community

Objective 1: To create a CLEAN environment that is conducive to healthy urban living

Strategy 1: Reduce the volume of solid waste reaching the final disposal site to 50% of the amount generated

- Comprehensive Waste Management Program
 - Solid Waste Management Project
 - Efficient Waste Collection Program
 - Special and Hazardous Waste Management Program

Strategy 2: Develop ecological waste disposal systems

- Comprehensive Waste Disposal Program
 - Promotion of ecologically-sound waste management
 - Web-Based Document Management Expansion Project
 - Distribution of Reusable Materials in Line with the City's Plastic Ordinances
 - Updating of Waste Analysis and Characterization Study (WACS)
 - Technology-based Monitoring System
 - Installation of Biodigester Sys-

tem in City-owned Public Markets

- Payatas Controlled Disposal facility (PCDF) Post-Closure Care

Strategy 3: Ensure efficiency in solid waste collection

- Efficient Waste Collection Program
 - Efficient Waste Collection System
 - Barangay Incentives Project

Strategy 4 : Ensure effective implementation of Covid-19 recovery and rehabilitation

- Recovery and Rehabilitation Program
 - Urban Solid Waste Management System
 - Responsive Special Operations
 - Special Waste Collection and Disposal Services Project
 - Sanitation and Disinfection Operations Project
 - Increase Compliance to Waste-Related Ordinances
 - Continued Property Management through Disinfection Activities
 - Activation of Online Public Services System
 - Creation of the Department of Sanitation and Clean-up Works

Objective 2: To nurture and sustain a GREEN environment where there is an ample and convivial space for living

Strategy 1: Develop an integrated system and hierarchy of parks and open spaces to make Quezon City the greenest city and most disaster-resilient community in Metro Manila; and to transform and promote the city's parks as attractive public spaces for recreation, social interaction, education, cultural and historical promo-

tion, and environment protection

- Parks and Open Space Development
 - Identification and provision of lands for development of parks and open spaces prioritizing
 - Formulation of the Integrated Parks and Open Spaces Plan
 - Plant Nursery Development
 - Rationalized Tree Planting Projects to increase the city's carbon sinks
 - Establishment of Bike Lanes
 - Comprehensive Parks Development Program
 - Development/ Rehabilitation/ Improvement of parks
 - Development/ Improvement of Linear Parks along Waterways
 - Immediate implementation of greening projects on identified open spaces to prevent informal settler families from returning
- Easement Development Program
 - Clearing and Greening of easement of waterways and buffer area of fault zone
 - Conversion of aqueduct and transmission line ROWs, center islands and sidewalk into linear and inter connected parks
- Parks Repair and Maintenance Program
 - Provides for the maintenance of existing parks, plazas and monuments in good conditions

Strategy 2: Promote and support green development in the city

- Comprehensive Greening and Beautification Program
 - Urban Green Space Network Development Program
 - * Urban farming project/ Edible landscaping development
 - * Comprehensive Quezon City Greening Program
 - * City-wide Tree-Planting

- * Greening of Public Buildings
- * Roadside Planting
- * Development/ Rehabilitation/ Beautification of center islands, directional islands and sidewalks
- * Beautification of entry points
- * Development, greening and beautifications of pocket parks, center island and other suitable areas
- * Construction of linear parks, integrated and interconnected parks and greenbelts
- * Development of green walkable areas or green elevated pedestrian walkways connected to the main motor / rail corridors
- * Revitalization of stream corridors by creating wider easements with green spaces

Strategy 3: Effective implementation of the COVID-19 recovery and rehabilitation plan

- COVID 19 Recovery and Rehabilitation Plan
 - Greening/ Urban Green Space Network Development

Objective 3: To build a RESILIENT city

Strategy 1: Strengthen measures and institutionalize policies and mechanisms for disaster risk reduction and climate change mitigation and adaptation.

- Disaster Prevention and Mitigation Program
 - Establishment of Permanent Evacuation Centers
 - Establishment and Installation of Effective Monitoring Systems
 - Establishment of Satellite Offices of the QCDDRM
 - Installation of fire hydrants especially in hard to reach areas

- Development of drainage masterplan which will provide actions on strategic improvement of drainage systems in the city
- Establish and strengthen communication infrastructure and networks between barangays and city
- Research and planning services
- Disaster Response Programs
 - Establishment of an effective command and control structure for all city-owned, city-issued, partnership resources in the city
 - Effective and Efficient Response Services
 - Building safer and more resilient city
 - Enhanced Climate Change Adaptive Capacity of Quezon City Residents

Strategy 2: Increase/strengthen capacities of local communities to anticipate, cope with and recover from the negative impacts of disasters brought about by natural and man-made hazards

- Disaster Preparedness Program
 - Establish knowledge center or institute at the local level to centralize efforts towards strengthening community capacities/ awareness

Strategy 3: Increase awareness and instill preparedness to avoid loss of life and damage to social, economic and environment assets before, during and after emergencies and disasters.

- Disaster Prevention and Mitigation Program
 - Greening the buffer area of the fault-zone (5 m both sides)
- Disaster Recovery and Rehabilitation Program

Strategy 4: Effective Implementation of COVID-19 Recovery and Rehabil-

itation Plan

- Disaster Recovery and Rehabilitation Program
 - Mainstreaming of DRR and CCA Strategies into Public Health System Program
- Enhancement of the Implementation Arm of DRRM and CCA
 - Expansion of the QCDDRM
 - Creation of the Climate Change and Environmental Sustainability Department
 - Risk Communication and information dissemination

Objective 4: To promote SUSTAINABLE urban development without compromising the future environmental condition

Strategy 1: Urban development with the use of environmentally friendly practice

- Climate Change Mitigation Program
 - Alternative Energy Source Program
 - Installation of Biodigester System in City-owned Public Markets
 - Waste Analysis and Characterization Study for Establishing
 - Baseline on Food Loss and Food Waste

Strategy 2: Enhance the quality of the city's air to the levels meeting EMB standards

- Air Quality Management Program
 - Development of Quezon City Air Quality Management Plan
 - Establishment, operation and maintenance of air quality monitoring devices/equipment
 - Anti-Smoke Belching/Air Pollution Project/ QC Zero-Carbon Vehicles towards Emission Reduction
 - Green Transport Program

Strategy 3: Control/manage the utilization of groundwater and other water sources

- Water Quality Management Program
 - Development of Quezon City Water Quality Monitoring and Management Plan
- Water Conservation Program
 - Rainwater Harvesting System
 - Development of aquifer recharge schemes
 - Water quality monitoring system

Strategy 4: Protect and preserve the city's wildlife, educating the public on its richness and engaging the participation of the community, civil society and habitat landowners and

harnessing the expertise/services of the academe and scientists in conservation programs and efforts.

- Biodiversity Management Program
 - Formulation of a QC Urban Biodiversity Plan
 - Inventory of flora and fauna wildlife
 - Development of conservation partnerships with habitat landowners and the private sector
 - Sustained information, education, and communication on the city's biodiversity and to increase the level of awareness and participation of the public in promoting and enriching biodiversity

- Establishment of Hydroponics and Aeroponics System

Strategy 5: Rehabilitate and restore rivers and creeks to the level/condition that can support aquatic life and non-contact sports and recreation and keep the community safe from danger and disasters

- Riverways Management Program
 - Sagip Batis sa QC Project
 - Manila Bay Recovery and Rehabilitation Program

Strategy 6: Effective implementation of Covid-19 recovery and rehabilitation

- Recovery and Rehabilitation Program

4.4 The Development Plan for the Infrastructure Sector

The outputs and outcomes of the Land Use/Infrastructure Development Plan are the most visible results of public intervention toward achieving the desired pattern of physical development of the city. Apart from the attractive cityscape that a well-conceived and well-executed physical development plan seeks to achieve, this sectoral plan is also important in that it provides the basis for the realization and enjoyment of the goals of the other sectors.

Goal: A well-linked, balanced, attractive and livable city

Objective 1: To attain a WELL-LINKED city

Strategy 1: Formulate a Road Framework Master Plan to serve as reference for all parties on alignment of proposed main roads to be developed

- Road Network Development Program
- Acquisition of Road and Drainage Rights-of-way

- Develop Inventory System of Roads Prone to Flooding to Provide Structural
- Measures for Seamless Transportation

Strategy 2: Design innovative schemes in acquiring road right-of-way and auxiliary land spaces for various transport infrastructure projects

- Land readjustment schemes
- Land-swapping negotiations

Strategy 3: Rationalize public utility vehicle routing to minimize trip transfers and to shorten walking distances between transfers

- Local Public Transport Route Plan

Strategy 4: Introduce more efficient modes of transport in certain routes based on the proposed land use

- Establishment of Local Mass Transit System

Strategy 5: Improve public transport system giving due attention to physical and institutional requirements for safety, convenience, and comfort of pedestrians and commuters

- Provision of public transport commuters' facilities in strategic areas
- Development of program for climate-proofing energy and transport systems infrastructure
- Integrated Transport System/ Intermodal Transport Terminal

Strategy 6: Minimize short distance vehicle trips by promoting pedestrianization through improved sidewalks, bicycle lanes and walkways

- Development of Pedestrian Walkways, Promenades, Bike Lanes,
- Construction of Pedestrian Overpass/Underpass

Objective 2: To achieve a BALANCED land use distribution

Strategy 1: Develop a hierarchy of business centers

- Development of Shopping Districts

- Establishment of Trading Centers / *Bagsakan*
- Development of a CBD and other growth centers
- Redevelopment of Cloverleaf Area
- Formulate Workshops for QCG to inspect, facilitate issuance of construction permits in building smart industry, infrastructures and its services following the City Green Building Code

Strategy 2: Promote dispersed concentration of urban development in self-contained communities

- Development of community accessible commercial centers, tertiary and vocations schools, health and medical facilities, sports and recreation centers

Strategy 3: Ensure adequate space for urban expansion

- Adoption of multi-storey designs for housing to generate more open spaces
- Update inventory of open spaces for planning and other purposes

Strategy 4: Enhance executive-legislative cooperation, coordination to facilitate enactment and enforcement of legislative measures affecting land use and zoning

- Executive-Legislative Cooperation on land use and zoning

Objective 3: To provide city inhabitants efficient services and facilities and make the city an attractive place to visit, live, play, work, and do business in

Strategy 1: Develop efficient drainage and sewerage systems to make the city safe and disaster-resilient

- Flood Control and Drainage Development Program
- Structural flexibility including the strategic use of valves during

emergency by laying pipes that can be moved and changed to accommodate various household

Strategy 2: Recover and improve the city's natural waterways and utility easements and develop these into linear park

- Riverbank/creek side improvement program
- *Sagip Batis* Program

Strategy 3: Strengthen coordination with water and power companies toward improving their facilities and service delivery systems

- Synchronized planning and programming of government and utility companies

Strategy 4: Adopt schemes that will provide depressed communities adequate access to water, electricity, and other facilities

- Built-in structural measures along waterways to prevent flooding and introduce water harvesting schemes to the city stakeholders

Strategy 5: Provide infrastructure support to different development sectors

- Land Use / Infrastructure
- Socio-Economic Infrastructure Development Program
- Environmental Sector Support Infrastructure
- Institutional Sector Support Infrastructure

Strategy 6: To provide priority infrastructure support to COVID-19 recovery

- Health Facilities with Crematorium Development
- Housing Development
- School Building Development
- Parks and Open Spaces Development
- Flood Control Program

- Other Infrastructure Support

Objective 4: To develop a livable cityscape

Strategy 1: Provide affordable and decent housing for all

- Comprehensive Housing Program

Strategy 2: Improve and develop existing roads giving due attention on safety of motorists, cyclists, commuters and pedestrians

- Development of Pedestrian Walkways, Promenades, Bike Lanes,
- Construction of Pedestrian Overpass/Underpass
- Improvement of Road Intersection, Signalization, Road Signs and Markings
- Provision of CCTVs and Streetlights

Strategy 3: Improve protective/security infrastructure

- Improvement of Law Enforcement and Fire Protection Facilities

Strategy 4: Establish partnership and cooperation between neighborhood communities and local authorities to curb crime and improve disaster and emergency response

- Community-Based Neighborhood Watch Program

Strategy 5: Provide safe, accessible and inclusive community facilities for recreation and socialization

- Development of pocket parks, and neighborhood/community recreation and play lots
- Provisional use of un-utilized vacant lots and abandoned places/buildings for use as public spaces

Strategy 6: Improve, preserve and maintain cultural, historical and heritage sites

- Cultural and Historical Infrastructure Development Program
- Heritage Conservation

4.5 The Institutional Sector Development Plan

This development outcome will lead to the realization of relevant General Welfare provisions in Sec. 16 of the Local Government Code, namely; 1) improvement of public morals and 2) preservation of the comfort and convenience of the city's inhabitants.

Goal: Good, dynamic, and participative governance

Objective 1: To maintain good governance

Financial Management

Strategy 1: Broaden tax base

- Revenue Generation
 - Tax Collection and Enforcement
 - Tax Literacy & Information

On Resource Allocation / Utilization

Strategy 1: Rationalize budget allocation/utilization by giving priority to areas with great potentials or which will spur growth and areas with pronounced needs or inadequate services and areas that benefit the greater majority

- Program Planning and Budgeting
- Budget Development and Management
- City Property Management & Maintenance Program
- Utility Expense
- Supply and Equipment Management Program
- Central Warehouse Management

Local Legislation

Strategy 1: Enjoin the City Council to exercise consultation and participation in their legislative function

- Legislative Requirement Support
- Capacity Development and System Enhancement
- Settlement Barangay Boundary Disputes

On Transparency

Strategy 1: Ensure Transparency in the city government systems and processes

- Creation of Quezon City Freedom of Information Portal (FOI) manual consistent with the Data Privacy Act

On Accountability

Strategy 1: Exercise Accountability

- Financial Management/Transaction
- Development of an Interconnected Financial System of the City

Strategy 2: Establish/Install complaint & grievance mechanism

- Establishment/Installation of Complaints/ Grievance Mechanism
- Development of QCitizen App

Objective 2: To maintain a dynamic city governance

On Human Resource

Strategy 1: Professionalize and strengthen the Quezon City Workforce

- Formulation of Comprehensive Human Resource Development (HRD) Plan and Succession Plan
 - Capacity Development/ Skills & Knowledge Enhancement Program
 - Employees Benefits/ Contributions & Welfare
 - Human Resource Information System / Electronic Database and Record System

- Program to Institutionalize Meritocracy and Excellence (PRIME) in Human Resource (HR)
- Provision of Incentives/ Insurance for Quezon City Hall employees

Strategy 2: Strengthen the anti-discrimination and equal opportunity measure

- Gender and Development (GAD) Program
- GAD Capacity Development
- Creation of Committee on Decorum & Investigation (CODI)
- Advocacy Campaign

Strategy 3: Re-structure organization set-up

- Rationalization Program

On Workstation

Strategy 1: Improve accessibility of government office and provide more conducive working environment

- Construction/Improvement of Government Buildings/Offices and/ Facilities
- Construction / Renovation of Barangay Halls
- Establishment of Information Center
- Land Banking/Acquisition

On Data-Driven Decision-Making

Strategy 1: Formulate City Development Programs

- Formulation of the Comprehensive Development Program (CDP)
- Strategic Planning of City Managers & Legislators

Strategy 2: Institutionalize database management

- Community Based Monitoring System (CBMS)

On Management System and Processes

Strategy 1: Continuously improve/simplify system and procedure using modern technology and decentralization of services

- Business One Stop Shop (BOSS)
- Full Automation of Public Service
- Internet Connectivity Program
- KORPHIL IT
- Computerization of Health Centers Services
- Enhancement of Communication System
- Networking and Webpage Services
- Document /Records Management System
- Decentralization of Services

Objective 3: To ensure participative governance

Strategy 1: Expand collective participation in the city decision process

- Partnership Program
- Barangay Program Awareness
- Development NGOs/POs Database
- Multi Sectoral Summit
- Barangay / Community Assistance / Legal Assistance Program

Strategy 2: Strengthen the linkages between the city government, the barangays and the local communities

- Capability Development Program for Barangay and NGOs/POs
- Annual Barangay Sports Festival
- Recognition Program

Strategy 3: Exercise transparency and participation process to gain consensus

- Accreditation Process Awareness
- Information Dissemination
- Strengthening the participation in local governance between the city government and its constituents (PAT Ord.)

Strategy 4: Provide relevant and updated information

- Public Information Program
- Media and Public Relations

Chapter 5

Consolidating and Processing the Proposed Policy Interventions

5.1 Classifying and Processing the Consolidated Sectoral Policy Interventions

To facilitate continuous planning process and on to the processing of proposed policy interventions, sectoral goals were transformed into actions or solutions. With the analysis of workshop results, sectoral goals were elaborated, and proposed interventions were identified.

This was facilitated by the City Planning and Development Department (CPDD) from February through May 2020. The policy interventions identified in the VRG Analysis, PSM Analysis and Cross-Sectoral Workshops are classified into any of the three implementable forms:

a. Programs and projects which serve as inputs to the LDIP/AIP or forwarded for possible funding by the national government or by the private sector.

b. Non-projects or services which are taken into consideration in the allocation of the MOOE of specific departments or offices or else in crafting the institutional capacity building program.

c. New legislations which support the implementation of the plan through regulation of certain undesirable actions or encouragement of desirable ones. These are taken up by the Sangguniang Panglunsod to form part of their legislative agenda.

With quarantine restrictions, a series of workshops and meetings of the CDC and the CPDD were held virtually for collation and processing of the list of interventions; for classifying projects by administrative ownership or responsibility; and for farm-

ing out projects that belong to other jurisdictions. With the programs and projects identified as owned by the city, initial screening and preparing inputs to the LDIP as well as consolidation of redundant or repetitive projects were done.

Programs and projects necessary to realize the objectives and achieve the targets of the sectors and subsectors were identified. The proposed interventions included sectoral policies and programs which cannot be fully implemented by means of development projects alone. These may require enactment by the Sangguniang Panglunsod of regulatory measures or by the provision of certain incentives to attract private investments. The new legislations needed are also presented in the sectoral plans.

5.2 Preparing inputs to the LDIP from the list of City-owned projects

At the time of the processing of policy interventions and preparation of inputs to the LDIP, the city's management of the COVID-19 situation necessitated an Interim LDIP or a Recovery Plan that will guide the Quezon City Government along a development path that significantly takes a reframed orientation towards health and sanitation. The Recovery Plan Technical Working Group prepared the plan with utmost consideration of the COVID-19 situation, the necessary economic recovery measures after a long period of quarantine, corresponding development

challenges, and the CDP revision results and inputs from relevant City Departments, Offices, and Task Forces.

Thus, consistent with the vision of the CLUP and its defined land-uses and 14-Point Agenda of the current administration, "the Recovery Plan was formulated along the planning parameters of the CDP and covers the remaining two years of the current Quezon City LGU Administration, or from 01 July 2020 to 30 June 2022, divided into four-semesters, for planning purposes: (1) Second Se-

mester 2020 – Transition to New Quarantine Status or New Normal; (2) First Semester 2021 and (3) Second Semester 2021 – Continued Implementation of MGCQ New Normal; and (4) First Semester 2022 – Assessment of Recovery Plan and Planning for Continuation of New Normal for the next planning horizon". (QC Recovery Plan TWG: 2020)

The Recovery Plan outlines the following priority recovery initiatives in the respective development sectors:

Social Sector

- Health
- Services for Indigents and Livelihood
- Education

Economic Sector:

- Food Security
- Health and Pharmaceuticals
- Transportation
- Tourism, Arts, and Culture
- Growth Hubs
- Business, Livelihood, and Employment Recovery

Infrastructure Sector:

- Health Facilities
- Flood Control
- Housing
- Parks and Open Spaces
- School Buildings

Environment Sector:

- Sanitation and Waste Management
- Use of Green Open Spaces
- Flood and Drainage Management
- Plastic Products
- Environmentally Sustainable Transport

Institutional Sector:

- Health Human Resources
- Non-Medical Frontliners
- General City Hall Services
- Amendatory Procurement Plan
- Testing for COVID-19
- General City Services

For the regular development investment programming cycle, the CDC proceeded with sectoral project prioritization. A long list of policy options per sector was prepared with corresponding brief project description. This was subjected to sectoral project ranking and prioritization among all members of the CDC between 6-16 October 2021 through a delivery-and-retrieval method of the rating sheets. This was subjected to plenary tallying via Zoom Conferencing held on October 16, 2020.

The same delivery-and-retrieval-of-copy mechanism was used to determine the level of urgency of the final list of sectoral projects while a

virtual session for tallying project prioritization ratings was conducted between 16-19 November 2020. From the long list of 80 program proposals, 51 priority projects were voted upon for inclusion in the Local Development Investment Program 2021-2023.

For each project that is classified as urgent, the proponents were asked to prepare a project brief, or one-page description which provides the following details:

- the name and type of project and the proponent or originator of the project idea
- activity components

- estimated cost or resource inputs
- the justification for the project (derived from the CLUP or CDP)
- the intended beneficiaries (population sectors or geographical areas)
- target outputs or success indicators
- anticipated risks
- expected private sector response to take advantage of the effects of the project

5.3 Drafting the Revised Comprehensive Development Plan of Quezon City

5.3.1 Approval by the City Development Council and Endorsement to the City Legislative Council

During the Regular Meeting of the Quezon City Development Council held on 20 November 2020, the CDC

unanimously approved the adoption of the Quezon City Comprehensive Development Plan 2021-2025. In addition, the 51 top priority programs that will comprise the Local Development Investment Program (LDIP) 2021-2023 were presented during the

same CDC session. The priority programs, enumerated in Table 5.1, were subsequently approved and adopted by the CDC for inclusion in the Local Development Investment Program 2021-2023.

Table 5.1 Top 51 Priority Programs for Inclusion in the QC LDIP 2021-2023

1 Flood Control and Drainage Development Program	27 Networking and Web Page Services, On-Line Computer Based Information System
2 Implementation of the Universal Health Care Law: Improving Health Service Delivery	28 Local Public Transport Route Plan
3 Upgrading of Regular Health Centers to Deliver 24-Hour Service	29 Integrated Transport System / Intermodal Transport Terminal
4 Health and Human Resource Development Program	30 Green Transport Program
5 Enhancement of Communication System to Provide 24/7 Emergency, Public Assistance and Complaints Action Center	31 Construction / Improvement of Government Building Offices / Facilities Construction
6 Comprehensive Housing Program for Quezon City	32 Advocacy and Capability-Building Program on Supporting Blended Learning Methodologies for Parents and Guardians (Parents as Teachers)
7 Responsive Waste Management Operations	33 Parks and Open Space / Vacant Lots Development Program
8 Establishment of Permanent Evacuation Centers	34 Supply and Installation of a Rainwater Harvesting System in 10 City-Owned Facilities
9 Establishment and Installation of an Effective Monitoring Systems.	35 Comprehensive Greening and Beautification Program
10 Scholarship Expansion Program	36 Development of QCITIZEN App
11 Peace and Order Modernization Program	37 Development of New Major Food Markets / Food Terminal / Warehouse
12 Road Network Development Program	38 Establishment of City-Owned Public Markets in Districts II, V, AND VI
13 Development of Medical Integrated Program	39 Market Rehabilitation Program
14 Comprehensive Township Community Resettlement Program for Informal Settler Families (ISFs) in Quezon City	40 Development of an Interconnected Universal Financial System of the City
15 Acquisition of Road and Drainage Right-of-Ways	41 In-Depth Study of Hiring Policies and Qualification Standards of Current and Prospective Investors in Quezon City
16 Education Support Program	42 Industry Revitalization Program
17 Socio-Economic Infrastructure Development Program	43 Creation of Quezon City Freedom of Information (FOI) Portal and/or Manual
18 Improvement of Road Intersection, Signalization, Road Signs and Markings	44 Quezon City Logistics Hub
19 Establishment of Satellite Offices of QCRRMO	45 Development of NGOs/POs Databases
20 Establishment of an Effective Command and Control Structure for all city-owned, city-issued, partnership resources in the city	46 Creation of Committee on Decorum and Investigation (CODI)
21 Development of Pedestrian Walkways, Promenades, Bike Lanes, Construction of Pedestrian Overpass/Underpass	47 Transition Program for Learners of All Ages
22 Establishment of Local Mass Transit System	48 Creation of a Local Economic and Investment Promotions Office (LEIPO) Webpage
23 City's Water Quality Management Program Formulation of Water Quality Management Plan	49 New Growth Hubs Development Program
24 Provision of Public Transport Commuters Facilities in Strategic Areas	50 Tourism Development Program
25 Establishment of a New City Pound and Provision of Impounding Trucks	51 Multi-Sectoral Summit
26 Full Automation of Public Service	

5.3.2 Final adoption by the Sangguniang Panlungsod

The Comprehensive Development Plan 2021-2025 and the Local Development Investment Program (LDIP) 2021-2023 were presented to the Sangguniang Panglungsod for final adoption in March 2021.

Chapter 6

Implementing the Comprehensive Development Plan

6.1 Local Development Investment Programming

The Local Development Investment Program (LDIP) is the principal instrument for implementing the Comprehensive Development Plan (CDP) and to some extent, certain aspects of the Comprehensive Land Use Plan (CLUP). The LDIP links the plan to the budget, thus putting into effect the directive of the Code that “local budgets shall operationalize approved local development plans. Like the CDP, the LDIP should have a time frame of 3 years. But LGUs could have the option of preparing a 6-year program, the second half being an indicative list of priority projects. The 3-year program has three annual components that are implemented with the LGU’s annual budget.

6.1.1 Concepts of investment in public and private finance

The concept of investment in public finance has almost the same meaning as in private or household finance. It consists of that portion of income that is retained after satisfying all the expenses necessary for the upkeep of the household or for running the affairs of the organization. In the case of firms, the claims of investors for dividends must be paid as well as taxes, before “savings” can be realized and converted into investments. In the case of the local government, investment is what is left after deducting all expenses necessary to run the government machinery, to satisfy the claims of creditors if public debt has been incurred, and

to comply with statutory reserves. Unlike households and firms, however, the LGU is not supposed to realize “savings” without plowing these back to the people in the form of services and/or investments in development projects and activities.

The LDIP therefore is not simply a list of programs and projects that the LGU wants to carry out. It is more a program for using the investible portion of the local budget to finance the implementation of those programs and projects and where local funds are insufficient, to raise additional funds utilizing the LGU’s fiscal management powers and authority. Necessarily, two important bodies in the local planning structure are involved in the LDIP preparation, the Local Development Council (LDC) and the Local Finance Committee (LFC).

6.1.2 The investable portion of the local government budget

Most local government officials believe that the development fund is limited to 20% of their Internal Revenue Allotment (IRA) share¹. This is a misconception because in reality the LGU allocates much more resources on “development” than the 20% of IRA. The development fund, broadly defined, is that portion of the local budget that is “plowed back” to the people in the form of programs, projects and services as opposed to that portion which is consumed by, or used for oiling the local government machinery (salaries and wages and other personnel costs, office maintenance and other operating expenditures, and office capital outlay). In other words, the development fund consists of 20% of IRA plus non-office MOOE and non-office capital outlay, conceptually illustrated in the pie chart below (Figure 6.1).



Figure 6.1 Local Funds for Development Investment

¹ Sections 284-288, Local Government Code (RA 7160)

For purposes of the LDIP, the total funds available for investment will be taken from the development fund as defined in this section and not from the 20% of IRA only as is the widespread practice. The investible fund is that component of the development fund which will be earmarked for financing the priority programs and projects in the AIP while the remaining part will go into financing the costs of functions and services of the different LGU offices and departments identified in the plan as “non-projects” and “regulatory measures”.

6.2 The Local Development Investment Programming Process

The LDIP process is made up of three streams of activities: 1) Producing a ranked list of programs and projects with their individual and

cumulative cost estimates; 2) Determining available future funds for investment; and 3) Matching the fund requirements with projected funds

available and deciding on financing options should the funds available be insufficient. The process flow is illustrated in the chart below (Figure 6.2).

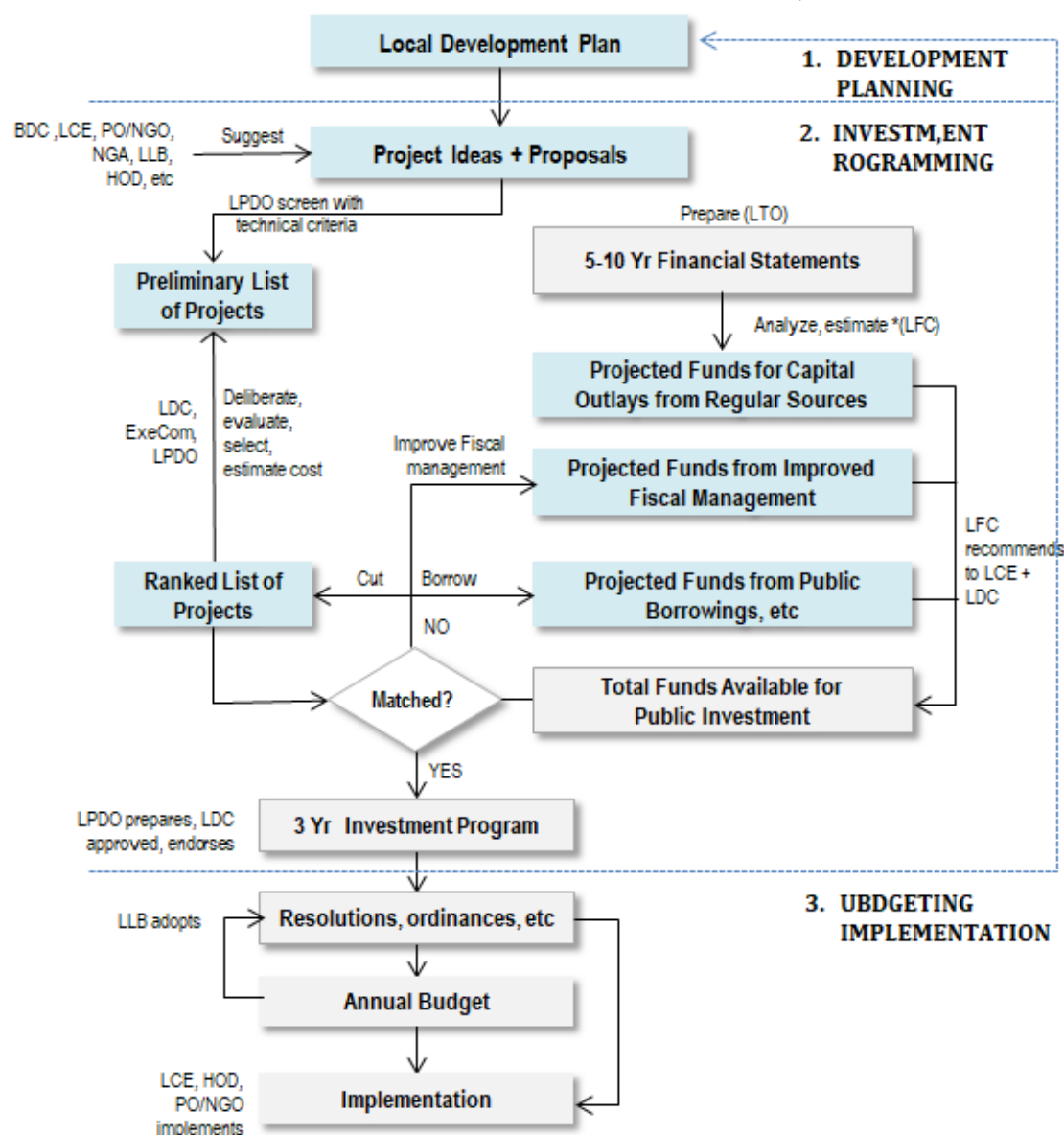


Figure 6.2 LDIP Process As A Link Between Development Planning And Budgeting

6.2.1 Preparing the Ranked List of Projects (Stream 1)

The output of this stream is a ranked list and cost estimates of projects to be considered for implementation within the three-year period covered by the LDIP. This list will be matched with the initial estimate of available funds (derived in Stream 2) in the process of determining the final list of projects (Stream 3).

The sectoral committees of the LDC, under the supervision of the Local Planning and Development Coordinator, have the major responsibility for producing the projects to be included in the long list of candidate projects.

There are three major outputs in Stream 1:

- an initial list of projects derived from the sectoral development plans and other sources;
- a preliminary list of projects screened on the basis of technical and socio-political criteria; and
- a ranked list of projects with cost estimates.

Stream 1 consists of six steps:

Step 1: Initiate LDIP process and call for project ideas

Early on during the first year of his/her term the Local Chief Executive (LCE) initiates the LDIP process by issuing an official announcement to public agencies and private sectors and organizations stating that the LPDO will be soliciting and compiling ideas for projects. The LPDO shall require that all project submissions be in the form of a project brief. The form and contents of a project brief are as follows:

- the name and type of project (generally, “soft” or “hard”) and the project proponent or originator

- of the project idea
- activity components
- estimated cost or resource inputs (broken down by activity component)
- the justification for the project (derived from the CLUP or CDP)
- the intended beneficiaries (population sectors or geographical areas)
- target outputs or success indicators
- possible risks that could hamper or delay project implementation
- expected private sector response to this particular public investment

Step 2: Solicit and compile project ideas

Immediately after the LCE announces the start of the LDIP process, the LPDO starts soliciting and compiling project ideas from various sources. For this purpose copies of project brief forms are made available. These sources may be classified into three categories that correspond to three simultaneously occurring substeps.

Substep 2A: Compile project ideas based on the CDP

The CDP, if it is properly formulated, should serve as the major source of project ideas. CDP-based projects that have not yet been implemented or funded should be included in the initial list. The sectoral committees should make sure that the projects they submit belong in the list of projects owned by the LGU.

Substep 2B: Compile projects identified by the Sectoral Committees

Under this substep, the LPDO coordinates the sectoral committees to come up with a supplementary list of projects based on

their own planning activities. Sectoral committee-initiated project ideas should include projects that were not anticipated by those who formulated the CDP because of new developments in the social, economic, and physical environments of the local community or because of shifts in the development policies of the local or national government.

Substep 2B should be an important source of project ideas for LGUs with no CDP or where the CDP is out-dated.

Substep 2C: Compile projects from other sources

Finally, because not all development concerns can be anticipated, other sources of project ideas need to be tapped. These sources include other government departments and offices, barangay development councils, local community organizations, central and regional offices of government line agencies, non-government organizations, private individuals, etc.

Regular consultations with these sources should be held regarding their current development thrusts, issues, and interests. Cross-sectoral development plans, reports, bulletins, etc. also provide important information that could give an indication of what projects are being planned or considered by other agencies and organizations.

The primary objective in dealing with extra-local government line offices is to acquire information about the latter’s projects to identify complementary projects that can be implemented and monitored by the LGU. Only the latter projects, however, should be included in the initial list of projects being compiled by the

LPDO. If a joint or shared project is being contemplated by the LPDO with any agency or organization, then this project, with the local government component defined as clearly as possible, should be included in the initial list of projects.

For each of the projects identified in Step 2, the LPDO should create a file that contains the information in a project brief format.

Step 3: Initial screening of projects

The initial screening of the projects compiled by the LPDO has three objectives:

- a. To consolidate repetitive or redundant proposals.

This is done by going through all the files of the individual projects and checking for identical or similar project descriptions, objectives, intended beneficiaries, location, etc. Projects with identical or near-identical descriptions, objectives, intended beneficiaries, and location should be consolidated and treated as one project. Retain the names of the proponents of all the projects consolidated.

- b. To screen out projects that are obviously impractical or undesirable.

Project proposals that are obviously impractical or undesirable (such as an international airport in a remote and rural part of the country) should be removed from the initial list. As a general rule, if there are reasonable doubts on whether a project idea should be considered “obviously impractical or undesirable,” then it should be removed from the list.

- c. To screen out projects that are more appropriately implemented by other agencies, organizations, and levels of local governments.

Proposed projects which are identical to or are in fact projects to be funded by other sources (central or regional offices of government line agencies, for example) are deleted from the list.

It is possible that proposed projects will have conflicting objectives or will be competing for the use of the same site or resource. In these cases, the conflict in question should be identified and then resolved through prioritization in subsequent steps.

The completion of Step 3 results in an initial list of projects.

Step 4: Screening for complementarity, compatibility or conflict

In Step 4, the initial list is screened to remove or reformulate conflicting projects. If the list of proposed projects is a short one, screening for complementarity, compatibility, or conflict may take place simultaneously with the initial screening (Step 3). In this case, Step 4 may be omitted and the project identification stream can proceed to Step 5. If the list is too long, however, Step 4 will be needed to systematically come out with a shorter list.

For this step, a Conflict-Compatibility-Complementarity Matrix is used. This matrix allows the identification of projects that complement, are compatible, or are in conflict with other projects.

At the completion of Step 4 a shorter preliminary list of projects is produced.

Step 5: Project ranking

The ranking of proposed projects included in the preliminary list allows for social and political considerations to be inputted into the project selection process. It also facilitates the trimming down and modification of the project list in subsequent

streams of the LDIP process. For this purpose, the Goal-Achievement Matrix (GAM) may be utilized. The GAM is essentially a listing of the local government's social and political goals, weighted according to the perceptions, advocacies and agendas of various stakeholders in the community. Then the extent to which proposed projects contribute to the attainment of these goals is calculated.

Each LGU, through its LDC, should formulate its own GAM according to its development goals. As a reference, the LPDO can make use of the “General Welfare Goals” outlined in Sec. 16 of the 1991 Local Government Code as an initial basis for its GAM.

An alternative method of prioritizing projects is to classify projects according to levels of urgency as shown below (*Table 6.1 Criteria for Prioritizing Projects*).

The completion of Step 5 results in a list of projects that are ranked according to LDC priorities and objectives.

Step 6: Estimating project costs

The only remaining task before the list of proposed projects can be matched with the estimate of available funds (derived in Stream 2) is to estimate the cost of each project. For some projects, cost estimates will already be available (as part of the initial information compiled in their files in Step 2). In this case, the LPDO only needs to validate or refine the estimates. A ranked list of the proposed projects with cost estimates and other information are compiled in a table showing individual project cost and cumulative costs.

Table 6.1. Criteria for Prioritizing Projects

CATEGORY	GENERAL CRITERIA
1 URGENT <i>(Agarang Kailangan/ Hindi maaring ipagpaliban)</i>	<ul style="list-style-type: none"> Projects that cannot be reasonably postponed Projects that would remedy conditions dangerous to public health, safety and welfare Projects needed to maintain critically needed programs Projects needed to meet emergency situations
2 ESSENTIAL <i>(Kinakailangan)</i>	<ul style="list-style-type: none"> Projects required to complete or make usable a major public improvement Projects required to maintain minimum standards as part of on-going program Desirable self-liquidating projects Projects for which external funding is available
3 NECESSARY <i>(Mahalagang magkaroon)</i>	<ul style="list-style-type: none"> Projects that should be carried out to meet clearly identified and anticipated needs Projects to replace obsolete or unsatisfactory facilities Repair or maintenance projects to prolong life of existing facilities
4 DESIRABLE <i>(Kanais-nais na Magkaron)</i>	<ul style="list-style-type: none"> Projects needed for expansion of current programs Projects designed to initiate new programs considered appropriate for a progressive community
5 ACCEPTABLE <i>(Katanggap tanggap pero maaring ipagpaliban)</i>	<ul style="list-style-type: none"> Projects that can be postponed without detriment to present operations if budget cuts are necessary
6 DEFERRABLE <i>(Kanais-nais na Magkaron)</i>	<ul style="list-style-type: none"> Projects recommended for postponement or elimination from immediate consideration in the current LDIP Projects that are questionable in terms of over-all needs, adequate planning, or proper timing.

- 1) Data collection on key financial variables;
- 2) Trend and structural relationship analyses including the impact of policy, legislative, and system / procedural changes;
- 3) Projection of key financial variables;
- 4) Determination of new investment financing potential; and
- 5) Setting up of the appropriate financing plan.
- 6) The process must be done in a transparent manner with all the assumptions and considerations clearly set out.

The process must be done in a transparent manner with all the assumptions and considerations clearly set out.

The Local Finance Committee (LFC) composed of the Local Planning and Development Coordinator, the Budget Officer, and the Treasurer is charged under the 1991 LGC with the setting of the “level of the annual expenditures and the ceilings of spending for economic, social, and general services based on the approved local development plans” (Sec. 316, c). As such, they should undertake the required financial plan development in close coordination with the Local Develop-

6.2.2 Determining Investible Funds (Stream 2)

A Local Development Investment Program and the resulting budget is only as good as the financial plan for the proposed projects. The number of projects that an LGU can finance depends on: (1) the revenue level of the LGU; (2) the level of recurring local government operating expenditures; (3) the outstanding public debt (4) the statutory reserves; and (5) potential sources of additional revenue available for investment project financing.

Financial policy development for LDIP purposes in Philippine cities have to be guided by:

- Historically observed trends and structural relationships applicable to existing revenue sources, and expenditure requirements.
- The provisions of the 1991 Local Government Code (LGC) with respect to (1) additional responsibilities that entail increased expenditure levels; and (2) more importantly, expanded revenue sources.
- The financing preferences of local constituents as reflected in the local legislative body’s overall financial policy.

Financial policy development for LDIP purposes entails the following general steps:

ment Council (LDC) for consideration and approval of the Sanggunian. The LFC could be expanded to include the Sanggunian appropriations committee chair, the Assessor, the LGU accountant and a private sector representative (preferably an investment banker), and a representative from civil society.

Step 1: Collect appropriate revenue data and determine the historical trends.

Revenue is defined as any inflow of funds to the LGU regardless of whether the source is repayable or not. Data on revenue and expenditures for the past 3 to 5 years must be collected and the historical trends in terms of the average annual rate of growth analyzed.

Specifically, historical analyses need to be done on the following revenue items:

- a. Real Property Taxes historical growth trend analyses
- b. Business Fees and Licenses historical growth trend analyses
- c. Other Taxes
- d. Service and Operations Income
- e. Internal Revenue Allotment
- f. All Others

The analyses of current revenue levels must distinguish between (1) recurring revenue sources (revenue source a to e) and (2) non-recurring ones (f) such as grants-in-aid from local and foreign sources, special appropriations or transfers from Congress or other units of government; inter-fund and inter-local government transfers. Thus, what is relevant for investment planning purposes are projections of recurring revenue sources.

The IRA used to be highly unpredictable in terms of amount and timing of disbursement. Under the 1991

LGC, however, the amount due each local government can easily be computed and the national government is committed to disburse the amount on a regular basis.

The analyses must distinguish between the impact on revenue volume of (1) changes in the tax base such as increases in the number of taxable structures or businesses; and (2) changes in tax rates

The historical trend analyses must take into consideration the occurrence of an unusually large increase in a particular revenue source for a particular year which may be attributed to a rate change, new system of billing and collection, or other procedural and system improvements. Such an increase cannot be expected to continue into the future. Similarly, the impact of one-time procedural and system changes such as the granting of tax amnesties and enactment of new tax laws and ordinances on revenue growth must, therefore, be segregated in the analyses.

Step 2: Collect appropriate operating expenditure data including existing debt service and determine the historical trends.

Operating expenditures include personnel services (including social charges) and maintenance and other operating expenses (MOOE) such as office supplies and expenses, utilities (power, water, telecommunications), office equipment and miscellaneous expenses.

Correspondingly, LGU expenditure patterns must be analyzed using available historical data. The period of analyses for the expenditure side will have to match the number of years used in the revenue analyses.

Historical analyses need to be

done on the following operating expenditure items:

- a. General Public Services
- b. Social Services
- c. Economic Services
- d. All Others

The amount of debt service payments for existing and other anticipated LGU obligations must be established, and compared to the relevant (if any) statutory debt service ceilings.

In the case of expenditures, election years usually result in abnormally high expenditure levels. Such “abnormal years” need to be taken out of the projection exercise.

Step 3: Establish structural relationships of revenue and expenditure items to population and economic development.

The assessment of such relationships will aid historical trend analyses and the preparation of the required revenue and expenditure projections. Among the key factors that must be considered are (1) the overall national and regional economic picture including development trends; (2) demographic shifts; and (3) changes in the local market, particularly in the local labor market.

The qualitative and quantitative response of each revenue source and expenditure item to demographic and economic changes must be established for each major revenue source and expenditure item to come up with a comprehensive analysis of the LGU’s fiscal patterns.

The analyses can take the form of per capita shares. For example, the trend in per capita real property tax (RPT) yield or the movement of business tax yield per registered business establishment can be examined. After factoring in the effects of anticipated

developments within the LGU, the adjusted per capita figures can then be applied to available demographic and economic forecasts to come up with the required revenue and expenditure projections.

Step 4: Project future recurring LGU revenue and operating expenditure levels.

Future recurring revenue levels can be projected based on a careful assessment of all the probable factors that affect each revenue source.

The assessment of the factors can be built into the growth areas that will be used to project each revenue source either through (1) a conscious upward or downward adjustment of the computed historical growth rates or (2) through the assumed per capita income growth rates to which the appropriate revenue elasticity is to be applied. It is important that the pertinent provisions of the 1991 LGC, particularly those that refer to new tax bases or to increased rates, should be considered in the projections.

Because of its large contribution to LGU revenue sources and because real properties will be the main beneficiary of LGU investments in terms of increased values, the real property tax should be projected separately.

Revenue items b, c, d and f can be projected using either the historical growth rates (with or without adjustments) or using computed elasticities and assumed per capita income growth rates.

The IRA projections (Revenue Item e) should already consider the increases provided for in the 1991 LGC.

Future normal recurring expenses

can be projected using either (1) the historical 3 to 5-year average annual expenditure increase or (2) the historical average expenditure per unit of output in the case of LGU business enterprises. See Form 8.12 for the sample projection table and the detailed instructions.

In using either of the two techniques, judgment as to the effects of political and organizational developments within the local government on the future growth of various departments should be factored into the projections.

In setting the appropriate future growth rate for each revenue and expenditure item, each LGU must determine from its historical trend analyses and assessment of the overall operating environment prospects (demographic, economic, political, legal, etc.) which growth rate assumption or combination of assumptions is most appropriate for the locality.

Four alternative future growth rate scenarios can be used by LGUs in coming up with the required financial projections.

a. No change

This particular method assumes that the present level of the financial variable will continue on to the foreseeable future. Thus, a constant absolute amount based on a recent year or on the average over a certain number of years is used in the projection.

This method may be used in two instances: (1) if the historical trend analysis indicates little or no change and if there is no reason to expect a change in this pattern; and (2) to provide a conservative estimate of an uncertain revenue source such as grants and aids from the central government or from foreign sources.

b. Change by constant amounts

The technique assumes yearly changes based on a constant amount.

The technique usually applied to assessed value forecasting, makes use of the average yearly change over the historical period of analyses as the amount to be added to the current year's value to obtain next year's value.

In utilizing the calculated yearly amount of increase for projection purposes, allowances should be made for (1) *recent shifts in the yearly increase over the years*; (2) *anticipated changes in conditions, policies and resources that are not reflected in the historical data*; and (3) *different estimates for different portions of the projection period such as during an expected period of either high or low inflation*.

c. Change at a constant rate

The technique assumes *annual changes at a constant rate based on the historical annual average percentage change estimate*.

The percentage change estimate is multiplied by the current year value to derive the amount that should be added to the current year value to arrive at next year's value.

The same considerations as discussed in b apply in choosing the appropriate percentage change estimate to be used in the projections.

d. Correlation with demographic or economic variable

This method assumes a constant relationship between the financial variable and a demographic or economic variable.

As discussed in Step 1, either the results of a per capita analyses or an elasticity analysis adjusted to reflect anticipated special developments in

the LGU's socio-economic and political environment can be used for projection purposes.

The same considerations as discussed in b apply in choosing the appropriate per capita or elasticity estimates to be used in the projections.

Step 5: Compute the financial surplus available for the financing of new investments

After the future revenue inflows and corresponding expenditure outflows are established, the new investment financing capacity of an LGU can be established based on the following computational procedure:

PROJECTED REVENUES

(LESS) : PROJECTED OPERATING EXPENSES

(LESS) : EXISTING DEBT SERVICE REQUIREMENTS & STATUTORY RESERVES

(EQUALS) : AMOUNT AVAILABLE FOR NEW INVESTMENT FINANCING

6.2.3 Matching and Iteration (Stream 3)

After the ranked list of projects has been completed along with the corresponding individual and aggregate project cost estimates (Stream 1), and the projection of funds available for investment from recurring sources firmed up (Stream 2) the matching exercises can now proceed. A 3-year planning horizon shall be adopted to coincide with the term of local officials.

Step 1: First-round matching

The purpose of this matching is to determine how many of the approved projects can be funded from regular sources for the 3-year period, and how many have to be financed from other sources. The procedure in undertaking this exercise is as follows:

- a. Using the ranked list of projects scan the cumulative total of the project costs from the top of the list downwards. Stop at the project that gives the cumulative total equal to or nearly equal to the estimated available funds for the next 3 years.
- b. Take the total cost of the remaining projects that cannot be funded out of recurring sources. This amount should be transmitted to the Local Finance Committee for the latter to search for other fund sources.

Step 2: LDC approves the ranked list of projects.

The LDC through a vote or resolution approves the ranked list of projects with their corresponding individual and aggregate cost estimates.

Step 3: The LDC deliberates on and decides what financing approach to take.

Three financing approaches are available to local governments. These include:

Option 1: *Conservative approach. Under this approach, only projects that can be funded from regular sources will be implemented.*

Option 2: *Developmental approach. Here, the short list of projects is taken as final and irreducible. The LGU will then tap all sources possible to raise the needed funds to implement the project package.*

Option 3: *Pragmatic approach. This is a combination of the two options above.*

The relevant steps to be taken under each of the three options are presented below.

OPTION 1: LDC chooses the conservative approach.

This means that when the projected total cost of the projects exceeds the funds available the number of projects will have to be trimmed down.

Step 1: The LDC further trims the project list.

The trimming process starts with the grouping of projects following the ranked list and taking a running total of the cost. When the total cost equals or nearly equals the available funds for the first year, the corresponding group of projects comprises the first year capital investment program. The same procedure is repeated for the second and the third year investment programs.

In case more projects are needed to make up the list for the second and third year programs, projects which were screened out earlier during the project identification process may be reconsidered.

Step 2: LDC approves the final list of projects.

The LDC shall approve the final project list when a proper match is attained between project cost and

available funds on a year-by-year basis through a vote or by consensus. The final project list is to be formally adopted by the Sanggunian through an appropriate resolution.

Step 3: LPDO prepares the 3-year investment program on a standard format.

The LPDO prepares the investment program and submits this to the LCE who then endorses it to the Sanggunian for deliberation and final adoption.

OPTION 2: LDC chooses the development approach.

This means that the ranked list of projects is taken as the final package of projects to be implemented but the projected funds are not sufficient, then the LGU will secure the needed funds from all sources possible.

When the amount to be raised from other sources is known, the LCE directs the local finance committee to make further studies. The LFC should first look into the possibility of raising the needed amount by adopting certain fiscal measures to realize savings from normal operations. The following strategies may be investigated to determine their impact on net income for the next two or three years:

Strategy 1: Improved fiscal management

- a. Increasing the collection efficiency by so many percent for certain taxes such as the real property tax, business taxes, or receipts from municipal enterprises.
- b. Curbing some expenditures which are not absolutely necessary such as a freeze on hiring of new personnel, stopping the allocation of

district funds for Sanggunian members, or reducing the number of official travels.

- c. Imposing the betterment levy as per Sections 240-245 of the 1991 Local Government Code.
- d. Imposing a tax on idle lands (Sections 236-239).

It must be noted that a one- to two-year lead time is needed before the proceeds from any of these measures can accrue to the general fund of the LGU.

Strategy 2: Incurring public debt or credit financing

If the decision is to incur public debt the following modalities allowed by the Local Government Code could be considered:

- a. Contracting for loans, credits and other forms of indebtedness with any government or domestic private bank and similar lending institutions (Sec. 297).
- b. Deferred payment and similar financial schemes for land acquisition, among other things (Sec. 298).
- c. Issuance of bonds, debentures, securities, collaterals, notes and other obligations, subject to rules and regulations by the Central Bank and the Securities and Exchange Commission (Sec. 299).
- d. Contracting for loans, credits and other obligations with other local government units (Sec. 300).
- e. Borrowing from the national government through its relending institutions using funds secured from foreign sources (Sec. 301).
- f. Pre-financing by the private sector through the build-operate-transfer (BOT) scheme (Sec. 302 and RA 6957).

After assessing the amount of project financing that could be generated from each of the above modes, the LFC recommends one or two to the LCE who then endorses it to the

Sanggunian for appropriate action. The Sanggunian, by resolution, authorizes the office of the LCE to contract for loans, credits and other forms of indebtedness.

Step 1: LPDO prepares the 3-year investment program.

The LPDO now prepares the 3-year investment program. It is probable that the first year projects will have to be funded out of available funds from regular sources. This is due to the lead time necessary before the proceeds of the different fund-raising measures begin to accrue to the local coffers. The succeeding years' investment funds will become a combination of those coming from recurring sources and those expected to accrue from other sources.

The LPDO then submits the draft LDIP to the LCE who in turn endorses it to the Sanggunian for adoption.

Step 2: Sanggunian adopts LDIP.

After receiving the draft LDIP from the LPDO through the LCE, the Sanggunian deliberates on and through a resolution, adopts the 3-year investment program.

OPTION 3: LDC chooses the pragmatic approach.

This is a combination of the first two approaches. The points of difference and similarity cannot be specified. But in general, the approach entails being conservative during the initial years and eventually becoming developmental as the status of local finances improves and more fund sources become available. The procedural steps therefore can freely shift from the conservative to the developmental approach as the situation demands.

6.3 The Annual Investment Program and the Budget

6.3.1 The New AIP

Once there is an approved LDIP, the new AIP constitutes the annual slice indicating the yearly fund requirements of priority programs, projects and activities (PPAs) to be integrated in the annual budget. The AIP comprises the total resource requirements for the budget year, including the detailed allocation for each PPA and the regular operational budget items broken down into Personal Services (PS), Maintenance and Other Operating Expenditures (MOOE), and Capital Outlay (CO). By sectoral groupings, expenditures can also be classified under the following headings:

- a. Economic services – covering all activities directed to the promotion, enhancement, and attainment of the desired economic growth.
- b. Social services – embrace expenditures for education, health, social security, labor and employment, housing and community development, and other social services.

- c. General services – include executive and legislative services, overall fiscal and financial services, planning, general research, public order and safety, and centralized government services.
- d. Others – a catch-all sector for PPAs which cannot be classified under any of the first three.

6.3.2 Timetable for AIP Preparation

The AIP for the current year is prepared with the first six months (January-June) of the current year to catch up with the Budget Call (which starts the budget preparation process) by the end of June of the current year.

6.3.3 Accomplishing the AIP Form

The AIP form should be accomplished as prescribed in JMC No. 1 s. 2007 (NEDA, DILG, DBM and DOF). The form is available at the local Budget Office and is accomplished jointly by the CPDD and the City Budget Office. The annual component of the Capital Expenditure (Capex) shall be inputted by the

CPDD and integrated by the Budget Officer together with the expenditures for PS, MOOE, and CO. The completed AIP form is attested to by the LCE and approved by both the CDC and the *Sangguniang Panglungsod (SP)* through a resolution.

6.3.4 Translating the AIP into the Budget

The completed AIP is submitted by the LCE to the LFC for appropriate action. The LFC shall then:

- a. Conduct a review of the projected revenue or proposed income proposed during the budget year.
- b. Recommend appropriate tax and other revenues or borrowings to support the budget.
- c. Recommend resource allocation and spending ceilings for the economic, social and general services.

Once the spending ceiling by sector or office is finalized, the LFC shall conduct a budget workshop with all stakeholders concerned to give the latter a sense of ownership of the policy decisions.

6.4 Processing and Farming Out of Non-Project Services

It may well be that the needed intervention can be included among the regular functions of a given office to be performed by the regular staff of that office using its existing facilities and budget. Such intervention falls under the category of services or a “non-project.” Services or non-projects need not be included in the LDIP but are carried out through the regular functions of relevant departments or offices and the logistical requirements are taken from the maintenance and other operating expenditures (MOOE) of the offices or

departments concerned. To identify the offices or departments responsible for integrating the needed services in their regular functions, process the non-projects using the template in *Table 6.2* below.

Table 6.2 Farming Out Non-Projects to Responsible Offices

Proposed Services	Activity/Task Components	Dept./Office Responsible	Current Capacity of Responsible Office	Capacity Gaps of Responsible Office	Recommended Action

To accomplish the above template, perform the following steps:

- a. Collect all non-projects and check if these can be upgraded into projects. The rationale for this is that projects have greater chances of being implemented with assured funding from the Local Development Fund while services depend on increases in the office maintenance and other operating expenditures (MOOE) which are uncertain. A non-project can be upgraded to a project if the following criteria are present:

- i. There is a definite output to be produced.
- ii. There is a sense of urgency to produce the desired output.
- iii. The process is not likely to be repeated in the next three years.

Upgraded non-projects will be added to the list of projects for inclusion in the LDIP.

- b. If upgrade is not possible, retain

the activity as non-project and perform the following:

- i. Break down the non-project into task components and identify the offices responsible for each task.
- ii. Match the added tasks to the existing capacity of the responsible office and determine the capacity gaps.
- iii. Recommend needed action to fill the gaps.

6.5 Priority legislations needed to implement the proposed policy Interventions

Regulatory measures should be seen in both their negative and positive dimensions. Negative regulation entails prohibiting and penalizing some acts deemed inimical to the public interest. Positive regulation, on the other hand, involves giving encouragement and rewards for acts that are socially desirable and which

help promote the general welfare. Private investment incentives fall under the category of positive regulation. Taxation may have positive and negative connotations, negative to those on whom the assessment falls due but positive to the general populace to whom the benefits of improved services accrue.

In generating regulatory measures, check whether a new legislation is really needed and whether the intended legislation is within the limits of the prescribed powers of the LGU. Although all legislative acts of component cities and municipalities are subject to review by the provincial

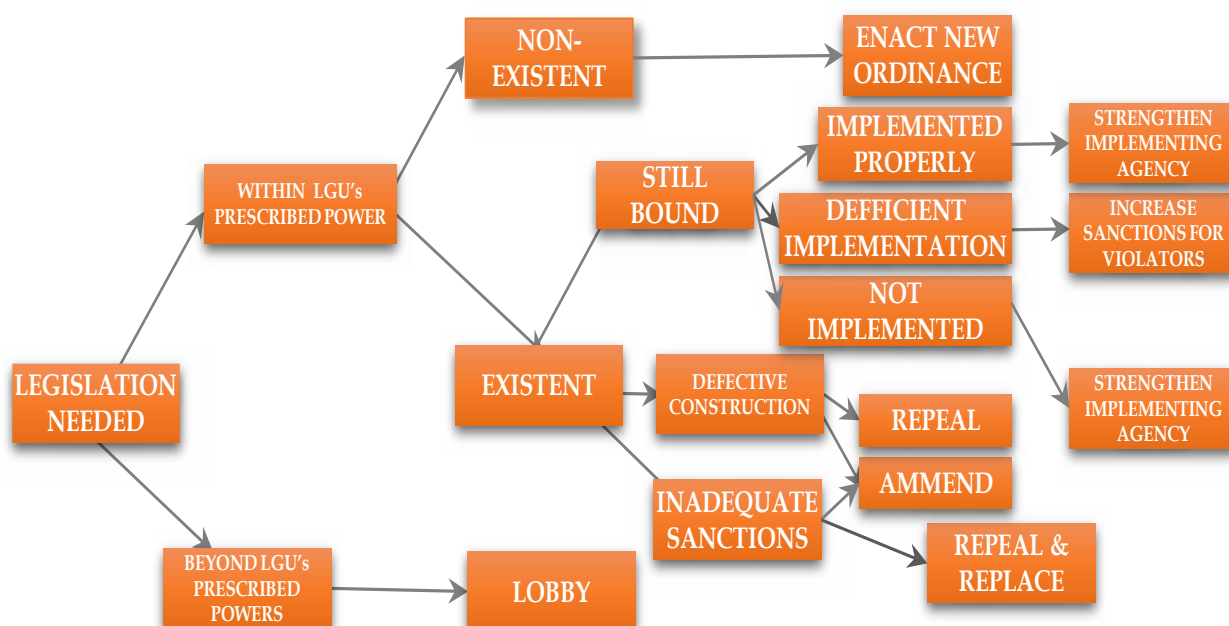


Figure 6.3 Scheme for Processing Needed Legislation

Sanggunian, it is better to involve the city/municipal attorney whenever new legislations are identified and proposed in the sectoral plans.

To determine the appropriate action to take regarding local legislations the fishbone analysis as shown in Figure 6.3 below may be helpful. Regulatory measures may

take the form of resolutions and ordinances enacted by the Sanggunian or executive and administrative orders issued by the local chief executive. If the needed regulatory measure is found to be beyond the prescribed powers of the LGU, this could be brought to the attention of higher jurisdictions through various channels including lobbying. If the attention of the national legislature is necessary, the Congressman, who sits as a regular member of the Local Development Council, should serve as the conduit

Summarize the result in the template in Table 6.3 below and forward it to the Secretary of the Sanggunian for possible inclusion in the latter's legislative agenda.

Table 6.3 Template for Presenting Identified Needed Legislation

Ordinance Needed	STATUS			Subject Classification	SP Committee Responsible	Possible Sponsor
	New	Amendment	Replacement			

6.6 Private Investment Incentives

One of the main objectives of public investment programs is to attract or leverage private investments in the area in order to achieve synergy and enhance total capital build up. The local government has its own funds for development investment. But public funds invested by the local government alone cannot match the aggregate value of capital in the hands of the private sector. It would be most desirable if funds from other sources, particularly from the private sector are brought in to augment the resources of the govern-

ment. In fact, as a matter of strategy public investment the leveraged private investments must amount to a multiple rather than a mere fraction of the value of public investments.

The most readily available and accessible source of information about private investment prospects is the project brief that every project proponent is required to accomplish before submission for inclusion in the LDIP. Note that the last item in the project brief is an indication of the "desired private sector response" to

benefit from, or to build on the proposed public investment. When all project briefs have been collected, the CDC through the CPDC shall consolidate these ideas into a package of "priority private investment areas", devise an investment incentives scheme, and forward this to the SP for enactment into an ordinance. After all, the formulation of a private investment incentives scheme is one of the main functions of the CDC as mandated by the Local Government Code.

6.7 Capacity Building for Effective Plan Implementation

6.7.1 Capacity defined

The Canadian-funded Local Government Support Program² defines capacity as the "abilities, skills, understandings, attitudes, values, relationships, behaviors, motivations, resources and conditions that enable individuals, organizations, networks,

sectors and broader social systems to carry out functions and achieve their development objectives over time". The definition covers three levels or aspects of capacity development: personal or individual capacity, institutional or organizational capacity, and capacity of systems and procedures. Capacity building or develop-

ment refers to the approaches, strategies and methodologies used to improve performance at the individual, organizational and system levels. In this section, the focus of attention is the capacity of the local government bureaucracy to implement the PPAs derived from the development plans.

² A Manual on the Local Planning Process, LGSP, 2009

1) Capacity needed to implement projects and services

This applies to the officers and staff of departments and offices (other than those of the CPDC) who will implement the projects, services and activities approved for implementation in the AIP/Annual Budget. The usual practice in most local governments is to implement projects by administration. This is understandable because most projects are simple, low-cost and are completed within the fiscal year. Hence, no rigorous detailed project development is required. What is needed is the capacity to prepare a Program of Work and the Work and Financial Plan. Since the project activities are converted into services by the office staff, what is critical is whether the staff assigned to the project have the requisite qualifications. This matter is presumed to have been addressed upon recruitment. So no major capacity gaps are expected in this regard.

2) Capacity needed to administer contracts

This applies in cases where the LGU desires to embark on complex multi-year big ticket projects that have to be implemented by contract. The capacity required of the department or office responsible for such type of projects is the ability to administer contracts. This involves writing the Terms of Reference, procuring and evaluating proposals, awarding and administering contracts, among other competencies. This capacity is not common in most local government offices and departments.

3) Capacity to do monitoring and evaluation

Project monitoring and evaluation as a function of project implementation is currently in practice. However, the task is often performed by the staff of the CPDC. This capacity to monitor project input and output

flows should be lodged with the implementing office to track backlogs and slippages. Monitoring and evaluation of outcomes and impacts should be a capacity reserved for the staff of the CPDC. The latter type of M & E is a function of plan revision or cyclical planning. Sadly, such division of labor has not yet been institutionalized in local governments.

6.7.2 Suggested steps in formulating a capacity building plan

- a. Establish the organizational and individual competencies needed to implement the CDP.
- b. Examine existing capacity vis-à-vis desired competencies.
- c. Identify capacity gaps.
- d. Identify priority strategies and actions that need to be taken to improve capacities.
- e. Prepare a capacity development plan and budget.
- f. Assign roles and responsibilities to achieve the goals and capacity objectives.
- g. Monitor the plan and make adjustments as required.

Chapter 7

Monitoring and Evaluation for Cyclical Planning

7.1 Introduction

Among the major activities of the local planning structure is to “coordinate, monitor, and evaluate the implementation of development programs and projects” (Sec. 109, a, 5, RA 7160). The critical importance of monitoring and evaluation (M&E) is that it links one planning cycle to the next. Plan M&E produces new information useful in crafting the successor plan. These new data are derived from the assessment of impacts of programs and projects implemented, the outcomes of services rendered, the effects of regulatory measures enforced, as well as the results of developments in the area that had not come under the control or influence of the local planning system.

7.1.1 Who should do monitoring and evaluation

Consistent with the local planning structure and its mandated functions, M&E is a built-in function of the sectoral or functional committees¹. Through these sectoral committees doing their respective M&E the local planning and development office performs its function number 4: “Monitor and evaluate the implementation of the different programs, projects, and activities in the local government unit concerned in accordance with the approved development plan²” Formally, the M&E function is embedded in the Planning Information Management Division of a full-blown local planning and development office. In the case of lower income LGUs the M&E function could be devolved to a functional

committee consisting of a representative of each of the sectoral committees coordinated by the head or any staff of the local planning and development office. But even in the case of high income LGUs which are able to organize their LPDO according to the ideal structure it would be a much better practice to involve the sectoral representatives when conducting M&E activities.

7.1.2 What to monitor and evaluate

Monitoring and evaluation are both evaluation activities which are essential tools for management. Properly utilized, M&E are mutually reinforcing in that –

- a well-functioning monitoring system can greatly reduce the need for in-depth evaluation as problems are revealed and resolved in a timely manner;
- monitoring can also indicate the need for in-depth evaluation of problems and issues; and
- in-depth evaluation may show the need for a new and improved monitoring system.

First, let us define the terms monitoring, evaluation, project output, project outcomes, project impact, and development impact.

- **Monitoring** – a continuous process of data collection and analysis to check whether a project is running according to plan and to make adjustments if required. It is an evaluative study directed to the short term.

- **Evaluation** – a systematic process of collecting and analyzing information about activities and results of a project in order to determine the project’s relevance and/or to make decisions to improve the efficiency and effectiveness of a project.
- **Project output** – project deliverables arising from the activities carried out with the use of project inputs or resources.
- **Project outcomes** – results and long-term impacts arising from the utilization of project outputs.
- **Project impact** – a state of change over a reference point (baseline or time period) arising from the production and utilization of project outputs. Project impacts may be short term (as project outcomes/effects) or long term (when related to the achievement of project goals).
- **Development impact** – a state of change arising from the implementation of a plan (program/project) or on account of actions taken by agents outside the control or influence of the planning system, or both.

7.1.3. Frequency of monitoring and evaluation

The frequency of conducting M&E should be synchronized with various planning cycles: annual for purposes of the AIP and budget cycle; once every three years for the revision of the term-based CDP ; and longer cycles for the 6-year medium-term CDP and long-term CDP and

¹ S. ¹ Rule XXIII, Art. 182, g. 3, vi, IRR of RA 7160

² Sec. 476, b, 4, RA 7160

CLUP revision. In Figure 7.1, M&E is properly located in the context of the municipal planning and development system.

There are different planning cycles with varying durations. The shortest cycle is represented by the annual investment program and budget. Investment programming could be done in 3-year cycles so that the annual component of a 3-year program will be carried in the annual budget. This implies that M&E is

done annually to look into the utilization of the budget. The monitoring data collected after one year should help improve the design and implementation of the following year's projects.

After a 3-year cycle, M&E outcomes is needed to inform the revision of the term-based investment program. After a 6-year cycle, M&E of impacts will be needed to inform the revision of the CDP. The longest cycle of up to 9 years pertains to the

M&E of the impacts of policies on development regulation such as zoning, building and subdivision regulations, as well as the impact of private investments in the locality.

Data accumulated over the 9-year period will be used in the possible revision or reformulation of the CLUP. In short, whatever the planning cycle being considered, the basic problem and purpose of M&E is determining what change to assess

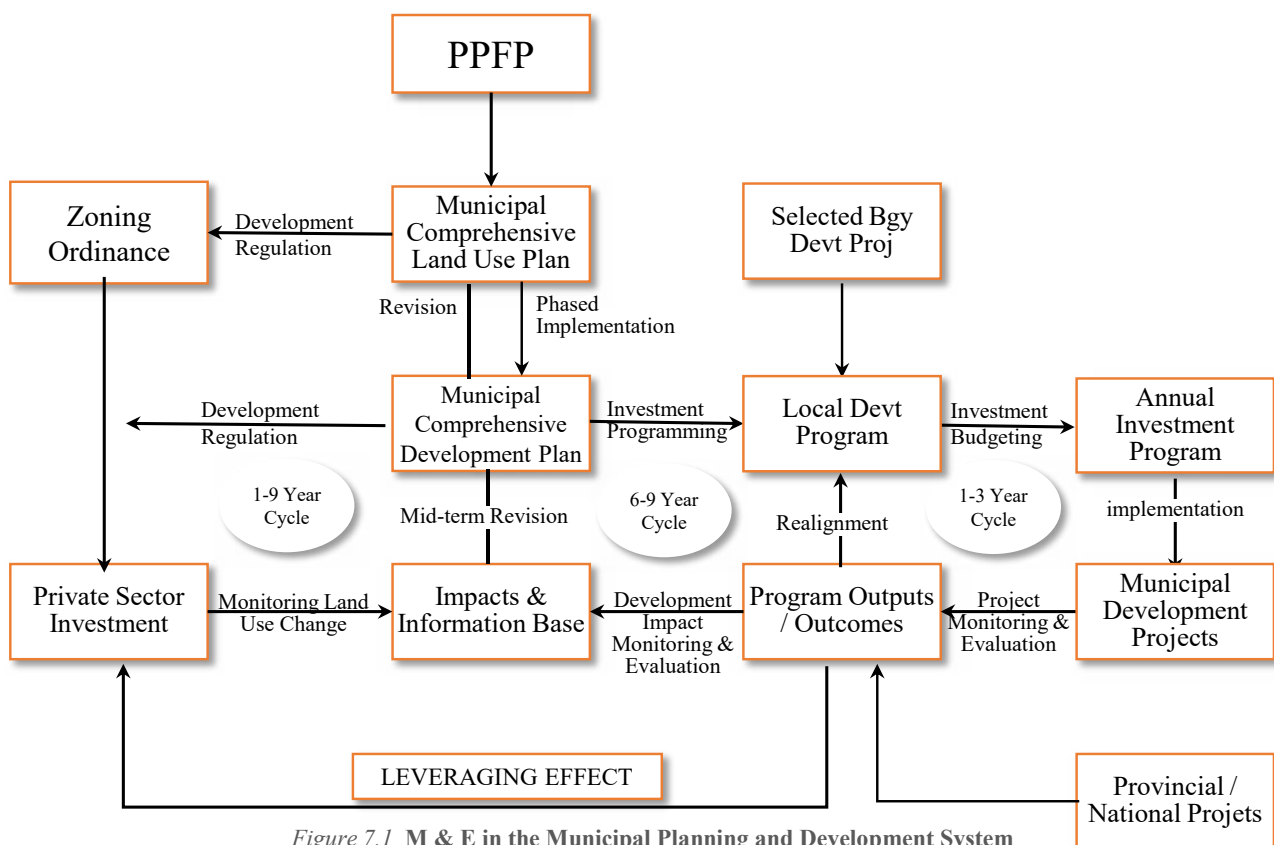


Figure 7.1 M & E in the Municipal Planning and Development System

Source: Fig. 4.9 in Serote (2014), *Property, Patrimony and Territory Foundations of Land Use Planning in the Philippines*, Chapter 4, p. 178

7.2 Use of M&E in the AIP/Budget Cycle

The shortest planning cycle where M&E finds useful application is the annual investment programming (AIP) as an integral part of the annual budgeting process. The investment programming process takes place prior to the start of the budget prepa-

ration process to ensure that priority programs and projects get the proper budgetary allocation and are implemented during the ensuing fiscal year. As shown in the investment programming process flow (refer back to Figure 9.2) project ideas and

proposals ideally must come from the CDP and/or the CLUP although projects from other sources are also welcome. Applied annually, M&E tracks only the LGU's financial performance in implementing programs, projects and services.

Because of the limitations of the annual planning process represented by the budgeting cycle, the only practical feedback information from M&E that could be used in the preparation of the succeeding year's budget are the monitored outputs of the previous year's interventions and possibly the monitored financial performance in the implementation of the current year's budget up to the third quarter. But there is another potential occasion or venue for which the assessment of outcomes makes a more interesting input, that is, the end-of-year report (Ulat sa Bayan) or State of Local Governance Report (SLGR) at the start of the new fiscal year.

To inject rationality into the budgeting process, and ensure transparency and accountability in public expenditure management the scope and purpose of M&E should be expanded to include assessment of efficiency in utilization of inputs to realize outputs, the effectiveness of outputs in

realizing desired outcomes, and the extent to which the public expenditure contributed to the attainment of broader social and economic goals. Tracking outcomes requires longer time intervals of at least 3 years. The product of outcome M&E is an input to the preparation of the State of Local Development Report (SLDR). The SLDR should contain not only enumerations of quantities but also qualitative indicators of outcomes of the utilization of the public sector budget.

When is a good time to conduct the AIP for purposes of the annual budgeting cycle? The answer to this question is not a simple one due to the fact that the term of local officials does not coincide with the fiscal year (same as calendar year). By the time an incoming administration assumes office on July 1, it inherits the last half-year of the outgoing administration's budget and AIP. And when a particular administration bows out it

leaves the last half year of its third year budget and AIP to its successor.

In a 4-year scenario which shows the two change-over points after each election, the following M&E schemes are recommended:

1. M&E to assess the impacts of the previous administration's 3-year LDIP or Executive- Legislative Agenda. This is done during the second quarter in the 6-week interval between the election in May and July 1. This M&E will provide inputs to the preparation of the new 3-year LDIP/ELA of the succeeding administration.
2. M&E to assess the outputs and financial performance during the fourth quarter of the second and third years of the incumbent leadership to provide inputs to the Year-end Report of the Local Chief Executive.

For clarity please refer to the scenario as shown in the table below.

Ta- Table 7.1 M&E Points in a 3-Year Term of Office

	Q1	Q2	Q3	Q4
Year 1	Implementation of Last Year Budget and AIP of previous administration			
		• Election M&E (Impact of Previous Administration's LDIP/ELA)	End-of-Term Report Inaugural of New Term	
			Preparation of LDIP/ELA Preparation of Yr 2 Budget and 1 st AIP	
Year 2	Implementation of Year 2 Budget and 1 st AIP			
			Preparation of Yr 3 Budget and 1 st AIP	
				M&E (Outputs and Financial Performance) End- of-Year Report
Year 3	Implementation of Year 3 Budget and 2 nd AIP			
			Preparation of Yr 4 Budget and 3 rd AIP	
				M&E (Outputs and Financial Performance) End- of-Year Report
Year 3	Implementation of Year 4 Budget and 3 rd AIP			
		• Election M&E (Impact of Outgoing Administration's LDIP/ELA)	End-of-Term Report Inaugural of New Term	

7.3 Monitoring and Evaluation for Plan Revision

7.3.1 M & E for the Successor CDP

Information on the previous year's budget performance is needed in the preparation of the annual investment program and budget. On the other hand, the preparation of the successor 3-year CDP will require feedback information on the outcomes and impacts of the implementation of the 3-year predecessor CDP. This is because the effects of public interventions do not manifest themselves until after two or three years after the completion of the intervention. As shown in Table 10.1, the ideal time for conducting the outcome M&E is during the 6-week hiatus following every election. Results of this type of assessment will find their way into the end-of-term report of the outgoing administration and hopefully into the successor plan of the incoming set of local officials. This ensures smooth transition and conveys a sense of continuity and stability between succeeding local administrations. Two of these 3-year cycles could produce sufficient feedback information to allow mid-term revision of the long-term CDP and/or CLUP.

7.3.2 M & E for the Successor CLUP

The feedback information required for the revision or reformulation of long-term plans such as the CLUP and the long-term CDP should be collected after a lapse of 9 – 10 years. This should be synchronized with the national census of population which is conducted every decade. Data capture on socio-economic and physical indicators of change when it is done in the same year that an actual population count is held will allow analysts to relate actual growth with actual population change. Every census year therefore should be marked out for conducting comprehensive data collection to

update ecological profiles, LDI tables, thematic maps, and other forms of information systems.

For consistency new and feedback information should be clustered around the five development sectors with specific responsibilities to describe and possibly measure changes in the area after a decade as follows:

- a. Social sector – changes in the demographic composition, growth behavior, and spatial distribution of the area's population; changes in the level of welfare of individuals and households; changes in the availability of and access to basic social goods and services; as well as advances made by society in the promotion of equity and social justice.
- b. Economic sector – changes in the general individual income levels and average household incomes; changes in conditions of employment, unemployment and underemployment; changes in the level of self-sufficiency in the different food commodities; and, to the extent possible, changes in the magnitude of capital flows (difference between outflow and inflow) into the area and in the manner this capital is circulated in the local economy.
- c. Environment sector – changes in the stock and quality of various natural resources as a result of domestic utilization and economic extraction; changes in the size, direction and intensity of the built environment and corresponding conversion of agricultural, forest or wetland resources; degree of success in the preservation of protected areas; sustainability through judicious consumption and avoidance of waste of water supply; changes in the overall quality of the environment resulting from waste management systems and

nuisance abatement mechanisms that had been put in place during the last decade; and degree of success in the enforcement of national laws and local ordinances on the management and protection of the environment and natural resources.

- d. Infrastructure sector – in general, the adequacy of social and physical capital build up to undergird economic prosperity, public health, safety, comfort and convenience; the appropriateness of infrastructure to support the realization of the chosen spatial strategy; changes in the status of backlogs in the provision of basic social services; changes in the quality of services and facilities resulting in changes in general welfare of the residents; changes in the level of vulnerability of the residents as a result of facilities to reduce if not prevent environmental risks and disasters; and changes in the environmental quality owing to the integrity of protective structures and soil stabilization works.
- e. Institutional sector – institutionalization of local structures and processes for planning, program and project development and management, and monitoring and evaluation of the outputs, outcome and impacts of plans, programs, services, regulatory measures, and other forms of policy intervention; efficiency and effectiveness with which the local government bureaucracy utilizes resources to deliver services demanded by its various publics; changes towards ensuring participation in governance processes, degree of transparency in LGU transactions, and accountability of public officers; and indication of the responsiveness of successive administrations to the needs of their constituents as can be inferred from the accumulated legislative output during the last decade.

Annex



Sectoral Vision Reality Gaps and Problem Solution

Workshop 1: Vision-Reality Gap Analysis (Inward looking Component of the QC Vision)

SOCIAL SECTOR

Descriptors of QC Citizenry	Dimensions	Success Indicators Vision of Quezon City Inward-looking Component	Current Reality or Actual Accomplishments	Vision-Reality Gap or What Remains to be Done	Explanation for the Gap	Implication of Unfilled Gap	Policy Options
HEALTHY CITIZENRY							
	Physical Health	Decrease in the number of disease-specific morbidity cases by 5% per year from base year 2018	<p>Disease-specific morbidity cases reported (source: QCHD, QCGH and NDH 2018)</p> <ol style="list-style-type: none"> 1) Hypertension – 22,888 2) Tuberculosis all forms – 9,087 3) Diabetes Mellitus – 6223 4) Urinary Tract Infection – 4,225 5) Dengue fever – 624 <p>Source: QCHD, NDH & QCGH; 2018</p>	<p>5% decrease annually</p> <ol style="list-style-type: none"> 1) 1,144 2) 454 3) 311 4) 211 5) 31 	<p>Hypertension and Diabetes Mellitus</p> <ul style="list-style-type: none"> • Difficulty in sustaining maintenance medication (patient compliance, availability of medicines) • Unhealthy lifestyle (no opportunity for physical activity, availability of unhealthy food) <p>Tuberculosis</p> <ul style="list-style-type: none"> • Delayed treatment • Patient compliance to complete treatment <p>Urinary Tract Infection</p> <ul style="list-style-type: none"> • Lack of sanitary toilet in public places • Unhygienic practices <p>Dengue</p> <ul style="list-style-type: none"> • Presence of mosquito breeding sites in the surroundings 	<ul style="list-style-type: none"> • Increase in morbidity and mortality cases • Decrease productivity at home, school and work • Economic burden to the self and family • Infectious when untreated (stigma) 	<ul style="list-style-type: none"> • Hiring of Additional doctors per health facility • Provision of adequate supply of Medicines in each health facility • Upgrading of more super/regular health centers with 24-hour service/12-hour service • Intensification the Nutrition Program of Quezon City Health Department • Intensification of the Malnutrition Rehabilitation Program thru: Complementary Feeding for severely underweight and underweight for 0-71 months old children • Intensification of Maternal Health Care Program • Intensification of Child Health Care Program • Intensification of Comprehensive Health Care Package for Elderlies Program and PWD's • Intensification of Adolescent Health Care & Development Program • Provision of hospital health care services covering Maternal & Child Health Care, Rehabilitation Medicine, Medical, Surgical, Anesthesia, EENT,

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							Dental & Nursing Services. • Intensification of the Quezon City General Hospital Medical Program • Intensification of the Novaliches District Hospital Medical Program • Intensification of the Rosario Maclang Bautista General Hospital Medical Program • Establishment of Geriatric Ward • Intensification of the implementation of the Standardization of cost of medicines • Formulation of proposed ordinance on provision of free Insulin to indigent DM patients • Influenza Vaccination • Project 20/20 (Eye check-up and eye glass distribution) • Project SMILEY (Dental Mission and distribution of oral and hygiene kit)
		Mortality rate lower than Metro Manila	Metro Manila: 5.35 per 1,000 population Quezon City: 4.64 per 1,000 population (Source: QCHD; 2018)	0.71 better than Metro Manila	none	none	• Additional doctors per health facility • Provision of adequate Supply of Medicines in each health facility • Upgrading of more super/regular health centers with 24-hour/12-hour service • Intensification the Nutrition Program of Quezon City Health Department • Sustain Malnutrition Rehabilitation thru: Complementary Feeding

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							<p>for severely underweight and underweight for 0-71 months old children</p> <ul style="list-style-type: none"> • Intensification of Maternal Health Care • Intensification of Child Health Care Program of QCHD • Intensification of Comprehensive Health Care Package for Elderlies Program and PWD's • Intensification of Adolescent Health Care & Development Program • Intensification of the hospital health care services covering Maternal & Child Health Care, Rehabilitation Medicine, Medical, Surgical, Anesthesia, EENT, Dental & Nursing Services. • Intensification of the Quezon City General Hospital Medical Program • Intensification of the Novaliches District Hospital Medical Program • Intensification of the Rosario Maclang Bautista General Hospital Medical Program

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		Incidence of malnutrition lower than Metro Manila	Metro Manila: 1.26 % Quezon City: 0.59% (Source: QCHD; 2018)	0.67% better than Metro Manila	none	none	<ul style="list-style-type: none"> • Intensification of the nutrition program of Quezon City Health Department • Malnutrition Rehabilitation thru: Complementary Feeding for severely underweight and underweight for 0-71 months old children • Intensification of First 1000 Days Program • Intensification of Oral Health Program • Sustain the Health Education and Promotion Program • Integration of Healthy Lifestyle (Proper Nutrition/diet, reg. Exercise, alcohol and tobacco intake) in the regular Pre-Clinic Lectures • Intensification of nutrition program of all hospitals: • Diet Counseling • Nutrition Lecture • Mothers' class • Malnutrition/Rehabilitation program • Capacity Development on Nutrition Management • Provision of oatmeal, milk and vitamins to Senior Citizens • Promotion of Urban farming • Dissemination of IEC Materials and Posters for Drinking and Smoking

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EDUCATED CITIZENRY							
	Literacy	100% of all residents in Quezon City 10 years old and above can read, write, and understand simple messages	QC 2015: 99.71% (2, 409,418) Male: 99.71% (1,174,392) Female: 99.72% (1,235,026) Source: 2015 Census of Population, PSA	0.29% (6,949) Male: 3,446 (0.143%) Female: 3,503 (0.145%)	<ul style="list-style-type: none"> Poverty/financial capacity of parents Family problems Child labor Existence of congenital handicaps unable to perform intellectual capabilities 	<ul style="list-style-type: none"> Difficulty in seeking employment High poverty incidence High incidents of crime and injustices Poor health and nutrition 	<ul style="list-style-type: none"> Establishment of registry of illiterates through research by QCU and other institutions Establishment of ALS in every barangay and ensure that all targets access the program, facilities and services Strengthening coordination/ partnership with non-DepEd ALS providers Strict implementation of RA 7743/Resolution No. SP-6107, Res. No. 7950, s-2019. Intensification of reading awareness campaign to develop love for reading Implementation of the Brigada Pagbasa Program
	School Participation	100% of school aged children/ population excluding persons with disability (PWD) are enrolled in the basic education system	Participation Rate Public and Private SY2017-2018 Pre-School: 78.17% Kinder : 80.98% Elementary: 94.70% Secondary: JHS: 94.17% SHS: 88.15%	Participation Rate Public and Private Pre-School: 21.83% Kinder : 19.02% Elementary: 5.30% Secondary: JHS: 5.83% SHS: 11.85%	<ul style="list-style-type: none"> Insufficient number of day care centers to accommodate unserved children Economic reasons Level of education of parents (Low value placed on education by parents) Child Labor (due to domestic and economic activities) Illness and disability High poverty incidence rate 	<ul style="list-style-type: none"> Some 3-4 year old children unable to access Early Childhood Education Increase in out of school youth (OSY) population Increase in percentage of school-aged children at risk of being involved in juvenile delinquency, teen-age pregnancy and drug-abuse. Increased demand for Social Services Low-skilled workforce 	<ul style="list-style-type: none"> Intensification of community mapping of school-aged children and Advocacy campaign for early enrolment/registration in partnership with barangays through inter-agency collaboration Development and rolling out of an awareness campaign on the value of education targeted to parents Provision of training / professional development opportunities to parents (aligned with increasing functional literacy of adults) Provision of incentives to encourage school age children to enroll i.e.,

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							school supplies, medical and dental clinics in schools, free meals
		5% annual increase of enrollment of school children with disabilities in the basic education system	2017-2018: 3911 <div>13.72%</div> 2016-2017: 3439 <div>-13.29%</div> 2015-2016: 3966 <div>0.43</div> <div>(0.43÷2 =0.22)</div>	4.78%	<ul style="list-style-type: none"> No baseline data for the number of children with disabilities Economic factors Level of education of parents (Low value placed on education by parents) Lack of access to school facilities for children with disabilities Limited service/facilities for clinical assessment (Kabahagi Center in District 2 only) 	<ul style="list-style-type: none"> Increase in the number of out of school children/youth and adult Children with disabilities are not able to reach their full potential and become unproductive. 	<ul style="list-style-type: none"> Intensification of Community Based Mapping of School-Aged Children with disabilities in collaboration with various agencies Provision of training / professional development opportunities to parents (aligned with increasing functional literacy of adults) Development and rolling out of awareness campaign on the value of education including children with disabilities. Establishment of Kabahagi Centers in all districts provided with adequate equipment and facilities for children with disabilities. Strict implementation of SP 2463, s. 2015, “An ordinance appropriating funds to PDAO to cover the cost of Clinical Special Educational Needs Assessment of Indigent children”

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		100% Completion Rate of Elementary and High School Students	<p>Completion Rate Public and Private SY2017-2018</p> <p>Elementary: 100% Secondary: 93.67%</p>	<p>Completion Rate Public and Private</p> <p>Elementary: MET Secondary: 6.33%</p>	<p>Associated with drop outs, school leavers, and low performance in school (repetition):</p> <ul style="list-style-type: none"> • Demolition/ relocation of family (ISF) • Migration to other localities • Illnesses/Diseases • Child labor • Malnutrition • Bullying/harassment • Lack of interest • Distance from home • Teenage pregnancy • Early marriage • Economic reasons • Drug abuse • Peer pressure 	<ul style="list-style-type: none"> • Increase in out of school youth (OSY) population who become at risk of being involved in juvenile delinquency, teen-age pregnancy and drug-abuse. • Increased demand for Social Services • High poverty incidence rate • Low-skilled workforce 	<ul style="list-style-type: none"> • Launch an Education Completion Program thru: <ul style="list-style-type: none"> ◦ Strengthening guidance counseling through partnerships ◦ Improvement of educational facilities to make them more conducive to learning ◦ Monitoring of students at risk of dropping out from the Program and providing timely intervention measures ◦ Intensification of the implementation of the Child Friendly School Campaign ◦ Intensification of Child Protection Policy and Rules • Provision of transition programs for learners (from one grade level to another) • Sensitization program for parents on the importance of education • Comprehensive feeding and medical-dental services to children • Increase parental involvement to school activities • Strengthening of co-curricular activities • Strict implementation of ordinance prohibiting students access to mall, internet-gaming shops and other related establishments during class hours •

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							<ul style="list-style-type: none"> Strengthening partnership with stakeholders for possible sponsorship for learners Intensification of Home Visitation Program to monitor students
		Zero dropout rate	Dropout Rate Public and Private SY2017-2018 ES: 0.88% HS: 1.32%	Dropout Rate Public and Private ES: 0.88% HS: 1.32%	<ul style="list-style-type: none"> Insufficient family income Health and nutrition of students Demolition and relocation Domestic problems Lack of parental support Lack of personal interest Teenage pregnancy Drug addiction Bullying/harassment 	<ul style="list-style-type: none"> Increase in number of child laborers Low basic education completion rate Low literacy rate Increase in number of juvenile delinquents, teen-age pregnancy and drug-abuse. Increased demand for Social Services Low-skilled workforce High poverty incidence 	<ul style="list-style-type: none"> Strengthen Guidance and Counseling program in partnership with NGOs and private organizations Provision of ICT tools to sustain children's interest Monitor students at risk of dropping-out Conduct of home visitation in coordination with the barangay Intensification of implementation of health and wellness programs Conduct of advocacy campaigns on mental health, teen-age pregnancy and drug-abuse Intensification of ALS and ADM Programs Intensification of community barangay livelihood project Education for ALL Program
	School Achievement	At least 75% Mean Percentage Score in the National Achievement Test	Grade 6 NAT SY 2017-2018 Public & Private: 40.64% (Mean Percentage Score) Public: 41.31% Private: 50.70% Grade 10 NAT SY2017-2018 Public & Private: 49.65% (Mean Percentage Score) Public: 54.39% Private: 49.72%	Grade 6 NAT SY2017-2018 Public & Private: 34.36% Public: 33.69% Private: 24.30% Grade 10 NAT SY2017-2018 Public & Private: 25.35% Public: 20.61% Private: 25.28%	<ul style="list-style-type: none"> Poor student engagement (lack of interest in class) Non conducive to learning school facilities (space, ventilations, etc.) Lack of library books and supplemental materials Lack of laboratory and 	<ul style="list-style-type: none"> Declining quality of education Graduates struggling to land a job 	<ul style="list-style-type: none"> Strengthening of the technical and vocational programs for senior high school youth (14 Pt Agenda.) Improvement and expansion of public school facilities (14-Pt Agenda) Introduction of internet-based education in

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			<p>*Based on the National Achievement Test No other standardized test for evaluating achievement yet</p> <p>With 27 sampled schools for Grade 6 NAT. Given to Grade 7 students</p> <p>With 16 sampled schools for Grade 10 NAT. Given to Grade 11 students</p>		<p>other related equipment in teaching</p> <ul style="list-style-type: none"> Nutritional status of learners (malnutrition) Teacher factor (quality of teaching) Low level of parental involvement in the educative process Suspension of classes without mitigating measures on remedial and supplemental teaching Inadequate number of classrooms, teachers and textbooks 		<p>public schools (14-Pt Agenda)</p> <ul style="list-style-type: none"> Provision for additional school buildings and classrooms Demolition and replacement of old school buildings Land acquisition for school sites Strengthening of quality primary education through: <ul style="list-style-type: none"> Enhanced student engagement Conducive classroom facilities Provision of books and other supplemental materials for teaching and learning Supplemental feeding and medical-dental services to children Upgrading skills and retooling of teachers Increased parental support in the education of their children
	Educational Attainment	At least 2% annual increase in the city's adult population who are college undergraduates, bachelor's and post-graduate degree holders	<p>2015 Educational Attainment (5 yrs. old and above):</p> <p>Post Graduate: 10,517 Male: 4,776 Female: 5,741</p> <p>Academic Degree: 494,623 Male: 224,705 Female: 269,918</p> <p>College Undergrad: 413,215 Male: 204,527 Female: 208,688</p> <p>2010 Educational Attainment (Quezon City) Post Graduate: 11,817 Male: 5,351 Female: 6,466</p>	<p>Post Graduate: 4% (Should be higher. There is actual decrease.) Male: 4% Female: 4%</p> <p>Academic Degree: 1.51% Male: 1% Female: 1%</p> <p>College Undergrad: MET</p>	<ul style="list-style-type: none"> Poverty/financial capacity of parents Limited resources to continue tertiary level No interest in pursuing higher education 	<ul style="list-style-type: none"> Difficulty in seeking employment High poverty incidence 	<ul style="list-style-type: none"> Expansion and promotion of scholarship programs from SYDP Revision of scholarship guidelines to increase subsidy /grant in order to be at par with the increasing cost of education

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			Academic Degree: 482,685 Male: 221,748 Female: 260,937 College Undergrad: 352,433 Male: 174,882 Female: 177,551 Source: PSA																
		90% of targeted senior high school students, tertiary education, Tech-Voc. post graduate students are subsidized/ granted scholarship program per year	86.74% of targeted students were accommodated and subsidized.	3.26%	<ul style="list-style-type: none">Effect of the full implementation of K-12 program.Students opt to apply for other scholarship programs. Current scholarship grant/subsidy are not adapted to the increasing cost of education.Students/Residents are unaware of the scholarship grants offered by the City Government.	<ul style="list-style-type: none">Unutilized funds for scholarship and financial assistance servicesLoss of opportunity to pursue higher education	<ul style="list-style-type: none">Revision of scholarship guidelines to match the cost of educationRestructuring of subsidy/ grant for scholars. Expansion and more intensified promotion of scholarship programs from SYDP												
SECURE CITIZENRY																			
	Protection of Persons	Crime Rate decreased by 5% annually	<table><tr><th>Year</th><th>Crime Rate</th><th>Trend</th></tr><tr><td>2018</td><td>1,378.48</td><td>-3.73</td></tr><tr><td>2017</td><td>1,431.85</td><td>-2.21</td></tr><tr><td>2016</td><td>1,464.17</td><td></td></tr></table> Annual Average: 2.97%	Year	Crime Rate	Trend	2018	1,378.48	-3.73	2017	1,431.85	-2.21	2016	1,464.17		2.03%	<ul style="list-style-type: none">Because of poverty chances of people to commit criminal acts are highLow moral and spiritual valuesLack of police force visibilityInadequacy of police facilities and equipment	<ul style="list-style-type: none">High risks to security and safety in homes and in communityCongestion of jail facility due to criminal actsLow economic investments	<ul style="list-style-type: none">Continuous Intensification of police visibility especially in crime prone areasStrengthening of PNP and BPSO collaboration;Strict implementation of City Ordinances on Safety and Public OrderIntensification of information dissemination on the precautionary measures with regard to the modus operandi of perpetrators;Imposition of higher penalty for recidivism;Establishment of additional Police
Year	Crime Rate	Trend																	
2018	1,378.48	-3.73																	
2017	1,431.85	-2.21																	
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							Assistance Desk in Public places <ul style="list-style-type: none">• Provision of additional equipment for PNP personnel• Establishment of additional Police Infrastructures/ facilities (Police Stations and Police Community Precincts)• Hiring of additional qualified police personnel and other support staff;• Involvement of the community in preserving peace and order• Anti-Illegal Drugs Enhancement Program• Anti-Criminality and Support Program• Anti-Insurgency Program								
		Annual Crime Solution Efficiency (CSE) rate increased by 5% every year	<table><tr><th>YEAR</th><th>CSE</th></tr><tr><td>2018</td><td>0.29%</td></tr><tr><td>2017</td><td>0.27%</td></tr><tr><td>2016</td><td>0.22%</td></tr></table> <p>Annual Average: 0.26%</p>	YEAR	CSE	2018	0.29%	2017	0.27%	2016	0.22%	4.74%	<ul style="list-style-type: none">• Slow response due to uncooperative victims and witnesses• Limited access to report cases• Slow/delayed processing/resolution of cases filed in the barangays and police stations	<ul style="list-style-type: none">• Creates anxiety/ fear among the victims / witnesses and their families• Low trust and confidence of citizens to justice system	<ul style="list-style-type: none">• Strengthen the capabilities of QC’s emergency hotline number (122)• Strengthen witness/victim protection programs• Establishment of One radio frequency of barangays and stations with complete equipment• Strengthen Access to Justice Program
YEAR	CSE														
2018	0.29%														
2017	0.27%														
2016	0.22%														
	Protection of Property	Fire incidents decreased by 10% annually		1.31%	<ul style="list-style-type: none">• Rampant accidental fires• Illegal practices of ISFs (e.g., electric wire tapping/ jumpers and use of light, combustible housing materials• Disregard to fire safety measures	<ul style="list-style-type: none">• Loss of lives and properties• Displaced Families will increase• Prolonged response time	<ul style="list-style-type: none">• Intensification of Oplan Ligtas na Pamayanan, Barangay Ugnayan• Seminars and orientation on fire resiliency• Fire drills in the community by street-level								

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					<ul style="list-style-type: none">• Lack of fire-fighters• Lack of fire fighter career promotion and inadequate hiring programs for Fire-fighters• Insufficient number of fire stations• Lack of government lots to build more fire stations• Lack of fire trucks and fire fighting equipment		<ul style="list-style-type: none">• Intensification of coordination with Meralco• Additional Fire hydrants that is accessible to residents/ barangay authorities• Intensification of IEC to decrease fire incidents• Crisis Management Program • Public Safety Infrastructure Modernization Program• Hiring of additional fire fighters• Tap community volunteers and barangay fire brigades• Encourage private establishments to conduct fire-fighting training skills and capabilities• Construction of additional fire stations including procurement of fire trucks and modern firefighting and rescue/protective equipment• Identify and acquire strategically located sites for additional fire stations• Repair and maintenance of fire stations and fire fighting equipment• QRT should be monitored and standardized												
			<table><tr><th>Year</th><th>Cases</th><th>Trend</th></tr><tr><td>2018</td><td>1,034</td><td>-1.43%</td></tr><tr><td>2017</td><td>1,049</td><td>-15.95%</td></tr><tr><td>2016</td><td>1,248</td><td></td></tr></table>					Year	Cases	Trend	2018	1,034	-1.43%	2017	1,049	-15.95%	2016	1,248	
			Year					Cases	Trend										
			2018					1,034	-1.43%										
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2016	1,248																		
Annual Average: 8.69%																			
	Financial Security	Zero Subsistence Incidence	Quezon City Subsistence Incidence and Magnitude: Among families: 0.2% Among population: 0.3%	Among families:0.2% Among population: 0.3%	<ul style="list-style-type: none">• Insufficient source of income to sustain basic needs• high cost of commodities	<ul style="list-style-type: none">• Health and nutrition is at risk especially for the less fortunate families	<ul style="list-style-type: none">• Replication of Pantawid Pamilya Pilipino Program (4Ps) particularly the cash grant/ assistance to												

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			Source: 2018 Full Year Official Poverty Statistics, PSA		<ul style="list-style-type: none"> Lack of education and skills to achieve a decent permanent jobs Low level of financial literacy 		<p>poor families</p> <ul style="list-style-type: none"> Creation of gainful and stable employment or entrepreneurial opportunities targeted to the poor Provision of skills development training, as well as financial literacy Investment in better quality education and health programs and services, including Early Childhood Care and Development interventions
	Well-being of persons	100% of families covered with health insurance	<p>Quezon City 708,986 families (99.09%) provided by Phil Health</p> <p>2018 HH-715,429 (PhilHealth data)</p>	6,443 (0.91%) families have no health insurance (Translate to absolute number of families)	<ul style="list-style-type: none"> Less awareness on the benefits/ privileges of PhilHealth card 	<ul style="list-style-type: none"> Families/relatives of uncovered patients will be obliged to pay hospital bills in full Cause of depression for members of the families 	<ul style="list-style-type: none"> Subsidize healthcare by the City Government Intensification of Universal Health Insurance Information dissemination on the benefits of PhilHealth
	Security of Domicile	<p>QC HH provided with decent and affordable housing</p> <p>2015 PSA survey : No. of HH:683,044</p> <p>No. of Occupied Dwelling Units (ODU): 660,249</p> <p>Doubled-up HH:22,795</p>	<p>DU HH (2018): 23,599</p> <p>Completed SH units: 3,415 in 14 projects</p>	20,184 HH (85.53%)	<ul style="list-style-type: none"> The construction of decent and affordable housing units is not enough to address current LGU-QC housing backlog due to: <ul style="list-style-type: none"> a) high cost of land and construction materials; b) scarcity of land for housing dev't in Quezon City; c) affordability problem of potential beneficiaries; d) no prevention and control of ISFs population / In-Migration 	<ul style="list-style-type: none"> Increase in the number of ISFs Informal settlement related problems such as health and sanitation, criminality, poor education, unemployment, fire and flood hazards, environmental degradation will continue. 	<ul style="list-style-type: none"> Establish an integrated land and ISFs information system by conducting city-wide census through outsourcing and institutional arrangement for information sharing Creation of comprehensive housing programs at the national level Legislate measures for the exemption of imposition of local taxes to attract participation of private sectors in the development of socialized housing. Build more Homes (Provide affordable rental and rent-to-own

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							<p>options)</p> <ul style="list-style-type: none"> • Review, update and implement the Local Shelter Plan • Undertake Land Banking and consolidation to preempt land speculation and have available space for housing • Identification of city-owned lots and prioritize for housing projects • Transparency in the inventory vacant land for housing • Allocation of budget to finance socialized housing development (at least P 1.0 B per year) • Approval of the IRR of City Ord. SP-2771, S-2018 (Quezon City Comprehensive Housing Code of 2018) • Ordinance for the availment of the socialized housing projects from the main subdivision project within the City in compliance with Sec. 18 of RA 7279 (Balanced Housing) • Develop more affordable housing units and financing schemes • Conduct of skills training/livelihood program to help augment payment of monthly amortization • Enforce provisions of RA 7279 with regard to one-time availment of Socialized Housing

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							<p>Program</p> <ul style="list-style-type: none"> • Ordinance mandating private developers to implement their Corporate Social Responsibilities (CSR) in building socialized housing within QC under Sec. 20 of R.A. 7279 • Support private mobilizers which respond to the City's housing problem • Fast track implementation of national projects within the City, particularly NGC housing project • Strictly enforce policies and laws on Decentralization of Urban Growth through establishment of fast transport system • Create in near city project townships as model socialized housing communities in collaboration with national shelter agencies, LGUs, private sector and NGO's • Develop new regulations making settlement planning and building guidelines and standards more flexible and appropriate, to encourage affordable, disaster-resilient housing solutions and technologies for settlements upgrading/on-site incremental housing <p>• Issue an Executive</p>

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							<p>Order providing for a private sector-led vertical socialized housing program as one of the priority options in urban centers</p> <ul style="list-style-type: none"> Update the Comprehensive and Integrated Shelter Financing Act (CISFA) to consider the ff; <ul style="list-style-type: none"> a) Low-cost public rental or ownership housing b) Mortgage Revenue Bonds (MRBs) c) Medium Rise Bldgs for rent or ownership d) LGUs/private sector partnership for public rental housing
		<p>ISFs along danger areas and government infra relocated to hazard-free areas</p>	<p>ISFs along danger areas 2016: 23,698 2018: 21,130</p> <p>ISFs relocated (2018) : 1,574</p> <p>Source: HCDRD</p>	<p>19,556 ISFs (92.55%) in danger areas need to be relocated</p>	<ul style="list-style-type: none"> The number of relocation allocation provided by NHA is not enough to accommodate the City's demand Clearing operation along danger areas are not properly implemented 	<ul style="list-style-type: none"> High demand for basic services, in particular, at the receiving LGUs Returning relocatees due to absence of basic necessities on relocation sites 	<ul style="list-style-type: none"> Declare officially areas cleared of ISFs as "zero-ISF zones (zISFzo)" through legislation by the City Council to prevent return of the relocatees and threat of new entrants, and make the barangay officials and the community members the stewards of these zones. Intensification of MOA between sending and receiving LGUs in relation to relocation activities Financial and trucking assistance Food assistance to families affected by relocation Strengthening of Balik-Probinsiya Program Enforcement of City Ord. SP-1774, S-2007 adopting a uniform 3-meter easement along

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							riverbanks, creeks, streams and esteros <ul style="list-style-type: none"> • Creation of a barangay task force for the protection of open spaces in compliance with City Ordinance No. SP-914, S-2000 and providing mechanism for full mobilization of barangays from encroachment of Illegal settlers • Capacitate HCDRD further, additional technical staff in order to meet demands for housing from social prep to estate management • Strong partnership with CSOs with capacity to address housing problems
		ISFs assured security of tenure (CMP, Direct Sale) No. of ISFs (2018) Gov't: 36,179 Private : 90778	No. of beneficiaries assured of security of tenure (2018): CMP-546 beneficiaries Direct Sale – 123beneficiaries were issued contract to sell Source: HCDRD / Social Housing Finance Corporation (SHFC)	35,633 (99.66%) Direct Sale beneficiaries and 90,655 (99.39%) CMP beneficiaries still in need to legitimize their security of tenure	<ul style="list-style-type: none"> • Some ISFs within government and private lots are not qualified for the project due to presence of recalcitrant and some private owners not keen in selling their property among others 	<ul style="list-style-type: none"> • Defeats the purpose of the housing project • Opportunities to proliferation of nefarious activities of professional squatters and squatting syndicates continue 	<ul style="list-style-type: none"> • Continuous access to basic services for CMP and Direct Sale Program beneficiaries (water, electricity, roads) • Upscale of urban poor communities (site development) to include sewerage facilities, efficient and adequate solid waste disposal system • Passage of an ordinance to declare properties acquired thru public auctions as socialized housing sites (if feasible) and dispose the same to actual occupants/qualified program beneficiaries. • Convening of the Local Housing Board • Strengthen the program

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							by facilitating process (express lane in BIR) in the release of tax exemption certificates. <ul style="list-style-type: none"> • Encourage and sustain community initiated or self-help projects on housing and community improvement • Support community mortgage projects and upgrading of informal settlements consistent with the goal of achieving a balanced, well-linked and attractive city
EMPOWERED CITIZENRY							
	Employment	100% Employment Rate <i>*at an average of 24.51% QC share of NCR population from 2016 to 2018</i> <i>Source: PSA</i> <i>*Population density for QC from 2015 to 2017 averages 218 while NCR average population density from 2016 to 2018 is at 214</i>	NCR Employment Rate 2016: 94.5 2017: 92.6 2018: 93.4 NCR Unemployment Rate 2016: 6.6 2017: 7.4 2018: 6.6 <i>Source: Philippine Statistics Authority</i>	6.6% to address unemployment rate as of 2018 level	<ul style="list-style-type: none"> • General inability to bid or qualify for employment with private companies or participate in other forms of income generating activities due to lack of minimum qualification requirements • Proliferation of women in urban poor communities without regular income • Lack of interest from the private sector to employ services of disadvantaged groups 	<ul style="list-style-type: none"> • Rising unemployment rate • Urban poor women become more vulnerable to abuse and exploitation due to lack of options for employment or other income-generating opportunities • Increasing dependence of disadvantaged groups for welfare augmentation from the city government • Unemployed members of the disadvantaged groups also continue to become liabilities / burden to their respective families / immediate community, thereby further exacerbating family income 	<ul style="list-style-type: none"> • Full implementation of city ordinance NC-48 S-1988 as amended by SP-115 S-1993 requiring private companies to observe the minimum no. of employees hired (preferential right) at the barangay where such business is located • Develop needs assessment tool designed to address skills development and build capacities of urban poor women for regular employment • Provide incentives for the private sector to employ members of disadvantaged groups • Conduct in-depth studies regarding hiring policies of existing and prospective investors.
		Minimum Household Income of P 504,000 annually <i>*As of 2018, a family of five needs an average family income of P 42,000 to survive above poverty threshold</i> <i>Source: NEDA</i>	NCR Average HH Income 2015: P425,000.00 2018: P460,000.00 NCR Average HH Expenditure 2015: P349,000.00 2018: P369,000.00 NCR Average HH Savings 2015: P76,000.00 2018: P92,000.00 <i>Source: PSA</i>	Additional P 44,000 annual income to achieve P 504,000 (at P 42,000/month) <i>(P 504,000 less P 460,000 annual income level as of 2018)</i>			
		QC Per Capita Income same as NCR	QC Per Capita Income 2015: P 190,868.68 2016: P 194,207.85 2017: P 221,947.84 Average: P 202,341.46	P 29,718.21 gap between QC and NCR in terms of per capita income <i>(Average NCR Per Capita</i>	<ul style="list-style-type: none"> • Unregulated business activities of the informal sector economy (e.g., illegal vending activities 	<ul style="list-style-type: none"> • Loss of income for the city government 	<ul style="list-style-type: none"> • Identify and institutionalize vending sites in every barangay and selected commercial

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			<i>Source: QC Accounting Office & Barangay Data on Income and Expenditures</i>	<i>Income from 2015 to 2017 at P 232,059.67 LESS Average QC Per Capita Income from 2015 to 2017 at P 202,341.46)</i>	in public markets, open spaces or alongside major thoroughfares) <ul style="list-style-type: none"> Lack of strategic site identified by the City Government that is conducive to selling or small-scale trading activities where business activities of the informal sector may be located and subsequently regulated 		areas that are strategically located for business purposes <ul style="list-style-type: none"> Impose commensurate taxes on vendors that will locate on City-identified and regulated sites that are provided with infrastructure support, thereby preventing obstruction and proliferation of unregulated products
			NCR Per Capita Income 2015: P 218,987.00 2016: P 232,739.00 2017: P 244,453 Average: P 232,059.67 <i>Source: Philippine Statistics Authority</i>				
		90% QC Voter Turnout	<u>2016 QC Local Election Turnout</u> Total: 79.69% Male: 79.06% Female: 80.20% PWDs: 74.22% Senior Citizens: 78.33% <u>2019 QC Local Election Turnout</u> Total: 67.23% Male: 67.30% Female: 67.17% PWDs: 57.99% Senior Citizens: 55.70% Average QC Local Election Turnout: 73.46% <i>Source: Election Records and Statistical Division – Commission on Elections</i>	16.54 % Voter Turnout from results of 2019 local election <i>(90% target voter turnout less 73.46% - Average of 2016 and 2019 QC local election turnout)</i>	<ul style="list-style-type: none"> General voting apathy among constituents due to a perceived notion that no candidates for a specific electoral exercise is worthy of the position Some voters are “demobilized” – tendency to waive suffrage rights due to a feeling of discontent with the public sector, in general 	<ul style="list-style-type: none"> Voter apathy at the local level can result in lack of support from its constituents on policies as well as program implementation, and may also result to some degree of social unrest 	<ul style="list-style-type: none"> Intensify efforts to promote civil society participation through proper consultation / fora Intensify efforts to uphold, maintain and elevate standards of integrity, accountability and transparency in local governance
		100% accreditation of approximately 4,000 Civil Society Organizations (as of 2019) in the City Council	43% accredited Civil Society Organizations (CSOs) in the City Council 2016: 1,321 2017: 175 2108: 196 2019: 1,693 <i>Source: QC Barangay and Community Relations Department</i>	57 % of approximately 4,000 Civil Society Organizations in QC <i>(4,000 CSOs less 1,693 registered CSOs in QC in 2019)</i>	<ul style="list-style-type: none"> Lack of intensive campaign for CSOs accreditation with the Quezon City Development Council 	<ul style="list-style-type: none"> Insufficient geographic and sectoral representation of civil society concerns in local public governance for purposes of decision-making, programs and project identification, as well as resource mobilization and allocation Non-accreditation of CSOs, People’s Organizations (POs), Non-Government Organizations (NGOs), 	<ul style="list-style-type: none"> Institutionalize partnerships with civil society through the immediate approval of the proposed Implementing Rules and Regulations (IRR) of QC Ordinance No. SP-1942, Series of 2009 “An Ordinance Strengthening and Institutionalizing the System of Partnership in Local Governance between the Quezon City Government and

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						<p>and Private/Business Organizations (P/BOs) in Quezon City deprives them of official and collective recognition as the People’s Council of Quezon City with following rights and privileges:</p> <ul style="list-style-type: none"> - Vote on matters affecting their internal operations and those properly referred or endorsed for action by the City Government and its members; - Elect and be elected as officer of the People’s Council of QC (PCQC) including the rights to represent the PCQC to local special bodies, task forces, committees, councils; - Observe, participate and/or act as resource persons in public hearings, and consultations. - Participate and vote, through their recognized representative/s, in local special bodies in Quezon City with legally mandated CSOs and private/business representations; city development and investment planning. - Observe, participate 	<p>the People of Quezon City” otherwise known as the “The Participation, Accountability and Transparency (PAT) Ordinance of Quezon City.”</p>

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						and submit recommendations, when necessary, in the implementation, monitoring and evaluation of city government's Programs and Projects.	

Workshop 1: Vision-Reality Gap Analysis (Inward looking Component of the QC Vision)

ECONOMIC SECTOR

DESCRIPTOR/Sub-Descriptors	Indicators	Current Reality or Actual Accomplishments	Vision Reality Gap or what remains to be Done	Explanation for the Gap	Implications of the Unfilled Gap	Policy Options
DIVERSE, STRONG AND VIBRANT ECONOMY						
Descriptor 1 – DIVERSE ECONOMY						
<ul style="list-style-type: none"> QC is a “Wellness Capital of the Country (Asia-Pacific) 	<ul style="list-style-type: none"> Tertiary hospital with ISO accreditation Hospitals, health spas, specialty clinics (with high service quality standard) in abundance 	<ul style="list-style-type: none"> QC has a total number of 37 tertiary hospitals (public and private) 7 are ISO accredited The City has abundance of various kinds of health wellness facilities located within the 6 Districts of QC with high quality service standards. <ul style="list-style-type: none"> Seven (7) of City’s Tertiary hospitals are internationally known and international standard hospital facility, well equipped specialty hospital in cardiovascular, premier hospital for renal and organ transplant and pioneer in the stem cell therapy and other specialization. Absence of organized health and wellness sectors (TD to research on the list medical and wellness organization ASAP), Number of certificates issued to registered Tourism establishment of summit, fgd, exhibits, lectures Counduct (TD) How many 	<ul style="list-style-type: none"> Encourage other Tertiary hospital to comply with the requirements for the ISO accreditation Lack of organization in the health and wellness sector Conduct summit/conferences and form organization/association for the health and wellness sector 	<ul style="list-style-type: none"> Only 7 out of the 37 tertiary hospital are ISO accredited Need compliance to the requirement for ISO accreditation. Absence of ordinance to compel them to organize 	<ul style="list-style-type: none"> Less opportunity for the City to attract Foreign market for medical tourism No program can be implemented 	<ul style="list-style-type: none"> Development of Medical Integrated Program Organize the Health and Wellness Sector

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<ul style="list-style-type: none"> QC recognized as the Information Technology Center of the Country 	<ul style="list-style-type: none"> QC to be the no. 1 in terms of number of firms and area coverage devoted to IT activities Nationally and internationally-recognized training institutions providing IT solutions /services 	<ul style="list-style-type: none"> 62 PEZA-registered IT parks and centers (see attach lists) (2nd to Makati in terms of number (72) and 1st in the country in terms of land area occupied). Centers located at Eastwood Cyber park, Araneta Cyber park, UP-Techno Hub, Eton Centris, Vertis North Ayala, SM Fairview, UP Town Corporate Center etc. Business Process Outsourcing (BPO) continues to be one of the major economic drivers of the city. 	<ul style="list-style-type: none"> Request for Exemption for the Moratorium (Administrative Order No 18) 	<ul style="list-style-type: none"> Existence of Administrative Order No 18 (Moratorium) from the Office of the President for PEZA accreditation 	<ul style="list-style-type: none"> Slow down growth of ICT Industry because of the effect of the Moratorium issued 	<ul style="list-style-type: none"> Enhancement of Infra support facilities Establish and maintain strong linkages with ICT businesses and government.
<ul style="list-style-type: none"> Focused area for high-end information technology businesses 	<ul style="list-style-type: none"> High-end Information Technology Businesses and Centers are in placed 	<ul style="list-style-type: none"> QC has its own KORPHIL that provides advanced IT Training 	<ul style="list-style-type: none"> Encourage Public-Private partnership to enhance Information Technology Trainings in the city 	<ul style="list-style-type: none"> Skills hardly focused on highly skills needed by the industry 	<ul style="list-style-type: none"> The national government no longer provide to IT property developers in the NCR but only to its locators Limited training available for high-end skills in IT 	<ul style="list-style-type: none"> Strong linkages in ICT businesses and government Provision of incentives by LEIPO Highly specialized/advanced IT training available (e.g. IT mechanics, software design and development, etc.) in various educational institutions
Descriptor 2 – STRONG ECONOMY						
<ul style="list-style-type: none"> QC the preferred destination for businesses (No. 7 - 14 point agenda) 	<ul style="list-style-type: none"> Registration of Established new businesses in QC was made easy Establishment of 	<ul style="list-style-type: none"> Existence of BOSS (Business one Stop Shop) thru EO # 17 Series of 2011 (An Order streamlining the process for doing business) Only four (4) markets were issued 	<ul style="list-style-type: none"> Allowed application for BOSS but subject for compliance Sustained and Improved systematic business registration and processing Poor compliance of privately owned operated markets to franchise 	<ul style="list-style-type: none"> Site of businesses is not permissible in accordance with the Zoning Ordinance Many businesses may have shut down operations High cost of investment to establish and operate a 	<ul style="list-style-type: none"> Non-compliance of other requirements e.g. LC, FSIC, Environmental Etc. Is subject for non-renewal High cost of retiring a business and back taxes are required to be paid 	<ul style="list-style-type: none"> Issuance of permit but with collatilla/remarks to comply within two (2) years if not permissible in the zone (Locational Clearance) Sustain/Maintain the Grant of amnesty for tax delinquency

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	<p>new business is made easy (MDAD data)</p> <ul style="list-style-type: none"> Automated processing of permits and payment of fees and taxes Assessment and Publication of rates are transparent 	<p>franchise by the City Council and four (4) others are with pending application for franchise</p> <ul style="list-style-type: none"> Most of the time internet of agencies involved in the registration is offline E-payment of fees and taxes can be made thru bank transaction Automation and Interlinkages of line agencies involved in the processing of permits and payment of fees and taxes Assessment and Tax Rates published are made for transparency 	<p>requirements, clearances and permit facilities</p> <ul style="list-style-type: none"> Upgrade internet connection 	<p>public market</p> <ul style="list-style-type: none"> Poor internet connection to sustain the BOSS and ease of doing business 	<ul style="list-style-type: none"> Proliferation of sidewalk vendors/ambulant vendors and talipapas/satellite markets Increase backlog of permit processing 	<ul style="list-style-type: none"> Enter into a public-private partnership (PPP) in the establishment and operation of public markets. Allot fund for a better service provider (100mbps)
<ul style="list-style-type: none"> Site for the leading businesses in the country (Leipo) and BPLD 	<ul style="list-style-type: none"> Leading Businesses Corporations located in the City 	<ul style="list-style-type: none"> 10% of the top 1000 corporations in the Phil. is QC-based Registration and establishment of new businesses will be easy Processing and payment of business permits and payments of taxes and fees of line agencies involved are fully automated Published updated QC Revenue Code 	<ul style="list-style-type: none"> Majority of the top businesses are located in Makati 		<ul style="list-style-type: none"> Minimal opportunity in maximizing revenue and net income 	<ul style="list-style-type: none"> Development of more CBD More incentives for businesses Encouragement of inflow of investments that attract revenues/income from outside QC Revival of industries.
<ul style="list-style-type: none"> Locally produced products and services developed, promoted and distinctly branded as QC Source: SBCDPO 	<ul style="list-style-type: none"> QC products and services developed and promoted 	<ul style="list-style-type: none"> There are only few identified local products of the city. Source: (SBCDPO) Identify the branded products 	<ul style="list-style-type: none"> There is a need for more product and service registration and profiling to create the database of the products and services of the city Establish database 	<ul style="list-style-type: none"> The Offices mandated to develop and promote local products and services need to conduct micro and small and medium enterprises (MSMEs) and product mapping. 	<ul style="list-style-type: none"> The City's product identity and branding won't be established 	<ul style="list-style-type: none"> Enhance the capacity of the offices to identify, develop and promote MSMEs
<ul style="list-style-type: none"> Abundant supply of food and commodities that 	<ul style="list-style-type: none"> Affordable Food Supply and commodities in 	<ul style="list-style-type: none"> In 2018, there 54 private markets and 8 city owned public markets and 1 under Built-Operate-Transfer (BOT) 	<ul style="list-style-type: none"> Private market status had been downgraded into talipapas 	<ul style="list-style-type: none"> Public markets are fast losing customers due to the growing number of 	<ul style="list-style-type: none"> Easy access of affordable food and commodities will 	<ul style="list-style-type: none"> Establishment of city owned markets in

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are affordable to all (MDAD data)	abundance	Only 31 of these private markets registered in 2019. Out of these only 4 markets have franchised from the QC Council and 4 with pending franchise application.		supermarkets/ hypermarkets/shopping malls	affect the supply and demand of the masses, which constitutes majority of the QC residents.	Districts 2, 5 & 6.																																								
• Fully employed human resources (with skills relevant to the needs of the industry)	• Skilled workers employed by industry need	(No. of employed based on the needs of the industry) What kind/type of industry eg. Bpo-call center agent	Coordination with TESDA on skills training that will match the applicant with the skills requirement of the industry																																											
• Reduced unemployment rate to a single digit (PESO data)	• Unemployment rate decreased	• Based on the PSA Labor Force Survey Unemployment rate in 2018 is 6.6 or about 85,703 slightly decreased in the 2017 unemployment rate of 7.4	• Local Employment Facilitation • Awareness Campaign on Employment Opportunities • Coordination with TESDA on skills training that will match the applicant with the skills requirement of the industry • Engaging Micro-Enterprise & Industry-Based for 100 days Emergency employment	• Job mismatch • Unskilled Workers • Lack of employment opportunities for marginalized sectors particularly senior citizens and PWDs	• Increase of unemployment rate	• Propose an Ordinance on Local Employment Generation Program																																								
• QC as No. 1 in business tax collection in the country (MDAD data) and BPLD DATA	• Public/Private markets as one of the source of business tax collection in the city	84.54% Accomplishment on revenues (market fees, taxes & charges)	• 15.46% of the target revenue were not realized amounting to P12,080,444.00	• Hawkers holiday/no payment of hawker’s fees and no franchise tax were collected from markets without franchise	• Collection of needed revenue is jeopardized.	• Implementation of increase in market rental fees in the city-owned public markets as prescribed by the Revised Market																																								
•	•	<table><tr><td>Nature of Fees</td><td>2019</td><td>2019</td><td>% of</td></tr><tr><td></td><td>Target</td><td>Revenue</td><td>Target</td></tr><tr><td></td><td>5,400,000.00</td><td></td><td></td></tr><tr><td>Hawkers</td><td>51,240,000.00</td><td>2,698,537.75</td><td>49.97%</td></tr><tr><td>Bus. Taxes & Fees</td><td>21,500,000.00</td><td>43,866,506.31</td><td>85.61%</td></tr><tr><td>Income from Markets</td><td>19,125,000.00</td><td>19,490,694.93</td><td>90.65%</td></tr><tr><td>Public Markets</td><td>18,800,000.00</td><td>17,908,472.62</td><td>93.64%</td></tr><tr><td>Market Rentals Fees</td><td>260,000.00</td><td>17,015,456.29</td><td>90.51%</td></tr><tr><td>Transient & Disch. Fees</td><td>65,000.00</td><td>297,088.70</td><td>114.26%</td></tr><tr><td>Market Applicati</td><td>2,375,000.00</td><td>595,927.63</td><td>916.81%</td></tr></table>	Nature of Fees	2019	2019	% of		Target	Revenue	Target		5,400,000.00			Hawkers	51,240,000.00	2,698,537.75	49.97%	Bus. Taxes & Fees	21,500,000.00	43,866,506.31	85.61%	Income from Markets	19,125,000.00	19,490,694.93	90.65%	Public Markets	18,800,000.00	17,908,472.62	93.64%	Market Rentals Fees	260,000.00	17,015,456.29	90.51%	Transient & Disch. Fees	65,000.00	297,088.70	114.26%	Market Applicati	2,375,000.00	595,927.63	916.81%				
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		on / Cert.							
		Private Markets	875,000.00	1,582,222.31	66.62 %				
		BOT Agreement (ITHIEL)	1,500,000.00	1,582,222.31	180.83 %				
		Franchise Tax		0					
		GRAND TOTAL	78,140,000.00	66,055,738	84.54 %				
<ul style="list-style-type: none"> Institutionalized cooperation/partnership between the city and private sector/NGOs (Leipo/IAO) 									
<ul style="list-style-type: none"> Productive and properly regulated informal sector (data on informal sector regulated by the city) MDAD 	<ul style="list-style-type: none"> Data on Informal Sector regulated 	<ul style="list-style-type: none"> Proliferation of talipapas/satellite markets along inner roads/barangay roads and sidewalk vendors along periphery of public schools. (73 Talipapas and 835 Stallholders in the 6 Districts of the City) 6,964 vendors were affected by clearing of sidewalk and obstruction from July –December 2019. The City host eight (8) public markets with 2,602 occupied and 228 vacant stalls with 1,825 stallholders. The City has also 31 private markets. 				<ul style="list-style-type: none"> Sidewalk vendors managed to return in some areas after Clearing operation by MDAD with 100 effective personnel under 3 shifts. No city-owned public markets were constructed/ established in Districts 2,5 & 6 	<ul style="list-style-type: none"> Sidewalk vendors were allowed to occupy sidewalks along national and city roads and public parks Availability of funds for the acquisition of land as possible site of public markets. 	<ul style="list-style-type: none"> 6,964 sidewalk/illegal vendors in the city were displaced or denied of their livelihood. Prices of commodities are much higher in the private markets. 	<ul style="list-style-type: none"> Registration of sidewalk vendors for regulation Provision of temporary vending sites Barangays to submit Barangay Resolutions identifying and endorsing proposed vending sites in their respective areas. Identify sites for establishment/construction of city-owned public markets in Districts 2, 5 & 6

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Descriptor 3 – VIBRANT ECONOMY						
New jobs created across businesses (No. 8 in the 14 Point agenda)	<ul style="list-style-type: none"> Introduce Incentives for under-developed business sectors such as tourism, eco-tourism and arts and culture strengthened 	<ul style="list-style-type: none"> Presence of Ordinance No SP-2219 Series of 2013, Article 1 Paragraph 2, 2.1 to 2.4 (Incentive Code) Existence of Eco-Tourism Parks (List of identified Eco-Tourism, Number of DOT accredited Tour guides(5)/office tour guides) 	<ul style="list-style-type: none"> Sustain and maintain growth of old investments thru provision of tax incentives. Develop more eco-tourism areas and encourage partnership with private sector in the Development and promotion Information Drive regarding DILG Memorandum Circular No. 2019-17 dated February 6, 2019. 	<ul style="list-style-type: none"> 		<ul style="list-style-type: none"> Promotion and Encouragement of the establishment of Eco-Tourism hubs and arts and culture On Arts, Encourage people to establish galleries Promotion and improvement of Eco-Tourism businesses such as Food Festivals
Develop Growth Hubs (No. 9 of the 14 Point Agenda)	<ul style="list-style-type: none"> Develop the Vertis North area into a new CBD 	<ul style="list-style-type: none"> North Triangle is the only CBD in QC and Vertis North was already included pursuant to QC Ordinance SP-2117 S-2011 and Proclamation No 347 (PEZA) as Information Technology Park) Vertis North is PEZA accredited QC IT Parks – 14 QC IT Centers - 48 Issuance of Administrative Order No. 18 from the Office of the President “Accelerating Rural Progress through Robust Development of Special Economic Zone in the Countryside” effective June 17, 2019. 	<ul style="list-style-type: none"> Accept the existence of Moratorium from the Office of the President and if possible request for exemption. 	<ul style="list-style-type: none"> Slow down the City’s economic growth 	<ul style="list-style-type: none"> May affect employment rate of the city 	<ul style="list-style-type: none"> Request Exemption relative to the issue of Administrative Order No. 18 dated 17 June 2019.
Skilled and abundant human resources are utilized (PESO data)	<ul style="list-style-type: none"> Skilled and human resources utilized 	<ul style="list-style-type: none"> Total Job vacancies in 2019 based on QC PESO data is 60,603 <ul style="list-style-type: none"> 11,288 or 19% Skilled workers registered 11,907 or 20% referred/endorsed 8,077 or 13% employed in Skill Registry System (SRS) 	<ul style="list-style-type: none"> Conduct of Mega Jobs Fair and Barangay Jobs Fair Local Employment Facilitation Implementation of Ordinance No. SP-2404, S-2015”Barangay Skilled Workers Database” Implementation of Ordinance No. SP-2719, S-2018 “Senior High School Graduates Skills Registry” 			<ul style="list-style-type: none"> Approval of the Implementing Rules and Regulations of : Ordinance No. SP-2404, S-2015”Barangay Skilled Workers Database” and Ordinance No. SP-2719, S-2018 “Senior High School Graduates Skills Registry”

DESCRIPTOR/Sub-Descriptors	Indicators	Current Reality or Actual Accomplishments	Vision Reality Gap or what remains to be Done	Explanation for the Gap	Implications of the Unfilled Gap	Policy Options
<ul style="list-style-type: none"> • Preservation of culture and arts and historical sites preserved (Tourism Dept.) 	<ul style="list-style-type: none"> • QC with significant heritage sites, landmarks, monuments and historical sites preserved 	<ul style="list-style-type: none"> • QC has 7 Heritage sites and 13 Historical sites, Landmarks and Monuments 				
<ul style="list-style-type: none"> • Balikbayan program for OFWs in QC (PESO data) 	<ul style="list-style-type: none"> - One-Stop shop services for QC migrants and families - One-Stop shop services for QC migrants and families 	<ul style="list-style-type: none"> - Based on the 2018 data of Overseas Workers Welfare Administration (OWWA), there are 193,101 registered OFWs in Quezon City which is 6.33% of City's total population. - Existence of Ordinance No. SP 2500, S-2016 "Establishment of Migrants Resource Center" - OFW Help Desk was established in QCPESO - Migrants Resource Center fully operationalize (service) - No permanent office for MRC 	<ul style="list-style-type: none"> - Programs and services of Migrants Resource Center (MRC) are implemented under QCPESO. - identify permanent site for the MRC office 	<ul style="list-style-type: none"> - Efficient delivery of MRC programs are limited 		<ul style="list-style-type: none"> - Identify site for MRC Office
<ul style="list-style-type: none"> • Well placed infrastructure support facilities 	<ul style="list-style-type: none"> • Infrastructure support facilities 	<ul style="list-style-type: none"> • Majority of the city's 8 public markets are in poor conditions as follows: <ul style="list-style-type: none"> - Dilapidated roofing system, steel membrane, roofing sheets, downspouts, gutters, canopy/awning and sun-breaker - Poor conditions of comfort rooms - Worn out stalls and improper sectioning - Worsen condition of drainage system - Unsafe and fire hazard electrical system - Unappealing façade aesthetic appeal • No STP (Sewerage Treatment Plant) in all public markets • Limited Parking spaces • No material recovery facility • No security fences and gates • Unsanitary condition and health hazard in some private markets like: Balintawak, Cloverleaf and nearby markets. Poor drainage system, no 	<ul style="list-style-type: none"> • Needs repair and development of all city-owned public market 			

DESCRIPTOR/Sub-Descriptors	Indicators	Current Reality or Actual Accomplishments	Vision Reality Gap or what remains to be Done	Explanation for the Gap	Implications of the Unfilled Gap	Policy Options
		existing STP, poor environmental condition, Traffic congestion, presence of sidewalk and ambulant vendors				
<ul style="list-style-type: none"> • Responsive government to business needs (SBCDPO)/LEIPO/IAO AND BPLD DATA 		<ul style="list-style-type: none"> • There are still hindrances such as regulatory requirements and business conditions even though the city has most competitive growth center ranking 	<ul style="list-style-type: none"> • There is a need for more enabling business environment to increase investments and achieve near-zero incidence of business closures 	<ul style="list-style-type: none"> • Different offices involved in business ecosystem must harmonize all policies developing a more enabling business environment 	<ul style="list-style-type: none"> • There will be challenges to compete in a global market 	<ul style="list-style-type: none"> • Enhance the support in the beginning stages of the business by providing fiscal and non-fiscal incentives starting from registration and regulatory requirements
<ul style="list-style-type: none"> • Sustained growth in new and old investments 						
<ul style="list-style-type: none"> • Steady increase in business start-ups (BPLD DATA) 		<ul style="list-style-type: none"> • There is a continuing growth of businesses in the City 	<ul style="list-style-type: none"> • There is a need for more enabling business environment especially for tech-start ups 	<ul style="list-style-type: none"> • There is no clear framework developing the City's start-up industry 	<ul style="list-style-type: none"> • There will be a challenge developing the City as the hotspot for start-ups. 	<ul style="list-style-type: none"> • Enhance the support in the beginning stages of the business by providing fiscal and non-fiscal incentives starting from the registration and regulatory requirements.

Workshop 1: Vision-Reality Gap Analysis (Inward looking Component of the QC Vision)

ENVIRONMENTAL SECTOR

Descriptor /Success Indicators	Current Reality or Actual Accomplishments	Vision-Reality Gap	Explanation for the Gap	Implications of Unfilled Gap	Policy Options																																	
CLEAN Its surroundings are garbage-free	<p>Solid waste generation cu.m./year (2018) X cu.m./year (2017) X cu.m./year (2016) 4,859,964.00 cu.m./year (2015) 3,726,273.00 cu.m./year (2014)</p> <table><tr><th>Type of Waste</th><th>2003</th><th>2013</th></tr><tr><td>Biodegradable</td><td>48 %</td><td>53.95 %</td></tr><tr><td><i>Food/Kitchen Waste</i></td><td>39 %</td><td>43.17 %</td></tr><tr><td><i>Yard/Garden Waste</i></td><td>7 %</td><td>9.43 %</td></tr><tr><td><i>Others</i></td><td>2 %</td><td>1.35 %</td></tr><tr><td>Recyclable</td><td>39 %</td><td>20.30 %</td></tr><tr><td><i>Plastic</i></td><td>16 %</td><td>9.64 %</td></tr><tr><td><i>Paper</i></td><td>17 %</td><td>8.65 %</td></tr><tr><td><i>Glass/Bottle</i></td><td>3 %</td><td>1.15 %</td></tr><tr><td><i>Metals</i></td><td>3 %</td><td>0.86 %</td></tr><tr><td>Residual</td><td>13 %</td><td>25.76 %</td></tr></table> <p>Solid Waste Composition Quezon City: 2003 & 2013 SW reduction (2014) – 39.74% (2015) – 56.37% (2016) – 53.31% (2017) – 59.81% (2018) – 62.55%</p> <ul style="list-style-type: none">SW reduction efforts show consistent improvement in waste diversion/reduction	Type of Waste	2003	2013	Biodegradable	48 %	53.95 %	<i>Food/Kitchen Waste</i>	39 %	43.17 %	<i>Yard/Garden Waste</i>	7 %	9.43 %	<i>Others</i>	2 %	1.35 %	Recyclable	39 %	20.30 %	<i>Plastic</i>	16 %	9.64 %	<i>Paper</i>	17 %	8.65 %	<i>Glass/Bottle</i>	3 %	1.15 %	<i>Metals</i>	3 %	0.86 %	Residual	13 %	25.76 %	<ul style="list-style-type: none">Partially attainedSW generation remains to be increasing throughout each year.WACS need to be updatedSW reduction targets need to be achieved vis-à-vis targets set to its 10-yr update of the SWM Plan	<ul style="list-style-type: none">Attributed not only to QC’s large population but also to the high concentration of commercial and industrial establishments, many of which still unregistered and unregulated small- scale businesses.Vendors proliferating on sidewalks, marketplaces & street intersections contribute to the waste generation.Eventually, infestations from the uncollected heaps pose as health &disaster risksNSWMC is still currently formulating the National Guidelines and Standards for WACSThe City’s Package Clean- Up Collection System, including a “Dedicated Collection” system, gives full responsibility to private contractors who are given full responsibility to administer and directly carry out in their specific assigned area the actual collection, cleaning and disposal of solid wastes from various sources.The commitment of the barangay to improve solid waste management and reduce waste in compliance with the law is growing;Waste reduction is a source of livelihood especially for the	<ul style="list-style-type: none">An outdated WACS will not be able to provide a clear picture of the waste make-up of the City, thereby, posing a challenge for PPA formulation aimed at waste reduction.Other types of wastes are posing public health and safety risks,Once maximum reduction is achieved, less waste would go to the land-fill thereby reducing the threat to the environment and the need to provide for more disposal facilities.Failure to reduce waste to a significant level and to develop a new disposal site will result in garbage crisis, deterioration of the environment and of public health.The premature closure of Sanitary Landfill will cause displacement of com-munity members dependent on waste recycling and the SL operation for livelihood.	<ul style="list-style-type: none">More Information Education CampaignStrict implementation of all environment laws (penalty system/ designation of bgy envi police)Organize citizens’ volunteers group for project support in the barangay (participation of POs, HOA)Intensify waste reduction program down to the household level/ implement policy (no segregation impose penalty) – collected funds to be used exclusively for byg envi projects supported by bgy ordinanceEnact an Ordinance on the integration of population management, health, and environmental program,Monitor the SWM of commercial and industrial establishmentsControl proliferation of sidewalk vendors (by bgy w/ assistance of the local govt)Continuing distribution of IEC materials for SWM.Provide regular venue (forum, field trips) for sharing of experiences and best practices (models and options) of SWM among barangaysPromote active network among bgys. for continuous sharing and cooperationDevise system to oblige or encourage non-compliant barangays to implement their own SWM
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Descriptor /Success Indicators	Current Reality or Actual Accomplishments	Vision-Reality Gap	Explanation for the Gap	Implications of Unfilled Gap	Policy Options
			<p>poor population.</p> <ul style="list-style-type: none"> There are also relevant initiatives based in the community, institutions, & schools as well impact projects to complement and sustain the City's waste management program The Sanitary Landfill is nearing full capacity and has a pending closure order from DENR. The siting and development of another facility has been difficult due to high cost of land especially in QC and the refusal of communities to accept solid waste within their vicinity. SW generation remains to be increasing throughout each year. 		<ul style="list-style-type: none"> Integrate waste management in public education system Continue Educating collectors about segregation Provide facilities for segregation (MRF) Promote sharing/ clustering of SWM facilities for contiguous bgys. Implement an ordinance for the allocation of space for MRFs in subdivision plans and housing projects Citywide implementation of RA 9003 by all stakeholders Encourage availment of available incentive for properly implementing SWM Integration of the Informal waste dealers into the formal SWM system Use of alternative technology such as biodigester, RDF and waste to energy. Modernized waste collection fleet Data on where and how recyclables are managed should be established for more effective management initiatives The collection system should be regularly monitored for its efficiency and needed maintenance & improvements. WACS need to be updated SW reduction targets need to be

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Communities are using ecologically-sound practices	No. of Barangays with Programs/Projects in Compliance with RA-9003 (2019) BSWM Committee – 142 BSWM Plan – 142 With Materials Recovery Facility-66 With Materials Recovery System-76 PSLF closed in mid-2017, currently disposing at RPSLF	Fulfilled, barangays have established their respective BESWMC and BSWM Plans	<ul style="list-style-type: none"> Inadequate spaces for construction of MRF facility Community resistance to location of MRFs 		<ul style="list-style-type: none"> Promotion of ecologically sound waste management and sustainable consumption practices at the barangay level 																																																																						
Disposal of toxic, hazardous and healthcare wastes are registered and properly monitored	No 2015 data Hospital Waste Generators, Quezon City: 2008 <table border="1"> <thead> <tr> <th rowspan="2">Hospital</th><th rowspan="2">Hospital Category</th><th colspan="2">Waste Generation</th><th colspan="2">Present Treatment/Disposal Method</th></tr> <tr> <th>Total (kg/day)</th><th>Unit (kg/bed/day)</th><th>On-site Method</th><th>Collector for off-site disposal</th></tr> </thead> <tbody> <tr> <td>A</td><td>T</td><td>213</td><td>0.71</td><td>-</td><td>PAE Environmental Phil.</td></tr> <tr> <td>B</td><td>T</td><td>30.33</td><td>0.46</td><td>-</td><td>Chevalier Enviro Services, Inc. (CESI)</td></tr> <tr> <td>C</td><td>S</td><td>3.5</td><td>0.11</td><td>thermal decomposition</td><td>Integrated Waste Management, Inc.</td></tr> <tr> <td>D</td><td>T</td><td>125</td><td>0.498</td><td>storage building</td><td>CESI</td></tr> <tr> <td>E</td><td>S</td><td>20</td><td>0.44</td><td>improvised incineration</td><td>CESI</td></tr> <tr> <td>F</td><td></td><td>14</td><td></td><td>microwave disinfection system</td><td>CESI</td></tr> <tr> <td>G</td><td>S</td><td>.38</td><td>0.025</td><td>-</td><td>PAE Environmental Phil.</td></tr> <tr> <td>H</td><td>T</td><td>178</td><td>.04</td><td>microwave disinfection system (non-burn technology)</td><td>CESI</td></tr> <tr> <td>I</td><td>T</td><td>43</td><td>0.25</td><td>-</td><td>outsourced</td></tr> <tr> <td>J</td><td>T</td><td>140</td><td>0.4</td><td>-</td><td>CESI</td></tr> </tbody> </table> <i>Source: QCPDO Survey 2008</i> <i>Legend: P-Primary S-Secondary T-Tertiary</i>	Hospital	Hospital Category	Waste Generation		Present Treatment/Disposal Method		Total (kg/day)	Unit (kg/bed/day)	On-site Method	Collector for off-site disposal	A	T	213	0.71	-	PAE Environmental Phil.	B	T	30.33	0.46	-	Chevalier Enviro Services, Inc. (CESI)	C	S	3.5	0.11	thermal decomposition	Integrated Waste Management, Inc.	D	T	125	0.498	storage building	CESI	E	S	20	0.44	improvised incineration	CESI	F		14		microwave disinfection system	CESI	G	S	.38	0.025	-	PAE Environmental Phil.	H	T	178	.04	microwave disinfection system (non-burn technology)	CESI	I	T	43	0.25	-	outsourced	J	T	140	0.4	-	CESI		<ul style="list-style-type: none"> These are from industries and hospitals, clinics, funeral parlors which are not properly monitored and documented. Ordinance requires all residents and business establishments to segregate spent fluorescent light bulbs from the regular collection of solid waste. But the monitoring system is too weak to pinpoint sources. This is due to lack of will to strictly enforce environmental laws and confusion among certain government agencies regarding their appropriate roles. Continuous mixing of such type of dangerous wastes with ordinary wastes aggravates contamination of the land and water resources leading to spread of illnesses and diseases. 		<ul style="list-style-type: none"> Strictly implement the Sanitation Code Enact an Ordinance on waste treatment Devise and implement proper monitoring system for treatment and disposal of hazardous wastes Improve database especially in business permitting so as to facilitate categorization of businesses and industries and pinpoint sources of wastes and for monitoring purposes Implement management contracts for the proper collection, transport treatment and disposal of toxic, hazardous and healthcare wastes
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Descriptor /Success Indicators	Current Reality or Actual Accomplishments	Vision-Reality Gap	Explanation for the Gap	Implications of Unfilled Gap	Policy Options
<p>Ambient air is maintained at levels within EMB standards</p> <p>TSP-90 mg/cu.m PM10-60 mcg/cm</p> <p>Informed Citizenry of the air quality indices in the City</p> <p>Active stakeholder participation in air quality management</p>	<p>2015 Total Suspended Particle (TSP) Ecological Center - East Ave. – 97 ug/Ncm ADMU – 48 ug/Ncm *Average TSP of 2 monitoring stations – 72 ug/Ncm</p> <p>Particulate Matter (PM10) NPO-EDSA- 69 ug/Ncm</p> <p>Apprehensions of smoke belchers (2015) No. of apprehensions – 7,955 No. of vehicles which failed emission testing – 7,726 No. of vehicles which passed air quality standards – 229</p>	<ul style="list-style-type: none"> Quezon City Government has limited visibility on ambient air quality data and monitoring capability Inadequate monitoring stations in the City Need to manage information on air quality monitoring to avoid adverse public reaction GHG emissions from the transportation sector is high 	<ul style="list-style-type: none"> 70% of air pollution attributed to vehicular emissions that have a detrimental effect on public health. Vehicles (jeepneys, buses,cars) using second-hand engines & fuels of low quality belch out smoke. Proliferation of such practice because of relaxed government policy on importation and registration of such vehicles QC's Pollution Control Programs include closing down unscrupulous emission testing centers & promotion of routes for electric vehicles and bike lanes and ban open-pit burning and smog creating activities Enforcement of anti-pollution laws is weak. GHG emissions from the transportation sector in its 2016 City-wide GHG inventory, in conjunction with C40 Technical Assistance shows a total of 1,721,176 tons of CO2 equivalent which represents 21% of the whole inventory Emissions are not properly monitored due to weak implementation of laws/regulations. Some community members allege that there are instances when business permits are issued even without the required environmental 	<ul style="list-style-type: none"> Incomplete picture of the overall air quality conditions and status of Quezon City Adverse public reaction to insufficiency in air quality management mandates 	<ul style="list-style-type: none"> Strict implementation of environmental laws & environmental clearance application process Require industries upon renewal of their business permit to submit Permit to Operate Air Pollution Source & Control Installation from EMB-NCR Clarify institutional roles and jurisdictions with relevant agencies Intensify anti-smoke belching-operations Promote greening at the household and bgy. levels Consult with EMB-DENR for air pollution-absorbing plants Promote inclusive mobility initiatives as part of climate change mitigation initiatives Involve actively the barangays in apprehending smoke belchers.

Descriptor /Success Indicators	Current Reality or Actual Accomplishments	Vision-Reality Gap	Explanation for the Gap	Implications of Unfilled Gap	Policy Options
			<p>compliance certificate.</p> <ul style="list-style-type: none"> Industries emit gases and particles that pollute the air and threaten public health. 		
<p>Ambient air is maintained at levels within EMB standards</p> <p>TSP-90 mg/cu.m PM10-60 mcg/cm</p>		<ul style="list-style-type: none"> Information on violators are not completely cascaded to LTO, LTFRB Poor air quality indoors especially in offices 			<ul style="list-style-type: none"> Phase-out old (15 years and above) vehicles Strongly support sustainable conservation programs harnessing multi-sectoral partnerships and capitalizing on the tourism potentials of the park Establish and institutionalize the City's monitoring capabilities on air quality monitoring. Partner with research organizations for Black Carbon research studies.. Formulate the City's air quality management plan Improve and expand our parks and reservations Establish integrated monitoring system in coordination with LTO, LTFRB for issuance of licenses to violators Establish e-trike charging stations Establish indoor air quality monitoring systems; consider pilot in city hall

Descriptor /Success Indicators	Current Reality or Actual Accomplishments	Vision-Reality Gap	Explanation for the Gap	Implications of Unfilled Gap	Policy Options																							
Surface water quality is maintained at levels within EMB standards (BOD-7 mg/1 below and DO - 5 mg/1 up)	<table><tr><th rowspan="2">Water Quality Parameters</th><th colspan="3">Mg/L</th></tr><tr><th>2013</th><th>2014</th><th>2015</th></tr><tr><td>Biochemical Oxygen Demand(BOD) 7 mg/L below</td><td>35.86</td><td>39.19</td><td>39.00</td></tr><tr><td>Dissolve Oxygen(DO) 5 mg/L Up)</td><td>00.06</td><td>00.00</td><td>00.00</td></tr><tr><td>Total Suspended Solids(TSS) 10 mg/L</td><td>33.89</td><td>39.61</td><td>13.00</td></tr><tr><td>Oil & Grease (2 mg/L)</td><td>4.64</td><td>4.17</td><td>4.10</td></tr></table>	Water Quality Parameters	Mg/L			2013	2014	2015	Biochemical Oxygen Demand(BOD) 7 mg/L below	35.86	39.19	39.00	Dissolve Oxygen(DO) 5 mg/L Up)	00.06	00.00	00.00	Total Suspended Solids(TSS) 10 mg/L	33.89	39.61	13.00	Oil & Grease (2 mg/L)	4.64	4.17	4.10	90%	<ul style="list-style-type: none">• Areas in Metro Manila experience ground subsidence and sank 0.68 meter to 1.34 meters in 30 years (from 1979 to 2009)- NAMRIA.• Attributed to massive withdrawal of water from the aquifer. Aside from the groundwater abstraction of MWSS equivalent to 3% of the total water supply for Metro Manila, wells legally registered with the NWRB were extracting groundwater at the rate of 12,823.53 liters/second in 2010.• A big part of groundwater subsidence in Camanava (Caloocan, Malabon, Navotas and Valenzuela) is mainly due to excessive groundwater pumping by fishpond operators.• Lack of STP in some establishments• Lack of community sewerage treatment facilities• Easements and riverbanks are no longer existent because these are occupied by structures belonging to affluent and poor families alike.• According to the 2015 census of the Housing, Community Development and Resettlement Department (HCDRD), there are 15,577 families occupying creek and river easements.• Physical development in some areas has also resulted in the narrowing of creeks and rivers and even loss of some	<ul style="list-style-type: none">• This means great danger of saltwater intrusion and having groundwater unfit for human consumption in the city.• Continued sinking of the ground are dire, as dikes that serve to protect Camanava from sea water incursion may eventually be overtopped and bring forth sudden flooding	<ul style="list-style-type: none">• Implement an ordinance on the provision of grease traps for housing and small/med establishments and its monitoring Require pollutive industries upon renewal of their business permit to get an Environmental Clearance from the EPWMD as pre-requisite• Coordinated Inter-agency implementation of the supreme court mandamus
Water Quality Parameters	Mg/L																											
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Water classification reaches recreational category	Special cleaning operations along (4) riverways – 1,824 cu.m. garbage (2015)																											
Restored water quality and return of aquatic life form	10% attained																											

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			segments on these waterways. <ul style="list-style-type: none"> There are instances where the creek has been covered, diverted, and in some cases, reclaimed to generate building lots. 		
Controlled and minimized groundwater extraction	No. of Extraction Permits - 128 (as of Dec. 2013)				<ul style="list-style-type: none"> Prohibition of further groundwater extraction in the city Requiring big establishments to have their own sewage treatment plant and recycle their wastewater Creation of Water Quality Monitoring Board Immediate development of alternative sources of water such as those drawn from rivers or lakes & artificial recharging with water from Laguna de Bay and excess surface water flows from Angat Dam should be considered to prevent deterioration of the aquifer. Assessment of new applications for groundwater permits, enforcing design standards for new wells, requiring the submission of well data, identification of illegal wells and calculation and modeling of the groundwater budget are

Descriptor /Success Indicators	Current Reality or Actual Accomplishments							Vision-Reality Gap	Explanation for the Gap	Implications of Unfilled Gap	Policy Options	
											recommended for the effective management of Metro Manila’s groundwater resource.	
• Sub-Sector: PARKS AND OPEN SPACES												
<div>GREEN</div> <div>The largest percentage of greenery to total land area among component LGUs in Metro Manila</div> <div>Recovered, restored, developed and protected its easements and open spaces for the public</div>	Status	District						Total	Partially attained	<ul style="list-style-type: none">Some barangays do not have any park at all, while others may have their parks but these are inadequate for the needs of the community and the criteria for “developed” “undeveloped” status of parks and open spaces are unclear.In some communities, areas allocated for parks and open spaces were encroached upon by informal and formal settlers while in others, the open spaces were fully utilized for schools, churches, housing, and other community facilities.In some barangays, conflict between the barangay officials and homeowners' associations over the control and management of the park prevents the appropriate development and optimum use of the park for public purposes. Either party has the possession and power to determine the park's use to the detriment of the other members of the community.The lack of awareness of the citizenry stems from the lack of proper information and education campaign on the importance of maintaining parks and open spaces.	<ul style="list-style-type: none">There is no available space for recreational activities of the community.There is lack of breathing space from the concrete jungle.As a result, residents do not have the space to satisfy certain recreational needs like play and leisure and hold socio-cultural interactions.	<ul style="list-style-type: none">Partner with private sector to undertake tree planting or Adopt-a-Park projects thru their CSR programsStrict implementation and strengthening of the Open Space Law by monitoring subdivision developers & owners to prevent them from converting OS into saleable lots, among othersAcquisition of land for parks developmentNetworking of parksStrict compliance with the provision of the deed of donationCreate Mechanism for dialogueIntensify IEC for barangays on the process of coordination with PDAD and DENR for free plants and the proper identification of sites suitable for planting speciesTap barangays to monitor the cutting of treesStrict implementation of GB ordinanceProvide specific bike-friendly lanes<ul style="list-style-type: none">
		1	2	3	4	5	6					
	Developed	40	23	43	27	70	59	262				
	Partially developed	2	4	6	1	25	28	66				
	Undeveloped	42	49	31	36	59	54	271				
	Total	84	76	80	64	154	141	599				
	Status	District						Total				
		1	2	3	4	5	6					
	Recovered easement/ creekside/ waterways	2	0	1	1	6	3	13				
	Total	2	2	4	5	11	9	13				

Descriptor /Success Indicators	Current Reality or Actual Accomplishments	Vision-Reality Gap	Explanation for the Gap	Implications of Unfilled Gap	Policy Options
A well-protected and preserved wildlife	<p>La Mesa Eco Park Normal forest biomass species diversity (2.21 Aggregate H Index) Relatively moderate avian diversity Index of 2.9758-2.7965 (Index < 1 is poor) Individual trees - 38,569 (220 species) (2000)</p> <p>UP Campus 47 bird species, 15 species of reptiles & amphibians and 326 mammals</p> <p>Ateneo De Manila University 27 bird species, 52 bats, 25 mammals, 9 amphibian & reptile species</p> <p>Quezon Memorial Circle 239 birds 2,542 trees belonging to 54 species</p> <p>Ninoy Aquino Parks and Wildlife Center 4,505 individual trees and 6,901 stems 1,016 rescued animals (20 mammals, 78 birds, 43 reptile species)</p>		<ul style="list-style-type: none"> Large parks and open spaces like the La Mesa Watershed and the institutional grounds of UP and Ateneo de Manila are habitats to many species of trees, plants, birds, amphibians, reptiles, mammals and insects. Some of the tree and plant species in La Mesa Watershed are either exotic or endangered. Preservation of wildlife in these areas is made possible by the advocacy and involvement of some institutions. Protecting and enriching the biodiversity of parks is important in enhancing the quality of the environment and providing for the recreational needs of the citizenry. The lack of awareness of the citizenry stems from the lack of proper information and education campaign on the importance of maintaining biodiversity and of wildlife conservation. The danger in this situation is that an uninformed and unconcerned citizenry does not care whatever happens to the wildlife and their habitat. The periphery of the La Mesa Reservoir is threatened by poachers. 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Proper choice of plant species (bushes, plants with compatible root structure) Intensify IEC to barangays on the process of coordination w/ PDAD and DENR for free plants (Nego-eskwela, along North Ave.) and the proper identification of sites suitable for planting certain species Intensify and widen IEC on the importance of biodiversity Empower the Local Environmental and Natural Resources Officer in overseeing the implementation of environmental laws and policies Strengthen/implement law on illegal logging Intensify education/info drive to create awareness Support tree planting activities (adopt a tree project) Ensure that sustainable conservation efforts include marginal members of the community dependent on kaingin for livelihood Prohibit exploitation of OS for commercial and residential use Green summit for all stakeholders with action plan output

Descriptor /Success Indicators	Current Reality or Actual Accomplishments	Vision-Reality Gap	Explanation for the Gap	Implications of Unfilled Gap	Policy Options																						
Promoted popular/wide use of renewable energy	<p>Payatas Methane Gas Extraction Project captured 406,043 tCO2e in 2008-2012</p> <p>Energy Efficiency</p> <table><tr><th rowspan="2">Location</th><th colspan="2">Annual Power Consumption (P)</th><th rowspan="2">Savings (P)</th></tr><tr><th>Before</th><th>After</th></tr><tr><td>South Triangle</td><td>6,897,194.00</td><td>3,699,559.88</td><td>3,197,634.12 (46.36%)</td></tr><tr><td>West Triangle</td><td>1,990,651.15</td><td>898,198.94</td><td>1,092,452.21 (54.88%)</td></tr><tr><td>QC Hall Grounds</td><td>476,427.41</td><td>225,054.12</td><td>251,373.29 (52.76%)</td></tr><tr><td>Total</td><td>9,364,272.56</td><td>4,822,812.94</td><td>4,541,459.62 (48.50%)</td></tr></table> <p>Smart Lighting Installed</p>	Location	Annual Power Consumption (P)		Savings (P)	Before	After	South Triangle	6,897,194.00	3,699,559.88	3,197,634.12 (46.36%)	West Triangle	1,990,651.15	898,198.94	1,092,452.21 (54.88%)	QC Hall Grounds	476,427.41	225,054.12	251,373.29 (52.76%)	Total	9,364,272.56	4,822,812.94	4,541,459.62 (48.50%)				<ul style="list-style-type: none">• Incentives to users of renewable energy and alternative fuels• City Fleet Fuel Efficiency (use of clean/alternative fuels in all government-owned vehicles)• Mainstreaming green development in the Land Use Plan• Development of solar energy panels to be partially subsidized by the QC government• NDC to be solarized• Study on all public bldgs. E.g., schools, bgy halls, public hospitals, offices for solarization•
Location	Annual Power Consumption (P)		Savings (P)																								
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Access to and wide use of alternative fuels	<p>Road Board Project implemented <i>(National)</i></p> <ul style="list-style-type: none">▪ QMC .Along Quezon Ave., Commonwealth Ave. (from Philcoa to Tandang Sora), Along Mo. Ignacia St., Timog Ave., T. Morato Ave., East Ave. <p>Compliance to Green Building Ordinance Building Permit (June 2011-present)</p> <p>Total applications – 182</p> <p>Preliminary certified – 75</p> <p>Final certified – 42</p> <p>2015</p> <p>LED Installed= 8948</p> <p>Total Existing Streetlights= 25,193</p>	<p>Pending – 65</p> <p>No. of Streetlights to be converted= 16,245</p>		<ul style="list-style-type: none">•	<ul style="list-style-type: none">•																						

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Green pedestrian-friendly thoroughfares			<ul style="list-style-type: none"> • Time constraint on implementation due to the delayed transfer of funds from DBM to City • There is on-going road construction / widening by the National government • Obstructions on sidewalks like encroachments and parking provision 	<ul style="list-style-type: none"> • The project will be funded by City government • 	Implementation of the GORA LANE Project 2020 <ul style="list-style-type: none"> • Mother Ignacia, Sct Tobias Street & Dona Hemady) 2021 <ul style="list-style-type: none"> • Katipunan Avenue 2022 <ul style="list-style-type: none"> • East Avenue 2023 <ul style="list-style-type: none"> • Elliptical road segment (outer lane) • Visayas Avenue segment • Provide walkable spaces for pedestrians • Introduce legislations on clearing of sidewalks • Proper coordination with other concerned government agencies
Largest number of green legislations enacted and implemented in Metro Manila	<ul style="list-style-type: none"> • City Ordinance SP-2638 S-2017 	80%	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 	Remove from plan as quality and effective implementation are more important than numbers
Its parks are well-patronized by local and metropolitan residents alike	No. of Visitors PAWB 2014 – 515,281 2015 – 471,600 QMC 2015- 15,000 (weekdays) 25,000 (weekends and holidays) La Mesa Eco Park 2015 - 300,000 estimated Income PAWB <ul style="list-style-type: none"> • 2014 and 2015- 8,866,935.46 		<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Proper monitoring and registration of park visitors • Development of eco park entrance gate • Intensify promotion program

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All its barangays have accessible and residents-friendly parks	98 barangays have its own park	44 out of 142 barangays are still without any park	<ul style="list-style-type: none"> This is due to the hardship in finding and recovering land for park development. Some HOAs have been very vocal and active in pursuing the management of their own park. Hence, the increase in the number of HOAs exerting MOA with the city government. 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Recovery of parks being occupied by ISFs
People and all sectors are proud of their environment and are actively engaged in its care, protection, preservation and promotion	Multi-partite agreements on La Mesa Eco Park and Balara Filters Park MOA with 22 HOA's Co-management with 24 bgys.	Partially Attained	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Include L GU and bgy and NGOs in the MOA on management of parks
Development/ Rehabilitation of Historical landmarks, Monuments & Shrines.	<ul style="list-style-type: none"> Survey & Identification of historical landmarks Verification of existing condition of proposed site 		<ul style="list-style-type: none"> For cultural and historical mapping 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Identification of possible site
Greening & Beautification of Center Islands	2021 <ul style="list-style-type: none"> Greening and Beautification of Center Island along Regalado Avenue Extension (from Commonwealth Ave. to Republic Avenue) Greening and Beautification of Center Island along Aurora Blvd. (from Katipunan Ave. to Araneta Ave.) 2022 Greening and Beautification of Center Island (from Batasan to San Mateo Road) 		<ul style="list-style-type: none"> For funding consideration 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">

Descriptor /Success Indicators	Current Reality or Actual Accomplishments	Vision-Reality Gap	Explanation for the Gap	Implications of Unfilled Gap	Policy Options
Construction of play equipment on Day Care Centers	2021 <ul style="list-style-type: none"> San Jose Seminary Day Care Center, Seminary Road, Bgy. Bahay Toro Molave Day care Center, Molave Street Near Tahanan, Bgy. Bahay Toro Amihan Day Care Center, Bgy. Hall, Palosapis Street, Bgy. Amihan Scout Triangle Day Care Center, Bgy. Hall Scout Bayoran, Bgy. Sout Triangle Greater Lagro I Day Care Center, Lagro Plaza, Ascension Road. Lagro Subd., Bgy. Greater Lagro <ul style="list-style-type: none"> King Fisher Day Care Center, King Fisher Street Zabarte Subd., Bgy. Kaligayahn Ibayo Day Care Center, Ibayo 2 Pascual Road, Bgy. Bagbag 2022 <ul style="list-style-type: none"> Lazaro Day Care Center, Lazaro Subd. Damong Maliit Street, Bgy. Nagkaisang nayon Pasacola II Day Care Center, area C Pascola Street, Bgy. Nagkaisang Nayon Nomar 2 Day Care Center, Santan Street Nomar Subd., Bgy. San Bartolome Goodwill Homes 2 Day Care Center, Esther cor. Mathew Street Goodwill homes 2, Bgy. San Bartolome Gloria V Day Care Center, Candido Street cor. Sampaguita Gloria V Subd., Bgy. Talipapa Centerville Day Care Center, Philand back of Basketball Court, Bgy. Pasong Tamo 		<ul style="list-style-type: none"> For funding consideration 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Proper coordination with different government agencies
Green Public Buildings	<ul style="list-style-type: none"> 2021 <ul style="list-style-type: none"> Masambong Fire Station, Bgy. Masambong Project 8 Public Library, Bgy. Bahay Toro Quezon City Polytechnic University, Bgy. San Bartolome Quezon city General Hospital, Bgy. Bahay Toro Quirino High School, Bgy. Duyan-Duyan 2022 <ul style="list-style-type: none"> Kamuning Super Health Center, Bgy. Kamuning San Gabriel Elementary School, Bgy. Sta. Lucia 		<ul style="list-style-type: none"> For funding consideration 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Proper coordination with different government agencies

Descriptor /Success Indicators	Current Reality or Actual Accomplishments	Vision-Reality Gap	Explanation for the Gap	Implications of Unfilled Gap	Policy Options
	<ul style="list-style-type: none"> Fairview Police station, Bgy. Fairview Pasong Putik Barangay Hall, Bgy. Pasong Putik Kingfisher Day Care Center, Bgy. Kaligayahan 				
RESILIENT : Sub-Sector: CCA-DRR					
<p>Exposed communities are protected from natural and man-made hazards.</p> <p>[Disaster Prevention and Mitigation]</p>	<p>FLOODING</p> <p>Ondoy Event (2009)</p> <ul style="list-style-type: none"> 448 mm of rainfall in 12 hours 140 houses completely destroyed 113,240 people affected P60M damage in infrastructure 66 barangays affected <p>Top 10 Barangay Hotspots based on HVRA Report</p> <ol style="list-style-type: none"> Talayan Damayang Lagi Roxas St. Peter Dona Imelda Sto. Domingo Tatalon North Fairview Bagumbayan <ul style="list-style-type: none"> Dioquino Zobel 	Partially Attained	<ul style="list-style-type: none"> River / creek banks without protection from flood water overspill and erosion Portions of waterways, ROWs encroached by privately-owned structures and informal settlers High flood-risk areas are used for high density settlements Portions of waterways are heavily silted with debris/garbage No regular conduct of de-silting and dredging of waterways 	<p>The occurrence of worst case scenario would result to the following based on HVRA Report:</p> <ul style="list-style-type: none"> A total of 70,000 people are estimated to be affected. It is estimated that 111 casualties will be caused by a 100-year flood. Around 68,619 people are estimated to be displaced. The total economic loss comes out to be 319 Million USD of which about 245 Million USD is capital stock related. 	<ul style="list-style-type: none"> Implementation of programs and projects identified in the DRRMP Conduct IEC on the residents living in danger areas Full implementation of the QC Shelter Program Identify and acquire safe, open areas for permanent evacuation center Construction of dedicated permanent evacuation centers Acquisition of low frequency radios powered by solar Formulate and lobby for the passage of an ordinance on forced evacuation Regular de-silting of waterways

Descriptor /Success Indicators	Current Reality or Actual Accomplishments		Vision-Reality Gap	Explanation for the Gap	Implications of Unfilled Gap	Policy Options
	EARTHQUAKE			<ul style="list-style-type: none"> Inadequate / lack of spaces for provision of open areas for evacuation High risk areas without permanent evacuations centers Structures built on steep slopes or within landslide prone areas Absence/lack of slope protection structures Structures built within the fault zone Informal settler colonies not issued with building permits Structures prone 	<p>The occurrence of worst case scenario would result to the following based on HVRA Report:</p> <ul style="list-style-type: none"> A total of 70,000 people are estimated to be affected. It is estimated that 111 casualties will be caused by a 100-year flood. Around 68,619 people are estimated to be displaced. The total economic loss comes out to be 319 Million USD of which about 245 Million USD is capital stock related 	<ul style="list-style-type: none"> Implementation of programs, projects and activities identified in the DRRMP 2014-2020 Reduce % of deaths through increasing the level of awareness on DRRM in the community Greening the buffer zone of the fault line (5m on both sides) Strict implementation of the National Building Code. Relocation of the ISF located along the fault line Empowerment of the people Resettlement of ISFs Construction of EQ proof bridges and all other roads and conduct of frequent inspections Pre-deployment of relief goods to strategic areas Retrofitting and repair of buildings
	Barangays Traversed by the West Valley Fault based on the HVRA Report					
	<ol style="list-style-type: none"> Bagong Silangan Batasan Hills Matandang Balara Pansol Blue Ridge B St. Ignatius Libis White Plains Bagumbayan Ugong Norte 					
	Barangay	Liquefaction Potential				
	Bagumbayan, Damayang Lagi, Doña Imelda, Kalusugan, Libis, Lourdes, Mariana, Mariblo, matandang Balara, Roxas, Santol, Siena, St. Ignatius, St. peter, Sta. Cruz, Sto. Domingo (Matalahib), Talayan, Tatalon, White Plains	Relatively High				
	Bagumbayan and Ugong Norte	Relatively Low				
	Liquefaction-Prone Barangays					

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Exposed communities are protected from natural and man-made hazards. [Disaster Prevention and Mitigation]	<p>DOST-PAGASA Findings for Quezon City</p> <ul style="list-style-type: none"> Annual Mean Temperature <p>Quezon City had an increase of 1.46°C from 1961 to 2013 (52 years).</p> <ul style="list-style-type: none"> Projected Change in Monthly Average Rainfall (in mm) <p>The City will have an increase in rainfall in 2020 (2006-2035) and 2050 (2036-2065) particularly during the wet season (June, July and August). Heavy daily rainfall events (rainfall exceeding 300mm) will continue to become frequent in 2020 and 2050.</p> <ul style="list-style-type: none"> Projected Change in Monthly Average Maximum Temperature <p>Quezon City has a projected change in monthly average mean temperature of 0.7 ° C to 1.2 ° C in 2020 and 1.7 ° C to 2.4 ° C in 2050.</p> <ul style="list-style-type: none"> Projected Change in Monthly Average Maximum Temperature <p>Quezon City for 2020 and 2050 is 0.7 °C to 1.4 °C and 1.6 °C to 2.7 °C, respectively. There would be an increase in the number of days greater than 35 °C particularly in 2050.</p> <ul style="list-style-type: none"> Projected Change in Monthly Average Minimum Temperature <p>Quezon City has a projected change in monthly average minimum temperature of 0.7 °C to 1.1 °C in 2020 and 1.8 °C to 2.2 °C in 2050.</p>		<ul style="list-style-type: none"> Impacts of Climate Change Diminishing green areas Rapid Urbanization Lack of discipline of communities in the protection of the environment Unmonitored commercial and industrial establishments 	<ul style="list-style-type: none"> Extreme weather events with increased frequency and severity (tropical cyclones, storm surges, riverine floods and rainfall) Change in precipitation pattern Rising Mean Temperature <p>In areas where rainfall is projected to decrease and with longer drier periods</p> <ul style="list-style-type: none"> Water stress/shortage It will affect the amount of water in watersheds and dams Possible reduction of water available for domestic consumption. <p>Intense rainfall/flooding</p> <ul style="list-style-type: none"> Increased wet season flooding It will impact severely in public infrastructures such as roads, bridges, schools, evacuation centers and hospitals. It will pose danger to human settlements and infrastructure during landslides and mudslides 	<ul style="list-style-type: none"> Implementation of PPAs identified in the QC LCCAP Strict implementation of the Green Building Code Planting trees and vegetation Develop better roof designs incorporating vegetation Regular monitoring of commercial and industrial establishments

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Exposed communities are protected from natural and man-made hazards. [Disaster Prevention and Mitigation]	• Waterways Infrastructure Projects					Total completion of the project (Target: 351 banks Status of Completed Projects: 12% (estimated)	• Huge land area of Quezon City • Delays in the completion of the project (Procurement Process)	•	•
	Year	Grouted Riprap Length	Retaining Wall Length	Total Length	Total No. of Projects				
	2019	695	2,977	3,672	18				
	2018	808	2,749	3,557	20				
	2017	814	2,614	3,428	27				
	2016	1,527	3,381	4,908	33				
	2015	2,641	4,028	6,669	54				
	2014	2,127	1,910	4,037	36				
	2013	1,399	2,169	3,568	22				
	2012	2,707	328	3,035	20				
	2011	7,674	1,262	8,936	29				
	Total Length	20,392	21,418	41,810	259				
	• Recovered the 3m easement of rivers, creeks, and esteros, and residents have been resettled • Creation of Infrastructure Audit Team • Training on Infra Audit through Philippine Institute of Civil Engineers • Disaster Resilience Scorecard: Making Cities Resilient • Risk Transfer Mechanism with partnership with Cebuana Lhuillier • Accident Insurance for Responders •								
	Communities have improved access, understanding, and use of risk information and research. [Disaster Prevention and Mitigation]	Quezon City utilizes various tools to identify and address risks: 1. Urban Disaster Risk Index 2. Making Cities Resilient Scorecard 3. Disaster Risk Resilience Index 4. Gawad Kalasag Checklist 5. SGLG Scorecard 6. HLURB's CDRA 7. REDAS The Quezon Risk Atlas, which contains risk information have been disseminated to all 142 barangays. Community-based DRRM trainings (which capacitate barangays to identify risk in their communities) have							

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	<p>been implemented in 99% of the barangays.</p> <p>Contingency planning has been taught to all hazard-prone and earthquake-prone barangays.</p> <ul style="list-style-type: none"> 	<p>Communities therefore do not see entry points in main development plans for disaster risk reduction and fail to address the underlying drivers of risk.</p> <p>Communities are not well aware of the hazards and risks they are exposed to</p>			<p>towards understanding their risk</p> <ul style="list-style-type: none"> • Harmonize tools at the local level
<p>Infrastructure systems in the communities are disaster resilient.</p> <p>[Disaster Prevention and Mitigation]</p>	<ul style="list-style-type: none"> • The enforcement of the building code is being implemented by the Department of the Building Official, City Engineering Department, and the City Planning Development Department • At the directive of DILG in 2017, an infrastructure audit had been conducted in 100% of structures in the barangay to determine their integrity against earthquakes. The city has partnered with PICE and ASEP to augment our manpower in implementing the said program. • A Local Infra Audit Team has been institutionalized through an Executive Order in early 2019 to address concerns for infrastructure resilience. • Quezon City prides itself as among the very first cities who have passed a Green Building Ordinance. 	<p>Partially Attained</p> <p>However, enforcement at the barangay level may still be lacking.</p> <p>However, the effort has not been sustained yearly to include private and commercial structures.</p> <p>The Local Infra Audit Team has not yet been convened.</p>	<ul style="list-style-type: none"> • A dedicated team / task force has yet convene to address goals for the long term for infrastructure systems • Data gaps to determine risks in infrastructure systems exist in terms of missing as-built plans, etc • Barangays are not capable of conducting infrastructure audits on their own • Enforcement of the building code is lacking 	<ul style="list-style-type: none"> • Communities may suffer infrastructure failure/collapse in the event of any disaster. 	<ul style="list-style-type: none"> • Reconstitute local infrastructure audit team and provide funding options • Institutionalize tools to gather data for infrastructure resilience • Establish capacity building programs for barangays, disaster volunteers or any force multiplier to implement infrastructure audits on the ground • Establish strategies to address infra risks in private-sector • Partner with professional organizations, CSOs, private sector to augment current manpower and implement programs

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<p>Communities use timely, responsive, “ecosystem”-centered, indigenous early warning systems that reach the last mile, first.</p> <p>[Disaster Prevention and Mitigation]</p>	<ul style="list-style-type: none"> QC has established its own early warning systems (EWS) that enable decision-makers to make informed decisions and warnings to the barangays. The placement, type, and nature of EWS equipment are based on the risk assessment of the city which determines which system of early warning works best at specific locations within the city. For slow-onset disasters such as floods resulting from the overflow of waterways in the city and extreme rainfall, the city placed in strategic locations Automated Water Level Monitoring Stations (WLMS), Automated Rain Gauge Stations (ARGS), Automated Weather Stations, and Air Quality and Noise Pollution Devices. Information transmitted by these devices are immediately available at the QC OPCEN and are monitored on a daily basis by the OPCEN staff. Similarly, QC capacitates its at-risk barangays to develop and establish their own early warning systems. 	<p>Partially Attained</p> <ul style="list-style-type: none"> Not all barangays understand or have institutionalized EWS at their levels. 	<ul style="list-style-type: none"> Lack of appreciation or understanding of barangays in the need for early warning systems No standards for EWS Barangays typically do not have enough budget to establish the ideal EWS for their situation 	<ul style="list-style-type: none"> Difficult to assess effectivity of community EWS because of absence of standards Individuals, communities are fully reliant on to the city for warnings and forecasts when they could’ve established their own systems. Communities fail to prepare or act in sufficient time to reduce possibility of harm or loss 	<ul style="list-style-type: none"> Establish standards to communicate to barangays for establishing their own EWS Enhance barangay capacities for monitoring, forecasting, hazard identification, early warning, and risk evaluation and management.
<p>Communities have access to effective, responsive, and inclusive financing and insurance mechanisms</p> <p>[Disaster Prevention and Mitigation]</p>	<p>QC has been a pilot for several projects that target risk transfer mechanisms for both the city and communities:</p> <ol style="list-style-type: none"> Philippine City Disaster Insurance Pool – The design of the country’s first PCDIP found QC as among the pilot cities that were studied so that a design for a strategy can be developed by the Asian Development Bank and the Department of Finance. <ul style="list-style-type: none"> Resilient Livelihood Program – The Resilient Livelihood Program was first introduced to QC through the MOVE UP Project. The program provided opportunities for at-risk communities to build on their own sustainable insurance-protected livelihoods as part of building their resilience. 	<p>Partially Attained</p> <p>Not all barangays have been tested on the model used for the Resilient Livelihood. The PCDIP is also on the works by the DOF prior to become institutionalized.</p>	<ul style="list-style-type: none"> Lack of technical capability in the city to identify risk transfer mechanisms for communities No standard framework exists yet to develop risk transfer mechanisms Communities have difficulty understanding/appreciating insurance mechanisms 	<ul style="list-style-type: none"> Communities suffer the full brunt of disaster risks 	<ul style="list-style-type: none"> Partner with experts to identify new modalities of risk financing schemes in the barangay or individual level Develop advocacy and risk communications plans to convince communities to avail risk financing options Test resilient livelihood model with the rest of the barangays in Quezon City

Descriptor /Success Indicators	Current Reality or Actual Accomplishments	Vision-Reality Gap	Explanation for the Gap	Implications of Unfilled Gap	Policy Options
<p>Risk governance is strengthened at the level of the city government.</p> <p>[Disaster Preparedness]</p>	<ul style="list-style-type: none"> • LDRRMC is reconstituted under the current administration. Roles and responsibilities are clear across the board among members of the QCDRRMC. • There is an LDRRMP that is integrated in the city's CLUP, CDP, and AIP. • Incentive programs (eg QC Search for Resilience) are implemented that ensure high levels of compliance with existing standards for DRRM in the communities. • LDRRMF is not fully utilized yearly. • Inclusive risk governance is still in progress for the city. 	<p>Partially attained</p> <ul style="list-style-type: none"> • There is an existing QCDRRMO but lacks manpower to fulfill its mandates. Expansion of DRRM services and information in the city requires professionalized and qualified personnel. Responders do not have adequate compensation despite the fact that they face daily risk in their line of work <p>LDRRMF is not maximized to address city's needs</p>	<p>Lack of manpower in the Action Office of the QCDRRMC / QCDRRMO impedes full implementation of program; not enough trainers, planners, qualified personnel</p> <ul style="list-style-type: none"> • Stringent procurement processes • There is also not enough study tours for the QCDRRMC to benchmark with other cities. 	<ul style="list-style-type: none"> • Accomplishments of the city in so far DRRM is concerned will not be sustained. At the worst-case scenario, no responders may turn up because there are not sufficient accountability mechanisms set up between our DRRM workers and the city. 	<ul style="list-style-type: none"> • Elevate the QCDRRMO into a department and improve the working conditions of responders, DRRM practitioners • Review LDRRMF utilization and procurement guidelines with relevant NGAs to streamline necessities for full implementation of programs. • Establish or review policies for benchmarking with other cities to look for innovations to address challenges unique to QC • Institutionalize risk governance through ensuring participation of vulnerable sectors in DRRM planning
<p>Local disaster risk reduction and management council has increased institutional capacities to effectively and efficiently manage all types of emergencies.</p> <p>[Disaster Preparedness]</p>	<ul style="list-style-type: none"> • DRRMO Emergency Operation Center (EOC) equipped with closed-circuit television (CCTVs) manned 24/7. - 1,095 recorded incidents in 2018 (84% road accidents, 5% stalled vehicles, 5% self-accidents, 3% fire incidents and 3% civil disturbances) 	<ul style="list-style-type: none"> • Repair and maintenance of CCTV cameras • Unavailability of stable internet 	<ul style="list-style-type: none"> • Lack of initiative from concerned office • Insufficient IT infrastructure 	<ul style="list-style-type: none"> • Programs for monitoring are proven ineffective, communities are not forewarned of hazards, public funds are wasted on unsustainable technology. • Outdated GIS database 	<ul style="list-style-type: none"> • Implementation of programs , projects and activities identified in the DRRMP 2014-2020 • Establish and strengthen infrastructure and networks required for an effective and interoperable EOC.

Descriptor /Success Indicators	Current Reality or Actual Accomplishments	Vision-Reality Gap	Explanation for the Gap	Implications of Unfilled Gap	Policy Options
	<p>Presence of the following plans:</p> <ul style="list-style-type: none"> - QC Local Disaster Risk Reduction and Management Plan - Barangay Contingency Plans of Flood and Earthquake - QC Contingency Plan for Earthquake (12 Response Clusters are created) - QC Contingency Plan for High Density Population – For Stampede Incident - QC Contingency Plan for Hydro meteorological Hazards – Extreme Rainfall - Emergency Medical Services Protocol - Operationalization of the Incident Command System - Family Preparedness and Unification Plan <ul style="list-style-type: none"> • Completion of the UGISP Dashboard 	<ul style="list-style-type: none"> • There is not enough effective programs to communicate the contents of the plan and how to localize the strategies for the barangay <p>Lack of GIS specialist to maintain and update database.</p>	<ul style="list-style-type: none"> • Lack of risk communication strategies • Lack of plantilla position with a reasonable compensation 		<ul style="list-style-type: none"> • Establish plantilla positions in the proposed elevation of the QCRRMD. • Integrate database management plan for DRRM with data management plans of other offices as well
<p>Local disaster risk reduction and management council has increased institutional capacities to effectively and efficiently manage all types of emergencies.</p> <p>[Disaster Preparedness]</p>	<ul style="list-style-type: none"> • All available plantilla positions and COS positions are filled-up: Breakdown of personnel: Total personnel: 164 Plantilla positions: 15 Contract of service personnel: 144 Detailed personnel: 5 • Distribution of 160 Ambulances to barangays and government agencies • Procurement of life saving, construction and heavy, and CBRNE equipment for use in disaster response operations and stockpiling of relief goods • Capacity building programs of QCRRMC Member Offices • Incident Command System • Urban Search and Rescue Training • Water Search and Rescue • Wilderness Search and Rescue • ELSAROC • RDANA • BLS 	<ul style="list-style-type: none"> •Lack of available plantilla positions •Issued ambulances are fully operational •Response period has not been shortened; barangays are still dependent on QCRRMO's response capabilities, rather than their own. •Trained personnel occupy co-terminous or COS positions. 	<ul style="list-style-type: none"> • Limitation of Republic Act 10121, satisfying the minimum requirement of plantilla positions for the LDRRMO. • Weak command and control for the operations of barangay ambulances have not been improve. • Continuity of programs is not established for disaster operations. • IRRs are missing for MOAs; drills are not designed for testing partnerships • No guidelines exist yet for disaster volunteers and insurance for responders 	<ul style="list-style-type: none"> • Low employment retention rate • Ambulances are wasted on the barangays • Public service delivery are dependent on terms of personnel; there is no assurance of immediate recovery of basic service delivery. • MOAs/MOUs fail in disaster operations and are proven ineffective • Volunteers are not fully optimized • Responders are not fully compensated on the dangers of their job; there is high turnover rate for employees. 	<ul style="list-style-type: none"> • Implementation of programs , projects and activities identified in the DRRMP 2014-2020 • Elevate QCRRMO into a department • Establish an effective command and control structure for all city-owned, city-issued, partnership resources in the city. • Consult experts and develop standard IRRs for existing MOAs, MOUs. • Develop guidelines for utilizing volunteers in disasters • Lobby/Devise a strategy for institutionalize magna carta for responders

Descriptor /Success Indicators	Current Reality or Actual Accomplishments	Vision-Reality Gap	Explanation for the Gap	Implications of Unfilled Gap	Policy Options
	<ul style="list-style-type: none"> • First Aid • Disaster Preparedness • REDAS • EOC Training • Psychosocial Training • QCRRMO – 1,828 (as of 2018) • QC Offices – 1610 (as of 2018) • Established MOA/MOUs with basic service provider • Establishment of Volunteer’s desk 	<ul style="list-style-type: none"> • MOAs have not yet been tested for effectivity. <p>Accountability mechanisms for volunteers are not yet established, no insurance exists yet for responders, volunteer or not</p>			
<p>Local disaster risk reduction and management council has increased institutional capacities to effectively</p> <p>and efficiently manage all types of emergencies.</p> <p>[Disaster Preparedness]</p>	<p>Available Sensors by Type:</p> <ul style="list-style-type: none"> - Water Quality - Air Quality - Air and Noise Pollution - UV Light <p>Location of Automated Water Level Stations (AWLS)</p> <ol style="list-style-type: none"> 1. G. Araneta Bridge, Araneta Avenue, Barangay Dona Imelda 2. Del Monte Bridge, Del Monte Avenue (BA Bridge) 3. Duyan-duyan Bridge, Xavierville Avenue 4. Panay Avenue, Barangay Pinyahan 5. Quezon Avenue Bridge, Quezon Avenue 6. Maria Clara Street, Barangay Sto. Domingo and Talayan Boundary 7. E. Rodriguez Avenue, Barangay Kaunlaran 8. Aurora Boulevard, Quezon City and San Juan City Boundary 9. Commonwealth Avenue, Barangay Fairview 10. P. Tuazon Boulevard, Barangay Tagumpay 11. Barangay Loyola Heights <ul style="list-style-type: none"> • Strong LDRRMC at the city level SDRRMOs are established in schools through the proactive initiatives of the Division of City Schools 	<ul style="list-style-type: none"> • EWS exist and are operated by the city but not enough are developed and operated by the barangays. • BDRRMC functionalities are low • There is difficulty assessing private formal educational institutions and informal education as to how they are effective in dispensing functions for DRRM.BDRRMCs score low in the yearly assessment of their performance (ie Seal of Barangay Good Housekeeping). 	<ul style="list-style-type: none"> • There is difficulty in mentoring barangays and rolling out to the barangays standard guidelines for typical disaster operations because of lack of personnel, delays in procurement, and magnitude of task ahead of the QCRRMO. • There is a lack of appreciation for the functionality of the BDRRMCs • There is lack of data from the private sector / educational institutions 	<ul style="list-style-type: none"> • Strong city-level capabilities but weak foundation at the barangays; In a worst-case scenario, city may be overwhelmed because barangays are not capacitated enough to help themselves. • While public school performance is monitored, there is no assurance that private schools are prepared enough for disasters 	<ul style="list-style-type: none"> • Develop strategies that address community risks • Augment QCRRMO and LDRRMC manpower requirements • Streamline procurement processes to ensure full utilization of the LDRRMF • Establish monitoring systems for private schools and informal education in the city

Descriptor /Success Indicators	Current Reality or Actual Accomplishments	Vision-Reality Gap	Explanation for the Gap	Implications of Unfilled Gap	Policy Options
<p>Communities and the city government base their decisions and actions on risk information.</p> <p>[Disaster Preparedness]</p>	<ul style="list-style-type: none"> Conduct of regular training courses on disaster preparedness, First Aid/Basic Life Support, First Responders Training, Risk Reduction and Management Training and Earthquake Awareness for Children and Disaster Control Group Orientation per District spearheaded by DRRMO. <ul style="list-style-type: none"> D1 – 284 (as of 2018) D2 – 1093 (as of 2018) D3 – 988 (as of 2018) D4 – 890 (as of 2018) D5 – 841 (as of 2018) D6 - 2,148 (as of 2018) Private – 6758 (as of 2018) Distribution of 160 Ambulances to barangays and government agencies IEC Materials Quezon City Search for Resilience Localized protocols on the suspension of classes are cascaded to the barangays. 	<ul style="list-style-type: none"> Communities are not risk-informed in their decisions and do not understand their respective risks. Cascade failures are inevitable especially the city has yet to map out the support systems in the city that are linked to basic services. 	<ul style="list-style-type: none"> See previous slides for similar explanations for the given vision-reality gap Not enough technical capability and data to map our support systems. 	<ul style="list-style-type: none"> Failure of barangays in building their resilience and waste of LDRRM funds since these are not utilized well based on science and research. Businesses, public services will fail and challenge the city to immediately recover in disasters. 	<ul style="list-style-type: none"> Institutionalize area-based support system solutions and strategies to augment resources of the city Map out data and information, including strategies on communications for use by the barangays.
<p>The city government has well-established response operations with well-equipped workforce and volunteers who support communities that are evacuated safely, pre-emptively and immediately.</p> <p>[Disaster Response]</p>	<ul style="list-style-type: none"> The QCDRRMC has its Operations Manual which documents and ensures systematic and effective disaster response. The Emergency Operations Center (OPCEN) Manual serves as a handbook and checklist on the procedures required to activate, staff, and operate the QC OPCEN. Each Cluster also has their own Cluster Plans specific to each hazard integrated in the Contingency Plans of QC. Once ICS is also activated in the city, those occupying positions in the structure have their own respective checklists for use as guide. Since key players in QC have already been trained in ICS and are tested in their functions regularly, the city is capable of deploying experienced and qualified staff to provide on-scene incident management support in any given time. The QCDRRMO Rescue provides 24/7 emergency medical services and consequence management to incidents reported through the QC 122 hotline. In 2018 alone, a total of 3,637 incidents and events 	<ul style="list-style-type: none"> Response operations are well-established only in the city and only for a limited scope of affected population only. <p>In a worst case scenario, response capabilities of the city will be highly overwhelmed. Not all communities are aware of the pre-emptive evacuation protocols- only hazard-prone barangays are</p>	<ul style="list-style-type: none"> Weak BDRRMCs and unsupervised response operations on the ground. Command and control for barangay resources are insufficient. Incomplete dissemination of information on pre-emptive protocols. 	<ul style="list-style-type: none"> Failure of entire response operations at various points of the city in a worst case scenario. Casualties spike because affected population has not been evacuated properly. 	<ul style="list-style-type: none"> Establish standards for integrated community and city level response operations and equipment. Develop magna carta for responders Institutionalize policy for pre-emptive evacuation and camp management.

Descriptor /Success Indicators	Current Reality or Actual Accomplishments	Vision-Reality Gap	Explanation for the Gap	Implications of Unfilled Gap	Policy Options
	<p>(planned or emergency) were responded to or attended by the QCDRRMO Rescue. More than half (51%) are trauma incidents while 30% are medical cases. The rest consist of operations for consequence management in fire incidents, calls for standby medical teams, and other special requests such as support in camp management, tree-cutting, and ocular inspections of risk areas, etc.</p> <ul style="list-style-type: none"> The protocols for pre-emptive or forced evacuation are already provided in the Annexes of the city's Contingency Plan for Hydrometeorological Hazards. The protocols are likewise submitted to the Legislative Department to be adopted as an ordinance by the Sangguniang Panglungsod. 	familiar with these.			
<p>Residents affected by disasters are able to restore their normal level of functioning in a timely manner and increasing their coping capacity during reoccurrence of disaster in accordance with the "build back better" principle</p> <p>[Disaster Recovery and Rehabilitation]</p>	<ul style="list-style-type: none"> Resettlement of ISFs through the Bistekville Project No disaster has already befallen QC that required the city to conduct recovery and rehabilitation operations. 	<p>Selection of residents qualified for resettlements are not risk based</p>	<ul style="list-style-type: none"> Existing guidelines in the current Shelter Plan External Funding 	<ul style="list-style-type: none"> Residents along risk areas are still exposed Only selected barangays are trained 	<ul style="list-style-type: none"> Participative and inclusivity on formulating the Shelter Plan Inclusion in LDRRMP

Workshop 1: Vision-Reality Gap Analysis (Inward looking)

INFRASTRUCTURE SECTOR

DESCRIP-TORS/ Sub-descriptors	SUCCESS INDICATORS	Current Reality or Actual Accomplishments						Vision-Reality Gap or What Remains to be Done	Explanation for the Gap	Implications of Unfilled Gap	Policy Options	
Descriptor 1 – WELL-LINKEDCITY												
An established inter- connected hierarchy of roads and streets	All established hierarchy of roads and streets inter-connected <ul style="list-style-type: none">All missing segments of major roads constructedAll existing narrow major roads widened	MISSING MAJOR ROADS SEGMENT						Completion/construction of missing road segments with combined length of 16.53 km	<ul style="list-style-type: none">National Roads, not yet included in budget/priority list of National Gov’t AgencyDifficult ROW acquisition due to large number of ISFs occupying proposed alignmentsNarrow Roads /no widening programHigher cost of lot/ROW acquisition	<ul style="list-style-type: none">Congestion, no alternate routeSlow major urban and economic growth in service areaWorsen present traffic situation in existing roadsTraffic congestion in few existing primary roads	<ul style="list-style-type: none">Practice eminent domain, land re-adjustmentExpedite completion/ implementation of Major road segmentsLobby to national government for the completion of primary/ secondary roadsSkyway/ viaductAdopt/apply public- private partnership policyLand acquisition for new road network.Identify possible sites for in-city relocationRegulate all identified alternate gated subdivision routesLobby to national government to increase cap on LGU’s land acquisition (for relocation site) based on market value not on	
		Road	Distri ct	Baranga y	Mis sing Seg men t	On-g oing	Exi sti ng					Tot al Le ngt h
		Visayas Avenue Extensi on	6	Tandan gSora, Pasong Tamo	1.70	0.85	0.0 0					2.5 4
		Republi c Avenue (NLEX Segmen t 8.2)	5 & 6	Talipap a, Sauyo, Tandan gSora, Pasong Tamo, Bagbag, Fairvie w	5.15	0.00	0.0 0					5.1 5
		Luzon Avenue (NLEX Segmen t 8.2)	2, 3 & 6	Holy Spirit, Matand angBala ra, Pasong Tamo	2.41	0.00	0.0 0					2.4 1
		Luzon Avenue (Fairvie w)	2 & 5	Commo nwealth , Fairvie w	1.45	0.00	0.0 0					1.4 5
		Katipun an Extensi on (Pansol)	2 & 3	Batasan Hills, Pansol, Matand angBala ra	3.07	0.00	2.2 3					5.3 0
												Widening of Narrow primary roads

DESCRIP- TORS/ Sub-descriptors	SUCCESS INDICATORS	Current Reality or Actual Accomplishments							Vision-Reality Gap or What Remains to be Done	Explanation for the Gap	Implications of Unfilled Gap	Policy Options																														
		<table><tr><td>Katipun an Extensi on (Daang Tubo)</td><td>3 & 4</td><td>Loyola Heighths, UP Campus , Krusna Ligas, Botocan</td><td>1.88</td><td>0.00</td><td>0.0 0</td><td>1.8 8</td></tr><tr><td>Katipun an Avenue (Nagkai sangNa yon)</td><td>5</td><td>Nagkais angNay on</td><td>0.54</td><td>0.00</td><td>0.3 1</td><td>0.8 5</td></tr><tr><td>Mindan ao Avenue</td><td>5</td><td>Sta. Monica</td><td>0.34</td><td>0.00</td><td>0.0 0</td><td>0.3 4</td></tr><tr><td colspan="3">Total:</td><td>16.5 3</td><td>0.85</td><td>2.5 4</td><td>19. 92</td></tr><tr><td colspan="3">Percentage</td><td>82.9 9%</td><td>4.26 %</td><td>12. 75 %</td><td>100 .00 %</td></tr></table>	Katipun an Extensi on (Daang Tubo)	3 & 4	Loyola Heighths, UP Campus , Krusna Ligas, Botocan	1.88	0.00	0.0 0	1.8 8	Katipun an Avenue (Nagkai sangNa yon)	5	Nagkais angNay on	0.54	0.00	0.3 1	0.8 5	Mindan ao Avenue	5	Sta. Monica	0.34	0.00	0.0 0	0.3 4	Total:			16.5 3	0.85	2.5 4	19. 92	Percentage			82.9 9%	4.26 %	12. 75 %	100 .00 %					<ul style="list-style-type: none">zonal valueWidening of Major roads by imposition of setback, acquisition of ROW.Regulate opening of donated subdivision roads to serve as alternate routes
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All-weather roads and bridges are properly constructed and managed	All-weather roads and bridges properly constructed and managed <ul style="list-style-type: none">All roads in poor condition properly constructed, improved and								About 66kms of asphalt roads (primary, secondary, alternate and collector roads)	<ul style="list-style-type: none">Not yet turned-over/donated to gov't.Gated subdivisionNo legal road right-of-way	<ul style="list-style-type: none">Prolonged inconvenience to resident, motoristsDeteriorated road conditionTraffic congestion due to lack of alternate routes	<ul style="list-style-type: none">Enact ordinance to enforce and comply subdivision developed (upon completion)/ HOAs to donate road lots in favor of QC Govt. or HOAs to file for																														

DESCRIP-TORS/ Sub-descriptors	SUCCESS INDICATORS	Current Reality or Actual Accomplishments	Vision-Reality Gap or What Remains to be Done	Explanation for the Gap	Implications of Unfilled Gap	Policy Options																																																																						
	<div>managed</div> <div><div></div><div>All identified flood prone roads improved and managed</div></div>	<div>Asphalt Pavement (in Km) per District, Quezon City: 2018</div> <table><tr><td rowspan="2">D i s t r i c t</td><td colspan="6">Category</td><td rowspan="2">Total per Distr ict</td></tr><tr><td>Prim ary</td><td>Secon dary</td><td>Alter nate</td><td>Colle ctor</td><td>Terti ary</td><td>Servi ce</td></tr><tr><td>1</td><td>2.55</td><td>3.66</td><td>4.92</td><td>10.53</td><td>45.28</td><td>6.30</td><td>73.25</td></tr><tr><td>2</td><td>0.00</td><td>0.00</td><td>0.00</td><td>6.14</td><td>51.62</td><td>3.05</td><td>60.81</td></tr><tr><td>3</td><td>0.26</td><td>1.72</td><td>0.15</td><td>4.28</td><td>43.99</td><td>33.43</td><td>83.85</td></tr><tr><td>4</td><td>6.16</td><td>3.43</td><td>0.39</td><td>4.73</td><td>25.16</td><td>40.70</td><td>80.56</td></tr><tr><td>5</td><td>0.00</td><td>0.00</td><td>0.44</td><td>8.96</td><td>62.08</td><td>15.34</td><td>86.83</td></tr><tr><td>6</td><td>0.12</td><td>0.16</td><td>0.00</td><td>7.53</td><td>39.61</td><td>5.20</td><td>52.62</td></tr><tr><td>T o t a l</td><td>9.09</td><td>8.97</td><td>5.90</td><td>42.18</td><td>267.75</td><td>104.03</td><td>437.91</td></tr></table> <div>40 out of 141 flood prone roads improved</div>	D i s t r i c t	Category						Total per Distr ict	Prim ary	Secon dary	Alter nate	Colle ctor	Terti ary	Servi ce	1	2.55	3.66	4.92	10.53	45.28	6.30	73.25	2	0.00	0.00	0.00	6.14	51.62	3.05	60.81	3	0.26	1.72	0.15	4.28	43.99	33.43	83.85	4	6.16	3.43	0.39	4.73	25.16	40.70	80.56	5	0.00	0.00	0.44	8.96	62.08	15.34	86.83	6	0.12	0.16	0.00	7.53	39.61	5.20	52.62	T o t a l	9.09	8.97	5.90	42.18	267.75	104.03	437.91	<div><div></div><div>101 flood prone areas</div><div>Low lying areas</div><div>Lack and insufficient drainage system</div></div>	<div><div></div><div>Poor design and construction of drainage projects</div><div>Lack of comprehensive drainage or Master drainage plan</div><div>Interconnectivity of drainage system of private subd to local roads</div><div>Drainage systems of contiguous subdivisions are not connected</div></div>	<div><div></div><div>Occurrence of flooding in these areas</div><div>Traffic congestion</div></div>	<div>the Declaration as “abandoned” subdivision thru City Ordinance SP-2298, S-2014 by the Quezon City Council.</div> <div><div></div><div>Land acquisition for roads without right-of-way</div><div>Establish coordination between city engineering dept.,project contractors and barangay for proper monitoring of infra projects</div><div>Proper coordination between city, DPWH, utility companies and end-users for infra projects</div><div>Choose suitable contractor with full equipment</div><div>Follow the construction time frame & construct phase by phase</div><div>Establish Quezon City Comprehensive Master Drainage Plan</div><div>Crafting of ordinance/law on</div></div>
D i s t r i c t	Category						Total per Distr ict																																																																					
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							<div>the use of rainwater harvesting and floodwater management</div> <div><ul style="list-style-type: none">Adopt strategies and innovative solutions (e.g. permeable surface, sustainable urban drainage systems to allow aquifer recharge)</div>
Travelling comfort for motorists and commuters	All motorists and commuters travelled in comfort <ul style="list-style-type: none">All traffic congested road reducedAll construction period shortened	Roads	Traffic Prone Areas (Intersection)	168Traffic prone areas	<ul style="list-style-type: none">Undisciplined drivers/pedestriansVendorsLack of traffic control/signagesLong contract durationUncoordinated w/utilitiesImproper loading and unloadingTruck Route along major roads (e.g. Mindanao, Congressional Avenues)	<ul style="list-style-type: none">More travel time spentPollutionWaste of fuel	<ul style="list-style-type: none">Strict enforcement of traffic rules/regulationsSignalizationImprovement of design of intersectionRoad signs and markingsProper Traffic Signal DurationDesignate loading and unloading areaImplement the 50 meters away from the intersectionBarangay designate Tanod to help and maintain the traffic
		AURORA BLVD.	At cor. P. Tuazon, Boni Serrano, 15 th Avenues, 20 th Avenue, Anonas, Ermin Garcia, Harvard, Stanford, St. Mary, Imperial Potsdam, illinois, Albany, Gen. Araneta, Broadway,				
		COMMONW EALTH AVENUE	At. Mindanao Avenue Ext, Regalado, Belfast road, SM Fairview, Don Antonio, IBP Road, Dona Carmen Subd. , Camaro, Fairlane, Atherthon, TandangSora, Quezon Memorial Rotunda				
		EDSA	At cor. West Ave, North Ave, Quezon Avenue, Timog Avenue, East Avenue, Kamuning road, Kamias road, Aurora Blvd. , Boni Serrano Ave., Ortigas Avenue				
		QUIRINO HIGHWAY	At cor. Mindanao Avenue, Kingspoint, Sauyo road, Seminary road, P. De la Cruz, QCPU, Tandang Sora Avenue, Green heights, SM Nova, Zabarte Ave. Commonwealth Avenue, Mindanao Avenue Extension, Robinsons, SM, Fairview, Regalado, Fatima,				
		E. RODRIGUE Z AVENUE	At. cor. St. Lukes , Broadway, Sta. Cecilia, Judge Jimenez,				
		CONGRESSI ONAL AVENUE	At. cor. Mindanao Avenue, Luzon Avenue,				
		QUEZON AVENUE	Cor. Agham Road, Underpass, EDSA, Delta-Timog, Roosevelt, G. Araneta				

DESCRIP- TORS/ Sub-descriptors	SUCCESS INDICATORS	Current Reality or Actual Accomplishments		Vision-Reality Gap or What Remains to be Done	Explanation for the Gap	Implications of Unfilled Gap	Policy Options
		KATIPUNA N AVENUE	At. cor. Aurora Blvd., De la Rosa, Pines Ville, Sarangaya Road				<ul style="list-style-type: none"> Lessen the U -turn slots at Mindanao Expedite project completion/24 hrs/ shifting prolong working hours in projects
		VISAYAS AVENUE	At. cor. Central Avenue, Congressional Avenue, Tandang Sora Avenue, Road 1 towards QMR.				
		DEL MONTE AVENUE	At. cor. West Ave., Roosevelt Ave., Araneta Ave., West Riverside, Banawe Road				
		TANDANG SORA AVENUE	At. cor. Mindanao Avenue, Philand Drive,				
		EAST AVENUE	At cor. Matalino, V. Luna, EDSA				
		ROOSEVELT AVENUE	At cor. Quezon Ave, Gen Lim, Dangay St.				
		ST. DOMINGO AVENUE	At cor. Sgt. Rivera,				
		15 th AVENUE	At. cor. P. Tuazon, Boni Serrano Avenue, Aurora Blvd. , Mirasol road.				
		20 th AVENUE	At. cor. Aurora Blvd. P. Tuazon Avenue				
		TIMOG AVENUE	At. cor. EDSA, Panay Avenue, Quezon Avenue,				
		ZABARTE AVENUE	At. cor. Quirino Highway, North Olympus				
		IBP ROAD	At. cor. San Mateo Batasan road, Filinvest, Commonwealth Ave.				
		REGALADO AVENUE	At cor. Mindanao Ave Ext., Bristol Avenue, Quirino Highway				
		MINDANAO AVENUE	At cor. Quirino Highway, TandangSora Avenue, Mindanao Avenue, North Avenue				
		ANONAS ROAD	At cor. Molave , Tindalo, V. Luna Road,				
		QUEZON MEMORIAL ROTUNDA	At. cor. Visayas Avenue , Commonwealth Avenue, North Avenue, Quezon Avenue				
		KALAYAAN AVENUE	At. cor. Kamias road, Mayaman, Quezon memorial rotunda				
		<ul style="list-style-type: none"> Total of 168 traffic prone areas (intersections) 					

DESCRIP-TORS/ Sub-descriptors	SUCCESS INDICATORS	Current Reality or Actual Accomplishments	Vision-Reality Gap or What Remains to be Done	Explanation for the Gap	Implications of Unfilled Gap	Policy Options		
Walking and other non-motorized modes of mobility can be used safely	All walking and other non-motorized modes of mobility have been safely used <ul style="list-style-type: none">All pedestrian crossing, zebra lanes, over /underpass safely usedAll identified bike lanes utilizedAll encroachments on National Roads, Mabuhay Lanes and BayanihansaLansan ganRoads cleared and maintained	<ul style="list-style-type: none">126 pedestrian overpass within the city12 out of 30identified bike lanes utilized	<ul style="list-style-type: none">Some unsafe pedestrian overpasses (unlit, w/ vendors, no security personnel)To provide immediate development on cleared portions of sidewalks/easement	<ul style="list-style-type: none">Few pedestrian underpass/overpassSidewalk/road easement encroachmentsIllegal vendorsNo Pwd ElevatorNo available funds for the development of cleared sidewalks	<ul style="list-style-type: none">High gas consumptionPollution from emissionsMore travel time spentRoad AccidentsObstructed sidewalks/st reetsVisually unappealingEncroachmen t may go back if no immediate development /improvements on cleared areas	<ul style="list-style-type: none">Strict implementation of no obstruction/encroac hments on sidewalks/easement sImprovement and greening of cleared sidewalksInstallation of lights, CCTVs and elevators on pedestrian footbridgesBarangay to monitor the status of cleared road and sidewalks		
		Phase 1						
							Quezon City Bicycle Lane Routes Both Direction	No. of Kilometers
		1					Tomas Morato	3.60
		2					Quezon Avenue	10.00
		3					West Avenue	4.20
		4					East Avenue	3.70
		5					Visayas Avenue	4.60
		6					Kalayaan Avenue	4.60
		7					QMR Outer Lane	2.10
		8					Timog Avenue	3.80
		9					Mindanao Avenue	7.60
		10					Congressional Avenue	6.00
		11					Katipunan Avenue (UP Town Center to Aurora Boulevard)	4.80
		12					Roces Rotunda	0.24
							TOTAL NO. OF KILOMETERS	55.24

DESCRIP- TORS/ Sub-descriptors	SUCCESS INDICATORS	Current Reality or Actual Accomplishments	Vision-Reality Gap or What Remains to be Done	Explanation for the Gap	Implications of Unfilled Gap	Policy Options																																																												
		<div>Phase 2</div> <table><tr><th></th><th>Quezon City Bicycle Lane Routes Both Direction</th><th>No. of Kilometers</th></tr><tr><td>1</td><td>Agham Road / BIR Road</td><td>3.60</td></tr><tr><td>2</td><td>Matalino</td><td>1.04</td></tr><tr><td>3</td><td>Malingap</td><td>1.40</td></tr><tr><td>4</td><td>Maginhawa</td><td>4.80</td></tr><tr><td>5</td><td>V. Luna / V. Luna Extn.</td><td>3.40</td></tr><tr><td>6</td><td>Xavierville</td><td>3.20</td></tr><tr><td>7</td><td>Chico / Langka</td><td>2.36</td></tr><tr><td>8</td><td>Kamias</td><td>2.80</td></tr><tr><td>9</td><td>Kamuning</td><td>2.60</td></tr><tr><td>10</td><td>NIA Road</td><td>2.00</td></tr><tr><td>11</td><td>Examiner</td><td>1.50</td></tr><tr><td>12</td><td>CP Garcia</td><td>5.00</td></tr><tr><td>13</td><td>Sct. Chuatoco</td><td>3.20</td></tr><tr><td>14</td><td>E. Rodriguez Sr. Ave.</td><td>9.20</td></tr><tr><td>15</td><td>Roosevelt Ave.</td><td>6.00</td></tr><tr><td>16</td><td>Mo. Ignacia</td><td>4.20</td></tr><tr><td>17</td><td>Sgt. Esguerra</td><td>2.60</td></tr><tr><td>18</td><td>E. Lopez</td><td>0.90</td></tr><tr><td></td><td>TOTAL NO. OF KILOMETERS</td><td>59.80</td></tr></table> <div><ul style="list-style-type: none">100% encroachments on National Roads, Mabuhay Lanes and BayanihansaLansangan Roads cleared (as of December 2019)</div>		Quezon City Bicycle Lane Routes Both Direction	No. of Kilometers	1	Agham Road / BIR Road	3.60	2	Matalino	1.04	3	Malingap	1.40	4	Maginhawa	4.80	5	V. Luna / V. Luna Extn.	3.40	6	Xavierville	3.20	7	Chico / Langka	2.36	8	Kamias	2.80	9	Kamuning	2.60	10	NIA Road	2.00	11	Examiner	1.50	12	CP Garcia	5.00	13	Sct. Chuatoco	3.20	14	E. Rodriguez Sr. Ave.	9.20	15	Roosevelt Ave.	6.00	16	Mo. Ignacia	4.20	17	Sgt. Esguerra	2.60	18	E. Lopez	0.90		TOTAL NO. OF KILOMETERS	59.80				
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DESCRIP- TORS/ Sub-descriptors	SUCCESS INDICATORS	Current Reality or Actual Accomplishments	Vision-Reality Gap or What Remains to be Done	Explanation for the Gap	Implications of Unfilled Gap	Policy Options
Safe and convenient commuter facilities are provided	<p>All safe and convenient commuter facilities have been provided</p> <ul style="list-style-type: none"> All existing Public Utility Bus Terminals (Provincial & City Buses) along main and secondary roads relocated All existing waiting shed, loading and unloading zones along main and secondary roads improved and managed 	<ul style="list-style-type: none"> Existing Public Utility Vehicle Terminals along EDSA and other main roads Existing waiting shed and/or loading and unloading zones along main roads and secondary roads within the city 	<ul style="list-style-type: none"> Lack of centralized PUB terminals (provincial bus) or Integrated Transport terminal system for north bound Inconvenient waiting shed and/or loading and unloading zones which are mostly observed during peak hours Loading and unloading regulations for commuters are not strictly implemented Improper use of waiting sheds 	<ul style="list-style-type: none"> Absence of final site selected within the city for proposed centralized PUB terminals (provincial bus) for north bound Commuters wait for PUVs in any areas including carriageway which are not designated as proper loading and unloading zones. Number of commuters (travel demand) is greater than the number of PUVs during peak hours 	<ul style="list-style-type: none"> Heavier traffic flow along main roads and secondary roads Safety of commuters may be at risk 	<ul style="list-style-type: none"> Locate site for proposed centralized PUB terminal of Integrated Transport system Coordinate with DOTr, MMDA and other concerned government agencies Coordinate with bus companies and commuters' organization (if any) regarding the proposed relocation of PUB terminals (provincial bus) for north bound Provide additional traffic enforcers on priority loading and unloading zones along main roads and secondary roads to strictly implement loading and unloading zone regulations Redevelop or improve sidewalks in order to prevent loading and unloading of commuters and stopping of PUVs at "no loading/unloading zones"

DESCRIP- TORS/ Sub-descriptors	SUCCESS INDICATORS	Current Reality or Actual Accomplishments	Vision-Reality Gap or What Remains to be Done	Explanation for the Gap	Implications of Unfilled Gap	Policy Options
						<ul style="list-style-type: none">• Installation of stools for convenience of commuters on waiting sheds/ areas• Multi-modal terminal with sufficient parking

DESCRIP- TORS/ Sub-descriptors	SUCCESS INDICATORS	Current Reality or Actual Accomplishments	Vision-Reality Gap or What Remains to be Done	Explanation for the Gap	Implications of Unfilled Gap	Policy Options
Mass transit systems are in place	<p>All mass transit system been placed</p> <ul style="list-style-type: none"> All existing rail transit line within the city improved All on-going (MRT-7) and proposed mass transit system (MM Subway) constructed 	<ul style="list-style-type: none"> 3 existing rail transit line within the city 1 on-going (MRT-7) & 1 proposed mass transit system (MM Subway) 3 proposed BRT Lines Proposed City Bus Few e-jeepney, e-trikes 	<ul style="list-style-type: none"> Main roads without transportation; MRT, BRT Rehabilitation of existing lines (MRT, LRT) 	<ul style="list-style-type: none"> Lack of political will and prioritization Lack of coordination among concerned agencies 	<ul style="list-style-type: none"> Present mass transport is unreliable, crowded 	<ul style="list-style-type: none"> Adopt public-private partnership Provide additional mass transit Environmentally Sustainable Transport (EST) Shift to modern and more reliable means of transportation

Descriptor 2 – BALANCED ENVIRONMENT

Urban development is evenly distributed throughout in self-contained communities	<p>All urban development in self-contained communities have been distributed</p> <ul style="list-style-type: none"> All identified self-contained communities evenly distributed 	<p>identified self-contained communities</p> <ul style="list-style-type: none"> Philam Filinvest II BF Homes Don Carlos Heights Bgy. Fairview Bgy. Lagro 		<ul style="list-style-type: none"> No provision for commercial space within the subd./community 	<ul style="list-style-type: none"> Slow economic growth Spot zoning 	<ul style="list-style-type: none"> Review zoning ordinance to consider commercial zone (neighborhood scale) within the subdivision Identify other Barangays or areas which will become self-contained communities Promote self-contained communities and provide requirements Development of shopping districts (Novaliches Bayan)
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DESCRIP- TORS/ Sub-descriptors	SUCCESS INDICATORS	Current Reality or Actual Accomplishments	Vision-Reality Gap or What Remains to be Done	Explanation for the Gap	Implications of Unfilled Gap	Policy Options
Built-up areas are integrated with the city's open spaces	<p>All built-up areas at city's open spaces have been integrated</p> <ul style="list-style-type: none"> All barangays with parks & playground 	<ul style="list-style-type: none"> 96 out of 142 barangays have parks & playground Some open spaces were occupied and/or converted by govt facilities (ex. San Vicente, Pinyahan). 	<p>46 Barangays without parks and playground*</p> <p>Redevelopment Amoranto Sports Complex to serve nearby Barangays</p> <p>No mini city hall in other district of the city</p>	<ul style="list-style-type: none"> Lack of site and high cost of land acquisition Occupied by informal settlers The Redevelopment agenda was not included in the current CDP of the city. However, it was only in the last year of the Bautista administration that the 1st phase of the redevelopment plan was started. No identified location for such facility 	<ul style="list-style-type: none"> Deprive public of common space Direct impact on the sports program of the city as the complex serves as the training grounds for our public schools' athletes Health programs are likewise affected because we cannot attract clients/residents to avail of our sports amenities and indulge in healthy lifestyles Influx of people who would like to seek services from the city hall 	<ul style="list-style-type: none"> Create/revitalize district parks Development and interconnection of linear parks along creek/river easement and utility lines (transmission, aqueduct lines) Allocate funds for ASC to ensure the second and third phases of redevelopment will continue. Construction of mini city halls in strategic locations in other district of the city (District 1, 2, 3 & 6)

DESCRIP-TORS/ Sub-descriptors	SUCCESS INDICATORS	Current Reality or Actual Accomplishments	Vision-Reality Gap or What Remains to be Done	Explanation for the Gap	Implications of Unfilled Gap	Policy Options
Standards on open spaces requirement are complied with	All standards on open spaces had been complied with <ul style="list-style-type: none"> Policy of planting strip construction enforced 	<ul style="list-style-type: none"> Enforcement of 3m width planting strip along the periphery of industrial zone is neglected. 	<ul style="list-style-type: none"> Enforcement of 3m width planting strip along the periphery of industrial zone is neglected. 	<ul style="list-style-type: none"> Granting of COE/variance on LC application not in compliance with setback requirements based on zoning ordinance/building code 	<ul style="list-style-type: none"> Decrease in open spaces 	<ul style="list-style-type: none"> Review of Zoning ordinance on the provision of granting COE in bldg. construction. Introduce strong measures to require industrial developments to allot a usable open space

Descriptor 3 – ATTRACTIVE CITY

Effective drainage and sewerage systems are installed	All areas have effective drainage and sewerage systems installed <ul style="list-style-type: none"> All areas without drainagesystems improved All areas without sewerage systems improved 	<p>Some areas with insufficient/ outdated drainage systems</p> <p>Sewerage Service Connection, 2018</p> <table> <tr> <th rowspan="2">Consumer Type</th><th colspan="4">No. of Water Connections Connected to Sewer</th><th colspan="2">Percentage</th></tr> <tr> <th>Manila Water Company, Inc. (MWCI) Water Connection</th><th>MWCI connected to Sewer</th><th>Maynilad Water Services, Inc. (MWSI) Water Connection</th><th>MWCI connected to Sewer</th><th>MWCI</th><th>MWSI</th></tr> <tr> <td>Domestic</td><td>156,502</td><td>27,418</td><td>292,261</td><td>74,069</td><td>17.52%</td><td>25.34%</td></tr> </table>	Consumer Type	No. of Water Connections Connected to Sewer				Percentage		Manila Water Company, Inc. (MWCI) Water Connection	MWCI connected to Sewer	Maynilad Water Services, Inc. (MWSI) Water Connection	MWCI connected to Sewer	MWCI	MWSI	Domestic	156,502	27,418	292,261	74,069	17.52%	25.34%	<p>Some existing STPs are not functional</p> <p>Buildings are old</p>	<ul style="list-style-type: none"> Flood prone areas Drainage system not completed Drainage not included in the development of subdivision Encroachment of structures on waterways (formal/informal) No ROW for drainage Subdivision development without community sewerage system Use of individual septic tank Majority of the Markets were built prior to the passage of the Green Building Ordinance 	<ul style="list-style-type: none"> Occurrence of flash floods in several parts of road network Traffic Flooding of communities along waterways Soil erosion Water Pollution Health Hazard Spread of water borne diseases Discharge of sewer to drainage system or directly to 	<ul style="list-style-type: none"> Improve/replace pipes Dredging/ recovery of waterways and removal of encroached structures Installation of garbage screen Provide adequate funding Acquire drainage ROW Additional Installation of sewerage collection and treatment facilities Strict imposition of the STP
Consumer Type	No. of Water Connections Connected to Sewer				Percentage																					
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		<table><tr><td>Semi-Business</td><td>6,928</td><td>1,271</td><td>14,008</td><td>3,331</td><td>18.35%</td><td>23.78%</td></tr><tr><td>Commercial</td><td>13,627</td><td>2,247</td><td>12,071</td><td>6,015</td><td>16.49%</td><td>49.83%</td></tr><tr><td>Industrial</td><td>937</td><td>187</td><td>2,393</td><td>1,447</td><td>19.96%</td><td>60.47%</td></tr><tr><td>Total</td><td>177,994</td><td>31,123</td><td>320,733</td><td>84,862</td><td>17.49%</td><td>26.46%</td></tr></table>	Semi-Business	6,928	1,271	14,008	3,331	18.35%	23.78%	Commercial	13,627	2,247	12,071	6,015	16.49%	49.83%	Industrial	937	187	2,393	1,447	19.96%	60.47%	Total	177,994	31,123	320,733	84,862	17.49%	26.46%								<ul style="list-style-type: none">Maintenance gap	<ul style="list-style-type: none">waterwaysUnsanitary market conditionWaste of fund and equipment efficiency	<ul style="list-style-type: none">requirement for all covered infra projectsThird party who will maintain the STPPrevent illegal discharge of sewer along waterwaysBlocking the discharge pipe along waterways to identify origin of illegal discharge
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Blighted areas are redeveloped	All blighted areas have been redeveloped <ul style="list-style-type: none">All identified blighted areas redeveloped	2018- 188,549 ISFs located in the following sites: Danger Areas <ul style="list-style-type: none">WaterwaysTransmission linesDumpsiteUnder the bridgeLandslide zone Govt. Infra <ul style="list-style-type: none">RRROWMWSSSidewalk Govt. project/lands, APD, Private properties, Open spaces							188,549ISFs Insufficient relocation/ resettlement areas Lack of maintenance initiatives from the end users, like HOA and concerned barangays	<ul style="list-style-type: none">High cost of housing provision (land and devt.)Lack of political will at the barangay level to control influx of ISF.Presence of squatting syndicatesInsufficient govt owned lots for housing/ residential projectsContinuousinflux of migrants from neighboring provincesEnd users and concerned brgys. Do not have an accountability on the maintenance of the housing project	<ul style="list-style-type: none">Peace and orderEyesoreProposed redevelopment are not implementedQuality of the housing projects and facilities diminish in a very short period of time	<ul style="list-style-type: none">Relocation of ISF located within the developed communityBgy. Officials to coordinate with owner of vacant lots to prevent ISF in the futureMid-rise to high rise housing projects to maximize the use of available landsEstablishment of Property Management for all mid-rise to high-rise government housing projectsAccountability of regulations of concerned HOA and Barangays																												

DESCRIP- TORS/ Sub-descriptors	SUCCESS INDICATORS	Current Reality or Actual Accomplishments	Vision-Reality Gap or What Remains to be Done	Explanation for the Gap	Implications of Unfilled Gap	Policy Options
Open spaces within the built-up areas are greened and developed	<p>All Open Spaces within the built-up areas have been greened and developed</p> <ul style="list-style-type: none"> All existing city owned/donated parks and open spaces developed. 	<ul style="list-style-type: none"> 262 out of 599 existing parks and open spaces developed 66 out of 599 existing parks and open spaces partially developed 271 out of 599 existing parks and open spaces undeveloped 	<ul style="list-style-type: none"> Undeveloped Parks- 271 Improvement/Development of City owned/donated parks 	<ul style="list-style-type: none"> Lot is not yet donated to the city government Priority consideration Occupied by ISF For barangays without park reason is attributes to lack of site and high cost of acquisition 	<ul style="list-style-type: none"> Diminishing public spaces Deprive public of common space 	<ul style="list-style-type: none"> Formulation of the integrated parks and open space plan Strictly implement laws on open spaces Enact ordinance to limit structures on open spaces to provide green spaces/areas Consider vertical development and open space at ground level of Gov't Infra to provide open space
Urban landscape is enhanced (interlink park system, streetscape)	<p>All urban landscapes enhanced</p> <ul style="list-style-type: none"> All identified urban landscape sites are developed/improved 	<ul style="list-style-type: none"> Developed sites: <ul style="list-style-type: none"> South Triangle District (T. Morato, Timog Ave.) China town (Banawe Area) Visayas Avenue West Avenue Identified Urban Development Zones; <ul style="list-style-type: none"> Payatas, La Loma, Sgt. Esguerra, Maginhawa, Banawe, Tomas Morato, White Plains Katipunan 	<ul style="list-style-type: none"> Not regularly maintained Un-relocated utility posts after road/sidewalk projects (i.e. road widening, sidewalks improvements /redevelopments) 	<ul style="list-style-type: none"> Priority consideration 	<ul style="list-style-type: none"> Deterioration of sites Road/sidewalk obstruction Visually unappealing 	<ul style="list-style-type: none"> Implement Urban Design Code Provide adequate funding Improvement and greening of sidewalks Development of Linear park along waterways Greening and beautification of Center Islands. Coordination with the Utility Companies or Nat'l Agencies Establish single/common utility post Promote Arcaded Building on selected area and include it to Green Building Code

DESCRIP- TORS/ Sub-descriptors	SUCCESS INDICATORS	Current Reality or Actual Accomplishments	Vision-Reality Gap or What Remains to be Done	Explanation for the Gap	Implications of Unfilled Gap	Policy Options
Historical sites and landmarks are preserved and maintained	All historical sites and landmarks had been preserved and maintained <ul style="list-style-type: none"> All existing historical sites and landmarks in poor condition improved & maintained 	<ul style="list-style-type: none"> 55 existing historical, heritage sites, landmarks and monuments 	<ul style="list-style-type: none"> Some not regularly maintained 	<ul style="list-style-type: none"> Not enough budget allocation for regular maintenance 	<ul style="list-style-type: none"> Deterioration of sites 	<ul style="list-style-type: none"> Provide adequate funding (for city owned/ managed sites) Provide security guards
Utilities are installed underground	All utilities have been installed underground <ul style="list-style-type: none"> All utilities on new development areas have been installed underground 	<ul style="list-style-type: none"> Number / areas with utilities installed underground <i>Data will come from private utility companies (MERALCO, PLDT, Smart, Globe, etc.)</i> 	<ul style="list-style-type: none"> Cluttered and dangling utility and power lines Utility posts/lines obstructing sidewalks 	<ul style="list-style-type: none"> No regular maintenance of utility companies Unauthorized installation of utility post/lines 	<ul style="list-style-type: none"> Visually unappealing Obstruction on sidewalks 	<ul style="list-style-type: none"> Enact ordinance for new development to install utilities underground Implement strong measures to force utility companies to use common pole, fix cluttered/ dangling lines and removed unusable utility lines

Descriptor 4 – LIVABLE CITY

An Established Pedestrian Oriented Network	All identified pedestrian-oriented network safely and comfortably utilized by all sectors of society	<ul style="list-style-type: none"> Roads are unsafe and uncomfortable for pedestrians, commuters and cyclists Narrow and limited road right-of-ways especially alternate roads Most roads, pedestrian crossing and overpass are inaccessible and unsafe to the marginalized sectors (PWDs, senior citizens, pregnant women, children, etc.) Illegal structures, obstructions including parking and other constructions along roads and sidewalks Pavement width of many sidewalks are narrow and surfaces are uneven and dangerous to walk on Bike lanes are fragmented and are not protected from speeding motor vehicles 	<ul style="list-style-type: none"> Absence of safe and comfortable access to public transport and pedestrian walkways Lack of proper street furniture 	<ul style="list-style-type: none"> Most roads are designed for cars not for people Accessibility law not strictly implemented High investment and maintenance cost (for elevators) 	<ul style="list-style-type: none"> People are walking on the road instead on sidewalks makes it very dangerous for them. Inaccessible and inconvenient for marginalized sectors Pedestrians choose to ride PUVs or 	<ul style="list-style-type: none"> Prioritize people in designing roads Apply shared street principle in narrow roads and sidewalks (e.g. bollards to protect pedestrians, cyclists) Create a walking and other active transportation infrastructure plan in support to the Urban Design Code of QC
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DESCRIP- TORS/ Sub-descriptors	SUCCESS INDICATORS	Current Reality or Actual Accomplishments	Vision-Reality Gap or What Remains to be Done	Explanation for the Gap	Implications of Unfilled Gap	Policy Options
					private cars contributing to vehicular traffic	<ul style="list-style-type: none"> • Provide small/ pocket parks or small open spaces along roads • Provide elevated walkways with pocket park/plaza incorporated with pedestrian overpass (on overcrowded and busy streets) • Strict implementation of Accessibility Law (BP 344) • Installation of adequate and appropriate street furniture
Safe, clean and reliable water supply are provided	24/7 availability of clean and safe water supply for all	<ul style="list-style-type: none"> • Rotational water interruptions in the city • La Mesa including Angat and Ipo Dams reached critical level 	<ul style="list-style-type: none"> • To ensure water security for all 	<ul style="list-style-type: none"> • No alternative water supply source • As population increased, the demand for water also increases • High non-revenue water (losses due to leaks & illegal connections) • Wasteful water consumption 	<ul style="list-style-type: none"> • Water shortage • Economic loss 	<ul style="list-style-type: none"> • Crafting of ordinance/law on the use of rainwater harvesting and floodwater management • Adopt strategies and innovative solutions (e.g. permeable surface, sustainable urban drainage systems to allow aquifer recharge) • Strengthen La Mesa watershed management and protection program

DESCRIP-TORS/ Sub-descriptors	SUCCESS INDICATORS	Current Reality or Actual Accomplishments	Vision-Reality Gap or What Remains to be Done	Explanation for the Gap	Implications of Unfilled Gap	Policy Options
Fast and reliable internet connectivity equitably provided	Accessibility of high-speed and free internet access on all public places	<ul style="list-style-type: none"> Lack of free reliable internet access on public places 	<ul style="list-style-type: none"> To provide reliable internet access on all public places 	<ul style="list-style-type: none"> High costs of internet access Lack of internet facilities 	<ul style="list-style-type: none"> Productivity loss due to sluggish connection (for business) Effect on academic performance (can't do independent research or on-line homework) and missing out on information with school, teachers and classmates (for students who don't have internet access at home) 	<ul style="list-style-type: none"> Collaboration with different internet service providers (ISPs) to provide free internet access Provide/ install free internet on public places
CROSS SECTORAL						

DESCRIP- TORS/ Sub-descriptors	SUCCESS INDICATORS	Current Reality or Actual Accomplishments	Vision-Reality Gap or What Remains to be Done	Explanation for the Gap	Implications of Unfilled Gap	Policy Options
Opportuni- ties for cultural and educational develop- ment of residents	<ul style="list-style-type: none"> A rich variety of facilities and activities for cultural development of residents are available year round 	<ul style="list-style-type: none"> Lack of facilities for cultural and historical events such as (theatre, concert hall, auditorium, etc.) which promote community development and are freely accessible Lack of cultural opportunities, services and activities Museum complex at the Quezon Memorial Circle is under- patronized New convention center is still under construction. 	<ul style="list-style-type: none"> Perception that cultural events and activities are “expensive” and only for those who can afford. More interests on foreign culture No venue to learn historical information 	<ul style="list-style-type: none"> Expensive cost of rentals of cultural hubs No/Lack of Site Available Limited investment in cultural infrastructure Low public interest in cultural events and activities Lack of venue for talent display of QC Residents Lack of community appreciation regarding the value of preserving culture and history 	<ul style="list-style-type: none"> Decline in the appreciation of cultural and historical tradition Less socialization among community members Decline in appreciation of our heritage and pride as QC residents and as Filipinos Minimal opportunities for talents to be developed particularly in all forms of arts like visual media People with disabilities and youth are deprived on their rights for development and room for improvement of their skills and talents 	<ul style="list-style-type: none"> Construction of cultural facilities such as theater, museums, etc. Locate existing unused buildings to convert into cultural hubs. Playground and covered basketball courts for the children and adolescents and can be converted to social and cultural halls. Enforce Ordinance mandating Parks Development Administration Department and Barangay to construct or maintain cultural and historical facilities within the city Intensify information drive for cultural awareness and activities Strengthen partnership with NCAA, PETA and other cultural develop talents among youth in grassroots level. Intensify linkages, network of tourism establishments and other associations Re-evaluate/revisi t the cultural programsin

DESCRIP- TORS/ Sub-descriptors	SUCCESS INDICATORS	Current Reality or Actual Accomplishments	Vision-Reality Gap or What Remains to be Done	Explanation for the Gap	Implications of Unfilled Gap	Policy Options
						<p>schools and cultural events and activities of all residents</p> <ul style="list-style-type: none"> Community involvement in organizing and staging cultural events. Investment can be started small scale so that it will be patronized, until there is a need or demand for bigger scale infrastructure investment for culture and arts Prepare a yearly calendar of cultural activities aimed at cultural appreciation
		<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Lack of public libraries and reading centers in barangays 	<ul style="list-style-type: none"> Limited space available The Implementation of RA 7743 (Philippine Library Law) was not strictly implemented Not all barangay city officials are not prioritizing the establishment of libraries barangay reading centers due to following reasons: <ul style="list-style-type: none"> Lack of space Manpower Budget 	<ul style="list-style-type: none"> Poor study habits Poor exposure in cultural practices No Venues for students after school No available space to conduct non-formal education 	<ul style="list-style-type: none"> Procurement of lot available Strict implementation of RA 7743 (Philippine Library Law) supported by a City Ordinance Enforce existing ordinance to barangay official in establishing barangay reading centers since Libraries/ barangay reading centers is one of the requirements to Acquire a seal of good local governance (SGLG) Organize free

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						<p>classes that are accessible to people who are in need of these classes</p>
		<ul style="list-style-type: none"> Students forced to have classes outside enclosed buildings Non-conducive learning environment Poor hygiene Increase incidence of diseases 	<ul style="list-style-type: none"> Insufficient classroom buildings and its facilities 	<ul style="list-style-type: none"> No/Lack of lot/site available Building of new classrooms is not based on needs Non priority of wash facilities 	<ul style="list-style-type: none"> Learning targets of schools on its students are not met 	<ul style="list-style-type: none"> Allocate funds for acquisition of lots Locate possible available lot for construction of new schools and its facilities Strengthen the coordination between, DPWH, City Legislator on matters on building schools Strengthen partnership with stakeholders Incorporate ancillary rooms in the school development plan Prioritize construction of classrooms and its facilities.

DESCRIP- TORS/ Sub-descriptors	SUCCESS INDICATORS	Current Reality or Actual Accomplishments	Vision-Reality Gap or What Remains to be Done	Explanation for the Gap	Implications of Unfilled Gap	Policy Options
						<ul style="list-style-type: none"> Allocate funds for maintenance of existing wash facilities in accordance with DOH standards.
		<ul style="list-style-type: none"> Some schools and day care centers are not child and PWD friendly. 	<ul style="list-style-type: none"> Non-inclusion of pedestrian lane or overpass of school development plan Toilets and Lavatory not properly designed for PWDs 		<ul style="list-style-type: none"> Can cause accident to children Unsafe school environment for learners Not child friendly Non-conduciv e schools for PWD learners Causes unsanitary conditions on school environments 	<ul style="list-style-type: none"> Consider pedestrian lane and overpass on school building development plan Strict implementation of putting up pedestrian lane near day care center. Consider no. of entrance and exit points in schools Strictly observe proper building design when constructing the center Consider PWD friendly design school buildings Ensure that children and their parents have proper orientation/awaren ess on road signages Consider appropriate and proper design for lavatory and toilet constructions at school and include it on school building development plan

DESCRIP- TORS/ Sub-descriptors	SUCCESS INDICATORS	Current Reality or Actual Accomplishments	Vision-Reality Gap or What Remains to be Done	Explanation for the Gap	Implications of Unfilled Gap	Policy Options
	Day care centers for all communities provided	<ul style="list-style-type: none"> Lack of Day care centers for ISF communities 	<ul style="list-style-type: none"> 		<ul style="list-style-type: none"> Parents are forced to enroll children in a private day care which are quite expensive Poor knowledge foundation among children in ISF 	<ul style="list-style-type: none"> Provide/ construct day care centers in ISF communities
		<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Limited accessibility on some barangay health centers at Quezon City 	<ul style="list-style-type: none"> Inaccessible Health centers Lack of centers for PWD and senior citizens that will focus on the wellness of the sector (mind, body and soul) 	<ul style="list-style-type: none"> Misery, discrimination, unhealthy lifestyle is common with PWD and senior citizens 	<ul style="list-style-type: none"> Adopt the principles of United nations convention on the rights of persons with disability and older persons (SC) Construct PWD facilities to make barangay health centers more accessible Strict and honest implementation of policy that were drafted by the city Allocate budget for the constructions of barangay health centers Consultation with SC and PWD when implementing programs and projects for their respective sector Provide/construct a convergence point (local center) to effectively manage the activity for

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						improving the mind, body and soul of the SC and PWD
		<ul style="list-style-type: none"> Many existing sports facilities are not accessible to the general public. 	<ul style="list-style-type: none"> Indoor sports facilities are either exclusive member-only or belong to institutions such as colleges and universities 	<ul style="list-style-type: none"> Less public investment in sports complex infrastructure. 	<ul style="list-style-type: none"> Low income citizens are deprived of certain recreational experiences 	Local investment in sports complex
		<ul style="list-style-type: none"> Senior citizens who are neglected by their children have nowhere else to go 	<ul style="list-style-type: none"> Lack of shelters/centers for senior citizens and PWD 	<ul style="list-style-type: none"> Provision of shelter is not provided for in current legislations on senior citizen benefits 	<ul style="list-style-type: none"> Accident or any untoward incident may occur Unsecure future for stay and unsure further economic contributions 	<ul style="list-style-type: none"> Pass a local ordinance extending benefits of shelter/center for senior citizens who are abandoned. Penalize the childrenwho neglect their parent/s

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		<ul style="list-style-type: none"> QC Government employees have no permanent housing 	<ul style="list-style-type: none"> Lack of housing for QC government employees 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Security, well-being and efficiency of local government employees not assured. 	<ul style="list-style-type: none"> Provide housing for QC LGU employees Construct vertical housing through PPP
		<ul style="list-style-type: none"> Children loitering beyond curfew are not being properly attended and rescued 	<ul style="list-style-type: none"> Lack of facilities for the street families and children rescued by the Barangay 		<ul style="list-style-type: none"> Due to lack of facilities, children who were rescued are returning to the streets where they commit petty crimes. 	<ul style="list-style-type: none"> Invest on construction of facilities that aid in rescue of street children

Workshop 1: Vision-Reality Gap Analysis (Inward looking Component of the QC Vision)

INSTITUTIONAL SECTOR

Descriptor	Sub-Descriptors / Dimensions	Success Indicators/ Indicators	Current Reality or Actual Accomplishments	Vision-Reality Gap or What Remains to be Done	Explanation for the Gap	Implications of Unfilled Gap	Policy Options
GOOD, DYNAMIC AND PARTICIPATIVE GOVERNANCE							
GOOD GOVERNANCE : _Financial_Management							
	Government income and expenditure	<p><i>Revenue generation increased progressively by 10% (RPT, Business Tax)</i></p> <p><i>Comparative Government Income</i></p>	<p>Government Income Growth In 2010 to 2018. Tax revenue grew at an – average of (13.90%) annually. Tax revenues (RPT, Business & Other Taxes) consistently remain the top revenue source <u>Tax Revenues</u> 2016 – P11.42B 2017 – P11.97B 2018 – P13.05B Non-tax revenues increased annually by (4.71%) Total revenues of P20.16B raised in 2018 registered an increase of (8.95%)</p> <p>Percentage Share Income by Source <u>Local Source</u> 2016 – P13.11B 2017 – P13.68B (4.35% increased from prev. year) 2018 – P14.98B (9.51% increased from prev. year) <u>External Source</u> 2016 – P3.99B 2017 – P4.82B (20.71% increased from prev. year) 2018 – P5.17B (7.37% increased from prev. year)</p> <p>Total revenue per capita (3 reference years) 2016 – P5, 758.19 2017 – P6, 156.40 2018 – P6, 629.57</p> <p>Total revenue collected as percent of annual collection</p>				<p>Increase collection efficiency</p> <p>Amnesty on regular fees for failure to properly retire a business in QC</p> <p>Improvement of network infrastructure to minimize downtime specially during heavy payment periods</p> <p>Monitoring of activities in payments to avoid fixers.</p>

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			<p>2016 – 93.62% 2017 – 92.12% 2018 – 96.14%</p> <p>Local Revenue Collected as percent of annual collection target 2016 – 71.77% 2017 – 68.13% 2018 – 71.47%</p> <p>Ratio of financial grants or donations to total LGU income (2 reference years) <u>2017</u> – 2.44% <u>2018</u> – 2.41%</p> <p>Proportion of Delinquencies to Total RPT (2 reference years) <u>2017</u> – 28.95% <u>2018</u> – 19.13%</p> <p>Real Property Tax Collections from real property tax grew at an average of (6.25%) during the period (2010-2018)</p> <p>Compliant in terms of updating the Scheduled of Fair Market Value (Ordinance No. SP-2556, s-2016) which was outdated for 22 years, however collection of income on lands and basic construction cost of buildings and other structures were suspended as per Ordinance No. SP-2778, s-2016</p> <p>Continuous increase in real property tax assessment particularly for new discoveries</p> <p>Business Tax Collections from business tax have consistently been the top revenue source of the city. In (2018) it reached P10.13B, an increase of (10.05%)</p>	Implementation of the approved SFMV		Approximately P938M appeared to be opportunity lost for the city	Conduct general revision of RPT every 3 years. Implementation of the revised Schedule of Fair Market Value (SFMV) Reconcile data on approved building plans/permits versus the number of buildings assessed

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		<i>Comparative Government Expenditures</i>	<p>Tax payment outlets in malls: SM North and SM Annex, Ayala Fairview Terraces and Robinson Galleria Fairview are currently operational.</p> <p>Government Expenditures as to allotment class / object (2 reference years) <u>Personal Services</u> 2017 - P2.60B 2018 - P3.09B</p> <p><u>Maintenance & Other Operating Expense</u> 2017 - P7.90B 2018 - P9.44B</p> <p><u>Property, Plant and Equipment</u> 2017 - P7.79B 2018 - P7.06B</p> <p>Percentage of Actual Expenditure to approved budget 2016 - 50.55% 2017 - 50.04% 2018 - 57.53%</p> <p>Total public expenditure per capita (3 reference years) 2016 - P3,108.78 2017 - P3,344.31 2018 - P3,967.16</p> <p>Total Public Expenditure on Capital Outlay per capita (2 reference years) 2017 - P2,348.95 2018 - P2,560.78</p> <p>Government Surplus 2016 - P7.87B 2017 - P8.45B 2018 - P8.10B</p> <p>Annual Budget per Capita <u>2016</u> - 6,150.48 <u>2017</u> - 6,682.94 <u>2018</u> - 6,895.46</p>	<p>Tax payment in other malls like Alimall, Magnolia & Fisher Mall will soon follow</p>			

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			<p>Percentage to total expenditures by Major Functions</p> <p><u>General Public Service</u> 2016 – 56.72% 2017 – 57.87% 2018 – 52.62%</p> <p><u>Education, Culture & Sports/Manpower Development</u> 2016 – 7.20% 2017 – 6.80% 2018 – 6.57%</p> <p><u>Health, Nutrition & Population Control</u> 2016 – 13.67% 2017 – 13.21% 2018 – 12.66%</p> <p><u>Labor & Employment</u> 2016 – 0.22% 2017 – 0.20% 2018 – 0.21%</p> <p><u>Housing & Community Development</u> 2016 – 11.82% 2017 – 11.03% 2018 – 17.07%</p> <p><u>Social Services & Social Welfare</u> 2016 – 3.58% 2017 – 3.81% 2018 – 3.57%</p> <p><u>Economic Services</u> 2016 – 6.80% 2017 – 7.09% 2018 – 7.30%</p>				
	Financial self-reliance	<p>Local income not lower than 75% of total revenue</p> <p>Lower percent of IRA to total income Zero external borrowing</p>	<p>Local Revenue Source (QC) 2016 – 13.11B (76.66%) 2017 – 13.68B (73.96%) 2018 – 14.98B (74.33%)</p> <p>Local Revenue Source (NCR) 2016 – 58.38B (52.60%) 2017 – 66.43B (52.95%) 2018 – 71.81B (77.29%)</p>			<p>Increase dependence on external sourced fund limits ability to undertake development PPAs and low sustainability of plans & programs</p>	<p>Institute performance monitoring and control tools to sustain self-sufficiency and enhance efficiency</p>

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	Resource utilization	Annual Income per capita of QC is at least equal to or higher than the NCR median	<table><tr><td colspan="2">Annual Income per Capita : NCR</td></tr><tr><td>2016</td><td>Income per Capita</td></tr><tr><td>1.Makati</td><td>38,488</td></tr><tr><td>2.San Juan</td><td>20,099</td></tr><tr><td>3.Pasig</td><td>17,171</td></tr><tr><td>4.Pasay</td><td>16,641</td></tr><tr><td>5.Mandaluyong</td><td>12,869</td></tr><tr><td>6.Taguig</td><td>10,935</td></tr><tr><td>7.Muntinlupa</td><td>10,751</td></tr><tr><td>8.Manila</td><td>10,289</td></tr><tr><td>9.Quezon City</td><td>9,226</td></tr><tr><td>10.Marikina</td><td>8,243</td></tr><tr><td>11.Parañaque</td><td>7,638</td></tr><tr><td>12.Navotas</td><td>7,193</td></tr><tr><td>13.Valenzuela</td><td>6,294</td></tr><tr><td>14.Las Piñas</td><td>6,132</td></tr><tr><td>15.Malabon</td><td>4,767</td></tr><tr><td>16.Caloocan</td><td>4,277</td></tr><tr><td>2017</td><td>Income per Capita</td></tr><tr><td>1.Makati</td><td>42,906</td></tr><tr><td>2.San Juan</td><td>20,061</td></tr><tr><td>3.Pasig</td><td>18,707</td></tr><tr><td>4.Pasay</td><td>17,452</td></tr><tr><td>5.Mandaluyong</td><td>14,808</td></tr><tr><td>6.Taguig</td><td>14,655</td></tr><tr><td>7. Quezon City</td><td>11,804</td></tr><tr><td>8. Muntinlupa</td><td>11,001</td></tr><tr><td>9. Manila</td><td>10,865</td></tr><tr><td>10. Parañaque</td><td>9,352</td></tr><tr><td>11. Marikina</td><td>8,294</td></tr><tr><td>12. Las Piñas</td><td>7,445</td></tr><tr><td>13.Valenzuela</td><td>7,070</td></tr><tr><td>14. Navotas</td><td>6,433</td></tr><tr><td>15.Malabon</td><td>5,543</td></tr><tr><td>16.Caloocan</td><td>4,474</td></tr></table>	Annual Income per Capita : NCR		2016	Income per Capita	1.Makati	38,488	2.San Juan	20,099	3.Pasig	17,171	4.Pasay	16,641	5.Mandaluyong	12,869	6.Taguig	10,935	7.Muntinlupa	10,751	8.Manila	10,289	9.Quezon City	9,226	10.Marikina	8,243	11.Parañaque	7,638	12.Navotas	7,193	13.Valenzuela	6,294	14.Las Piñas	6,132	15.Malabon	4,767	16.Caloocan	4,277	2017	Income per Capita	1.Makati	42,906	2.San Juan	20,061	3.Pasig	18,707	4.Pasay	17,452	5.Mandaluyong	14,808	6.Taguig	14,655	7. Quezon City	11,804	8. Muntinlupa	11,001	9. Manila	10,865	10. Parañaque	9,352	11. Marikina	8,294	12. Las Piñas	7,445	13.Valenzuela	7,070	14. Navotas	6,433	15.Malabon	5,543	16.Caloocan	4,474			Manifest low economic performance	<div>Increase business dynamism</div> <div>Help accelerate to improve existing CBDs/growth centers</div> <div>Establish new Central Business District (CBD)</div> <div>Assist Micro, Small Business Enterprises (MSMEs) to grow</div>
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		<i>All City-owned Light Vehicles regularly maintained</i>	<p>Repair & maintenance of 1,659 city owned light motor vehicles & buses under the custody of GSD.</p> <p>Each department/ office were provided budget for the repair and maintenance of service vehicles assigned to them</p>	<p>Repair and maintenance of city owned vehicles not centralized</p> <p>Procurement of equipment</p>	Space is not sufficient to accommodate service vehicles needing repair	Needs for preventive maintenance of city-owned motor vehicles shall not be addressed in case where the possibility of mechanical or engine bog down	<p>Issuance of memorandum re : schedule of preventive maintenance per office/department</p> <p>Larger space to undertake the preventive maintenance activity.</p> <p>Budget or funds should be centralized under CGSD</p>
		<i>Number of motor vehicles provided with preventive maintenance</i>	<p>Motor Vehicles Executive Departments/Office – 1311</p> <p>Legislative Departments/Office – 206</p> <p>Ambulances Barangays – 142</p> <p>Fleet card coverage for tune-up covers motor oil & service only</p>				
			Limited number of motor vehicles accommodated due to small working bay area	Space to accommodate city owned service vehicle		Due to limited space, not all requests for repairs were attended immediately but subject for schedule	Construction of the extension of Motorpool working bay area and renovation of its office premises
		Upgraded & modernized tools, equipment & materials	Out-dated and worn-out tools, equipment and materials	Lack of upgraded and modernized tools, equipment & materials			Upgrade & modernize tools, equipment & materials
		<i>Inventory of Service Vehicle</i> - Department/ Offices	<p>Provision of transport support services :</p> <p>-City offices/ departments in the delivery of their mandated functions</p> <p>During calamities both: man-made</p>			Some requests were disapproved & not accommodated	Re- fleetng of city-owned motor vehicles (whose lifespan is 15 years above which is beyond economical

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		<ul style="list-style-type: none"> - <i>Barangays</i> - <i>Other</i> 	(fire, transport) & natural (earthquake, storm, typhoon etc.)				repair) Shuttle Bus Program for all City employees
		<i>100% of building within the Quezon City Hall Compound are environmental friendly and cost-efficient</i>	<p>70% of building lightings within the Quezon City Hall compound had been replaced/using light emitting diode (LED lights)</p> <p>60% of the air conditioning system of buildings within the Q.C. Hall compound is Variable Refrigerant Flow (VRF-Inverter type) which is energy saving and cost efficient compared to the conventional type.</p> <p>60% of Buildings had been installed with solar panel as an alternative source of power minimizing the expense for electrical power supply</p>	<p>30% to be replaced from conventional into energy saving equipment</p> <p>40% to be installed with VRF</p> <p>40% to be installed with solar panel</p>		Expense on the Electrical consumption is much higher	<p>Strict implementation of the Green Building Ordinance and other environmental policy created by the city Council.</p> <p>Installation of Solar Panels to lessen the expense for energy consumption</p>
	Compliance with mandatory / statutory obligations		<p>Specified/Indicated in the budget</p> <p><u>2016</u></p> <p>5% MMDA Contributions (RA No. 7924) P544.82M</p> <ul style="list-style-type: none"> - 20% of IRA Dev. Fund – P792.43M - 5% LDRRM – P766.04M - FA to Barangays – P.142M <p><u>2017</u></p> <ul style="list-style-type: none"> - 5% MMDA Contributions (RA No. 7924) P608.14M - 20% of IRA Dev. Fund – P866.27M - 5% LDRRM – P830.87M - FA to Barangays – P.142M 				

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			<u>2018</u> - 5% MMDA Contributions (RA No. 7924) P669.43M - 20% of IRA Dev. Fund – P930.10M - 5% LDRRM – P964.97M - FA to Barangays – P.142M				
<u>2.Local Legislation</u>							
	Enactment of appropriate local laws Implementation of Local Laws	Appropriate local laws enacted and implemented	Ordinance/Resolution enacted: 12 Classification of Legislative Measures 1.) City Properties & General Services, Local Governance and Administration ORD – 41 RES – 220 2.) Taxation, Assessment, Budgeting & Property Valuation ORD – 12 RES – 10 3.) Education, Science, Technology, Culture, Tourism and Internal Relations ORD – 24 RES – 50 4.) Peace and Order, Public Safety, Transportation and Traffic Mgt. ORD – 37 RES – 45 5.) Public Works, Infrastructure, Building, Zoning, Subdivision & Housing ORD – 61 RES – 133 6.) Public Health and Social Welfare Services, Senior Citizens, Handicapped People, Women, Family, Domestic Relations and Civil Registration ORD – 30 RES – 73	There are standing committees in the Sanggunian focusing on the service areas	Ensuring availability of relevant ordinances and resolutions in support of social, economic development and environmental among others		

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			7.) Legal Affairs, Justice, Human Rights, Public Information and Assistance, and People's Participation ORD – 17 RES – 20 8.) Commerce, Industry, Markets, Slaughterhouses, Economic Enterprises, Livelihood and Employment ORD – 4 RES – 18 9.) Youth Welfare, Sports, Amusement/Entertainment, Games and Drugs ORD – 15 RES – 67Barangay Affairs, Urban Poor and Human Settlements ORD – 14 RES – 20 10.) Parks, Environment and Garbage ORD – 2 RES – 9 11.) Energy, Water Resources, Public Services, Utilities and Telecommunications ORD – 1 RES – 63				
			Computerized tracking system Continuous updating and monitoring/tracking system on legislations enacted vis-à-vis implemented			Access to updated information on local legislations is made easy	Sustain computerization and web page development
	Executive-Legislative coordination		Executive – Legislative meets to come up with ELA				Sustain the practice
	Stakeholder participation in legislation/policy formulation	<i>There is participative governance.</i>	Active NGOs/POs participation in CDC and special bodies, committees and task forces of the city government. Conduct public consultation/hearing		Awareness on their roles as partners in governance	Effective coordination and consultation	Enhance linkage with NGOs/POs

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3.Transparency																																												
	Access to information	Accessibility of records of government transactions, contracts and other public documents	Full Disclosure Program	Quarterly updating of documents for posting	Proactive disclosing information (e.g. financial reports, plan & budget, etc.) that may interest or affect the general public	Accessibility of public documents to intensify transparency and accountability	Strict implementation of Full Disclosure Program																																					
			<div>Modes of procurement adopted by account</div> <div>Infrastructure</div> <div>2016 – P4,547,659,926.42</div> <div>2017 – P6,404,217,507.28</div> <div>2018 – P2,893,790,062.63</div> <div>TOTAL = P13,845,667,496.33</div> <div>Goods and Services</div> <table><tr><td rowspan="7">2016</td><td>Direct Contracting</td><td>P5,294,802.00</td></tr><tr><td>Extension of Contract</td><td>P4,973,431.70</td></tr><tr><td>Negotiated</td><td>P2,204,280.20</td></tr><tr><td>Public Bidding</td><td>P390,816,414.38</td></tr><tr><td>Shopping</td><td>P265,942.35</td></tr><tr><td>TOTAL</td><td>P403,554,870.63</td></tr><tr><td rowspan="5">2017</td><td>Negotiated</td><td>P8,878,181.80</td></tr><tr><td>Public Bidding</td><td>P1,057,691,281.41</td></tr><tr><td>Repeat Order</td><td>P127,840.00</td></tr><tr><td>Shopping</td><td>P246,435</td></tr><tr><td>TOTAL</td><td>P1,066,943,738.21</td></tr><tr><td rowspan="6">2018</td><td>Direct Contracting</td><td>P385,339,835.64</td></tr><tr><td>Extension of Contract</td><td>P41,750,561.63</td></tr><tr><td>Negotiated</td><td>P79,309,722.26</td></tr><tr><td>Public Bidding</td><td>P7,141,706,093.64</td></tr><tr><td>Shopping</td><td>P3,838,351.97</td></tr><tr><td>TOTAL</td><td>P7,651,944,565.14</td></tr></table>	2016	Direct Contracting	P5,294,802.00	Extension of Contract	P4,973,431.70	Negotiated	P2,204,280.20	Public Bidding	P390,816,414.38	Shopping	P265,942.35	TOTAL	P403,554,870.63	2017	Negotiated	P8,878,181.80	Public Bidding	P1,057,691,281.41	Repeat Order	P127,840.00	Shopping	P246,435	TOTAL	P1,066,943,738.21	2018	Direct Contracting	P385,339,835.64	Extension of Contract	P41,750,561.63	Negotiated	P79,309,722.26	Public Bidding	P7,141,706,093.64	Shopping	P3,838,351.97	TOTAL	P7,651,944,565.14				
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			Freedom of Information Ordinance No. SP 2863, S.2019	Implementation of Freedom of Information Ordinance	The Department of the Internal and Local Government and the Presidential Communications Operations Office issued JMC No. 2018-01 on Oct. 9, 2018 to encourage cities to enact an ordinance of issued on Executive Order in support of Freedom of Information	Free and open exchange of information that enhance transparency and accountability in government official acts, transactions and decision	Formulation of Quezon City Freedom of Information (FOI) Manual consistent with the Data Privacy Act Creation of FOI Portal accessible to the public Enactment of FOI Ordinance
			Information boards (LED Boards) are visible in the city Media resources are utilized				
			Ordinance to strengthen people's participation in governance (PAT Ord.)	Need to revisit the PAT Ord. and its IRR to identify areas for possible improvement/ assessment			Enactment of Amended Participation Accountability and Transparency (PAT) Ordinance and its IRR
<u>4.Accountability</u>							
	Complaint/grievance mechanisms	<i>Complaints/grievance mechanisms installed</i>	Hotline 122 Emergency and Other Services, 8888 QC Permanent Action Team Social Media account page of PAISD and the City Mayor Radio Communication Services Office in charge of receives and review complaint/ recommendation and course to concerned department/ office to action. Some are submitted to the Local Chief	Some citizen are not aware of the "Sumbungan ng Bayan" -Some are afraid to make complaints -Absence of monitoring system	Campaign not properly disseminated Difficulty in tracking the status of complaints filed	Facilities not fully utilized Complaints/ grievances not properly addressed. Allow the City government to centrally coordinate, track, and efficiently assign resources to best address the	Hotline 122, 8888, helpdesk@quezoncity.gov.ph . Enhance the City's Hotline 122 that will implement a service management with Ticketing System Official Social Media account/page IEC/Communication strategies Development of QCitizen App. A software designed for

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			Executive for disposition			growing volume of issues which the various offices received	people to report issues ranging from traffic accidents and peace & order concerns to reports of graft and corruption Establishment of Complaints Desk per department Validation of complaints Using emojis (sad & happy face) to track progress
				Validation of complaints/ inadequate feedbacks.			-Providing of feedback and feed forward information channels and system -Make frontline services more customer friendly -Put up official radio station for QC
		<i>Accounting and auditing laws, rules and regulations are followed</i>	Presence of Audit Observation Memorandum (AOM) in cash advances, transactions and liquidation reports	Un-liquidated cash advances	Non-compliance with documentary requirements	Audit Observation Memorandum are minimized	Strict compliance with documentary requirement for all financial transaction Conduct training to barangay re: Proper Accounting of Fixed Assets
		<i>Mechanism for preventing or reducing incidents of corruption institutionalized</i>	Presence of programs to reduce graft and corruption - Citizen's Charter in consistent with the Anti-Red Tape Act Law	Outdated Citizen's Charter in consistent with the Anti-Red Tape Act Law Need more programs in	Charter no longer applicable	Improved delivery of service and processing of transaction that satisfy the	-Massive public awareness "No to Fixers" -Installation of IP cameras

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			-Presence of suggestion box ISO-9001-2015 will expire in 2020	Anti-Fixing		needs and expectation of the QC residents	-Front liners should wear proper identification (ID) -Roving marshals to monitor situation to get feedback from the public -Publish standard fees and timelines for transactions. -Premium lanes/fees for faster service provided for the transacting individual with complete documents -Provide customer service trainings or orientation to frontline staff. Provision for recertification of ISO
			-Presence of Internal Audit System Administrative Order No. 70 Mandating LGUs to Organize an Internal Audit Service Executive Order No. 1 Establishment of Internal Audit System	Internal Audit Office not yet established	No dedicated office space		Operationalization/ Establishment of Internal Audit Office Conduct performance and fraud audit
DYNAMIC GOVERNANCE : <i>1.Management Systems & Processes</i>							
	Management Systems, Operation and Communication System	<i>Innovative Processes and systems (Management Systems, Operations and communication systems) institutionalized</i>	Computerized the: RPT payment system Payroll System Real Estate Assessment and Payment Systems. Process for securing business permits On-going study of ITDD re: Departments/Offices computerization systems/program	System not yet accessible online	Processes and procedures that allow the public to transact online for either renewal or application of permits or as well as other services not yet installed.	Centralized transaction at the Main City Hall causing undue burden to QC residents living far from the city hall.	-On-line renewal/ application of permits as well as other services -Zoning Clearance On-line -Implementation of the Public On-Line Portal System (POPS) -Continuous

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							improvement of Batas Quezon City Mobile Application -Full automation of public services and free Wi-Fi connection in public places
			Problem in the collection of barangay data/profile	Put up reliable database of important information from QC residents Absence of system linking the government and barangay	Absence of readily/ accessible data base on barangay level.	Slow information exchange	-Networking and web page services. On-line Computer-Based Information system -Establishment of Integrated Barangay Information System (I-BIS) for the QC ID System. -Enactment of Ordinance for I-BIS
			Operational Improvement: Shortening the period for renewal of low-risk establishments. Business One Stop Shop (BOSS) established Official receipts for tax payment have security features that are hard to counterfeit Adoption of electronic receipts				
			UGIS & the ETAXMAPS Phase 3 completed	Computerization on assessment appraisal processes and tax mapping appraisal processes	Continuing Enhancement of current GIS applications	Potential discrepancies and/or loss in valuations	eTAXMAP Phase 4
			Real property viewer and thematic maps ready	Data sharing program not yet developed	Absence of site/webpage to publish such application & public connectivity		Rehabilitation of LAN connection and bandwidth Formulation of programs and policies on data sharing and publication

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	Ease of Doing Business Make it easy to register and establish new business in QC	<i>Registration and establishment of new business made easy</i>	BOSS established at BPLD				Conduct Inspection if compliant to locational/ zoning ordinance
			There are small business in some barangays with no legitimate permits/not registered	Legitimized operation		The city is deprived of additional income	Profiling of small business in barangays
			-Assessor's Webpage housed at QC's website with On- line Application System for frontline/daily and PTAP transactions being studied and developed.				Existing requirement for Cabling and Network upgrading
			-Communication & Document Tracking System in place and implemented. -Electronic issuance of Certified Copies of Tax Declarations in place.				
		<i>Budget Operation System (BOS)</i> - Work and Financial Plan and Request for Allotment (WFPRA) - Advice of Allotment (AA) - Obligation of Request (ObR) - Generated Reports - <i>Document Tracking</i>	100% Completed 100% Completed 100% Completed 100% Completed 60% of document tracking process installed in the system Four out of six steps in the system are operational	40% of the document tracking system to be installed		Incomplete tracking report	Completion of document tracking process in the system
		- <i>e-Archiving of approved OBR and AA</i>	40% of e-Archiving of approved OBR and AA	60% of e-Archiving of approved OBR & AA		Difficulty on retrieval of approved OBR and AA	Completion of development of e-archiving in the system

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		<i>Upgraded Equipment and Anti-Virus</i>	30% of the server & security system upgraded	70% of the server & security system to be upgraded		Low capacity of data storage and slow data processing; unsecured for virus	Upgrading of Server and Security System
		<i>Procurement Monitoring System</i>	RA 9184 known as the Government Procurement Reform Act is an act providing for the modernization, standardization, and regulation of procurement activities of the Government	System is not yet accessible online	System is not yet installed	Prolongs the procurement process thru manual application	Automation of procurement process
		Digital Storage System	Scans and records all incoming and outgoing communications thru office computer and record book	Document management and digital storage system including Intranet and cloud storage			Installation of a document management and digital storage system for all matters handled by the Department including intranet and cloud storage and delivery systems for efficient and secure access to such documents
			Manually by computer and record book	System to determine areas of concern to Barangays and their constituents			Established a system to determine areas of concern to Barangays and their constituents
		<i>Warehouse operations and management systems are institutionalized</i>	Limited space allotted for storing commonly used supplies requirements procured by the city government Construction of Central Warehouse - 80% finished Delayed delivery of supply requirements procured from DBM through Agency Procurement Request	 Web based system for ordering commonly used supplies and equipment	 System not yet operational	 Inefficient monitoring reports	-Creation of Warehouse Management System (Phase 1) (a web based system for on-line ordering of common use supplies and equipment, updates inventory of stocks and issuances, gives cue for reordering fast moving supplies (re-order point), generates reports, processes requests from the requestor/s, i.e list of

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							available supplies on stock,) -Continuous trainings for CWMD personnel and annual updating of the system
		<i>Operationalization of QC Archival Centre by 2nd quarter of 2020</i>	Still on-going construction of QC Archival Centre (80% complete); Drafted Implementing Guidelines for the Establishment of the QC Archival System Slow pace of construction due to subsequent variations	20% Completion of QC Archival Center & System		Inadequate records storages; Decentralized records system may cause improper handling of city records leading to fire and health hazards	Establishment of QC Archival Center Periodic city-wide disposal of valueless records; Submit draft guidelines to the Office of the City Mayor for her review/approval
			Availability of data network plan/ drawing based on the requirements of the archive facility Proposals on data and voice network for cabling infrastructure was submitted to ITDD		Infrastructure cabling is not included on original plan Pending/awaiting approval of submitted proposals	Slow records management activities; Research facility and digital compactors cannot be utilized properly; Temperature-controlled rooms are not digitally monitored; Unsecured IT facility	-Computerized local archive facility -Installation of data and voice network infrastructure -Coordinate with ITDD to review of the submitted proposals and for recommendations -To follow-up for the approval of budget allocation to City Administrator Office
		<i>Fully automated the property inventory system within 1 year</i> <i>Fully and accurately accounted the properties of the city (fixed and movable assets)</i>	Regularly submits updated inventory report for fixed assets, based on annual physical inspection /inventory of properties. The inventory of properties is not reconciled with other departments/offices.	Some properties, especially buildings are not properly accounted (newly constructed and demolished).	The proposed project for the automation of the management and inventory system was not implemented. Policies and procedures on the proper utilization	Not reconciled records results to inaccurate, inconsistent and incomplete data/records	Automate the inventory of properties and the linkage with concerned departments/offices to ensure reconciled data/records.

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			Only 60% submitted the semi-annual inventory report for movable assets in compliance to COA Circular 92-386.		of properties are often disregarded by barangays, schools, departments/ offices, and other national agencies resulting to unaccounted properties		Periodically conduct physical count/inventory of properties (fixed and movable assets) to verify their existence, continued use/useful life. Formulate a system of reporting for barangay Acquire the software needed for the full automation of the management and inventory of assets. Strictly implement policies and procedures on the proper utilization of properties. Reconciliation with City Accounting Department 100% adherence to COA Circular 92-386 to submit semi-annual inventory report by every department.
		<i>100% of the buildings/ equipment/ machineries within the Quezon City Hall Compound are being monitored thru Building Management System</i>	All machineries/ equipment are monitored and operated manually Machineries/ equipment misuse is inevitable, thus, reducing its economic life No. of buildings – 15 buildings No. of buildings w/ cctv on every floor, common areas, perimeter – 15 buildings with 354 units of CCTV Security personnel deployment, numbers & schedule - 89 (Thur 6:00AM – 6:00PM) , 46 (Wed 6:00AM – 6:00PM)				Installation of Building Management System Software which will prevent machineries and equipment from being misused, thus, prolonging its economic life

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	Decentralization of services to bring government closer to the public	<i>Services Decentralized</i>	<p>Only District 2 has mini city hall – Novaliches District Center:</p> <ul style="list-style-type: none"> - City Treasurer’s Office - Business Permits and Licensing Department (BPLD) - Liquor Licensing Regulatory Board (LLRB) - City Health Department - Tricycle Regulatory Unit (TRU) - DRRMO - Market Development and Administration Department (MDAD) - Office of Senior Citizen Affairs (OSCA) - City Engineering Department - Social Services Development Department (SSDD) - Parks Development Administration Department (PDAD) - City Civil Registry Department (CCRD) - Public Employment Service Office (PESO) - QC Police Department - QC Fire Department <p>SM North and SM Annex, Ayala Fairview Terraces and Robinson Galleria Fairview are currently operational.</p>	All other 5 Districts have no mini city hall		Centralized transaction at the Main City Hall causing undue burden to QC residents living far from the city hall	<ul style="list-style-type: none"> -Build Mini City Hall -Site identification/ acquisition and master planning per district -Conduct survey according to needs
<u>2.Data Driven Decision Making</u>							
	Adequate data base to support planning and decision-making	<i>Installed and Operational Management Information System</i>	<ul style="list-style-type: none"> -GIS program/UGIS -Planning Data -GAD sex disaggregated data. <p>Computerization of financial reports is by Division of the Accounting Department</p> <ul style="list-style-type: none"> - Financial reports of the 142 barangays 	<p>Linked records of Accounting Department as well as other Departments involved in the process of generating financial reports</p> <p>No system that could</p>	Absence of computerized system capable of generating financial reports		<p>Development and adoption of Inter-connected e-financial system</p> <p>Resolution adopting the Unified Financial System of the city</p>

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				readily generate a real time status of cash balance/fund for the city			
				Lack of automated personnel information management system		Not easily track the status of city employees / official	Development of Human Resource Information System (employee database: 201 files and other personnel records) Upgrade to Web Based PMIS, PIS and ALEMS
			Real Property Assessment Records and Tax Maps 95% computerized (e.g. QC Real Property Assessment & Taxation System (QCRPATS), FAAS-TD Transaction processing and Search PIN modules) in place & in-house deployed. Real Property Viewer, Executive Dashboard, Electronic PIN Assignment(ePINAS), General Revision Module, Digital Image Archiving Modules have all been developed and is being used in our daily transactions.				
			100% Computerized database and maps on service (eg. Real Property Assessment Module, Query Program Locator, General Revision Module, Real Property Viewer, Executive Dashboard, Epinas-PIN Generator, Digital Image Archiving Modules are all being adopted				Proposed Modules for Document Scanning, Approved Building Plan, Recorded Sales, Document Management System, Tax Declaration Mailing Tracking, Approved Subdivision Plans

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			<p>Inadequate government data on the actual inventory of the city government assets</p> <p>Not organized and hard to determine city's properties</p> <p>Ordinance No. SP-2872, S-2019. An ordinance creating the City Real Estate Management and Control Office (CREMCO) under the Office of the City Mayor</p> <p>Executive Order No. 5, S-2020 "Creating the City Real Estate Management and Control Committee"</p> <p>Pending the approval of the said ordinance by the Department of Budget (DBM) hence the creation of the City Real Estate Management and Control Committee per Executive Order No. S-2020</p>	Available data in hard copy and unconsolidated			<p>-Automation of inventory system to cover movable and fixed assets of the city</p> <p>-Creation of a Real Estate Management Office for the City's Fixed Asset.</p> <p>-Ordinance to create Real Estate Management Office.</p> <p>-Formulation of system for reporting/ documentation of properties/assets</p>
			<p>Presence of 142 barangay profile</p> <p>Lack of readily available data to be used for evidence-based decision making</p>	<p>e-Barangay Profile</p> <p>-Uploading of barangay profile thru cloud server for easy access</p> <p>-Updating of data</p> <p>-Provision of other barangay data needed</p>			<p>Creation of site wherein barangay profile and other barangay data can be easily accessed by target users</p> <p>Resolution adopting the system and allowing the City Mayor to enter into contract of service provider</p> <p>Establishment of Community Based Monitoring System (CBMS) (city/barangay based)</p>

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							Implementation of an organization process of collection of data pursuant to RA 11315 or the Community Base Monitoring System Act
	Governance and leadership recognized by international and national award-giving bodies as well by the City to its barangays	<i>List of awards</i> <i>No. of awards</i>	Recognition of city government performance by legitimate bodies and entities		Recipient of various recognition/ awards	Improved governance Better image for the city	Sustain best practices Support Programs
		Barangay Seal of Good Housekeeping <u>Awards Categories (BSGH)</u> - Dangal ng Lungsod - Huwarang Pamamahala - Good Financial Housekeeping - Outstanding Legislative Services - Functionality of Bgy. Based-Institutions - Best Practices & Innovation	This award was implemented since 2016 as per City Ordinance SP 2273, S-2014 wherein the 142 QC Barangays were visited and validated according to the criteria given by the award body	Active participation of all the barangays	Some of the indicators/criteria are not applicable to all barangays	Inactive participation of some barangays Same set of winners every year	Categorization of the barangays according to their income/financial capacity Amendment of existing ordinance
<u>3.Human Resource Management</u>							
	Competent and professional employees						
		Rationalized Organizational Structure	QC Rationalization Program - DBM Approved: 20 - W/ Approved Ordinance: 6 - Ongoing Discussion by HRMD: 3 - Committee on Laws: 5 - Submitted to DBM: 3	For DBM Approval	For study and review of the council.	Services not utilized to the optimum level	Continue QC Government Rationalization Program
			New special bodies were created in response to National Laws, DRRMC	Existing organizational structure does not	No clear-cut guide on organizational set-up and	No clear-cut policies that might	-Re-structuring the city's organizational

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			/ DRRMO / PPP Persons with Disability Affairs Office Establishment of the QC Pride Council (Gender Fair Ordinance (SOGIE)) Merging of BOC and CRO via Ordinance No. SP-2563 S-2017	include the newly mandated offices.	functional flow.	affect delivery of services and rendering good decisions	set-up -Inclusion to the existing organizational set-up of the newly created offices
		<i>Proportion of vacancies of positions to total plantilla positions</i>	2,961 (33%) of the regular 8,923 plantilla positions are unfilled – 67% filled up positions Filled 1 st Level SG 2-14 (69.0%) Male : 2,193 Female: 1256 2 nd Level Professional/ Technical SG 8-24 (64.1%) Male: 969 Female: 1,481 2 nd Level Executive/ Managerial (SG-25 & Above) SG 25 and above (63.6%) Male: 35 Female: 28 Unfilled 1 st Level (SG 2-14) - 1,551 (31.0%) 2 nd Level Professional/ Technical (SG 8-24) - 1,374 (35.9%) 2 nd Level Executive/ Managerial (SG-25 & Above) 36 (36.4%)	33% unfilled positions			-Convening of the Personnel Selection Board and filling up of plantilla positions based on merit & fitness -Filling up of vacant positions by qualified employees Posting of vacant positions in the barangays
		<i>Percentage of casual/contract of services employees to total no. of employees</i>	Contractual / Consultant Executive: 7,617 (70%) Legislative: 3,293 (30%)		Inadequacy of personnel to perform the mandated functions of the office resorted to hiring of contractual employee -To cope with exigency of services, over loading and	No employees/ employer relationship hence public accountability by employees not well defined	Pursue continuous review re: Civil Service Exam - Conduct short courses for the employees to acquire the minimum requirement for

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			<div>No. of Jos by nature of job</div> <table><tr><th>COs/JO Job Class</th><th>Executive Branch</th><th>Legislative Branch</th></tr><tr><td>Administrative</td><td>2735</td><td>720</td></tr><tr><td>Field Work</td><td>2404</td><td>2272</td></tr><tr><td>Technical</td><td>1709</td><td>301</td></tr><tr><td>Professional</td><td>769</td><td></td></tr><tr><td>TOTAL</td><td>7617</td><td>3293</td></tr></table> <div>Personnel profile for contractuales not updated</div>	COs/JO Job Class	Executive Branch	Legislative Branch	Administrative	2735	720	Field Work	2404	2272	Technical	1709	301	Professional	769		TOTAL	7617	3293		assigning multiple task are resorted to		undergraduate
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		Gender parity in all types of positions	2765 of filled positions are female and 3197 are male.																						
			<div>Higher number of female personnel in the middle management</div> <div>No. of female & percent to total by SG & nature of work</div> <table><tr><th>Plantilla Position Classification</th><th>Female</th><th>Total</th><th>Female Ratio</th></tr><tr><td>1st Level (Non-professional/Sub-professional) SG 2-14</td><td>1256</td><td>3449</td><td>36.4%</td></tr><tr><td>2nd Level (Professional)</td><td>1481</td><td>2450</td><td>60.4%</td></tr></table>	Plantilla Position Classification	Female	Total	Female Ratio	1st Level (Non-professional/Sub-professional) SG 2-14	1256	3449	36.4%	2nd Level (Professional)	1481	2450	60.4%	need to upgrade leadership skills to accelerate qualifications in positions of leadership	Women empowerment evident in personnel hiring		Implementation of Magna Carta of Women and GAD code						
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			nal/Technical) SG 8-24							
			2 nd Level (Managerial/Executive) SG 25 and Above	28	63	44.4%				
			TOTAL	2765	5962					
							Less applicants for LGU position requiring specialized qualifications	Remuneration for specialized profession like Doctors, Lawyers, Engineers, Architects, etc. not competitive	Inadequate services of specialized professions to the city's constituents	-Upgrading the salary/hiring of a regular professional employee with salary and benefits in accordance with the standardization law. -Provide incentives in cash or in kind
		<i>Trainings & seminars provided for employees (CapDev)</i>	No. of personnel needing function-related/ relevant training/seminar by nature of work, by SG							

Descriptor	Sub-Descriptors / Dimensions	Success Indicators/ Indicators	Current Reality or Actual Accomplishments			Vision-Reality Gap or What Remains to be Done	Explanation for the Gap	Implications of Unfilled Gap	Policy Options
			Positions requiring RA1080 need Trainings and Seminars specific to their field	TOTAL	SG Range				
			Medical Specialist, Medical Officer, Psychologist, Nurse. Midwife, Social Welfare Officer, Librarian, Engineer, Architect, Attorney, Radiologic Technologist, Speech Therapist, Pharmacist, Occupational Therapist, Accountant, Veterinarian, Nutritionist-Dietitian, Medical Technologist, Dentist, Guidance Counselor and Teacher	1242	8-25				
	- Effective Recruitment	<i>At least 10% of students graduating with honors from high learning institution are attracted</i>							-Convening of the Personnel Selection Board to fill up vacant plantilla positions based on meritocracy

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		<i>to work in the city</i> <i>At least 10% of QC resident scholars graduated with honors are attracted to work in the city</i>					-Merit Policy Selection Plan -Accreditation of QC in the Program to Institutionalize Meritocracy & Excellence (PRIME) Human Resource (HR) -Ordinance/ Resolution in support of PRIME HR initiative -Coordination and creating network by CSOs with professional to help identify potential applicants
	- On-the-job Training	<i>Personnel received training appropriate to their functions</i>	Presence of 3-year CAPDEV Most of the newly-hired employees are not aware of the existing laws, rules and regulations	Lack of concrete HR Development Plan No orientation/ reiteration of the said laws, rules and regulations for the employees	No complete profile of personnel to include skills assessment Seminar/orientation or program for the said laws, rules and regulations is not mandatory in city government	Inefficiency of employees technical know-how	-Formulation of City Comprehensive Human Resource Plan and Succession Plan -Resolution adopting Comprehensive HR Plan and Succession Plan -Implementation of the 3 year HR plan
	- Promotions	<i>SPMS used as principal basis for promotion</i>	Submission of SPMS not timely	Timely and updated submission of SPMS	Not aware of CSC rule re: Bi-annual submission of Personnel Performance evaluation	Incomplete basis for merit promotion/ rewards	Strict Implementation of SPMS
	- Incentives and awards	<i>High-performing personnel awarded w/ incentives (monetary or privileges)</i>	Absence of localized incentive program for the city's employees	Incentive programs for city employees	No ordinance or law providing such incentives		Institutionalization of incentive program for good performing employees of the city

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							<p>-Enactment of ordinance on the grant of incentive for good performing employees of the city</p> <p>-Enactment of Ordinance re: Provision of healthcare insurance for regular employees.</p> <p>-Enactment of Ordinance re: Provision of Allowance/Insurance to legal battle to key functionaries of the city.</p> <p>-Direct city grant pension to senior to their personal ATM.</p>
		<p><i>Mechanism for resolving Quezon City personnel complaints and grievances in place</i></p> <p><i>Cases of sexual harassment promptly resolved</i></p>	<p>Cases of sexual harassment due to Absence of CODI (Committee on Decorum and Investigation)</p> <p>Proposal for the establishment is still with the Human Resource Development Department for review/study</p> <p>Complaints are directed to the Human Resource Department / City Legal Department</p>	Complaints/ grievances not properly addressed	Not yet organized	Victims suffered in silence or leave the service	Establishment of CODI

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PARTICIPATIVE GOVERNANCE : <u>Citizen Participation</u>							
	Citizens' participation in programs and projects is institutionalized	<p><i>Full membership and fully functional</i></p> <ul style="list-style-type: none"> - CDC (50) - Local Health Board (2) - Local School Board (2) - Peace & Order Council (3) - Council for the Protection of Children (2) - Gender and Development Council (5) - PLEB - Bids & Awards - Minutes of meetings as mandated <p><i>List of other special bodies with NGO participation</i></p> <ul style="list-style-type: none"> -LCPC -Executive Committee Council -Local Housing Council -QC Pride -QC Immigration 	<p>Process in the selection of Civil Society Organization representation to CDC and other special bodies in accordance with the Local Government Code (LGC 1991)</p> <p>-CSOs participation in Peace & Order Council is being chosen by the Chairperson of the Council</p> <p>CSOs</p> <p>Accredited – 1693</p> <p>Not yet Accredited – 389</p> <p>Total CSOs – 2,082</p> <p>Conducted different summits and other activities for the CSOs. For CY 2019 BCRD was able to conduct different activities for CSOs</p>	<p>There are still many NGOs/POs operating in the City who are not yet accredited</p> <p>Further involve all the 21 sectors either small or big sectors in the different activities being undertaken by the city for CSOs</p>	<p>Parties concerned have increased acceptability of the principle of participative governance</p> <p>-There are concerns and activities not linked with the City government PPAs</p>	<p>More partners in development planning</p>	<ul style="list-style-type: none"> -Conduct summit for different sectors -Mapping of services, vis-à-vis service providers -Publication of Newsletter/ Information material -Intensify public awareness in accreditation. -Development of database of NGOs/POs with services -Peace & Order Council CSO membership -Amendment of existing guidelines in selecting

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			Active NGOs/POs in CDC functional CDC and BDCs in 142				Increased awareness of	Effective	-Barangay Development Plan																																																

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			barangays Participation of CSO's in City Comprehensive & Barangay Development Planning process.		their role as partners in governance City development is a collaborative product of the citizens and the government	coordination/ consultation and planning	with CSO participation -Capacity Development Program for Barangay Officials and NGOs/POs
<u>2.LGU-CSO Linkage / Participation</u>							
	There is strong linkage or partnership with the NGOs/POs, academe, research and training institution, etc., at the city and the barangay level		Existence of MOA between or among academe research and training institutions				
<u>3.Access to Information</u>							
	-All info dissemination media utilized regularly for publication of relevant info on government activities	IECs	Operational QC Website	-Lack of official e-mail account of QCG functionaries -Posting of programs, projects and activities on QC website	-Communications sometimes miss sent -Communication/ documents not properly acted upon		-Information Dissemination/ Close coordination CDC members -Crafting of policy requiring the use and assignment of official e-mail account to all city department / office -Establishment of a system that could generate a dashboard of key results/ accomplishments of City Department/ Office

Workshop 2: Problem-Solution Matrix
SOCIAL SECTOR: HEALTHY, EDUCATED AND SECURED CITIZENRY

Observed Conditions	Explanations	Implications	Policy Options
Sub-sector: Health			
1. High incidence of animal bite cases <ul style="list-style-type: none"> – 9 rabies cases (0.3 per 100,000 population, QCHD 2018) – Animal bite cases- 19,203 (QCHD, QCGH, 2018) – 80% of biting animals were pet dogs and cats (QCHD, QCGH, 2018) 	<ul style="list-style-type: none"> • Poor compliance to local mandates regarding responsible pet ownership (RA 9482; SP 2386, S-2015; SP 2505, S-2016 veterinary code) • Increasing number of stray/pet dogs and cats 	<ul style="list-style-type: none"> • Increase number of rabies cases • Increase in mortality rate • Economic burden to self and family • Non-attainment of the DOH national rabies control program targets 	<ul style="list-style-type: none"> • Strict enforcement of city ordinance on responsible pet ownership on barangay level • Establishment of a new city pound and provision of impounding truck per district • Intensification of information education campaign on pet ownership • Strict enforcement of the law for special permit for pet owners exceeding 4 pets
2. Low rabies post-exposure completion rate <ul style="list-style-type: none"> – 38% completion rate (QCHD, QCGH 2018) – DOH:90% completion rate 	<ul style="list-style-type: none"> • Inadequate supply of anti-rabies vaccines • Late health-seeking behavior • Knowledge and awareness deficit 	<ul style="list-style-type: none"> • Increase in mortality rate • Economic burden to self and family 	<ul style="list-style-type: none"> • Intensification of information education campaign on Anti-rabies Program • Provision of adequate supply of medicines and human anti-rabies vaccines per health center/ Animal Bite Treatment Center • Enforcement of ordinance no. SP 2682, s-2018, Provision of free and complete doses of anti-rabies immunization to all QC Residents
3. High incidence of adolescent pregnancy (10 to 19 years old) <ul style="list-style-type: none"> – Adolescent pregnancy rate: 5.78% (5,478/94,764) (QCHD, QCGH, NDH 2018) – DOH benchmark: 3% or lower 	<ul style="list-style-type: none"> • Early exposure to social media • Lack of values formation • Early indulgence to sexual activities • Wrong familiarization to sexual practices • Inadequate advices and guidance from parents or guardians • Lack of privacy in inadequate dwelling units in slum areas and informal settlements. 	<ul style="list-style-type: none"> • Increase in population of teenage pregnancy • Increase of sexually transmitted disease cases • Increase in maternal mortality related to teenage pregnancy • Increase of children in need of special protection (CNSP) • High incidence of abortion • Psychosocial stigma and dysphoria related to stereotyping and discrimination • Loss of educational /economic opportunities 	<ul style="list-style-type: none"> • Strengthening of values formation at home and schools • Intensification of Promotion of formal sex education • Establishment of half way houses for pregnant adolescents • Strict implementation of city ordinance on curfew hours • Establishment of additional teen health quarters and adolescent-friendly health facilities in schools • Work from home for mothers/ provision of Livelihood programs • Educating parents regarding sex education considering the maturity level • Back to school programs for parents and guardians • Reinforcement of reproductive health law • Social reintegration and emotional support to teenage mothers • Formulation of personal enrichment programs (i.e. talent development, art workshop...) • Intensification of sports program for adolescents • Improvement of procurement process • Training of Healthy Young Ones • “Healthy Young Ones” Activity (Adolescent Sexuality and Reproductive Health) • Adolescent Health Education and Practical Training (ADEPT) for Health and Non health Workers • Training of Usapang Batang Ina at Ama • Usapang Batang Ina at Ama Session • Provide adequate housing for the poor.
4. Marked increase in sexually-transmitted diseases/HIV/AIDS <ul style="list-style-type: none"> – Quezon City has the highest number of (849) new cases in 2018 (HIV/ AIDS Registry) 	<ul style="list-style-type: none"> • Exposure to social media and uncensored contents • Multiple sexual partners/promiscuity • Peer pressure 	<ul style="list-style-type: none"> • Mother to child transmission of infection • High incidence of abortion • Increase of children in need of special protection (CNSP) 	<ul style="list-style-type: none"> • Reinforcement of values formation at home and schools • Formulation of policy on dealing with freelance sex workers • Strict issuance of permits on the establishments and sex workers • Inclusion of sex education programs in school curriculum

Observed Conditions	Explanations	Implications	Policy Options																																												
<ul style="list-style-type: none"> – 39% of cases diagnosed in NCR – Of cases in NCR, 66.41% are seen in Quezon City 	<ul style="list-style-type: none"> • Low economic status • Unprotected sex • Presence of sex workers within the city • Proliferation of conditions in the work place conducive for practice of casual sex • Poor work-life balance • Increasing number of MSMs 	<ul style="list-style-type: none"> • Economic burden to self and family • Increase in mortality and morbidity case • Psychosocial stigma and dysphoria related to stereotyping and discrimination 	<ul style="list-style-type: none"> • Re-educating parents regarding sex education and safe sex • Back to school programs for parents and guardians • Provision of livelihood programs • Reinforcement of reproductive health law • Formulation of personal enrichment programs (i.e. talent development, art workshop...) • Intensification of sports program • Community-based Peer Educator (Training and IEC Kits) 																																												
5. Re-emergence of vaccine-preventable diseases -Measles 118 confirmed cases in Quezon City (QC ESU; 2019) – 38.6/1M population Acceptable (DOH) – 1/1M population 2,225 cases reported (QC ESU 2019) -Polio 1 confirmed case (QC ESU 2020)	<ul style="list-style-type: none"> • Irregular supply of vaccine • Decrease in herd immunity (immunity within the community) • Poor sanitation and hygiene practices • Fear or concerns on the safety of vaccines in general, due in part to the Dengvaxia Issue/scare 	<ul style="list-style-type: none"> • Increase in morbidity and complications • Increase in mortality • Economic burden to self and family • Potential outbreak 	<ul style="list-style-type: none"> • Augmentation of supply of vaccines • Intensification of Health education and promotion • Improvement of procurement process 																																												
6. Increasing incidence and prevalence of the most common Mental Health Disorders <table border="1"> <thead> <tr> <th></th><th>Top 10 OPD Cases</th><th>2018</th><th>2019</th></tr> </thead> <tbody> <tr> <td>1</td><td>Schizophrenia</td><td>526</td><td>624</td></tr> <tr> <td>2</td><td>Major Depressive Disorder</td><td>226</td><td>358</td></tr> <tr> <td>3</td><td>Generalized Anxiety Disorder</td><td>79</td><td>197</td></tr> <tr> <td>4</td><td>Bipolar Mood Disorder</td><td>171</td><td>181</td></tr> <tr> <td>5</td><td>Panic Disorder</td><td>69</td><td>123</td></tr> <tr> <td>6</td><td>Substance Use Disorder</td><td></td><td>67</td></tr> <tr> <td>7</td><td>Behavioral Changes due to another Medical Condition</td><td></td><td>53</td></tr> <tr> <td>8</td><td>Intellectual Disability Disorder</td><td>32</td><td>41</td></tr> <tr> <td>9</td><td>Adjustment Disorder</td><td></td><td>28</td></tr> <tr> <td>10</td><td>Post-Traumatic Stress Disorder</td><td>26</td><td>12</td></tr> </tbody> </table> <p>(Source: QCGH; 2018 & 2019)</p>		Top 10 OPD Cases	2018	2019	1	Schizophrenia	526	624	2	Major Depressive Disorder	226	358	3	Generalized Anxiety Disorder	79	197	4	Bipolar Mood Disorder	171	181	5	Panic Disorder	69	123	6	Substance Use Disorder		67	7	Behavioral Changes due to another Medical Condition		53	8	Intellectual Disability Disorder	32	41	9	Adjustment Disorder		28	10	Post-Traumatic Stress Disorder	26	12	<ul style="list-style-type: none"> • Poor coping mechanism • Technological advancement causing isolation • Poor social skills • Effects of social media • Poor diagnosis and detection 	<ul style="list-style-type: none"> • Increase in mortality and morbidity cases • Economic burden 	<ul style="list-style-type: none"> • Intensification of Mental Health Program • Provision of corresponding medicine for mental health • Intensification of Sports program • Establishment, strengthening and monitoring of community mental health • Provision of IEC Materials regarding mental health promotion and prevention of mental disorders to the public • Training of SK and Youth Volunteers in Community Based Mental Health Handbook • Promotion of Kalusugang Pangkaisipan • Training on teachers and staff members in Handling mental and Psychosocial cases in every primary and secondary public school • Youth Camp • Establishment of Youth Haven
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Observed Conditions	Explanations	Implications	Policy Options
Sub-sector: Education			
7. Lack of reliable data on the following: <ul style="list-style-type: none"> – Total number of children ages 3 to 4 enrolled in ECCD centers/Pre-school including school age children with disabilities. – Non-reader school-age children with 2-3 grade levels below their expected reading proficiency – Out of school youth are incomplete – Enrolment data from non-government ALS providers 	<ul style="list-style-type: none"> • High cost of a comprehensive community mapping with assessment of disabilities. • Poor reading skills foundation • DepEd policy on transition to the next grade level and completion • Insufficient data on population who have not enrolled in the public school system. • Lack of coordination, monitoring and reporting mechanism 	<ul style="list-style-type: none"> • Inaccurate planning, decision making, and assessment of performance. • Low academic performance • Increase in drop out and school leaver rates • Unable to identify and reach out to out of school children and youth population • Unable to assess the actual number of Quezon City residents benefitting from the ALS Program through combined efforts 	<ul style="list-style-type: none"> • Conduct of a comprehensive community mapping program. • Intensify reading remedial programs. • Community mapping of out of school children and youth in every barangay • Create and maintain database on government and non-government ALS providers • ALS Partner Summit
8. Limited programs offered in Quezon City University	<ul style="list-style-type: none"> • Absence of comprehensive plan regarding additional programs to be offered by the QCU 	<ul style="list-style-type: none"> • Challenged on opening new courses • Residents of QC enroll in other colleges/ universities 	<ul style="list-style-type: none"> • Additional degree programs in the QCU (14-pt Agenda) • Conduct a market study and environmental scanning of available degree programs within the city • Education Expansion Program
Sub-sector: Social Welfare			
9. Congestion in poverty-stricken areas generally occupied by informal settler families Poverty Incidence and Magnitude (PSA, 2018 Data) <ul style="list-style-type: none"> – Among Families: 1.5% or 10,400 families – Among Population: 2.4% or 74,100 Average Population Density in QC from 2015 to 2018: 219	<ul style="list-style-type: none"> • Influx of undocumented domestic migrants from other nearby provinces as well as from other cities in NCR, constituting majority of informal settler families • Most migrants and ISFs cannot find employment due to lack of skills and education for employment opportunities in highly-urbanizing cities 	<ul style="list-style-type: none"> • Increasing reliance of poor families to government-subsidized assistance for housing, health and education and basic social welfare will further exacerbate the City's resources • Rising incidence of fire among pockets of ISFs residing in structurally unfit dwellings and cross contamination to infectious diseases • Increased number of out of school children and youth • Presence of homeless families and proliferation of street children and child labor cases in the community • Increase in crime rate due to poverty • Increased vulnerability to natural hazard as most ISFs settle along easements and flood-prone areas 	<ul style="list-style-type: none"> • Provide priority employment and sustainable skills and livelihood development trainings for bona fide QC residents • Replication of Pantawid Pamilya Pilipino Program • Support and intensify local programs similar to the national program on "Balik Probinsiya" to entice migrants to consider going back to their hometowns • Intensify existing programs at the barangay level on documentation of migrants for proper identification, mapping and profiling
10. Increasing number of Child Labor <ul style="list-style-type: none"> – 2015 data: 1,075 Child Labor cases – 2018 data: 1,412 Child Labor cases 	<ul style="list-style-type: none"> • Lack of stable employment opportunities as well as general qualifications for employment among parents resulting to insufficient income to provide for basic needs • Children of poverty-stricken families are forced to work at an early age to augment income • Poverty 	<ul style="list-style-type: none"> • Children are forced to skip school, thereby repeating a cycle of poverty and low absorptive capacity for economic and financial opportunities to empower succeeding generations • Hazardous labor conditions endanger safety and lives of children • Deprivation of basic child rights to education 	<ul style="list-style-type: none"> • Provide decent job to less fortunate and/or conduct sustainable skills and livelihood development trainings • Strict implementation of Education for all Program of DepEd

Observed Conditions	Explanations	Implications	Policy Options
		<ul style="list-style-type: none"> Increasing number of Out of school youth, Children in need of Special Protection, Children at Risk and Children in Conflict with the Law 	
11. Lack of social workers Data from SSDD: - Standard Social Worker-Client Ratio Center-based : 1:15 Community-based : 1:60 Intensive Case Management : 1:25 - Number of social workers: Center-based: 10 Community-based: 6 Intensive Case Management: 7 - Present Social worker-client ratio: 1:49 (Center based); 1:735 (Community based) 1:376(IntensiveCase Management) - Social worker-client ratio deficiency Center-based: 23 social workers Community-based:68social workers Intensive Case Management: 98 social workers	<ul style="list-style-type: none"> Increasing number of clients to be served due to new laws/policies Limited number of licensed social worker applicants due to low compensation offered 	<ul style="list-style-type: none"> Affects quality of social services provided specially to the city's vulnerable/ disadvantaged sectors 	<ul style="list-style-type: none"> Hiring of additional licensed Social Workers with provision of attractive compensation and benefits package in order to augment social worker-client ratio deficiency Offer more scholarships for social work and related courses with assurance that they will be hired by the city after graduation
12. Absence of a standard, integrated, and city-led barangay-level data generation and maintenance system that will capture accurate and updated information, especially on specific vulnerable groups (Persons with Disabilities, Solo Parents, Senior Citizens, Urban Poor Women, Juvenile Delinquents, etc.)	<ul style="list-style-type: none"> Lack of human resources at the barangay level to undertake profiling activities of vulnerable groups Insufficient technical capacity at the barangay level for data collection and processing methodologies High start-up cost, capital outlay and maintenance of hardware and software requirements 	<ul style="list-style-type: none"> Uneven distribution of welfare interventions for members of vulnerable groups Ineffective profiling of vulnerable individuals resulting to a general inability to provide comprehensive and strategic welfare interventions (i.e., Some urban power women may also be PWDs. Provision of financial grants for livelihood may not be effective if PWD-related limitations are not considered) Inefficient use of public and private resources/assistance 	<ul style="list-style-type: none"> Pass legislation or City Ordinance institutionalizing data generation and maintenance at the barangay level Rationalize on-going and proposed barangay-level data generation efforts for Quezon City Leverage Civil Society Organizations in augmenting human resource gaps on data collection and processing as well as in validation and monitoring of data accuracy
13. Limited social welfare service and interventions to support the needy families, disadvantage and/or vulnerable groups	<ul style="list-style-type: none"> Insufficient government resources No available sex disaggregated data and information on the specific groups of people or recipient 	<ul style="list-style-type: none"> Tendency to commit crimes Incidence of human trafficking, abuse, neglect and abandonment Number of out of school individuals will escalate Endure poverty situation 	<ul style="list-style-type: none"> Provide temporary assistance to needy individuals and families through the implementation of various programs and assistance such as: <ul style="list-style-type: none"> Healthcare Food assistance Unemployment compensation/financial assistance Childcare and youth assistance and; Housing assistance Conduct of Livelihood and Skills Development including the Entrepreneurship program Enhance Capability Building programs to empower every individual and provide them the educational information, awareness and prevent them from risk of abuse or neglect and stop it from occurring

Observed Conditions	Explanations	Implications	Policy Options												
Sub-sector: Housing															
14. Rampant selling of rights among beneficiaries of public housing projects	<ul style="list-style-type: none">Inadequate capacity of beneficiaries to pay due to unemployment and irregular employmentLess understanding of beneficiaries to the orientation conducted by the city on the housing programEmployment and basic services are not accessible on site	<ul style="list-style-type: none">The objective of the housing project is not achievedProliferation of professional squatting	<ul style="list-style-type: none">Impose strict sanctions on errant beneficiariesWaive privilege to future housing projects/One time availment of public housing projectsConduct proper orientation prior to turn over of propertiesImprove project monitoring system												
15. Existence of Land and squatting syndicates	<ul style="list-style-type: none">Ignorance of people on relevant laws on housingOverlapping of titlesFlawed/Faulty Land Registration and Titling System	<ul style="list-style-type: none">Will not resolve the problem on security of tenure to potential beneficiaries of the housing programIncrease in number of professional squatting. Unsuspecting victims are given false sense of security.	<ul style="list-style-type: none">Fast tract re-constitution of titlesIntensify Land Administration and Management Project (LAMP) at the barangay levelInstitutional mechanisms including monitoring at the barangay and community levels												
16. Non-compliance to minimum area requirement and design standard based on existing laws (BP 220)	<ul style="list-style-type: none">Available sites for social housing project has a limited size or lot area to achieve the required minimum size provided for by the law (BP 220) considering the huge number of potential beneficiaries	<ul style="list-style-type: none">Difficulty in securing clearances and building permits due to rigid interpretation of the Zoning Ordinance, hence, the structures being built are illegal, sub-standard and congestedPoor liveability of projectsSafety and welfare of the beneficiaries are compromisedBlightedness of projects persists and exudes an image of eyesore, risk and disorderliness for the city	<ul style="list-style-type: none">Impose an Ordinance on settlement planning & building guidelines and standards that are more flexible and appropriate to encourage affordable, disaster-resilient solutions and technologies for settlements on-site upgrading												
Sub-sector: Protective Services															
17. Decreasing number of Person Who Use (Illegal) Drugs (PWUDs) <table><tr><th>Year</th><th>Cases</th><th>Trend</th></tr><tr><td>2018</td><td>1,320</td><td>92.16%</td></tr><tr><td>2017</td><td>16,840</td><td>66.17%</td></tr><tr><td>2016</td><td>49,782</td><td></td></tr></table>	Year	Cases	Trend	2018	1,320	92.16%	2017	16,840	66.17%	2016	49,782		<ul style="list-style-type: none">Joint anti-drug abuse operations between PDEA and QCPD were strengthenedRehabilitation efforts diverted illegal drug users into more productive activities like sports, skills development and livelihood trainingsStrict implementation of Penal Provisions against illegal drug use and its consequences prevented drug abusers from continuing such practice	<ul style="list-style-type: none">Drug related crimes will lessenWill not add up to the increasing number of jail inmates	<ul style="list-style-type: none">Provision of livelihood and employment opportunitiesProvision of/access to sports and recreational facilitiesExpansion and improvement of existing drug rehabilitation centersIntensify campaign on the fight against illegal drugs and periodic monitoring of the barangaysStrengthen barangay drug clearingEnhance the PNP Counselling program for drug dependentsEnhance the PNP Orientation Program in the communityCrackdown on rank and file (police force) since some are alleged protectors of drug pushersClose monitoring of PWUDs who post bail in barangay-level
Year	Cases	Trend													
2018	1,320	92.16%													
2017	16,840	66.17%													
2016	49,782														
18. Increasing number of Persons Deprived of Liberty (PDL) <table><tr><th>Year</th><th>PDL</th><th>Trend</th></tr><tr><td>2018</td><td>5,695</td><td>33.94%</td></tr><tr><td>2017</td><td>4,252</td><td>7.37%</td></tr><tr><td>2016</td><td>3,960</td><td></td></tr></table> <p>Average increase: 20.65 %</p>	Year	PDL	Trend	2018	5,695	33.94%	2017	4,252	7.37%	2016	3,960		<ul style="list-style-type: none">High crime incidence that results to influx of PDLsSlow disposition of casesIntensified PDEA and QCPD operations	<ul style="list-style-type: none">City Jail CongestionHigh probability of being infected by communicable diseases	<ul style="list-style-type: none">Formulation of IRR for community service of PDL to assist in the decongestion program of the Jail BureauPursue/expedite construction of new Jail facilities
Year	PDL	Trend													
2018	5,695	33.94%													
2017	4,252	7.37%													
2016	3,960														

Observed Conditions	Explanations	Implications	Policy Options
Sub-sector: Empowerment			
<p>19. Lack of a uniform and sustainable community-based database system across all barangays in QC that will:</p> <ol style="list-style-type: none"> act as repository of comprehensive information about constituent profiles that will be used as basis to determine their qualification for specific programs and projects of the city government; and provide accurate and timely basis for barangay needs assessment across various concerns 	<ul style="list-style-type: none"> Lack of a concerted public-private effort and directive to generate various socio-economic data at the barangay level Data is currently generated at the city, regional and national levels, on a per-sectoral concern basis (i.e., labor statistics on employment, unemployment, etc. are not regularly generated at the barangay level) Insufficient technical capacity at the barangay level for data collection, and processing methodologies High start-up cost, capital outlay and maintenance cost of hardware and software requirements 	<ul style="list-style-type: none"> Dependency on labor data provided by the Philippine Statistics Authority (PSA) which is not updated as frequently as needed and does not provide segregation at the barangay level Ineffective monitoring of program outcomes Inability to target specific groups for particular interventions (i.e., skills development, employment and placement of employees for various job opportunities Poor needs assessment analysis resulting to inefficient use of public and private sector resources 	<ul style="list-style-type: none"> Institutionalize and mainstream data generation at the barangay level for purposes of planning, policy formulation, investment programming as well as programs and projects formulation Pass legislation /ordinance /directive mandating data collection and generation as part of the major activities at the barangay level Encourage participation of civil society organization in providing technical capability assistance on data collection and processing as well as in validation and monitoring of data accuracy
<p>20. Lack of a unique, community-based networks that will create substantial social capital on promoting healthy lifestyle alternatives specifically on the following:</p> <ol style="list-style-type: none"> “Cycling Culture” in QC as a means for sustainable, environment-friendly, and cost-effective private transportation Urban Farming at the barangay level as a sustainable source of healthy food alternatives and livelihood option 	<ul style="list-style-type: none"> Lack of a broad-based campaign and advocacy on the benefits of urban farming and cycling culture Unaffordability of securing bicycles of good quality Individuals feel unsafe using bicycles along major transportation networks Lack of a community network that will encourage individuals to use bicycles not only for transportation purposes, but as a way to connect and build camaraderie with others Lack of practical knowledge on urban farming and crop cycling as well as information on how to access raw materials Absence of mechanisms at the community level for families to divert surplus harvest 	<ul style="list-style-type: none"> Continued reliance and dependency with motorized-means of transportation resulting to higher demand and cost of transportation Higher volume of motorized vehicles on major roads, exacerbating traffic congestion and environmental degradation Rising incidence of lifestyle diseases and mortality due to a general lack of physical fitness (i.e., lack of exercise) and dependence on meat-based and processed foods as against organic, plant-based food alternatives 	<ul style="list-style-type: none"> Leverage public-private partnership on establishing sustainable urban farming at the barangay level to promote food security Institutionalize mechanisms at the barangay level for barter trading and / or selling of surplus harvest from urban farms at the household level Enjoin civil society organizations promoting cycling culture to participate in the advocacy campaign as well as in the formulation of policies and plans supporting this initiative Provide bike-friendly infrastructure and transportation policies that will ensure the safety of bike users along major transportation networks
<p>21. Low utilization and appreciation of Cooperative schemes as an all-inclusive, long term and sustainable strategy towards economic empowerment</p>	<ul style="list-style-type: none"> Lack of advocacy and information-education campaign about Cooperatives Lack of a support system that will qualify individuals or families for membership in specific cooperative types Existence of “fly-by-night” Cooperatives Absence of policies supporting Cooperatives at the barangay level 	<ul style="list-style-type: none"> Lesser options and opportunities for income generation opportunities Low capacity to take advantage of loans and similar channels of income/capital augmentation for livelihood opportunities 	<ul style="list-style-type: none"> Promote Cooperatives as an inclusive poverty-alleviation strategy in the formulation of livelihood programs and projects Intensify advocacy and information-education campaign on Cooperatives and cooperative-formation activities at the barangay level Explore partnerships and leverage resources with NGOs/private institutions on IEC and capacity-building initiatives as well as capital formation Formulate schemes that would allow Cooperative members to access capital loans with lower interest rates

Workshop 2: Problem-Solution Matrix

ECONOMIC SECTOR: DIVERSE, STRONG AND VIBRANT ECONOMY

(QCVD,PESO,CTO,TD,MDAD,City Assesors)

Observed Conditions	Explanations	Implications	Policy Options
CITY VETERINARY			
1. Establishment of Triple A Slaughterhouse <ul style="list-style-type: none"> The project was not implemented. Lot acquisition is still under negotiation Included in LDIP priority (No. 34) 2. Redevelopment of La Loma Lechoneros	<ul style="list-style-type: none"> Identification of site/ development and project implementation differed No Sewage Treatment Plant 	<ul style="list-style-type: none"> The Hog dealers are forced to slaughter in private slaughterhouses. Health Hazard for the La Loma residents. 	<ul style="list-style-type: none"> Establish modern AAA slaughterhouses The Various Lechon Store owners must comply with the STP Requirements and guidelines
CITY TREASURERS OFFICE			
<ul style="list-style-type: none"> QC relies too much on taxes, fees and charges for revenue 	<ul style="list-style-type: none"> We do not venture on economic enterprises with better or higher returns of investment 	<ul style="list-style-type: none"> Our potential to earn as a public corporation with proprietary functions is not fully utilized 	<ul style="list-style-type: none"> The City should endeavor in operating as a franchise holder of fast food chain where the return of investment is guaranteed
<ul style="list-style-type: none"> The city for how many years has been too focused on infrastructure projects 	<ul style="list-style-type: none"> Because we deliver basic services or housing projects 	<ul style="list-style-type: none"> The city encourages contractors to bid and participate in building our infrastructure projects 	<ul style="list-style-type: none"> Why not be the contractors? The QC government with its vast population and skilled workers can engage in the business of contracting or making infrastructure projects
TOURISM DEPARTMENT			
<ul style="list-style-type: none"> Health and wellness Stakeholders are not organized 	<ul style="list-style-type: none"> Many of the stakeholders are not accredited by the QC Government 	<ul style="list-style-type: none"> It is hard to get the cooperation of these stakeholders when the LGU implements projects that will benefit them. 	<ul style="list-style-type: none"> The QC Government should accredit every stakeholder
PESO			
Descriptor – STRONG Success Indicators – Fully employed human resources (with skills relevant to the needs of the industry) 1. EMPLOYMENT FACILITATION <ul style="list-style-type: none"> More than fifty percent of the registered applicants were hired. 	<ul style="list-style-type: none"> Unskilled workers Lack of awareness of QC residents about the PESO programs specifically Mega Job Fairs & Barangay Job Fairs Lack of financial capacity of applicants to comply with the requirements set by employers Increasing number of internal migrants who seek job opportunities in Metro Manila. QC has the biggest colony of informal settlers 	<ul style="list-style-type: none"> Increase of unemployment rate in the city. 	<ul style="list-style-type: none"> Quezon City Hall-Based and District-Based Service Caravan Promote Career Guidance and Employment Coaching Activity Encourage employers to participate in the conduct of job fairs Pre-employment financial aid and Services to First Time Job Seekers.
2. SKILLS REGISTRY SYSTEM (SRS) <ul style="list-style-type: none"> Limited No. of applicants are registered. 	<ul style="list-style-type: none"> Incorrect data entry of walk-in applicants Lack of information provided by applicants in SRS form 	<ul style="list-style-type: none"> Job Mismatch and skills mismatch among applicants 	<ul style="list-style-type: none"> Implementation of Ordinance No. SP-2404, S-2015 - “Barangay Skilled Workers Database” Implementation of Ordinance No. SP-2719, S-2018 – “Senior High School Graduates Skills Registry”

Observed Conditions	Explanations	Implications	Policy Options
3. MIGRANTS RESOURCE CENTER (MRC) <ul style="list-style-type: none"> With approved ordinance and currently operate its programs thru QCPESO 	<ul style="list-style-type: none"> Not fully operationalized No physical office Lack of personnel 	<ul style="list-style-type: none"> Efficient delivery of MRC programs are limited 	<ul style="list-style-type: none"> Establishment of MRC Physical Office Additional manpower
4. LOCAL ANTI-ILLEGAL RECRUITMENT ADVOCACY CAMPAIGN <ul style="list-style-type: none"> Not implemented Included in the FY 2020 Proposed Budget 	<ul style="list-style-type: none"> No Budget Allocation 	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> To come up on the creation of Ordinance addressing the Illegal Recruitment on local Level (An Ordinance on Local Anti-Illegal Recruitment Campaign”
CITY ASSESSOR’S OFFICE (Institutional Sector)			
SOUND <ul style="list-style-type: none"> ➤ Revenue generation increasing progressively; ➤ 100% compliant in mandatory/ statutory obligations <ul style="list-style-type: none"> - Compliant in terms of updating our SFMV which was outdated for 22 years - 	<ul style="list-style-type: none"> - TRO issued by the supreme court on April 2017; - Lifter in 2018 - Ordinance No. SP-2778 S-2018 suspending collection of 2018 and 2019 RPT based on Revised SFMV - Threat of another Ordinance suspending implementation of the same (SP 2556 s-2016) 	<p>As of the latest report, Total Assessed Value of Taxable properties is approximately P249.8B from 2018’s 244.2B which is estimated to generate about P6.86B in RPT. But considering Ord. SP-2778, collectible AV only accounts for P214.129B, an estimated P948M opportunity lost in terms of RPT, for the city government.</p>	<p>Support of our local executives in terms of allowing implementation of the revised SFMV</p>
DYNAMIC <ul style="list-style-type: none"> ➤ Innovative processes and systems. <ul style="list-style-type: none"> - We’ve just finished with the two (2) GIS projects namely UGIS & the ETAXMAPS Phase 3 - Real Property Viewer ready - Thematic Maps ready ➤ Strategic Organizational Structure ➤ Comprehensive Manual of Operation for the whole city bureaucracy ➤ 	<ul style="list-style-type: none"> - Absence of CA certificate or site to publish its own webpage where we can publish such applications - DPA issues - CAO’s Rationalization Plan still being studies - ISO certified offices have their own QM submitted 	<p>Transparency and efficiency in information shared to the public, however we still face problems on connectivity</p> <p>Approval process</p> <p>Sustainability issue/IQA</p>	<p>Formulation of policies on data sharing and publication</p> <p>Rehabilitate local area network connection and band width</p>
PARTICIPATIVE <ul style="list-style-type: none"> ➤ Citizen’s participation ➤ Information on plans/ programs/projects are accessible ➤ Venue for airing complaints 	<ul style="list-style-type: none"> - Absence of CA certificate or site to publish its own webpage 	<p>Connectivity issue</p>	<p>Establishment of CAO webpage within the website of quezoncitylg.gov.ph</p>
MARKET DEVELOPMENT ADMINISTRATIVE DEPARTMENT			
Poor Condition of the Facilities of City Owned Markets	Minimal or no allocation for some markets	will not attract buyers/Customers	Allotment for budget for renovation/Rehabilitation/reconstruction/utilizing multi-level green building concept.
Poor Compliance of Privately owned operated markets of regulatory requirements(Clearances/Permits)	High Cost of Construction/Installation of Sewerage Treatment Plant(STP) And MRF	Unsanitary and dilapidated facilities	Compliance to regulatory requirements
Proliferation of illegally / Sidewalk vendors	Clearing of sidewalks and obstructions	displaced illegal vendors	Provision of temporary vending sites/market vacant stalls

Workshop 2: Problem-Solution Matrix

ENVIRONMENTAL SECTOR: DIVERSE, STRONG AND VIBRANT ECONOMY

Observed Conditions	Explanations	Implications	Policy Options
SUB-SECTOR: SOLID WASTE			
Still high solid waste generation	<ul style="list-style-type: none"> High population generating 0.88 kg SW/ capita/day High concentration of commercial & industrial establishments Big number of unregistered and unregulated small-scale businesses Proliferation of sidewalk vendors Continuous in-migration Weak implementation of RA 9003 Inadequate knowledge on SWM-RA 9003 Lack of 'political will' hampering environmental laws No MRF / SWM facility in some bgys. (<i>no space for the facility, not acceptable to the community-NIMBY attitude, cost of putting up structure</i>). Where there is segregation, the wastes are eventually mixed during collection 	<ul style="list-style-type: none"> Big volume of garbage disposed at Sanitary Landfill May prolong the closure of the Payatas Sanitary Landfill Dirty streets and surroundings due to indiscriminate disposal of wastes Health risks posed by uncollected Solid waste 	<ul style="list-style-type: none"> Design effective communication strategies to intensify Information Education Campaign Better implementation of legislations and other environment laws (penalty system) formation of community watch group (designation of bgy envi police) Introduce compliance promotion activities (<i>ex. direct financial subsidies</i>) to avoid or reduce incidence of environmental infringements Strategize citizens volunteer groups for project support in the barangay (participation of POs, HOA) <ul style="list-style-type: none"> Intensify waste reduction program down to the household level/ implement policy (no segregation impose penalty) – collected funds to be used exclusively for bgy envi projects supported by bgy ordinance Enact an Ordinance on the integration of population mgmt, health, and environmental program, Monitor the SWM of commercial and industrial establishments Control proliferation of sidewalk vendors (by bgy w/ assistance of the local govt) Continuing distribution of IEC materials for SWM. Provide regular venue (forum, field trips) for sharing of experiences and best practices (models and options) of SWM among barangays Promote active network among bgys. for continuous sharing and cooperation Devise system to oblige or encourage non-compliant barangays to implement their own SWM Integrate waste management in public education system Continue educating collectors about segregation Provide continuous professional and learned advices (to garbage collectors) on proper waste collection/disposal Provide facilities for segregation (MRF) Promote sharing/ clustering of SWM facilities for contiguous bgys.

Observed Conditions	Explanations	Implications	Policy Options
			<ul style="list-style-type: none"> ▪ Effect an ordinance for the allocation of space for MRFs in subdivision plans and housing projects
Big potential for waste reduction	<ul style="list-style-type: none"> ▪ Waste composition: ▪ 53.95% - biodegradable ▪ 20.30% I - recyclable ▪ 25.76% - residual (<i>that will finally go to the disposal facility</i>) ▪ active barangay-based reduction initiate 	<ul style="list-style-type: none"> ▪ Less volume of waste will go to the landfill ▪ “Pera sa basura” 	<ul style="list-style-type: none"> • Encourage & support waste reduction • Intensify IEC training for all barangays • Bgys. should lead in implementing and sustaining projects on waste reduction • Strict implementation of the Plastic Reduction Ordinance • Use of alternative technology such as bio digester, RDF and waste to energy. • Creation of Green Fund Unit to monitor and manage the use of the green fund.
Impending closure of Payatas Sanitary Landfill (PSL)/ absence of alternative disposal site	<ul style="list-style-type: none"> ▪ Limited capacity of PSL ▪ DENR order to close ▪ High cost of land in QC ▪ NIMBY mentality and social unacceptability 	<ul style="list-style-type: none"> ▪ Garbage crisis ▪ Deterioration of the environment ▪ Deterioration of health ▪ Displacement of sectors/community members dependent on the PCF for their livelihood 	<ul style="list-style-type: none"> ▪ Implement a comprehensive ecological SWM Program including an alternative disposal system ▪ Legislation for Payatas – to produce value-added by-products which may be helpful to other sectors ▪ Identify sectors and community members affected by the closure of the PCF for appropriate program intervention ▪ Implementation of the Waste to Energy Project under the PPP-QC
Unmonitored disposal of toxic, hazardous and healthcare wastes (<i>industries, hospitals, clinics, funeral parlors, etc.</i>)	<ul style="list-style-type: none"> ▪ Weak enforcement of laws ▪ Unclear roles of concerned agencies 	<ul style="list-style-type: none"> ▪ spread of diseases ▪ ground and surface water contamination 	<ul style="list-style-type: none"> • Strictly implement the Sanitation Code • Enact an Ordinance on waste treatment • Devise and implement proper monitoring system for treatment and disposal of hazardous wastes • Expand data collection especially in business permitting so as to facilitate categorization of businesses and industries and pinpoint sources of wastes and for monitoring purposes
<ul style="list-style-type: none"> ▪ SUB-SECTOR: AIR QUALITY 			
Unmonitored industrial emissions	<ul style="list-style-type: none"> ▪ Unclear delineation of roles of agencies concerned ▪ Instances of Business Permits issued prior to the issuance of environmental clearance 	<ul style="list-style-type: none"> • Poor air quality • Deterioration of health 	<ul style="list-style-type: none"> • Strict implementation of environmental laws • Clarify institutional roles and jurisdictions • Require industries upon renewal of their business permits to submit Permit to Operate Air Pollution Source & Control Installation from EMB-NCR
Pollution from vehicular emissions/ Smoke belching	<ul style="list-style-type: none"> ▪ Lack of enforcement (local & nat’l gov’ts.) ▪ Mobile checkpoint for smoke belching enforcers ▪ Low quality of diesel gas supply in the country ▪ Emissions from jeepneys, buses and second-hand cars ▪ No political will 	<ul style="list-style-type: none"> • Poor air quality • Lack of awareness on the air quality of the city 	<ul style="list-style-type: none"> • Delineate smoke belching-free zones where there will be strict implementation/monitoring • Promote greening at the household and bgy. levels • Consult with EMB-DENR for air pollution-absorbing plants • Promote mass transport system • Involve actively the bgys. in apprehending smoke belchers. • Design Policies/Ordinance that will prevent corruption • Phase-out old (15 years and above) vehicles • Strongly support sustainable conservation programs harnessing

Observed Conditions	Explanations	Implications	Policy Options
	<ul style="list-style-type: none"> ▪ Lack of discipline ▪ Corruption 		multi-sectoral partnerships and capitalizing on the tourism potentials of the park
Increasing use of renewable and energy efficient technology	<ul style="list-style-type: none"> ▪ Development thrust of the present administration ▪ People are becoming aware on the benefits of the use of renewable energy 	<ul style="list-style-type: none"> • Less pollution emission • More savings in the long run 	<ul style="list-style-type: none"> • Design Incentives to users of renewable energy and alternative fuels • Embark on City Fleet Fuel Efficiency (use of clean/alternative fuels in all government-owned vehicles) • Mainstream green development in the Land Use Plan • Install solar energy panels to be partially subsidized by the QC government • Solarize Novaliches District Center • Initiate the study on alternative energy using solar power in all public buildings (e.g., schools, bgy halls, public hospitals, offices)
<ul style="list-style-type: none"> ▪ SUB-SECTOR: WATER QUALITY 			
Over extraction of groundwater	<ul style="list-style-type: none"> ▪ Inefficient monitoring on the actual number and operation of wells ▪ Weak implementation of regulation on groundwater extraction 	<ul style="list-style-type: none"> • Depletion and pollution of groundwater supply 	<ul style="list-style-type: none"> • Enact ordinance on rainwater harvesting to compliment water supply • Enact ordinance on recharging groundwater • Conduct IEC and capacity-building on simple technologies to implement groundwater conservation and protection • Implement programs to enrich groundwater resource • Implement barangay-based monitoring of different wells • Strictly enforce the law banning/prohibiting the installation of new deep wells • Prohibition of further groundwater extraction • Require big establishments to have their own STP and recycle their wastewater • Creation of Water Quality Monitoring Board
Pollution of rivers and creeks	<ul style="list-style-type: none"> ▪ Direct discharge of untreated wastewater into rivers ▪ Throwing of solid waste into rivers and creeks ▪ No centralized sewerage system ▪ No citywide sewerage treatment facilities ▪ Informal settlers along waterway easements have no septic tanks 	<ul style="list-style-type: none"> • Deterioration of the environment • Loss of the aesthetics and recreational values of water bodies • Residents unable to enjoy recreation from rivers • Health hazards 	<ul style="list-style-type: none"> • Strictly implement national and local laws on wastewater treatment and easements • Strictly implement zoning regulations • Explore the use of simple wastewater treatment technologies at the household and community levels • Adopt the wastewater management system of the Manila Water Co. • IEC and trainings for bgys. on collection and collection of fatty and greasy substances (c/o EPWMD) • Implement an ordinance on the provision of grease traps for housing and small/med establishments and its monitoring • Require pollutive industries upon renewal of their business permits to secure Environmental Clearance from the EPWMD as pre-requisite • Coordinated inter-agency implementation of the Supreme Court Mandamus

Observed Conditions	Explanations	Implications	Policy Options
<ul style="list-style-type: none"> SUB-SECTOR: PARKS AND OPEN SPACE 			
<i>Fragmented open space network system</i>	<ul style="list-style-type: none"> Communities and decision-makers have undervalued open space in the past, as the benefits to society had not been clearly defined. rapid rate of urbanization increases the demand for housing, services and infrastructure as well as employment, which places extreme pressure on the city's natural resources 	<ul style="list-style-type: none"> Threatens not only the conservation of biodiversity and ecological systems, but also the recreational amenity of residents and the provision of other important services open spaces provide 	<ul style="list-style-type: none"> <i>formulation of an open space network system</i> <i>Undertake a land acquisition program to expand and improve network of parks and open spaces</i> <i>develop a robust information base on values of our parks and open spaces</i> <i>Consider innovative designs where our open spaces link with streets to form routes for pedestrians and cyclists to get around</i> encourage sustainable design solutions to maximize the role of our parks, open spaces and streets in creating a green city
Inadequate provision of parks & open spaces in some barangays	<ul style="list-style-type: none"> Encroachments /informal settlers on open spaces No political will to strictly implement the open space law Open spaces are utilized for other purposes such as schools, place of worship, housing and community facilities 	<ul style="list-style-type: none"> Deprive public of common open space Environmental impacts 	<ul style="list-style-type: none"> Plant/green vacant (private/public) lots Strictly implement laws on open spaces IEC/trainings for barangays on maximizing the use while preserving open spaces <i>Community empowerment and awareness through the celebration of the Environmental Calendar days</i> <i>Educational materials and other educational mechanisms for schools and public in general</i> Establish hierarchy of parks (district, community, city) Enforce tax on privately-owned vacant and idle properties and let the bgy. introduce developments/ improvements on the lot Identify and convert into parks and open spaces acquired tax-delinquent properties Develop undeveloped lands/OS Convert aqueduct and transmission line ROWs into parks Prohibit the conversion of OS for commercial and residential use
Conflict between bgys & HOAs on management and administration of parks	<ul style="list-style-type: none"> Unclear delineation of management rights/sharing between barangays and Homeowners' Assn. OS used for other purposes like schools place of worship, community facilities Parks specially inside subdivisions are used exclusively by HOA 	<ul style="list-style-type: none"> Some members of the community are deprived of use/access to parks and open spaces – either the barangay or HOA has the possession and power to determine the use 	<ul style="list-style-type: none"> Delineate management roles of bgys & HOAs Ensure project continuity in designing management arrangements Partner with private sector to undertake tree planting or Adopt-a-Park projects thru their CSR programs Strengthen policy on preservation of OS Monitor subdivision developers & owners to prevent them from converting OS into saleable lots
<ul style="list-style-type: none"> SUB-SECTOR: BIODIVERSITY 			
Unsuccessful growth of trees in many areas	<ul style="list-style-type: none"> thin/shallow top soil 	<ul style="list-style-type: none"> Waste of resources for the project 	<ul style="list-style-type: none"> Proper choice of plant species (bushes, plants with compatible root structure) Intensify IEC to barangays on the process of coordination w/ PDAD and DENR for free plants (Nego-eskwela, along North Ave.) and the proper identification of sites suitable for planting certain species

Observed Conditions	Explanations	Implications	Policy Options
Many citizens not aware of the richness QC's biodiversity and the importance of conservation	<ul style="list-style-type: none"> Lack of effective IEC schemes 	<ul style="list-style-type: none"> Destruction of biodiversity habitat within the city <i>A threat to species and ecosystems caused by human mismanagement of biological resources</i> 	<ul style="list-style-type: none"> Intensify and widen IEC on the importance of biodiversity Empower the Local Environmental and Natural Resources Officer in overseeing the implementation of environmental laws and policies
Moderate diversity in major parks and other areas	<ul style="list-style-type: none"> Existing parks management efforts Presence of institutions that maintain and advocate biodiversity conservation in the city (PAWB, UP, etc.) Relatively intact green areas in the city 	<ul style="list-style-type: none"> Enrichment/ enhancement of the environment Provides for the recreational needs of the community Increased awareness on environment Contributes to the development of tourism 	<ul style="list-style-type: none"> Strongly support sustainable conservation programs harnessing multi-sectoral partnerships and capitalizing on the tourism potentials of the parks
Illegal logging activity and kaingin farming along the periphery of the La Mesa Reservoir	<ul style="list-style-type: none"> Lack of discipline among the people Lack of personnel to monitor and prevent illegal logging activities Poverty Legislative deficiencies 	<ul style="list-style-type: none"> Deforestation of the watershed leading to Soil erosion Depletion of water resources 	<ul style="list-style-type: none"> Intensify education/info drive to create awareness Support tree planting activities (Adopt-A-Tree Project) Ensure that sustainable conservation efforts include marginal members of the community dependent on kaingin for livelihood Strengthen/implement law on illegal logging
SUB-SECTOR: BIODIVERSITY			
<ul style="list-style-type: none"> Inadequate/lack of spaces for provision of open field High risk areas without permanent evacuations centers 	<ul style="list-style-type: none"> Limited space No available evacuation site areas within the barangay Lack of political will and budget 	<ul style="list-style-type: none"> Damage to structures and risk to safety of settlers and possible casualties Damage to properties Loss of lives and properties Casualties and fatalities 	<ul style="list-style-type: none"> Identification of schools/churches for temporary evacuation centres Strict implementation of programs and projects identified in the QC DRRMP 2014-2020 Reduce % of deaths through increasing the level of awareness on DRRM in the community Greening the buffer area of fault zone (5m on both sides) Strict implementation of the National Building Code. Relocation of ISF located along the fault zone Empowerment of the people
<ul style="list-style-type: none"> Structures built on steep slopes or within landslide prone areas Absence / lack of slope protection structures Structures built within the fault zone 	<ul style="list-style-type: none"> Structures in placed before the identification of fault zone 	<ul style="list-style-type: none"> Damage to structures and risk to safety of settlers and possible casualties 	<ul style="list-style-type: none">

Observed Conditions	Explanations	Implications	Policy Options
<ul style="list-style-type: none"> ▪ Informal settler colonies not issued with building permits 	<ul style="list-style-type: none"> ▪ Informal settlers have no legal right on the properties 	<ul style="list-style-type: none"> ▪ No security of tenure ▪ Subject of Demolition / Relocation 	<ul style="list-style-type: none"> • Construction of EQ proof bridges and all other roads and conduct of frequent inspections • Pre-deployment of relief goods to strategic areas • Retrofitting and repair of buildings • Conduct IEC on the residents living in danger areas • Conduct training on infrastructure audit • Acquisition of infrastructure audit equipment • Ordinance on the conduct of infra audit on public and private infrastructure • Amending existing rules and regulations regarding building permits • Conduct IEC on the residents living in danger areas
<ul style="list-style-type: none"> ▪ Structures prone to damage/collapse due to severe wind and earthquake 	<ul style="list-style-type: none"> • Substandard materials 	<ul style="list-style-type: none"> • Damage to structures and risk to safety of settlers and possible casualties 	<ul style="list-style-type: none"> •
<ul style="list-style-type: none"> ▪ Extreme weather events with increased frequency and severity (tropical cyclones, storm surges, riverine floods and rainfall) ▪ Change in precipitation pattern ▪ Rising Mean Temperature 	<ul style="list-style-type: none"> ▪ Impacts of Climate Change ▪ Diminishing green areas ▪ Rapid Urbanization ▪ Lack of discipline of communities in the protection of the environment ▪ Unmonitored commercial and industrial establishments 	<ul style="list-style-type: none"> • In areas where rainfall is projected to decrease and with longer drier periods ▪ Water stress/shortage ▪ It will affect the amount of water in watersheds and dams ▪ Possible reduction of water available for domestic consumption. ▪ Intense rainfall/flooding ▪ Increased wet season flooding ▪ It will impact severely in public infrastructures such as roads, bridges, schools, evacuation centers and hospitals. ▪ Will pose danger to human settlements and infrastructure during landslides and mudslides ▪ Incremental increase in temperature and rain regimes ▪ Disease outbreak and spread of water-based and vector-borne diseases leading to increase in mortality and morbidity ▪ Heat related deaths ▪ Increased incidence of pulmonary illnesses among young children and cardiovascular diseases among the elderly ▪ Malnutrition is expected to become severe with frequent occurrences of extreme events ▪ Disruption of food supply and provision of health services 	<ul style="list-style-type: none"> • Continue and establish mechanism in managing organic waste through integrated composting system in all barangays. • Private, Public and other agencies partnership program to provide bio digester facility in each barangay. • Awareness raising of direct and indirect stakeholders regarding food security and corresponding maintenance of existing Material Recovery Facilities (MRF) • Built-in water management to prevent the depletion of groundwater sources by preventing degradation of watersheds • Enforce and monitor the implementation of Clean Air Act and City Septage and Sewerage Program • Climate Change and gender-sensitive sanitation and disposal management to prevent groundwater and fresh water contamination. • Scope of GHG emission • Acquisition of water quality monitoring measuring water quality effluent during extreme weather situation • Continue installation of air quality monitoring station and collect data for pollution analysis • Promote Eco town establishment initiative by QCG in key biodiversity areas. • Establish IEC for City CC direct stakeholders and IMS for green environment, clean air and water, ground water, rivers and creeks in the City Biodiversity Plan • Built-in through public and safety protection management to prevent breakout of flood related diseases. Project on developing protection strategy of organic, toxic, hazardous and other hospital and business establishments' wastes during extreme weather events. • Training of schools • Children training on water and food conservation during temporary shelter situation • Climate Change and gender-sensitive public safety risk sanitation disposal management including informal settlers to prevent water

Observed Conditions	Explanations	Implications	Policy Options
			<p>contamination and spread of diseases.</p> <ul style="list-style-type: none"> • Formulate workshops on renewable energy system and scope of GHG emission • Reforestation of La Mesa Watershed area and tree planting activities in barangays candidate to reproduce possible UHI • Formulate IEC Plan covering solid waste management practices and monitoring of hospital and other establishments utilizing degradable, toxic and hazardous wastes • Develop GHG protocol scope including scope 1,2,3 emissions to identify the feasible projects to achieve emission reduction goal • Establish periodic road side tree trimming creek and riverside cleaning and tree planting in deforested areas of the city to prevent any obstructions on roads during disasters • Enforce and monitor the implementation of Clean Air Act and Green City Program • Develop innovative financing program for environmentally sustainable transportation to air pollution and GHG emissions. • Conduct gender impact analyses to identify gender-specific adaptation options to flood, increase in temperature, and other climate change related disasters along the framework of ecosystem and environmental stability. • Formulate policy on Urban Environmental and Natural Resources Accounting. • Develop knowledge and capacity for integrated ecosystem based management at local and community levels.
Increasing number of fire incidences	<ul style="list-style-type: none"> • Presence of informal settlements densely located • Old housing structures and commercial establishments • Highly-dense residential areas • Heavily populated and developed areas • Areas with high concentration of commercial and industrial sites • Commercial and industrial establishments with materials that are volatile in nature • Structures are made of light materials 	<ul style="list-style-type: none"> • Smoke impact on air quality • Urban blight formation • Lifeline disruptions (communication, water, power) • Waste accumulation • Loss of lives • Psychological damage and trauma especially to children and the elderly caused by a horrible experience and painful injuries • Extended exposure to smoke has impact on respiratory health • Temporary population displacement • Release of hazardous materials could create a public health emergency • Smoke will contribute to high concentration of greenhouse gases • Water pollution if fire is near waterways • Damage to property/infrastructure • Disruption of business • Power outage • Increase of insurance claims 	<ul style="list-style-type: none"> • Implement fire prevention, preparedness and control programs • Strict implementation of the National Building Code • Strict implementation of the Zoning Ordinance • Acquire land for fire stations • Construct more fire stations • Provide at least two (2) fire trucks per barangay • Hire additional personnel/firefighters • Tap volunteer fire brigades • Train more fire fighters • Use of early fire detection technology • Install fire protection devices like fire sprinklers and operational smoke detectors in establishments • Mandate provision of fire extinguisher per household • Conduct public outreach campaigns to promote fire safety awareness • Provide temporary shelter for the displaced • Ensure that fire hydrants are operational • Conduct rapid response time of fire fighters • Draft of the Fire Hazard Profile and Mitigating Plan • Undertake relocation of ISF's • Implement fire prevention, preparedness and control programs • Require fire stations to conduct regular inspections

Workshop 2: Problem-Solution Matrix

INFRASTRUCTURE SECTOR: WELL-LINKED, BALANCED AND ATTRACTIVE BUILT ENVIRONMENT

Observed Conditions	Explanations	Implications	Policy Options
Amoranto Sports Complex, since its construction in the early 60s has been neglected. To date, owing to its present condition of disrepair. Though, 6 years ago, a redevelopment agenda has been submitted during the time of Mayor Bautista, it was only during the last year of the third term of Bautista Administration when the said agenda for redevelopment of sports complex caught their attention.	Obviously, the redevelopment agenda for the transformation of the Amoranto Sports Complex was not given priority consideration.	<ul style="list-style-type: none"> The sports development program of the City is somehow compromise as AmorantoSports Complex serves as the training ground of public school athletes. Health programs are likewise affected because we cannot attract so much clients/residents to avail of our sports amenities and indulge in healthy lifestyles. 	The first phase of the complex redevelopment agenda has been started with the construction of a modern, multi-purpose arena and modern Olympic-sized swimming pool. The second and third phases of development must be ensured by providing the necessary funding requirement.
Non-compliance of existing structures to the National Building Code of the Philippines, e.g. 1) Not all structures or buildings in QC are legalized or was applied a building or occupancy permit.; 2) Some structures are observed to change its use or deviate from the approved plans and permits.	<p>Structures are existent before the finalization/implementation of National Building Code of the Philippines.</p> <p>After claiming of building/occupancy permit, stakeholders who opt to add/change structures do not apply for the corresponding necessary permits.</p> <p>Public/stakeholders are discouraged to legalize these structures with the Local Government due to the long list of required documents and long process of application.</p>	<ul style="list-style-type: none"> Danger to life, health, property and public welfare Inappropriate taxes paid by property owners 	<p>Strengthen inspection for corrective action of offenders</p> <p>To reform process of application (easier application process/streamline process) so that stakeholders are encouraged to legalize their properties and apply the necessary permits thru implementation of online permitting, digitization of files, connected/link process with other local department or agencies.</p>
Most private subdivision roads are not turned-over to the Local Government.	<p>Lack of interest of private subdivision homeowners to facilitate the turn-over of their roads</p> <p>Abandonment of the subdivision by the developer/owners</p>	<ul style="list-style-type: none"> Lack of alternate routes to decongest traffic problems. Deterioration of subdivision roads 	City Ordinance to enforce/comply subdivision owners/developers in traffic-congested areas to turn over constructed road immediately upon completion.
Drainage systems of adjacent subdivisions are not connected.	No coordination between developers in the preparation of site development plan of their subdivisions.	<ul style="list-style-type: none"> Occurrence of flooding that may result to loss of lives and properties. 	Thorough evaluation prior to approval of the proposed site development plan of the adjacent subdivisions by appropriate agencies.
<p>Uncoordinated infra projects of (national) to LGU-QC</p> <p>Standard plans are being used.</p>	There are national projects implemented by DPWH which are not properly coordinated. Mostly schools, health centers and barangay halls.	<ul style="list-style-type: none"> Since the plans utilized by DPWH are standard plans, the potential use of the land is not fully maximized. Usable land space is wasted. 	Strict implementation of LGC's mandate that any national government project must be coordinated with the LGU.
Unauthorized installation of utility post/lines	The observed posts which are installed/constructed on sidewalks are installed in there because the adjacent property don't observe proper setback.	<ul style="list-style-type: none"> Dangling wires/cables Obstruction 	<p>Be firm in implementing setbacks</p> <p>Creation of Local Government Agency that will oversee/regulate/monitor the installation of such posts/lines</p>

Observed Conditions	Explanations	Implications	Policy Options
Insufficient parking slots on commercial buildings and other institutional infrastructures and facilities	Through complying with NBC's parking ration, the number of slots just can't accommodate the present number of motorists.	<ul style="list-style-type: none"> Obstructed sidewalks/streets which will eventually add up to the cause of traffic congestion in the area. 	Drafting of Ordinance that is more realistically accurate in the computation/derivation of required parking space/slots per building per category.
Presence of "barkers"	They contribute to traffic condition especially at street intersection	<ul style="list-style-type: none"> Cause of traffic congestion encouraging "lagay" system 	Prohibit "barkers"
Illegal terminals/loading and unloading areas	PUVs especially are undisciplined when loading and unloading passengers and they do this especially at intersections and zebra lanes even in the presence of traffic enforcers.	<ul style="list-style-type: none"> Traffic congestion Prone to accidents 	Regulate designated loading/unloading areas preferably away from intersections and pedestrian lanes.

Workshop 2: Problem-Solution Matrix
INSTITUTIONAL SECTOR: DYNAMIC, SOUND AND PARTICIPATIVE GOVERNANCE

Observed Conditions	Explanations	Implications	Policy Options
SUB-SECTOR:			
*Non-Disclosure of important documents for public interest in barangay level	Instances when barangay refuse to provide information being requested by concerned resident	Distrust between Barangay Officials and residents	Third party monitoring of full disclosure compliance of barangay
*Budget proposal should prioritize programs and activities from CDP, participation in planning and budgeting should be attended by personnel involved in the preparation of office plans and budget	Non-involvement of personnel who prepared the budget in the Comprehensive Development Planning	Priority programs in the CDP are not implemented	*Provide copy of CDP
Agencies with infrastructure project within Quezon City properties not reported to GSD for proper accounting and inventory	Improvements within City properties are part of accounting and valuation purposes, however some agencies specially NGAs, undertake construction or improvement facilities inside city properties (schools, etc.) without informing the city government	Not included in the property inventory and accounting schedule No as-built plan for reference in future improvement or emergency purposes Utilities and cabling facilities are damaged	*Agencies with infrastructure projects should secure clearance from City Government prior to implementation of project as required by the Local Government Code

Annex



List of Projects, Non-Projects and Legislations

SOCIAL DEVELOPMENT SECTOR

Sectoral Goal : To ensure a healthy, educated, secure, and empowered citizenry.

Strategy 1: Sustain high quality health services; promote public health and sports consciousness to reduce mortality and morbidity

NO	PROGRAM	PROGRAM COMPONENT		ACTION/INTERVENTIONS
1	Healthy Cities Incentive Program	1.1 Ensuring Medicine, Medical Supplies, Equipment, and Services to Community Facilities	1.1.1	Subsidize health care
			1.1.2	Ensure adequate supply of medicines in each health center
			1.1.3	Implement Universal Health Care Law: Improving Health Service Delivery
			1.1.4	Modify Procedures for Doing Business*
			1.1.5	Community-based Health Surveillance System
			1.1.6	Provide computer hardware and peripherals
2	Maternal Health Care Program	2.1 Intensify Pre-Natal Care Services	2.1.1	Register and conduct pre-natal check-up for pregnant women
			2.1.2	Conduct home visits for registered pregnant women with 4 visits
			2.1.3	Screen/Test Complete Blood Count for pregnant women
			2.1.4	Screen/Test Hemoglobin/hematocrit for pregnant women
			2.1.5	ABO Blood and RH Type testing for pregnant women
			2.1.6	Urinalysis screening for pregnant women
			2.1.7	Fecalysis testing for pregnant women
			2.1.8	Syphilis rapid testing for pregnant women
			2.1.9	HBsAG rapid testing for pregnant women
			2.1.10	HIV Screening for pregnant women
			2.1.11	Provide for Drugs/ medicines and vaccines for the prevention of Maternal illnesses and treatment of complicated medical conditions
			2.1.12	Provide for Ferrous Sulfate with Folic Acid for pregnant women - first trimester
			2.1.13	Provide for pregnant women deworming
			2.1.14	Provide for Dental check-up and treatment for pregnant women
		2.2 Intensify Natal Care Services	2.2.1	Facility based for normal spontaneous deliveries in 8 Lying-in-Clinics compliance with EINC Protocol
			2.2.2	Perineal repair of Lacerations for normal spontaneous deliveries
			2.2.3	Referral of complicated delivery cases to hospitals
		2.3 Intensify Post Partum Care Services	2.3.1	Register postpartum women
			2.3.2	Initiate breast feeding within one (1) hour after delivery
			2.3.3	Provide for Ferrous Sulfate with Folic Acid for Post Partum women
			2.3.4	Provide for Vitamin A for post-partum women
			2.3.5	Conduct Home visits for post- partum women (at least 2 visits)
			2.3.6	Conduct newborn screening test for newborn children
			2.3.7	Conduct newborn hearing test for newborn children
			2.3.8	Register birth for new born children
		2.4 Health Promotion and Advocacy	2.4.1	Conduct of simultaneous Buntis Assembly for pregnant women
		2.5 Enhancement of Monitoring and Evaluation Activity	2.5.1	Evaluate Objective Structure Clinical for Health Center and Lying-in Midwives
			2.5.2	Evaluate SoE Plus Awardess
3	DISEASE PREVENTION AND CONTROL PROGRAM	3.1 Enhancement of Disease Prevention and Control Services	3.1.1	Daily consultation and management of cases for (10) Leading Causes of Morbidity/Mortality (all ages)

NO	PROGRAM	PROGRAM COMPONENT		ACTION/INTERVENTIONS
3	DISEASE PREVENTION AND CONTROL PROGRAM	3.1 Enhancement of Disease Prevention and Control Services	3.1.2	Conduct Pre-Clinic Lectures for Health Education / Information and Counseling
			3.1.3	Establish Outreach Clinic in Selected / Depressed areas
4	CHILD HEALTH CARE PROGRAM	4.1 Enhancement of Child Health Care Services	4.1.1	Administer Routine Vaccine Immunization (BCG,OPV, Measles,HepB, IPV, Penta HIB, and PCV) to 0-11 months old children at the health centers and in outreach clinics
			4.1.2	Provide Micronutrient Supplementation to children
			4.1.3	Early identify, treat and manage sick children per IMCI Protocol
			4.1.4	Treat and manage casesCARI 0-59 months old children with fast breathing (Pneumonia)CDD 0-59 months old children w/diarrhea (3-5 watery stools per day)
			4.1.5	Provide Health Education/Information and Counseling of mothers/parents/caregivers re: importance of exclusive breastfeeding , complete immunization, supplementary feeding and home care and dangers signs and symptoms of children's diseases
5	ENVIRONMENTAL SANITATION PROGRAM	5.1 Enhancement of Service Delivery	5.1.1	Process and issue Permits: a. Health Certificates; b. Sanitary permit; c. Food Handlers Certificates; d. Potability Certificate; e. Pest Control
			5.1.2	Inspect Business establishments and households for compliance to PD 856
			5.1.3	Administer Health Education Lectures for Food Handlers, HIV/AIDS, Community-based lecture on Environmental Sanitation
			5.1.4	Monthly collect and test of Water samples from Sampling Sites and QC Health Department Facilities (65 HCs, 9 LICs, and 5 Dialysis Clinics)
		5.2 Promote Networking and Advocacy	5.2.1	Host the Metro Manila Drinking Water Quality Mgmt. Council TWG Meeting once a year
		5.3 Intensify Capacity Building Services	5.3.1	Train Pest Control Handlers for Sanitation Inspectors as Urban Pest Control Operators
			5.3.2	Train Update of accredited Pollution control Officers (for renewal) for health center staff
6	ORAL HEALTH PROGRAM	6.1 Enhancement of Service Delivery	6.1.1	Conduct of oral Examination for all ages and for pregnant women
			6.1.2	Provide for Oral Prophylaxis for all ages
			6.1.3	Provide for Complete Fl Varnish/ Application to 12 months up to 9 years of age
			6.1.4	Provide for Pit and Fissure Sealant to 12 months to 19 years of age and to pregnant women
			6.1.5	Provide Dental Filling for all ages
			6.1.6	Provide services for Dental Extraction for all ages
			6.1.7	Provide for Gum Treatment Services for all ages
			6.1.8	Supervise Tooth brushing Day Care Pupils (12-71 mos)
			6.1.9	Orally Fit children (Caries Free & Rehabilitation)
		6.2 Intensify Health Education Lectures	6.2.1	Conduct of Pre-Clinic lecture
			6.2.2	Conduct of Lecture /Teachings
			6.2.3	Conduct of Classroom Teaching
7	NATIONAL TUBERCULOSIS PROGRAM (Regular)	7.1 Intensify Case Finding efforts	6.2.4	Conduct of Community-based lecture on Oral Health
			7.1.1	Screen Presumptive TB Cases thru Direct Sputum Smear Microscopy
			7.1.2	Identify and collate masterlist of presumptive TB
			7.1.3	Mass ScreenPresumptive TB cases
			7.1.4	Collect and examine sputum of identified TB Symptomatic
			7.1.5	Refer retreatment of high risk cases for expert
			7.1.6	Evaluate Smear (-) clients with (+) chest X-ray findings (Adult)
		7.2 Intensify Case Holding Capability	7.2.1	Initiate of Treatment for identified TB (+) cases
			7.2.2	Conduct of Provider Initiated Counseling and Testing (PICT) to all registered TB cases

NO	PROGRAM	PROGRAM COMPONENT		ACTION/INTERVENTIONS
7	NATIONAL TUBERCULOSIS PROGRAM (Regular)	7.2 Intensify Case Holding Capability	7.2.3	DM Screen registered TB cases, 25 yearsold and above
			7.2.4	Administer Isoniazid Preventive Therapy to children with infection and exposure
		7.3 Intensify Health Promotion and Advocacy	7.3.1	Celebrate World TB Day for QC personnel
			7.3.2	Celebrate Lung Month for QC personnel
			7.3.3	Provide Health Education / Information and Counseling Pre-Clinic Lectures of others / parents / caregivers re: importanceTB disease
8	NATIONAL TUBERCULOSIS PROGRAM (for Day Care Students)	8.1 Intensify Service Delivery	8.1.1	Case Finding- Screen Presumptive TB Cases thru Direct Sputum Smear Microscopy for Daycare Students
			8.1.2	Case Holding - Initiate treatment for children identified with TB
			8.1.3	Administer Isoniazid Preventive Therapy for children with infection/exposure
		8.2 Health Promotion and Advocacy	8.2.1	Celebrate World TB Day
			8.2.2	Promote Health Information and counseling of mopthers, parents, caregivers re: TB
9	HUMAN RABIES PREVENTION AND CONTROL PROGRAM	9.1 Intensify Service Delivery	9.1.1	Provide for Tissue Culture Vaccination for: - Administer Post-exposure Prophylaxis vaccination to patients bitten by animal
			9.1.2	- Administer Pre- exposure prophylaxis vaccination for children less that 15 years old in area identified as high risk for rabies
			9.1.3	- Administer Rabies immunoglobulin (ERIG) vaccination coverage for Category 3 patients
			9.1.4	- Administer Tetanus Diptheria Vaccine for animal bite patients
			9.1.5	- Treat and manage animal bite cases: >Clean and dress open wounds of animal bite cases >E105Provide antibiotic treatment to Animal bite cases (as warranted)
		9.2 Health Information, Education, and Promotion	9.2.1	Conduct Pre-clinic lectures about Rabies Control and prevention
			9.2.2	Coordinate public Elem. Sch. For Video Infographics showing and Dance competition with Rabies Awareness Theme
			9.2.3	Conduct meetings with Bgy. Chairman & Dist. Council re: Localization of Bgy. Rabies Committee
10	NUTRITION PROGRAM	10.1 Intensify Service Delivery	10.1.1	Provide General OPT Plus - monthly weighing, length/height taking of 0-71 months old children and masterlisting (pre-schoolers)
			10.1.2	Malnutrition Rehabilitation thru: Complementary Feeding for severely underweight and underweight for 0-71 months old children
			10.1.3	Assess and monitor Weight/Height: Re-weighing/height taking for severely wasted and wasted; severely stunted and stunted for 0-71 months old children after giving food supplementation
			10.1.4	Deworm 12-59 months old children
			10.1.5	Provide Micronutrient Supplementation
		10.2 Health Promotion / Advocacy	10.2.1	Provide Diet Counseling to all mother and child in districts 1 to 6
			10.2.2	Provide Breastfeeding to all mother in districts 1 to 6
			10.2.3	Provide Pabasa sa Nutrisyon/IYCF to all pregnant and lactating mothers in districts 1 to 6
			10.2.4	Propose Ordinance on establishing a functional Barangay Nutrition Council
11	DENGUE PREVENTION AND CONTROL PROGRAM	11.1 Case Finding and Management	11.1.1	Provide Clinical diagnosis of dengue patients
			11.1.2	Refer suspected dengue cases for serology/virology confirmation
			11.1.3	Dengue Cases follow-up /Investigation: (Cause of Death)
			11.1.4	Provide services for Integrated Vector Control

NO	PROGRAM	PROGRAM COMPONENT		ACTION/INTERVENTIONS
11	DENGUE PREVENTION AND CONTROL PROGRAM	11.2 Health Education Lectures	11.2.1	Address Dengue Lecture
			11.2.2	Deliver Dengue Forum
			11.2.3	Provide Pre-clinic lecture
			11.2.4	Bench conference and others
		11.3 IEC Materials	11.3.1	Distribute flyers, pamphlets, posters and others
12	LABORATORY PROGRAM	112.1 Intensify Service Delivery	12.1.1	Conduct Routine laboratory examination on referrals from Health Centers , Lying-In-Clinics & City Employee's C linic
			12.1.2	Conduct Routine laboratory examination for Elderly , Bedridden and Below 60 years old
		12.2 Maintenance And Operation Of Qc Molecular Diagnostic Laboratory	12.2.1	Hire service providers to conduct behavioral baseline data, draft and finalized strategies
			12.2.2	Provide various medical, laboratory supplies and other supplies and materials in operation of molecular diagnostic laboratory
13	STD/HIV/AIDS CONTROL AND PREVENTION PROGRAM	13.1 Intensify Service Delivery	13.1.1	Register all sex workers (GRO, Macho Dancer, Sauna/Spa Attendants, MSM, Free Lance, CLSW, Others)
			13.1.2	- STI Case Finding and Treatment (Gonorrhea, NGI, Syphilis, Bacterial Vaginosis, Trichomoniasis, Genital Herpes, Genital Warts, Vaginal Candidiasis, HIV, Chlamydia, Bartholinitis, Hepatitis B, Pedicuklocic Pubis)
			13.1.3	- Conduct Laboratory Examinations such as: Gram Stain - Cervical, Vaginal, Urethral, Throat Swab, Wet Mounts, Syphilis, KOH, HIV, HEPA B, CD4, CBC, Urinalysis, DSSM, Gonorrhea, Bacterial Vaginosis, Trichomoniasis, Candidiasis
		13.2 Case Management & Treatment of Sexually transmitted Infections	13.2.1	Diagnose and treat infections (RFSW, FLSW, MSW, MSM, CLSW, Others)
			13.2.2	Provide for medicines/Prophylaxis Treatment to Sexually Transmitted Disease (STD)
			13.2.3	Provide drugs /medicines for Opportunistic Infections (OI) Treatment
			13.2.4	Counsel and test HIV patients among Key Affected Population (KAP)
			13.2.5	Provide basic HIV/STI information and services thru Peer Educations
			13.2.6	Promote Safe Sex practices thru distribution of condoms & lubes
		13.3 Advocacy Campaign	13.3.1	Conduct of Pre-clinic lectures
			13.3.2	Conduct of FGD
			13.3.3	Conduct Film Showing
			13.3.4	Administer SDN Monthly Meeting
			13.3.5	Implement Program Review
			13.3.6	Formulate policy on dealing with freelance sex workers
14	NON-COMMUNICABLE DISEASE CONTROL PROGRAM	14.1 Intensify Service Delivery	14.1.1	Administer Risk Screening thru Laboratory or Clinical Examination
			14.1.2	Administer Risk screening for clients 25 years old and above at risk of Diabetes and other related diseases
			14.1.3	Administer Risk Screening for Cancer
			14.1.4	Collate masterlist of client at risk of High Blood Pressure, Diabetes and other related diseases
			14.1.5	Treat and manage patients with High blood Pressure, Diabetes, and other related diseases
		14.2 Health Education and Promotion	14.2.1	Integrate Healthy Lifestyle (Proper Nutrition/diet, reg. Exercise, alcohol and tobacco intake) in the regular Pre-Clinic Lectures
14.2.2	Conduct Hataw Fitness Program			
15	COMPREHENSIVE HEALTH CARE PACKAGE FOR ELDERLIES PROGRAM	15.1 Intensify Service Delivery	15.1.1	Consult and assess risks of elderlies in the community
			15.1.2	Administer laboratory and medical Screening for Elderlies
			15.1.3	Administer Vaccination of Elderly
			15.1.4	Provide Medical Consultation and Treatment

NO	PROGRAM	PROGRAM COMPONENT		ACTION/INTERVENTIONS
16	ADOLESCENT HEALTH CARE AND DEVELOPMENT PROGRAM / NGC	16.1 Intensify Service Delivery	16.1.1	Conduct Health Education / Teaching related to Pregnancy/ Abortion related, Premarital/Sexual Behaviors, and Hygiene/Human Sexuality
			16.1.2	Provide Reproductive Care Services/Youth Assessment through Youth Risk Assessment, Pre-Natal Consultation, Post Natal Consultation, and Teenage Pregnancies
		16.2 Education/ Advocacy	16.2.1	Develop, reproduce and distribute IEC materials
17	COMMUNITY-BASED MENTAL HEALTH PROGRAM	17.1 Intensify Service Delivery	17.1.1	Identify and collate masterlist of patients with problem related to Mental Health
			17.1.2	Provide psychotropic medication to patients identified and masterlisted
			17.1.3	Refer patients to hospitals and other facilities
			17.1.4	Conduct Counseling and information dissemination to patients and relative of patients with issues related to Mental Health
		17.2 Advocacy and Public Information Campaign	17.2.1	Administer Orientation of Community Health workers and Bgy. Officials on Mental Health
18	EPIDEMIOLOGY AND DISEASE SURVEILLANCE UNIT PROGRAM	18.1 Intensify Service Delivery	18.1.1	Manage Core Surveillance Operations thru database programming, downloading, encoding and merging of PIDS raw data. Analysis and interpretation of disease surveillance data for the generation of timely surveillance report/update
			18.1.2	Event-based surveillance and response thru active and passive capturing, verification and filtering of all health and health related events
			18.1.3	Establish and maintain STI, HIV, AIDS and ARV Surveillance Registry
			18.1.4	Conduct of Epidemiological Case investigation (specimen collection and laboratory verification to validate reported cases/health incidents and implementation of public health measures
			18.1.5	Conduct Outbreak Investigation for Measles
		18.2 Strengthening of Community disease Surveillance and Response	18.2.1	Create functional social media page for Disease Surveillance (e.g. Facebook)
			18.2.2	Collate Masterlist of Barangays in QC (Bgy. Captain/Kagawad on Health
			18.2.3	Collate masterlist of all public and private schools in Quezon City
		18.2 Advocacy Campaign	18.2.1	Develop and maintain online (social) Media awareness campaign
			18.2.2	Provide IEC Materials related to emerging and re-emerging diseases
		18.3 Monitoring and evaluation of Disease Reporting Unit	18.3.1	Conduct Program Implementation Review among Hospital Surveillance Coordinators under QC-ESU
			18.3.2	Conduct Program Implementation Review among QCHD Health Workers
19	NATIONAL BLOOD DONATION PROGRAM	19.1 Intensify Service Delivery	19.1.1	Screen and collate masterlist of possible blood donors
			19.1.2	Collect blood from donors
		19.2 Health Advocacy	19.2.1	Conduct meetings with partners for blood donation activities
20	EXPANSION OF "BATANG 1000" PROGRAM	19.3 Capacity Building Services	19.3.1	Orient Voluntary Blood donation for Barangay Officials
			20.1.1	Provide Supplementary Feeding for pregnant mothers
			20.1.2	Provide Complementary Feeding for kids
21	Health and COVID19 Management Program	20.1 Intensify Service Delivery	20.1.3	Provide Livelihood training for mothers
			21.1.1	Provide various drugs and medicines and medical, laboratory supplies; medical equipment in case of calamities and other emergency situations
			21.1.2	Provide food supply for health personnel @ HOPE Facilities
			21.1.3	Conduct Capacity Building and trainings

NO	PROGRAM	PROGRAM COMPONENT		ACTION/INTERVENTIONS
21	Health and COVID19 Management Program	21.2 COVID 19 Strategies and Service Delivery	21.2.1	Integrate Disaster Risk Reduction and Management and Disease Outbreak/Pandemic Response in City Health Department
			21.2.2	Manage COVID-19 Deaths
			21.2.3	Ensure the safety of responders and general public at all times
			21.2.4	Isolate suspects and confirmed cases who are sources of infection
			21.2.5	Review Program Implementation among Hospitals Surveillance Coordinator under QCESU
			21.2.6	Regulate HOSPITAL INFORMATION SYSTEM as per Data Privacy Act of 2012-to establish a program addressing the mandate of RA 10173 through random development among the QCGH Management Information System Technology.
			21.2.7	Regulate Policy Changes
			21.2.8	Operate and manage covid-19 tents
			21.2.9	Operate and disinfect clinical wards
22	Medical Program For Hospitals	22.1 Obstetrics and Gynecology	22.1.1	Provide medical services to birthing mothers and those with gynecological diseases
			22.1.2	Conduct of prenatal check up
			22.1.3	Deliver neonates by NSD and C-section
			22.1.4	Treat gynecological diseases; emergency room, and outpatient department
			22.1.5	Cary out procedures of surgical gynecological cases (inpatients)
			22.1.6	Operate Ultrasound OB-Gyne procedure
		22.2 Pediatric (Child Health Care)	22.2.1	Provide medical services to pediatric inpatients, outpatients, in the delivery room and emergency room
			22.2.2	Administer Well baby check up
			22.2.3	Provide birth assistance
			22.2.4	Treat sick neonates
			22.2.5	Treat admitted patients
			22.2.6	Treat pediatric patients in the emergency room
			22.2.7	Treat pediatric patients who consulted at the OPD
			22.2.8	Administer Newborn hearing and screening test
		22.3 Internal Medicine	22.3.1	Provide medical services to adult inpatients, outpatients and emergency room
			22.3.2	Treat admitted adult patients
			22.3.3	Treat adult patients in the Emergency Room
			22.3.4	Treat adult patients who consulted at the OPD
		22.4 Surgery	22.4.1	Provide medical and surgical services to inpatients, outpatients and in the emergency room
			22.4.2	Treat admitted adult patients
			22.4.3	Treat adult patients in the Emergency Room
			22.4.4	Treat adult patients who consulted at the OPD
		22.5 Ophtha and ENT	22.5.1	Provide medical services to adult patients, outpatients, and in the emergency room
			22.5.2	Treat admitted adult patients
			22.5.3	Treat adult patients in the Emergency Room
			22.5.4	Treat adult patients who consulted at OPD
		22.6 Anesthesia	22.6.1	Provide services to inpatients requiring anesthesia
			22.6.2	Administer anesthesia to OB-Gyne patients in the Operating and Delivery Room
			22.6.3	Administer out of O.R Anesthesia
			22.6.4	Administer anesthesia to surgical patients in the Operating room

NO	PROGRAM	PROGRAM COMPONENT		ACTION/INTERVENTIONS
22	Medical Program For Hospitals	22.7 Infection Control	22.7.1	Provide services for infection control
			22.7.2	Conduct infection control surveillance conducted, as required by the DOH
			22.7.3	Conduct infection control orientation to all personnel
		22.8 Nursing Service	22.8.1	Provide nursing care for admitted patients
			22.8.2	Provide nursing care for patients at the emergency room
			22.8.3	Provide nursing care for patients at the OPD
			22.8.4	Provide nursing care for patients undergoing surgery
		22.8 Nursing Service	22.8.5	Provide nursing care for mothers and neonates at the Delivery Room
		22.9 Development of Geriatric Service	22.9.1	Diagnose, consultation, treatment and manages different disease for senior citizens
			22.9.2	Acquire, stock and issue all required office and other supplies, medical supplies and drugs and medicines
23	Medical Support (ANCILLARY / NON-MEDICAL) Program for Hospitals	23.1 Pharmacy	23.1.1	Provide drugs and medicines
			23.1.2	Dispense drugs and medicine to patients
			23.1.3	Ensure adequate supply of medicines in hospital
		23.2 Dietary	23.2.1	Prepare food in Emergency Room / Covid Tent
			23.2.2	Prepare food prescribed for in-patients
		23.3 Social Service	23.3.1	Attend to patients needing social and financial assistance
		23.4 Health Information Management (Medical Records)	23.4.1	Preparation, recording and archiving of medical records
			23.4.2	Prepare documents/certification needed by patients
		23.5 Dental	23.5.1	Provide preventive and restorative services to dental patients
		23.6 Laboratory	23.6.1	Perform laboratory tests for inpatients
			23.6.2	Perform laboratory tests at the Emergency Room
			23.6.3	Perform laboratory tests at the OPD
			23.6.4	Provide blood units for patients needing transfusion
			23.6.5	Provide blood culture and sensitivity test for septic neonates and other critical patients
		23.7 Radiology	23.7.1	Perform general radiologic procedure for inpatients
			23.7.2	Perform general ultrasound procedures
			23.7.3	Perform CT Scan procedures
			23.7.4	Propose ordinance requiring all hospitals in QC to adopt Electronic Medical Records System
24	Meat Inspection Program	24.1 Intensify Police Power Functions	24.1.1	Inspect all public/ private markets according to set standards.
			24.1.2	Conduct Ante-mortem inspection of chickens, pigs, goat, carabao, cow in markets and slaughterhouses
			24.1.3	Conduct Post-mortem inspection of chicken, pigs, goat, carabao, cow in markets and slaughterhouses
		24.2 Intensify Regulatory Functions	24.2.1	Issue Meat Inspection Certificate / Permit
			24.2.2	Issue Veterinary Clearance certificate
			24.2.3	Issue Meat Handler's Identification Card
			24.2.4	Issue Meat Transport Vehicle Stickers
			24.2.5	Confiscate of "Mishandled meat"

NO	PROGRAM	PROGRAM COMPONENT		ACTION/INTERVENTIONS
25	ANIMAL RABIES CONTROL PROGRAM (ANIMALS)	25.1 Intensify Service Delivery	25.1.1	Collate masterlist and immunize dogs
			25.1.2	Attain Dog Population Control thru: Neutering / Spaying
		25.2 Intensify Health Information Awareness	25.2.1	Disseminate Information Education Campaign on Responsible Pet Ownership and Rabies Awareness.
26	IMPOUNDING PROGRAM	26.1 Intensify Service Delivery	26.1.1	Impound stray dogs/cats at City Pound
			26.1.2	Conduct of Euthanasia
			26.1.3	Adopt dogs/cats
27	Sports Development Program	27.1 Annual Barangay Sports Festival	27.1.1	Hold Annual Duckpin and Ten Pin Bowling Tournament participated by 142 barangay officials
			27.1.2	Conduct of Dart and Shot Fest
			27.1.3	Conduct Sports events for barangays of Districts 2
			27.1.4	Conduct of trainings/clinics to abreast modern and technical aspects for various sports events
			27.1.5	Preserve and develop existing sports facilities
			27.1.6	Conduct sports events and games for Inter Department Tournament
		27.2 Annual Sports Festival at TAHANAN	27.2.1	Conduct Zumba exercises 3x/day from Jan-Feb & June-Dec
			27.2.2	Hold Sports Recreation conducted once a day during weekdays except for holidays
			27.2.3	Conduct Inter-Static Dance and Choral every Decemeber
			27.2.4	Conduct group Static once a week except from Jan-Oct.

Strategy 2: Provide and improve health and sports infrastructure

NO	PROGRAM	PROGRAM COMPONENT		ACTION/INTERVENTIONS
1	Health and Sports Infrastructure Development Program	1.1 Enhancement of Community Health Facilities	1.1.1	Upgrading of Regular Health Centers to Deliver 24-Hour Service
			1.1.2	Establishment of Additional Teen Health Quarters and Adolescent-Friendly Health Facilities in Schools
			1.1.3	City and Barangay-Based Caring and Quarantine Facilities
			1.1.4	Establishment of a New City Pound and Provision of Impounding Truck
			1.1.5	Provide for construction and renovation of various Health Facilities
			1.1.6	Drug Rehabilitation Facility Development Program
		1.2 Enhancement of Hospital Facilities	1.2.1	Establishment of Geriatric Ward
			1.2.2	Creation of PCR laboratory
		1.3 Livestock Farming In Barangay Payatas And Bagong Silangan As Agricultural Development Zone	1.3.1	Construction of 300-head capacity pig pens
			1.3.2	Construction of 150-head capacity of goat pens
			1.3.3	Construction of 100-head capacity quail/rabbit pens
			1.3.4	Provision of Honey bee starting kits
			1.3.5	Provision of 1,050 pieces tilapia fingerlings to farmers
		1.4 Maintenance and Upkeep Of Sports Facilities	1.4.1	Provide for the upkeep of 3Gyms, Table Tennis, Open Court Basketball
			1.4.2	Provide for the maintenance of the Oval, Weightlifting/Boxing Area, Swimming Pool, and Open Badminton Court

Strategy 3: Enhance health personnel and software capability

NO	PROGRAM	PROGRAM COMPONENT		ACTION/INTERVENTIONS
1	Health Human Resource Development Program	1.1 Augmenting the need in Community Facilities	1.1.1	Hiring of Doctors for Health Centers
			1.1.2	Hiring of Nurses for Health Centers and Super Health Centers
		1.2 Augmenting the need for Local Government Hospitals	1.2.1	Hiring of Doctors and Nurses
			1.2.2	Proposed ordinance requiring Family Medicine Residents of Quezon City General Hospital to serve for at least three (3) months in a Health Center in Quezon City
2	Health Information Management System Program	2.1 Intensify Service Delivery	2.1.1	Operationalization & maintenance of existing work stations
			2.1.2	Installation of additional workstation to new facilities
			2.1.3	Review and evaluation of the operationalization of work stations
		2.2 Facility Enhancement	2.2.1	Installation of NEW CHITS Server
			2.2.2	Operationalization of Additional Work Stations to new facilities
			2.2.3	Review and evaluation of the operationalization of work stations

Strategy 4: Manage population growth

NO	PROGRAM	PROGRAM COMPONENT		ACTION/INTERVENTIONS
1	FAMILY PLANNING PROGRAM	1.1 Intensification of Family Planning Services	1.1.1	Identifying Women of Reproductive Age (WRA) with unmet needs
			1.1.2	Counseling of Women Reproductive Age
			1.1.3	Provide for commodities and services of Contraceptives for Natural (SDM, BBT, TM, BOM, LAM) and artificial (Pills, injectable, Implant IUC, condom) method of contraception and Family Planning Counseling
			1.1.4	Provide for commodities and services for continuing users
			1.1.5	Provide for commodities and services for current users
			1.1.6	Provide for commodities and services for new acceptors
			1.1.7	Referral of clients to higher care facilities
			1.1.8	Follow-up defaulters/drop outs
			1.1.9	Conduct of pre-marriage counseling seminar for couples
			1.1.10	Reinforce reproductive health law

Strategy 5: Achieve 100% literacy

NO	PROGRAM	PROGRAM COMPONENT		ACTION/INTERVENTIONS
1	EDUCATIONAL ENHANCEMENT PROGRAM	1.1 Enhancement of the existing capability of educational program	1.1.1	Introduce internet based education in public schools.
			1.1.2	Strengthen technical and vocational programs for senior high school youth.
			1.1.3	Technical and Vocational Expansion Programs for Senior High School Youth.
			1.1.4	· Expand strategic implementation of Technical and Vocational Programs for senior high school students to include comprehensive strategies in forging new linkages between companies and SHS students for internship and on-the-job trainings
			1.1.5	Home visitation and student tracking
			1.1.6	LGU/NGO support for ALS program
			1.1.7	Provide incentives to all students
			1.1.8	Strict implementation on DepED policy for teachers
			1.1.9	Strengthening partnership with stakeholders for possible sponsorship for learners
			1.1.10	Strengthen Information Communication and Educational (ICE) Materials to prevent decrease in completion rate
			1.1.12	Partnership with NGOs/POs/POs for dental and medical mission
			1.1.13	Integration in school curriculum orientation on Juvenile Justice Welfare Act
			1.1.14	Strict enforcement of RA 10627 or “Anti-Bullying Act”
			1.1.15	Increased parental support in the education of their children
			1.1.16	Standardized and comprehensive reading and numerical remedial program
			1.1.17	Health awareness programs
			1.1.18	Essential Health Care program
			1.1.19	Referral on the Incidence of teenage pregnancy to Health Department
			1.1.20	Establish data for OSY literacy
			1.1.21	Institutionalized School Mapping for Inclusive Education

NO	PROGRAM	PROGRAM COMPONENT		ACTION/INTERVENTIONS
			1.1.22	Formulate standard values formation program
			1.1.23	Tutorial services to students in the barangay level “Talino and Galing” program
			1.1.24	Subsidize test on level of intellectual/learning disability
			1.1.25	Comprehensive public school ICT Based Learning Program
			1.1.26	Tutorial program for PWDs Scholarship special program for deserving students below average
			1.1.27	Intensify guidance program
			1.1.28	Enrollment Campaign
			1.1.29	Student Tracking System
			1.1.30	Conceptualize and introduce non-traditional way of teaching to all children (e.g. music, therapy, storytelling etc.)
			1.1.31	Standardized Monitoring and Evaluation of Feeding Programs in public schools
			1.1.32	Preparation of modules in different subject areas
			1.1.33	Standardized Administration of National Assessment
			1.1.34	Strict implementation of RA 7743/Resolution No. SP-6107, Res. No. 7950, s-2019.
			1.1.34	Intensification of reading awareness campaign to develop love for reading
			1.1.35	Implementation of the Brigada Pagbasa Program
			1.1.36	Strict implementation of SP 2463, s. 2015, “An ordinance appropriating funds to PDAO to cover the cost of Clinical Special Educational Needs Assessment of Indigent children”.
			1.1.37	Strengthening of co-curricular activities
			1.1.38	Strict implementation of ordinance prohibiting students access to mall, internet-gaming shops and other related establishments during class hours
			1.1.39	Intensification of Home Visitation Program in coordination with the barangay to monitor students at risk of dropping out
			1.1.40	Intensification of implementation of health and wellness programs
			1.1.41	Intensification of ALS and ADM Programs
			1.1.42	Intensification of community barangay livelihood project
			1.1.43	Balik-Probinsya Program
			1.1.44	Intensify reading remedial programs

NO	PROGRAM	PROGRAM COMPONENT		ACTION/INTERVENTIONS
			1.1.45	Conduct community mapping of out of school children and youth in every barangay
			1.1.46	Strengthening ALS Partner Summit
			1.1.47	Proposed ordinance strengthening coordination/ partnership with non-DepEd ALS providers
			1.1.48	Ordinance requiring community based Mapping of School-Aged Children with disabilities in collaboration with various agencies.
			1.1.49	Proposed ordinance strengthening Guidance and Counselling program in partnership with NGOs and private organizations
			1.1.50	Proposed ordinance mandating private schools to allocate 20% from their school's capacity for PWDs
			1.1.51	Proposed ordinance requiring all public and city schools one (1) classroom for PWDs with manpower complement per district
			1.1.52	Create an ordinance that all schools should have books in Braille
			1.1.54	Academic Specialization Expansion Program for Quezon City University
			1.1.55	· Identify strategic degree programs that will be developed as QCU specialty programs
			1.1.56	· Identify strategies to augment critical and high-caliber professorial posts to ensure above-average academic standards
			1.1.57	Provide additional degree programs in the Quezon City University.
			1.1.58	Transition Program for Learners of All Ages • Propose transition strategies that shall cover movement to a new grade level, classes, school, and even modes of learning • Develop and implement transition strategies for all ages to ensure positive adjustments leading to continuous and coherent learning for students of all ages in Quezon City
	ACADEMIC PROGRAM	1.2 Intensify Delivery of Academic Services	1.2.1	Provide support for Academic Courses
			1.2.2	Provide for Flexible Learning Delivery for students
			1.2.3	Provide for gadgets and Internet Access for Faculty and Students
	STUDENT SERVICES PROGRAM	1.3 Intensify Delivery of Student Services	1.3.1	Provide for Student Services (eg. Medical, Dental, etc.)
			1.3.2	Develop an online delivery of student support and business applications
	RESEARCH, EXTENSION AND DEVELOPMENT PROGRAM	1.4 Intensify Research, Extension, and Development Services	1.4.1	Provide for Research Management
			1.4.2	Provide for Publications
			1.4.3	Develop Linkages and Networking
			1.4.4	Promote Science Technology and Innovation
	COLLECTION DEVELOPMENT AND CATALOGING PROGRAM FOR PUBLIC LIBRARY	1.5 Intensify Collection Development and Cataloging Services	1.5.1	Update and Increase Book Collection
			1.5.2	Provide for Mechanical Processing of Books
			1.5.3	Provide services for Preservation and Restoration
	LIBRARY AND INFORMATION PROGRAM	1.6 Intensify Library and Information Services	1.6.1	Provide for Current Events and General Information

Strategy 6: Produce the best quality educational outcomes in basic education

NO	PROGRAM	PROGRAM COMPONENT		ACTION/INTERVENTIONS
1	ADVOCACY AND CAPABILITY DEVELOPMENT PROGRAM	1.1Intensify training and development for Students, Parents/Guardians and Teachers	1.1.1	Advocacy and Capacity-Building Program on Supporting Blended Learning Methodologies for Parents and Guardians
			1.1.2	<input type="checkbox"/> Intensify advocacy with parents and guardians on the need to support blended learning methodologies, particularly conduct of home-based online classes for students
			1.1.3	<input type="checkbox"/> Provide practical training for parents and guardians to capacitate them to provide after-school learning for their children and to enable them to collaborate more effectively with teachers
			1.1.4	Training on Video Conferencing Tools such as Google Meet, Zoom, Webex Microsoft Teams and Provision of Internet Data Allowance*
			1.1.5	<input type="checkbox"/> Capability Development (Online Seminar / Webinar with data allowance)
			1.1.6	Teachers' Supervisor's principals' capability and capacity building training programs
			1.1.7	Values Formation/ Competent parenthood
			1.1.8	Increase job opportunities and livelihood programs
			1.1.9	Awareness campaign on the value of education including children with disabilities
			1.1.10	Counselling and Parent Teachers Conference
			1.1.11	Enhancement of Family/Youth Welfare Services including Inculcation of family values
			1.1.12	Develop an evaluation system to measure competence of public school teachers
			1.1.13	Design a systematize program that would enhance and motivate the reading capability of students
			1.1.14	Research Enhancement Skills
			1.1.15	Curriculum Review and Enrichment
			1.1.16	Intensification of community mapping of school-aged children and Advocacy campaign for early enrolment/registration in partnership with barangays through inter-agency collaboration
			1.1.17	Increase parental involvement to school activities
			1.1.18	Conduct of advocacy campaigns on mental health, teen-age pregnancy and drug-abuse
			1.1.19	In-Depth Study on Factors Affecting Illiteracy and Extent of Illiteracy in Quezon City
			1.1.20	<input type="checkbox"/> Develop a methodology and conduct a study to come up with the profile of simple and functional illiteracy in QC
		1.2 Youth Capability Building Program	1.1.20	Develop Quezon City University's Research, Innovation and Extension Program · Develop QCU as a platform for research and development collaboration, as well as a provider of innovative solutions and extension services in pursuit of social and economic development
			1.1.20	Proposed ordinance establishing a registry of illiterates through research by QCU and other institutions
			1.2.1	Community Youth Organizing
			1.2.2	Printing of Scholar's Handbook
			1.2.3	Scholars Community Service Program
			1.2.4	Youth Congress/Summit
			1.2.5	District Youth Assembly and Election of District Youth Representatives
			1.2.6	Children's Rights Seminar
		1.3 Community Awareness and Promotional Program	1.2.7	Youth Week Celebration
			1.2.8	Quarterly Meeting of LYDC
			1.3.1	Community Literacy Enhancement
			1.3.2	Publication of Library Materials

NO	PROGRAM	PROGRAM COMPONENT		ACTION/INTERVENTIONS
			1.3.3	Capacity Development Program

Strategy 7: Raise the level of cultural awareness, arts and sciences pro-motion and encourage the pursuit of higher education

NO	PROGRAM	PROGRAM COMPONENT		ACTION/INTERVENTIONS
1	SCHOLARSHIP AND FINANCIAL ASSISTANCE PROGRAM	1.1 Scholarship Expansion Program	1.1.1	Subsidy for Overall Rank 1 & 2
			1.1.2	Subsidy for Overall Rank 3 to 10
			1.1.3	Subsidy for Civic Leaders - Centrex/SSC/Scout Leaders/School Publication Officials
			1.1.4	Subsidy for Economic Scholars
			1.1.5	Subsidy for selected Graduate / Doctorate Scholars
			1.1.6	Subsidy for Specialized Courses Scholars
			1.1.7	Subsidy for Senior High School Scholars
			1.1.8	Subsidy for Civic Leaders - SK Elected Officials Scholars
			1.1.9	Subsidy for Quezon City University Scholars
		1.2 Sintensify Scholarship Assistance Services For Senior High School, College, Graduate Schools, and ALS Learners	1.2.1	City Funded scholarship grants for senior high school, college and graduate schools
			1.2.2	Revise scholarship guidelines to increase subsidy / grant in order to adapt in the increasing cost of education
			1.2.3	Proposed ordinance providing subsidy to ALS learners
		1.3 Kalingang QC Financial Assistance for Public Senior High School Students	1.3.1	Provide financial assistance to families/ individuals from the marginalized and vulnerable groups assessed to be most affected by the declaration of ECQ due to coronavirus disease (COVID-19) pandemic such as transport sector, senior citizens, solo parent, PWDs, lactating mothers, scholars and etc.
		1.4 Educational Assistance Program for Public Senior High School Students	1.4.1	Provide monthly financial assistance to public senior high school
			1.4.2	Financial Assistance Program to City Scholars to subsidize monthly health and educational needs
			1.4.3	Provide monthly allowance to City Scholars to aid their families in sustaining educational and health needs of the student/s in the "new normal" setting

Strategy 8: Improve educational and cultural infrastructure

NO	PROGRAM	PROGRAM COMPONENT		ACTION/INTERVENTIONS
1	EDUCATIONAL SUPPORT PROGRAM	1.1 Upgrading of EDUCATIONAL facilities (Infrastructure)	1.1.1	Improve and expand public school facilities:
			1.1.2	<input type="checkbox"/> Provide additional school buildings and classrooms
			1.1.3	<input type="checkbox"/> Demolish and replace old school buildings
			1.1.4	<input type="checkbox"/> Construct/repair day care centers
			1.1.5	Acquire land for school sites
			1.1.6	Proposed ordinance establishing a comprehensive assessment and rehabilitation center for children with special needs
			1.1.7	Proposed ordinance establishing SPED center per congressional district
			1.1.8	Infrastructure Library Development Program
			1.1.9	<input type="checkbox"/> Enclose of Binding Section of QC Public Library
			1.1.10	<input type="checkbox"/> Convert Al Fresco to Library Commons
		1.2 Upgrading of CULTURAL facilities	1.2.1	Construct cultural facilities such as theatre, museums, convert unused buildings into cultural

NO	PROGRAM	PROGRAM COMPONENT		ACTION/INTERVENTIONS
		(Infrastructure)		hub, playground and covered basketball courts for the children and adolescents and can be converted to social and cultural halls, and acquisition of lot and construction of structures/facilities for cultural development
		1.3 Provision of ICT tools, materials, equipments,etc. (Non-Infrastructure)	1.3.1	Implement Digital-Based Education Project for Public Schools in Quezon City
			1.3.2	Establish District Alternative Learning System (ALS) Center in Quezon City
			1.3.3	Provide ICT tools for students
			1.3.4	Adequate creative teaching aid/instructional materials
			1.3.5	Provide comprehensive and updated books
			1.3.6	Adequate SHS tools, equipment, facilities and instructional materials
			1.3.7	ALS Instructional Materials Improvement program
			1.3.8	Instructional Materials, tools, equipment Improvement Program.
			1.3.9	Health and Safety of Library Staff
			1.3.10	<input type="checkbox"/> Acquire washable face masks and hygiene kits
			1.3.11	Health and Safety of Library Users
			1.3.12	<input type="checkbox"/> Acquire and place creative and high quality signage and markings inside and outside the library
			1.3.13	Provide for subscription of Online Resources
			1.3.14	Improvement of Library Facilities
			1.3.15	<input type="checkbox"/> Provide reading chairs with fiber glass/acrylic separator
			1.3.16	Adopt the Flexible Learning/ Blended Learning System*
			1.3.17	Provide students without personal gadget/ device with laptops for use during the semester on property loan arrangement (ownership remains with QCU)
			1.3.18	
			1.3.19	Provide faculty members without personal gadgets with laptops for use during the semester on property loan arrangement (ownership remains with QCU)
			1.3.20	
		1.4 Development of official website and online systems for Academic Information and Management	1.4.1	Develop online enrollment, admission, payment, clearance, grade distribution, request of school records, and other university management systems for students, faculty and administrators
		1.5 KALINGANG QC Program for Public School Learners, Teachers and Staff; (for the duration until health and safety against COVID)	1.5.1	Provide PPE's (masks) for all students and teachers during the school year
			1.5.2	Educational Support for Public School Learners and Teachers*
			1.5.2	Acquire and provide of Technology support: may include gadget, connectivity, printing and retrieval costs, etc.
		1.6Urban farming/ gardening Project	1.6.1	Provide seed/B3:E40establish additional/alternative food source for the family of the OSY

Strategy 9: Effectively curb crime incidences

NO	PROGRAM	PROGRAM COMPONENT		ACTION/INTERVENTIONS
1	Peace and Order Modernization Program	1.1 Improve Police Facilities and Visibility	1.1.1	Hire additional qualified police personnel and other support staff
			1.1.2	Provide additional equipment of PNP personnel for the activated Police Station 13 in Bagong Silangan and Police Station 14 in Holy Spirit
		1.2 Intensify Police Service Delivery	1.2.1	Continuous Intensification of police visibility especially in crime prone areas
			1.2.2	Strengthening of PNP and BPSO collaboration
			1.2.3	Strict implementation of City Ordinances on Safety and Public Order
			1.2.4	Strengthening the capabilities of QC's emergency hotline number (122)

NO	PROGRAM	PROGRAM COMPONENT		ACTION/INTERVENTIONS
			1.2.5	Strengthening of witness/victim protection programs
			1.2.6	Intensification of Oplan Ligtas na Pamayanan, Barangay Ugnayan
			1.2.7	Strengthening of barangay drug clearing
			1.2.8	Enhancement of the PNP Counselling program for drug dependents
			1.2.9	Crackdown on rank and file (police force) since some are alleged protectors of drug pushers
			1.2.10	Close monitoring of PWUDs who post bail in barangay-level
			1.2.11	Intensive fire prevention program thru fire truck visibility, multimedia, fire seminars and drills
		1.3 Case Investigation and Monitoring Program	1.3.1	Strengthening Case Evidence and Case Filing
			1.3.2	Intensification of Task Force USIG
			1.3.3	Enhancement of investigation on professional Squatters and Squatting Syndicates
			1.3.4	Enhancement of investigation of cases involving women & children
			1.3.5	Heighten legal Offensive over ISO-related incidents
			1.3.6	Institutionalization of Human Right's Desk
			1.3.7	Capacity enhancement of WCPD officers nationwide
			1.3.8	Initiate community advocacy campaign to combat TIP/CICL/CAAC/VAWC
		1.4 Case Monitoring Program	1.4.1	Intensify Case Tracking System
			1.4.2	Automated Fingerprint Identification System (AFIS)
			1.4.3	Integrated Ballistics Identification System (IBIS)
		1.5 Research and Analysis Program	1.5.1	Implementation of National Crime Reporting System (NCRS)
			1.5.2	Institutionalization of E-blotter System
			1.5.3	Enhance of Unit Crime Periodic Report
			1.5.4	Institutionalization of Crime Information Reporting System (CIRS)
			1.5.5	Conduct of Crime Research and Analysis
			1.5.6	Imposition of higher penalty for recidivism
		1.6 Intensify Information and Education Campaign	1.6.1	Intensification of information dissemination on the precautionary measures with regard to the modus operandi of perpetrators
			1.6.2	Intensification of IEC to decrease fire incidents
			1.6.3	Intensification of campaign on the fight against illegal drugs and periodic monitoring of the barangays
			1.6.4	Enhancement the PNP Orientation Program in the community
2	Public Order and Public Safety Program	2.1 Criminality: Trafficking of Children and Minors/Social Media Based Trafficking	2.1.1	Provide for Parenting Capability Training
			2.1.2	Conduct Barangay Youth Involvement Junior Police Program for SK
			2.1.3	Provide for Human Trafficking Monitoring System/ Application
			2.1.4	Conduct Community Awareness Programs on Anti-Trafficking
			2.1.5	Conduct skills training for BPSOs
			2.1.6	Provide for equipment and supplies ie baton, PPE
			2.1.6	Provide for allowance of BPSOs per City Council Reso
		2.2 Criminality: Children in Conflict with the Law (CICL)	2.2.1	Structured Diversion Program for CICL to Prevent recidivism
			2.2.2	Barangay BPSO Training and BCPCs on RA 9344
			2.2.3	Center-based livelihood training through the Molave Center
			2.2.4	Barangay Youth Involvement
		2.3 Criminality: Lack of CSO involvement	2.3.1	Establish CSO and NGOs network for Peace and Order

NO	PROGRAM	PROGRAM COMPONENT		ACTION/INTERVENTIONS
		2.4Criminality: Need to improve Monitoring and Evaluation	2.4.1	Provide for a Feedback mechanism on Peace and order programs in QC - QC Citizens App
			2.4.2	Provide for Metro PODS commanders outlook
			2.4.3	Conduct skills training for BPSOs
		2.5 Criminality: Insecurity in Schools	2.5.1	Augmentation of Manpower and Training (Teacher Training in security) including Day care workers
			2.5.2	Installation of CCTV Networks for schools and communication system (including Day Care Schools)
			2.5.3	Provision and maintenance of perimeter lighting of schools in QC
		2.6 Criminality: Needed QCPD Capacitation	2.6.1	Project Aurora (Safe City)
			2.6.2	Provide for Competency training (Ladderized 8 bullet test)
			2.6.3	Procure QCPD back to back vehicle
			2.6.4	Procure additional K9 dogs with corresponding training
			2.6.5	Procure SOCO van
			2.6.6	Procure SWAT van
			2.6.7	Procure 6x6 carrier
			2.6.8	Procure drone for the operations of the QCPD
			2.6.9	Procure mobil patrol cars
			2.6.10	Procure of handcuffs
			2.6.11	Conduct of Capacity building activities of the QCPD workforce
		2.7 Criminality: Continuous strengthening of the Quezon City Peace and Order Council, TWG and its Secretariat	2.7.1	Conduct Capacity-building re: Peace and Order
			2.7.2	Provide honoraria to eligible POC members pursuant to existing laws
			2.7.3	Provide for Operational expenses of the QCPOC Secretariat and TWG
			2.7.5	Conduct of Quarterly security briefing
			2.7.6	Conduct of annual performance assessment of the QCPOC
			2.7.7	Conduct of Meetings of the QCPOC
			2.7.8	Conduct of Benchmarking of best practices on peace and order
			2.7.9	SAFE PHILIPPINES Project
			2.7.10	Ensure mobility in line with the implementation, monitoring and evaluation of PPAs reflected in the #PEACE QC peace and order platform
			2.7.11	a. Capacity Training for BADAC Committee on Advocacy on How to Conduct Info Drives on the Effect of Illegal Drugs
				b. Capacity Training for BADAC Committee on Operations on Proper Coordination and handling during drug operations
				c. Capacity Training on BADAC Plan of Action
			2.7.12	Conduct of Quarterly QCPD, PDEA-QCADAAC-BADACs Coordination Meeting
		2.8 Criminality: Illegal Drugs Campaign	2.8.1	Continuous implementation of programs and interventions for for underprivileged children involved on illegal drugs.
			2.8.2	Provide Sufficient number of DOH accredited physicians to conduct Drug Dependency Evaluation (DDE)
			2.8.3	Conduct training workshop among key agencies to create a trategic process to address the issues and concerns of PDLs with drug related cases
			2.8.4	Upgrade the existing IDAPS Program to conform with the Integrated Drug Monitoring and Reporting System (IDMRIS)

NO	PROGRAM	PROGRAM COMPONENT		ACTION/INTERVENTIONS
			2.8.5	Purchase vehicle for monitoring of projects of QCADAAC
			2.8.6	Conduct relative trainings for facilitators and volunteers implementing the Community Base Rehabilitation Program in the Barangay
			2.8.7	Provide Community Service After-Care and Reintegration Program for Recovering PWUDs and their families.
			2.8.8	Intensify monitoring mechanism for PWUDs undergoing intervention programs and are recovering.
			2.8.9	Provides programs, together with the Dept. of Health, for the Implementation of the DDB Resolution No. 2. (Referral System in accessing Health Care Services For Persons Who Use Drugs).
			2.8.10	Conduct training workshop in preparing reports and other documentary requirements for the Barangay Drug Clearing and Revaluation program.
			2.8.11	Conduct substance use prevention seminars for BPOs in accordance to the City Ordinance on Drug Free Workplace Program.
			2.8.12	Seminar on the updated DDB board regulations for physicians, pharmacists and allied health professionals
			2.8.13	National Capital Region Anti-Drug Summit
			2.8.14	Create a QCADAAC Website
			2.8.15	Conduct Orientation on Drug Use Prevention Program
			2.8.16	Conduct Seminar on Drug Use Prevention Programs for CSOs and NGOs/POs
			2.8.17	Conduct training workshop for Anti-Illegal Drugs Operatives on RA 9165 and case management.
			2.8.18	Conduct training seminar on citizens arrest.
			2.8.19	Involvement of Sangguniang Kabataan in the Anti-illegal Drug Campaign.
			2.8.20	Conduct training on coalition building in every districts that will be participated by representatives from different sectors/agencies/offices
			2.8.21	Development of a Monitoring and Assessment tool for the effectiveness and efficacy of QCADAAC Programs
			2.8.22	Benchmark QC initiatives with best practices from other cities' (local and abroad) to improve the City's anti-illegal drugs programs
			2.8.23	Create age appropriate and gender sensitive infomercial on drug use prevention for primary, secondary and tertiary.
			2.8.24	Conduct training workshop on juvenile justice system especially on CICL involved in illegal drugs
			2.8.25	Hire additional staff preferably professionals such psychologists and registered social workers
			2.8.26	Hire additional support staff preferably college graduates.
		2.9 Insurgency and Terrorism: Infiltration of vulnerable sectors	2.8.26	Information gathering and Awareness Campaign in vulnerable communities, sectors, and support groups
			2.8.26	Institutionalization and functionalization of the City Task Force ELCAC and Barangay Task Force ELCAC
			2.8.26	Conduct of Orientation/Seminars for Barangay Officials/Community Leaders (Venue, Food & Drinks, IEC Materials)

NO	PROGRAM	PROGRAM COMPONENT		ACTION/INTERVENTIONS
				Conduct of Orientation for Government Employees
				* foods, supplies and materials, venue, trainers
			1.15.1	Provide for Caravan of government services (skills training, livelihood assistance, job fair, etc.) <ul style="list-style-type: none"> • Technical Skills Enhancement Training Program • JOB FAIR, TRADE FAIR, Medical and Dental Mission, FEEDING PROGRAM (Food, Supplies and Materials)
			2.9.1	Establishment of Cooperatives where the members can choose for type of livelihood
			2.9.2	Creation of, or assistance to, government's own "support groups" and community-organizing efforts, to counter infiltrators in targeted vulnerable communities and sectors <ul style="list-style-type: none"> • BPSO Orientation (355pax/batch x 4) (food, venue and honoraria) • Youth Leadership Summit (supplies and materials) • Labor Summit
			2.9.3	Trainer's training, workshops and seminars on managing Former Rebels (FR), and Peace, Reconciliation and Unification (PRU) process
			2.9.4	Benchmarking of practices on handling and management of Former Rebels and Peace initiatives
		2.10 INSURGENCY AND TERRORISM: Development programs benefitting targeted vulnerable	2.10.1	Peace and the Government: A path to Unification and Reconciliation <ul style="list-style-type: none"> • Knowing the enemy training orientation (KTE), CUCPD and others
		2.11 communities and sectors	2.11.1	Conduct of orientation seminar on Peace and unification process
		2.12 INSURGENCY AND TERRORISM: Support to the Enhanced Comprehensive Local Integration Program (ECLIP)	2.12.1	Functionalization of the Quezon City Enhanced Comprehensive Local Integration Program (QC-ECLIP)
			2.12.2	Management of FRs <ul style="list-style-type: none"> • Counselling, Monitoring/Private Meeting Temporary Shelter for FR (Rentals)
			2.13.1	Create CMCC Organizational Structure thru EO
			2.13.2	Conduct Coordinative Meeting/FGD with TWG (OCM, QCPOC, QCDRRM) and Data Gathering
			2.13.3	CapDev for CMC at the Barangay Level <ul style="list-style-type: none"> • Seminar Workshop on Crisis Management for 10 Target Barangays (Most Crime Prone Barangay or Barangays prone to security/disaster crisis)
			2.13.4	Procurement, issuance and maintenance of Radio Communication Equipment and Provision of seven (7) satellite phones, one for each district and 1 for EOC
			2.13.5	Procure 1 Unit Base Radio
			2.13.6	Procure Handheld Radios
			2.13.7	Conduct CapDev for CMC <ul style="list-style-type: none"> • Chemical, Biological, RadioNuclear and High Yield Explosives (CBRNE) SIMEX
			2.13.8	Conduct CapDev for CMC <ul style="list-style-type: none"> • PPE Maximum protection against chemical/biological agents (Tools, Equipment of Hazmat)
			2.13.9	Conduct Regular training/retooling for SAR and Explosive Ordnance Training
			2.13.10	Conduct Regular training/retooling for Mental Health and Psychological Support (MHPS)
			2.13.11	Conduct 1st Batch Training for Radio Communication Equipment for End User
			2.13.12	Conduct Capacity Building Activities: BDRRMC such as Planning Community Based Disaster Risk Reduction and Management Focused on Fire Safety
		2.13 Intensification of Crisis Management Program		

NO	PROGRAM	PROGRAM COMPONENT		ACTION/INTERVENTIONS
			2.13.13	Conduct Training Community Fire Auxillary Group (CFAG) Live in within Quezon City
			2.13.14	Conduct First Responders Training for the QC 142 Barangay Health Emergency Response Teams or BHERTs (BHERTs are composed of 1 SBM on Health
			2.13.15	Procure Personal Protective Equipment (PPE)to be distributed to the 142 Barangays and QCDRRMC Responders
			2.13.16	Provide for Investment to support Civil Disturbance Management related equipment
			2.13.17	Augment workforce and implement the Rationalization Plan
			2.13.18	Conduct Inventory of Fire Hydrants
			2.13.19	Conduct of Inspection by QC Fire Department

Strategy 10: Provide protection from fire and other disasters

NO	PROGRAM	PROGRAM COMPONENT		ACTION/INTERVENTIONS
1	Peace and Order Modernization Program	1.1 BFP Modernization Project	1.1.1	Install additional fire hydrants which will be accessible to the residents of QC and barangay authorities
			1.1.2	Construct additional fire stations including procurement of fire trucks and modern firefighting, rescue and protective equipment
			1.1.3	Repair and maintain fire stations and firefighting equipment
			1.1.4	Hiring of additional fire fighters
2	Fire Suppression and Prevention Program	2.1 Intensify Fire Suppression and Prevention Services	2.1.1	Provide fire safety measures through conduct of fire safety inspection for drills, seminar and information
			2.1.2	Conduct of safety inspection, fire drills, seminars and Barangay Ugnayan
			2.1.3	Encouragement of private establishments to conduct fire-fighting training skills and capabilities
			2.1.4	Intensification of coordination with Meralco
			2.1.5	Monitor and standardize Quick Response Team

Strategy 11: Provide Social Justice and protection and safety nets to the vulnerable members of the population regardless of age and gender

NO	PROGRAM	PROGRAM COMPONENT		ACTION/INTERVENTIONS
1	Social Welfare and Relief Program	1.1 Child Welfare	1.1.1	Conduct of Case Management
			1.1.2	Provide social services including protective custody to Children in Need of Special Protection
			1.1.3	Conduct of virtual interview/assessment
			1.1.4	Deliver counselling service thru online or face to face if no gadgets
			1.1.5	Coordinate with Barangay and Police thru phone and social media
			1.1.6	Conduct rescue (if needed)
			1.1.7	Facilitate referral for medical and/or psychological evaluation
			1.1.8	Assist in online filing of case against perpetrator
			1.1.9	Prepare SCSR and other relevant documents
			1.1.10	Implement Early Childhood Care & Development (ECCD) Program during Pandemic
			1.1.10	Conduct of orientation to parents/guardians on home-based ECCD program
			1.1.11	Distribute modules to parents, learning materials for day care children, family food packs and hygiene kit

NO	PROGRAM	PROGRAM COMPONENT		ACTION/INTERVENTIONS
			1.1.12	Assessment of day care children using ECCD checklist thru virtual assessment or face to face to those without gadget with the supervision of parents
			1.1.13	Distribute certificate of attendance and accomplished ECCD Checklist to the parents of day care children
			1.1.14	Facilitate administrative declaration of child as legally available for adoption pursuant to RA 9523
			1.1.15	Conduct TWG meetings relative to the Local Council for the Protection of Children
			1.1.16	Facilitate the issuance of registration and permit to public and private learning centers offering Early Childhood Care and Development (ECCD) Program
		1.2 Youth Welfare	1.2.1	Conduct of Case Management
			1.2.2	Reach-out operation to street children complaint to health protocol of social distancing, wearing facemask and sanitizing
			1.2.3	Deliver Community-Based Intervention & Diversion of Children in Conflict with the Law
			1.2.4	Undertake on-line Capability Building
			1.2.5	• Webinar on Leadership Training
			1.2.6	• Webinar: Discussion on Children's Participating on Pandemic Response and Recovery, Emerging Issues and Concern
			1.2.7	Provide Networking/Referral
			1.2.8	• In and out of school youth for employment/ summer job
			1.2.9	• Out-of-school and working youth for Alternative Learning System
			1.2.10	Extend educational assistance to indigent youths
		1.3 Family Welfare	1.3.1	Conduct of Case Management
			1.3.2	• Family Case Management
			1.3.3	• Online Pre-Marriage Counselling (PMC)
			1.3.4	Identify sectoral clienteles thru Family Survey
			1.3.5	Conduct of on-line Capacity Building
			1.3.6	• Parent Effectiveness Service (PES)
			1.3.7	• Empowerment & Reaffirmation on Paternal Abilities (ERPAT)
			1.3.8	Family Day Celebration: Family's Resilience Story During Pandemic
			1.3.9	Undertake networking and coordination/referral with other stakeholders
			1.3.10	Refer clients for Sponsored Philhealth Medical Insurance
			1.3.11	Basic Family Meal Enrichment to Indigent Families
			1.3.12	• Distribute basic family meal packages to the less fortunate constituents of the city
			1.3.13	Adopt of Pantawid Pamilya Pilipino Program (4Ps) particularly the cash grant/ assistance to poor families
		1.4 Women Welfare	1.4.1	Provide Protective Custody/Case Management (Provision of social services to disadvantaged women in difficult situation)
			1.4.2	Capability Building and Implement Ordinances for women protection
		1.5 Solo Parent Welfare	1.5.1	Provide Case Management
			1.5.2	Education Assistance to Solo Parent Children
		1.6 Welfare for Differently-abled	1.6.1	Provide Protective Service/Case Management
			1.6.2	Extend Education Assistance to Children with Disabilities
			1.6.3	Operation of Community Based Rehabilitation (CBR) thru Telerehab

NO	PROGRAM	PROGRAM COMPONENT		ACTION/INTERVENTIONS
			1.6.4	Provide necessary programs and services geared primarily towards the PWDs social, economic and cultural development and consequently the promotion of their civic and political rights
			1.6.5	Child-Centered Development <ul style="list-style-type: none"> • Provide integrated services for Children with Disabilities. • Conduct Evaluation, Diagnosis and Therapy
		1.7 Elderly Welfare	1.7.1	Provide Protective Custody
			1.7.2	Implement Elderly Volunteer Service
			1.7.3	Conduct of training on Gerontology
			1.7.4	Provide for Senior Citizens Privileges and Social Protection
			1.7.5	• Quality Service for Senior Citizens
			1.7.6	• R.A. 9994 Aging Awareness and Senior Citizens Safety Training
			1.7.7	• GAD Program for Senior Citizens
			1.7.8	• Annual Consultative and Coordinative Meeting with Recognized and Accredited Senior Citizens Associations
			1.7.9	• Recognition of QC Living Centenarians
			1.7.10	Celebrate Annual Elderly Filipino Week
			1.7.11	Kalingang Nova kay Lolo at Lola
		1.8 Provide Subsidy on Medical, Burial and Other Forms of Social Services for Indigents	1.8.1	Provide Medical Assistance
			1.8.2	Provide Transportation Assistance
			1.8.3	Provide Burial / Financial Assistance
			1.8.4	Distribute basic family meal packages to the less fortunate constituents of the city
		1.9 Extend Emergency Disaster Relief	1.9.1	Operate Temporary Shelter/Evacuation Center
			1.9.2	Provide Emergency Feeding
			1.9.3	Deliver Psychosocial Support
			1.9.4	Extend Bags of Material Assistance for Community Initiated and Rehabilitation Projects
		1.10 Intensify Social Support Services to Deprived Families and Individuals	1.10.1	Implement Food For Work
2	Residential and Rehabilitation Program	2.1 Molave Youth Home	2.1.1	Provide for Treatment/Social activity
			2.1.2	Provide for Homelife Activity
			2.1.3	Provide for Medical & Dental Activity
			2.1.4	Provide for Special Education Activity
			2.1.5	Provide for Livelihood Training Activity
			2.1.6	Provide for Recreational Activity
		2.2 Reception and Action Center	2.2.1	Provide for Treatment/Social activity
			2.2.2	Provide for Homelife Activity
			2.2.3	Provide for Medical & Dental Activity
			2.2.4	Provide for Non-Formal Education Services
			2.2.5	Provide for Livelihood Training Activity
			2.2.6	Provide for Recreational Activity
		2.3 Halfway Home	2.3.1	Provide for Treatment/Social activity
			2.3.2	Provide for Homelife Activity
			2.3.3	Provide for Medical & Dental Activity
			2.3.4	Provide for Special Education Activity
			2.3.5	Provide for Livelihood Training Activity

NO	PROGRAM	PROGRAM COMPONENT		ACTION/INTERVENTIONS
			2.3.6	Provide for Recreational Activity
		2.4 QC Protection Center	2.4.1	Provide for Medical Services and Assistance <ul style="list-style-type: none"> • Medico-Legal Examinations • Medical Intake and Interview • Medical Treatment Assistance
			2.4.2	Provide for Counselling and Social Work Assistance <ul style="list-style-type: none"> • Conduct Psychological Counseling and rescue operation • Extend Court Hearing Assistance
		2.5 Male and Female Dormitories	2.5.1	Provide supplies, drugs and medicines for the inmates
			2.5.2	Provide food assistance for the inmates
			2.5.3	Provide basic needs
			2.5.4	Provide Special Projects
			2.5.5	Formulation of IRR for community service of PDL to assist in the decongestion program of the Jail Bureau
			2.5.6	Diversion programs for arts and crafts of PDL
			2.5.7	Reimplementation of detainees notebook
			2.5.8	Coordination with Supreme Court for additional trial courts for drug-related cases
			2.5.9	Coordination with DOH Accredited Hospitals for the conduct of Free Medical Examination
			2.5.9	Request of one (1) unit of 16-Seater Transport Vehicle for CICL during court hearings
3	Capability Development Program	3.1 Human Resource Capability-Building Program	3.1.1	Undertake a comprehensive capacity-building approach to social workers to address the social worker-client ratio deficiency for center and community-based intensive case management, through the provision of attractive compensation and benefits package, among others
			3.1.2	Conduct of Capacity Development A road map of appropriate individual and organizational enhancement interventions (on structure, management system, enabling policies, knowledge and learning) to address priority capacity development needs along defined LGU performance outcomes.
		3.2 Enhance clients level of competency /awareness	3.2.1	Webinar on Leadership Training
			3.2.2	Discuss Children's Participation on Pandemic Response and Recovery, Emerging Issues and Concern
			3.2.3	Conduct of Capability Building through Identification of Volunteer and Resource Development
			3.2.4	Community-Based Inclusive Development Training Empower key persons, family members, careers, service providers, interns and community members
			3.2.5	• Upskill Service Delivery
			3.2.6	• Raise Parent Awareness
			3.2.7	• Conduct TWG Meetings
			3.2.8	• Celebrate NDPR Month
			3.2.9	• Celebrate Children's Month
			3.2.10	• Conduct focused group discussions for Research and Development
			3.2.11	Enhance training on handling violence against women and children: <ul style="list-style-type: none"> • Training of Trainers • GST for Medical and Non-medical personnel • Enhanced Training on Handling Violence against Women and Children • Capacity Training for QCPC • Child Protection Forum

NO	PROGRAM	PROGRAM COMPONENT		ACTION/INTERVENTIONS
				<ul style="list-style-type: none"> GFP Orientation on Violence Against Women and Children Information and Education Campaign
4	Vocational and Skills Development Program	4.1 Skills Training, counseling and other livelihood support services	4.1.1	Conduct of Skills Development
			4.1.2	<ul style="list-style-type: none"> Three (3) months Training
			4.1.3	<ul style="list-style-type: none"> Halfday Training
			4.1.4	<ul style="list-style-type: none"> One and One Half Months (1 & 1/2) Training
			4.1.5	<ul style="list-style-type: none"> Job Counseling/ Personality Development
			4.1.6	<ul style="list-style-type: none"> Extension of Capital Assistance
			4.1.7	<ul style="list-style-type: none"> Networking/Referral On-the-Job Training (OJT) Placement/Referral
			4.1.8	<ul style="list-style-type: none"> Establish the baseline for designing programs for the promotion and protection of women and children's rights.
			4.1.9	<ul style="list-style-type: none"> Conduct of After-Care Monitoring
			4.1.10	<ul style="list-style-type: none"> Extend SIKAP AT GALING PANGKABUHAYAN (SIGAP) for Group Project
			4.1.12	<ul style="list-style-type: none"> Conduct of Livelihood Training for the Elderly Three (3) months Training Enhance the capabilities of senior citizens to become small entrepreneurs and be productive with sustainable source of alternative income
5	Referral and Networking Resources	5.1 Referral Linkage to Families needing assistance	5.1.1	Network/Refer clients to allied government and non-government agencies to avail appropriate social service intervention
			5.1.2	Refer clients for Sponsored Philhealth Medical Insurance
6	Institutionalize Database Program	6.1 Conduct of Data collection and analysis	6.1.1	Pass legislation or City Ordinance institutionalizing data generation and maintenance at the barangay level
			6.1.2	Propose Ordinance to leverage Civil Society Organizations in augmenting human resource gaps on data collection and processing as well as in validation and monitoring of data accuracy

Strategy 12: Ensure effective implementation of traffic rules and other laws

NO	PROGRAM	PROGRAM COMPONENT		ACTION/INTERVENTIONS
1	Public Advisory and Information Dissemination	1.1 Address the non-compliance of constituents with the ECQ policies and other policies	1.1.1	Monitor public roads and spaces daily
			1.1.2	Announce the schedule of redemption of confiscated licenses publicly
			1.1.3	Conduct of dialogue with the different operators and drivers' associations
2	Traffic Operation Program	2.1 Intensify Traffic Operation	2.1.1	Enforce traffic rules & regulations; and Collect fines and penalties on traffic violations
			2.1.2	Install traffic informative regulatory and directional signages
			2.1.3	Deploy traffic enforcers to conduct direction& control, and monitor traffic conditions daily
			2.1.4	Conduct Road Safety & education programs <ul style="list-style-type: none"> Conduct Training on Road Safety Education for Student (from Capability Development Program) Facilitate Seminar on road safety of Elem & HS students
3	Communication and Command Control Program	3.1 Provide services for immediate response to all contingencies and for monitoring purposes	3.1.1	Register and renew licenses of all radio units and radio base with the NTC
			3.1.2	Conduct regular monitoring on traffic, security and disaster related incidents
4	Public Order and Public Safety Program	4.1 Public Safety: Road Obstruction	4.1.1	Procurement of clearing operation tools
			4.1.1	Coordination and monitoring of collection of debris <ul style="list-style-type: none"> Additional rental of trucks and heavy equipment

NO	PROGRAM	PROGRAM COMPONENT		ACTION/INTERVENTIONS
			4.1.1	Undertake coordination and capacity enhancement activities between the City Government and Barangay enforcement officers, social workers, inspectors, etc.
			4.1.2	Procurement of Thermoplastic Truck and Thermoplastic Supplies
			4.1.3	Procurement and installation of traffic signages
			4.1.4	Yearly Training for 200 Traffic Enforcers for: <ul style="list-style-type: none"> • Traffic Administration Course • Advance Traffic Administration Course • Road Safety Audit • Traffic Impact Assessment
			4.1.5	Develop and implement programs to improve public transportation within the City
			4.1.6	Installation of bikeways in pilot barangays (Phase 2)
		5.1 Ill-equipped Public Safety Structures of the City Government	5.1.1	Installation and enhancement of all street markings
			5.1.2	Improve street lighting throughout the City
			5.1.3	Identification of lot be rented as impounding area
			5.1.4	Equip demolition teams with PPE and heavy equipment
			5.1.5	Activate Anti-Squatting and Relocation Units
			5.1.6	Conduct intelligence and investigative activities to ensure security and safety of the city's properties
			5.1.7	Post security personnel at designated QC government bldgs. & properties
			5.1.8	Conduct clearing operation as per Executive Order No. 12
			5.1.9	Conduct regular monitoring and documentation on all operations being undertaken by the division
		6.1 Inadequate Communication and Monitoring of Public Safety Concerns	6.1.1	Acquisition of Radio equipment for district action units
			6.1.2	Acquisition of Quick Response Communication Monitoring Vehicles for every district
			6.1.3	Set up radio communication and hotline 122 at the district office
			6.1.4	Purchase Mobile Communication Ban and accessories
			6.1.5	Trainings / seminars on how to handle / negotiate involving hostage takings, suicide attempts or other similar incidents
			6.1.6	Increase number of CCTVs
		7.1 Inadequate Fire emergency Response Capabilities	7.1.1	Increase number of Fire Stations in the City by ten (10), each with its own Fire Trucks (note: excluding cost of lot)
		8.1 Some Barangays have no fire brigade Lack of training inadequate fire brigade command in barangays	8.1.1	Enhance Fire Fighting Capability of Barangay Through Training of all 142 Barangays
		9.1 Lack of Vehicles to service PDLs	9.1.1	Acquisition and maintain ambulance with complete equipment for QC Female Dormitory
		10.1 Public's lack of Understanding of Public Safety	10.1.1	IEC on Traffic Management Code and Road Safety Ordinance <ul style="list-style-type: none"> • Develop IEC Materials to be given to barangays, transport organizations, and communities
			10.1.2	Conduct Awareness Campaign on Traffic Management Code and Road Safety Ordinance to various barangays, groups, and communities in Quezon City through the procurement of multimedia equipment
			10.1.3	IEC on Emergency Response Training and Emergency Decorum <ul style="list-style-type: none"> • Training for 142 barangays on safety protocols during emergency response
		11.1 Intensify Civil Disturbance and Management	11.1.1	Assist the PNP in conducting crowd control during events such as SONA, rallies and other big assemblies

Strategy 13: Provide more homes that are decent and affordable in hazard-free location, either thru sale or rental mode

NO	PROGRAM	PROGRAM COMPONENT		ACTION/INTERVENTIONS
1	Comprehensive Housing Program for Quezon City	1.1 Socialized Housing Program	1.1.1	Construction of housing components including land development
			1.1.2	Land Acquisition
			1.1.3	Survey and tilting works
			1.1.4	High Density / High Rise Mass Housing Program
			1.1.5	Rental Housing Program
			1.1.6	Build more homes (Provide affordable rental and rent-to-own options)
			1.1.7	Construction of affordable student dormitories
			1.1.8	Re-financing of the housing program
			1.1.9	Estate Management Program
			1.1.10	Strengthen the program by facilitating process (express lane in BIR) in the release of tax exemption and certificates
			1.1.11	Fast track implementation of national projects within the City, particularly NGC Housing Project
			1.1.12	Enforce provisions of R.A. 7279 with regard to one-time availment of Socialized Housing Program
			1.1.13	Harness and consolidate public, private and community resources in co-implementing socialized housing
			1.1.14	Continuous provision of one-stop shop process of requirements and fast track the following documents needed: 1) certified true copy of tax declaration (1-day only); 2) tax clearance (3 days); 3) approval of subd. plan (by SAU); 4) zoning certificate
			1.1.15	Subsidize funds/budget in housing by the local and national agencies
			1.1.16	Approval of the IRR of Ord. SP-2771, S-2018 (Quezon City Comprehensive Housing Code of 2018)
			1.1.17	Issue an Executive Order providing for a private sector-led vertical socialized housing program as one of the priority options in urban centers
			1.1.18	Ordinance for the availment of the socialized housing projects from the main subdivision project within the City in compliance with Sec. 18 of R.A. 7279 (Balanced Housing)
			1.1.19	Legislationlate measures for the exemption of imposition of local taxes to attract participation of private sectors in the development of socialized housing
			1.1.20	Ordinance mandating private developers to implement their Corporate Social Responsibilities (CSR) in building socialized housing within QC under Sec. 20 of R.A. 7279
			1.1.21	Passage of an ordinance to declare properties acquired thru public auctions as socialized housing sites (if feasible) and dispose the same to actual occupants or qualified program beneficiaries
			1.1.22	Allocation of budget to finance socialized housing development (at least P 1.0B per year)
			1.1.23	Update the Comprehensive and Integrated Shelter Financing Act (CISFA) to consider the ff: a) Low-cost public rental or ownership housing; b) Mortgage Revenue Bonds; c) Medium Rise Buildings for rent or ownership (MRBs); d) LGUs/private sector partnership for public rental housing
		1.2 Housing and Community Development Program	1.2.1	Legalization of land tenure of low- income earners (Community Mortgage Program)
			1.2.2	Development of low-cost mass housing projects for low-cost mass housing projects for low-income earners
			1.2.3	Land Acquisition for Housing (on-site and off-site)

NO	PROGRAM	PROGRAM COMPONENT		ACTION/INTERVENTIONS
			1.2.3	Upgrading of Urban Poor Communities through collaboration with other government offices for other needed improvements
			1.2.4	Intensification of Collection and Collection Efficiency Rate
			1.2.5	Census Survey of ISFs
			1.2.6	Management Information System
			1.2.7	Provision of security of tenure (land and dwellings) to ISFs
			1.2.8	Continuous access to basic services for CMP and Direct Sale Program
			1.2.8	Facilitate processing of certifications and other requirements for electrification and water connection program
			1.2.9	Upscale of urban poor communities (site development) to include sewerage facilities, efficient and adequate solid waste disposal system
			1.2.10	Implement Executive Order issued on Streamlining the process of permits, licenses and clearances for CMP and other Socialized Housing Projects (E.O. No. 18, S-2016)
			1.2.11	Strong partnership with CSOs with capacity to address housing problems
			1.2.12	Creation of a special body to ensure control and prevention of nefarious activities of professional squatters and syndicates
			1.2.13	Stricter implementation / prosecution of known professional squatters / syndicates
			1.2.14	Support Services Program
			1.2.15	Community Organizing Program
			1.2.16	Impose an Ordinance on settlement planning and building guidelines that is more flexible and appropriate to encourage affordable, disaster-resilient solutions and technologies for settlements on-site upgrading
			1.2.17	Strictly enforce problems and laws on Decentralization of Urban Growth through establishment of fast transport system
2	Resettlement Program	2.1 Land Acquisition for Housing (on-site and off-site)	2.1.1	Legalization of land tenure of low- income earners (Community Mortgage Program)
			2.1.2	Provision of housing facilities to low income earners (Direct Sale Program)
			2.1.3	Undertake Land Banking and consolidation to pre-empt land speculation and have available space for housing
			2.1.4	Identification of city-owned lots and prioritize for housing projects
			2.1.5	Proper coordination with the LGU, Barangay officials and land owner on acquiring lots
		2.2 Relocation and Resettlement of ISFs	2.2.1	Facilitate relocation of ISFs from waterways and other danger areas to NHA relocation sites
			2.2.2	Provide assistance for receiving LGU
			2.2.3	Facilitate relocation of ISFs from waterways and other danger areas to NHA relocation sites
			2.2.4	Relocate families in danger areas
			2.2.5	Provide assistance for receiving LGU
			2.2.6	Comprehensive Township Community Resettlement Program for Informal Settler Families (ISFs) in Quezon City
			2.2.7	Financial and trucking assistance
			2.2.8	Food assistance to families affected by relocation
			2.2.9	Strengthening of the Balik Probinsiya Program
			2.2.10	Impose strict sanctions on errant beneficiaries
			2.2.11	Conduct of skills training/livelihood program to help augment payment of monthly amortization
			2.2.12	Allocation of sizeable budget for the relocation of informal settlers along waterways and other

NO	PROGRAM	PROGRAM COMPONENT		ACTION/INTERVENTIONS
				danger areas to include transport expenses, etc.
			2.2.13	Waive privilege to future housing projects / one-time avail of public housing projects
			2.2.14	On-site and off-site relocation
			2.2.15	Conduct proper orientation prior to turn over of properties/awarded units
			2.2.16	Population management in case of resettlement and climate refugees
			2.2.17	Intensification of MOA between sending and receiving LGUs in relation to relocation activities
			2.2.18	Develop new regulations making settlement planning and building guidelines and standards more flexible and appropriate, to encourage affordable, disaster-resilient housing solutions and technologies for settlements upgrading / on-site incremental housing
		2.3 Rehabilitation of Areas Previously Occupied by Informal Settler Families (ISFs) in Quezon City	1.5.1	Creation of a barangay task force for the protection of open spaces in compliance with Ordinance No. SP-914, S-2000 and providing mechanism for full mobilization of barangays from encroachment of illegal settlers
			1.5.1	Strict implementation of Oplan Ligtas na Pamayanan
			1.5.1	Enforcement of Ord. SP-1774, S-2007 adopting a uniform 3-meter easement along riverbanks, creeks, streams and esteros
			1.5.1	Removal of illegal structures / encroachments
			1.5.1	Institutional mechanisms including monitoring at the barangay and community levels
			1.5.1	Ordinance and sanctions against illegal street structures/blockade along street thoroughfares, for ease of response during fire/emergencies
			1.5.1	Declare officially areas cleared of ISFs as "zero-ISF zones (zISFzo)" through Legislation by the City Council to prevent return of the relocatees and threat of new entrants, and make the barangay officials and the community members the stewards of these zones.
3	Capacity Development Program	3.1 Provision of Training Program for Institutional Development	3.1.1	Regular Planning Seminar
			3.1.2	Annual Planning Seminar
			3.1.3	Mid-Year Assessment and Planning Seminar
			3.1.4	Year-End Assessment and Planning Seminar
			3.1.5	Provide training program on the precautionary measures on the health crisis to rebuild the workforce' confidence and enthusiasm
			3.1.6	Orientation seminar with regard to the Implementation of QC Comprehensive Socialized Housing Code of 2018, Ordinance No. SP-2772
			3.1.7	Review, update and implement the Local Shelter Plan
		3.2 Enhance level of awareness and preparedness among clients	3.2.1	Provide orientation/seminar to support communities in urban farming
			3.2.2	Continuous dialogue/meetings regarding government projects and programs for the urban poor
			3.2.3	Local Inter-Agency Meeting
			3.2.4	Convening of the Local Housing Board

Strategy 14: Improve protective and social welfare infrastructure

NO	PROGRAM	PROGRAM COMPONENT		ACTION/INTERVENTIONS
1	Protective and Social Welfare Facilities Dev't Program	1.1 Establish new/additional social welfare facilities	1.1.1	Construct a local activity center for Senior Citizens and Persons with Disability
			1.1.2	Temporary Shelter to Elderly (<i>Kalinga para sa Nakatatanda na Walang Tirahan sa Panahong may COVID 19</i>)
			1.1.3	Provide 6 months rent subsidy to homeless families with inclusion of starter kit, hygiene kit food packs and livelihood package to help them become socially and economically independent (<i>Kalingang QC para sa Pamilyang nasa Lansangan</i>)
			1.1.4	Provide temporary shelter to VAWC survivors
		1.2 BJMP Modernization Infrastructure Project	1.2.1	Provide access to sports and recreational facilities for PDLs
			1.2.2	Improvement of male and female dormitories for PDL
		1.3 improve Police and Other Law Enforcement Facilities and Visibility	1.3.1	Establishment additional Police Stations 13 to 16
			1.3.2	Transfer of Police Station 3
			1.3.4	Construction of additional Police Stations / Police Community Precincts: Police Station 13
			1.3.5	Establishment of PDEA QC office in QC hall Compounds

Strategy 15: Implement data-driven decision-making and governance practices

NO	PROGRAM	PROGRAM COMPONENT		ACTION/INTERVENTIONS
1	Socio-economic Database Programs	1.1 QC Community-Based Monitoring System	1.1.1	Conduct of mobilization and capacity-building
			1.1.2	Conduct of data collection at the community level
			1.1.3	Processing, storage, and data utilization
		1.2 Local Economic Database System	1.2.1	Consolidation of business and economic data relevant to the city's investment and economic initiatives
			1.2.3	Updating of business and economic data relevant to the city's investment and economic initiatives
2	Computerization Program of the Quezon City Council	2.1 Data banking of all approved legislation of the City Council	2.1.1	Inventory of all approved City Council legislations
		2.2 Automation and computerization of City Council legislation	2.2.1	Installation and operation of the IT Infrastructure System of the City Council

Strategy 16: Ensure higher absorptive capacity for employment opportunities

NO	PROGRAM	PROGRAM COMPONENT		ACTION/INTERVENTIONS
1	Capacity Development Program on Employment	1.1 Individual and organizational capacity development activities on structure, management system, enabling policies, knowledge and learning	1.1.1	Provide skills development trainings on livelihood, entrepreneurship and other small-scale industries
2	Employment Promotion and Generation Program	2.1 Assistance in the provision of job opportunities	2.1.1	Provide employment assistance and generation of job opportunities to the city's unemployed population (e.g.) out-of-school youth, unemployed adults including students belonging to poor families during summer vacation
			2.1.2	Provide employment to displaced workers brought about by emergencies and pandemics
		2.2 Business Resource Build-Up Activities	2.2.1	Implement appropriate business resource build-up programs to support the business activities of MSME's entrepreneurs and city-based groups or cooperatives
3	Employment Support Program	3.1 Strengthen Skills Registry System	3.1.1	Institutionalize mechanisms for regular coordination and consultation with the local barangay

NO	PROGRAM	PROGRAM COMPONENT		ACTION/INTERVENTIONS
				units for skilled workers in their area for employment promotion and development
			3.1.2	Conduct of regular coordination and consultation with the local barangay units for employment promotion and development
		3.2 Seamless School to Work Environment Transition Support	3.2.1	Implement Jobstart Philippines: Life Skills Training (5 days) - A program for young Filipinos that seek to integrate full-cycle employment in their school -to-work transition in order to enhance their employability.
		3.3 Promotion of E-Commerce	3.3.1	Implement Online Business and Self-Employment as an alternative employment for tricycle and jeepney drivers
			3.3.2	Assist small enterprises and micro entrepreneurs to sell online

Strategy 17: Empower citizens of every gender and social class

NO	PROGRAM	PROGRAM COMPONENT		ACTION/INTERVENTIONS
1	Gender and Development Program	1.1 Capacity-Building for GAD Focal Persons	1.1.1	Conduct of Training on Gender and Development and RA 8551 "The PNP Reform and Reorganization Act of 1998" and Training on Awareness on the role and functions of GAD Focal Persons
			1.1.2	Conduct of GAD Seminar on Magna Carta for Women and Anti-Violence against Women and Children.
			1.1.3	GAD Mandate, Issue and Focus: Gender Equality in a Professional Environment
2	Poverty Alleviation Program	2.1 Upgrade Urban Poor Communities	2.1.1	Conduct of regular dialogues and meetings with urban poor communities
			2.1.2	Development of Low-Cost Mass Housing Projects for Low Income Earners

Strategy 18: Strengthen social capital formation anchored on families, political participation and socio-cultural identity

NO	PROGRAM	PROGRAM COMPONENT		ACTION/INTERVENTIONS
1	Family Welfare Program	1.1 Capability Building Activities	1.1.1	Provide and expand knowledge and skills of parents and their family to become productive members in their communities
		1.2 Community Activities	1.2.1	Conduct of week-long family celebration and festivals to promote strong family ties
2	Enhanced Participation and Awareness Program	2.1 Community-Based Advocacy on Participation and Awareness	2.1.1	Development of digital application systems designed to provide feedback/reports/complaints as a means to empower individuals and barangays for regulation purposes
			2.1.2	Roll-out of digital application tools designed to report provide feedback/reports/complaints as a means to empower individuals and barangays for regulation purposes
			2.1.3	Implement community development programs, projects and activities in partnership with the Non-Government Organizations (NGO) Peoples Organization (POs) and Community Leaders
			2.1.4	City Ordinance Awareness - Distribution of ordinances with penal provisions to all barangays, all concerned establishments and law enforcement agencies
3	Culture and Values Promotion Program	3.1 Values Formation	3.1.1	Implementation of Public Service Values Training to imbibe the ideal attitudes and traits that promote ethical and accountable service to the public
		3.2 Cultural Formation	3.2.1	Pursue and support the cultural development of the people of this city through preservation enrichment and dynamic evolution of the people of Quezon City's cultured based on the principle of unity in diversity in a climate of free artistic and intellectual expression

ECONOMIC SECTOR

Sectoral Goals:

To bring about a diverse economy that provides wide employment and income opportunities, increases investments and uplifts the standard of living of the city residents

To develop a strong economic environment that will ensure sustained growth

To develop a vibrant economic climate conducive to doing business both for local and foreign investments

To develop an inclusive economy by expanding opportunities for more broadly shared prosperity, especially for those facing the greatest barriers to advancing their well-being.

Strategy 1: Develop further the health and wellness industry

NO.	PROGRAM	PROGRAM COMPONENT		ACTIONS/INTERVENTIONS
1	Development of a Health / Medical and Wellness Integrated Program	1.1 Stakeholder Identification	1.1.1	Formulation of a study on green interventions by developing a health impact assessment tool highlighting the link between green space and urban health
		1.2 Human Capital Development	1.2.1	Require greening of idle lands and using it for open space and other forms of urban gardening projects (specifically lots of delinquent taxpayers)
		1.3 Health and Wellness Summit	1.3.1	Pursue adequate engagement with barangay leaders to enforce, encourage and monitor upkeep of green parks and walkable lanes

Strategy 2: Establish the city as ICT capital, i.e., as user and producer of software

NO.	PROGRAM	PROGRAM COMPONENT		ACTIONS/INTERVENTIONS
2	Development of the Quezon City Knowledge District	2.1 Development of incubation facilities (R&D in IT Technology Parks, Science and Technology Center)	2.1.1	Enhance IT Infrastructure support facilities: fiber optics, wireless connectivity and broadband infrastructure through partnership with private utility companies
		2.2 Development of creative industries/knowledge-based services (e.g. original content creation such as animation, software development, game development, health information management systems and engineering design)	2.2.1	Establish strong linkages with ICT businesses and government and training schools
			2.2.2	Provide secure environment for BPO workers (installation of streetlights and footbridges, police visibility)
			2.2.3	Train individuals on business process outsourcing

Strategy 3: Promote QC as tourist destination and increase tourist arrivals

NO.	PROGRAM	PROGRAM COMPONENT		ACTIONS/INTERVENTIONS
3	Tourism Development Program	3.1 Development of Tourism Districts	3.1.1	Map tourism establishments
			3.1.2	Implement infrastructure projects
			3.1.3	Improve peace and security
			3.1.4	Provide livelihood programs
			3.1.5	Improve traffic measures
			3.1.6	Disseminate information
		3.2 Tourism Promotions Program	3.2.1	Celebrate various historical events, and implement various tourism promotions projects and activities
			3.2.2	Maginhawa Arts and Food Hub Festival
			3.2.3	Trade Fair Exhibit / Road Shows / Meetings, Incentives Conventions and Exhibits (MICE)
			3.2.4	Create of Tourism website
			3.2.5	Register and accredit tourism-related establishments
			3.2.6	Develop tourism packages
			3.2.7	Establish Tourism Information Center and Tourism

NO.	PROGRAM	PROGRAM COMPONENT		ACTIONS/INTERVENTIONS
3	Tourism Development Program	3.3 Tourism and Arts Program (Arts and Culture Activities / Celebration and Preservation of Tourist and Heritage Sites)	3.3.1	Implement arts activities and cultural celebrations through festivals and fiestas
			3.3.2	Conduct photography, painting and musical contests and exhibitions
		3.3 Tourism and Arts Program (Arts and Culture Activities / Celebration and Preservation of Tourist and Heritage Sites)	3.3.3	Install markers / signages and preserve / develop heritage / tourist sites
			3.3.4	Conduct training to all concerned and related cultural workers
			3.3.5	Network with artists, private partners and national government agencies
			3.3.6	Conduct cultural exhibits, competitions
			3.3.7	Conduct information and education campaign to service providers and QC residents on instilling awareness and appreciation of the value of tourism
		3.4 Tourism Coordination Program	3.4.1	Coordinate with different agencies (DOT, DTL, etc.)
			3.4.2	Conduct meetings and consultative assemblies
			3.4.3	Improve sister-city tie-ups both in the local and international levels
		3.5 Introduction of incentives to under-developed business sectors, i.e. eco-tourism and culture and arts	3.5.1	Conduct committee hearings
			3.5.2	Consult with stakeholders through conduct of public hearings
			3.5.3	Legislate tourism incentives

Strategy 4: Encourage development of SMART (customized, assembly type) and clean (using innovative/improved technology) industries and support growth of local products and services

NO.	PROGRAM	PROGRAM COMPONENT		ACTIONS/INTERVENTIONS
4	Industry Revitalization Program	4.1 Establishment and development of labor intensive and clean industries	4.1.1	Provision of incentives to encourage investments
			4.1.2	Trade shows and Exhibits
		4.2 Development of Quezon City Logistics Hub	4.2.1	Focused Product Innovations
		4.3 Product Development and Technology Enhancement	4.3.1	Develop Strong Linkage with business associations / business establishments network
			4.3.2	Strengthening of Public Private Partnerships

Sectoral Goal 2: To develop a strong economic environment that will ensure sustained growth

Strategy 1: Upgrade level of employability of the labor force and raise standard of living of QC Families

NO.	PROGRAM	PROGRAM COMPONENT		ACTIONS/INTERVENTIONS
5	Employment Promotion and Generation Program	5.1 Online Employment Facilitation	5.1.1	Conduct online forums
			5.2.1	Implement Special Program for the Employment of Students and Out-of-School (OSY) Youths (SPES)
		5.2 Quezon City Local Youth Employment Program	5.2.2	Implement Government Internship Program (GIP)
			5.2.3	Conduct Life Skills Training (Jobstart Philippines)
		5.3 Emergency Employment Program (Kalingang QC Para sa Manggagawa Program)	5.3.1	Employ disadvantaged workers, OFWs, and marginalized (vulnerable) sectors on Covid-19 protection and control related projects, urban agriculture related projects and as support staff in QC Hall related programs and services
			5.3.2	Employ disadvantaged workers on clearing operations to identified open space for QC Urban Farming projects

NO.	PROGRAM	PROGRAM COMPONENT		ACTIONS/INTERVENTIONS
5	Employment Promotion and Generation Program	5.3 Emergency Employment Program (Kalingang QC Para sa Manggagawa Program)	5.3.3	Employ medical and allied medical course graduates to augment health workers in QC and other Covid-19 quarantine facilities
		5.4 Skills Development Program	5.4.1	Conduct skills training cum livelihood / re-employment program
			5.4.2	Conduct skills training for urban agriculture
			5.4.3	Distribute urban agriculture starting kits
		5.5 Program on Skills Registry System	5.5.1	Develop Senior High School (SHS) Skills Registry
			5.5.2	Conduct orientation for SHS principals and teachers
		5.6 Assessment of the Hiring Policies of Private Enterprises in Quezon City	5.6.1	Identify and document all pertinent laws, rules, and guidelines on hiring policies
			5.6.2	Develop assessment framework to assess hiring practices against pertinent laws, rules, and guidelines
			5.6.3	Develop assessment tool based on assessment framework
		5.6 Assessment of the Hiring Policies of Private Enterprises in Quezon City	5.6.4	Develop survey instrument based on assessment tool
			5.6.5	Develop survey design and output table formats
			5.6.6	Identify sample from list of business establishments
			5.6.7	Conduct survey
			5.6.8	Process and analyze survey results
			5.6.9	Prepare report, including recommendations to address gaps/findings
6	Industrial / Labor Protection and Industrial Peace Promotion Program	6.1 Labor and Management Education Program	6.1.1	Conduct seminar / training on occupational safety and health standards, related laws on labor and employment and SSS / Philhealth / Pag-ibig issuances
		6.2 QC Tripartite Industrial Peace Council	6.2.1	Conduct meetings and update members on the status of activities and company issues relative to labor standards
			6.2.2	Conduct medical missions
			6.2.3	Conduct community work
		6.3 Local Anti-Illegal Recruitment Campaign (LAIR)	6.3.1	Conduct advocacy campaign
			6.3.2	Conduct orientation and training
			6.3.3	Conduct consultation meeting with stakeholders
		6.4 Skilled Workers Guild (Kapisanan ng mga Manggagawang may Kasanayan sa QC – KasaMa Ka QC)	6.4.1	Conduct consultation meeting with barangay officials
			6.4.2	Organize KasaMa Ka QC barangay base
		6.5 Occupational Safety and Health Standard Campaign and Advocacy	6.5.1	Conduct coordination meetings with TIPC and concerned QC departments
7	Special Programs	7.1 Child Labor Project	7.1.1	Conduct orientation on Child Labor for barangay officials and other stakeholders
			7.1.2	Conduct meeting and year end assessment and planning
			7.1.3	Distribute school supplies and hygiene kits for victims of child labor
		7.2 Kasambahay Project	7.2.1	Conduct orientation on the Advocacy Program on the Protection and Welfare of Domestic Workers or RA 10361
			7.2.2	Conduct general assembly and GAD orientation
		7.3 Talent Development for Business Process Management Program	7.3.1	Conduct training on contact center competency course
			7.3.2	Conduct training on customer service and computer proficiency course
8	Migration and Development Program	8.1 Migration and Development Council	8.1.1	Conduct quarterly meetings
			8.1.2	Conduct capability building seminars
			8.1.3	Create operations manual
			8.1.4	Conduct case conference and year end assessment and planning

NO.	PROGRAM	PROGRAM COMPONENT		ACTIONS/INTERVENTIONS
8	Migration and Development Program	8.2 Migration Resource Center Program and Services	8.2.1	Assist and grant financial assistance to repatriated OFWs
			8.2.2	Establish help desk for repatriated OFWs
			8.2.3	Conduct community organizing for OFWs and their families
			8.2.4	Establish balikbayan portal
			8.2.5	Orient barangay officials and constituents on anti-illegal recruitment campaign
			8.2.6	Conduct financial literacy and entrepreneurship training seminar for OFWs
			8.2.7	Conduct values formation and management seminar
			8.2.8	Conduct seminar-workshop on Bayanihan Savings for Overseas Filipino Chapters
9	Development of City-owned markets (new & existing) into a mixed-used commercial facility to cope with the new developments	9.1 Development of a trading center, a “bagsakan area / food terminal market	9.1.1	Maintenance / repair of public markets
		9.2 Enforcement of EO 452 (Security of vendors in the workplace) vis-à-vis livelihood program		
10	Establishment of a common Slaughterhouse for La Loma Lechoneros	10.1 Development of a Triple A Modern and Centralized Slaughterhouse	10.1.1	Strict compliance with standards on slaughterhouse operations for the Lechoneros
11	Improvement of business information system	11.1 Intensification of regular inspection on non-renewing businesses	11.1.1	Amnesty for retiring businesses
		11.2. Profiling of employment and income situation of city residents		

Strategy 3: Regulate operations of the informal sector

NO.	PROGRAM	PROGRAM COMPONENT		ACTIONS/INTERVENTIONS
12	Provision of Livelihood options for displaced vendors	12.1 Barangay assistance in monitoring of operations of informal economy	12.1.1	Development of temporary vending sites and capital assistance
			12.1.2	Clearing of area of street vendors / peddlers causing obstructions to the pedestrians and vehicular traffic

Strategy 4: Ensure adequate, safe food supply to all residents

NO.	PROGRAM	PROGRAM COMPONENT		ACTIONS/INTERVENTIONS
13	City-wide Food Security Program Towards Strengthening Business Continuity and Protect Supply		13.1.1	City-wide Food Security Program Towards Strengthening Business Continuity and Protect Supply

Goal 3: To develop a vibrant economic climate conducive to doing business both for local and foreign investments

Strategy 1: Develop the City into a globally competitive business center

NO.	PROGRAM	PROGRAM COMPONENT		ACTIONS/INTERVENTIONS
14	Development of CBD	14.1 Development of a unique economic complex -an integrated park, learning center, commercial and tourist-attracting facilities	14.1.1	Development / establishment of the 5 Growth Centers cited in the CLUP-CBD Knowledge Community District, Cubao Growth District, NGC-Batasan Area, Novaliches-Lagro, Balintawak-Munoz
		14.2 Establishment of a Modern and Iconic Structures (e.g. Diamond Tower, etc.)	14.2.1	Installation of LED board displays of planned development throughout the city to make its vision, programs, projects and directions apparent to the public.
15	Industry Revitalization Program	15.1 Review and revision of the Investment Incentives Package for Medium and Large Enterprises	15.1.1	Provision of incentives for labor intensive industries
			15.1.2	Promotion of "clean" or environmentally sustainable business practices
			15.1.3	Hiring policies favoring QC residents
			15.1.4	Qualification standards / criteria for current and prospective investors
16	New Growth Hubs Development Program			

ENVIRONMENT SECTOR

GREEN

Goal 1: To create a CLEAN environment that is conducive to healthy urban living

Strategy 1: Reduce the volume of solid waste reaching the final disposal site to 50% of the amount generated

NO.	PROGRAM	PROGRAM COMPONENT		ACTIONS/INTERVENTIONS
1	Comprehensive Waste Management	1.1 Solid Waste Management Project	1.1.1	Stiff penalty on the dumping of garbage on roads and vacant lots not only to the residents but also to barangays
			1.1.2	Orientation seminar on proper waste segregation at source and proper disposals to communities and also to business establishments
			1.1.3	Strict implementation of waste segregation-at-source
			1.1.4	Conduct research on the volume of waste generated by private establishments including collection and disposal system
			1.1.5	Massive IEC of environmental laws
			1.1.6	Implement a civic consciousness program in support of the City's environmental and waste management programs
			1.1.7	Sustain city's initiatives on solid waste management
			1.1.8	Provide support facilities to barangays for managing organic waste
			1.1.9	Deputize more environmental officers and conduct massive inspection on businesses and issues stiff penalties to violators
			1.1.10	Provide regular venue (fora/meetings, field trips) for sharing of experiences and best practices (models and options) of solid waste management among barangays and other stakeholders
			1.1.11	Impose penalty to households not practicing waste segregation (collected fees to be used exclusively for barangay environmental projects supported by barangay ordinance)
			1.1.12	Devise a system to oblige or encourage non-compliant barangays to implement their own solid waste management
			1.1.13	Implement Materials Recovery System (MRS) in barangays without Materials Recovery Facilities (MRFs)
			1.1.14	Coordinate among barangays for possible partnership in the establishment of common MRF
		1.1 Solid Waste Management Project	1.1.15	Mandate, thru an ordinance, all subdivisions, condominiums and housing projects, institutional, commercial and industrial establishments to establish and allocate MRF within their property line
			1.1.16	Zero waste campaign with industries
			1.1.17	Improve waste disposal (14-pt Agenda #10)
			1.1.18	Enact Single-Use Plastic Ban Ordinance (bags and straws) (14-pt Agenda #10)
		1.2 Special and Hazardous Waste Management Program	1.2.1	Impose stiff penalties on illegal disposal of hazardous of wastes
			1.2.2	Strengthen regulations surrounding environmentally hazardous industrial plants
			1.2.3	Clarify institutional roles and jurisdictions with barangays and CSO's on the disposal of disaster waste
			1.2.4	IEC and trainings for barangays on proper collection and disposal of fatty and greasy substances
			1.2.5	Conduct comprehensive study with end view of having robust management system for the safe collection, transport and disposal of hazardous waste generated by household, business establishments and institutions.

Strategy 2: Develop ecological waste disposal systems

NO.	PROGRAM	PROGRAM COMPONENT		ACTIONS/INTERVENTIONS
2	Comprehensive Waste Disposal Program	2.1 Promotion of ecologically-sound waste management	2.1.1	Encourage use of bio-reactor – a device that converts biodegradable wastes into fertilizers or other composting device and coordinate with LGUs or other agencies for marketing the composting products
			2.1.2	Intensify waste reduction program down to the household level
			2.1.3	Intensify community based recycling efforts in partnership with civil society organizations
			2.1.4	Local ordinance banning the use of non-environmentally accepted products/packaging
			2.1.5	Decentralize processing/recycling facilities owned and run by the City (i.e. establish per district)
		2.1 Promotion of ecologically-sound waste management	2.1.6	Explore use of simple wastewater treatment technologies at the household and community levels
			2.1.7	Introduce waste treatment technology options to aid in waste disposal objectives
			2.1.8	Amend Environmental Code for the Green Fund to be diverted to government projects (14-pt Agenda #10)
		2.2 Web-based Document Management Expansion Project	2.2.1	Efficient information management relative to environment sanitation compliance of the more or less 80,000 registered business establishments
		2.3 Distribution of Reusable Materials in Line with the City's Plastic Ordinances #11	2.3.1	Procure and distribute reusable materials: - Eco-bags - Collapsible cups - Cutlery set - Lunch box with bamboo lid Outsource the conduct of WACS
		2.4. Updating of Waste Analysis and Characterization Study (WACS)	2.4.1	Coordination meeting with the Department of Science and Technology (DOST)
			2.4.2	
			2.4.3	
		2.5 Technology-based monitoring system	2.5.1	Create technology-based monitoring system to monitoring the following: - Solid waste management and liquid waste disposal of commercial and industrial establishments - Treatment and disposal of hazardous wastes - Disaster waste - Factories with wastewater treatment facilities (STPs)
		2.6 Installation of Biodigester System in City-owned Public Markets #19	2.6.1	Canvass and equipment evaluation
			2.6.2	Site identification
			2.6.3	System design
			2.6.4	Supply, installation and maintenance
			2.6.5	Capacity development of market personnel
		2.7 Payatas Controlled Disposal Facility (PCDF) Post-Closure Care	2.7.1	Provide continuous monitoring and maintenance of the closed PCDF to protect against the release of hazardous materials to its surroundings

Strategy 3: Ensure efficiency in solid waste collection

NO.	PROGRAM	PROGRAM COMPONENT		ACTIONS/INTERVENTIONS
3	Efficient Waste Collection Program	3.1 Efficient Waste Collection System: Provide effective and efficient daily waste collection services for all Quezon City residents, institutions and other identified sources	3.1.1	Revise Terms of Reference (TOR) in garbage collection services to compel contractors to strictly follow waste segregation program, e.g. no segregation, no collection policy
			3.1.2	Pilot daytime collection schedule along main roads
			3.1.3	Strict implementation of door-to-door collection
			3.1.4	Modernize of waste collection fleet
			3.1.5	Hire and deploy of street sweepers/ maintenance personnel including mechanical sweepers
			3.1.6	Sustain city's initiatives on solid waste management
			3.1.7	Pursue accreditation of Pollution Control Officer (PCO) by the DENR
			3.1.8	Amend Environmental Code for the Green Fund to be diverted to government projects (14-pt Agenda #10)
		3.2 Barangay Incentives Project	3.2.1	Provide incentives to barangays considered as sanitation champions

Strategy 4: Covid-19 recovery and rehabilitation

NO.	PROGRAM	PROGRAM COMPONENT		ACTIONS/INTERVENTIONS
4	Recovery and Rehabilitation Program	4.1 Urban Solid Waste Management System	4.1.1	Continuous dispatch of dump trucks for waste collection as scheduled and indicated in the Project Standards (TOR)
			4.1.2	Review waste collection scheme towards improved waste management system for the new normal
			4.1.3	Establish internal group messaging for quick and efficient relay of information
			4.1.4	Conduct orientation for waste collectors on the Project Standards, work ethics and decorum for strict monitoring of areas/barangays
		4.2 Responsive Special Operations #2	4.2.1	Provide PPEs to waste collectors
			4.2.2	Continuous deployment of special operation projects to serve as support vehicles for any occasion
		4.2 Responsive Special Operations #2	4.2.3	Deploy dump trucks dedicated for the collection of special wastes from city-identified facilities and quarantined households
		4.3 Special Waste Collection and Disposal Services Project	4.3.1	Conduct separate collection and disposal services for Quezon City government-identified facilities assisting in the fight against Covid-19 and quarantined households including their waste generated
		4.4 Increase Compliance to Waste-Related Ordinances	4.4.1	Procure gadgets for the improvement of inspection process
			4.4.2	Online consultation with business groups on how to go about with online submission of EC applications
			4.4.3	Identify drop boxes/ areas for the submission of EC supporting documents
			4.4.4	Online appointment schedule for the pick-up of approved/signed EC
		4.5 Continued Property Management through Disinfection Activities	4.5.1	Conduct disinfection activities at city-identified facilities with the use of biodegradable disinfection agent
			4.5.2	Provide PCC activities to manage the Payatas Controlled Dump Facility
		4.6 Activation of Online Public Services System	4.6.1	Information dissemination on the use of TFSolidWaste@quezoncity.gov.ph for online submission of communications
			4.6.2	Create internal online chat groups for easy relay of information and monitoring
		4.7 Creation of the Department of Sanitation and Clean-up Works	4.7.1	Ordinance creating the Department of Sanitation and Clean-up Works to provide efficient, transparent, and community-oriented services and integrated sanitation inspection protocol
			4.7.2	Create plantilla positions for manpower support
			4.7.3	Allocate budget for its projects

Objective 2: To nurture and sustain a **green environment** where there is an ample and convivial space for living

Strategy 1: Develop an integrated system and hierarchy of parks and open spaces to make Quezon City the greenest city and most disaster-resilient community in Metro Manila and to transform and promote the city's parks as attractive public spaces for recreation, social interaction, education, cultural and historical promotion, and environment protection

NO.	PROGRAM	PROGRAM COMPONENT		ACTIONS/INTERVENTIONS
5	PARKS AND OPEN SPACE DEVELOPMENT PROGRAM (14 pt. agenda #10)	5.1 Comprehensive Parks Development Program - Development/ Rehabilitation/ Improvement of parks / Development/ improvement of linear parks along waterways	5.1.1	Identification and provision of lands for development of parks and OS prioritizing
			5.1.2	Formulation of the Integrated Parks and Open Spaces Plan
			5.1.3	Impose / Enforce Sec 31 of PD 957 as amended by PD 1216 (OS shall be non-alienable public lands and non-buildable thus, no structure or edifice on areas declared and reserved by law as an "open space" shall be used other than its purpose
			5.1.4	Establish a set of comprehensive guidelines on the turnover of developed OS to the HOA and Bgys
			5.1.5	Reinvent Community Planning: To create a sense of ownership & to ensure the success of public space projects it is important to engage the citizens, who know the community best.
			5.1.6	Finalize the IRR of UDC
			5.1.7	Require all types of development w/in the city (public or private) to retain certain percentage of its land as an open /green space (Urban Design Code)
			5.1.8	Implementation/ Awareness of the present resolution/ordinance regarding the use of vacant lot/parks
			5.1.9	Identify open spaces for barangay /community parks
			5.1.10	Construction of playgrounds in day-care centers
			5.1.11	Revisit and revise GBC: instead of incentive-based, enforce mandatory compliance - (Expand the existing Code by including "Green Building Solutions" in the designs and developments; maximize use of porous pavement technologies, inclusion of biowales and rain gardens, etc)
			5.1.12	Effect an ordinance to strongly impose the National Water Code and clear the city waterways pushing for the revitalization of these stream corridors
			5.1.13	Tap Bgys on policing and patrolling tasks to ensure quick and immediate action for recovered areas for development
		5.2 Easement Development Program	5.2.1	Clearing and Greening of easement of waterways and buffer area of fault zone
			5.2.2	Greening of the buffer area of fault zone (5m on both sides
			5.2.3	Convert aqueduct and transmission line ROWs, center islands and sidewalk into linear and inter connected parks
			5.2.4	Allocate sizeable budget for the relocation of informal settlers along waterways and other danger areas to include transport expenses, etc.
			5.2.5	Conduct IEC on all residents living in danger areas
			5.2.6	Survey of easements, open spaces and other potential green areas
			5.2.7	Effect an ordinance that will establish the City's Pedestrian Corridor System to be known as 'GORA LANE
			5.2.8	Effect an ordinance to strongly impose the National Water Code and clear the city waterways pushing for the revitalization of these stream corridors
			5.2.9	Establishment of bike lanes
		5.3 PARKS REPAIR AND MAINTENANCE PROGRAM (14 pt. agenda #10)	5.3.1	Repair and maintenance of QMC Facilities/Amenities
			5.3.2	QMC Tree Tagging Project
			5.3.3	Completion of the QMC Masterplan
			5.3.4	Promotion of parks oriented recreational activities, parks-based events, celebrations and activities

NO.	PROGRAM	PROGRAM COMPONENT		ACTIONS/INTERVENTIONS
5	PARKS AND OPEN SPACE DEVELOPMENT PROGRAM (14 pt. agenda #10)	5.3 PARKS REPAIR AND MAINTENANCE PROGRAM (14 pt. agenda #10)	5.3.5	Identify government agency/ies responsible for security & protection of La Mesa Reservoir
			5.3.6	Strong support for sustainable conservation programs harnessing multi-sectoral partnerships and capitalizing on the tourism potentials of parks Immediate implementation of greening projects of identified open spaces to prevent ISF from returning
			5.3.7	Redesigning of standard designs used by the city and retrofitting of existing parks. This aims to make future and current parks and open spaces in Quezon City to be pandemic- and disaster-resilient

Strategy 2: Promote and support green development in the city

NO.	PROGRAM	PROGRAM COMPONENT		ACTIONS/INTERVENTIONS
6	COMPREHENSIVE GREENING AND BEAUTIFICATION PROGRAM (14 pt. agenda #10)	6.1 Urban Green Space Network Development Program - comprehensive and aggressive greening program, edible landscaping and easement development	6.1.1	Urban farming project/ Edible landscaping development
			6.1.2	City wide tree-planting
			6.1.3	Greening of public buildings
			6.1.4	Roadside planting
			6.1.5	Development/ Rehabilitation/ Beautification of center islands, directional islands and sidewalks
			6.1.6	Beautification of entry points
			6.1.7	Development, greening and beautifications of pocket parks, center island and other suitable areas
			6.1.8	Construction of linear parks, integrated and interconnected parks and greenbelts
			6.1.9	Development of green walkable areas or green elevated pedestrian walkways connected to the main motor / rail corridors
			6.1.10	Require Barangay thru ordinance to plant a tree on open spaces and vacant lots.
			6.1.11	Plant Nursery Development
			6.1.12	Rationalized tree planting projects to increase the city's carbon sinks
			6.1.13	Immediate implementation of greening projects on identified open spaces to prevent informal settler families from returning
			6.1.14	Nursery Development/operation and maintenance
6	COMPREHENSIVE GREENING AND BEAUTIFICATION PROGRAM (14 pt. agenda #10)	6.1 Urban Green Space Network Development Program - comprehensive and aggressive greening program, edible landscaping and easement development	6.1.15	Develop / design a study for green interventions by developing a health impact assessment tool highlighting a robust picture of the link between green space and premature mortality
			6.1.16	Require greening of idle lands and using it for open space and other forms of urban gardening projects(specifically lots of delinquent taxpayers)
			6.1.17	Enforce Ord No. 1940, S-2009 (Green Roof Ord of QC) Requiring all new buildings and housing construction to devote at least 30% of their roof area for plants and other vegetation
			6.1.18	Revise the Existing Green Building Code
			6.1.19	Revitalization of stream corridors by creating wider easements w/ green spaces

Strategy 3: Effective implementation of the COVID-19 recovery and rehabilitation plan

NO.	PROGRAM	PROGRAM COMPONENT		ACTIONS/INTERVENTIONS
7	COVID 19 RECOVERY AND REHABILITATION PLAN	7.1 Greening/ Urban Green Space Network Development	7.1.1	This intervention aims to consider greening programs as part of the City's health infrastructure.
			7.1.2	Establishment of Green Corridors (Project)
			7.1.3	Redesigning of standard designs used by the city and retrofitting of existing parks. This aims to make future and current parks and open spaces in Quezon City to be pandemic- and disaster-resilient
			7.1.4	Adapt all the existing parks and open space infrastructure to the requirement of the post-pandemic scenario- (Parks and Open Space Infrastructure Design)

RESILIENT

Objective 3: To build a resilient city.

Strategy1 : Strengthen measures and institutionalize policies and mechanisms for disaster risk reduction and climate change mitigation and adaptation and

Increase/strengthen capacities of local communities to anticipate, cope with and recover from the negative impacts of disasters brought about by natural and man-made hazards.

NO.	PROGRAM	PROGRAM COMPONENT		ACTIONS/INTERVENTIONS
8	DISASTER PREVENTION AND MITIGATION PROGRAM	8.1 Establishment of Permanent Evacuation Centers	8.1.1	Identify and acquire safe, open areas for permanent evacuation center
			8.1.2	Construction of dedicated permanent evacuation centers
			8.1.3	Identification of schools/churches for temporary evacuation centers
			8.1.4	Enforce protocols for pre-emptive evacuation
			8.1.5	Make the QC Shelter Program/Plan risk-sensitive
			8.1.6	Conduct IEC on the residents living in danger areas
			8.1.7	Align barangay contingency plans with the city contingency plan
			8.1.8	Establish MOA among barangays or private owners for shelter areas
			8.1.9	Institutionalize policy for pre-emptive evacuation and camp management
			8.1.10	Institutionalize area-based support system solutions and strategies to augment resources of the city
			8.1.11	IEC on the importance of forced evacuation
			8.1.12	Identify options for acquiring land for purchase to establish evacuation centers
			8.1.13	Increase the level of awareness on DRRM specifically on EQ hazards in the community
		8.2 Establishment and Installation of Effective Monitoring Systems	8.2.1	Establish monitoring systems for private schools, hospitals and informal education in the city.
			8.2.2	Installation of additional flood monitoring stations
			8.2.3	Establish standards to communicate to barangays for establishing their own EWS
			8.2.4	Enhance barangay capacities for monitoring, forecasting, hazard identification, early warning and risk evaluation and management.

NO.	PROGRAM	PROGRAM COMPONENT		ACTIONS/INTERVENTIONS
8	DISASTER PREVENTION AND MITIGATION PROGRAM	8.2 Establishment and Installation of Effective Monitoring Systems	8.2.5	Establish framework for communicating risk to communities
			8.2.6	Improvement and enforcement of risk communication strategies
			8.2.7	Provide incentives to community-based initiatives towards understanding their risks
			8.2.8	Increase the level of awareness on DRRM specifically on EQ hazards in the community
			8.2.9	Establish a layman's term for communication to communities regarding existing risk information at the city government
			8.2.10	Conduct training to city officials and barangays on risk information
			8.2.11	Provide additional manpower for monitoring
			8.2.12	Expansion of the QCDDRRMO
			8.2.13	Design policy on establishing satellite offices for the QCDDRRMO
			8.2.14	Elevate the QCDDRRMO into a department and improve the working conditions of responders, DRRM practitioners
			8.2.15	Augment QCDDRRMO and QCDDRRMC manpower requirements
			8.2.16	Increase permanent personnel who will serve as trainers at the QCDDRRMO or establish satellite offices who will supervise IEC programs at the district level
			8.2.17	Institutionalize risk governance through ensuring participation of vulnerable sectors in DRRM Planning
			8.2.18	Establish or review policies for benchmarking with other cities to look for innovations to address challenges unique to QC
			8.2.19	Review LDRRMF utilization and procurement guidelines with relevant NGAs to streamline necessities for full implementation of programs
			8.2.20	Streamline procurement processes to ensure full utilization of the LDRRMF
			8.2.21	Review manpower requirement to improve implementation of programs under the LDRRMF
			8.2.22	Institutionalize monitoring mechanisms to ensure functionality of BDRRMCs
			8.2.23	Establish incentive programs for the barangays to make their BDRRMCs functional
			8.2.24	Empower barangays to develop and maintain their Contingency Plans despite change in leadership
			8.2.25	Develop and implement programs that will empower barangays to develop and maintain their annual BDRRMPs despite the change in leadership
		8.3 Installation of fire hydrants especially in hard to reach areas	8.3.1	Enforce cooperation for IEC/awareness programs among concerned agencies with the BFP as lead for fire hazard
			8.3.2	Improve enforcement against illegal power and water connections in densely populated areas
			8.3.3	Adopt urban redevelopment techniques to reduce residential densities in urban communities
		8.4 Development of drainage masterplan which will provide actions on strategic improvement of drainage systems in the city	8.4.1	Regular desilting of waterways
			8.4.2	Coordinate with MMDA for dredging of riverways
			8.4.3	Relocate encroaching settlements and recover easements of waterways for public use such as linear parks
			8.4.4	Streamline process for procurement under the LDRRM Fund
			8.4.5	For flood prone areas, consider amending the Zoning Ordinance on tax options on lands in hazard areas
		8.5 Establish and strengthen communication infrastructure and networks between barangays and city	8.5.1	Establish standards for integrated community and city level response operations and equipment.

NO.	PROGRAM	PROGRAM COMPONENT		ACTIONS/INTERVENTIONS
8	DISASTER RESPONSE PROGRAMS	8.5 Establish and strengthen communication infrastructure and networks between barangays and city	8.5.2	Provide barangays with options for integration with city's communication network
			8.5.3	Map out data and information including strategies on communication for use by the barangays.
		8.6 Research and planning services	8.6.1	Development of plans, protocols and indicators for QC DRRM
			8.6.2	Effective Policy Development for DRRM by the QC DRRM Council
			8.6.3	Establishment of Partnerships and Linkages
			8.6.4	Maintenance of Local DRRM GIS Database
			8.6.5	Fiscal Utilization of the LDRRMF
8	DISASTER RESPONSE PROGRAMS	8.7 Establishment an effective command and control structure for all city-owned, city-issued, partnership resources in the city	8.6.6	Implementation of the QC Search for Resilience
			8.7.1	Build capacities of barangays so that they can establish their own operation centers and integrate with the city's
			8.7.2	Institutionalize area-based support system solutions and strategies to augment resources of the city
			8.7.3	Establish reporting/communication system between barangays and city
			8.7.4	Strengthen requirement for barangays to submit reports on emergency incidents
			8.7.5	Establish standards for integrated community and city level response operations and equipment.
			8.7.6	Revisit Deeds of Donation for Donation of Ambulances signed with barangays to enforce compliance on operations
			8.7.7	DRRMO to issue memo to barangays regarding submission of monthly reports on emergency response actions
			8.7.8	Build capacities of barangays, establish training facilities, and assign dedicated personnel to supervise barangay disaster action team functionality
			8.7.9	Lobby/devise a strategy for institutionalizing hazard pay for responders
			8.7.10	Develop guidelines for utilizing volunteers in disasters
			8.7.11	Develop magna carta for responders
		8.8 Effective and efficient Response services	8.8.1	Effective EOC Management
		8.9 Build a safer and more resilient city	8.9.1	Search, Rescue and Retrieval Services and Other Response Operations including emergency medical services
			8.10.1	Strengthen the capabilities of QC's emergency hotline (14 Pt. Agenda Item No. 6.1)
			8.10.2	Ordinance, resolutions, Executive Order, guidelines and similar issuances to support climate change adaptation measures across all sectors
			8.10.3	Institutionalize active multi-stakeholder partnerships and engagements
			8.10.4	Formulate and enact the Quezon City Urban Biodiversity Strategic Action Plan
			8.10.5	Ordinance, resolutions, Executive Order, guidelines and similar issuances to support the completion, maintenance, periodic update, viewership and dissemination of the QCRA Story Map.
			8.10.6	Engage relevant stakeholders and QC Departments/Offices consultations in the validation and completion of the QCRA Map
			8.10.7	Train relevant QC Department/Offices in the maintenance and updating of the QCRA Map
			8.10.8	Develop and effective communication plan for the QCRA Map
		8.10 Enhanced Climate Change Adaptive Capacity of Quezon City Residents	8.10.9	Use QCRA Story Map as reference document for the policies, programs, project formulation of future, and activities to climate change mitigation and adaptation as well as environmental sustainability

SUSTAINABLE

Objective 4 : To promote sustainable urban development without compromising the future environmental condition

Strategy 1 : Urban development with the use of environmentally friendly practice

NO.	PROGRAM	PROGRAM COMPONENT		ACTIONS/INTERVENTIONS
9	Climate Change Mitigation program	9.1 Alternative Energy Source Program #15	9.1.1	Conduct of study on the use of alternative technology and modern waste disposal system such as refuse-derived fuel (RDF) and waste-to-energy (WTE) facility
			9.1.2	Supply and installation of Solar PV System at three (3) City-owned Public Hospitals which aims to save the city government on yearly energy consumption
			9.1.3	Installation of Solar PV System in all public schools and other government buildings
		9.2 Installation of Biodigester System in City-owned Public Markets #17	9.2.1	Installation of anaerobic digestion system to all public markets to process organic waste and contribute to meeting the City's target to reduce emission by 30% in 2030
		9.3 Waste Analysis and Characterization Study for Establishing Baseline on Food Loss and Food Waste	9.3.1	Preparation of Baseline data (WACS) on food loss and food waste completed to meet the City's C40 Commitment (Good Food Declaration)

Strategy 2 : Enhance the quality of the city's air to the levels meeting EMB standards

NO.	PROGRAM	PROGRAM COMPONENT		ACTIONS/INTERVENTIONS
10	Air Quality Management Program #12	10.1 Development of Quezon City Air Quality Management Plan	10.1.1	Establishment, Operation and Maintenance of Air Quality Monitoring Devices/Equipment - Conduct of baseline air quality monitoring study/survey - Identification and procurement of air quality monitoring equipment and stations - Conduct of periodic emissions inventory - Development of air quality database - Establishment of quality assurance and quality control protocols, instrument handling, monitoring and data management - Reporting of Air Quality Indices - Provision of Air Quality Status Report - Conduct of air dispersion modeling studies - Hosting of series of consultative meetings for air quality management members and technical working group - Conduct of IEC for the AQME Project
			10.1.2	Plan Formulation and Development - Air quality goals/objectives - Air quality assessment - Emissions inventory - Control strategies and implementation - Future direction/strategies, e.g. Memorandum of understanding with academic institutions for the conduct of data collection and processing, analysis, as well as formulate policy, projects, programs for air quality management - Participation in regional airshed governing board - Air quality communications strategies/campaign - Monitoring and evaluation mechanisms
		10.2 Establishment, operation and maintenance of air quality monitoring devices/equipment	10.2.1	Acquisition of additional ambient air monitoring device that is handy and portable for mobile monitoring

NO.	PROGRAM	PROGRAM COMPONENT		ACTIONS/INTERVENTIONS
10	Air Quality Management Program #12	10.2 Establishment, operation and maintenance of air quality monitoring devices/equipment	10.2.2	Provide real-time air quality status/indices for the city's constituents
			10.2.3	Designate, manage and maintain low-emission zones in the City
		10.3 Anti-Smoke Belching/ Air Pollution Project/ QC Zero-Carbon Vehicles towards Emission Reduction	10.3.1	Promote the use of zero-carbon vehicles and contribute to meeting the City's target to reduce emission by 30% in 2030
			10.3.2	Partnership with research organizations for black carbon studies
			10.3.3	Consultation with EMB-DENR for air pollution-absorbing plants
			10.3.4	Establishment of integrated monitoring system in coordination with LTO, LTFRB for issuance of licenses to violators
			10.3.5	Regulation of public utility vehicles (PUVs)
			10.3.6	IEC involving the city, barangays, CSOs and the MMDA
			10.3.7	Ordinance banning open-pit burning and smog-creating activities
			10.3.8	Stern implementation of emission testing of vehicles
			10.3.9	Strict enforcement of EPWMD of regulations and policies pertinent to environmental management and pollution control
			10.3.10	Involve actively the barangays in the apprehension of smoke belchers
			10.3.11	Closing down of unscrupulous emission testing centers
			10.3.12	Conduct of pollution summit for business owners and transport summit for transport groups to educate them on different environmental standards & pollution control Methods
			10.3.13	1.3.13 Strict implementation of Clean Air Act and other anti-air pollution measures
			10.3.14	Intensification of enforcement of the Anti-Smoke Belching Ordinance (Ord. No. SP-1958, S-2009)
			10.3.15	Intensification of law enforcement on control of smoking in public areas
			10.3.16	Require industries to secure necessary environmental clearance to various concerned agencies before the granting of business permits
		10.3 Anti-Smoke Belching/ Air Pollution Project/ QC Zero-Carbon Vehicles towards Emission Reduction	10.3.17	Conduct of massive inspection on businesses and other commercial establishments and imposition of stiff penalties to violators
			10.3.18	Policy to incentivize best practices on no smoking campaign
		10.4 Green Transport Program	10.4.1	Bike sharing project : Promote enhanced modal shift to walking and cycling and contribute to meeting the City's target to reduce emission by 30% in 2030
			10.4.2	Institutionalize clean energy utilization and sustainable mobility initiatives such as the use of electric vehicles including the establishment of charging stations
			10.4.3	Conduct regular monitoring and inspection of e-trikes and active transport in the city
			10.4.4	Strengthen sustainable mass transport capability/system of the City
			10.4.5	Ordinance to provide bike parking space in all establishments.

INFRASTRUCTURE AND LAND USE SECTOR

Sectoral Goal: To attain a well-linked, balanced, attractive and *livable* cityscape

Objective 1: To attain a well-linked city

Strategy 1: Formulate a Road Framework Master Plan to serve as reference for all parties on alignment of proposed main roads to be developed

NO.	PROGRAM	PROGRAM COMPONENT		ACTIONS/INTERVENTIONS
1	Road Network Development Program	1.1 Widening of main city roads to their prescribe right-of-way	1.1.1	Practice eminent domain, land readjustment
		1.2 Inter-connection of main roads including clearing of all obstruction and illegal structures	1.2.1	Lobby to national government for the completion of primary/secondary roads
			1.2.2	Implementation of no obstruction/ encroachments on roads and sidewalks
			1.2.3	Barangay to monitor the status of cleared roads and sidewalks
			1.2.4	Coordination with utility companies
		1.3 Concreting, improvement and maintenance of existing city owned/ donated roads	1.3.1	Enact ordinance to enforce and comply subdivision developed (upon completion)/ HOAs to donate road lots in favor of QC Govt. or HOAs to file for the Declaration as “abandoned” subdivision thru City Ordinance SP-2298, S-2014 by the Quezon City Council
			1.3.2	Expedite project completion/24 hrs/ shifting prolong working hours in projects
			1.3.3	Choose suitable contractor with full equipment, follow the construction time frame & construct phase by phase
			1.3.4	Coordination between city, DPWH, utility companies and end-users for infra projects
			1.3.5	Coordination between city engineering dept., project contractors and barangay for proper monitoring of infra projects
		1.4 Rehabilitation and maintenance of local bridges	1.4.1	Inspection of condition
			1.4.2	Prioritization
2	Acquisition of Road and Drainage Right-of-ways	2.1 Survey and appraisal of affected properties	2.1.1	Site inspection/validation
		2.2 Subdivision of road or drainage right-of-ways	2.2.1	Preparation of scheme/plans
		2.3 Right-of-way acquisition	2.3.1	Practice eminent domain
			2.3.2	Appropriate funds for acquisition
3	Develop Inventory System of Roads Prone to Flooding to Provide Structural Measures for Seamless Transportation	3.1 Creation of road inventory system	3.1.1	Field inventory using GPS, geo tagging
			3.1.2	Integrated GPS/GIS mapping
			3.1.3	Data evaluation

Strategy 2: Design innovative schemes in acquiring road right-of-way and auxiliary land spaces for various transport infrastructure projects

NO.	PROGRAM	PROGRAM COMPONENT		ACTIONS/INTERVENTIONS
4	Land readjustment schemes	4.1 Establishment of land readjustment framework	4.1.1	Enactment of law/ordinance
			4.1.2	Promotion of land readjustment
5	Land-swapping negotiations	5.1 Identification of land and ownership	5.1.1	Site inspection, research and data gathering

Strategy 3: Rationalize public utility vehicle routing to minimize trip transfers and to shorten walking distances between transfers

NO.	PROGRAM	PROGRAM COMPONENT		ACTIONS/INTERVENTIONS
6	Local Public Transport Route Plan	6.1 Conduct of public consultations	6.1.1	Meeting/consultation with stakeholders
		6.2 Primary data collections	6.2.1	Conduct a study within the city in consideration of existing public transport routes, commuters, pedestrians, land uses, etc.
		6.3 Route analysis and determination	6.3.1	Evaluation and analysis of existing public transport routes and other related situations
			6.3.2	Identification of local public transport routes
		6.4 Creation and implementation of local public transportation route plan	6.4.1	Monitoring and Evaluation

Strategy 4: Introduce more efficient modes of transport in certain routes based on the proposed land use

NO.	PROGRAM	PROGRAM COMPONENT		ACTIONS/INTERVENTIONS
7	Establishment of Local Mass Transit System	7.1 Private-Public Partnership Arrangements	7.1.1	Adopt/apply public- private partnership policy
		7.2 Initial Investments	7.2.1	Promote government owned transport operation system and promote City Bus project policies and regulations
		7.3 Future investments	7.3.1	Design more Incentives to users of environmental sustainable transport
		7.4 Operational and maintenance cost	7.4.1	Appropriate funds

Strategy 5: Improve public transport system giving due attention to physical and institutional requirements for safety, convenience and comfort of pedestrians and commuters

NO.	PROGRAM	PROGRAM COMPONENT		ACTIONS/INTERVENTIONS
8	Provision of Public Transport Commuters Facilities in Strategic Areas	8.1 Construction, improvement and maintenance of commuter facilities (waiting sheds, benches/stool, loading/unloading zones/bay)	8.1.1	Implement the 50 meters away from the intersection (loading/unloading zone)
			8.1.2	Provide additional traffic enforcers on priority loading and unloading zones along main roads and secondary roads to strictly implement loading/unloading zone regulations
		8.2 Provision of PUV terminal / Parking Areas	8.2.1	Site identification
			8.2.2	Allocate funds for construction
9	Integrated Transport System/ Intermodal Transport Terminal	9.1 Identify and evaluate possible site	9.1.1	Coordinate with DOTr, MMDA and other concerned government agencies
		9.2 Provision of Integrated Transport System/ Intermodal Transport Terminal	9.2.1	Coordinate with bus companies and commuters' organization (if any) regarding the proposed relocation of PUB terminals (provincial bus) for north bound
10	Develop program for climate-proofing energy and transport systems infrastructures	10.1 Relocation, and/or underground utility line distribution	10.1.1	Coordination with transmission and distribution utility companies to install utilities underground
			10.1.2	Enact ordinance for new development to install utilities underground

Strategy 6: Minimize short distance vehicle trips by promoting pedestrianization through improved sidewalks, bicycle lanes and walkways

NO.	PROGRAM	PROGRAM COMPONENT		ACTIONS/INTERVENTIONS
11	Development of Pedestrian Walkways, Promenades, Bike Lanes, Construction of Pedestrian Overpass/Underpass	11.1 Promotion of non-motorized transport by walking and cycling	11.1.1	Promotion of walkable city and discourage use of vehicles when necessary
		11.2 Creation of safe pedestrian and bicycle network by development and construction of recovered/cleared road easements/sidewalks, pedestrian lanes, bike lanes, covered walks, elevated walkways, pedestrian crossing, overpass/underpass, pocket park/plaza, promenade, street lights, CCTVs	11.2.1	Apply shared street principle and prioritize people in designing roads (e.g. bollards to protect pedestrians, cyclists)
			11.2.2	Implement Urban Design Code
			11.2.3	Strict implementation of Accessibility Law (BP 344)
			11.2.4	Re-design side walk for more a pedestrian friendly based on the safety design manual of DPWH and other concerned agencies
			11.2.5	Implementation of no obstruction/ encroachments on roads and sidewalks
			11.2.6	Barangay to monitor the status of cleared roads and sidewalks
			11.2.7	Coordination with utility companies
		11.3 Provision of other support facilities such as bicycle parking/station, restrooms/shower rooms, etc.	11.3.1	Require establishments to provide bike parking areas
			11.3.2	Establishment of bike sharing systems/programs

Objective 2: To achieve a balanced land use distribution

Strategy 1: Develop a hierarchy of business centers

NO.	PROGRAM	PROGRAM COMPONENT		ACTIONS/INTERVENTIONS
12	Development of Shopping Districts	12.1 Improvement of public spaces along and existing and emerging commercial spaces	12.1.1	Promote awareness of locally produced products
			12.1.2	Promote <i>tiangge</i> and night markets
13	Establishment of Trading Centers / <i>Bagsakan</i>	13.1 Trade fair for local products	13.1.1	Promote awareness of locally produced products
14	Development of a CBD and other growth centers	14.1 Formulation of master redevelopment plan for growth centers, transitional areas and special development areas	14.1.1	Establishment of CBD and other growth centers
15	Redevelopment of Cloverleaf Area	15.1 Conduct comprehensive study	15.1.1	Provision of improvement / development in the area
16	Formulate Workshops for QCG to inspect, facilitate and issuance of construction permits in building smart industry, infrastructures and its services following the City Green Building Code	16.1 Green Building Ordinance task force to oversee, adapt & monitor the whole process	16.1.1	Create more stringent regulation, review provisions of Green Building Ordinance and its IRR

Strategy 2: Promote dispersed concentration of urban development in self-contained communities

NO.	PROGRAM	PROGRAM COMPONENT		ACTIONS/INTERVENTIONS
17	Develop community accessible commercial centers, tertiary and vocations schools, health and medical facilities, sports and recreation centers	17.1 Community facilities development projects	17.1.1	Identify and promote other barangays/ areas which will become self-contained communities
			17.1.2	Review zoning ordinance to consider commercial zone (neighborhood scale) within the subdivision

Strategy 3: Ensure adequate space for urban expansion

NO.	PROGRAM	PROGRAM COMPONENT		ACTIONS/INTERVENTIONS
18	Adoption of multi-storey designs for housing to generate more open spaces	18.1 Multi-storey government housing projects	18.1.1	Establishment of Property Management for all mid-rise to high-rise government housing projects
19	Update inventory of open spaces for planning and other purposes	18.2 Creation of open space inventory system	18.2.1	Strictly implement laws on open spaces

Strategy 4: Enhance executive-legislative cooperation, coordination to facilitate enactment and enforcement of legislative measures affecting land use and zoning

NO.	PROGRAM	PROGRAM COMPONENT		ACTIONS/INTERVENTIONS
20	Executive-Legislative Cooperation on land use and zoning	20.1 Enactment of Legislative Measure	20.1.1	Amended Zoning Ordinance
			20.1.2	Creating Special Land Use Category and Zone in Protecting La Mesa Reservoir, green spaces and parks towards CC
			20.1.3	Improve traffic management plan
			20.1.4	Comprehensive Land Use Plan
			20.1.5	Mainstream CCAM in the CLUP and CDP
			20.1.6	Enact ordinance to limit structures on open spaces to provide green spaces/ areas
			20.1.7	Prohibit the conversion of OS for commercial, residential and other uses
			20.1.8	Strengthen La Mesa watershed management and protection program
			20.1.9	Introduce strong measures to require industrial developments to allot a usable open space
			20.1.10	Enact laws on the provision of buffer zones within the vicinity of the Industrial establishment
			20.1.11	Provide adequate funding for greening
			20.1.12	Ordinance to plant a tree on open spaces and vacant lots on every barangay

NO.	PROGRAM	PROGRAM COMPONENT		ACTIONS/INTERVENTIONS
20	Executive-Legislative Cooperation on land use and zoning	20.2 Enforcement of Legislative Measure	20.2.1	Enforcement of PD 957 (Rule I Minimum Design Standards) and BP 220 (Rule II Minimum Design Standards for Economic and Socialized Housing Projects)
			20.2.2	Strict compliance of R.A. 7279, Sec. 18 on Balanced Socialized Housing
			20.2.3	Enforcement of laws concerning vendors and sidewalk
			20.2.4	Designation of strategic sites for signages and billboards
			20.2.5	Strict enforcement of Building Code particularly on height and setback limits/ventilation
			20.2.6	Strict implementation of BP 344 (Minimum requirements for accessibility)
			20.2.7	Strict implementation of Sanitary Code and Clean Water Act on waste disposal
			20.2.8	Coordination between the city and utilities concessionaires
			20.2.9	Monitoring and Evaluation Program for periodic development and land use per barangay

Objective 3: To create a livable cityscape

Strategy 1: Provide affordable and decent housing for all

NO.	PROGRAM	PROGRAM COMPONENT		ACTIONS/INTERVENTIONS
21	Comprehensive Housing Program	21.1 Development / Construction of Mid-rise and High-rise Housing Units	21.1.1	Land Acquisition
			21.1.2	Construction of housing units with rent to own options
		21.2 Socialized Housing Project	21.2.1	Land Acquisition
			21.2.2	Construction of housing units with rent to own options

Strategy 2: Improve and develop existing roads giving due attention on safety of motorists, cyclists, commuters and pedestrians

NO.	PROGRAM	PROGRAM COMPONENT		ACTIONS/INTERVENTIONS
22	Development of Pedestrian Walkways, Promenades, Bike Lanes, Construction of Pedestrian Overpass/Underpass	22.1 Promotion of non-motorized transport by walking and cycling	22.1.1	Promotion of walkable city and discourage use of vehicles when necessary
		22.2 Creation of safe pedestrian and bicycle network by development and construction of recovered/cleared road easements/sidewalks, pedestrian lanes, bike lanes, covered walks, elevated walkways, pedestrian crossing, overpass/underpass, pocket park/plaza, promenade, street lights, CCTVs	22.2.1	Apply shared street principle and prioritize people in designing roads (e.g. bollards to protect pedestrians, cyclists)
			22.2.2	Implement Urban Design Code
			22.2.3	Strict implementation of Accessibility Law (BP 344)
			22.2.4	Re-design side walk for more a pedestrian friendly based on the safety design manual of DPWH and other concerned agencies
			22.2.5	Implementation of no obstruction/ encroachments on roads and sidewalks
			22.2.6	Barangay to monitor the status of cleared roads and sidewalks
			22.2.7	Coordination with utility companies
		22.3 Provision of other support facilities such as bicycle parking/station, restrooms/shower rooms, etc.	22.3.1	Require establishments to provide bike parking areas
			22.3.2	Establishment of bike sharing systems/programs

NO.	PROGRAM	PROGRAM COMPONENT		ACTIONS/INTERVENTIONS
23	Improvement of Road Intersection, Signalization, Road Signs and Markings	23.1 Improvement of road intersections	23.1.1	Strict enforcement of traffic rules/regulations
			23.1.2	Barangay to designate “Tanod” to help and maintain the traffic
			23.1.3	Provide funds for improvement of road intersections
			23.1.4	Reduce number of vehicles plying the city’s road networks by way odd-even scheme
		23.2 Installation of traffic signal lights	23.2.1	Coordinate with MMDA and other concerned government agencies
		23.3 Establishment of modern Traffic Management Systems	23.3.1	Coordinate with DOTr, MMDA and other concerned government agencies
		23.4 Provision of road signs and markings	23.4.1	Survey and identify sites / locations for installation of road signs and markings
			23.4.2	Installation of road signs and markings
24	Street Lighting and CCTVs	24.1 Provision of streetlights, illumination and CCTVs on strategic areas	24.1.1	Identify sites / locations for installation of streetlights and CCTVs
			24.1.2	Installation of streetlights and CCTVs

Strategy 3: Improve protective/security infrastructure

NO.	PROGRAM	PROGRAM COMPONENT		ACTIONS/INTERVENTIONS
25	Development of Various Protective/ Security Infrastructure	25.1 Construction/ Improvement of Law Enforcement Facilities	25.1.1	Land Acquisition
			25.1.2	Construction of facilities (Police station, sub-station, community precinct, outpost, etc.)
			25.1.3	Improvement of existing police facilities
		25.2 Construction/ Improvement of Fire Protection Facilities	25.1.2	Land Acquisition
			25.1.3	Construction of facilities (Fire station, sub-station, etc.)
			25.1.4	Improvement of existing fire protection facilities

Strategy 4: Establish partnership and cooperation between neighborhood communities and local authorities to curb crime and improve disaster and emergency response

NO.	PROGRAM	PROGRAM COMPONENT		ACTIONS/INTERVENTIONS
26	Community-Based Neighborhood Watch Program	26.1 Local Support to Promotion and Creation of Community-Based Watch Group	26.1.1	Information, education and communication campaigns
			26.1.2	Collaboration between the community and the local authorities (barangays, police, fire dept.)
			26.1.3	Development of action plan

Strategy 5: Provide safe, accessible and inclusive community facilities for recreation and socialization

NO.	PROGRAM	PROGRAM COMPONENT		ACTIONS/INTERVENTIONS
27	Development of Neighborhood Community Facilities	27.1 Provision of pocket parks and neighborhood/ community recreation and play lots	27.1.1	Construction of appropriate facilities
			27.1.2	Improvement/ maintenance of existing community facilities
		27.2 Provisional use of un-utilized/ vacant/ idle lots and abandoned places/buildings for use as public spaces	27.2.1	Collaboration/ Partnership with private lot/building owners

Strategy 6: Improve, preserve and maintain cultural, historical and heritage site

NO.	PROGRAM	PROGRAM COMPONENT		ACTIONS/INTERVENTIONS
28	Cultural and Historical Infrastructure Development Program	Construction/ Improvement/ Maintenance of Cultural and Historical Facilities	28.1.1	Provision of funds
29	Heritage Conservation	Preservation or Adaptive Re-use of Heritage Sites	29.1.1	Collaboration/ Partnership with private lot/building owners

Objective 4: To provide city inhabitants efficient services and facilities and make the city an attractive place to visit, live, play, work, and do business in

Strategy 1: Develop efficient drainage and sewerage systems to make the city safe and disaster-resilient

NO.	PROGRAM	PROGRAM COMPONENT		ACTIONS/INTERVENTIONS
30	Flood Control and Drainage Development Program	30.1 Construction of retaining wall and other erosion control structures	30.1.1	Survey/identification of waterways without erosion control structures
		30.2 Clearing of all illegal structures along 3-meter waterway easement and identified stretches of rivers, creeks and drainage canals	30.2.1	Relocation of ISF within danger zone (w/in waterways, under the bridge, easements)
		30.3 Dredging and de-silting of waterways	30.3.1	Identify areas for dredging and de-silting
		30.4 Installation of garbage screens on waterways	30.4.1	Conduct survey for strategic location of garbage screen
			30.4.2	Preparation of plans, program of works and estimates
			30.4.3	Construction, clearing of illegal structures/ encroachments of 3-meter wide easement
		30.5 Installation and improvement of drainage system along roads	30.5.1	Provide adequate funding for drainage improvement
			30.5.2	Adopt strategies and innovative solutions (e.g. permeable surface, sustainable urban drainage systems to allow aquifer recharge)
			30.5.3	Ordinance/law on the use of rainwater harvesting and floodwater management
			30.5.4	Require the use of permeable surface materials

Strategy 2: Recover and improve the city's natural waterways and utility easements and develop these into linear parks

NO.	PROGRAM	PROGRAM COMPONENT		ACTIONS/INTERVENTIONS
31	Riverbank/creek side improvement program	31.1 Development of linear parks	31.1.1	Strictly implement laws on open spaces
			31.1.2	Enact ordinance to limit structures on open spaces to provide green spaces/areas
			31.1.3	Strict enforcement of the Water Code prohibiting garbage dumping in easement or rivers and creeks
			31.1.4	Prevent illegal discharge of sewer along waterways
			31.1.5	Blocking the discharge pipe along waterways to identify origin of illegal discharge
			31.1.6	Strict imposition of the STP requirement for all covered infra projects
			31.1.7	Identification and development of more parks and open spaces including linear parks along all creeks within the city
32	Sagip Batis Program	32.1 Rehabilitation of waterways	32.1.1	Cleaning and clearing of waterways

Strategy 3: Strengthen coordination with water and power companies toward improving their facilities and service delivery systems

NO.	PROGRAM	PROGRAM COMPONENT		ACTIONS/INTERVENTIONS
33	Synchronize planning and programming of government and utility companies	33.1 Coordination with utility companies for improved services and facilities	33.1.1	Enact ordinance for new development to install utilities underground
			33.1.2	Implement strong measures to force utility companies to use single/common pole, fix cluttered/ dangling lines and removed unusable utility lines
			33.1.3	Strict implementation of NWRB resolution for prohibiting renewal of permits to operate deep wells
			33.1.4	Strict enforcement of Electricity Anti-Pilferage Act

Strategy 4: Adopt schemes that will provide depressed communities adequate access to water, electricity, and other facilities

NO.	PROGRAM	PROGRAM COMPONENT		ACTIONS/INTERVENTIONS
34	Built-in structural measures along waterways to prevent flooding and introduce water harvesting schemes to the city stakeholders	34.1 Floodwater management projects	34.1.1	Ordinance/law on the use of rainwater harvesting and floodwater management
			34.1.2	Promote rain water harvesting schemes

Strategy 5: Provide infrastructure support to different development sectors

NO.	PROGRAM	PROGRAM COMPONENT		ACTIONS/INTERVENTIONS
34	Land Use / Infrastructure	34.1 Construction of road continuity and by-pass roads	34.1.1	Eastern side of QC (Katipunan Ave) to connect Litex Road, IBP Batasan, Capitol Hills Drive to C-5 in Pansol
			34.1.2	11th Avenue (Damayang Lagi) to Dona Imelda
			34.1.3	Mapayapa Village (Sampagueta Ave) to Visayas Avenue
			34.1.4	Mindanao Avenue in Fairview to Forest Hills to Quirino Highway
			34.1.5	Mindanao Avenue in Fairview to Ascension Road to Quirino Highway
			34.1.6	Katipunan Avenue (Gen. Luis to Susano Road)
			34.1.7	Visayas Avenue (Tandang Sora to Republic Avenue)
			34.1.8	Republic Avenue (Luzon to Mindanao Avenue)
		34.2 Improvement of existing sidewalks	34.2.1	Installation of additional communication, CCTV and other public safety facilities
			34.2.2	Installation of additional street furniture and lightings and replacement of defective lights
35	Socio-Economic Infrastructure Development Program	35.1 Cultural Development Projects	35.1.1	Construction of cultural facilities such as theater, museums
			35.1.2	Convert unused buildings into cultural hub
			35.1.3	Conversion of playground and covered basketball courts into social and cultural halls for the children and adolescents
			35.1.4	Acquisition of lot and construction of structures/ facilities for cultural development
		35.2 Facilities for Senior Citizens and PWD	35.2.1	Provide/construct a local activity center for SC and PWD
			35.2.2	Construct PWD facilities to make barangay health centers more accessible
			35.2.3	Community based therapeutic rehabilitation center for PWDs
		35.3 Health Infrastructure Projects	35.3.1	Expansion of existing health centers to include lying-in facilities
			35.3.2	Establishment of "teen" health quarters
			35.3.3	Creation of a wellness clinic at the Legislative wing at 2nd floor QC Hall
			35.3.4	Construction of 4 additional health centers in District II
		35.3 Health Infrastructure Projects	35.3.5	Household-based Network Building Using Mobile Smart Apps for Early Warning and Community based Monitoring and Surveillance System for CC sensitive Diseases
			35.3.6	Establishment of new public cemetery and/or Crematorium / Columbarium at Bagbag Cemetery
			35.3.7	Establishment and maintenance of communal public toilets in areas without sanitary toilet facilities
			35.3.8	Installation of permanent sanitary toilet facilities in areas with security of land tenure and temporary facilities in communities without secure tenure
			35.3.9	Establishment of Water Analysis Facility
			35.3.10	Establishment of botika ng barangay in all QC barangays

NO.	PROGRAM	PROGRAM COMPONENT		ACTIONS/INTERVENTIONS
35	Socio-Economic Infrastructure Development Program	35.4 Educational and Sports Infrastructure Projects	35.4.1	Establishment of literacy / resource centers in all barangays
			35.4.2	Construction of new classrooms
			35.4.3	Land acquisition for elementary schools and high schools in District II
			35.4.4	Installation of markers in historically significant sites
			35.4.5	Improvement of QC Performing Arts Studio at Amoranto Stadium
			35.4.6	Development of Shrines / Historical Sites and Interpretation Centers
			35.4.7	Development of community sports facilities
35	Socio-Economic Infrastructure Development Program	35.4 Educational and Sports Infrastructure Projects	35.4.8	Redevelopment of Amoranto Sports Complex and Development of Sports Center in District II
			35.4.9	Establishment of Physical Fitness Gym & Recreational Area
			35.4.10	Establishment of Physical Fitness Gym & Recreational Area Belarmino Sports Complex
		35.5 Development / Construction of Housing Projects	35.1.1	Construction of Medium to High Rise Buildings with rent-to-own options
			35.1.2	Relocation of ISFs
			35.1.3	Lobby to national government to increase cap on LGU's land acquisition (for relocation site) based on market value not on zonal value
			35.1.4	Barangay to monitor and coordinate with owner of vacant lots to prevent ISF in the future
			35.1.5	Private Sector Housing Program
			35.1.6	New near-city Community Housing Development
			35.1.7	Resettlement Sites Development (in-city and off-city relocation)
			35.1.8	Tie-up projects with Gawad Kalinga and Habitat For Humanity and other NGOs and private-initiated housing projects
		35.6 Protective and Social Welfare Infrastructure Projects	35.6.1	Expansion of Drug Abuse Rehabilitation Center (TAHANAN)
			35.6.2	Repair and improvement of police and fire stations

NO.	PROGRAM	PROGRAM COMPONENT		ACTIONS/INTERVENTIONS
35	Socio-Economic Infrastructure Development Program	35.6 Protective and Social Welfare Infrastructure Projects	35.6.3	Provision of periodic Food Storage Facilities in Schools, Evacuation Centers and Near vacant Spaces Usually Assigned as Evacuation Center During Emergencies
			35.6.4	Land acquisition/construction of fire stations
			35.6.5	Construction of 68 additional day care centers
			35.6.6	Provide/construct day care centers in ISF communities
			35.6.7	Halfway Home for children in need of special protection
			35.6.8	Drop-in Center for rescued youth clients
			35.6.9	Healing/Crisis Center for women
			35.6.10	Home for Elderly & Hospice
			35.6.11	Development of board and lodging facilities for students
		35.7 Infrastructure Support to Production, Distribution and Consumption	35.7.1	Redevelopment of all public markets
		35.7 Infrastructure Support to Production, Distribution and Consumption	35.7.2	Construction of New Multi-level markets with green building design with complete facilities and amenities properly linked to transport hubs
			35.7.3	Establishment of trading centers/bagsakan per district
			35.7.4	Building rehabilitation for business purposes
			35.7.5	Development of areas with distinct character
			35.7.6	Establishment of mega trade hall for exhibits
			35.7.7	Creation of warehouses and retail shops
			35.7.8	Redevelopment of the Cloverleaf area and declared vending sites
			35.7.9	Provision of infrastructure support facilities in commercial areas, e.g. roads, footbridges, sidewalks, signages, etc.
			35.7.10	Construction of a modern, centralized slaughterhouse
			35.7.11	Establish Canned Food Storage Facility at Barangay
			35.7.12	Provision of a Modern Grand Central Station (Bus Terminal and Rail interlink)
			35.7.13	Development of IT /Science & Technology Center
		35.8 Tourism Projects	35.8.1	Putting up of hospitals, inns, pension houses and other lodging facilities for the health and wellness visitors including health spas, specialty clinics, etc.
			35.8.2	Modern tourism accommodation facilities e.g., international standard 5- star hotel

NO.	PROGRAM	PROGRAM COMPONENT		ACTIONS/INTERVENTIONS
36	Environmental Sector Support Infrastructure	36.1 Integrated Parks and Open Spaces Plan	36.1.1	Enact ordinance to limit structures on open spaces to provide green spaces/areas
			36.1.2	Prohibit the conversion of OS for commercial, residential and other uses
			36.1.3	Strictly implement laws on open spaces
		36.2 Comprehensive Parks Development Program	36.2.1	Improvement and development of open spaces, parks and playground
			36.2.2	Clearing, recovery and development of road/ creek/river easements, utility lines and buffer zones into parks and urban forests
		36.3 Clean Air and Waste Management Projects	36.3.1	Expansion of the waste-to-energy facility in the Payatas Sanitary Landfill
			36.3.2	Establishment of STPs thru the private concessionaires
			36.3.3	Installation of air monitoring stations in strategic locations
		36.3 Clean Air and Waste Management Projects	36.3.4	Construction of a QMC multipurpose hall to serve as library, exhibit area, and learning activity center for children
			36.3.5	Built-House for Disposal Sanitation Infrastructure to Support 33% of Households Demanded Sanitation Facilities per Barangay
			36.3.6	Establishing low-carbon barangays by identifying feasible projects through barangay stakeholders to achieve GHG emission benchmarking within allocated time frame
		36.4 Disaster Resiliency Projects	36.4.1	Integrated Management Plan of extreme weather prone open and green spaces, parks, groundwater aquifer, rivers and creeks of the City
			36.4.2	Identification of feasible projects to rehabilitate and improve critical infrastructures vulnerable to CC risk
			36.4.3	CC resistant Payatas Dumpsite Control Project: Payatas Control Dump Facility
			36.4.4	Built-in through structural measures the control of and methane gas extraction
			36.4.5	Construction of civic action center for disaster response/maintenance of peace & order
			36.4.6	Integration of DRRM and CCAP and upgrading of digital database
			36.4.7	Infrastructure Project supporting open space to provide evacuation areas for disaster management
37	Institutional Sector Support Infrastructure	37.1 Improvement of Government Buildings/ Offices and Facilities	37.1.1	Construction of mini city halls in strategic locations in other districts
		37.2 Renewable Energy Efficient Program	37.2.1	Install/Upgrade all government buildings to use alternative technology (solar power, rain water harvesting, LED lights, inverter type ACUs)

Strategy 6: To provide priority infrastructure support to Covid19 recovery

NO.	PROGRAM	PROGRAM COMPONENT		ACTIONS/INTERVENTIONS
38	Health Facilities with Crematorium Development	38.1 Construction of Testing laboratories	38.1.1	Construction of 3 testing laboratories (1 per 2 congressional districts, based on population)
		38.2 Extended QCGH Facility	38.2.1	Installation of ICU services / equipment
			38.2.2	Extended 15 room facility
		38.3 Improvement, Renovation and Retrofitting of Three (3) Public Hospitals	38.3.1	Improvement/retrofitting with possible upgrading to 2 hospital from Level 1 to Level 2
		38.4 Construction of Isolation/Quarantine Facilities	38.4.1	Construction of 6 Isolation/Quarantine Facilities 1 each congressional districts
		38.5 Renovation of All Existing Health Centers	38.5.1	Improvement/Upgrading of 42 health centers
		38.6 Construction of Wellness Facilities	38.6.1	Development of gym, playgrounds, track & field, parks and gardens
		38.7 Construction of Crematoriums and Columbarium	38.7.1	Construction of crematorium (2)
38.7.2	Construction of columbarium (2)			
39	Housing Development	39.1 Development/ Construction of Housing Projects for Various Housing Programs	39.1.1	Construction/ completion of 5,000 housing units/dormitories / apartments
		39.2 Socialized Housing	39.2.1	Land acquisition
			39.2.2	Construction of 500 units for ISFs
		39.3 Construction of Dormitories for Healthcare Workers	39.3.1	Construction/ completion of 6 dormitories located in strategic places
40	School Building Development	40.1 Construction of School Facilities	40.1.1	Construction/improvement of school facilities in consideration of new challenges brought about by Covid-19
41	Parks and Open Spaces Development	41.1 Creation and Development of Vacant, Idle Land within the City for Interim Uses	41.1.1	Transform vacant, idle properties into productive areas like developed parks and open spaces and areas for urban farming
		41.2 Redevelopment / Revitalization of the QMC	41.2.1	Modified Masterplan for QMC
		41.3 Creation and Development of Bicycle and Pedestrian Networks	41.3.1	Masterplan for the bicycle and pedestrian network
			41.3.2	Construction of Interconnected Elevated and on-ground bicycle and pedestrian lanes
			41.3.3	Construction of Bicycle Parking Facilities/Stations, complete with support facilities like restrooms with shower rooms, and mini commercial areas
			41.3.4	Underground bike parking, which can also serve as a catch basin for floods
		41.4 Parks and Open Space Infrastructure Design	41.4.1	Redesigning of standard designs used by the city and retrofitting of existing parks
42	Flood Control Program	42.1 Flood mitigation project completion	42.1.1	Construction of flood control facilities on identified priority areas
43	Other Infrastructure Support	43.1 Transportation Support	43.1.1	Resumption of transportation services
			43.1.2	“Libreng Sakay” Program (Renting of Buses)
		43.2 Shift from construction to maintenance projects	43.2.1	Creation of maintenance management system

INSTITUTIONAL SECTOR

Goal: To pursue dynamic, good and participative governance would contribute to the city's effort in building a high Quality Community. This development outcome will lead to the realization of relevant General Welfare provisions in Sec. 16 of the Local Government Code, namely; 1) improvement of public morals and 2) preservation of the comfort and convenience of the city's inhabitants.

Objective: To maintain DYNAMIC governance

a.) Human Resource

Strategy 1: Professionalize and strengthen the Quezon City Workforce

NO.	PROGRAM	PROGRAM COMPONENT		ACTIONS/INTERVENTIONS
1	Comprehensive Human Resource Development (HRD) Program	1.1 Capacity Development/ Skills & Knowledge Enhancement Program	1.1.1	Device a monitoring and evaluation system on training needs
			1.1.2	Identify training needs
			1.1.3	Provide/conduct necessary trainings, seminars, workshops
			1.1.4	Prepare 3-year Capacity Development Plan
			1.1.5	Adopt resolution for 3-year Capacity Development
			1.1.6	Conduct continuing education of the city personnel
			1.1.7	Orient the newly hired personnel
			1.1.8	Develop skills/knowledge for city personnel service providers/ frontliners
			1.1.9	Pursue continues conduct of reviews re: Civil Service Commission (CSC) Examination
			1.1.10	Conduct short courses for undergraduate employees
			1.1.11	Provide scholarship grants to undergraduate City employees
		1.2 Succession Plan	1.2.1	Prepare succession plan
			1.2.2	Use merit and competency based on standard for hiring and promotion
			1.2.3	Institutionalize Meritocracy and Excellence (PRIME) in Human Resource (HR)
			1.2.4	Adopt resolution in support of PRIME HR initiatives
			1.2.5	Implement productivity and performance measure (SPMS)
		1.3 Employees Benefits & Welfare Protection	1.3.1	Implement Standardization Law
			1.3.2	Establish Safety & Health Policy Standard Protocols for Protection of QC Hall employees, front liners & field based personnel
			1.3.3	Provide health maintenance and accident insurance
			1.3.4	Maintain updated contribution remittance to PhilHealth, GSIS, Pag-ibig
		1.4 Employee Records and Data Base Updating & Maintenance	1.4.1	Upgrade the Human Resource Information System/Electronic Database and Record System
			1.4.2	Upgrade to Web-based PMIS, PIS & ALEMS
		1.5 Incentives/ Insurance for Quezon City Hall employees	1.5.1	Provide Incentives/ Insurance a. Exceptional Performance Award b. Healthcare Insurance c. Insurance for legal battle to key functionaries d. Employees Family Day Events
				Adopt resolution granting of incentives/insurance and Family Day events
			1.5.2	

Strategy 2: Strengthen the anti-discrimination and equal opportunity measure

NO.	PROGRAM	PROGRAM COMPONENT		ACTIONS/INTERVENTIONS
2	Gender and Development (GAD) Program	2.1 GAD Plan a.) GAD Plan and Budget b.) GAD Capacity Development c.) Advocacy Campaign	2.1.1	Prepare GAD Plan and Budget
			2.1.2	Mainstream program for LGBTQ
			2.1.3	Implement GAD Program, Project, Activities (PPAs)
			2.1.4	Conduct GAD trainings/seminars on GAD issues and concerns, laws and GAD planning & budgeting
3	Establishment of Committee on Decorum and Investigation (CODI)	3.1 Committee on Decorum and Investigation 1. Preliminary Investigation 2. Rules and Procedures involving sexual harassment	3.1.1	Create a Committee on Decorum and Investigation (CODI) pursuant to Rule VI Sec 7 of the CSC Administrative Disciplinary Rules on Sexual Harassment Cases
			3.1.2	Conduct preliminary investigation and issue trial charges
			3.1.3	Implement GAD code
			3.1.4	Implement Magna Carta for Women
			3.1.5	Implement Code of Ethics
			3.1.6	Implement Ordinance for LGBT

Strategy 3: Re-structure organization set-up

NO.	PROGRAM	PROGRAM COMPONENT		ACTIONS/INTERVENTIONS
4	Rationalization Program	4.1 Organizational set-up updating	4.1.1	Review of human power position/policies
			4.1.2	Review mandate of offices vis-à-vis number of personnel
			4.1.3	Re-structure the organization set-up to include the newly created departments/offices
		4.2 Functional and Staffing pattern plan	4.2.1	Align the needs of organization and employees positions
			4.2.2	Add to plantilla, additional positions for City Health Workers and epidemiology
		4.2 Functional and Staffing pattern plan	4.2.3	Prepare functional and staffing pattern plans
			4.2.4	Enact/ Adopt Ordinances/ Resolution re: Adopting the Rationalization Plan and Creation of Departments/Offices

On workstation

Strategy 1: Improve accessibility of government offices; provide more conducive working environment

NO.	PROGRAM	PROGRAM COMPONENT		ACTIONS/INTERVENTIONS
5	Construction/ Improvement of Government Buildings/Offices and/ Facilities	5.1 CONSTRUCTION PROGRAM a.) Construction, improvement, repair / renovation of government buildings and facilities b.) Construction/improvement of barangay halls c.) Establishment of Information Centers	5.1.1	Conduct inventory and condition assessment of City Government buildings and facilities
			5.1.2	Conduct survey according to needs
			5.1.3	Identify site of acquisition
			5.1.4	Prepare master plan
			5.1.5	Strict implementation of the Green Building Code & other environmental policy
			5.1.6	Enact Ordinance re: Construction of barangay halls and other government buildings/ facilities
6	Land Banking/ Land Acquisition	6.1 Database updating	6.1	Maintain updated data bank/ database
		6.2 Acquisition Processing	6.2.1	Conduct inventory of identified land for acquisition
			6.2.2	Evaluate the proposals for acquisition of land for various developed projects and public purposes
			6.2.3	Appraise land subject to acquisition
			6.2.4	Prepare Land Acquisition program
			6.2.5	Enact Ordinance re: Purchase of Lot

NO.	PROGRAM	PROGRAM COMPONENT		ACTIONS/INTERVENTIONS
7	Comprehensive Development Program (CDP)	7.1 a.) Ecological Profile updating b.) Database updating to support the plan c.) Development Planning, Program/Policy Formulation, Evaluation, Research and Planning Data Management	7.1.1	Revisit the Comprehensive Land Use Plan (2011-2025) (CLUP) / Comprehensive Development Program (CDP)
			7.1.2	Update the Ecological Profile
			7.1.3	Monitor the implementation of Executive-Legislative Agenda (ELA)
			7.1.4	Establish the linkage with other government agencies and firms serving input sources to data requirements of the city
			7.1.5	Monitor and evaluate City Programs and Projects and Activities (PPAs)
			7.1.6	Adopt resolution re: CDP
8	Strategic Planning of City Managers & Legislators	a.) Administration's thrust and priorities	8.1.1	Prepare Strategic Plan/ Action Plan for 3 years (term of elective officials)

Strategy 2: Institutionalize database management

NO.	PROGRAM	PROGRAM COMPONENT		ACTIONS/INTERVENTIONS
9	Community Based Monitoring System (CBMS)	9.1 Management of central database and access by all level of Local Government Units including the barangay	9.1.1	Implement organization process of collecting data pursuant to RA 11315 or CBMS Act
			9.1.2	Conduct inventory of barangay household
			9.1.3	Create site where barangay profile and other barangay data can be easily access
			9.1.4	Establish QC Residents' Basic Profile Database and QC Citizen ID
			9.1.5	Intensify and regular schedule of data gathering and updating of database
			9.1.6	Formulate data sharing and publication

c.) Management System and Processes

Strategy 1: Improve management system using modern technologies and decentralized services to provide fast, responsive and efficient service

NO.	PROGRAM	PROGRAM COMPONENT		ACTIONS/INTERVENTIONS
10	Business One Stop Shop	10.1 Full development of BOSS processing and clearing system	10.1.1	Integrate the processing of permits/clearances: the City Planning and Development Department (for Locational Clearance), the City Health Department (for the Sanitary Permit), the Bureau of Fire Protection (for the Fire Safety Inspection Certificate) and the Department of Building Official (for the Mechanical and Electrical Permits)
			10.1.2	Business transactions and records system upgrading
			10.1.3	Upgrade the sex disaggregated database to include small businesses in barangay
			10.1.4	Update the Geographic Information System (GIS)
			10.1.5	Provide on-line or internet based transaction system

NO.	PROGRAM	PROGRAM COMPONENT		ACTIONS/INTERVENTIONS
11	Comprehensive Manual of Operation			
12	Full Automation of Public Service -Automate Processing of permits and payments of fees and taxes - Mobile Application (Batas QC App)	12.1 a. Central website to apply for business permits and to submit requirements	12.1.1	Upgrade website for business application
			12.1.2	Provide on-line approval of permit requirements by concerned QC department
		b.) Payment module for online and/or offsite settlement of applicable fees and taxes.	12.1.3	Provide on-line business tax assessment
			12.1.4	Provide payment module for online and/or offsite settlement of applicable fees and taxes
			12.1.5	Provide official receipts for tax payment – have security features that are hard to counterfeit.
			12.1.6	Improve/Expand coverage of Batas QC App mobile application
13	Internet Connectivity Program	13.1 Protection and support system, web based services and other office automation	12.1.7	Enact Ordinance on the recognition of payments & receipts
			13.1.1	Subscribe internet connection
		13.2 Database Security and Audit maintenance	13.1.2	Provide internet connection to various government offices and facilities
			13.1.3	Provide individual DSL internet connectivity to legislative department
14	KORPHIL IT	14.1 a.) Facility maintenance b.) Module for Online Learning platform	13.2.1	Maintain annually services for CISCO 6509 and IT Security Internal Virus
			14.1.1	Safekeep KORPHIL IT facility
15	Computerization of Health Centers Services	15.1 Database of Health center service updating	14.1.2	Subscribe LMS 365 Online Learning Platform
			15.1.1	Computerize health center services
16	Enhancement of Communication System - 24-Hour Communication Center Service	16.1 Strengthening the capabilities of QC Emergency hotline numbers on emergency and information help	16.1.1	Provide 24/7 Emergency, Public Assistance and Complaint Action Center
			16.1.2	Enhance Hotline 122, 8888, helpdesk@quezoncity.gov.ph and that will implement a service management with ticketing system
			16.1.3	Track and follow-up constituents queries / inquiries
			16.1.4	Enhance underlying communication system and network Hotline 122 Telephony System
		16.2 Integrated Radio Communication System	16.2.1	Set up Crisis Management Cluster-RCSO District 1-6, Integrated Communication system (DICS), for various action teams to ensure fast, reliable, and easy two-way communications
			16.2.2	Deploy of one HL 122 Local Work From Home (WFH) per DICS
		16.3 Computer system ; server and other related equipment upgrading	16.3.1	Make mobile device an extension of HL 122 connecting IP phone via mobile data or Wi-Fi internet
			16.3.2	Upgrade of PABX to VOIP System
17	Network & Web Page Services, Online Computer based Information System	17.1 Network infrastructure upgrading including LAN cabling connection	17.1.1	Enhance data and information network infrastructure and workstation within and between offices to speed up and ease data generation, updating and sharing of operation and formulation of data
			17.1.2	Install high speed internet Digital Subscriber Line (DSL) including router and modem
		17.2 Central Database to store all data to share information and access by all level of LGU units	17.2.1	Enhance internal databases, processes, documents and communication of offices (i.e. Automation of processes, digitization of records, network-based tracking of communication and jobs)
			17.2.2	Install data and voice network infrastructure
			17.2.3	Establish linkage with other government agencies and firms serving input sources to data requirements of the city agencies
		17.3 Public Online Portal System (POPS)	17.3.1	Provide on-line or internet based transaction system in all regularity and property assessment processes

NO.	PROGRAM	PROGRAM COMPONENT		ACTIONS/INTERVENTIONS
17	Network & Web Page Services, Online Computer based Information System	17.4 Internet connectivity up to the barangay	17.4.1	Provide each level of local agencies including barangay at least have one internet-enabled or network computer
		17.5 City Government Official Web site and e-mail accounts for credible and reliable dissemination, live streaming of important activities and communication of official information to the public	17.5.1	Create or Maintain City Government's Official Web site and e-mail accounts
18	Document/ Records Management /System	18.1 a.) Documents/Records Management / Preservation b.) Legal Research Technology c.) System to determine the areas of concerns of citizens / barangay constituents	18.1.1	Scan documents
			18.1.2	Provide city wide disposal of value less records
			18.1.3	Computerize Archival Records
			18.1.4	Preserve recorded discussion during city council sessions, meetings and public hearings from magnetic tape recorder to digital format for storage and safekeeping
			18.1.5	Install document management & digital storage system
			18.1.6	Develop e-archiving in the system
			18.1.7	Make accessible legal research materials digitally organized
			18.1.8	Install communication and document tracking system
19	Decentralization of services	19.1 a.) Construction / improvement of office buildings, branch offices, service outlets and facilities b.) Deployment Plan	19.1.1	Construct/build mini City Hall in every district of Quezon City
			19.1.2	Construct / establish sub offices
			19.1.3	Implement the Green Building Code & other environmental policy
			19.1.4	Prepare deployment plan
			19.1.5	Enact Ordinance on the establishment of Mini City Hall in every districts of Quezon City / establishment of sub offices

Objective: To maintain GOOD governance

a.) Revenue Generation

Strategy 1: Broaden tax base

NO.	PROGRAM	PROGRAM COMPONENT		ACTIONS/INTERVENTIONS
20	Tax Collection and Enforcement	20.1 Sex disaggregated database updating	20.1.1	Identify number of business establishments
			20.1.2	Update the Geographic Information System (GIS)
		20.2 Collection efficiency rate	20.2.1	Systematically filing of collection
			20.2.2	Develop performance monitoring and control-tools to sustain self-sufficient and enhance efficiency
			20.2.3	Device mobile revenue collection system
			20.2.4	Identify of new source of additional resource
			20.2.5	Assesses billing and collection of real property business and miscellaneous taxes
			20.2.6	Update the classification & use of all properties for RPT collection
			20.2.7	Comply with provision in the general revision of Real Property Tax (RPT) every 3 years
			20.2.8	Implement revised Schedule of Fair Market Value (SFMV)
			20.2.9	Revitalize City Assessor's

NO.	PROGRAM	PROGRAM COMPONENT		ACTIONS/INTERVENTIONS
20	Tax Collection and Enforcement	20.2 Collection efficiency rate	20.2.10	Department's computerization facility in support to e-TAXMAPS, QCRPATS and FAAS-TD daily transaction processing activities
			20.2.11	Conduct auction sale of delinquent real properties
			20.2.12	Give amnesty on regular fees for failure to properly retire a business in the city
			20.2.13	Conduct inspections of restaurants, amusement centers, markets, gasoline stations (calibrations)
			20.2.14	Examine book of accounts
			20.2.15	Enact Ordinance re: Imposing of betterment levy
			20.2.16	Enact Ordinance re : Imposing Idle Land Tax
21	Tax Literacy and Information	20.3 Updated Revenue Code & Zoning Ordinance	20.3.1	Enact Ordinance re: Amendment/Updating of Revenue Code & Zoning Ordinance
		21.1 Tax Literacy and Information Campaign	21.1.1	Publish and disseminate information materials: e.g. newspaper publications, (tax schedules, business taxes, public auctions)
			21.1.2	Install billboards, tarpaulins and signage
		21.2 Capacity Development on Financial Management	21.2.1	Conduct trainings/seminars on Financial Management
21	Tax Literacy and Information	21.3 Management Information Service and Report Generation	21.3.1	Abstract and encode manually issued receipts, collection of daily receipts, collection of reports and deposit
			21.3.2	Process and encode disbursement vouchers payrolls and other payable
		21.4 Improvement of network infrastructure to minimize downtime specially during heavy periods	21.4.1	Develop electronic real property application system
		21.5 Engaging various stakeholders in consultative process/ transactions	21.5.1	Conduct public hearings/meetings and consultations
			21.5.2	Building linkage and connectivity with LRA, RP and the BIR for registering property transaction

b.) Resource Allocation / Utilization

Strategy 1: Rationalize budget allocation/utilization by giving priority to areas of great potentials or which will spur growth, areas with pronounced needs or inadequate services and areas that benefit the greater majority

NO.	PROGRAM	PROGRAM COMPONENT		ACTIONS/INTERVENTIONS
22	Planning and Budgeting	22.1 Annual Investment Program (AIP) planning and budgeting of priorities	22.1.1	Conduct Planning and Budgeting Seminar/Workshop
			22.1.2	Conduct meetings/ consultations / hearings
			22.1.3	Prepare Annual Investment Program
			22.1.4	Enact / Adopt legislative measure re: City Annual Budget
23	Budget Development and Management	23.1 Budget preparation	23.1.1	Prepare & review of budgetary documents of the city
			23.1.2	Implement Budget Information System
			23.1.3	Coordinate with the Finance Committee Members re: Preparation of Annual Budget
		23.2 Barangay Budgeting	23.2.1	Conduct Barangay training / forum regarding Barangay Budgeting

NO.	PROGRAM	PROGRAM COMPONENT		ACTIONS/INTERVENTIONS
24	City Property Management and Maintenance	24.1 City Property e-inventory report	24.1.1	Automate Inventory system to cover movable and fixed assets of the city
		24.2 Maintenance of city properties	24.2.1	Prepare Building and Maintenance Plan
			24.2.2	Prepare City property maintenance plan of each department/office
			24.2.3	Craft policies and procedures on proper utilization of city properties
			24.2.4	Re-fleeting of city owned motor vehicle whose lifespan is 15 years above
			24.2.5	Upgrade and modernize tools, equipment and machineries
24	City Property Management and Maintenance	24.2 Maintenance of city properties	24.2.6	Ensure insurable properties covered by insurance
			24.2.7	Formulate system of reporting/ documentation of properties/ assets
		24.3 100% adherence to COA Circular 92-386 to submit semi-annual inventory report	24.3.1	Submit semi-annual inventory report of every department / office
		24.4 Preservation of facilities	24.4.1	Preserve sport facilities and recreational areas (Dist. II, V, VI)
25	QC Bus Program	25.1 Availability of city service vehicle	25.1.1	Rent buses to augment the number of buses owned by the city government
26	Utility Expense	26.1 Continues operation of service delivery	26.1.1	Ensure the basic utility requirements to facilitate operation and effective delivery of services
27	Supply & Equipment Management Program	27.1 Electronic database build up and updating	27.1.1	Manage and update procurement database
	Procurement Database and Management	27.2 Procurement Management, Procurement rules, related laws and ordinances	27.2.1	Monitor compliance to prescribed schedule
	Documentation and Administration		27.2.2	Evaluate purchase request for goods, infrastructure and consultancy services
	Procurement Technical Assistance		27.2.3	Prepare Annual Procurement Plan from consolidated PPMP
	Price Standardization and Monitoring	27.3 Bids and Awards	27.3.1	Prepare bidding document
			27.3.2	Conduct pre-procurement meetings and pre-bid conference
			27.3.3	Post and publish invitation to bids, bulletins of resolutions and notices
		27.4 Prices of Purchase request for goods monitoring	27.4.1	Evaluate/monitor prices of purchase request for goods
28	Central Warehouse Management	28.1 Centralized Stocking of commonly used supplies	28.1.1	Prepare list of commonly used supplies of city department/ offices
			28.1.2	Conduct inventory of supplies, equipment for storage/stored

c.) Local Legislation

Strategy 1: Enjoin the City Council to exercise consultation and participation in their legislative function

NO.	PROGRAM	PROGRAM COMPONENT		ACTIONS/INTERVENTIONS
29	Legislative Requirements Support	29.1 Relevant ordinances or resolutions in support of social, economic development and environmental management/ Executive Programs	29.1.1	Update database of all approved Ordinances and Resolutions
			29.1.2	Unify the enforcement of National and Local policies and guidelines relevant to national disturbance, disasters and calamities
		29.1 Relevant ordinances or resolutions in support of social, economic development and environmental management/ Executive Programs	29.1.3	Facilitate necessary legislations consists of specific protection ordinances such as health and protection standards and other instruments that are needed
			29.1.4	Enact appropriate local laws
		29.2 Oversight Committee to review and categorizes ordinances/ resolution	29.2.1	Update monitoring / tracking system on legislations enacted vis-a-vis implemented
			29.2.2	Implement ordinances and impose higher penalties
		Legislative Investigative Action Group Services- City Ordinances Awareness	29.2.3	Complies, Categorizes and distribute all ordinances with penal permission
		Active stakeholders and people participation in legislation and policy formulation	29.2.4	Engage various stakeholders in consultative process/public hearings
		Executive – Legislative coordination	29.2.5	Prepare Executive - Legislative Agenda (ELA)
30	Capability Development and System's Enhancement	30.1 New Laws/ Legislative measures	30.1.1	Update knowledge on New Laws/Legislative measures
		30.2 E- Data Banking of all approved Ordinances and Resolutions	30.2.1	Codify/ computerize legislative measures
			30.2.2	Sustain computerization and web page development/ management
		30.3 Tracking System Enhancement	30.3.1	Enhance tracking system
31	Settlements of Barangay Boundary Disputes	31.1 Barangay Boundary Disputes	31.1.1	Redefine the official boundaries of barangays
			31.1.2	Identify barangays with ambiguous and vague territorial jurisdiction and resolving such cases
			31.1.3	Recommend appropriate measures
			31.1.4	Propose legislations to City Council outlining delineation to be adopted
			31.1.5	Enact ordinance fixing settled barangay boundaries

d.) Transparency

Strategy 1: Ensure Transparency

NO.	PROGRAM	PROGRAM COMPONENT		ACTIONS/INTERVENTIONS
32	Transparency	32.1 Accessibility of records of government transactions, contracts and other public documents	32.1.1	Implement the Full Disclosure Program
		32.2 Accessibility of information materials and facilities	32.2.1	Publish standard fees & make assessment transparent
		32.3 Media sources are utilized	32.3.1	Conduct Live/On-line public bidding
			32.3.2	Device a system that could generate a dashboard of results / accomplishment of the city department/ offices
			32.3.3	Install of LED boards
33	Creation of Quezon City Freedom of Information Portal/ Manual consistent with the Data Privacy Act	33.1 Ord. No. SP. 2863, s-2019 re: Freedom of Information (records, documents, reports, contracts, minutes, maps, tools, photographs, data, research materials, film, sound and video recording, transactions and decisions) Availability of site for free and open exchange of information	33.1.1	Create on-line portal for Quezon City Local Government connecting all offices/ departments or a website which shall provide information relative to the city's services deliveries

e.) Accountability

Strategy 1: Exercise Accountability

NO.	PROGRAM	PROGRAM COMPONENT		ACTIONS/INTERVENTIONS
34	Financial Management / Transaction	34.1 Fiscal Management & Control	34.1.1	Conduct pre-audit of disbursement voucher and payments/claims
		34.2 Employees earnings, deduction and Information Management & Contributions Remittance	34.2.1	Maintain records of earning and deduction/ contribution of official and employees
			34.2.2	Post earnings and deduction in individual index card
		34.3 Strengthening Income and Receipts Summary Information	34.3.1	Provide information on all revenue and receipts occurring to the city government and share by other government entities in the revenue collected
			34.3.2	Make available of accurate and reliable accounting information
		34.4 Analysis and Recording of Financial Transactions and Generation of Financial Statements and Related Reports	34.4.1	Analyze Inflow and Outflow of financial resources
		34.5 Barangay Accounting Services	34.5.1	Provide Accounting services to the 142 barangay
			34.5.2	Maintain Book of accounts of barangay
		34.6 Statutory & Mandatory Obligations	34.6.1	100% of the Statutory and Mandatory Obligations funded
		34.7 Prior Year Obligation	34.7.1	Provide payment of unpaid obligations
		34.8 Debt Servicing	34.8.1	Allocate fund to loan expense
		34.9 Internal Audit System	34.9.1	Conduct audit fraud
			34.9.2	Monitor regularly office goal oriented performance as part of internal audit procedure
			34.9.3	Establish Internal Audit Office
			34.9.4	Sustain Quality Management System (ISO Certified)
			34.9.5	Update Citizen's Charter in consistent with the Anti-Red Tape Act Law

NO.	PROGRAM	PROGRAM COMPONENT		ACTIONS/INTERVENTIONS
35	Development of an Interconnected Financial System of the city	35.1 Full Automation / Computerization of Financial Transactions Processes Integrated sharing of financial data	35.1.1	Computerize financial transaction process in compliance with International Public Sector Accounting Standards (PSAS, CSC Laws and Rules RA 9184 and its IRR, DILG, DBM, Department of Finance and other regulatory bodies regarding documentary requirements of all financial transactions

Strategy 2: Establish/Install complaint & grievance mechanism

NO.	PROGRAM	PROGRAM COMPONENT		ACTIONS/INTERVENTIONS
36	Complaint & Grievance mechanism	36.1 Feedbacks and feed forward information channels & system	36.1.1	Enhance the City's Hotline 122 helpdesk@quezoncity.gov.ph
			36.1.2	Establish complaint desk and suggestion box per department/office
			36.1.3	Post posters e.g. "No to Fixers"
			36.1.4	Assign roving marshals to monitor
			36.1.5	Conduct massive public awareness / information drive
		36.2 Venue where people to report issues ranging from traffic accidents and peace and order, graft and corruption	36.2.1	Track the status of complaint filed
			36.2.2	Use emojis (sad & happy face) to track progress
			36.2.3	Address the growing volume of issues which were received
			36.2.4	Make frontline service more customer friendly
37	Development of QCitizen App	37.1 a.) Mobile application running on both IOS and Android available on Apple App Store and Google Play Store respectively b.) App contains web links to supported QC e-Services modules	37.1.1	Register QC e-Services account
			37.1.2	Assign web link of QC e-services (quezoncity.gov.ph)
			37.1.3	Include module that allows citizen to report violations related to ordinances
			37.1.4	Adopt Resolution re: Adoption of QCitizen App

Objective: To ensure PARTICIPATIVE governance

Strategy 1: Expand collective participation in the city decision process

NO.	PROGRAM	PROGRAM COMPONENT		ACTIONS/INTERVENTIONS
38	Partnership Program	38.1 Stakeholder participation in Program planning, Legislative/Policy formulation	38.1.1	Conduct campaign for accreditation
			38.1.2	Orient process of accreditation
			38.1.3	Encourage the participation of CDC sectoral committee in CDC activities
			38.1.4	Encourage the young people (youth)/ stakeholders to participate in the city
			38.1.5	Programs and community development activities
			38.1.6	Conduct consultations/ dialogues

NO.	PROGRAM	PROGRAM COMPONENT		ACTIONS/INTERVENTIONS
38	Partnership Program	38.2 Representation of NGOs/POs to different boards/ councils	38.2.1	Review the scope of function/ authority of the Committee of the Sectoral Representatives (CSR) in the city
			38.2.2	Identify boards and councils for Civil Society Organization (CSO) participation
		38.3 Barangay / Community Participation on Barangay and City program	38.3.1	Conduct regular Monitoring, Coordination and Mobilization activities
		38.4 Liga in Partnership -Educational Enhancement Program -Liga Congress/ General Assembly	38.4.1	Provide assistance to barangays and indigent families and educational materials to indigent students
			38.4.2	Conduct consultative meetings with Liga ng mga Barangay members
		38.5 Community Relations	38.5.1	Implement community development, programs, projects and activities in partnership with Non-Government Organizations (NGOs), People's Organization (PO) and Community Leaders
			38.5.2	Conduct meetings/ dialogues, assemblies among the accredited NGOs/POs
39	Barangay Program Awareness	39.1 Information Education Campaign	39.1.1	Promote city's/ barangay program, projects and activities
			39.1.2	Conduct regular meetings, dialogues, assemblies, consultation
40	Development of NGOs/POs Database	40.1 Sex disaggregated database build-up	40.1.1	Updating/ profiling of the existing organizations including non-accredited ones
			40.1.2	Mapping of services vis-à-vis service providers
			40.1.3	Maintain security and integrity of data
			40.1.4	Conduct training of IT personnel/ field coordinators
41	Multi-Sectoral Summit	41.1 Barangay/District Sectoral Meeting/ Multi-Sectoral Summit	41.1.1	Conduct Barangay/Community / District consultations/ dialogues/ summit
42	Barangay/Community Assistance/ Legal Assistance	42.1 Barangay Legal Aid	42.1.1	Provide free legal aid and assistance, consultations and advice to barangay constituents
		42.2 Updated laws, rules and regulations and city ordinances	42.2.1	Provide virtual legal assistance, materials and forms to barangay constituents, lupong tagapamayapa
		42.3 Legal Knowledge and Forms Assistance Technology	42.3.1	Conduct investigation on administrative cases against elective barangay officials
		42.4 Special Investigative on Administration cases against elective barangay officials	42.4.1	Provide material assistance to communities of Novaliches District for various development projects
		42.5 Bayanihan Program	42.5.1	Provide material assistance to communities of Novaliches District for various development projects
42	Barangay/Community Assistance/ Legal Assistance	42.6 Barangay and Community Recovery Program	42.6.1	Conduct trainings on tele-conferencing, hosting and administration
			42.6.2	Conduct seminars re: Urban Agricultural/ Livelihood, Psycho-social

Strategy 2: Strengthen the linkages between the city government, the barangays and the local communities

NO.	PROGRAM	PROGRAM COMPONENT		ACTIONS/INTERVENTIONS
43	Capability Development Program for Barangay and NGOs/POs	43.1 Barangay Comprehensive Development Planning	43.1.1	Identify Barangay Development Planning Team
			43.1.2	Identify NGOs/POs/SK representatives to the Barangay Development Council
			43.1.3	Build strong linkage or partnership of NGOs/POs, academe, research and training institution
			43.1.4	Conduct trainings/seminars to CDC members on various aspects of local developments, administration, planning, financial management, Barangay Local Economic Enterprise
			43.1.5	Formulate Barangay Comprehensive Development Plan
44	Annual Barangay Sports Festival	44.1 Barangay team building/camaraderie through sports	44.1.1	Conduct of Annual Barangay Sporty Festival
45	Recognition Program	45.1 a.) Recognition of QC Barangay/ Community residents with great achievements/ contribution to the city development b.) Inclusion of the Sangguniang Kabataan (SK) in the QC Barangay Seal of Good Housekeeping	45.1.1	Give rewards/ award/ incentives to barangays/ community with great achievement or contribution to city development:
				- Seal of Good Local Governance Award (SGLG) / Barangay Seal of Good Housekeeping.
				- QC Fathers and Mothers with exceptional commitment and exemplary skills in the performance of responsibilities
				- Recognition of contribution of senior citizens of Novaliches
				(Kalingang Nova kay Lolo at Lola)
			45.1.2	Document/popularize best practices
			45.1.3	Amend QC Barangay Seal of Good Housekeeping Ordinance to include Sangguniang Kabataan (SK) and institutionalize the incentive system

Strategy 3: Exercise transparency and participation process to gain consensus

NO.	PROGRAM	PROGRAM COMPONENT		ACTIONS/INTERVENTIONS
46	Transparency	46.1 a.) Accreditation Process awareness b.) Accessibility of information materials on city plans, programs and activities for dissemination c.) Ordinance 2008- 211 re: Strengthening the systems of participation in local governance between the city government and its constituents (PAT Ord.)	46.1.1	Ensure transparent accreditation process
			46.1.2	Make available and accessible of information materials
			46.1.3	Revisit Ordinance 2008- 211 (PAT Ord.)
			46.1.4	Enact Amendment of Participation Accountability and Transparency (PAT) Ordinance and its IRR

Strategy 4: Provide relevant and updated information

NO.	PROGRAM	PROGRAM COMPONENT		ACTIONS/INTERVENTIONS
47	Public Information	47.1 Information and Education	47.1.1	Make information materials (newsletters, magazines and other materials for photo exhibits, tarpaulins, posters and standees) available and accessible
			47.1.2	
			47.1.3	Install Mobile Information Platform
			47.1.4	Publish and disseminate newsletters, magazines, handbooks and other information materials
			47.1.5	Disseminate information and advisory using relevant printed materials and digitized data shift from present to online/virtual/social media platform
			47.1.6	Create and maintain City
			47.1.7	Department/Office website and e-mail account
			47.1.8	Install LED Boards
			47.1.9	Establish Information Centers
48	Media and Public Relations	48.1 Constant positive exposure of QC LGU policies, programs, events and advocacies	48.1.1	Utilize the quad media in disseminating information regarding government activities
			48.1.2	Put up official Radio Station
			48.1.3	Manage and maintain open communication channels with members of media

Annex



Aligning City's Vision to the Goals of the NCR-PDP

ALIGNMENT OF INWARD-LOOKING COMPONENTS OF QC VISION
with National (PDP) and Regional (MM) Goals

SOCIAL SECTOR

	Vision of Quezon City Success Indicators Inward-Looking Component	PDP/RDP Goals 2022					Metro Manila Greenprint 2030	
		Enhancing Social Fabric (Malasakit)	Inequality- Reducing Transformation (Pagbabago)	Increasing Growth Potential (Tuloy-Tuloy na Pag-unlad)	Enabling and Supportive Economic Environment	Foundation for Sustainable Development	Fostering a Metropolis of Opportunity (Inclusive)	Building a Green, Connected, and Resilient Metropolis
#	Descriptor 1 -HEALTHY							
1	Decrease in the number of disease-specific morbidity cases by 5% per year	N	S	S	N	S	N	N
2	Mortality rate lower than Metro Manila	N	S	S	N	S	N	N
3	Incidence of malnutrition lower than Metro Manila	N	S	S	N	N	N	N
4	Incidence and prevalence of the most common mental health disorders lower than Metro Manila or national average, whichever is lower	N	S	S	N	N	N	N
5	Positive Life Satisfaction Index	S	S	S	N	S	S	S
	Descriptor 2 - EDUCATED							
6	All residents in Quezon City 10 years old and above can read, write, and understand simple messages	N	S	S	N	N	S	N
7	100% of school aged children/ population excluding persons with disability (PWD) are enrolled in the basic education system	N	S	S	N	N	N	N
8	5% annual increase of enrollment of school children with disabilities in the basic education system	N	S	S	N	N	N	N
9	100% Completion Rate of elementary and high school students	N	S	S	N	N	N	N
10	Zero dropout rate	N	S	S	N	N	N	N
11	At least 75% Mean Percentage Score in the National Achievement Test	N	S	S	N	N	N	N
12	At least 2% annual increase in the city's adult population who are college undergraduates, bachelor's and post-graduate degree holders every year	N	S	S	N	N	S	N
13	90% of targeted senior high school students, tertiary education, technical vocational, post graduate students are granted/subsidized by scholarship program per year	N	S	S	N	N	N	N
	Descriptor 3 - SECURED							
14	Zero crime rate	S	N	N	N	S	S	N
15	Crime solution efficiency rate higher than that in Metro Manila	S	N	N	N	S	S	N
16	Drug abuse eliminated	N	N	N	N	S	S	N
17	Standard police-population ratio attained (1:500)	S	N	N	N	S	S	N
18	Fire-free city	S	N	N	N	S	S	N
19	Standard firefighter-population ratio attained (1:2000)	S	N	N	N	S	S	N
20	Standard fire station-land area ratio met (1:4 sq.km.)	S	N	N	N	S	S	N
21	Standard jailguard-inmate ratio met (1:7)	S	N	N	N	S	N	N
22	Standard inmate-cell space ratio met (1:4.70sqm)	S	N	N	N	S	N	N
23	Families in all danger areas relocated to hazard free area	N	S	N	N	S	S	S
24	Informal settlers assured of secure tenure in land and dwellings	N	S	N	N	S	S	S

	Vision of Quezon City Success Indicators Inward-Looking Component	PDP/RDP Goals 2022					Metro Manila Greenprint 2030	
		Enhancing Social Fabric (Malasakit)	Inequality- Reducing Transformation (Pagbabago)	Increasing Growth Potential (Tuloy-Tuloy na Pag-unlad)	Enabling and Supportive Economic Environment	Foundation for Sustainable Development	Fostering a Metropolis of Opportunity (Inclusive)	Building a Green, Connected, and Resilient Metropolis
25	Decent and affordable housing for all provided	N	S	N	N	S	S	S
26	Standard Day Care Center-Pupil ratio met (1:25)	N	S	S	N	S	N	N
27	Standard Day Care Worker – Pupil ratio met (1:25)	N	S	S	N	N	N	N
28	Children in need of special protection (CNSP) are cared for	N	S	S	N	N	S	N
29	Youth sector assisted and protected	N	S	S	N	N	S	N
30	Persons with disabilities assisted	N	S	S	N	N	S	N
31	Women served and assisted	N	S	S	N	N	S	N
32	Elderly assisted and protected	N	S	S	N	N	S	N
33	Solo-parent care provided	N	S	S	N	N	S	N
34	Standard social worker-client ratio achieved: (Center based 1:15, Community based 1:60)	S	S	S	N	N	N	N
Descriptor 4 - EMPOWERED								
35	Tolerant of ethnic, racial and regional differences	S	S	N	N	N	S	N
36	Media and communication technology literate	N	S	S	N	N	S	N
37	Abreast of regional, national and global developments	S	S	N	S	N	S	S
38	Full employment for all who are willing and able to work	N	S	S	N	N	S	N
39	Annual household/family income is higher than MM or national level	N	S	N	N	N	N	N
40	Poverty threshold comparable to MM or national	N	S	N	N	N	N	N
41	Strong consumer protection	S	S	N	N	N	S	N
42	Financial literacy (e.g. savings, investments) in every family	N	S	N	N	N	N	N
43	Aware of individual rights and privileges	S	S	N	N	N	N	N
44	Participates in elections	S	N	N	N	N	N	N
45	Participates in groups/organizations	S	N	N	N	N	N	N

National Goals 5
Regional Goals 2
Local Indicators 45

Total Number of Supportive Indicators	7	25	20	14	24	23	22
Total Number of Neutral Indicators	38	20	25	31	21	22	23
Total Number of Contradictory Indicators	0	0	0	0	0	0	0

Social Sector - Indicators (45)	National Goals (5)	%	Regional Goals (2)	%
Supportive Indicators (S)	90	40.00%	45	50.00%
Neutral Indicators (N)	135	60.00%	45	50.00%
Contradictory Indicators (X)	0	0.00%	0	0.00%
Total	225	100%	90	100%

ALIGNMENT OF INWARD-LOOKING COMPONENTS OF QC VISION
with National (PDP) and Regional (MM) Goals

ECONOMIC SECTOR

Vision of Quezon City Success Indicators Inward-Looking Component	PDP/RDP Goals 2022					Metro Manila Greenprint 2030	
	Enhancing Social Fabric (Malasakit)	Inequality-Reducing Transformation (Paghabago)	Increasing Growth Potential (Tuloy- Tuloy na Pag-unlad)	Enabling and Supportive Economic Environment	Foundation for Sustainable Development	Fostering a Metropolis of Opportunity (Inclusive)	Building a Green, Connected, and Resilient Metropolis
Descriptor 1 - DIVERSE							
Quezon City is functioning as “Wellness Capital of Asia-Pacific as shown by:							
1 Hospitals, health spas, specialty clinics with high service quality standard in abundance	S	S	S	N	N	S	N
2 All tertiary hospitals have ISO accreditation	S	S	S	N	N	S	N
3 Well implemented Health/Medical Tourism program	S	S	S	N	N	S	N
4 World-class training for health workers	S	N	S	N	N	S	N
Quezon City is truly the Knowledge Industry Capital of the Country as characterized by:							
5 Number 1 in terms of number of firms per square kilometer of land area devoted to Information Technology (IT) activities	N	S	S	S	S	S	N
6 Host to nationally and internationally-recognized training institutions providing IT solutions and services	N	S	S	N	S	S	N
7 As a wi-fi-enabled area	N	S	S	S	S	S	N
8 Focused area for high-end IT businesses	N	S	S	S	S	S	N
9 Skilled manpower and human resources are utilized	N	S	S	S	N	S	N
10 Tertiary level education facilities (top-notch educational institutions), training centers and research institutes in place	N	S	S	N	S	S	N
11 Scholarship grants for advanced studies sustained	S	S	S	N	N	N	N
12 Culture and the arts preserved and promoted	S	N	N	N	N	S	N
13 Public libraries and art galleries established and maintained	S	S	N	N	N	S	N
14 Historical sites preserved	S	N	N	N	N	S	N
15 Balikbayan and/or visiting program for foreign-based Filipino artists and scientists implemented	S	N	N	N	N	S	N
16 Booming ICT and No. 1 in the country's ICT industry	N	S	S	S	S	S	N
17 Support for investors and innovators sustained	S	S	S	S	S	S	N
18 Regular arts and science conferences and competitions conducted	S	S	S	N	S	S	N
19 World-class facilities in animation, sports and performing arts established	S	S	S	S	S	S	N
20 Ideal site for business investments both for the Service and Industry sectors	S	S	S	S	N	S	N
21 Leading tourism destination in Metro Manila catering to various types of local and foreign tourists in fields of medical, educational, political, business/investors, etc.	S	N	S	S	N	S	N
22 A culinary tourism destination	S	N	N	S	N	S	N
Descriptor 2 - STRONG							
23 Site for the leading businesses in the country	N	S	S	S	N	S	N
24 Locally produced products and services developed, promoted and distinctly branded as QC	S	S	S	S	S	S	N
25 Abundant supply of food and commodities that are affordable to all	N	S	N	N	S	N	S
26 Fully employed human resources with skills relevant to the needs of the industry	N	S	S	S	N	S	N
27 Reduced unemployment rate to a single digit	N	S	S	S	S	S	N
28 Reduced poverty incidence to levels below the national level	N	S	S	S	S	N	N
29 QC as No. 1 in business tax collections in the country	N	S	S	S	S	S	N

	Vision of Quezon City Success Indicators Inward-Looking Component	PDP/RDP Goals 2022					Metro Manila Greenprint 2030	
		Enhancing Social Fabric (<i>Malusakit</i>)	Inequality-Reducing Transformation (<i>Pagbabago</i>)	Increasing Growth Potential (<i>Tuloy- Tuloy na Pag-unlad</i>)	Enabling and Supportive Economic Environment	Foundation for Sustainable Development	Fostering a Metropolis of Opportunity (Inclusive)	Building a Green, Connected, and Resilient Metropolis
30	Institutionalized cooperation/partnership between the city and private sector/NGOs	S	S	N	N	N	N	S
31	Productive and properly regulated informal sector	N	S	N	S	S	N	S
Descriptor 3 - VIBRANT								
32	QC as a globally competitive growth center	S	S	S	S	S	S	N
33	Low cost of doing business	S	S	S	S	S	N	N
34	Skilled and abundant human resources	N	S	S	S	N	S	N
35	Well-placed infrastructure support facilities	N	N	N	S	S	S	N
36	Responsive government to business needs	N	S	S	S	N	N	S
37	Healthy and peaceful environment	N	S	N	S	N	N	N
38	Sustained growth in new and old investments	N	S	S	S	S	N	N
39	Near-zero incidence of business closures	N	S	S	S	S	N	N
40	Steady increase and fully-supported business start-ups and innovations	S	S	S	S	N	S	N
Descriptor 4 - INCLUSIVE								
41	Jobs are available for everyone willing and able to work	N	S	S	S	N	S	N
42	Mix of economic activities from different economic sectors e.g. urban agriculture, selected manufacturing is allowed	N	S	S	S	S	S	N
43	Incentives provided for underdeveloped sectors	N	S	S	S	S	N	N
44	Informal economy allowed to flourish with the formal sector	N	S	N	S	S	N	S
45	Cooperatives, micro lending facilities readily available	N	S	S	S	N	N	S
46	Micro, small and medium enterprises assisted to grow	N	S	S	S	S	S	S
47	Social enterprises vigorously encouraged	N	S	S	S	S	S	S
48	Equal employment opportunity assured for all	N	S	N	S	S	S	S
49	Affirmative action for marginalized sectors in place	N	S	N	S	N	N	S

National Goals	5							
Regional Goals	2							
Local Indicators	49							
Total Number of Supportive Indicators	20	42	36	35	26	35	10	
Total Number of Neutral Indicators	29	7	13	14	23	14	39	
Total Number of Contradictory Indicators	0	0	0	0	0	0	0	

Economic Sector - Indicators (49)	National Goals (5)	%	Regional Goals (2)	%
Supportive Indicators (S)	159	64.90%	45	45.92%
Neutral Indicators (N)	86	35.10%	53	54.08%
Contradictory Indicators (X)	0	0.00%	0	0.00%
Total	245	100%	98	100%

ALIGNMENT OF INWARD-LOOKING COMPONENTS OF QC VISION
with National (PDP) and Regional (MM) Goals

ENVIRONMENT SECTOR

Vision of Quezon City Success Indicators Inward-Looking Component	PDP/RDP Goals 2022					Metro Manila Greenprint 2030	
	Enhancing Social Fabric (<i>Malasakit</i>)	Inequality-Reducing Transformation (<i>Pagbabago</i>)	Increasing Growth Potential (<i>Tuloy- Tuloy na Pag-unlad</i>)	Enabling and Supportive Economic Environment	Foundation for Sustainable Development	Fostering a Metropolis of Opportunity (Inclusive)	Building a Green, Connected, and Resilient Metropolis
Descriptor 1 - CLEAN							
<i>On Solid Waste:</i>							
1 Surroundings are litter free	S	S	N	N	S	S	S
2 Solid waste generated/disposed daily is reduced to 50%	S	S	N	N	S	S	S
3 Residents are using ecologically-sound practices	S	S	N	N	S	S	S
4 Disposal of toxic, hazardous and healthcare wastes is properly registered, managed, and monitored.	S	S	N	N	S	S	S
<i>On Air Quality:</i>							
5 Ambient air is maintained at level within EMB standard (TSP level ~ 90 mg/cu.m)	S	S	S	N	S	N	S
<i>On Water Quality:</i>							
6 Surface water quality is maintained at level within standards (BOD-7mg/1 below and DO ~ 5 mg/1 up)	S	S	N	N	S	N	S
7 Ground water extraction is controlled and minimized	N	S	S	S	S	N	S
Descriptor 2 - GREEN							
8 The largest percentage of greenery to total land area among component LGUs in Metro Manila	N	S	S	S	S	S	S
9 Easement and open space recovered, restored, developed and protected for the public	N	S	S	S	S	S	S
10 Green pedestrian-friendly thoroughfares	N	S	S	S	S	S	S
11 With inter-connected system of parks, green areas and open spaces developed	N	S	S	S	S	S	S
12 The largest number of green legislations enacted and implemented	N	S	S	N	S	S	S
13 Parks that are well-patronized by local and metropolitan residents alike	N	S	S	S	S	S	S
14 Accessible and resident-friendly parks in all barangays	N	S	S	S	S	S	S
15 People and all sectors are proud of their environment and are actively engaged in its care, protection, preservation and promotion	N	S	S	S	S	S	S
Descriptor 3 - RESILIENT							
16 Exposed communities are protected from natural and man-made hazards	N	S	S	N	S	N	S
17 Its residents are adequately prepared to handle disasters and mitigation measures are in place	N	S	S	S	N	N	S
18 The city government can effectively address and efficiently manage all types of emergencies	N	S	S	S	S	S	S
19 Calamity/disaster affected residents are able to rise again and built back better	S	S	S	S	S	N	S
Descriptor 4 - SUSTAINABLE							
20 The ecosystem is protected, biodiversity preserved	N	S	S	S	S	S	S
21 Its natural landscapes are maintained, regenerated and rebuilt	N	S	S	N	S	S	S
22 Water demand balances with water resources	N	S	S	S	S	N	N
23 Food loss and wastage reduced to 50%	N	S	S	N	S	N	N
24 The wildlife flora and fauna attains a level of diversity untypical of a city	N	S	S	N	S	N	S

	Vision of Quezon City Success Indicators Inward-Looking Component	PDP/RDP Goals 2022					Metro Manila Greenprint 2030	
		Enhancing Social Fabric (<i>Malasakit</i>)	Inequality-Reducing Transformation (<i>Pagbabago</i>)	Increasing Growth Potential (<i>Tuloy- Tuloy na Pag-unlad</i>)	Enabling and Supportive Economic Environment	Foundation for Sustainable Development	Fostering a Metropolis of Opportunity (Inclusive)	Building a Green, Connected, and Resilient Metropolis
25	Popular/ wide use of renewable energy is promoted	N	S	S	S	S	N	S
26	Access to and wide use of alternative fuels	N	S	S	S	S	S	S

National Goals	5							
Regional Goals	2							
Local Indicators	26							
Total Number of Supportive Indicators	7	26	21	15	25	16	24	
Total Number of Neutral Indicators	19	0	5	11	1	10	2	
Total Number of Contradictory Indicators	0	0	0	0	0	0	0	

Environment Sector - Indicators (26)	National Goals (5)	%	Regional Goals (2)	%
Supportive Indicators (S)	94	72.31%	40	76.92%
Neutral Indicators (N)	36	27.69%	12	23.08%
Contradictory Indicators (X)	0	0.00%	0	0.00%
Total	130	100%	52	100%

**ALIGNMENT OF INWARD-LOOKING COMPONENTS OF QC VISION
with National (PDP) and Regional (MM) Goals**

LAND USE AND INFRA SECTOR

	Vision of Quezon City Success Indicators Inward-Looking Component	PDP/RDP Goals 2022					Metro Manila Greenprint 2030	
		Enhancing Social Fabric (<i>Malasakit</i>)	Inequality-Reducing Transformation (<i>Pagbabago</i>)	Increasing Growth Potential (<i>Tuloy- Tuloy na Pag-unlad</i>)	Enabling and Supportive Economic Environment	Foundation for Sustainable Development	Fostering a Metropolis of Opportunity (Inclusive)	Building a Green, Connected, and Resilient Metropolis
#	Descriptor 1 - WELL-LINKED							
1	An observed inter-connected hierarchy of roads and streets	N	S	S	S	S	S	S
2	All-weather roads and bridges are properly constructed and managed	N	S	S	S	S	S	S
3	Roads provide travelling comfort for motorists and commuters	N	S	S	S	S	S	S
4	Walking and other non-motorized modes of mobility can be used safely	N	S	S	S	S	S	S
5	Safe and convenient commuter facilities provided	N	S	S	S	S	S	S
6	Adequate parking areas, loading and unloading zones are provided	N	S	S	S	S	S	S
7	Mass transit systems are in place	N	S	S	S	S	S	S
8	Utility lines are installed underground	N	S	S	S	S	S	S
9	Effective drainage and sewerage systems are installed	N	S	S	S	S	S	S
	Descriptor 2 - LIVEABLE							
10	Communities are safe and secure at all times	N	S	N	N	S	S	S
11	Neighbors keep an eye on one another	N	S	N	N	S	S	S
12	Informal spaces for socialization are available at neighborhood levels	N	S	N	N	S	S	S
13	Every resident exhibits pride of place and loyalty to the city	S	S	N	N	S	S	N
	Descriptor 3 - ATTRACTIVE							
14	Effective drainage and sewerage systems are installed	N	S	N	S	S	S	S
15	Blighted areas are redeveloped	N	S	N	N	S	S	S
16	Open spaces within the built-up areas are greened and developed	N	S	N	N	S	S	S
17	Urban landscape, interlink park system, and streetscapes are enhanced	N	S	S	N	S	S	S
18	Historical sites and landmarks are preserved and maintained	S	S	N	N	S	S	S
19	There is abundance of public art deftly displayed along pedestrian routes	S	S	N	N	S	S	S
	Descriptor 4 - BALANCED							
20	Built-up areas are integrated with the city's open spaces	N	S	S	S	S	S	S
21	Standards on open spaces requirement are complied with	N	S	S	N	S	S	S
22	Urban development is distributed in self-contained communities	N	S	S	S	S	S	S

Vision of Quezon City Success Indicators Inward-Looking Component	PDP/RDP Goals 2022					Metro Manila Greenprint 2030	
	Enhancing Social Fabric (<i>Malasakit</i>)	Inequality-Reducing Transformation (<i>Pagbabago</i>)	Increasing Growth Potential (<i>Tuloy-Tuloy na Pag-unlad</i>)	Enabling and Supportive Economic Environment	Foundation for Sustainable Development	Fostering a Metropolis of Opportunity (Inclusive)	Building a Green, Connected, and Resilient Metropolis
23 Adequate urban expansion areas are available	N	S	S	S	S	S	S

National Goals	5						
Regional Goals	2						
Local Indicators	23						
Total Number of Supportive Indicators	3	23	14	13	23	23	22
Total Number of Neutral Indicators	20	0	9	10	0	0	1
Total Number of Contradictory Indicators	0	0	0	0	0	0	0

Infrastructure Sector - Indicators (23)	National Goals (5)	%	Regional Goals (2)	%
Supportive Indicators (S)	76	66.09%	45	97.83%
Neutral Indicators (N)	39	33.91%	1	2.17%
Contradictory Indicators (X)	0	0.00%	0	0.00%
Total	115	100%	46	100%

**ALIGNMENT OF INWARD-LOOKING COMPONENTS OF QC VISION
with National (PDP) and Regional (MM) Goals**

INSTITUTIONAL SECTOR

	Vision of Quezon City Success Indicators Inward-Looking Component	PDP/RDP Goals 2022					Metro Manila Greenprint 2030	
		Enhancing Social Fabric (<i>Malasakit</i>)	Inequality-Reducing Transformation (<i>Pagbabago</i>)	Increasing Growth Potential (<i>Tuloy- Tuloy na Pag-unlad</i>)	Enabling and Supportive Economic Environment	Foundation for Sustainable Development	Fostering a Metropolis of Opportunity (Inclusive)	Building a Green, Connected, and Resilient Metropolis
#	Descriptor 1 -DYNAMIC							
1	Innovative processes and systems (management systems, operations and communication systems) institutionalized	S	S	S	S	S	S	S
2	Organizational structure and functions are clearly delineated	N	S	S	S	N	S	S
3	There is a Comprehensive Manual of Operations for the whole City Government Bureaucracy	N	S	S	S	S	S	S
4	Teamwork is promoted among officers and staff of different offices	S	S	S	N	S	N	N
5	Employees are competent, ethical and well-trained	S	S	S	S	N	S	S
6	There is adequate data base to support plans and programs	N	S	S	S	S	S	S
7	There is recognition by international and national award-giving bodies	N	S	S	S	S	S	N
	Descriptor 2 - GOOD							
	Fiscal Management							
8	Government income sources effectively collected	N	S	S	S	N	N	S
9	Finance self-reliance higher than the average for HUCs	N	S	S	S	S	N	N
10	Resource utilization compliant with legal and administrative limits	N	S	S	S	N	S	N
	Local Legislation							
11	Enactment of appropriate local laws	N	S	S	S	S	S	N
12	Stakeholder participation in legislation / policy formulation	N	S	S	S	S	S	N
13	Executive – Legislative Coordination	N	N	S	S	S	S	N
	Transparency							
14	Access to information open to the public	S	S	S	S	S	S	S
15	Reports of accomplishments available online	N	S	S	S	S	S	S
	Accountability							
16	Grievance mechanism in place	S	N	N	N	N	S	S
17	Feedback from the public actively solicited	S	S	S	S	S	S	S
	Descriptor 3 - PARTICIPATIVE							
18	There is active stakeholder participation in legislation and policy formulation	S	S	S	S	S	S	S
19	Presence of NGOs/ POs in mandated bodies	S	S	S	S	S	S	S
20	There is active participation of civil society groups in public hearings and consultations.	S	S	S	S	S	S	S
21	There is meaningful engagement of CDC members in planning and programming activities	S	S	S	S	S	S	S
22	Programs and projects are relevant to stakeholders and communities	S	S	S	S	S	S	S

23

Vision of Quezon City Success Indicators Inward-Looking Component	PDP/RDP Goals 2022					Metro Manila Greenprint 2030	
	Enhancing Social Fabric (<i>Malasakit</i>)	Inequality-Reducing Transformation (<i>Pagbabago</i>)	Increasing Growth Potential (<i>Tuloy- Tuloy na Pag-unlad</i>)	Enabling and Supportive Economic Environment	Foundation for Sustainable Development	Fostering a Metropolis of Opportunity (Inclusive)	Building a Green, Connected, and Resilient Metropolis
There is strong linkage or partnership with the NGOs/POs, academe, research and training institution, etc., at the city and the barangay level	S	S	S	S	N	S	S

National Goals	5						
Regional Goals	2						
Local Indicators	23						
Total Number of Supportive Indicators	12	21	22	21	17	20	16
Total Number of Neutral Indicators	11	2	1	2	6	3	7
Total Number of Contradictory Indicators	0	0	0	0	0	0	0

Institutional Sector - Indicators (23)	National Goals (5)	%	Regional Goals (2)	%
Supportive Indicators (S)	93	80.87%	36	78.26%
Neutral Indicators (N)	22	19.13%	10	21.74%
Contradictory Indicators (X)	0	0.00%	0	0.00%
Total	115	100%	46	100%

ALIGNMENT OF OUTWARD-LOOKING COMPONENTS OF QC VISION
with National (PDP) and Regional (MM) Goals (Summary and Per Sector)

Vision of Quezon City Success Indicators Outward-Looking Component	PDP Goals 2022				Metro Manila Vision 2030		
	Ensure Peace and Security	Accelerate Strategic Infrastructure Development	Ensure Safety and Build Resilience	Ensure Ecological Integrity, Clean and Healthy Environment	Offering Talent and Opportunity	Processing Knowledge	Delivering Services at Home and Abroad
<i>Desired Role 1 -Quezon City as GREEN LUNG for Metro Manila</i>							
1 Maintains the most extensive proportion of open space and greenery in Metro Manila of about one-fifth of the total land area of the city.	N	S	S	S	N	N	N
2 Large parks such as the 2,570-hectare La Mesa Reservoir and its watershed and the 42-hectare Quezon Memorial Circle and Ninoy Aquino Parks and Wildlife nature center patronized by the metropolitan population and others.	S	S	S	S	N	N	N
3 Host to huge university campuses that maintain a large proportion of open space such as those of the UP Diliman, Ateneo de Manila and Miriam College.	S	S	S	S	S	S	N
4 Home to major institutions with big reserves of recreational greens such as Camp Aguinaldo, Camp Crame, Veterans Memorial Medical Center and the privately- owned Capitol Hills Golf and Country Club and the QC Sports Club.	S	S	S	S	N	N	N
5 Has linear parks of regional importance such as easements of power transmission lines, center islands and tree-lined boulevards and sidewalks provided with planting strips all with an aggregate area of 57 hectares and the aqueduct right- of-way with a total area of 65 hectares.	S	S	S	S	N	N	N
6 It keeps the lead in the number of green legislation enacted and implemented such as adopting a "green building" policy.	N	S	S	S	N	N	S
<i>Desired Role 2 -KNOWLEDGE INDUSTRY CAPITAL of the Country</i>							
7 Site of top ranked universities and other institutions of higher learning.	N	S	N	N	S	S	S
8 Cited as among the top 50 emerging global outsourcing cities, an advantage in the ICT industry.	N	S	N	N	S	S	S
9 Home to all national television and movie production outfits and university-based facilities for visual and performing arts.	N	S	N	N	S	S	S
10 A zoned knowledge industry precinct to house the community of researchers and innovators and to showcase new products and processes.	S	S	N	N	S	S	N
11 Research institutes in various fields of knowledge established.	N	S	N	N	S	S	S
12 Active engagement in the promotion, enhancement and preservation of the sciences	N	N	N	N	S	S	S

	Vision of Quezon City Success Indicators Outward-Looking Component	PDP Goals 2022				Metro Manila Vision 2030		
		Ensure Peace and Security	Accelerate Strategic Infrastructure Development	Ensure Safety and Build Resilience	Ensure Ecological Integrity, Clean and Healthy Environment	Offering Talent and Opportunity	Processing Knowledge	Delivering Services at Home and Abroad
13	Active engagement in the promotion, enhancement and preservation of the arts.	N	S	N	N	S	S	S
14	Installation of solar power in ecoparks	N	S	S	S	N	N	N
<i>Desired Role 3 - HEALTH AND WEALTHNESS HUB for Asia and the Pacific</i>								
15	Healthcare and wellness industry as QC's signature product under DTI's One-Town-One-Product (OTOP) program.	N	N	N	S	N	N	S
16	Has the best	N	S	S	S	S	S	S
	a) medical facilities and services, health clinics, pharmaceutical, laboratories, medical transcription firms, and the most advanced and specialized hospitals.							
	b) wellness centers, physical fitness centers, food, beauty and sanitary products, caregiving schools.							
17	Hospitals that double as hotels or "hospitels"	N	S	S	S	N	N	N
18	Health and scientific conferences regularly hosted by the city	S	N	N	N	S	S	N
19	Medicines and health services within reach of the poor, retirees, elderly and differently-abled persons	S	S	S	S	S	N	S
20	Health/medical tourism flourishing	S	S	S	N	N	N	S
21	World-class city pound for use by local pet lovers and visitors alike	S	S	S	S	N	N	S
	National Goals	4						
	Regional Goals	3						
	Local Indicators	21						
	Total Number of Supportive Indicators	9	18	12	12	11	10	12
	Total Number of Neutral Indicators	12	3	9	9	10	11	9
	Total Number of Contradictory Indicators	0	0	0	0	0	0	0

Local Indicators (21)	National Goals (4)	%	Regional Goals (3)	%
Supportive Indicators (S)	51	60.71%	33	52.38%
Neutral Indicators (N)	33	39.29%	30	47.62%
Contradictory Indicators (X)	0	0.00%	0	0.00%
Total	84	100%	63	100%

Annex



Recovery Plan



QUEZON CITY

COVID-19 RECOVERY PLAN

QUEZON CITY COVID-19 RECOVERY PLAN

BACKGROUND

This plan is meant to serve as a guide for the recovery of Quezon City once the COVID-19 Quarantine restrictions are lifted, and the City formally transitions into the 'New Normal' or at its most relaxed state preparatory to the New Normal, i.e., Modified General Community Quarantine or MGCQ. This will be an environment still dictated by the overall development directions of the City as determined by the City Mayor's 14-Point Agenda, the City's Comprehensive Land Use Plan (CLUP), and the current status of the Comprehensive Development Plan (CDP) planning process, however it will be dominated by the COVID-19 Pandemic and the necessary changes and initiatives that must be implemented with respect thereto.

The Recovery Plan remains consistent with the vision of the CLUP and its defined land-uses, as well as the 14 Agenda Items of the Mayor. It is formulated along the planning parameters of the Comprehensive Development Plan (CDP), which covers the Economic, Social, Environmental, Infrastructure, and Institutional sectors. While the CDP covers a planning horizon generally spanning the three-year period of an incumbent Local Government Unit (LGU) Administration, this Recovery Plan will be for the remaining two years of the current Quezon City LGU Administration, or from 01 July 2020 when MGCQ or the New Normal commences, to 30 June 2022, or a period divided for planning purposes into four-semesters, as follows:

- Second Semester 2020 – Transition to/Implementation of MGCQ or New Normal
- First Semester 2021 – Continue Implementation of New Normal
- Second Semester 2021 – Continue Implementation of New Normal
- First Semester 2022 – Assessment of Recovery Plan and Planning for Continuation of New Normal for the next planning horizon

Planning for the current CDP was well underway with the new City Development Council assembled in 2019 and the sectoral committees thereof already meeting with the concerned City Government offices and other stakeholders from January to February this year. However, the arrival of the COVID-19 pandemic put an abrupt end to these proceedings, barring meetings and other mass gatherings as an Enhanced Community Quarantine (ECQ) was mandated and strictly implemented by the Government. Nonetheless, the initial findings of the CDP planning process have already been noted by the sectoral committee secretariats comprising the concerned Divisions of the City Planning and Development Office (CPDO).

Consistent with these initial findings, the inputs of the various City Departments, Offices, and Task Forces – whether individually, or collectively as members of the Incident Command Center Clusters, or as sectoral committees – were gathered and consolidated according to the CDP planning sectors. Crucially, given the COVID-19 regime, these inputs were modified and improved to meet the health challenges of the situation, including the much needed economic recovery after a long period of Quarantine. These modified and improved inputs are the contents of this Recovery Plan.

With the realities brought about by COVID-19 throughout the various Quarantine periods, and the "New Normal" anxiously anticipated beyond the Quarantine's lifting, this Recovery Plan is essential in guiding the Quezon City Government along a development path that must now undertake a re-focused orientation towards health and sanitation.

The Plan is henceforth presented according to the following sectors:

- Economic Sector

- Social Sector
- Environment Sector
- Infrastructure Sector
- Institutional Sector

Each Sector will include the enumerations of the priority initiatives with details on intended Programs, Projects, and Activities (PPAs).

PRIORITY RECOVERY INITIATIVES

The Economic Sector

Pursuant to the realization of a strong, diverse, vibrant and inclusive economy as envisioned by Quezon City's CLUP and further defined by the ongoing CDP Planning Process, and with added consideration of the COVID-19 pandemic, the City will pursue the following priority recovery initiatives in the Economic Sector:

- Food Security
- Health and Pharmaceuticals
- Transportation
- Tourism, Arts, and Culture
- Growth Hubs
- Business, Livelihood, and Employment Recovery

Food Security. Cognizant of the effects of COVID-19 on the food security of the nation and its anticipated repercussions on the food requirements of Quezon City, food security and its sustainable value chains will be prioritized by the City's Economic Cluster. Pursuant to this, the Cluster will seek to immediately act as a catalyst to the establishment and growth of food-related Micro and Small Food Enterprises, which is consistent with the Mayor's Agenda Item No. 8 to create new jobs. These will include permissible production activities, food processing and value adding, and improving the food retail subsector across all market segments, namely supermarkets, niche markets, public markets, hawkers, and ambulant vendors. Eventually, the City will also provide support to Medium and Large Food Enterprises through the provision of stimulus packages, Ease of Doing Business (EODB) which includes the streamlining of business processes, and encouraging online transactions – all pursuant to the Mayor's Agenda Item No.7, to make QC the preferred destination for business.

Spatially, the City Government will pursue programs that will utilize vacant and idle lands for food security, the prevailing land uses of which are compatible with food production. Similarly, the City will encourage cottage industries in Barangays that will be designated for this purpose. These will be pursued consistent with the CLUP and the Zoning directions of the City.

The following PPAs have been identified for Food Security:

- A. Mobile Soup Kitchen Project for the Marginalized and Vulnerable Sector
A1. Community Soup Kitchen/ Commissary for Food Preparation and Storage.
- B. Establishment Of Urban Aquaculture Development For Production Of Fingerlings For Home Food Security And Complementation Of City Food Needs
B1. Enhanced Urban Agriculture Including the Use of Conventional and Modern Technologies Such As Hydroponics, Aeroponics, Aquaponics, Aquaculture
- C. Start Up/Buying Fund for Employment & Livelihood Interventions for Sustainability.
- D. Establishment Of Green Walls / Rooftops In City-Owned Facilities for Vegetable Propagation / Food Banks
- E. Establishment Of Community Farms to Complement Home Food Security Needs
E1. Establishment Community Farm at Identified Lot Area in Novaliches Proper with Diocese of Novaliches
- F. Food Zones & Food Trade
 - Establishment of Food Zone to Promote Value-Adding and Food Processing Initiatives for Food Security.
 - Establish Small Wet/Commodity Markets To Underserved Communities

- Establish New Major Food Markets / Food Terminal / Warehouse in QC in Partnership With National Government
- G. SDAU PROCUREMENT For Urban Agriculture Supplies And Equipment For Oversight & Secretariat Tasks For The Food Security Task Force (Equipment, Office Supplies, Furniture and Fixtures, ICT Equipment, Other Supplies) Procured Equipment, Supplies, Vehicle
- H. Emergency Employment For Urban Agriculture (Sectoral & District Pilot Projects)
 - Profiling For Urban Agriculture Beneficiaries
 - Production Of Agricultural Inputs
 - Community Organizers
 - African Swine Flu (ASF) Affected Barangays
- I. Retooling For Urban Agriculture
 - Pre - Training Activities (Preparation, Write Up, Printing Of Basic Course Module)
 - Pre - Training Activities (Training Materials)
 - Basic Course on Urban Agricultural Training
 - Advance Course on Urban Agricultural Training
 - Special Course on Urban Agricultural Training
- J. Procurement for Urban Agriculture Supplies and Equipment to Support Food Security Task Force (Equipment, Office Supplies, Furniture & Fixtures, ICT Equipment, Other Supplies)
- K. Inputs Production in Integrated Agricultural Development Zone for City Food Security and Complementation of City Food Needs
- L. Livestock Farming in Barangay Payatas and Barangay Bagong Silangan as Agricultural Development Zones

Health and Pharmaceuticals. Since the effort to address COVID-19 will continue to be led by the health and pharmaceutical industries, these will likewise be given priority by accommodating industry requests that the City can provide in terms of policies or programs. This entails the additional purchase of needed medicines for COVID-19 patients.

Transportation. Recognizing the opportunity to address the transportation situation in Quezon City during the lockdown period, the City shall also seek to provide an alternative means of public transportation that can help decongest the main thoroughfares to provide more vehicle space for ambulances and other medical vehicles. This includes transferring mass transport to alternate routes using more efficient modes of transportation, and encouraging the growth of non-motorized transport such as pedestrianization and the use of bicycles. It is likewise noted that the requirements of social distancing will greatly reduce the capacities of mass transport. Hence, new modes of transportation that will more effectively carry our commuters will be pursued. Nonetheless, reaching-out to affected public transportation stakeholders will be undertaken considering the effect the changes will have on the livelihood of those concerned.

Bicycle Lane and Pedestrianization programs shall likewise be undertaken. These are covered in the succeeding section on the Infrastructure Sector.

The following PPAs have been identified for Transportation:

- A. Resumption of Transportation Services
 - Conduct Dialogue with the Different Operators and Drivers' Association Relative to the Schedule of Operation
- B. "Libreng Sakay" Program (Renting of Buses)

Tourism, Arts, and Culture. Considering that massive job losses are expected in the areas of tourism, arts, and culture due to the mass gathering limitations and social distancing regulations of the new normal, the affected workforces will likewise be supported for employment programs, consistent with the Mayor's Agenda Item No. 8 to create new jobs.

- A. Creation of Online Tourism Registration for All Tourism Related Establishments as Part of BPLD's Online Application Services for Business Renewals and New Businesses
 - Creation of a Tourism Team Who Will Cover The Inspection Of The Establishments Complying with the DOT Standards for Accommodation Establishments and Dining Establishments, Under DOT MC No. 2020-002, Sections 5-8 Operations Under a 'New Normal'
- B. Create a New Website thru Third Party Agency for the Tourism Department, to Serve the Purpose of Item A and B, Including Other Important Tourism Related Promotions and Announcements (National & Local Celebrations)
- C. Provide the Tourism Establishments with Printed Bootstrapping Or Recalibrating Hand-Outs Containing Guidelines For The Post COVID-19-19 Local And National Guidelines Once The MECQ Or GCQ Is Implemented
- D. Beautification And Enhancement Of Existing Markers And Signages Along Main Thoroughfares, Such As But Not Limited To The Following Areas:
 - Underpass That Connects QC Hall To QCMC Elliptical Road
 - Underpass That Connect QCMC To PhilCOA
 - Billboard Frames Around The Circle To Be Replaced By LED Signages
 - CP Garcia Avenue
 - Tomas Morato, West And Timog Avenue
 - Thematic Street Signs (e.g.: Banawe Chinatown Street Signs)
- E. City Sponsored/Hosted Webinars Which Will Also Have Industry Practitioners Leading The Lectures On The Safety Measures That The Retail, Hospitality & Restaurant Industries Should Implement.
- F. Creation Of Street Al Fresco Dining Places, Set Up For Restaurant And Food Purveyors' Pop-Up In Identified Locations Thru The City
- G. Launch Of The New City Brand Logo: DIVERSE-CITY

Growth Hubs. The Mayor's Agenda Item No. 9, to develop growth hubs, provides an opportunity for the City to trailblaze the way to new urban growth under the new normal. These hubs take into account the space limitations in Quezon City and the need to drive economic growth, but consider the need for less population density. Such developments may include central business districts and mixed-use developments with plenty of open spaces and low maximum density requirements. These initiatives will be taken from a regulatory standpoint, consistent with the QC CLUP and 2016 Zoning Ordinance, as well as the initiatives herewith stated in this Recovery Plan. Since these policy considerations fall within the mandates of the concerned Departments and Offices, no additional PPA or funding is contemplated.

Business, Livelihood, and Employment Recovery. Considering the need to provide assistance to the business community at this time, the following priorities shall likewise be pursued:

Business Operations and Livelihood

- A. Improvement and Revitalization of the Business One Stop Shop (BOSS)
- B. Online Business Permit Application System – Phase 1
- C. Automated Inspection Audit System
- D. Online Occupational Permit Application System Interconnected with the City Health Department Certificate Permit System

- E. Permit Delivery Service Program
- F. Digital *Palengke*
- G. Online market system
- H. Tricycle drivers as online market delivery arm
- I. Enforcement of LGU/IATF guidelines and apprehensions in marketplace, business establishments

Support to Micro and Small Enterprises

- A. Free COVID-19 Screening for MSE employees
- B. Wag Relief Program for Micro Business Enterprises & BMBEs
- C. Insurance for Micro Enterprises
- D. Livelihood Starter Kits
- E. Quarantips & Livelihood Manuals
- F. Shared Service Facility for MSEs
- G. e-Commerce & Digitization
 - QC Business Enterprise Map
 - MSE Digital Package
 - Community-based e-Mart
 - Webinars and Live Demos
 - QCART
 - QCART-Panda TODA (providing alternative employment to tricycle drivers as delivery rider)
 - QCART-Grab (providing alternative employment to displaced drivers)
 - QCART-Lalamove (providing alternative employment to displaced jeepney drivers)
 - QCART-Lazada (assisting small enterprises and micro entrepreneurs to sell online)
 - QCART-Shopee (assisting small enterprises and micro entrepreneurs to sell online)
 - QCART-MiniApps (assisting small enterprises and micro entrepreneurs to sell online)
 - QCART-Suki Club (assisting sari-sari store owners to adapt to e-commerce)
- L. Production Equipment and Digital Sign Ups Equipment
- M. Manpower Services

Labor and Employment

- A. Emergency Employment Program for *Kalingang* QC, SAP and TUPAD
- B. Continuation of Emergency Employment Program for *Kalingang* QC and SAP (DSWD SAP 2nd Tranche and QC SAP)
- C. Emergency Employment for Urban Agriculture (Sectoral and District Pilot Projects)
- D. Retooling Assistance for Urban Agriculture
- E. Procurement of equipment / supplies for Urban Agriculture
- F. Procurement of equipment / supplies for Online Registration
- G. Proposed Ordinance mandating all business establishments and private offices in QC to comply with Occupational Safety and Health Standards
- H. Amendments to Ord. No. SP-2512, s-2016 (providing for the basic framework for the development programs for the Workers in the Informal Economy)

Financial Support to Businesses

- A. Stimulus Package for Small Enterprises
 - Small enterprises to receive P100K to 500K financial assistance through wage subsidy

- Estimated beneficiaries: 1,000 to 5,000 Small Enterprises
- No laying-off of an estimated 5,500 to 25,000 employees for 3mos
- Estimated Php43M to P120M in city revenue from business taxes

B. Last-Mile Warehouses

- 5 renovated warehouses for rent for three (3) 3 years minimum by medium enterprises for logistics and storage purposes
- Employment of an estimated 250 to 500 QC residents
- Estimated city revenue of P40 Million

The Social Sector

Pursuant to the realization of a healthy, educated, secure, and empowered citizenry as envisioned by Quezon City's CLUP and further defined by the ongoing CDP Planning Process, and with added consideration of the COVID-19 pandemic, the City will pursue the following priority recovery initiatives in the Social Sector:

- Health
- Services for Indigents and Livelihood
- Education

Health. Under the COVID-19 environment, health will remain most important in the social sector, and for this purpose, mass contact tracing will continue to be pursued by the City Government, while government and private testing facilities and laboratories will be established and encouraged. These efforts will be anchored on the Mayor's Agenda Item No. 3, to provide better healthcare by establishing more super health centers, improving the patient to doctor ratio of the City, with all City-run hospitals and all health centers adequately stocked with medicines that are responsive to the area served, to include medical and burial assistance. Hence, the other objectives explicitly-provided in the said Agenda Item will likewise be prioritized.

The following PPAs have been identified for Health:

- A. Health, Safety and Protection Measures in the Quezon City Government
- B. Health and COVID-19 Management Program
- C. Enhancement of City-owned Hospitals
- D. Continuing detection, clinical management of COVID-19 patients and support for management of possible resurgence (NDH)
- E. Maintaining a controlled environment to reduce risk of cross-contamination/hospital-acquired COVID-19 infection (NDH)
- F. Prevention and management of infection and well-being of healthcare workers (NDH)
- G. Disaster preparedness (NDH)
- H. Management of COVID-19 Deaths
- I. Procurement of various equipment and supplies for COVID-related PPAs

Services for Indigents and Livelihood. For non-health related services, support to indigents and livelihood programs for those most affected by the lockdown will be given priority. This is in recognition of the vulnerability of the poorest of the poor among the City's residents, to include those traditionally vulnerable, namely the indigents, the homeless, the informal sector jobseekers, and the OFWs, consistent with the Mayor's Agenda Item No. 1, to deliver responsive, efficient and cost-effective social services. With COVID-19, the vulnerable segments of the workforce have expanded to now include the health workers and frontliners, who will be protected by the City Government's provision of responsive programs to meet their needs and expand their ranks. These efforts also pursue the Mayor's Agenda Item No. 5, which targets to empower citizens of every gender and social class and strengthen anti-discrimination and promote equal opportunities to all vulnerable sectors of the City.

In addition, pursuant to the Mayor's Agenda Item No. 1, to deliver responsive, efficient, and cost-effective social services, the City Government will provide the full complement of ancillary services, such as the processing of permits, payment of taxes, and applying for senior citizen or solo parent IDs. This includes the universal QC identification card (ID) system for quick and easy access to health centers and other social benefits.

A. Kalinga para sa Nakatatanda na Walang Tirahan sa Panahong may COVID-19

Education. In terms of education and in line with Agenda Item No. 4 to ensure higher quality education, alternative school arrangements will be developed by the City Government in partnership with the national government and the private sector. These will seek to modify public school facilities and operations to adapt to the new normal by instituting physical distancing measures, as well improve internet-based education. Senior high school, alternative learning programs, and technical- vocational programs focusing on food security, health, and pharmaceuticals will likewise be strengthened and promoted to immediately prepare learners for possible entry into these priority sectors soon after graduation or training.

- A. *Kalingang* QC Program for Educators, Youth and Students.
- B. Learning Support for Public Schools
- C. Online delivery of student services and business applications in QCU
- D. Flexible Learning Delivery for QCU Students
- E. Technology Support for QCU Students and Faculty
- F. QCU Medical teams' readiness to respond to Covid-19
- G. Post-Quarantine Mitigation, Prevention and Control of COVID-19 19 in QCU Campus
- H. Health, Safety and Protection Measures in the QC Library

The Environment Sector

Pursuant to the realization of a clean, green, sustainable and resilient environment as envisioned by Quezon City's CLUP and further defined by the ongoing CDP Planning Process, and with added consideration of the COVID-19 pandemic, the City will pursue the following priority recovery initiatives in the Environment Sector:

- Sanitation and Waste Management
- Use of Green Open Spaces
- Flood and Drainage Management
- Plastic Products
- Environmentally Sustainable Transport

Sanitation and Waste Management. Priority attention will be given to Sanitation and Waste Management, particularly on infectious wastes, disinfection, and general solid waste collection. Efforts in solid waste segregation, protection of the City's garbage collectors, will be doubled to mitigate transmission of the virus through infectious waste. The Barangay Materials Recovery Facilities (MRF) will likewise be enhanced to aid in biomass segregation and urban farming, as well as in ensuring community-based cleanliness and waste management.

Particular attention will be paid by the City Government on the City's memorial parks and crematorium, whereby disposal of cadavers will be made more efficient during this time of COVID-19.

- A. Urban Solid Waste Management System
- B. Responsive Special Operations
- C. Increased Compliance to Waste-Related Ordinances
- D. Continued Property Management through Disinfection Activities
- E. Installation of Biodigester in Public Markets

Use of Green Open Spaces. Spaces that will continue to be the lung of the City will be expanded and improved, particularly during this time of COVID-19 given the need for social distancing between people during leisure time. These spaces include the Quezon Memorial Circle, open spaces of the Universities and Colleges in the Katipunan Avenue area, the La Mesa Dam Ecology Park, and all other pocket and linear parks and promenades, including the City's Memorial Parks, among others. Through the creation and maintenance of more greenbelts throughout the City can Quezon City's air quality be maintained for the benefit of the respiratory health of the citizens, particularly in anticipation of the new normal. If linked into networks, these green open spaces may provide alternative routes for non-motorized transportation.

- A. Urban Green Space Network Development
- B. Biodiversity Management Program
 - B1. Fruit Bearing Trees
 - B2. Tree Tagging

Flood and Drainage Management. These will likewise be given continued attention in recognition of the persistent flooding in some areas of the City. For a long-term approach, the completion of the City's drainage master plan will be pursued. This will include an improvement in the management of the City's waterways and the creation of linear parks along waterways, wherever possible.

- A. Supply and Installation of a Rainwater Harvesting System
- B. Manila Bay Rehabilitation Program (Existing Project)

Plastic Products. The use of Plastic Products will also be given continued focus, given the reliance in plastic packaging materials and equipment at this time of food and other relief in response to the pandemic. Relative thereto, initiatives towards the following will be pursued:

- A. Plastic Ordinances: Distribution of Reusable/Washable Eco Bags
- B. Reusable Dining Material

Environmentally Sustainable Transport. The unprecedented reduction in levels of pollution during the quarantine period speaks volumes of how much the transport sector needs to be improved in order to abate the decrease in the City's air quality. Relative thereto, the City Government shall pursue programs to improve on the environmental friendliness of the City's mass transport systems.

- A. Bike Sharing Project
- B. Development of Quezon City Air Quality Management Plans
 - B1. Development of Ambient Air Quality Management Plan
 - B2. Development of Indoor Air Quality Monitoring and Management Plan
 - B3. Procurement of Air Quality Monitoring Devices
 - B4. Air Quality Monitoring Station
 - B5. Partnership with UPD, IE SM, Manila Observatory, Miriam College
 - B6. Handheld Indoor Air Quality Monitoring Devices

It is noted that all these initiatives are in line with the Mayor's Agenda Item No. 10 which aims to build a livable, green and sustainable City by improving waste disposal, establishing Materials Recovery Facilities, and improving parks and open spaces.

Infrastructure Sector

Pursuant to the realization of a well-linked, balanced, livable and attractive City as envisioned by Quezon City's CLUP and further defined by the ongoing CDP Planning Process, and with added consideration of the COVID-19 pandemic, the City will pursue the following priority recovery initiatives in the Infrastructure Sector:

- Health Facilities
- Flood Control
- Housing
- Parks and Open Spaces
- School Buildings

Health Facilities. In terms of infrastructure, Health Facilities will be given priority, to include extension of hospitals to increase capacities, building of new isolation and quarantine facilities, repurposing of unused buildings towards health, and a possible addition of more crematoriums or expansion of those already in place.

- A. Quezon City General Hospital
- B. Rosario B. Maclang General Hospital
- C. Novaliches District Hospital

Flood Control. Flood Control projects will likewise be given continued attention with added focus on areas that experience high COVID cases in order to achieve increased mobility and lessened isolation, as well as to lower population densities.

- A. Flood Mitigation Project Completion

Housing. Housing projects are also top priority, in line with the Mayor's Agenda Item No. 2, to build more homes.

- A. Socialized Housing for ISFs
- B. Protective Services, Public Order and Safety
- C. Census Survey of ISFs

Parks and Open Spaces. In terms of General Infrastructure that support the City health's initiatives, the redesigning of Parks infrastructure will be prioritized in order to secure social distancing, add effective measures to avoid viral infections, and open new networks for non-motorized transportation.

- A. Land Use and Other Infrastructure Support

School Buildings. School Building projects will likewise be prioritized in consideration of new challenges brought about by COVID-19 to our education system.

- A. Transportation Support
- B. Shift from construction to maintenance projects

It is noted that the initiatives are guided by the Mayor's Agenda Item No. 11, to build infrastructure that is truly essential and serves the needs of the people. This requires each project's necessity, quality, and cost-effectiveness.

Institutional Sector

Pursuant to the realization of a good, dynamic and participative governance as envisioned by Quezon City's CLUP and further defined by the ongoing CDP Planning Process, and with added consideration of the COVID-19 pandemic, the City will pursue the following priority recovery initiatives in the Institutional Sector:

- Health Human Resources
- Non-Medical Frontliners
- General City Hall Services
- Amendatory Procurement Plan
- Testing for COVID-19
- General City Services

Health Human Resources. As to institutional directions, a focus on Health Human Resources will be given, with the objective of expanding the number of City health workers and epidemiologists.

Non-Medical Frontliners. As to other non-medical frontliners, the City's DRRMO, SSDD, Solid Waste Management, Food (Fresh Markets), and Enforcers, among others will be augmented to address the expected needs of the next two years under COVID-19 conditions.

- A. Recruitment of Personnel
- B. Implementation Arm of DRRM and CCA
- C. Health, Safety and Protection Measures in QCG

General City Hall Services. Alternative ways of transacting will be explored by the City Government which do not necessitate personal appearance by clients. This may include the improvement and development of a Telephony System.

- A. Public Information
- B. Radio Communication Services
- C. Creation of the Department of Sanitation and Clean-up Works
- D. Activation of Online Public Services System
- E. Barangay and Community Monitoring and Coordination Project
- F. Barangay Household Data/Inventory
- G. Monitoring, Coordination and Mobilization Programs

Amendatory Procurement Plan. The City Government Departments will be allowed to submit an Amendatory Procurement Plan (APrP) for the year 2020 in light of COVID-19. Allocated funds for GAD, Trainings, Repairs and other appropriations for projects which will no longer be implemented will be realigned to address more immediate needs.

- A. Submission of Amendatory Procurement Plan duly approved by the City Mayor for the different Programs, Projects, and Activities (PPAs) for the year
- B. Bidding Procedures

Testing for COVID-19. To ensure the safety and welfare of the employees, COVID-19 testing for employees will be considered prior to re-opening.

- A. Training of Personnel in conduct of COVID-19 Testing and other related trainings

General City Services. Finally, the City Government will continue providing service vehicles such as the "LibrengSakay" to health workers, frontliners, commuters, City

employees and displaced workers. Furthermore, pursuant to the Mayor's Agenda Item No. 6, to build a more safe and resilient City, crime reduction in our streets will be targeted through the strengthening of QC Hotline 122, the increase of the QCPD's facilities and visibility, and the augmentation of fire and disaster response throughout the City's jurisdiction.

A. Quezon City I.D. System

B. Shuttle Services

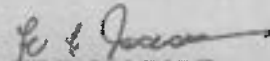
The aforementioned will be augmented by the City Government's adherence to the Mayor's Agenda Item No. 14, to listen to Quezon City citizens and to base decisions on hard data, the Agenda Item No. 12, to make the City Government a model for good governance by practicing transparency, fiscal prudence, and accountability; and Agenda Item No. 13, to professionalize the Quezon City workforce through performance based monitoring.

IMPLEMENTATION

The Recovery Plan elements will be implemented over four semesters, namely the second semester of 2020, the first semester of 2021, the second semester of 2021, and the first semester of 2022.

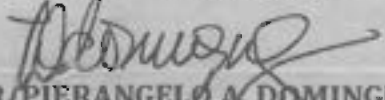
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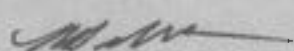
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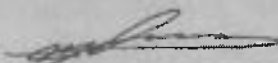

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Annex



List and Description of Priority Projects for the LDIP 2021-2023

2021-2023 QC LOCAL DEVELOPMENT INVESTMENT PROGRAM
List of Priority Programs and Projects

No	PROGRAM	IMPLEMENTING AGENCY
1	FLOOD CONTROL AND DRAINAGE DEVELOPMENT PROGRAM <i>The program covers the construction of grouted rip-rap, retaining wall and other erosion control structures including clearing of all illegal structures along identified stretches of rivers, creeks and drainage canals. It also includes dredging and the installation of garbage screen structure in strategic locations of waterways and canals to continuously collect garbage floating on waterways. This will facilitate easy, regular cleaning of city's waterways as a way of preventing flooding due of debris. The program also covers the installation and improvement of drainage system in parts of the road network where there is no drainage or where the existing is insufficient or defective.</i>	City Engineering Department, Environmental Protection and Waste Management Department, DRRMO
2	IMPLEMENTATION OF UNIVERSAL HEALTH CARE LAW: IMPROVING HEALTH SERVICE DELIVERY <i>City-level implementation of the Universal Health Care (UHC) Law is based on its Implementing Rules and Regulations (IRR). The goal is to have a city-wide local health system grounded on the following principles: An integrated, comprehensive and people-centered approach to ensure the health and well-being of QC residents and a primary health care model that promotes access to quality health services without causing financial hardships</i> <i>Local health systems (LHS) composed of health offices, facilities and services, human resources, and other operations relating to health under the management of the local government units shall be integrated into a city-wide local health system</i>	QUEZON CITY HEALTH DEPARTMENT
3	UPGRADING OF REGULAR HEALTH CENTERS TO DELIVER 24-HOUR SERVICE <i>After-hours primary health care is defined as accessible and available effective primary health care for QC residents whose health condition cannot wait for treatment until the next available regular primary care. However, it should not be a substitute for primary health care that occurs during regular hours. After-hours period is from 5:00 pm to 8:00 am Mondays to Fridays, all day Saturdays, Sundays and holidays. It is crucial that patients can access care provided by after-hours services that is safe, high quality and where continuity of care is prioritized.</i>	QUEZON CITY HEALTH DEPARTMENT
4	HEALTH HUMAN RESOURCE DEVELOPMENT PROGRAM <i>The project intends to increase the number of doctors in the Quezon City Health Department (QCHD) to ensure that all health facilities will have at least 1 doctor in charge of its operations. To improve access to quality medical services in QC, there will be an increase in the number of health facilities under the QCHD. Consequently, there will also be a proportionate increase in the number of qualified, competent and dedicated doctors needed to manage them.</i>	QUEZON CITY HEALTH DEPARTMENT
5	ENHANCEMENT OF COMMUNICATION SYSTEM <i>To provide 24/7 Emergency, Public Assistance and Complaints Action Center. Set up Integrated Radio Communication System in all Barangays per Cluster Dist 1 to 6 and intended to enhance the underlying Communication System and Network Hotline 122 Telephony System</i>	QCRRMO
6	COMPREHENSIVE HOUSING PROGRAM FOR QUEZON CITY <i>This program shall undertake a broad-based upgrading of urban poor communities through the development of comprehensive, low-cost, high density mass housing project equipped with sewerage facilities, efficient and adequate solid waste disposal system, primary roads and transportation access, as well as installation of basic utilities including communication, common public water supply and electricity. The program shall also be undertaken through a Public and Private Partnership (PPP) scheme in collaboration with the national government and shall also be implemented in conjunction with the Community Mortgage Program (CMP) to provide a decent living environment for QC's urban poor communities.</i>	Housing Community Development and Resettlement Department (HCDRD),

2021-2023 QC LOCAL DEVELOPMENT INVESTMENT PROGRAM
List of Priority Programs and Projects

No	PROGRAM	IMPLEMENTING AGENCY
7	RESPONSIVE WASTE MANAGEMENT OPERATIONS <i>- Increased protection through provision of PPEs to waste collectors</i> <i>- Hiring of city paid street sweepers/maintenance personnel</i> <i>- Procurement of mechanical sweepers</i> - <i>Device technology-based Solid and Liquid Waste of disposal of commercial and industrial establishments</i> <i>- Encourage use of bio-reactor (a device that converts biodegradable wastes into fertilizers) or other composting device and coordinate with LGUs or other agencies for marketing the composting products</i> - <i>Treatment and disposal of hazardous wastes, Disaster waste and waste from Factories</i>	Task Force on Solid Waste Management
8	ESTABLISHMENT OF PERMANENT EVACUATION CENTERS <i>- Identify and acquire safe, open areas for permanent evacuation center</i> <i>- Construction of dedicated permanent evacuation centers</i>	QCRRMO, CPDD
9	ESTABLISHMENT AND INSTALLATION OF AN EFFECTIVE MONITORING SYSTEMS - <i>for private schools, hospitals and informal education in the city to check preparedness for disasters.</i> <i>- additional flood monitoring stations</i> - <i>for a more accurate and reliable information about real risks, so measures to protect the most vulnerable areas can be established</i>	QCRRMO
10	SCHOLARSHIP EXPANSION PROGRAM <i>This program aims to expand scholarship assistance to incoming Senior High School students to accommodate new scholars at various levels, academic tracks, increase financial subsidy and stipend. The expansion program shall cover assistance for deserving students on the basis of merit (academic and other awards or recognition) and financial need.</i>	Quezon City Youth Development Office
11	PEACE AND ORDER MODERNIZATION PROGRAM <i>This program aims to strengthen campaign against crime, violence and destruction of property through modernization of equipment and establishment of protective infrastructure that will bolster the peace and order situation of the City.</i>	Quezon City Police District Quezon City Fire Department
12	ROAD NETWORK DEVELOPMENT PROGRAM <i>The project aims to widen main city roads to their prescribed right-of-way, including clearing of all obstruction and illegal structures if any and restoration of sidewalks and easements to increase carrying capacity of roads. Also included on the program, the concreting, improvement and maintenance of existing city owned/donated roads for durability and lessen need for constant asphaltting as well as reblocking of damaged pavement. Also includes rehabilitation and maintenance of existing local bridges.</i>	City Engineering Department
13	DEVELOPMENT OF MEDICAL INTEGRATED PROGRAM <i>This includes identification of stakeholders, human capital development and the conduct of Health and Wellness Summit</i>	Quezon City Tourism Department
14	COMPREHENSIVE TOWNSHIP COMMUNITY RESETTLEMENT PROGRAM FOR INFORMAL SETTLER FAMILIES (ISFs) IN QUEZON CITY <i>The program aims to create model resettlement housing communities outside Quezon City that are accessible to primary road and transportation facilities to avoid displacement of ISFs from their workplace. The Township Community shall also be equipped with basic utilities such as potable water source and electricity. The program shall also cover relocation efforts of ISFs from hazardous areas, and shall be undertaken in collaboration with national shelter agencies, LGUs, private sector and NGOs.</i>	Housing Community Development and Resettlement Department (HCDRD), National Government, Private Developer
15	ACQUISITION OF ROAD AND DRAINAGE RIGHT-OF-WAYS <i>Aims to acquire land for new road network, road extension/ interconnection or existing public roads without right-of-ways. It also includes acquisition of drainage right-of-way interconnection towards drainage outfall.</i>	City Engineering Department, City Planning and Development Office

2021-2023 QC LOCAL DEVELOPMENT INVESTMENT PROGRAM

List of Priority Programs and Projects

No	PROGRAM	IMPLEMENTING AGENCY
16	EDUCATION SUPPORT PROGRAM <i>This program aims to establish, augment, modernize, and expand various infrastructure-related projects to support delivery of education services in Quezon City. The program also includes land acquisition for new school sites and the provision of technology-based equipment to support blended learning methodologies</i>	School Division Office-QC, Social Services Dev't Department-QC
17	SOCIO-ECONOMIC INFRASTRUCTURE DEVELOPMENT PROGRAM <i>To provide infrastructure support to social (health, education, security) and economic development sectors</i>	City Engineering Department
18	IMPROVEMENT OF ROAD INTERSECTION, SIGNALIZATION, ROAD SIGNS AND MARKINGS <i>Aims to improve road safety and traffic flow for all types of road users. Includes improvement of existing road intersections, installation of traffic signal lights, provision of road signs and markings to provide information, warning, rules and what road conditions are like.</i>	TF Transport and Traffic Management, City Engineering Department
19	ESTABLISHMENT OF SATELLITE OFFICES OF QCDDRRMO who will supervise BDRRM Planning annually; assign dedicated and permanent personnel to provide oversight	QCDDRRMO
20	ESTABLISHMENT OF AN EFFECTIVE COMMAND AND CONTROL STRUCTURE for all <u>city-owned, city-issued</u> , partnership resources in the city (ambulances and other emergency response paraphernalia) regarding emergency response action including provision of standards for communication protocols. It is the city's adoption of the Cluster Approach and Incident Command System for Disaster Response. The cluster approach ensures a more coherent and effective outcome in mobilizing government agencies, organizations, civic society and private sectors to respond in a strategic manner in all key sectors during disasters. The command and control of the city are established if the cluster approach is seamlessly integrated into the city's operations during disasters.	QCDDRRMO
21	DEVELOPMENT OF PEDESTRIAN WALKWAYS, PROMENADES, BIKE LANES, CONSTRUCTION OF PEDESTRIAN OVERPASS/UNDERPASS <i>Promotes walking and cycling and aims to reduce the risk of road traffic fatalities and injuries by creating a safe pedestrian and bicycle network within the city. Program includes development and construction of recovered/cleared road easements/sidewalks, pedestrian lanes, bike lanes, covered walks, elevated walkways, pedestrian crossing, overpass/underpass, pocket park/plaza, promenade, illumination, CCTVs and other support facilities such as bicycle parking/station, restrooms/shower rooms, etc.</i>	City Engineering Department, QC Parks Development and Administration Department
22	ESTABLISHMENT OF LOCAL MASS TRANSIT SYSTEM (e.g. city bus, BRT, monorail, tram, etc.) <i>The project aim to present an alternative transit option to cope with the city's rapidly growing population. In a bid to alleviate congestion on various corridors within the city, high capacity transportation systems that will take passengers all around the city may not only be convenient but which is considered to be "cheapest and time-saving".</i>	QC LGU (Local Economic and Investment Promotions Office, TF Transport and Traffic Management), DOTr
23	CITY'S WATER QUALITY MANAGEMENT PROGRAM - Formulation of Water Quality Management Plan : a development plan to establish management strategies which aims to reduce discharge of pollutants into the city's runoff system through application of appropriate best management practices and/or installation of local monitoring data - Installation of water quality monitoring station (s) that would assess the current state of water quantity and quality thus support decision-making and operational water management	Environmental Protection and Waste Management Department in coordination with concerned National Government Agencies, QC Departments/Offices, private sector, NGOs, academe, and local/international networks and partners

2021-2023 QC LOCAL DEVELOPMENT INVESTMENT PROGRAM
List of Priority Programs and Projects

No	PROGRAM	IMPLEMENTING AGENCY
24	PROVISION OF PUBLIC TRANSPORT COMMUTERS FACILITIES IN STRATEGIC AREAS <i>Improvement and development of public transport facilities for commuters in identified strategic areas giving due attention to safety, convenience and comfort (waiting sheds, benches/stool, loading/unloading zones/bay, terminals).</i>	QC LGU (TF Transport and Traffic Management, City Engineering Department, Barangays), MMDA, DOTr
25	ESTABLISHMENT OF A NEW CITY POUND AND PROVISION OF IMPOUNDING TRUCK <i>It intends to improve and expand the City's existing impounding facility to cater more expanded services such as cremation of animals, technical assistance to animal raisers, adoption and rabies control.</i>	City Veterinary Department
26	FULL AUTOMATION OF PUBLIC SERVICE <i>This involves application of information and communication technologies (process) to come up with end to end solutions to public sector services. (Application to Payment)</i>	Information Technology and Development Department, Office of the City Administrator
27	NETWORKING AND WEB PAGE SERVICES, ON-LINE COMPUTER BASED INFORMATION SYSTEM <i>- Implementation and provision of efficient and effective delivery of services and information of the city, down to the barangay level allowing integration and networking of information and database across all local government agencies and all barangays in the city. It seeks to enhance coordination and collaboration of LGU units and the barangays that will ensure data-driven policy-making and service program formulation</i> <i>- Creation or Maintenance of City Government's Official Web site and e-mail accounts for credible and reliable dissemination, live streaming of important activities and communication of official information to the public</i>	Information Technology and Development Department, Barangay and Community Relations Department, City Planning and Development Office
28	LOCAL PUBLIC TRANSPORT ROUTE PLAN <i>To rationalize local public transport route to reduce the reliance on private vehicle use and move toward environmentally sound mobility solutions.</i>	QC LGU, DOTr
29	INTEGRATED TRANSPORT SYSTEM/ INTERMODAL TRANSPORT TERMINAL <i>The North Intermodal Transport Terminal is intended to reduce vehicular traffic within EDSA, by serving as the beginning and end destination for provincial buses. Passengers will transfer to in-city modes of transportation such as city buses, rail transits, UVs, taxis, etc.</i>	QC LGU (TF Transport and Traffic Management, City Engineering Department, Local Economic and Investment Promotions Office), MMDA, DOTr
30	GREEN TRANSPORT PROGRAM <i>To substantially reduce GHG emissions and other environmental impacts from transportation</i> <i>- Expansion of green corridors and bike lanes</i> <i>- Establishment of Bike Sharing System</i>	DPOS
31	CONSTRUCTION / IMPROVEMENT OF GOVERNMENT BUILDING OFFICES / FACILITIES <i>- Construction, improvement, repair/rehabilitation and renovation of City's physical facilities including structural retrofitting and Green Building compliance to provide for a proximate, safe and conducive place to work in and to transact business with</i> <i>- Construction of Mini City Hall in every district of Quezon City</i> <i>- Construction / improvement of barangay halls</i> <i>- Establishment of Information Center - a place or a center where transacting public can access basic information about the City's policies, programs, projects and activities</i>	All City Government units, General Services Department, City Engineering Department, Parks Development and Administration Department

2021-2023 QC LOCAL DEVELOPMENT INVESTMENT PROGRAM

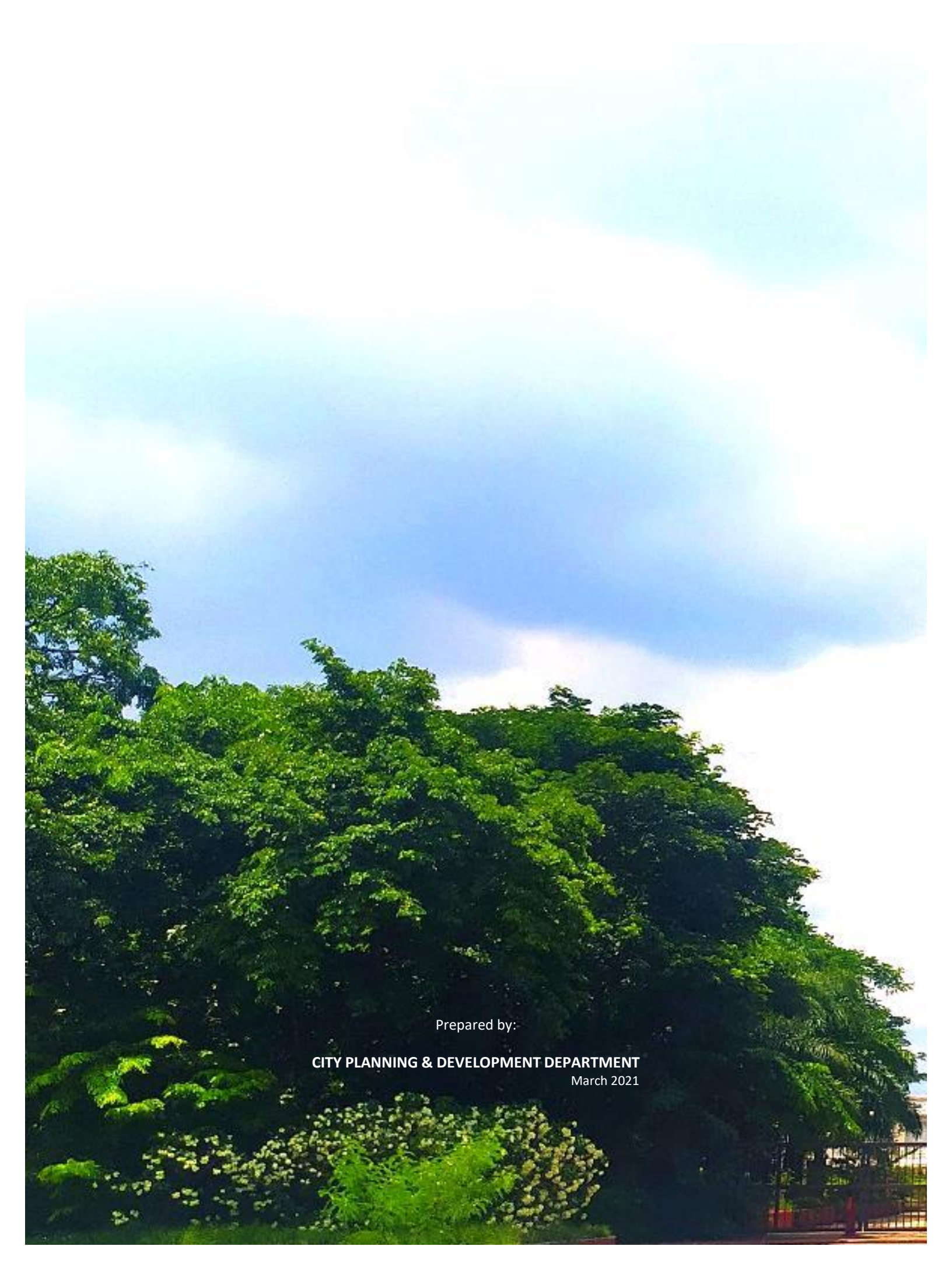
List of Priority Programs and Projects

No	PROGRAM	IMPLEMENTING AGENCY
32	ADVOCACY AND CAPACITY-BUILDING PROGRAM ON SUPPORTING BLENDED LEARNING METHODOLOGIES FOR PARENTS AND GUARDIANS (PARENTS AS TEACHERS) <i>This is a series of activities that intends to establish mechanism to support parents' capacity to be facilitators of learning at home through the development of manual for home teaching.</i>	SCHOOL DIVISION OFFICE-QC
33	PARKS AND OPEN SPACE/VACANT LOTS DEVELOPMENT PROGRAM - Identification and provision of lands for development of parks and open space - Development of recovered legal waterways easements to be developed into linear parks or converted into vegetated easement - Clearing and greening of easement of waterways, buffer areas, fault zones, aqueducts, transmission lines, ROWs, center islands and sidewalks	QC Parks Development and Administration Department
34	SUPPLY AND INSTALLATION OF A RAINWATER HARVESTING SYSTEMS IN 10 CITY-OWNED FACILITIES - Installation of rain catchment facilities in all public schools - Identification in other areas for rainwater harvesting or water catchment areas for treatment/re-use	Environmental Protection and Waste Management Department
35	COMPREHENSIVE GREENING AND BEAUTIFICATION PROGRAM - Development, greening and beautifications of pocket parks, center island and other suitable areas - Edible landscaping development - Construction of linear parks, integrated and interconnected parks and greenbelts - Development of walkable areas or elevated pedestrian walkways connected to the main motor / rail corridors - Revitalization of stream corridors by creating wider easements w/ green spaces	QC Parks Development and Administration Department
36	DEVELOPMENT OF QCITIZEN APP <i>A software designed for people to report issues ranging from traffic accidents and peace & order concerns to reports graft and corruption</i>	Information Technology and Development Department, Office of the City Administrator
37	DEVELOPMENT OF NEW MAJOR FOOD MARKETS / FOOD TERMINAL / WAREHOUSE (in partnership with the National Government) <i>Establishment of one (1) food terminal in strategic location to supply of food from the North</i>	Market Development and Administration Department
38	ESTABLISHMENT OF CITY-OWNED PUBLIC MARKETS IN DISTRICT II, V, AND VI <i>Construction of markets in areas where no city-owned public markets is established</i>	Market Development and Administration Department
39	MARKET REHABILITATION PROGRAM <i>Redevelopment of the city's eight (8) public markets utilizing multi-level development and incorporating green concept</i>	Market Development and Administration Department
40	DEVELOPMENT OF AN INTERCONNECTED UNIVERSAL FINANCIAL SYSTEM OF THE CITY <i>This covers electronic transactions of the City Government that emanates from the offices/departments. These offices /departments will provide/produce source documents and other accounting forms leading to the protection of the transaction, whether it be budgetary, collections or disbursements in accordance with the Government Accounting Manual for Local Government Units compliant to International Public Sector Accounting Standards (IPSAS), CSC Laws and Rules, RA 9184 and its IRR, DILG, DBM, Dept of Finance and other regulatory bodies.</i>	City Mayor, City Administrator and Department/Office Heads involve in Financial Management
41	IN-DEPTH STUDY OF HIRING POLICIES AND QUALIFICATION STANDARDS OF CURRENT AND PROSPECTIVE INVESTORS IN QUEZON CITY <i>The project will involve development of an assessment tool that will be used to assess hiring policies of major industries in Quezon City. It will also involve the actual conduct of an in-depth study to assess adherence of hiring policies according to fair qualification standards and possible discriminatory practices on the basis of age, gender, or disability</i>	Public Employment Services Office

2021-2023 QC LOCAL DEVELOPMENT INVESTMENT PROGRAM

List of Priority Programs and Projects

No	PROGRAM	IMPLEMENTING AGENCY
42	INDUSTRY REVITALIZATION PROGRAM <i>Promotion on the establishment of labor intensive, clean industries in the city</i>	Economic Development Investments Board
43	CREATION OF QUEZON CITY FREEDOM OF INFORMATION (FOI) PORTAL AND/OR MANUAL CONSISTENT WITH THE DATA PRIVACY ACT	Information Technology and Development Department, Barangay and Community Relations Department, City Planning and Development Office
44	QUEZON CITY LOGISTICS HUB <i>Aims to develop a growth hub, specifically catering to the Logistics Sector. This hub will serve as a specific area designated to business activities related to transportation, storage, and distribution of goods throughout the city</i>	Local Economic Investment Promotions Office
45	DEVELOPMENT OF NGOS/POs DATABASES - Mapping services vis-à-vis services providers - Profiling of existing NGOs / POs in Quezon City	Barangay and Community Relations Department
46	CREATION OF COMMITTEE ON DECORUM AND INVESTIGATION (CODI) <i>Committee to conduct formal investigation of complaints filed related to sexual harassment</i>	Office of the City Administrator, City Legal Department, Human Resource Management Department, QC Protection Center for Gender-Based Violence and Abuse, GAD Office
47	TRANSITION PROGRAM FOR LEARNERS OF ALL AGES (NOH-SCC TRANSITION PROGRAM MODELLING (NOH-SCC BAKERY)) <i>A project that aims to establish a bakery in the school vicinity to comprehensively exemplify the implementation of transition program for learners with disabilities by providing them with feasible opportunities in employment and entrepreneurship for effective reintegration in the community and inclusivity.</i>	SCHOOL DIVISION OFFICE-QC
48	CREATION OF A LOCAL ECONOMIC AND INVESTMENT PROMOTIONS OFFICE (LEIPO) WEBPAGE <i>The project aims to promote the city as preferred business destination. The website will serve as local economic database accessible to stakeholders, and as e-marketplace for B2C and B2B businesses in Quezon City</i>	Local Economic Investment Promotions Office
49	NEW GROWTH HUBS DEVELOPMENT PROGRAM <i>Development of new growth hubs to increase investment</i>	Local Economic Investment Promotions Office
50	TOURISM DEVELOPMENT PROGRAM <i>The program seeks to develop and/or promote tourism in Quezon City focusing primarily on eco-tourism and the arts and culture. It seeks to create new jobs for the industry</i>	Quezon City Tourism Department
51	MULTI SECTORAL SUMMIT <i>This is aimed to integrate city-wide multi-sectoral initiatives and inputs of sectors after conducting several meeting and dialogues / summit with stakeholders. It ensures people's participation in the identification of issues and concerns, towards conceptualization and formulation of plans. The multi sectoral summit serves as the annual apex / climax of people's participation and cooperation</i>	Barangay and Community Relations Department



Prepared by:

CITY PLANNING & DEVELOPMENT DEPARTMENT

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